

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

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**Monday 20 July 2015 at 1.00 pm**

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

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillors Chris Rosling-Josephs (Chair), Nasima Akther, John Booker, Katie Condliffe, Steve Jones, Mohammad Maroof, Aodan Marken, Karen McGowan, Pat Midgley, Chris Peace, Lynn Rooney, Colin Ross, Ian Saunders, Jack Scott and Cliff Woodcraft (Deputy Chair)

## **Education Non-Council Members**

Jules Jones, Gillian Foster, Joan Stratford and Alison Warner

## **Substitute Members**

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

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## **PUBLIC ACCESS TO THE MEETING**

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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](http://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 Diane Owens, Policy and Improvement Officer on 0114 27 35065 or [email diane.owens@sheffield.gov.uk](mailto:diane.owens@sheffield.gov.uk)

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## **FACILITIES**

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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.

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**CHILDREN, YOUNG PEOPLE AND FAMILY SUPPORT SCRUTINY AND POLICY  
DEVELOPMENT COMMITTEE AGENDA  
20 JULY 2015**

**Order of Business**

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- 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 Meetings** (Pages 5 - 14)  
To approve the minutes of the meetings of Committee held on 9<sup>th</sup> March and 20<sup>th</sup> May, 2015
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. The Police and Crime Plan and Current Issues** (Pages 15 - 48)  
Dr Alan Billings, South Yorkshire Police and Crime Commissioner, to report
- 8. Adoption Performance** (Pages 49 - 68)  
Report of the Executive Director, Children, Young People and Families
- 9. Draft Work Programme 2015/16** (Pages 69 - 72)  
Report of the Policy and Improvement Officer
- 10. Date of Next Meeting**  
The next meeting of the Committee will be held on Monday, 28<sup>th</sup> September, 2015

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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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 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](mailto:gillian.duckworth@sheffield.gov.uk).

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

**Meeting held 9 March 2015**

**PRESENT:** Councillors Gill Furniss (Chair), John Booker, Mike Drabble, Talib Hussain, Karen McGowan, Pat Midgley, Colin Ross, Ian Saunders, Jack Scott (Substitute Member), Diana Stimely, Stuart Wattam and Cliff Woodcraft (Deputy Chair)

**Non-Council Members in attendance:-**

Jules Jones, Education Non-Council Voting Member  
Gillian Foster, Education Non Council Voting Member  
Alison Warner, Education Non-Council Member

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillor Nasima Akther, and Councillor Jack Scott attended as her duly appointed substitute, and from Joan Stratford (Education Non-Council Voting Member).

**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 Councillor Talib Hussain declared a personal interest in item 7 (Adoption and Fostering Annual Report) as his wife works for the Fostering Service.

3.2 Councillor Ian Saunders declared a Disclosable Pecuniary Interest in item 7 (Adoption and Fostering Annual Report) as he is a foster carer, and he left the room during the consideration of the Fostering Annual Report.

**4. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the Committee held on 26<sup>th</sup> January, 2015 were approved as a correct record, with the exception of item 1 – Apologies for Absence, which was amended by the addition of Gillian Foster (Education Non-Council Voting Member) to the list.

**5. PUBLIC QUESTIONS AND PETITIONS**

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

## **6. ADOPTION AND FOSTERING ANNUAL REPORTS**

### **6.1 Adoption Service**

6.1.1 The Executive Director, Children, Young People and Families, submitted the Adoption Service's Annual Report, in line with adoption services statutory regulations and guidance.

6.1.2 The report was supported by a presentation by Suzanne Whiteley, Adoption and Fostering Service Manager, and also in attendance for this item were Dorne Collinson, Director, Children and Families Service and Jon Banwell, Assistant Director – Provider Services.

6.1.3 Suzanne Whiteley reported on the national adoption agenda, referring to the various Government initiatives during the last few years to accelerate whole adoption process improvements to the process for assessing prospective adopters and attempts to help adoptive families to help their children settle into their new homes. Ms. Whiteley also referred to Sheffield's response to the Government initiatives and to statistics relating to the various different aspects of the adoptions process.

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

- Whilst it was accepted that the Indicators A1 and A2 in the adoption scorecard were still outside the threshold set by the Department for Education, considerable work was being undertaken, including the recruitment of additional staff in the Adoption Service, to look at why this was the case and to look at the data collected to analyse where the delays in the process were occurring. The figures published were based on a three-year average, therefore any real signs of improvement in terms of the figures would only be realised after a three-year period. It was stressed that the Indicator 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) had now come down from 300 days to 267 days. There were a number of delays throughout all the various different stages of the process, but following the implementation of a number of planned measures, it was envisaged that there would be improvements in terms of the indicators.
- As well as the measures already put in place, there were further planned improvements to the adoption process, which included the introduction of an electronic system for all social workers, which would make it easier for them to monitor precisely how long each stage of the process took. It would also enable them to identify any issues, and provide an opportunity for them to plan ahead more effectively. The

Children and Families Service's Senior Management Team would continually monitor the information on the new electronic system, to give them an overseeing role. Other improvements included the provision of additional capacity in the Service in order free up time for social workers.

- The three main causes of the delays in terms of the Indicator A2 included a lack of capacity in terms of social workers' caseloads and issues regarding their ability to prioritise their work, slippage with regard to Family Finders and the need for more robust performance management tools. In terms of addressing these issues, respectively, additional resources and capacity had been provided in terms of the social workers, and adoption work was now deemed as a priority for them, two people had recently been recruited to posts of Family Finders, and were working hard to make up the backlog in this area, and procedures and processes in the Children and Families Service were being updated and there was now accessible guidance/procedures in place, including an on-line guidance in terms of procedures both locally and nationally.
- The statistics in terms of improvements made during the present year would be available in 2016 and as the figures will include the statistics from the first two years, it was very difficult to predict whether any significant improvements will have been made at this stage. Further analysis could be undertaken in connection with this issue and provided to Members.
- The Council had a very close relationship with Voluntary Adoption Agencies. The process involved a range of measures, most of which were now on-line, and which were used by many other local authorities. Other initiatives which have helped to increase activity with regard to family finding include the "Help Be My Parent" scheme and close links with the Yorkshire and Humber Adoption Consortium.
- Whilst funding had been provided from the Government, through the Adoption Support Fund, to help adoptive families to help their children settle into their new homes, it was unclear as to whether this funding would continue. This, therefore, made it very difficult to predict what it meant for the Council long-term, in terms of financial implications. Officers had been involved in an audit session with a representative from the Department for Education, and meetings were planned with colleagues in the South Yorkshire Region to discuss how resources could be pooled in terms of assisting adoptive families.
- Additional capacity in terms of post adoption support in the Child and Mental Health Service (CAMHS) was currently being

proposed.

- Social workers' caseloads were currently in line with those of other local authorities, but there would still be a requirement on them to prioritise their work accordingly. It was hoped that the benefits of additional investment and capacity would be seen, and that the work of Early Prevention Services would help to keep down social workers' workload to a reasonable level.
- Dealing with the delays in the adoptions process was deemed as high priority by the Director, Children and Families Service, and the Director offered, as a commitment, to provide Members with a report detailing the work being undertaken, and work planned, to address this issue.
- The time period set out in the adoption scorecard (Indicator A2) started from the point when the decision was made in terms of the Placement Order.
- The reason why there were 165 children made subject to a "Should be Placed for Adoption" (SHOBPA) decision was due to a change in the recording method, which now included children who were placed for adoption.
- Through working with the Yorkshire and Humber Adoption Consortium, as well as the development of sub-regional working, there were a range of processes in terms of family finding, including identifying where there were risks associated with a child staying in Sheffield.
- Some children had achieved permanency Special Guardianship Orders (SGOs). These Orders were used in such circumstances where a child would remain within their birth family or with their foster carer. There has been year on year increases of SGOs in Sheffield.
- A number of temporary posts had recently been recruited to, specifically to identify where the delays were occurring in the process. These posts had been funded for a period of three months through Government funding in connection with adoption reform. Staffing levels in the Adoption Service had been relatively stable over the last few years and it was only recently when there had been a number of staffing changes.

6.1.5 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; and

- (b) expresses its concerns at the delays in the adoption process, as detailed in the adoption scorecard, set out in the report now submitted, and, in the light of this, requests the Director of Children and Families to submit a report to the Committee on the steps and measures being taken to address this issue.

## 6.2 Fostering Service

6.2.1 The Executive Director, Children, Young People and Families, submitted the Fostering Service's Annual Report.

6.2.2 The report was supported by a presentation by Suzanne Whiteley, Adoption and Fostering Service Manager, and also in attendance for this item were Dorne Collinson, Director, Children and Families Service and Jon Banwell, Assistant Director – Provider Services.

6.2.3 In support of the report, Suzanne Whiteley gave a presentation providing an outline of the Fostering Service, reporting on details of foster carer training and fostering panels, statistics regarding the number of newly approved foster carers, the number of placements and the total number of approved foster carers. Ms. Whiteley also referred to details of foster carers who had either withdrawn from fostering or de-registered as foster carers during 2013/14, together with the reasons for such withdrawals or resignations, and concluded by referring to the planned work of the Fostering Service in 2015.

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

- The statistics in terms of the percentage of approved foster carers who subsequently either didn't make the standard or did not wish to continue, were not available at the meeting, but would be sent to Councillor John Booker.
- The Council worked very closely with the Child and Mental Health Service (CAMHS) in connection with providing training for foster carers with regard to children and young people with mental health problems. All foster carers were provided with access to training opportunities provided by CAMHS, and the Council was in close liaison with that Service and Multi-Agency Psychological Support (MAPS) in terms of looking at what improvements could be made in this area.
- The Council was required to complete an annual assessment for the Government with regard to looked after children with mental health problems, and was working with MAPs to look at what provision could be provided in terms of those children and young people with more serious mental health problems. This model would be used to develop mental health services further. Details of this would be included in future annual reports.

- As at 30<sup>th</sup> September, 2014, the service had 33 vacancies in terms of foster carers. There were a number of reasons as to why people did not wish to continue as foster carers, including relationship breakdowns, illness and financial or employment issues. The Council had an excellent record in terms of the recruitment of foster carers over the last few years and if any people who had registered were not deemed active, officers would contact them and discuss the issue of deregistration.
- When a child reached the age of 18, the Council, through its Staying Put policy, encouraged such children to stay in their placement. The support provided would usually take the form of financial support, and the time limit in terms of how long they stayed in a placement depended on the individual circumstances of each child.
- The number of prospective foster carers was always going to reduce after each stage of the application/assessment process. In 2013/14, 157 initial enquiries were received, 83 social worker visits were made, 61 people attended the training, 45 were subject to an assessment, with 31 being approved.
- If any foster carers who had been through the full assessment process, decide to leave the service, only to then decide to return at a later date, the Fostering Panel would look at the individual circumstances of each case, but would be likely to fast-track their application.
- The Service would collect as much information as possible in terms of the experiences of children placed with foster carers, at the start of the process, then follow this up after a year in their placements. Both the children and the foster carers, through the Independent Reviewing Process, would be encouraged to provide details in terms of their respective experiences. All children in placements were encouraged to comment on their carers and the Service maintained an ongoing dialogue with all foster carers, through the Voices Forum.
- Foster carers often had a view in terms of the age of children they would like to look after. Placements were made in respect of teenagers, as with regard to children of all other ages, and a recruitment campaign was held in 2014, through the Youth Justice System, to look at placements specifically for teenagers. The Service was looking at what support could be provided to foster carers who looked after older children.
- The duties of the Training and Development Officer had recently changed, and the Officer had been on sickness leave

for some time. Whilst every attempt had been made to maintain the training sessions to support foster carers, some of the sessions had been forced to be cancelled.

- 6.2.5 RESOLVED: That the Committee notes the contents of the report now submitted, the information reported as part of the presentation, and the responses provided to the questions now raised.

## **7. LOOKED AFTER CHILDREN ANNUAL REPORT**

- 7.1 The Executive Director, Children, Young People and Families, submitted the Looked After Children and Care Leavers Annual Report, which contained details on the progress of the Council's Looked After Children and Care Leavers, the progress of the Looked After Adopted Children and Care Leaver Strategy 2014 and made reference to a revised and updated Looked After Adopted Children and Care Leaver Strategy in 2015.
- 7.2 The report set out information on the key objectives and actions in the Looked After, Adopted Children and Care Leaver Strategy 2014, together with proposed actions in 2015, in respect of the seven key priorities – Engagement and Influence of Looked After Children and Young People, Educational Achievement and Attainment, Health and Wellbeing, Permanence, Integrated Placement Strategy, Safeguarding and Vulnerability and Care Leavers. The report was supported by presentations on each of the seven strategic priorities, from Jon Banwell (Priorities 1, 2, 3 and 5), Suzanne Whiteley (Priority 4), Joel Hannah (Priority 6) and Becky Towle (Priority 7).
- 7.3 Members of the Committee raised questions and the following responses were provided:-
- It was accepted that the Council was not meeting the target in terms of percentage of children in care with up to date health assessments, although the trend was improving. There has been a considerable level of communication with, and training for, social workers on this issue, which had resulted in the improving trend. A new post of Designated Nurse had been recruited to in the Clinical Commissioning Group. The percentage of children in care with up to date dental assessments was also below the national target, but was also showing an improving trend. Arrangements were now being made for dentists to visit children's homes, as opposed to relying on children visiting surgeries, and this had helped in terms of the improving trend.
  - The issue of the accommodation for care leavers was very high on the Service's agenda, and regular meetings were being held with colleagues in the Housing Service to discuss this issue. Where possible, every effort was made to encourage older children to remain with their foster carers, under the Staying Put policy. Also, the Service was looking at benchmarking and accommodation provided, as well as reviewing the personal circumstances of each care leaver, in detail, to gain a better understanding of their needs.

- The biggest priorities in terms of the Children and Families Service were safeguarding, early years and emotional health and wellbeing. In terms of emotional health and wellbeing, there was a need for the Service to look at its processes with regard to looked after children on the basis that they generally had the most needs. The Director, Children and Families, had arranged to meet with commissioning leads within the Clinical Commissioning Group and Public Health to look at how the Service's resources could be prioritised in respect of this area of work. It was accepted that the 0-25 year old agenda was a major area of work for the Council, and the Committee was assured that there would be major improvements in this area of work in the forthcoming years.
- It was important that, in terms of the educational achievement of looked after children, there was the aspiration that all such children would attend a "good" school (as categorised by Ofsted) and achieve to the best of their ability. It was also important to ensure that the school they attended, and their education package as a whole, was suited to their individual needs.
- The Scrutiny Committee could impact on the lives of looked after children by maintaining the high profile of such children, and by Members, as Elected Champions, maintaining their links with the children's homes. Jon Banwell would circulate information to Members, containing information on how they could be involved in some specific work taking place around care leavers, and any comments from Members on the new Looked After Children and Care Leavers Strategy would be welcomed. It would also be appreciated if Members could support looked after children in terms of their education, specifically, and where possible, ensuring that no such children were excluded from schools.

7.4 RESOLVED: That the Committee notes contents of the report now submitted, the information reported as part of the presentations now made and the responses to the questions raised.

## **8. WORK PROGRAMME AND ANNUAL REPORT**

8.1 RESOLVED: That, due to time constraints, it was agreed that the Policy Improvement Officer, Diane Owens, would email the Committee regarding the remainder of the Work Programme 2014/15 (the annual meeting with young carers) and also to request input into the annual report for scrutiny.

## **9. DATE OF NEXT MEETING**

9.1 It was noted that the next meeting of the Committee would be held on a date to be arranged.



**SHEFFIELD CITY COUNCIL**

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

**Meeting held 20 May 2015**

**PRESENT:** Councillors Chris Rosling-Josephs (Chair), Nasima Akther,  
John Booker, Katie Condliffe, Steve Jones, Mohammad Maroof,  
Karen McGowan, Pat Midgley, Chris Peace, Lynn Rooney, Colin Ross,  
Ian Saunders, Brian Webster and Cliff Woodcraft (Deputy Chair)

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**1. APOLOGIES FOR ABSENCE**

1.1 An apology for absence was received from Councillor Jack Scott.

**2. APPOINTMENT OF CHAIR AND DEPUTY CHAIR**

2.1 RESOLVED: That Councillor Chris Rosling-Josephs be appointed Chair of the Committee and Councillor Cliff Woodcraft be appointed Deputy Chair.

**3. DATES AND TIMES OF MEETINGS**

3.1 RESOLVED: That meetings of the Committee be held on a bi-monthly basis, on dates and times to be determined by the Chair.

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# Agenda Item 7



**Report to Children Young People & Family Support  
Scrutiny & Policy Development Committee  
Monday 20<sup>th</sup> July 2015**

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**Report of:** South Yorkshire Police & Crime Commissioner

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**Subject:** Putting Safety First: South Yorkshire Police and Crime Plan 2013/17  
(Renewed March 2015)

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**Summary:** Dr Alan Billings, South Yorkshire Police & Crime Commissioner will provide an update on the "Police and Crime Plan and Current Issues".

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**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	
Other	X

**The Scrutiny Committee is being asked to:**

The Committee is being asked to consider the update and provide any views, comments and recommendations.

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**Background Papers:**

n/a

**Category of Report:** OPEN

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South  
Yorkshire  
Police and Crime  
Commissioner

*Your Voice*



# Putting Safety First





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# South Yorkshire Police and Crime Plan 2013/17

(Renewed March 2015)





# Foreword from the Commissioner



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*“You never really understand a person until you consider things from his point of view.”*

**Atticus Finch**

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Atticus Finch is, of course, the fictional lawyer in Harper Lee’s novel, *To Kill a Mockingbird*. As I write this I have just heard the words spoken in the stage version at Sheffield’s Lyceum Theatre. What Atticus recommends is what I have spent much of my time doing since being elected Police and Crime Commissioner: trying to understand what the many different groups and individuals who make up the communities of South Yorkshire want from their police force and how the police understand their role.

I became Commissioner in difficult circumstances in November 2014. The previous Commissioner, a former Rotherham councillor, had resigned in the face of public anger after Professor Alexis Jay reported on child sexual exploitation in the town. Serious issues were being raised about police failure to act. At the same time, questions were being asked about police conduct during and after the Hillsborough tragedy and at the time of the Miners’ Strike. It was clear that inquests and enquiries arising from these incidents were set to continue for a number of years. It was hardly surprising that public confidence in the police had been shaken and police morale had been damaged. In these circumstances how was trust between the police and the public to be restored?

As I have gone around South Yorkshire talking to community groups, leaders in business, the universities and local authorities, those working in the voluntary sector and many individuals, all have said the same thing: that restoring trust has to begin with an acknowledgement by the police service of what went wrong in the past and a real determination to learn lessons and put matters right for the future. That is the critical starting-point and helping the police to do that will continue to occupy much of my time.

But what has also struck me in the talks I have had is the emergence of another common theme. Whether people were talking about the importance of neighbourhood policing, or doing something about business crime, domestic violence, burglary, bad driving or anti-social behaviour, the common factor was the same: the idea of feeling safe. People said, in effect, we want to feel and be safe – in our homes, where we work, on the streets and in public places, by day and by night. I am sure, therefore, that enabling people to feel safe and be safe has to be the overriding objective of this renewed Police and Crime Plan. This, along with evidence gathered by my office as part of the strategic planning process, identifies that ‘Putting Safety First’ is what will determine the priorities of the police service for the period to 2017.



What you can read in the rest of this document is how I am arranging priorities so that the police and others can contribute towards achieving that ultimate goal of people feeling and being safe.

But all of this has to be done with fewer and fewer resources. The police grant from central government has reduced each year since 2010 and I have to assume that it will continue to do so whatever the result of the General Election in 2015.



There is one other piece of wisdom we can take from *To Kill a Mockingbird*. In the end, law and order in the town where Atticus Finch practised depended not just on the forces of law and order, but on the contribution each and every citizen was prepared to make. For us in South Yorkshire, restoring confidence needs the police to make significant changes to the way they work on our behalf. In return we can make their job more successful if we are equally concerned with one another’s safety.

**Dr Alan Billings**  
South Yorkshire Police and Crime Commissioner  
March 2015

# The Aim

**South Yorkshire will be and feel a safe place to live, learn and work**

## The Strategic Priorities

<b>Protecting Vulnerable People</b>	<b>Tackling Crime and Anti-Social Behaviour</b>	<b>Enabling Fair Treatment</b>
<ul style="list-style-type: none"><li>■ Effective action tackling child sexual exploitation.</li><li>■ Reduction in the vulnerability of individuals within the community.</li><li>■ Effective response to new and evolving threats to the most vulnerable people.</li><li>■ Nationally recognised good practice in protecting vulnerable people from harm.</li></ul>	<ul style="list-style-type: none"><li>■ Effective action tackling crime and anti-social behaviour.</li><li>■ Targeted response to those that cause most harm in the community and intervention with others before they enter the criminal justice system.</li><li>■ Prioritising the crime and behaviours that cause the most harm in the community.</li><li>■ The right outcomes for victims of crime and anti-social behaviour.</li></ul>	<ul style="list-style-type: none"><li>■ Integrity in all actions, reflecting the national policing 'Code of Ethics'.</li><li>■ Engagement that actively seeks to implement public feedback in delivering police services.</li><li>■ Services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.</li><li>■ Services that inspire trust in the general public.</li></ul>

← **Victim focus** →

# Protecting Vulnerable People

Protecting the public is one of the most important aspects of policing. The police have a duty to safeguard those who are less able to protect themselves. Vulnerable people are potentially more at risk of becoming a victim of crime, so police and partners must consider all areas of vulnerability when committing their resources.

Policing nationally is rapidly expanding its understanding of vulnerability and South Yorkshire Police must keep abreast of this evolving picture. They will be expected to work in partnership with other agencies to protect people before crimes are committed which in turn will reduce the demands for a police response. Prevention is always better than cure.



## Where are we now?

So who are vulnerable? Vulnerability may come about as a result of someone's age, gender, sexual orientation, ethnicity, disability, health or religion.

Child abuse mainly happens within families; but, as we now know from the 'Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013', by Professor Alexis Jay OBE ('Jay Report'), the sexual exploitation of young and vulnerable children can also begin on town and city streets. Child abuse, and specifically child sexual exploitation, will continue to be central to any priority around protecting vulnerable people. We also note that there is a proven link between missing person reports and cases of sexual exploitation. From February 2014 to January 2015 there were 6,374 missing person reports in South Yorkshire, of which 519 are of under 18's who repeatedly go missing.

Both the 'Jay Report' and Louise Casey's "Report of Inspection of Rotherham Metropolitan Borough Council, February 2015", have criticised the police over their handling of child sexual exploitation. Since the 'Jay Report', the Force has worked with partners and government bodies to improve their response. The number of staff within the Public Protection Units (PPU) has increased by 102 since 2013, and I have made a decision to increase specialist staffing within the unit as a whole by a further 62. This will provide additional investigative and supervisory capacity to allow for the creation of locally delivered referral processes, working alongside partners.

In South Yorkshire, over the past year, domestic incidents which resulted in a crime being recorded, were up by 33% (1,861 offences). Nationally, around 1.2 million women suffered domestic abuse. Over 400,000 of these women were sexually assaulted: 70,000 women were raped, and thousands more stalked. These are alarming figures and we need people in South Yorkshire to know that if they report incidents they will be taken seriously.

The changing demographic profile of the country and South Yorkshire show that elderly people will form a greater proportion of the total population in the coming decades. Analysis of victim profiles tells us that elderly people are more likely to be victims of theft, burglary and criminal damage, with women being at a higher risk of theft offences. All elderly people can be vulnerable targets for distraction burglaries.



The police have a crucial role in working with and supporting people with mental health problems. They are often the first to respond to urgent situations that may involve vulnerable individuals with mental health problems. They have to make quick decisions to assess the situation and the needs of all those involved in order to ensure their safety and that of the general public.

### Where do we want to be?

I want the police and partners to recognise those that are most vulnerable in the community and protect them from harm. This needs to be done through a coordinated and focussed approach. I am looking for a commitment to recognise those who are vulnerable now, who may be vulnerable in the future and then, working in partnership, to protect them by adopting nationally recognised good practice. I believe strongly in victim-focussed service design and delivery and have already set up an independent advisory panel of victims and survivors of child sexual exploitation. I will commission research to identify what works in order to enhance the effectiveness of police and partners in protecting those at risk and helping those who have been victims.

I am committed to working with partners to see the “Government Action Plan for Violence Against Women and Girls” implemented, as well as working with the Crown Prosecution Service to secure more successful outcomes for victims.



In order for South Yorkshire Police and partners to protect the vulnerable they must work together towards the achievement of the following four outcomes:

**South Yorkshire Police are tackling child sexual exploitation and working with partners to prevent the abuse of children.**

Child sexual exploitation and preventing child abuse remain a central priority of protecting the vulnerable. There will be a focus on identifying those who may be vulnerable to abuse, and putting safeguards in place to prevent them becoming victims, as well as targeting those that prey on vulnerable children. The police must demonstrate a greater willingness and ability to hear the experiences of victims and survivors. They must use – along with other agencies – the full range of actions open to them to disrupt the activities of perpetrators.

**South Yorkshire Police are working with partners to reduce the vulnerability of individuals within the community.**

The police will need to demonstrate effective practices in their assessment of risk and the identification of the vulnerable within communities. They must also demonstrate what actions they are taking to prevent victimisation, as well as dealing with those who commit acts against them. This will also include working with partners to develop an overarching “Safeguarding strategy for the protection and support of vulnerable people in South Yorkshire”. In addition I don’t want to lose sight of others whose safety is often at risk through careless driving – such as pedestrians, cyclists and other road users.

**South Yorkshire Police and partners are recognising and responding to new and evolving threats to the most vulnerable people.**

Police and partners must demonstrate that they are robust and effective in assessing future threats and changing the nature of policing to respond to them. There is also a need to recognise a growing number of people with mental health issues as well as those influenced by drugs and alcohol. Once these threats have been identified they must also show what actions they are taking with partners to prevent harm from occurring.

**South Yorkshire Police and partners are using nationally recognised good practice to protect vulnerable people from harm.**

Police and partners will engage in the work being done throughout the United Kingdom to develop their understanding of vulnerability, and how to protect from harm those identified. They will be expected to demonstrate effective application of new approaches where appropriate.

# Tackling Crime and Anti-Social Behaviour

Tackling crime and anti-social behaviour (ASB) is core business for the police. It is consistent with the Government's objective to cut crime and with those priorities identified by other local partners operating within the community safety and criminal justice sectors.

## Where are we now?

Recorded crime levels in South Yorkshire have remained stable since 2012.

There have been, however, changes in categories beneath the overall level of recorded crime. The highest increases have been in sexual offences and violence against the person. However, the increase in sexual offences may indicate a greater willingness on the part of victims – especially women – to report crimes against them.

The highest decrease has been in vehicle offences.



There has been a 2% (1,805) decrease in anti-social behaviour incidents over a rolling 12-month period.

In the period between July 2014 and January 2015, of the total of 54,728 crimes recorded, 1690 were dealt with by Community Resolution (3%). The majority of these Community Resolutions were used for offences of violence against the person, theft (shoplifting) and criminal damage.

The police have demonstrated considerable success in dealing with some crime types, particularly theft from vehicles and criminal damage. They have also targeted organised crime groups and invested significantly in the Public Protection Unit, which supports the victims of serious sexual crime.

Nationally policing has been criticised for some of its crime recording practices. South Yorkshire Police have implemented the recommendations from Her Majesty's Inspectorate of Constabulary's Crime Data Integrity Report. The police have also invested significantly in technology to better understand long-term crime trends and build a better operational response.

## Where do we want to be?

The police must continue to prevent people becoming victims of crime and anti-social behaviour. To do this they need to focus on the crime that matters in the community, either due to the volume of it, or the seriousness of the offences. Similarly they need to concentrate efforts on those that cause the most harm to our community - whether by the nature and/or amount of their offending or the indirect, though potentially devastating, effect of organised crime and drug use. In all this the police must be focussed on the needs of the victim and keeping them informed. They also need the public to feel confident to report

all offences so they can build a true picture of offending across the local area to better direct their resources. They must then ensure that the highest standards of crime recording are implemented internally and encourage reporting of offences, especially in known areas of crime under-reporting. It is always desirable to see crime fall if it indicates effective practice, but a rise in some under-reported crimes may be considered positive if it indicates the public have more confidence to report offences.

In order for South Yorkshire Police and partners to demonstrate that they are tackling crime and anti-social behaviour they must work together towards four outcomes:



**South Yorkshire Police are tackling crime and ASB, and working to prevent people becoming victims.**

The police will need to demonstrate how they are working with partners to deter individuals from committing crime, ASB and re-offending. They will need to show that they understand the impact crime and ASB have on victims.

**South Yorkshire Police are prioritising the crime and behaviour that cause the most harm to communities.**

The police must demonstrate that they have effective processes for assessing what crimes and types of ASB cause the most harm, where the most at risk areas are, and that they take a robust approach to the deployment of resources.

**South Yorkshire Police and partners are targeting those that do the most harm in communities and intervening with others before they enter the criminal justice system.**

Police and partners must demonstrate that they are focussed on managing those that could or do cause the most harm in communities, whether these are prolific and dangerous offenders, or individuals involved in ASB that disproportionately harm parts of the community.

**South Yorkshire Police and partners are efficiently delivering the right outcomes for victims of crime and ASB.**

The police must focus on having a victim-orientated approach to dealing with crime and disorder, and demonstrate that they effectively investigate crime, and work to deliver the right outcome for the victim and the wider community and work to ensure that justice is done.



# Fair Treatment

During the election campaign people told me they wanted 'good policing'. By this they meant not just efficient, intelligent and effective policing – though they did – but also ethically responsible policing. There was a feeling that aspects of alleged past conduct (Hillsborough and Rotherham) had tarnished South Yorkshire Police to such an extent that public trust and confidence had been badly shaken. This seemed to be not just a question of ethical failure or lapse on the part of a few individuals, but something more systemic and cultural. People needed reassurance that proper standards of professional conduct were being restored, that the national Code of Ethics adopted by South Yorkshire Police was being implemented and embedded, and nothing like this could happen again.

Since the election I have also had conversations with police officers who have told me that these legacy issues have damaged the morale of the Force and they need help restoring their confidence as well.



The fair treatment of residents and communities in South Yorkshire is essential to maintain the public's trust in the police and partner organisations. Quite simply, the police rely on the public to report crime, give information and provide evidence for prosecutions. None of this is possible without the public's trust. I want to ensure that the public is treated with fairness and respect.

Fair treatment involves putting the national 'Code of Ethics' for policing at the heart of everything that the police do; it involves effective community engagement, listening to feedback and using it in making decisions and setting our priorities, and dealing with the public's concerns.



Wider than this, it also involves being fair to the public by prioritising the deployment of resources to where they are needed most, being visible and accessible at the right time and in the right place. It also involves focussing on the demands that matter most to delivering public safety and eliminating wasteful activity.

## Where are we now?

South Yorkshire Police is taking a number of significant steps to improve their visibility in the community. Last year saw a successful joint bid by South Yorkshire Police and Humberside Police to the Home Office Innovation Fund to purchase laptops that allow operational officers to do their work whilst still in the community, rather than having to return to their police station bases. The laptops were initially tested at Woodseats Police Station, Sheffield, and resulted in a significant rise in the visible policing hours of the staff.



However, public trust in the police has been seriously tarnished, both nationally and locally. Nationally, there was much criticism of the way some police behaved towards the government minister, Andrew Mitchell MP, and locally there have been damaging revelations about the response to child sexual exploitation in Rotherham, the Hillsborough tragedy and the Miners' Strike. South Yorkshire Police has acknowledged failings and has accepted the criticism made. The organisation has also taken steps to embed the 'FIRST' principles and put them at the heart of everything they do. 'FIRST' stands for Fairness, Integrity, Respect, Standards and Trust.

## Where do we want to be?

Police and partners must demonstrate that they are treating the public fairly by understanding the needs of the community, delivering services to those most in need of them and being accessible to the public. Fairness involves effective and representative community engagement, taking steps to listen to and understand our community, the levels of trust within it and actively trying to increase that trust. It is also about effective use of resources ensuring that the areas of most need are the areas the police are focussed on.

I have already established an Independent Ethics Panel - independent of both me and the police - chaired by an experienced solicitor. I have asked the Panel to follow up some of the previously mentioned ethical concerns and provide me and the police with independent and effective challenge. I need to be sure that the police are acting with integrity and high professional standards in all they do. The Panel has no decision making powers, but will make recommendations to me and the Chief Constable.

To ensure that South Yorkshire Police and partners are treating the public fairly I have asked them to work together and focus on four outcomes:

**South Yorkshire Police and partners are adhering to their respective codes of ethics and professional practice.**

Police and partners must ensure that officers and staff act according to their respective codes of ethics, in their actions, and that instances where they do not are investigated fully and that training and development of staff reflect the values and standards expected of those working within the profession.

**South Yorkshire Police and partners are having efficient, representative engagement with communities and actively seeking to implement public feedback in delivering police services**

Police and partners must demonstrate that they have mechanisms to ensure that the community can engage with them and that this engagement includes all parts of the community. Engagement must be purposeful and efficient and so it must also be demonstrated how this engagement influences the delivery of services.

**South Yorkshire Police is prioritising the delivery of services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.**

The police must demonstrate that they have an effective method for determining which aspects of the community have the most need, prioritising the efficient delivery of policing services, and being visible in areas where this has a positive effect and the most benefit, and reducing the inappropriate use of resources.

**South Yorkshire Police and partners understand that the confidence the public has in them depends on their understanding of what the public want and being able to deliver it.**

Police and partners must have an understanding of the public's opinion of their interaction and delivery of services, working with the Office of the Police and Crime Commissioner and partnership agencies to increase that knowledge wherever possible.





# Funding the Priorities

Having a set of priorities is one thing, being able to fund them is quite another.

In this section I set out the financial context which all public services are operating in, as well as including the various funding streams available to me, and their value.

## The national picture

Since 2010 government funding for all public services, except the National Health Service, has been cut. On 17 December 2014, the Government issued the Provisional Police Grant Report for 2015/16. The amounts allocated to Police and Crime Commissioners – the Police Grant and Formula Funding allocations - have fallen by 5.1% (in cash terms) compared to 2014/15.

Nationally, over the last 10 years or so, we have seen the costs of investigating crime rising, even though the number of crimes is falling. This is mainly due to the shift in crime types to those that are of a more complex nature.

## South Yorkshire's Position

For South Yorkshire, the finance settlement represents a reduction in funding of £9.6m (or 4.83%) compared to 2014/15. This is on top of a reduction of £9.5m in the previous financial year: i.e. a cumulative reduction of £19m over the last two financial years.

There are no details of the potential grant settlement for 2016/17. This will be dependent on the outcome of the next spending review, which will take place after the 2015 general election. The lack of clarity or certainty about funding beyond March 2016 does not assist any medium-term financial planning.

In order to prepare plans for the medium-term I have made assumptions about the potential level of funding reductions from Government and the cost pressures that will be faced in the next few years. On the basis of these assumptions, we will need to find savings of up to £49m in the four years from April 2016. Obviously the position may change as further information becomes available.

I am clear, however, that the potential scale of the continuing reductions in Government funding represent a challenging position for policing in South Yorkshire. In addition, South Yorkshire face potential costs that other police forces do not. I am legally obliged, for example, to fund the costs of some of those police officers involved in the Hillsborough Inquests. The Government has notified us that we will only be receiving special grant funding estimated at £10.7 million towards the costs we have incurred during 2013/14 and 2014/15. This leaves us with an estimated shortfall of around £6 million, which does not take into account other applications for financial assistance that have been made since we applied for a special grant, nor the continued representation of those currently covered by the special grant that will continue into 2016.



Finally, in South Yorkshire, following the publication of Professor Alexis Jay's report, the number of referrals in relation to child sexual exploitation has increased, along with the number of sexual offences. These crime types, by their very nature, are complex to investigate and must be adequately resourced.

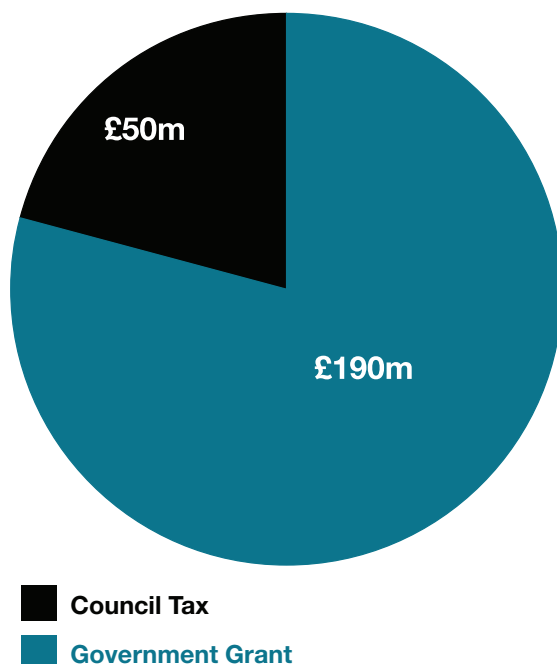
### Council Tax Precept

This is why I increased the South Yorkshire Police Council Tax for 2015/16 by 1.95% to £148.16 for a Band D property for 2015/16; an annual increase of £2.83, or approximately 6p per week.

The pie chart below provides an overview of the total revenue funding available to me to fund the policing and crime priorities set out in this Plan.

The pie chart also shows quite clearly how dependent South Yorkshire is on government grant as against council tax. In some parts of the country the two would be closer in size. This means that South Yorkshire funding is disproportionately affected by any percentage cuts in government grant.

### Total Revenue Funding 2015/16 (£)

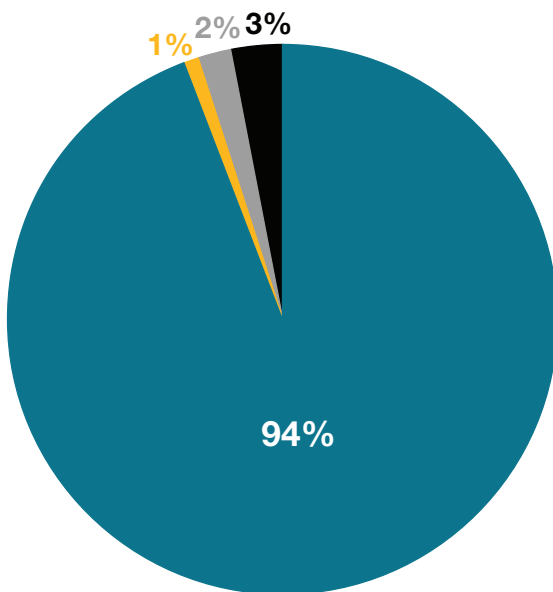


# Delivering the Plan

In this section I set out how I propose to deliver the outcomes identified earlier, and how I intend to do this at a time of continuing austerity. I will be requiring all organisations I fund to demonstrate that they are providing value for money services.

The pie chart below shows the breakdown of revenue funding I am providing to a variety of organisations, as well as South Yorkshire Police.

## Expenditure 2015/16 (£)



-  South Yorkshire Police
-  Office of Police and Crime Commissioner
-  Commissioning and Partnerships
-  Debt Charges and Interest

The majority of the revenue funding (South Yorkshire Police 94%) is provided to the Chief Constable to finance the day-to-day running costs of the Force and to ensure the delivery of policing services to South Yorkshire. Whilst the Force has improved in efficiency over recent years, I believe there is more that can be done, including improvements in technology, greater collaboration and by designing and delivering more efficient processes.

My office (Office of the Police and Crime Commissioner 1%) enables me to carry out my responsibilities as Commissioner. I have a small team of staff who help me develop the Police and Crime Plan, set the police budget and precept and hold the Force to account.

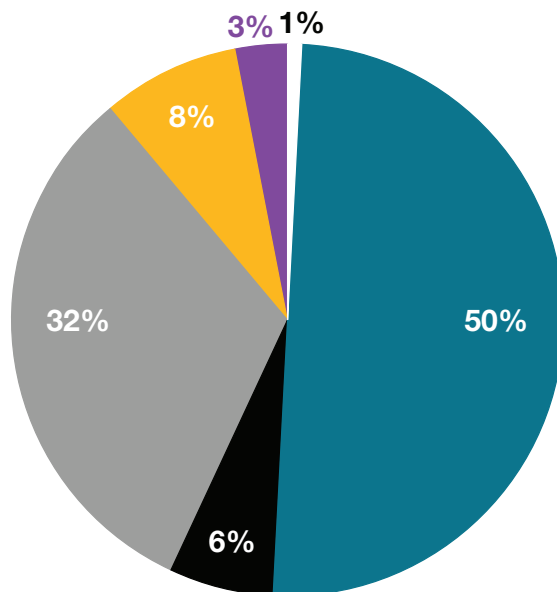
I also commission services and award grants to organisations that help reduce crime and disorder in accordance with the Police and Crime Plan (Commissioning and Partnerships 2%). This includes specific funding for victims' services devolved to me by the Ministry of Justice. I have to determine the criteria for awarding funds to organisations and show how the priorities in the Plan are supported by their activities.

In addition I have to provide funding to acquire the capital assets, equipment and infrastructure that are needed to deliver policing services in South Yorkshire. The costs of financing these asset acquisitions are met from the revenue budget.

# Securing Neighbourhood Policing: The New Policing Model

Wherever I go in South Yorkshire people tell me how much they value neighbourhood policing. They want highly visible, dedicated police teams, who know an area well, supported by locally based police community support officers (PCSOs). The biggest threat to neighbourhood policing in every part of the country is the continuous erosion of government funding - the Police Grant. Savings have to be made and since 85% of the police budget goes on salaries it is hardly surprising that police numbers have fallen across the country and within South Yorkshire.

The following pie chart provides a snapshot of the make-up of South Yorkshire Police.



- Police officers
- PCSOs
- Police staff
- Specials\*
- Volunteers\*
- Cadets\*

\*unpaid

We will look to further streamline operational and business support functions and where it makes sense collaborate with others to improve efficiency. If funding continues to reduce significantly, we have to find ways of securing the commitment to neighbourhood policing at less cost. I believe we can do that with a new Local Policing Model – and new technology is what helps make it possible.

At the moment, two teams deliver uniformed policing: response policing, providing 24-hour cover; and safer neighbourhood police officers and PCSOs. By combining these into single Local Policing Teams (LPTs), we can make substantial reductions in supervisory and other costs while maximising the commitment to neighbourhood policing and increasing police visibility.



The new LPTs will have responsibility to solve community problems and manage local demand. Named inspectors will be the principal point of contact for elected members and partners.

Most staff will start their shifts at LPT bases across the four existing areas (Barnsley, Doncaster, Rotherham and Sheffield) where they will be briefed together, saving duplication, then deploy straight into the community. Members of the public will continue to see some officers and all PCSOs on a regular basis as they always have done. However, all police officers in the team will be more visible in neighbourhoods, not least because they will have laptops that enable them to work in the communities they serve for longer, irrespective of where they are based. The police estimate that this will give police officers 150,000 additional hours in the community – time that previously would have been spent travelling back and forth to the police station to complete reports.

In addition, LPT officers and PCSOs will receive assistance from a Local Support Unit that will specialise in the proactive investigation of crime, anti-social behaviour problem solving, children and schools related matters and offender management. These resources will support the whole district and go where the need arises.

Each geographical area will have a named inspector and dedicated PCSOs, who will be the main points of contact for local communities. Multi-skilled police officers on duty 24 hours a day, 7 days a week, will support them across each of the new LPTs. It is recognised that the current safer neighbourhood staff have built up excellent relationships in their communities, and this knowledge and experience will be harnessed when supporting vulnerable people and solving community issues. Effective communication is important and we will strengthen the access to local policing teams through single points of contact, both telephone and email.

PCSOs will continue to serve beat areas within Local Policing Teams, providing a consistent presence for local people.



One key objective of the new operating model is to require LPTs to take greater ownership of all issues that arise in their areas and to effectively manage their resolution. For example, resolving anti-social behaviour - dealing with nuisance behaviour when it is happening rather than after the event.

The new operating model will provide an effective and timely response, when and where there is a policing purpose, or victim need, in order to better serve the communities of South Yorkshire. Despite a shrinking overall budget the new policing model has been designed to maximise the availability of locally-based staff and maintain a focus on the delivery of local policing. The Force's 'Contact Centre' will focus on meeting the needs of the caller to ensure the right resource/ response is provided at the right time and in the right place.



The new operating model will take time to bed down as police officers adjust to new shift patterns and as some begin to think geographically as well as functionally. But the clear intention is to retain the local commitment in all areas.

### National Priorities

Of course policing is wider than what happens within LPTs at a neighbourhood level. Along with other Police and Crime Commissioners, and their respective Chief Constables, I am required to consider nationally identified threats when determining our strategic policing priorities. These threats have recently been updated and include: terrorism; civil emergencies; public disorder; organised crime; child sexual abuse and cyber-crime. Whilst these national requirements may not always manifest themselves in South Yorkshire, the UK policing model is one which expects forces to contribute to the required capacity and capability in order to meet that national threat. The strategic planning process ensures I take this into consideration when determining the policing and crime strategic priorities.

### Enabling Services

Policing cannot be delivered effectively without support from all the enabling services, such as estates, finance, human resources and information technology. I recognise that in times of austerity it is often these services that are cut first, but I also recognise that it is often these services that help meet the challenges we face. Since coming into office I have actively encouraged the enabling services to come forward and help with the design and delivery of a newly shaped South Yorkshire Police and I will continue do so.

So, for example, I have welcomed the installation of solar panels on some police buildings and the trialling of electric police vehicles. These not only support our sustainability strategy but save money in the longer-term.



### Collaboration and Partnership Working

By working together with other local leaders in the community safety and criminal justice landscape we will achieve the best, most efficient and effective, policing and crime outcomes for the people of South Yorkshire.

It is a statutory requirement for all local authority areas to have a Community Safety Partnership, and whilst I am not a statutory member of any of the partnerships, such is the role they play in keeping our communities safer that my office is represented. If there is particular issue or concern in an area I can also request a report from the Chair of

the Community Safety Partnership. Over and above attendance at the meetings I commission each of the CSPs to identify and support relevant projects and initiatives to assist in making South Yorkshire a safer place for all.

South Yorkshire Police has a long history of collaborating with other agencies and police services - nationally, regionally and locally. Sometimes collaboration takes place to improve the capacity and capability of the Force in specialist areas of policing and on other occasions it is utilised to deliver economic, as well as operational, benefits.



South Yorkshire Police already works closely with local authority and criminal justice partners around such areas as domestic abuse, enquiries into individuals who are regularly missing from home, anti-social behaviour, drugs, alcohol or mental health issues and the management of offenders, and assistance to, troubled families.

In bringing offenders to justice the police are just one part of the wider criminal justice system needed to bring prosecution cases forward. The system relies on component organisations such as the Crown Prosecution Service (CPS), the Courts and Tribunals service and now third sector organisations to support the trial and the victim and witnesses through various processes. Some victims have told me that securing a conviction is not always the outcome they most want, what matters most is having the offence recorded as a crime, and being given the chance to be listened to and be directed to appropriate support services.

New legislation introduced last year seeks to place victims at the heart of local responses to anti-social behaviour through the introduction of 'community remedies' and case reviews, known as the 'community trigger'. I support the introduction of this new tool and will be interested to see how effective this is in helping resolve victims' complaints of anti-social behaviour.

I will continue to listen to the views of all those involved in the design and delivery of policing and crime services to inform priorities and assist in commissioning services that contribute to the delivery of the outcomes identified within this Plan.

# Monitoring Delivery of the Plan

My three priorities will not impose upon South Yorkshire Police or partners any restrictive measures or performance indicators. I have provided the strategic direction by setting the priorities and expressing their associated policing and crime outcomes. It is now for the police and partners to determine what methods they will use to deliver the outcomes and how these will be measured. My office will ensure that police and partners work together to draw up delivery plans that will determine activity and demonstrate to me, through a Governance and Assurance Board, effectiveness in the delivery of the three priorities. All measures will be based on evidence of what works to keep the public safe, with a clear aim to constantly improve the service the public receives.



One of my statutory responsibilities as Police and Crime Commissioner is to hold the Chief Constable to account, ensuring that the Force is efficient and effective and, by doing so, securing value for money for local people. An important principle is that operational independence is maintained by the Chief Constable, who is solely responsible for the delivery of policing services.

In short, I will be checking and challenging the Force and partners on their contributions to achieving the priorities in this Plan. I will not rely wholly on written reports and presentations to the Governance and Assurance Board. I will also be:

- talking to people within local communities about their experiences;
- taking soundings from advisory panels; and
- meeting with community groups, including local councillors and MPs, to help me understand better how policing and crime services can be improved

In turn, South Yorkshire's Police and Crime Panel will scrutinise my actions and decisions. It will ensure that information is available for the public to hold me to account. The Panel will focus its attention on important strategic actions and decisions made by me, including whether I have:

- achieved the aims set out in this Plan and my Annual Report;
- considered the priorities of community safety partners;
- consulted appropriately with the public and victims; and
- made appropriate senior appointments.

# Afterword

I have kept this Police and Crime Plan to a minimum so that the overall shape of the strategy for policing can be clear.

There is one overarching goal: that South Yorkshire is and feels a safe place in which to live, learn and work.

I have written 'live', 'learn' and 'work' to make the point that while many of us regard South Yorkshire as our permanent home, the place where we will always live, others come here to study or work for a time. They too need to be and to feel safe.

But to get to that point three priorities need to be pursued:

- protecting vulnerable people;
- tackling crime and anti-social behaviour; and
- ensuring fair treatment.

If we can deliver on these three priorities I believe that South Yorkshire Police will go a long way to restoring trust and confidence and South Yorkshire will both feel and be a safe place to live.





# How you can get involved

## Special Constabulary

There are few, if any, voluntary organisations that offer the variety of experience you will find in the Special Constabulary. As a special constable, you work in partnership with regular officers to reduce crime and disorder and the fear of crime in our communities.

Special constables are a vital part of the police service, helping to prevent crime and interacting with the diverse communities we serve. Being a special constable is a great way to give something back to your local community and develop new skills.



Special constables carry out many different duties, including high visibility patrols to reassure the community, helping to deal with anti-social behaviour and participating in crime reduction initiatives targeted at local problems. No two shifts are ever the same as a special constable. You will have to be prepared for any eventuality and demonstrate flexibility.

There are currently 438 Special Constables in South Yorkshire Police, and we are seeking to increase this number. We particularly welcome recruits from the BME community who currently number 8%.

If you are interested in becoming a special constable, please contact **0114 2917000** to arrange attendance at a presentation evening.

## Police Support Volunteers

We currently have 135 police support volunteers, with several more going through the recruitment process.

South Yorkshire Police run a Cadet Scheme, and all our cadets are classed as volunteers. There are currently 74 police cadets across Sheffield, Barnsley, Doncaster and Rotherham. Cadet recruitment is due to commence soon and applicants must be aged 15 on 1 September 2014 and no older than 17 as of 31 August 2015.

If you are interested in becoming a Police Support Volunteer, please see the South Yorkshire Police website: [www.southyorkshire.police.uk/content/volunteer-vacancies](http://www.southyorkshire.police.uk/content/volunteer-vacancies) or contact the Police Support Volunteer Project Officer on **01709 832455**. Alternatively, email: [SYPVolunteers@southyorks.pnn.police.uk](mailto:SYPVolunteers@southyorks.pnn.police.uk)

## Working with communities

Listening to you and your local community, and hearing your concerns, priorities and needs, is vital for South Yorkshire Police to deliver effective local policing services. Partners and Communities Together (PACT) meetings are a valuable part of that process.

The aim of the PACT is to provide you with the ability to influence and shape services in your area, identify and communicate your priorities with partners, help create community spirit and take ownership for your local area.



## Communication and Engagement Strategy

As a directly elected official I am accountable to you - the public - for the delivery of efficient and effective policing services in South Yorkshire. I have a duty to keep you and stakeholders informed about progress and performance, the services I commission and how I hold South Yorkshire Police to account. It is also vital that I consider your views when I formulate my plans and priorities. Of course, your views are not always the same and can sometimes be conflicting! Then I have to use my best judgement.

My Engagement and Communications Strategy details further how I will engage and communicate with both the community and wider stakeholders and what methods they can use to get involved and access information. This will be available on the website once it is finalised.

The decisions I take are published on the website and where appropriate will be shared via different channels, including the press and social media.

A key focus for me is establishing effective methods of communicating, consulting and engaging with you. This is essential not only to understand your views, concerns and priorities with regard to policing matters locally, but also to encourage you to help the Force and other agencies to take ownership of issues and help in solving problems, where appropriate.

In order to do this I will be out and about in communities attending established local meetings, forums and events to hear from all sections of our community. I am particularly keen to engage with victims of crimes and hear about your experiences and where services are meeting your needs, where they need improving and where you think we should be doing things differently.

We recognise, however, that a variety of engagement mechanisms need to exist which the “one size fits all” approach to PACT fails to recognise. Our methods of engagement will reflect the unique needs of each community and tap into the productive community meeting structures that may already exist. In locations where there are existing and vibrant meeting structures the Local Policing Teams will look to participate and contribute to maximise local engagement opportunities. In other areas where meetings are either not in place or ineffective, the Local Policing Teams will seek to build relationships using the most relevant communication channels.

Each Neighbourhood Inspector will be able to describe, for the area they serve, a comprehensive, varied and effective approach, ensuring that every resident within the county is able to interact with their Local Policing Team.

I am also keen to build upon work I have already started, to engage further with young people through locally established forums and panels.

If your organisation or group would like to get involved and talk through priorities and feed into the planning process please email: **consultation@southyorkshire-pcc.gov.uk** or telephone **01226 774600**.

### Independent Custody Visitors

I run an Independent Custody Visiting Scheme, where members of the public visit police stations unannounced, to check that people held in custody are being treated properly. The people who carry out these visits are called independent custody visitors. They are volunteers recruited from a variety of backgrounds and sections of the South Yorkshire community, who must be 18 years old, or over.

Because of the need to remain totally independent, serving policing officers, police staff, special constables, lay justices, and staff within my Office, are exempt from becoming an Independent Custody Visitor.

Independent custody visitors play a very important role on my behalf and I am extremely grateful for their continuing involvement and contributions.

If you are interested in applying to be a custody visitor please email: **consultation@southyorkshire-pcc.gov.uk** or telephone **01226 774600**.

### Independent Advisory Groups

I have a legal duty to seek the views of local people about their policing priorities. Throughout the year, I offer people a variety of different ways to become involved, and have their say. This includes: postal and on-line surveys, meetings and focus groups.

I also run a number of Independent Advisory Groups. These groups are people recruited from the community, who have no connection with the police service.

These advisory groups provide the valuable role of 'critical friend' to the Force and myself. They give independent advice on the development and review of policy, procedure and practices. Their role is not one of formal scrutiny, but ensures the policies, procedures and practices of the Force meet the strategic aims of the Equality, Diversity and Human Rights (EDHR) strategy, and provide a safeguard against the service disadvantaging any section of the community through a lack of understanding, ignorance or mistaken beliefs.

If you are interested in finding out more about the Independent Advisory Groups please contact my office. These details can be found on the final page of this Plan.



# Contact Me

I would like to hear from you so that I understand the issues that matter to you most.

There are a number of ways you can contact me:

## Office address

**South Yorkshire Police and Crime Commissioner**  
18 Regent Street  
Barnsley  
South Yorkshire  
S70 2HG

## Phone

01226 774600

## Email

info@southyorkshire-pcc.gov.uk

## Media

Email: media@southyorkshire-pcc.gov.uk

**please note:** this address is for media enquiries ONLY.

## Social Media

### Facebook:

<https://www.facebook.com/pages/South-Yorkshire-Police-and-Crime-Commissioner/134311176610923>

### Twitter:

@sypcc





# Appendix 1

## The Strategic Planning Process

The PCCs Strategic Planning Process is set out in the diagram below.

	Review 14/15 process & agree 15/16 timetable	Public engagement plan agreed	Planning stage  May 2014 to July 2014
	Stakeholder engagement plan agreed	Emerging policing & crime issues	
	Annual report		
Public engagement activity re: priorities	Inaugural police & crime plan working group meeting	SYP threat, harm & risk assessment	Information gathering stage  July 2014 to October 2014
Public engagement activity re: budgets etc	Stakeholder engagement activity	National threat, harm & risk	
	Analysis of information gathered	Force strategic intelligence system	
	Emerging police & crime issues		
Chief officer/PCC/OPCC senior leaders day	Police & crime panel - priority & precept	Receive/analyse Govt. Grant & precept limits	Formulation  October 2014 to February 2015
Consult stakeholders re: draft priorities	Review budget & MTFP with SYP & PCC	Budget options	
	Priorities, budget & precept		
	Draft police & crime plan		
	Publish police & crime plan	Budget & council tax precept set	Completion February 2015 to April 2015









## Report to Children and Families Scrutiny & Policy Development Committee

**Report of:** Jayne Ludlam  
Executive Director, Children, Young People and Families

**Subject:** Adoption Performance

**Author of Report:** Dorne Collinson  
Director of Children and Families  
2734913

### Summary:

At a presentation of the Adoption Annual Report to the Scrutiny Committee on 9<sup>th</sup> March 2015, a number of issues were noted in respect of Sheffield's current performance in relation to the two main adoption performance measures, A1 and A2. Officers were tasked with bringing back a more detailed paper in relation to performance to the next Committee, specifically referencing Sheffield's performance compared to other authorities and detailing what action is taking place to improve the experience of children within the adoption process.

**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 proposals and provide views as to whether the current level of action/activity in relation to adoption is appropriate to ensure an improvement in the timeliness of adoption activity for children and young people.

**Background Papers:**

- Appendix 1 - Adoption Scorecard Comparators (A1)
- Appendix 2 - Adoption Scorecard A2
- Appendix 3 - Adoption Milestones 20-5-2015
- Appendix 4 - Adoption Tracking Outcome 28-05-20
- Appendix 5 - Adoption Action Plan Updated 3.7.2015

**Category of Report:** OPEN

## **Report of the Director of Children and Families**

### **Adoption Performance**

#### **1. Introduction**

1.1 At a presentation of the Adoption Annual Report to the Scrutiny Committee on the 9<sup>th</sup> March 2015, a number of issues were noted in respect of Sheffield's current performance in relation to the two main adoption performance measures, A1 and A2. Officers were tasked with bringing back a more detailed paper in relation to performance to the next Committee, specifically referencing Sheffield's performance compared to other authorities and detailing what action is taking place to improve the experience of children within the adoption process.

#### **2. Main report**

2.1 Adoption scorecards for each local authority were first published in May 2012.

2.2 The Key indicators for the adoption scorecard are:

- A1: average time between a child entering care and moving in with its adoptive family, for children who have been adopted. The target for the 2013 - 2016 average is 14 months
- 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. The target for the 2013-2016 average is 4 months
- A3: measure the number and percentage of children who wait less than 14 months between entering care and moving in with their adoptive family (2013-2016).

#### **3. A1/A2 Analysis**

3.1 The embedded documents in relation to A1 and A2 include data and graphs to show Sheffield's performance against comparators.

3.2 A1 - Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)

See Appendix 1

- 3.3 Sheffield's performance ranked us 64<sup>th</sup> out of 152 last year and saw us perform better than comparators but remain outside national thresholds. There has been an improvement in 3 year performance averages for 2014/15; however, the gap to national expectations has still increased.
- 3.4 There is a range of performance across some groups partly because cohort sizes vary and can be quite small each year; statistical neighbours vary greatly with Telford and Wrekin being the best performing authority across the country (placing children on average in under a year) and Calderdale being ranked 133 out of 152 (placing children on average over 2 years after entering care).
- 3.5 Within Sheffield the average time for a child to be placed after entering care was 535 days in the last year which means that in order to achieve a threshold of 426 days by March 2017 we would need children to be placed within 370 days over the next two years. Whilst it's relatively straight forward to identify what we need to achieve, we know from analysing the children that are currently in the adoption process that we are facing some significant challenges. For example: if we assume all children currently placed for adoption will be adopted next year then these will negatively impact on our performance due to the adoption journey to date. This, assuming all other characteristics remain fairly static, would require us to place children much quickly than the previously suggested 370 days to meet thresholds by March 2017.
- 3.6 To be able to predict activity and have a good indication of what our performance is likely to be going forwards it is necessary to have expected timescales for individual children rather than default thresholds across the piece. The Adoption Tracking Meetings, as outlined below, will enable us to track individual timescales in a more robust way and set specific timescales for individual cases.
- 3.7 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 (days)

See Appendix 2

- 3.8 Sheffield's performance ranked us 122<sup>nd</sup> out of 152 last year and performing poorer than all averages for comparators. There has been a marginal improvement in 3 year performance averages for 2014/15, however, the gap to national expectations has increased and the improvement is mainly due to previous poor performance no longer being counted.

- 3.9 As with A1 there is quite a range of performance across some groups partly because cohort sizes vary and can be quite small each year; statistical neighbours vary greatly with Telford and Wrekin being the best performing authority across the country (on average matching children in 6½ weeks) and Calderdale being ranked 146 out of 152 (matching children on average about one year after receiving a placement order).
- 3.10 Projecting future performance is challenging relation to A2 in the same way as it is for A1. There is a clear picture regarding our performance for the past year and therefore what is required in order to meet thresholds in the future. The average time between receiving a placement order and matching a child in 2014/15 was 293 days; thresholds for this indicator are 121 days going forwards.
- 3.11 The current cohort of children who have not been yet been adopted will not count towards A2 until the adoption order has been granted. We already know that there are 22 children who are placed within adoptive families with no adoption order, where the time between the court authority to place a child and the local authority deciding on a match to an adoptive family (days) is above the 2014/2015 average outlined above. The average for these children currently stands at 567 days; the individual figures for each child would be calculated within the rolling 3 year average and are set against the adoption cases where timescales have been robustly implemented. There are a number of reasons as to why these children have waited for a match and these include sibling placements, global developmental delay, complex family history includes significant concerns around sexual abuse, one previous failed link and one child who displayed sexualised behaviour. Once the orders have been granted in relation to the children outlined above the A2 timescales will negatively impact on Sheffield's performance against the Adoption Scorecard.
- 3.12 Looking at comparative rankings and performance of core cities it would appear that Newcastle and Bristol perform well for both A1 and A2 whilst Birmingham and Manchester perform poorly across both indicators. Sheffield, Leeds and Liverpool all perform relatively well in one area but poorer in the other. For Indicator A1 only Leeds, Newcastle and Bristol achieved the national thresholds whilst for A2 thresholds were only met by Liverpool, Newcastle and Bristol.

#### **4. Performance Monitoring Initiatives**

- 4.1 City Wide Adoption Tracking meetings have been implemented and have replaced area tracking meetings to monitor individual adoption



cases with an aim of establishing any barriers to the adoption process and set a clear actions and timescales to achieve timeliness of adoption for individual children. The Panel is comprised of Service Managers from the Adoption Service and Fieldwork Services and Family Finding Social Workers whose role is to identify families for children whose plan is for adoption. The new Adoption Milestones form and Adoption Tracking Outcome forms (documents embedded below) are utilised in the tracking meeting and track the timeframe of individual adoption cases as well as being able to identify timescales for these to be completed guided by the thresholds of the key indicators A1 and A2 and identify our performance information in relation to the scorecard.

See Appendices 3 and 4

- 4.2 A key piece of work has been undertaken around individual cases to gain a full narrative of individual barriers to the achievement of performance indicators as well as discussion with individual social workers, team managers and service managers across the Adoption Service, Fieldwork and the Independent Reviewing Service to understand some of the challenges in achieving timeliness of the adoption process. Some of the areas identified from this piece of work include family members/alternative carers coming forward late in the proceedings, court processes including the appeals process and leave being granted to appeal the orders, the preparation of reports, adopters being restrictive in the type of child or children they want, knowledge of the adoption process, timescales in relation to the completion of specific tasks, e.g. agreement of when the adopters will submit the application to court for the Adoption Order (this does need to be balanced with the need for the adopters to feel ready to submit the application), the need for certainty for some adopters in relation to specific needs of the child, quality of assessment, timeliness of submission to the Adoption Panel and development of training and support for adopters.
- 4.3 Sheffield has taken a number of actions and to ensure that the agency has the ability to meet the challenges in improving timeliness and development is ongoing. These actions are balanced with continuing to ensure quality for each child, whilst maintaining the current low level of placement disruption, high numbers of children placed for adoption and the current cohort of children who are placed within their adoptive placements without the adoption order.
- 4.4 An Action Plan has been devised to address the required areas for improvement. The main objectives set out within the action plan include:
- Challenging timescales being set and monitored
  - robust supervision of social workers
  - performance meetings/framework, adoption tracking meetings

- Robust challenge by IRO's, team managers and managers at all levels and through adoption tracking meetings
- Development of the Family Finding Social Workers role to support field social workers when a decision to twin track is made, the development of this role would include building relationships with children, gathering information, completion of life story work to enable earlier links to be made with adopters
- Completion and submission of assessments and reports in relation to decision for SHOBPA (should be placed for adoption), ADM (agency decision making) and Links
- reporting performance and audit outcomes through agreed framework which includes fieldwork and provider OBM, Independent Reviewing Service Performance Meeting, Safeguarding and IRS Service and the Priority 4 (Permanence) Performance Board.

4.5 The attached Action Plan fully outlines these actions with owners identified.

See Appendix 5

4.6 The Action Plan also sits alongside a number of changes within the Adoption Service which have included additional capacity in the recruitment, assessment, training and approval of prospective adopters. This has been achieved through the recruitment of three additional social work posts. The Multi Agency Psychological Service has been commissioned to undertake a specific piece of work around adoption support to enable the provision of information, advice and support to adopters at an earlier age with child specific information available from a therapeutic perspective. This has been undertaken alongside the introduction of the Placement Order Panel which was initially set up to review all adoption cases and has been further developed to the City Wide Adoption Tracking Meetings.

4.7 Additional training of social workers in specific parts of the adoption process has been delivered alongside a review and update of the training provision available to adopters.

4.8 Work is on-going to achieve an improvement in adoption outcomes and maintain clear oversight of the progress of individual children through the adoption system.

## **5. Education and Adoption Bill**

5.1 The recently announced Education and Adoption Bill sits in the context of a number of measures already implemented to ensure the adoption process is completed without delay.

- 5.2 The Education and Adoption Bill, as outlined in the Queen's speech, aims to give all children the best possible start in life, it focusses on education and adoption separately. In relation to adoption the main purpose of the Bill is to introduce measures that will enable the delivery of regional adoption agencies. The main benefit being identified as increasing the scale at which adoption services are delivered, by introducing regional adoption agencies. These agencies will work across local authority boundaries to match children without delay.
- 5.3 The Bill would give the Secretary of State a new power to direct one or more named local authorities to make arrangements for any or all of their adoption functions to be carried out on their behalf by one of the local authorities named or by another agency. In practice, this means that the Secretary of State can direct a number of local authorities to have adoption functions carried out on their behalf in order to create regional adoption agencies. The Government has stated that it would encourage town halls to set up their own mergers or outsource services to a single regional agency, while they will also be offered financial support to establish regional services.
- 5.4 When directing local authorities, the Secretary of State can list which adoption functions the arrangements should relate to. The functions which can be specified in a direction are functions in relation to: the recruitment, assessment and approval of prospective adopters; decisions about which prospective adopters a child should be matched with; and the provision of adoption support services.

## **6. Regional Working**

- 6.1 Looking at the cohort of children adopted during the last financial year there are a number of individual factors which also impacted of the timescales in relation to A2 which included unknown impact of health conditions, complex behaviour and the consequent requirements for a family (i.e. no other children within the family), age of child when they entered care, siblings with a range of needs, the uncertainty of adopters in submitting the adoption application.
- 6.2 Having access to a varied cohort of approved adopters in house and accessing other local authorities, voluntary adoption agencies and the Yorkshire and Humber Consortium is a key factor in being able to find an appropriate match for both the child and the adopters.
- 6.3 Sheffield proactively works within the framework of the Yorkshire and Humber Adoption Consortium both on a regional and sub-regional level. The Consortium consists of 15 local authorities across the region The Consortium is using funds, from the Adoption Reform Grant, at a

regional and sub-regional level over a 3 year period using the regional adoption consortium contract and network as the framework. The purpose of this is to improve the quality of service for children and adopters through faster delivery, sharing best practice, and improved performance management and data reporting. There are a number of current initiatives being undertaken to increase the provision of adoption support services and access to these services formalised within a procurement framework, increases user participation and training provisions for adopters including on line training.

- 6.4 There is on-going cross boarder working in relation to the recruitment, assessment and approval of adopters and the placement of children. This cross boarder framework is responsive to the recent government announcements and the impact of adoption services within the region.
- 6.5 The Family Finding Social Workers role has been developed over the last 2 years and they use enhanced family finding methods and are creative in their approach the task. Children's profiles have been improved, they utilise regional and national web based family finding tools, robust mechanisms are in place with adoption social workers to identify potential matches for children at the earliest opportunity. They have proactive working relationships with children's social workers. The Family Finding social workers are also proactive in maintaining contact with neighbouring local authorities and utilise national mechanisms to ensure that we have access to a range of approved adopters who are able to meet the needs of children whose plan is adoption. To date for 2015/16 14 children have been adopted.
- 6.6 The 4 local authorities in the South Region (Sheffield, Rotherham, Barnsley, and Doncaster) have set up specific working groups to support the Adoption Reform initiatives and to improve further working partnerships. This has included sharing good practice, post adoption support and training and recruitment. Currently work is being undertake to support the regional procurement framework and further strengthening collaborative working arrangements.
- 6.7 As outlined above of this document the Education and Adoption Bill's main purpose in relation to adoption is to introduce measures that will enable the delivery of regional adoption agencies. The main benefit being identified as increasing the scale at which adoption services are delivered, by introducing regional adoption agencies. These agencies will work across local authority boundaries to match children without delay. As outlined above Sheffield has already implemented a number of changes to enable us to achieve the requirements set down and we engage with partners on a regional and sub-regional basis. There is an excellent foundation to further strengthen these working relationships to be able to meet the requirements of the Bill in a manner that enables

Sheffield to maintain its own identity and gain the best for the children of Sheffield whilst working collaboratively to ensure that all methods available are used in finding the right families for children in a timely manner.

- 6.8 Links are also being made with other Local Authorities to ensure that we are able to learn from their approach to timeliness of adoption to ensure best practice and achieving the right outcome for children. Achievement against the Adoption Scorecard is being used to identify these Local Authorities.
- 6.9 If this is not achieved the government has the ability to direct one or more named local authorities to make arrangements for any or all of their adoption functions to be carried out on their behalf by one of the local authorities named or by another agency. The Yorkshire and Humber Adoption Consortium are working together to increase and develop the regionalisation of adoption services and a discussion paper has already been circulated.

## **7 What does this mean for the people of Sheffield?**

- 7.1 The majority of Sheffield's population will not be directly impacted upon by this report. They however require reassurance that, for those children who have a plan of adoption, this is proceeded with quickly and appropriately.
- 7.2 Between 40 and 50 of Sheffield's children are adopted each year. In order to ensure that these children are afforded the best opportunity possible to settle into new, permanent families, the process needs to be robust and timely.

## **8. Recommendation**

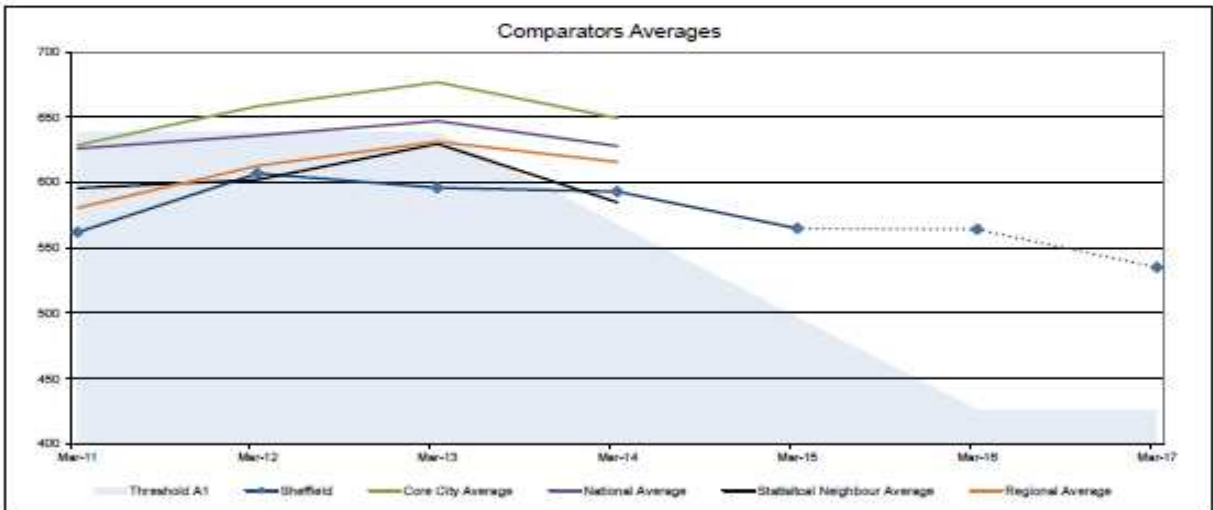
- 8.1 The Committee is asked to consider the proposals and provide views as to whether the current level of action/activity in relation to adoption is appropriate to ensure an improvement in the timeliness of adoption activity for children and young people.

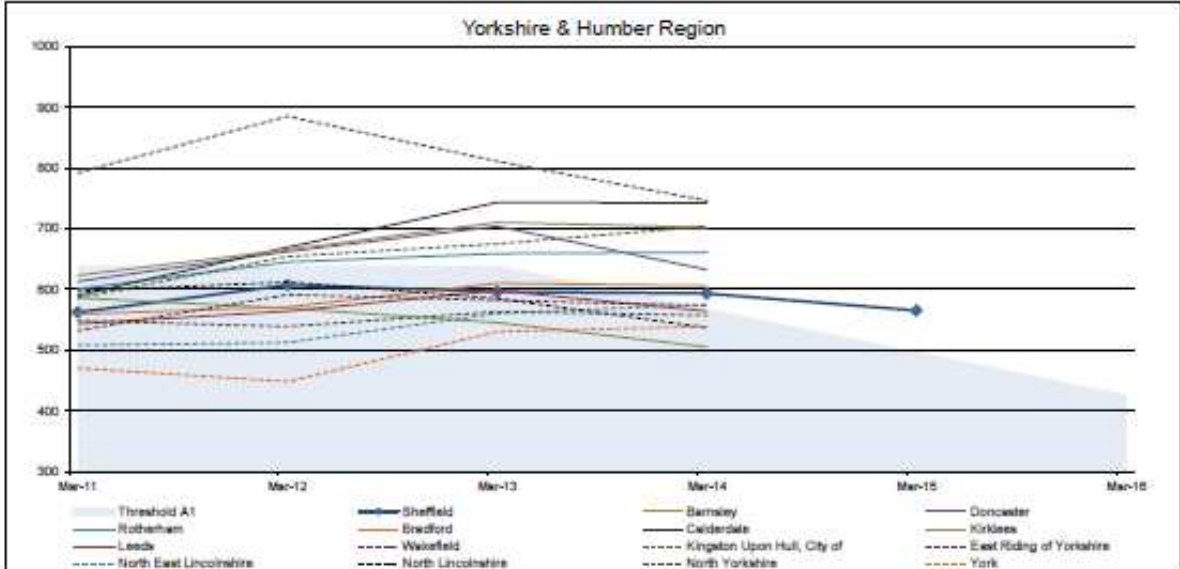
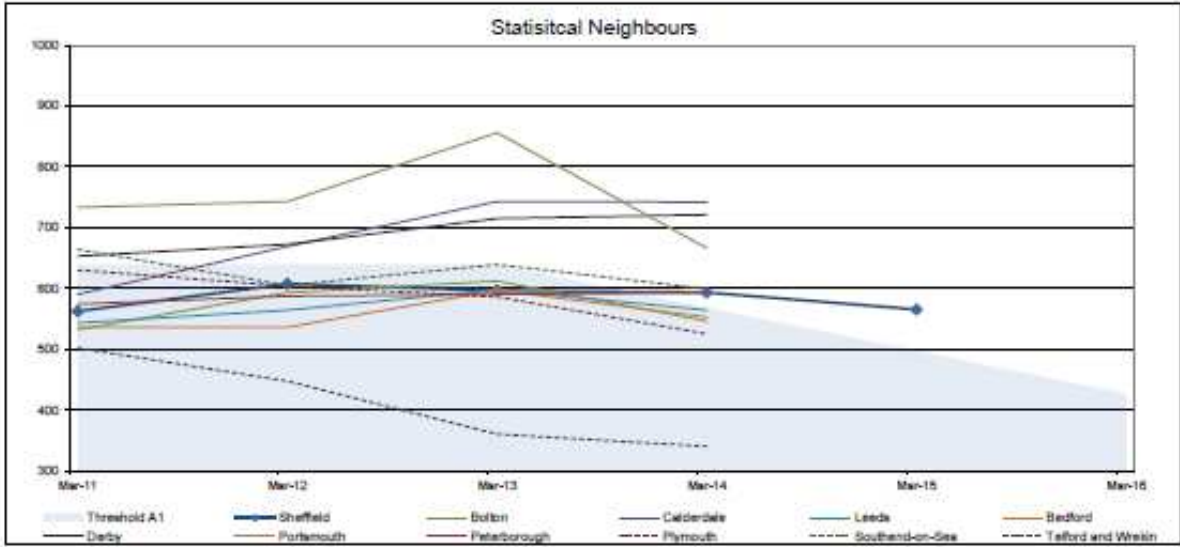
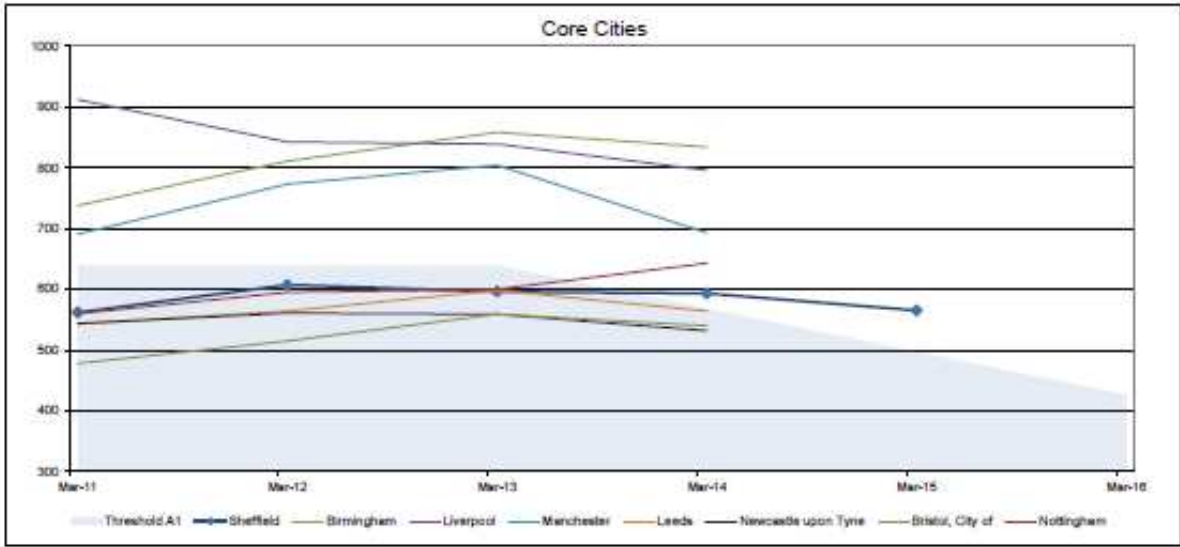
Adoption Scorecard - Published data (3 year averages)

Sheffield Adoption Scorecard - Average Time Indicators

Data and graphs showing Sheffield and comparators performance in relation to the time between a child entering care and being placed for adoption.

		3 year average up until								
A1	Average time between a child entering care and moving in with its adoptive family, for children who have been adopted (days)	Mar-11	Mar-12	Mar-13	Mar-14	Mar-16	Mar-18	Mar-17	Mar-18	11-14 Rank of 100 LAs
	Sheffield	562	607	596	593	565	554	535		64
	Threshold A1	639	639	639	568	497	426	426	426	
	Sheffield	562	607	596	593	565				
	Core City Average	629	659	677	649					
	National Average	626	636	647	628					
	Statistical Neighbour Average	596	602	630	586					
	Regional Average	581	613	631	616					
	Birmingham	738	811	858	834					143
	Liverpool	912	842	839	796					142
	Manchester	691	773	804	693					111
	Sheffield	562	607	596	593					64
	Leeds	543	564	598	564					49
	Newcastle upon Tyne	544	561	559	532					27
	Bristol, City of	478	515	559	540					36
	Nottingham	560	595	600	643					86
	Bolton	532	593	612	546					39
	Calderdale	590	669	743	742					133
	Leeds	543	564	598	564					49
	Bedford	536	536	597	553					42
	Derby	653	672	715	721					124
	Portsmouth	733	743	856	666					96
	Peterborough	574	587	590	593					64
	Plymouth	630	604	586	525					22
	Southend-on-Sea	664	605	639	599					71
	Telford and Wrekin	502	447	360	340					1
	Barnsley	586	569	545	505					11
	Doncaster	613	662	704	632					82
	Rotherham	601	645	659	661					94
	Sheffield	562	607	596	593					64
	Bedford	559	571	610	606					76
	Calderdale	590	669	743	742					133
	Kirkcaldy	623	665	710	702					118
	Leeds	543	564	598	564					49
	Walsfield	532	591	582	573					82
	Kingston Upon Hull, City of	586	654	675	704					118
	East Riding of Yorkshire	792	885	811	746					136
	North East Lincolnshire	508	512	560	575					54
	North Lincolnshire	597	612	585	537					32
	North Yorkshire	548	539	563	557					46
	York	470	448	530	539					34





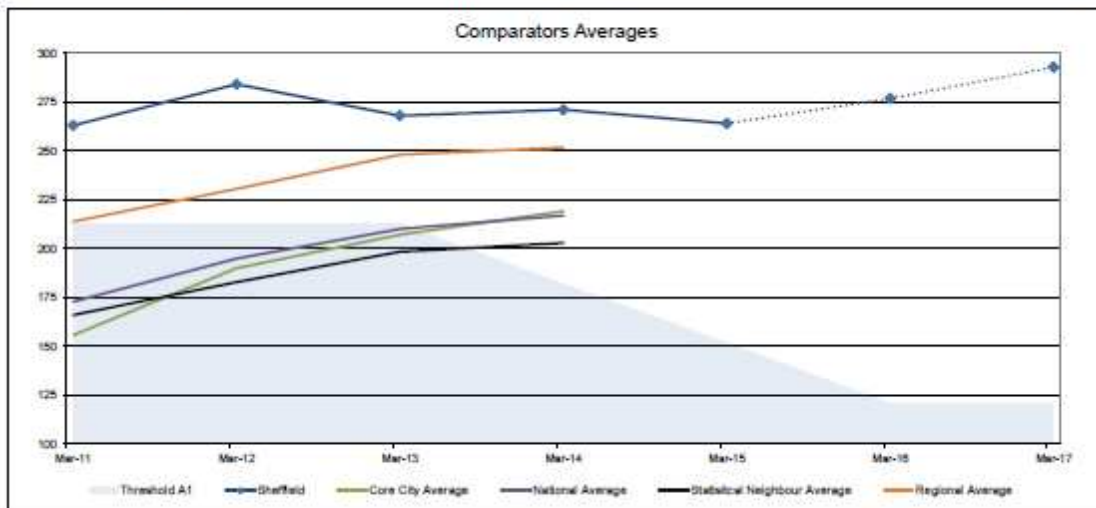


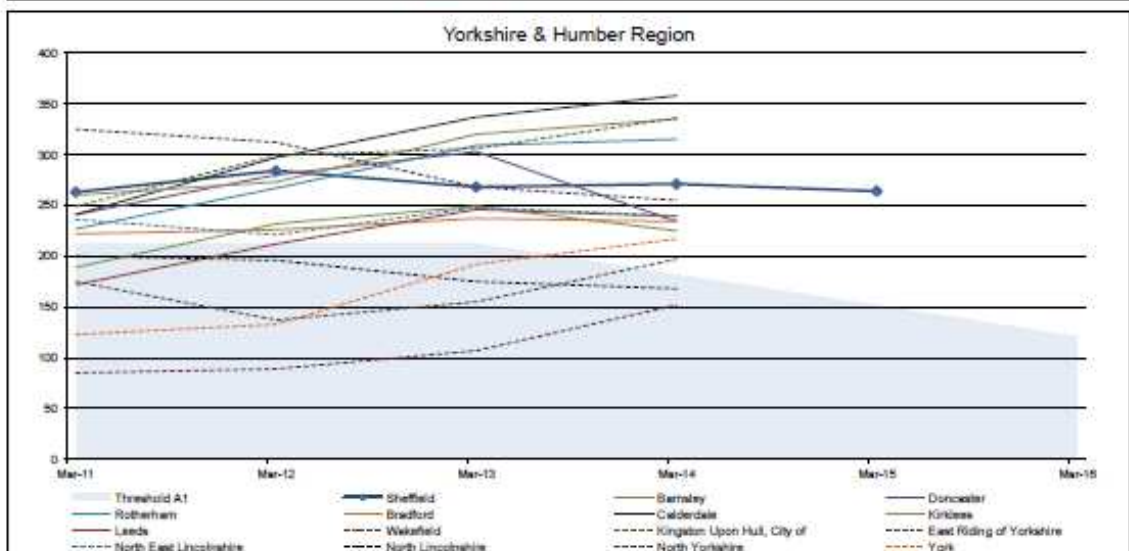
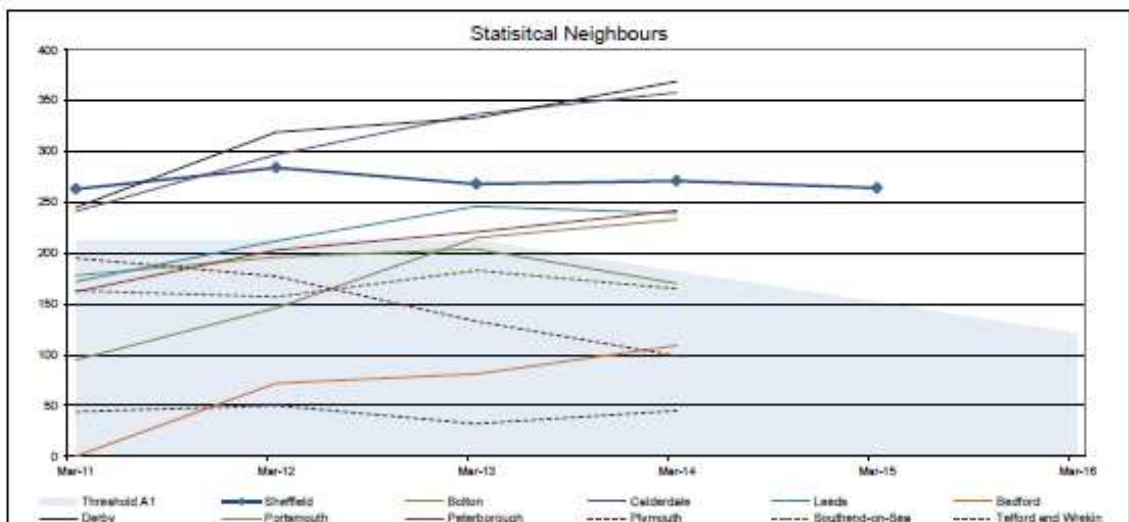
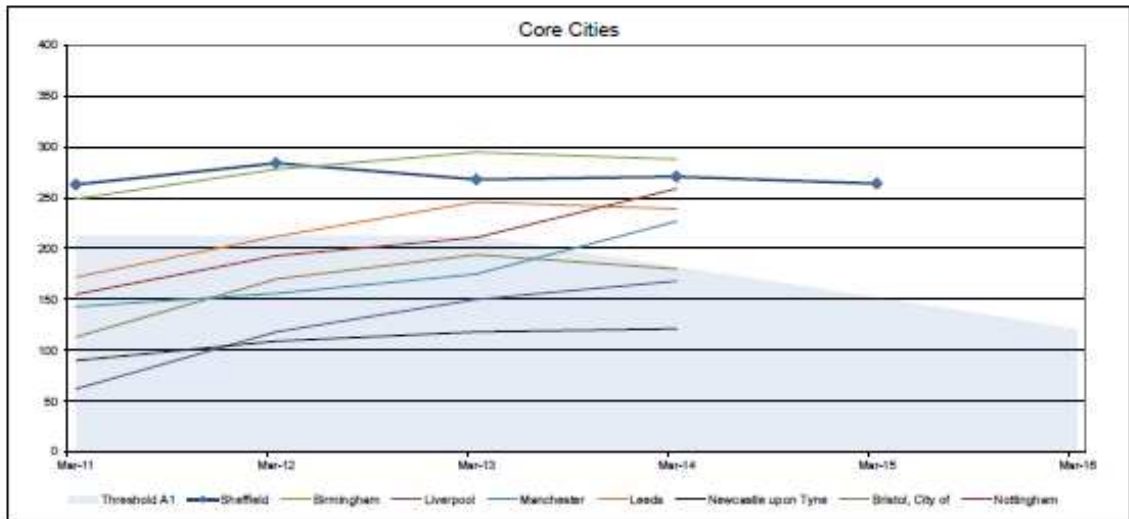
**Adoption Scorecard - Published data (3 year averages)**

**Sheffield Adoption Scorecard - Average Time Indicators**

Data and graphs showing Sheffield and comparators performance in relation to the time between receiving court authority to place a child and deciding on a match to an adoptive family.

		3 year average up until								
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 (days)		Mar-11	Mar-12	Mar-13	Mar-14	Mar-15	Mar-16	Mar-17	Mar-18	15-18 Rank (of 150 LAe)
A2	Sheffield	263	284	268	271	264	Rolling Calculation			
	Threshold A1	213	213	213	182	152	121	121	121	122
Averages	Sheffield	263	284	268	271	264				
	Core City Average	156	150	207	219					
	National Average	173	195	210	217					
	Statistical Neighbour Average	166	183	199	203					
	Regional Average	214	231	248	252					
Core Cities	Birmingham	249	278	295	288					132
	Liverpool	62	118	150	168					46
	Manchester	143	156	175	227					94
	Sheffield	263	284	268	271					122
	Leeds	172	212	246	239					102
	Newcastle upon Tyne	90	109	118	121					17
	Bristol, City of	113	170	194	180					54
	Nottingham	155	193	211	259					119
Statistical Neighbours	Bolton	178	195	204	170					46
	Calderdale	241	297	337	358					148
	Leeds	172	212	246	239					102
	Bedford	x	72	81	109					11
	Derby	245	319	333	369					147
	Portsmouth	95	146	215	233					97
	Peterborough	162	203	221	242					106
	Plymouth	195	177	133	99					9
	Southern-on-Sea	163	157	183	165					40
	Telford and Wrekin	44	50	32	45					1
Yorkshire & Humber Region	Barnsley	189	232	249	225					91
	Doncaster	241	280	303	234					99
	Rotherham	227	267	308	315					140
	Sheffield	263	284	268	271					122
	Bradford	222	226	237	234					98
	Calderdale	241	297	337	358					148
	Kirklees	260	273	320	335					143
	Leeds	172	212	246	239					102
	Wakefield	85	89	107	152					29
	Kingdon Upon Hull, City of	249	299	306	336					144
	East Riding of Yorkshire	325	312	268	255					117
	North East Lincolnshire	236	221	248	240					103
	North Lincolnshire	200	196	175	168					44
	North Yorkshire	175	137	155	197					85
York	123	133	192	217					81	





## Adoption Milestones - 20-05-2015

Adoption Milestones 20/05/2015	Cancel	Save	Save and Exit	Continue	Finish and Save
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Dummy Dummy 770927

Show Header

Questionnaire	Adoption Milestones	Target Dates	Breakdown (Adoption Service only)	Preview All
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Questions coloured **green** should be completed by the **Adoption Service**, **blue** will be completed by the allocated **Family Finder** and **peach** questions should be completed by the **Keyworker**.

**NOTE: The adoption process can end at many points and for a number of different reasons. If at any point after an initial adoption pack has been requested it is decided that adoption should not be pursued then please contact adoption business support to close the form with the appropriate end reason. If the child has been adopted then they will close the form once the adoption order has been granted.**

1.1.1: Legal status history:

Person has no legal history

1.1.2: Date adoption became the plan for the child:

Answer: 

1.1.3: Date initial adoption pack sent to social worker:

Answer: 

**NOTE: Under normal circumstances we would expect the pack to be returned or a decision to be made that adoption is not the route to be taken within 20 working days.**

1.1.4: Date completed initial adoption pack received by adoption service:

Answer: 

1.1.5: Date of prioritisation meeting that decided to proceed to SHOBPA:

Answer: 

1.1.6: Date of adoption medical:

Answer: 

1.1.7: Date of SHOBPA ADM:

Answer: 

1.1.8: Date of Child Permanence Report:










Answer: 

1.1.9: Date of Placement Order:

Answer: 

**NOTE: The decision to progress with the prospective adoptive family must be made by the Social Worker within 5 working days of receiving the PAR. Once the decision to proceed has been made a visit to the prospective adopter(s) must be completed within 5 working days.**

### Adoption Tracking Outcome - 28-05-2015

Adoption Tracking Outcome 28/05/2015		Cancel	Save	Save and Exit	Finish and Save
Kyle Cooper 140331					
<a href="#">Show Header</a>					
Questionnaire	Adoption Tracking	Preview All			
1.1.1: Current Legal Status:					
No current legal status					
1.1.2: Any additional steps that are being taken to family find?					
Answer:	<input type="text"/>				
					
1.1.3: Are there any changes which need including in an updated CPR?					
Answer:	<input type="text"/>				
					
1.1.4: Has the CPR been updated?					
Answer:	<input type="text"/>				
					
1.1.5: Does Adoption remain the appropriate confirmed plan for the child?					
Answer:	<input type="text"/>				
					
1.1.6: Does the SHOBPA remain appropriate?					
Answer:	<input type="text"/>				
					
1.1.7: Does the Placement Order remain appropriate?					
Answer:	<input type="text"/>				
					
1.1.8: Discussion:					
Answer:	<input type="text"/>				
					
1.1.9: Other relevant information:					
Answer:	<input type="text"/>				
					
1.1.10: Actions:					
Answer:	<input type="text"/>				
					
1.1.11: Inform Adoption Business Support: <b>(Required)</b>					
Answer:	<input type="button" value="Yes"/>				

**Adoption Action Plan**

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Objectives	Actions	Owners
<p>Timescales in adoption cases to be set and monitored with actions taken in agreed timescales, IRO reports to evidence timescales discussed and agreed in relation to specific actions, supervision to ensure that timescales are adhered to.</p>	<ul style="list-style-type: none"> <li>▪ Monthly City Wide Adoption Tracking Meetings</li> <li>▪ Fieldwork Performance Meeting</li> <li>▪ Monthly IRS Performance meetings.</li> <li>▪ Use of performance management framework</li> <li>▪ Supervision – monitoring and challenge against agreed timescales</li> <li>▪ Recording of actions and decisions</li> <li>▪ New timescales to be implemented in the performance management framework i.e. Annex A to be completed within 4 weeks of the child being placed, life story to be completed for matching panel, later in life letter to be completed within 4 weeks of placement, expectation that Adoption Order application will be submitted within 11 weeks from placement (any extension to this requires Adoption and fieldwork Service Manager agreement, where the adopters do not feel ready to submit the application this must be reported to the service managers for adoption, fieldwork and IRS in writing with a proposed of how to support the application being made)</li> <li>▪ Training (adoption process, report writing, impact of delay on children, therapeutic input and support, Quality Assurance training to</li> </ul>	<p>Adoption, Fieldwork and IRS Service Managers                      Assistant Director Fieldwork                      All Service Managers                      All Team Managers                      All Managers</p> <p>All (social workers and managers)                      Service Managers</p> <p>Independent training provider overseen by Service Manager's</p>

	<p>enable consistency, legal workshops to include adoption appeals, relinquishment and court timetabling)</p> <ul style="list-style-type: none"> <li>▪ Process Maps of adoption process (including timescales) from decision to twin track to placement, adoption packs will be provided to all fieldwork teams &amp; to IROs.</li> <li>▪ Use of Family Group Conferencing at the earliest stage to ensure that all family members have been considered</li> <li>▪ Clear oversight at Case Review Panel and city wide tracking meeting and actions followed up</li> <li>▪ Provision of Adoption Milestones Report &amp; notes from Adoption Racking Meeting to be provided to the ADM and feedback from ADM to fieldwork, adoption &amp; IRS.</li> </ul>	<p>Adoption Service</p> <p>Case Review Panel &amp; Service Managers</p> <p>CRP &amp; Service Managers</p> <p>Adoption Tracking Meeting</p>
<p>Robust challenge by IRO's, team managers and managers at all levels and through tracking meetings, actions and decisions to be recorded (on carefirst) and followed up with appropriate challenge through formal processes</p>	<ul style="list-style-type: none"> <li>▪ Clear decision making &amp; recording in looked after children's reviews</li> <li>▪ Clear decision making and oversight in supervision and at tracking meetings</li> <li>▪ decisions must be recorded with clear timescales and reviewed by IRO's, team managers and tracking meeting</li> <li>▪ delay identified in tracking meetings will be highlighted with the relevant Service Manager</li> </ul>	<p>Independent Reviewing Officer's</p> <p>All managers</p> <p>All</p> <p>Adoption, Fieldwork and IRS Service Managers</p>
<p>Development of family finders role to support field social workers</p>	<ul style="list-style-type: none"> <li>▪ Family finding role to be expanded</li> <li>▪ Co-allocation with field social workers at point twin tracking is agreed, clearly defined</li> </ul>	<p>Adoption Service Manager</p> <p>Team managers</p>

when a decision to twin track is made	<p>allocation agreement to be recorded on care assess</p> <ul style="list-style-type: none"> <li>▪ Role will include building relationships with the child, gathering information from foster carers, support the completion of the life story work and make links earlier with adopters, review PAR's, decision making, profiling the child (including use of DVD's), family finder clinic, ability to undertake joint visits to adoptive family, role will come to an end once linking panel has taken place and updates completed to the ADM</li> </ul>	Family Finders
Completion and submission of paperwork (ADM, SHOPBA or Link) in appropriate timescales, quality assured by managers prior to submission	<ul style="list-style-type: none"> <li>▪ Timescales for submission to adoption panel to be adhered to</li> <li>▪ Late submission can only be agreed at AD level</li> <li>▪</li> <li>▪ Fieldwork ASM to attend Panel Prioritisation Meeting, Team Manager representation to only be used as a stand in. Where ADM dates are agreed outside of Panel this must be agreed between the fieldwork and Adoption ASM's and the Panel Advisor.</li> <li>▪ Legal to send copies of all court memo's re ADM dates to Adoption Business Support and Panel Advisor</li> </ul>	<p>Social Workers</p> <p>AD</p> <p>Fieldwork Assistant Service Managers</p> <p>Legal</p>
Recording to ensure accurate and up to date information is available in a timely manner	<ul style="list-style-type: none"> <li>▪ Case records to be competed in a timely manner</li> <li>▪ Decision making to be recorded with clear timescales</li> </ul>	<p>Social Workers</p> <p>All</p> <p>Social Workers, Team Managers</p> <p>IRO's</p>



	<ul style="list-style-type: none"> <li>▪ LAC review reports to be SMART</li> <li>▪ Adoption tracking meetings to be recorded on carefirst on the Adoption Tracking Meeting template with clear timescales of completion of specific tasks and reviews</li> <li>▪ Recording on Adoption milestones report to be kept up to date</li> <li>▪ Sample auditing framework to be devised</li> <li>▪ Auditing framework to be implemented.</li> <li>▪ Joint and thematic auditing</li> </ul>	<p>Adoption, Fieldwork and IRS Service Managers</p> <p>Social Workers, Adoption Business Support, Family Finders</p> <p>Adoption, Fieldwork and IRS Service Managers</p> <p>Adoption, Fieldwork and IRS Service Managers</p> <p>Adoption, Fieldwork and IRS Service Managers</p>
Reporting performance and audit outcomes through agreed framework	<ul style="list-style-type: none"> <li>▪ Fieldwork OBM - monthly</li> <li>▪ Provider OBM - monthly</li> <li>▪ IRS Performance Meeting - monthly</li> <li>▪ Safeguarding and IRS Meeting - quarterly</li> <li>▪ Priority 4 group – Permanence - quarterly</li> </ul>	<p>Service Manager's</p> <p>Adoption Service Manager</p> <p>IRS Service Manager</p> <p>IRS Service Manager</p> <p>Service Manager's</p>

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**Children, Young People & Family Support Scrutiny & Policy Development Committee  
Work Programme 2015-16 – Draft**

**Chair:** Cllr Chris Rosling-Josephs

**Vice Chair:** Cllr Cliff Woodcraft

**Meeting papers:** [click here](#)

**Meeting day/ time:** Monday 1-4pm

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

<b>Children, Young People &amp; Family Support</b>			
<b>Proposed Topic</b>	<b>Reasons for selecting topic</b>	<b>Attendee/s</b>	<b>Date</b>
<b>Monday 20th July 2015</b>			
South Yorkshire Police Crime Commissioner, Dr Alan Billings The Police and Crime Plan and Current Issues”	The Committee would welcome the opportunity to meet the Commissioner and discuss the Police & Crime Plan and current issues.	Dr Alan Billings, South Yorkshire Police Crime Commissioner	Monday 20th July
Adoption Performance - update report	Extract from CYP&FS Scrutiny minutes on 9th March 2015. It was agreed, that the Committee:  <i>“Expresses its concerns at the delays in the adoption process, as detailed in the adoption scorecard, set out in the report now submitted, and, in the light of this, requests the Director of Children and Families to submit a report to the Committee on the steps and measures being taken to address this issue.”</i>	Dorne Collinson, Director of Children and Families  Suzanne Whiteley, Fostering & Adoption Service Manager	Monday 20th July
Draft Work Programme 2015-16	The Committee will consider the draft work programme for 2015-16.	Diane Owens, Policy & Improvement Officer	Monday 20th July

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Agenda Item 9

**Monday 28th September 2015**

Road Safety & Education for Children & Young People in Sheffield	To requests a report to include the following: - An overview of the South Yorkshire Safer Roads Partnership and the Education, Training and Publicity Action Plan - An update on road safety for children and young people in Sheffield including an update on fatalities over the past 10 years and any resulting action taken by the partnership	Joanne Wehrle, Safer Roads Education Manager  Karen Vickers Senior Road Safety Officer	Monday 28th September
Children & Families Act – update report	To request an update on how we are delivering the requirements of the Children and Families Act, capturing the different elements of the act, including court proceedings, adoption, and special educational needs	Dorne Collinson, Director of Children and Families	Monday 28th September

**Monday 30th November 2015**

Sheffield Safeguarding Children's Board - Annual Report 2014-15	The Committee consider this report on an annual basis to understand the priorities and performance over the past 12 months.	Trevor Owen, Head of the Safeguarding Children Service and other attendees tbc	Monday 30th November
Sheffield Safeguarding Children's Board Annual CSE Report 2014-15	This is a new annual report which was a recommendation from the internal CSE assessment undertaken in Sheffield in 2014.	Trevor Owen, Head of the Safeguarding Children Service and other attendees tbc	Monday 30th November

Support for children with disabilities and their families	This will include an update on the recommendations / outcomes from the "State of Sheffield 2014" survey carried out by Sheffield Parent Carer Forum (the survey involved 320 parents of children and young people with disabilities and / or additional needs from across the city).	Sheffield Parent Carer Forum	Monday 30th November
Attainment in Sheffield - headline report	The Committee may choose to request a headline Report (with full report to then follow in January when national comparator data will be available). A headline report would outline the early picture / key points in terms of the attainment statistics for Sheffield.	Antony Hughes, Children's Commissioner & Director of Inclusion & Learning and other attendees tbc	Monday 30th November
<b>Monday 25th January 2015</b>			
2014 City Wide Attainment Outcomes in Schools and Academies: Further detail on attainment outcomes for all Key Stages	A detailed report on the attainment statistics for Sheffield and analysis in terms of the available national data / comparators.	Antony Hughes, Children's Commissioner & Director of Inclusion & Learning and other attendees tbc	Monday 25th January
Schools Company (Trust)	To receive an update on work around developing the Schools Company (Trust).	Antony Hughes, Children's Commissioner & Director of Inclusion & Learning and other attendees e.g. Head teacher/s tbc	Monday 25th January
Healthy relationship education & emotional health & wellbeing in schools	An update report on how healthy relationship education & emotional health & wellbeing support is being delivered in schools.	Antony Hughes, Children's Commissioner & Director of Inclusion & Learning and other attendees tbc	Monday 25th January

<b>Monday 14th March 2016</b>			
Looked after Children & Care Leavers Annual Report to Scrutiny	The Committee consider this report on an annual basis to understand the priorities and performance over the past 12 months.	Jon Banwell, Assistant Director - Provider Services and other attendees tbc	Monday 14 <sup>th</sup> March 2016
Annual Fostering & Adoption Report	The Committee consider this report on an annual basis to understand the priorities and performance over the past 12 months.	Jon Banwell, Assistant Director - Provider Services and other attendees tbc	Monday 14 <sup>th</sup> March 2016
<b>Monday 25th April 2016</b>			
Annual meeting with Young Carers & Young People	Annual event (closed meeting for scrutiny committee not open to the public)	Diane Owens (SCC) / Emma Hinchcliffe (Sheffield Futures) and other attendees tbc	Monday 25 <sup>th</sup> April 2016