

DRAFT

Putting children at the heart of what we do

Kirklees Council's Improvement Plan
for Children's Services



Kirklees Futures
Children in Care Council



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Foreword

Cllr Erin Hill and Cllr David Sheard

Improving Children's Services is an absolute priority for Kirklees Council. Our Vision is for all children and young people in our area, "to have the best possible start in life through every child and young person being safe, loved, healthy and happy, supported to be free from harm and having the chance to make the most of their talents, skills and qualities to fulfil their potential and become productive members of society."

Our workforce, our politicians and our partners are fully committed to making this a reality for the children and young people of Kirklees. We do not underestimate the task in front of us. Recent Ofsted inspections have confirmed areas of concern that we had previously identified and had started to rectify. We acted swiftly to improve our understanding of why we had failed to get things right for vulnerable children and young people. Our job now is to build on this foundation and to continue our journey so that we can be absolutely confident we have done everything we can to make sure that vulnerable children in Kirklees are as safe as possible and that all our children and young people fulfil their potential.

We have demonstrated our commitment to improvement by focusing extra resources on Children's Services consistently over the last year, to help us turn our vision into a reality and continue improving at pace. We have a passionate workforce, dedicated to putting children first and making a positive difference to the lives of children and young people. This extra investment will mean they are equipped with the tools, skills and knowledge to do their best for the people we serve.

We cannot achieve our ambitions, or the necessary improvements, by working in isolation. For this reason, our work going forward will be further informed by the relationships we have developed with our partners. We will actively nurture these partnerships to deliver better services, engage with children and young people more effectively, and to learn from each other. These are difficult times for local authorities, but if we work together, we can provide our children with the services they deserve.

This plan reflects a frank and honest assessment of the problems we must overcome, the progress we have made to date and the work we know we must do. It recognises that improvement must never stop and that, above all, we must keep children safe. We recognise the scale of our challenge, especially in the context of increasing demand and financial pressure, but the ongoing improvement highlighted in this plan will make a real, positive difference to the lives of children and young people in Kirklees.

Cllr Erin Hill

Cabinet Portfolio Holder –
Family Support and Child Protection

Cllr David Sheard

Leader - Kirklees Council



1: Our approach – how we are managing our improvement journey

The Council and its partners fully recognise that the work which now needs to be done is extensive and complex, with a clear requirement to deliver in close collaboration with statutory and non-statutory partners, manage numerous dependencies and deliver the required improvements within a financial envelope that is affordable.

In order to manage this large and complex scope of work, we have developed our improvement programme around four key themes. To ensure that the plan directly addresses the findings of our Ofsted inspection, we have structured our improvement plan around the four themes in the Single Inspection Framework, each of which clearly addresses a number of Ofsted recommendations:

Theme	Alignment to Ofsted inspection recommendations
Theme 1: Children who need help and protection	1, 2, 6, 9, 10, 11, 12, 13, 14 and 15
Theme 2: Children looked after and achieving permanence	3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26
Theme 3: Leadership, Management and Governance	5, 7, 8, 12 and 27
Theme 4: Effectiveness of the Kirklees Safeguarding Children Board	KSCB recommendations 1-10

Keeping Children Safe

Embedding high quality social work practice to keep children safe is at the centre of our approach to improvement. We will continue embedding work that commenced in early 2016 to develop 'Risk Sensible' as our consistent model of social work practice, and to support this with clear Practice Standards and a consistently applied Quality Assurance Framework.

Continued implementation will be supported by a rolling programme of external audit activity, case familiarisation and improved performance management systems. This will help us to ensure that there is a clear line of sight from front line practice to the Senior Leadership Team and Improvement Board, which we know is essential to our improvement journey and to keeping children safe.

Our Workforce Strategy, Practice Standards and Quality Assurance Framework are referred to in the action plans for all four themes:

Workforce Strategy

Our aim is to secure a stable workforce, equipped with the skills, knowledge and experience to carry out the social work role and who are supported through regular and reflective supervision and access to training and development opportunities. With this in mind, we are securing and rolling out a programme of continuous professional development opportunities, intended to upskill Social Workers and provide them with the skills and knowledge they require to assess, analyse and manage risk, combined with the roll out of Liquid Logic.

Our Practice Standards

The aim of our Practice Standards is to:

- (a) provide a confident and professional service that is respected by families and other professionals who can champion the needs of children and young people through their work and challenge others where necessary to promote the welfare of the child;
- (b) provide clarity in relation to what is expected of social work practitioners and managers against which they measure themselves and the work they do, and,
- (c) ensure a consistent and systemic approach to social work practice.

Our Quality Assurance Framework

Our QA Framework (Achieving Excellence in Social Care Practice for Children and Young People) was launched in September 2016 to promote and improve our practice, not just for children and young people but for their families and carers. It reflects legislation, national guidance and professional standards. The aim of the framework is to inform a learning culture; identify improvement in social care practice leading to better outcomes for children, young people and their families. The framework helps us to ensure that there are strong arrangements for measuring the quality of work; providing confidence in practice across social care services whilst identifying learning and improvement.

Risks and Issues

The programme clearly has a number of inherent and significant risks, due to the level and complexity of the work, and the consequences should the programme fail to deliver. For these reasons, the programme will follow robust risk management practices with:

- A risk management strategy in line with the Council's corporate approach to risk management.
- Risk and issue registers that are maintained weekly by the Programme Manager
- Agreed risk tolerances, with clear reporting lines and escalations to the Getting to Good Programme Board and Improvement Board.

Communications and Engagement

The Council recognises the importance of effective communications in any improvement programme. It has therefore developed a communication and engagement strategy and plan for the programme, to ensure that staff, partners, service users, and children and young people are engaged in improvement planning and delivery, and understand what needs to be done. It is also important that stakeholders understand where improvement is being made and that we take the time to recognise and celebrate this. To support this, the strapline 'Putting Children at the Heart of What we Do' is being used consistently across all of our communications and engagement material.



Our improvement journey to date

The well-being of children and young people is an absolute priority for Kirklees Council, the Kirklees Safeguarding Children Board (KSCB) and partner agencies. Since identifying problems in the service in late 2015, we have made a number of changes and improvements.

Steps we have taken so far:

Theme 1: Children who need help and protection:

- Revised and re-launched a suite of Practice Standards
- Commenced the roll out of the Risk Sensible model of practice
- Launched the Achieving Excellence Quality Assurance Framework across Children's Services and with partners.
- Introduced a team of Advanced Practitioners to offer coaching, mentoring and support to front line practitioners
- Introduced Performance Clinics, chaired by the Assistant Director, which are driving forward the proactive use of data to understand need and deliver more effective services.
- Begun to add additional capacity to reduce caseload sizes for Social Workers and IROs
- Extended the membership of Multi-Agency Safeguarding Hub

- Piloted daily strategy meetings with all partners, which are conducted via teleconference.
- Introduced daily Risk Management Meeting to discuss high risk domestic abuse cases
- Completed the re-model of Assessment and Intervention

Theme 2: Children looked after and achieving permanence

- Legal Gateway Panel is in place to consider all requests for the initiation of care proceedings.
- Case Manager in place to track all cases in Public Law Outline and proceedings to minimise drift and delay
- Permanence Panel is now meeting weekly to consider all permanence plans for children prior to their four month review

Theme 3: Leadership and Management

- Commissioned our new case management system for children's social care, Liquidlogic, to replace Care First
- Recruited to a number of permanent management posts
- Strengthened communication and staff engagement

Theme 4: Effectiveness of the Kirklees Safeguarding Children Board

- Developed and agreed an action plan to address findings from the Ofsted report and begin the process of implementing and monitoring this.
- Commenced the recruitment process for the appointment of a new Chair person for the Kirklees Safeguarding Children Board

Part 2: Ensuring delivery

1. Governance

Governance of the Children's Improvement Programme has strong leadership with elected members, the Chief Executive and senior leaders, having clear links into Cabinet via Councillor Erin Hill, Portfolio Holder for Family Support and Child Protection. The programme also has strong cross-party support, with clear commitment from all group leaders to support the improvement process. The diagram overleaf shows the relationship between the governance structures with decision-making powers relating to our improvement journey.

Improvement Board

The Improvement Board (IB) is the key partnership body with ownership of the improvement plan and responsibility for its delivery across the district. It is made up of strategic representation from partner agencies, working to agreed terms of reference. The IB is where all agencies will be constructively challenged and held to account for progress. The independent chair and the Commissioner, who is also a member of the board, both independently assure themselves of progress and the Commissioner will report directly to the Secretary of State. The chair of the KSCB is also a member of the Children's Improvement Board and reports on the progress made on the KSCB action plan.

Getting to Good Programme Board

The Getting to Good Programme Board has membership made up of key Council officers, crucial

to driving the improvement journey. Chaired by the Council's Improvement Director, the programme board will monitor, challenge, support and oversee the progress of the Children's Improvement Plan. It will also act as a point of resolution for escalated risks and issues and is accountable to, and reports directly into, the Improvement Board.

Scrutiny

Progress against the plan will be reported to the Council's Ad Hoc Scrutiny Panel and Scrutiny within Children's Services. In addition, there will be ongoing external support and challenge from Ofsted and the Department for Education.

Sponsorship Role

Each of the four improvement plan themes will be 'sponsored' by a senior leader from the Council, VCS partnership, Clinical Commissioning Group and Police. The sponsor is not accountable for the delivery of their sponsored area. The role is to provide challenge and oversight over the areas of work associated with the sponsored area. The purpose of this arrangement is to ensure that partners fully participate in the plan and provide their unique insight and expertise across the broad range of development activity. This approach will ensure that senior leaders take an active interest and the board fully draws on and applies their collective experience.

Monitoring Performance and Quality

Using data and intelligence to monitor and improve performance and quality of practice will be key to the success of our improvement journey, and is a vital part of new ways of working across the Council in the future.

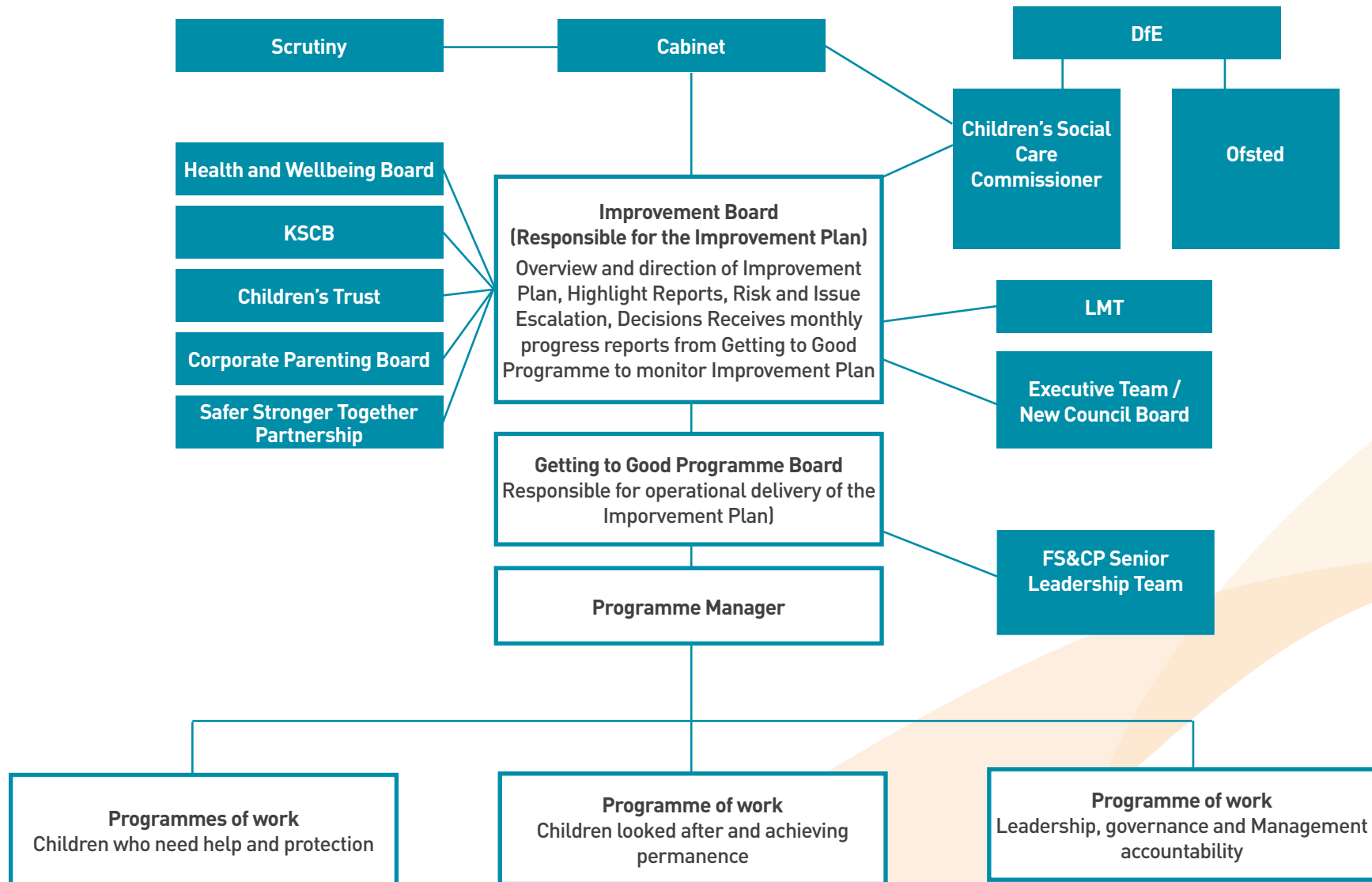
Progress against the improvement plan will be reported to the Children's Improvement Board (IB) which meets on a monthly basis. Reporting includes the following;

- a dashboard that will provide a monthly summary of key risks and issues within work streams
- a performance report including progress against the key performance indicators linked to the four Improvement Plan themes
- Audit Activity to include 'deep dive' quality audits to test quality assurance process and quality of practice
- Audit areas of practice where performance measures have dipped to understand and respond as appropriate

If standards and targets are not met, this will be picked up at an early stage through effective use of performance data throughout the service.

Routes for escalation are in place in case issues are not picked up or resolved at lower levels.

Governance of Kirklees Children's Services Improvement Programme



Glossary

Below is a list which provides short explanations of all the acronyms and professional terms in this plan.

C&YPS – Children and Young People Service

Case Familiarisation Process

Internal Audit Process within Children's Social Care to ensure that practitioners are fully aware of the child's circumstances, plans and required actions and for Managers to ensure compliance with statutory guidance.

CCGs – Clinical Commissioning Groups

Child and Adolescent Mental Health Services (CAMHS)

Kirklees CAMHS promotes emotional well-being and delivers preventative services and treatment to children and young people with mental health problems.

Corporate Parenting Board

The Corporate Parenting Board co-ordinates and oversees the work undertaken with looked after children in Kirklees to make sure that they are in appropriate placements and receive the same opportunities as their peers.

DRP – Dispute Resolution Process

FS&CP – Family Support and Child Protection

IRO – Independent Reviewing Officer

Kirklees Safeguarding Children's Board (KSCB)

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. It is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality and for ensuring the effectiveness of what they do.

LMT – Leadership Management Team

Liquidlogic

Liquidlogic Children's Social Care System has been specifically developed by and for practitioners to allow case management and record keeping for children in need, looked after children, adoption and child protection cases, as quickly and simply as possible.

MAACSE

Multi-Agency Action CSE Meetings – these are scheduled to take place every 6 weeks chaired by the Police Inspector for Safeguarding where children and young people at risk of CSE are discussed. 'hot spots' for CSE are discussed and emerging themes with regard to managing risks associated with Child Sexual Exploitation

Multi-Agency Safeguarding Hub (MASH)

The MASH is a team of professionals including Children's Services Social Workers, Police, Early Help, Health and Education which responds to initial enquiries regarding children and young people in Kirklees

Public Law Outline

This is a legal process that requires Children's Social Care in situations where children are deemed to be at risk, to arrange a meeting with parents and their legal advisors to see if it is possible to reach an agreement about what needs to happen to protect the children so that court proceedings and/or the removal of the children from their parents' care can be avoided. This process enables parents' to access legal advice.

Risk Sensible

This is a model of practice that provides practitioners and partners with the tools and understanding to ensure that decision making around thresholds is explicit, justifiable and "risk sensible". This is the agreed model of practice in Kirklees which has been rolled out to practitioners and partners and is being embedded.

SLT – Senior Leadership Team

STP – Sustainability and Transformation Plan

Health and care service providers and commissioners have worked together across West Yorkshire to develop a Sustainability and Transformation Plan (STP). The plan sets out how services across Kirklees will work together over the next five years to improve our collective population's health and wellbeing, to improve service quality and to deliver financial stability.

Theme 1: Children who need help and protection

Strategic Sponsor: Steve Cotter – Chief Superintendent, West Yorkshire Police

Relates to Ofsted recommendations 1, 2, 6, 9, 10, 11, 12, 13, 14 and 15

Our Ofsted inspection found serious and widespread failures across the services that provide help and protection in Kirklees. Inspectors identified concerns in over a third of children's cases looked at, including unrecognised neglect and abuse. Ofsted concluded that much of our social work support is poor, including inadequate assessments, decision making, planning and management oversight. Ofsted also concluded that early help services are too focused on the needs of parents, rather than children. As a result, we fully recognise that some children have not had their needs met and have remained in high-risk environments for too long, or there have been serious delays in actions being taken to protect them.

To address this, we are embedding a relentless focus on quality of practice. The roll-out of a menu of training and development opportunities and embedding our practice standards and quality assurance framework will be key to keeping children safe and ensuring compliance with statutory guidance. We are also taking steps to improve the quality of management and supervision, recognising how central this is to the improvement journey.

Under this theme, we are also taking steps to improve practice with the Multi-Agency Safeguarding Hub (MASH). We need to ensure that thresholds are applied consistently, so that children are assessed and receive a service when they should. To do this, we have taken steps to ensure that all partner agencies are part of the MASH, are involved in strategy meetings and that multi-agency planning improves.

What we are aiming for:

- Children in Kirklees are safe
- Improved management grip and decision making
- Supervision is regular and reflective
- A stable and competent workforce that feels valued and supported
- Timeliness of assessment and care planning
- Social Workers have manageable caseloads
- Thresholds are understood across the partnership and consistently applied.

How we will do this:

- By ensuring that each child has an allocated Social Worker and an up to date assessment and SMART Plan
- By embedding the supervision policy
- By recruiting to permanent posts, retaining staff by bringing caseloads in line with agreed local targets and rolling out a suite of continuous professional development including the Risk Sensible Model
- By embedding the performance and quality assurance framework
- Consistent application of the Continuum of Need and Response Framework

How we will know we are succeeding:

- Our children and young people tell us they are listened to, they feel safe and plans and intervention reflect their wishes
- Improved outcomes for children and young people
- We are looking after the right children and they have a permanence plan
- Performance measures demonstrate we are improving
- We have a learning culture and practice is strengthened
- We are providing services to those who need it

1	Take urgent action to ensure that all children currently being provided with a service are safeguarded and their welfare is promoted					
9	Ensure that all assessments and plans focus on reducing risk and improving children's outcomes, with clearly defined timescales for actions, responsibilities and regular review					
10	Ensure that assessments consider the needs of all children in a household and that records of this work are unique to each child					
11	Ensure that the children and young people are visited within the timescales identified in the plans and that, when appropriate, children are seen alone					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.01	Complete the Case Familiarisation process for all cases in the Assessment and Intervention Service	Assistant Director FS & CP Head of Service for Assessment & Intervention	Improvement Board Getting to Good Programme Board SLT	February 2017		
1.02	Roll-out the Case Familiarisation process within the Looked after Children and Care Leavers Service using a thematic approach to include: <ul style="list-style-type: none"> • Children placed at home on Care Orders • Care Plans • Pathway Plans • Children placed long term with Foster Carers to consider if securing a SGO is appropriate 	Assistant Director FS & CP Head of Service for Corporate Parenting	Improvement Board Getting to Good Programme Board SLT	30 April 2017		
1.03	Review and disseminate learning from case familiarisation, implementing further improvements and incorporating any learning into the Workforce Strategy, informing the offer of ongoing professional development opportunities	Assistant Director FS & CP /PSW	Improvement Board Getting to Good Programme Board SLT KSCB	End of April 2017		
1.04	Fully embed the Risk Sensible Model of Practice across all Services and with partners	Assistant Director FS & CP /KSCB	Improvement Board Getting to Good Programme Board SLT KSCB	February 2017 – ongoing		
1.05	Fully embed the Practice Standards and Quality Assurance Framework to ensure the quality of practice improves and compliance with statutory requirements and timescales is met	Head of Safeguarding & Quality Assurance/PSW	Getting to Good Programme Board SLT	February 2017 – ongoing		



Complete



On track



At risk



At risk

	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.06	Complete the Case Familiarisation process for all cases in the Assessment and Intervention Service	Assistant Director FS & CP Head of Service for Assessment & Intervention	Improvement Board Getting to Good Programme Board SLT	February 2017		
1.07	To review quarterly adherence to and impact of: <ul style="list-style-type: none"> Practice Standards Risk Sensible Model 	Assistant Director of FS & CP/ Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	30 April 2017		
1.08	To review quarterly timely responses to: <ul style="list-style-type: none"> Dispute Resolution Process Management of Complaints 	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board	Ongoing		
1.09	Undertake an Independent Peer Review of Child Protection Services	Director of Children's Services	Ad Hoc Scrutiny Committee	February 2017 – ongoing		
1.10	Agree and implement an internal audit plan for Children's Services to provide ongoing governance and scrutiny of compliance and business operating processes	Director of Children's Services	Getting to Good Programme Board SLT	31 march 2017		
1.11	Devise and implement a 12 month programme of Thematic Audits to include: <ul style="list-style-type: none"> Plans for Children and Young People Re-referrals Section 47s that do not conclude with the convening of a Child Protection Case Conference Case Records being unique to each child Children placed at home on Care Orders Quality of Assessments and Care Planning Management Decision Making and Application of Thresholds Referrals closed in the previous 3 months 	Director of Children's Services Assistant Director FS & CP	Getting to Good Programme Board	To commence March 2017 – ongoing		
1.12	All children (CIN, CP or LAC) have a SMART and up to date plan which reflects their needs and views	Assistant Director FS & CP	Getting to Good Programme Board SLT	30 September 2017		



Complete



On track



At risk



At risk

	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.13	Ensure that children and young people are visited regularly and when, appropriate seen alone	Assistant Director FS & CP	Getting to Good Programme Board SLT	31 May 2017		
Success measures:						
<ul style="list-style-type: none"> • No unallocated cases for children subject to Child Protection Plans or Looked After Children • By September 2017, the % of decisions made within 24 hours will be 55% by September 2017; 70% by December 2017 and it will be 85% by March 2018. • By September 2017, audits completed will evidence that 85% of visits to children on a Child Protection Plan were completed on time (every 2 weeks), by December 2017, this will be at 95% and by March 2018, this will be at 98% • By September 2017, audits completed will evidence that 85% of visits to looked after children were completed on time (every 6 weeks), increasing to 85% by December 2017 and by March 2018, this will be 98% • By September 2017, audits completed will evidence that 75% of assessments will be completed within timescales, increasing to 85% by December 2017 and to 98% by March 2018 • Audits indicate that in all cases audited, plans are "SMART" and outcome-focused, with evidence of the voice of the child by September 2017 • Assessment audits and electronic records evidence child specific information in assessment, plans and case recording by June 2017 						
Children will say:						
<p>Social Workers are honest with me and I get the right help when I need it</p> <p>The focus will be on what's best for me and I will get support at the right time to keep me safe</p>						

2	Ensure that all staff, including agency staff, are supported to have more consistent relationships with children and to deliver high-quality services through manageable caseloads, induction, supervision and training					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.14	Review the effectiveness of the Workforce Strategy	Assistant Director of FS & CP	Improvement Board Getting to Good Programme Board SLT Ad Hoc Scrutiny	June 2017		
1.15	Implemented a set of Practice Standards for Managers	Assistant Director of FS & CP	Getting to Good Programme Board SLT	May 2017		
1.16	Delivery of the Cultural Change Programme for managers and team leaders	Assistant Director for FS & CP/ Principal Social Worker	Getting to Good Programme Board SLT	March to December 2017		
1.17	Review the current supervision policy, relaunch and embed in practice	Principal Social Worker	Getting to Good Programme Board SLT	30 June 2017		
1.18	Develop and roll-out an induction package for all new staff (including agency staff)	Principal Social Worker	Getting to Good Programme Board SLT	31 March 2017		
1.19	Continue to reduce caseloads for Social Workers in Assessment & Intervention (including agency workers)	Head of Service (A&I)	Getting to Good Programme Board SLT	September 2017		

Success measures:

- Proportion of agency staff is in line with national comparators (10%) by December 2017 (Linked to recruitment and retention strategy)
- 90% Social Work Practitioners have consistently received supervision on a monthly basis by September 2017
- Caseloads are in line with locally agreed targets by September 2017
- 100% of new staff (including agency workers) receive an induction tailored to their job role
- 50% of managers have participated in the Cultural Change Programme by September 2017, 100% participation by December 2017
- 100% compliance of mandatory training – to be monitored ongoing through attendance lists

Children will say:

I would feel emotionally stable, supported and respected. I would be able to trust my Social Worker and he/she would help me to resolve my problems
I will be able to go to a worker that I trust and who understands

6	Fully embed the quality assurance framework across children's services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.20	Implement Director of Children's Services Quality Assurance Clinic as part of the Achieving Excellence Framework to improve line of sight	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
1.21	Quarterly Audit Summary Reports to be presented to the 'Getting to Good Programme Board 'and Improvement Board	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
1.22	Implement a programme of thematic audits and disseminate learning and impact	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	June 2017		
Success measures:						
<ul style="list-style-type: none"> 65% of cases audited by December 2017 are rated 'requires improvement' or 'good' and by March 2018, at least 75% of case file audits completed are rated as "requires improvement" or 'good' By September 2017, 60% of Managers report that they are involved in the audit process; this will increase to 80% by December 2017 and to 100% by March 2018 						
Children will say:						
The information recorded about me and my family would be right and I will be supported I won't be asked the same questions over and over again						
12	Ensure that all partner agencies are sufficiently involved in the multi-agency safeguarding hub information sharing and decision making, and that thresholds are consistently applied					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.23	Information Sharing Agreement is in place and 'signed up to' by all statutory partners	Information Governance	Improvement Board	Feb 2017		
1.24	To embed the Information Sharing Agreement in practice	Head of Integrated Response KSCB	Improvement Board KSCB	May 2017		

	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.25	Partner leads are provided with additional information and training on the Continuum of Needs and Response Framework, and thresholds are being consistently applied across all partners.	Chair of Board – KSCB Assistant Director FS &CP	Improvement Board KSCB	30 June 2017		

Success measures:

- Attendance records, minutes and case records show full partner engagement in daily meetings by end of March 2017
- Online MARF has been launched and its use is monitored to demonstrate that thresholds are being applied consistently by end of June 2017
- Reduction in re- referrals to be in line with the national average (22.3%) by September 2017
- Reduction in the number of Contacts that result in No Further Action by 15% by September 2017

Children will say:

I would feel a lot safer and more secure
I wouldn't get 'lost' in the process; information would be shared and the response would be cohesive

13 Ensure that the services for children who are subject to domestic abuse give robust consideration to safeguarding issues. This is to include consideration and recording of risks identified in multi-agency risk assessment conference meetings

	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.26	All Domestic Violence Referrals to be made through the Single Point of Access	Head of Integrated Response	Getting to Good Programme Board SLT	31 March 2017		
1.27	Ensure that West Yorkshire Consortium Domestic Violence Protocol is understood and adhered to with partners.	Head of Integrated Response	Getting to Good Programme Board SLT	31 March 2017		
1.28	Ensure that the minutes from MARAC meetings reflect the risks and protective factors for individual children within the family	Chief Superintendent	Getting to Good Programme Board SLT KSCB	31 March 2017		

Success measures:

- Multi-agency thematic audits completed by the KSCB show the minutes of Minutes of the daily meeting for all high risk DV referrals clearly identify risk with a plan to address this by July 2017
- Minutes of all MARAC meetings record information regarding individual children and risk and protective factors by the end March 2017 awaiting confirmation of this date from Partners

Children will say:

I would feel safe and listened to by professionals
What's best for me would be the priority

14	Ensure that child protection strategy meetings involve relevant agencies, that plans are made together and that actions are recorded					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.29	Partners are involved in strategy meetings - review daily Multi-Agency Strategy Meetings and provide reports on attendance to SLT on a weekly basis and to the Getting to Good Programme Board on a monthly basis.	Head of Integrated Response	Improvement Board SLT	30 April 2017		
1.30	Roll out the new template for Strategy Discussions to capture partner attendance	Head of Service – Assessment and Intervention	Improvement Board SLT	28 February 2017		
Success measures:						
<ul style="list-style-type: none"> 80% of strategy discussions audited evidence compliance with Working Together 2015 by April 2017, to increase to 95% by September 2017 						
Children will say:						
<p>It would make me feel happier, safe and respected and helps me to have a safer future</p> <p>Information would be shared with the right people and services would be 'visibly linked up'</p>						
15	Ensure that all child protection conferences are held to statutory timescales and that planning meetings, including core groups and child in need meetings, are held as required					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
1.31	Improve management oversight of compliance with the 15 day timescale from Strategy Meeting to Initial Child Protection Case Conference.	Assistant Director for FS & CP	Getting to Good Programme Board SLT	30 April 2017		
1.32	Roll out of the new Core Group Meeting Template and CIN Reviews template to capture the frequency of Core Groups and CIN Reviews	Head of Service – Assessment & Intervention	Getting to Good Programme Board SLT	31 December 2017		
Success measures:						
<ul style="list-style-type: none"> 80% of Initial Child Protection Case Conferences held within 15 working days by 30th Sept 2017 and by end of March 2018, this will be in line with statistical neighbours at 90% 75% of Core Groups are held within timescales by June 2017, to increase to 85% by September 2017 and to 100% by December 2017 75% of CIN Reviews (6 weekly) are held within timescales by June 2017, to increase to 85% by September 2017 and to 100% by December 2017 99.5% of Child Protection Review Conferences are held within required timescales by September 2017 						
Children will say:						
It is better for me if meetings about me happen on time and when they should so I know what is happening						



Complete



On track



At risk



At risk

Theme 2: Children looked after and achieving permanence

Strategic Sponsor: Tom Brailsford - Joint Commissioning Manager

Responds to Ofsted recommendations: 3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26

In Kirklees, we are committed to 'giving all children the best start in life' and to keeping children safe and free from harm (Kirklees Outcomes Framework). We recognise, however, that we have not always done this and that we need to make a number of changes to improve the experience that children, young people and their families have when they come into contact with our services.

For example, inspectors found a lack of edge of care services to support children to remain at home, poorly coordinated work that needed to be completed prior to court proceedings and inadequate court work that

caused delay in ensuring that children were protected and removed to a safe environment. When children do become looked after, far too many are placed outside of the area. To rectify this, we need to increase the availability of high quality local placements. We also need to improve pathway plans for care leavers, have a sufficient number of independent visitors and address issues with our complaints and dispute resolution processes. To inform all of this, we will engage children and young people in our improvement journey and include their feedback when monitoring our progress.

What we are aiming for:

- The right children come into care
- Improved quality of children's experience and outcomes
- Timely Permanence Planning
- Timely and appropriate handling and management of DRPs and complaints
- Increased availability of wrap around care and support
- Range of local provision/accommodation in response to need
- All looked after children have an up to date SMART plan, which reflects their needs and views.
- Improved quality of service for care leavers, access to education, training and employment

How we will do this:

- By developing new approaches to the recruitment and retention of foster carers and investing in increased local provision and accommodation
- By providing a responsive Edge of Care Service
- We will listen and respond to children's complaints
- By making timely responses to need and decisions for children
- By ensuring we have a sufficient number of independent visitors.
- By ensuring all Care Leavers aged 16+ have an allocated Personal Advisor
- By supporting young people to transition into adulthood

How we will know we are succeeding:

- Children are able to live locally and maintain their networks
- Children and young people tell us they know what support is available and how to access it
- Children and Young People contribute to and have a copy of their Plan
- Performance on key measures improves and progress is sustained
- Quality assurance mechanisms are embedded, evidencing improvements in practice and a culture of performance and continuous learning

3	Ensure that concerns identified in the dispute resolution process are dealt with promptly and comprehensively, including by independent reviewing officers and child protection chairs					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.01	Provide joint briefings for all IROs and Managers on the DRP process, including thresholds for escalation and required responses to DRPs ensure risk factors are identified and responded to.	Getting to Good Programme Board SLT	Improvement Board SLT	31 March 2017		
2.02	All Managers, Heads of Service and the Assistant Director will respond in line with the DRP Protocol	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	May 2017		
2.03	All IROs and Child Protection Chairs will respond in line with the DRP Protocol to ensure that a timely and appropriate response for the child	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	May 2017		
2.04	Incorporate information on DRPs (numbers, themes and level) to SLT and Performance Clinic on a monthly basis	Assistant Director FS & CP/All Heads of Service	Getting to Good Programme Board SLT	31 March 2017		
2.05	Share performance information and learning on DRPs with all managers on a monthly basis as part of the service's Performance Dashboard	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • 55% of all DRPs are responded to in accordance with the DRP Protocol by March 2017; 70% by December 2017 and 85% by March 2018 • Audits confirm that there is clear evidence of the voice of the child in DRP and complaint processes by 30 June 2017 						
Children will say:						
My Independent Reviewing Officer will have done all she should for me and I will have been listened to						

4	Improve the timeliness and quality of response to complaints from children and their families, including disseminating the learning					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.04	Provide briefings to all Managers regarding robust and timely responses to complaints from children and their families	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	May 2017		
2.05	The Complaints Manager will work with and support Team Managers to ensure a more timely response to complaints	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	May 2017		
2.06	Incorporate information on complaints (numbers, themes and level) to SLT and the Getting to Good Programme Board on a quarterly basis and to the Corporate Parenting Board via the Annual Report Complaints Manager will work with Team Managers to ensure a more timely response to complaints	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
2.07	Share performance information on a weekly basis with all managers and learning on complaints on a monthly basis as part of the service's performance dashboard and resolve any issues through performance clinics.	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • 100% of complaints from children are responded to within 10 days by 31 March 2017 • 75% of complaints are resolved within the stated timescale, or escalated in accordance with the agreed procedure by 30 October 2017 						
Children will say:						
<p>It would make me feel respected and listened to. I will be able to talk to my Social Worker more, knowing that my complaint was important to him/her</p> <p>I would have trust and confidence in professionals. I would know that professionals were doing something about my complaint</p>						



Complete



On track



At risk



At risk

16	Ensure that the responses to pre-birth concerns are timely and robust					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.08	Revise and roll out of the Pre Birth Procedure to staff and partners	Head of Service for Assessment and Intervention/KSCB	Getting to Good Programme Board	End of March 2017		
2.09	The Complaints Manager will work with and support Team Managers to ensure a more timely response to complaints	Head of Service for Assessment and Intervention/KSCB	Getting to Good Programme Board	End of April 2017		
2.10	Timely decision making with regard to case planning	Head of Service for Assessment and Intervention	Getting to Good Programme Board	End of December 2017		

Success measures:

- All Pre Birth Assessments will be allocated at first trimester to a Social Worker
- All Assessment completed and birth plan agreed and shared with family and partners by end of 2nd trimester
- 80% of decisions by Legal Gateway Panel and Permanence Panel are made in accordance with the agreed plan for the child by end of July 2017
- 85% of Case Conferences held within 6 weeks of the due date for the child where a Pre Birth Assessment has been undertaken by the end of July 2017

Children will say:

This will mean that the right support was given to the family to help a child live with their parents

17	Develop edge of care services and ensure that timely support is available in a crisis					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.11	The Multi-Agency Task and Finish Group to develop and implement an Edge of Care Service to ensure that timely support is available in a crisis and prevents children unnecessarily coming into care, refocusing the existing provision	Head of Stronger Families	Getting to Good Programme Board Improvement Board	30 June 2017		
2.12	Implement a Resources Panel to consider requests for accommodation and put in place packages of support to maintain children/ young people at home	Assistant Directors FS & CP	Getting to Good Programme Board Improvement Board	31 March 2017		

Success measures:

- 60 % reduction in the number of children coming into care on an unplanned basis by September 2017

Children will say:

Professionals know what my needs are and I get the right help to stay at home with my family



18	Ensure that, when children need to become looked after, this is actioned promptly, to include improving the quality of pre-proceedings letters to parents, clear contingency planning and ensuring robust monitoring of cases in pre-proceedings					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.13	Embed the decision making and tracking processes to ensure that timely and appropriate decisions are made regarding children subject to the Public Law Outline Process and children who need to be looked after	Head of Service for Assessment and Intervention/Case Manager	Getting to Good Programme Board SLT	30 April 2017		
2.14	To ensure Social Workers access to high quality and consistent legal advice to facilitate timely decision making	Head of Legal Services	Getting to Good Programme Board SLT	June 2017		
2.15	Ensure compliance with the Public Law Outline Framework, including use of correct templates for pre-proceedings letters.	Head of Service for Assessment and Intervention/Case Manager	Getting to Good Programme Board SLT	30 April 2017		
Success measures:						
<ul style="list-style-type: none"> Courts and CAFCASS are satisfied with standards of practice and preparation at the point of issue Family Justice Board report positive feedback on the quality of plans and timeliness of proceedings by December 2017 Average time of care proceedings is maintained at the current level of 26 weeks Social Workers are better prepared through PLO when they initiate proceedings and children wait less time for decisions to be made about their future 						
Children will say:						
This will help me feel more secure and I will know what is happening						



Complete



On track



At risk



At risk

19	Review all arrangements when children are placed with parents to ensure that these are appropriate and that children are not unnecessarily made subject to a care order					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.16	Complete review of all children subject to a Care Order placed at home to include thematic audits	Head of Safeguarding and Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	30 June 2017		
2.17	Ensure that any proposed plan to place a child at home on a Care Order is agreed by Permanence Panel	Assistant Director for FS & CP	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> Reduction in the number of children currently placed at home on care order from 45 to 30 by July 2017 with a further decrease from 30 to 20 by December 2017. Reduction in number of care plans presented to court which result in Interim Care Orders with PWP or Section 38(6) reduces by 70% by December 2017 						
Children will say:						
Professionals will listen to what I have to say about living at home and I feel safer and more secure						

20	Increase the availability of local placements to ensure that children and young people do not need to be placed at a distance from their communities					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.18	Develop and publish a revised Sufficiency Strategy to inform a new Accommodation Strategy	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	30 June 2017		
2.19	Increase the number of local placements available including: <ul style="list-style-type: none"> • Foster Placements • Residential • Supported Accommodation 	Head of Sufficiency	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2018		
Success measures:						
<ul style="list-style-type: none"> • Looked after children are placed in local provision that meets their needs, to increase from 42.5% to 65% by April 2018 • Increase the capacity of the Kirklees internal foster care provision by additional 12 net placements per annum by April 2018 • Placement Stability to be in line with statistical neighbours (10%) by December 2017 						
Children will say:						
<p>I won't feel so alone and displaced from my family and friends</p> <p>I wouldn't feel so isolated and I would have a say in where and with whom I live with</p>						

21	Ensure that children looked after have access to an independent visitor when they need one					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.20	Recruit an extra 15 Independent Visitors	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	28 February 2017		
2.21	Run an ongoing recruitment campaign to ensure we have sufficient Independent Visitors	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 December 2017		
2.22	Ensure that all Looked after Children who are assessed to need an Independent Visitor can access one in a timely manner	Head of Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	31 May 2017		
Success measures:						
<ul style="list-style-type: none"> • All Looked after children who are assessed to have a IV can have one • 15 Additional Independent Visitors will be in post by March 2017 						
Children will say:						
I can get out more and do things and I can talk to someone that isn't my Foster Carer or Social Worker						



Complete



On track



At risk



At risk

22	Continue to improve adoption services for children, to include improving the timeliness of decision making, recording a clear rationale for decisions made and using the learning when adoption placements break down					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.23	Continue to improve the adoption process including the use of Early Permanence Placements to ensure timely decisions	Head of Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	31 December 2017		
2.24	Ensure there is a clear process for responding to adoption breakdowns, including disseminating the learning.	Head of Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> By 31 December 2017 the average time between a child entering care and moving in with its adoptive family is in line with our statistical neighbours/England (522/523 days) By 31 December 2017, the average time between receiving court authority to place a child and deciding on a match to an adoptive family is in line with our statistical neighbours/England (248/243 days) Increase in the use of Early Permanence Placements for children with a plan for adoption by 10% by December 2017 						
Children will say:						
I know what the plans are for me and where I will be living I will not have to wait to live with my adoptive family						

23	Improve care leaver support, through ensuring that children all have a personal advisor from their 16th birthday and that they have sufficient support to live independently					
24	Robustly address the high rate of care leavers who are not in employment, education or training.					
26	Improve the quality of pathway plans to ensure that they underpin high-quality support packages					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.25	Complete recruitment of additional Personal Advisors to increase capacity in the team and ensure that all care leavers have a Personal Advisor from age 16 in line with statutory guidance.	Head of Service – Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	End of April 2017		
2.26	Develop a Partnership plan to address large numbers of care leavers who are NEET, drawing in schools, colleges, businesses and public and voluntary sector partners.	Assistant Director Learning and Skills	Corporate Parenting Improvement Board	31 December 2017		
2.27	Continue to embed improved practice amongst Social Workers and Personal Advisors on pathway planning using thematic audits	Head of Service – Corporate Parenting	Getting to Good Programme Board SLT Corporate Parenting Board	30 June 2017		
2.28	Recruit a Reviewing Officer to provide consistent and robust oversight of Pathway Plans	Head of Service for Safeguarding & Quality Assurance	Getting to Good Programme Board SLT Corporate Parenting Board	30 April 2017		
Success measures:						
<ul style="list-style-type: none"> • All care leavers aged 16 years 3 months have an allocated Personal Advisor by May 2017 • Peer Mentoring scheme for Care Leavers is rolled out by September 2017 • Roll out the pilot for the Independent Living Skills Programme for all Care Leavers by September 2017 • 55% of care leavers (currently 45%) will be in EET in line with the national average by Dec 2017 • The virtual school will offer support to young people aged 16-18 to access employment and training by September 2017 • 95% of pathway plans are reviewed every 6 months by Dec 2017 • 95% of care leavers report that they have a meaningful Pathway Plan by Dec 2017 • By September 2017, 80% of pathway plans are compliant 						
Children will say:						
<p>I get the support that I need and I will be better prepared</p> <p>I will have options for my future</p>						



Complete



On track



At risk



At risk

25	Improve access to therapeutic and mental health support for children looked after and care leavers					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
2.29	To continue to implement and develop the discrete CAMHS provision for LAC and Care Leavers, with reference to the needs identified in the CAMHS Local Transformation Plan	Lead Commissioner for CAMHS	Children's Trust CCGs	30 September 2017		
Success measures:						
<ul style="list-style-type: none"> • 90 % of children receive an evidence based 1 to 1 intervention where an emotional health and wellbeing need is identified by July 2017 • Of those children requiring a one to one intervention 90% of children receive assessment within 14 days and intervention within a further 14 days by Sept 2017 • 90% of foster carers, social workers and residential staff receive consultation, training and support in relation to supporting looked after children's CAMHS needs by August 2017 • 80 % of care leavers will have a clear transition plan between CAMHS and Adult mental health service provision by Sept 2017. • Specific pathways and provision will be developed to meet the mental health needs of LAC up to 21 years of age June 2017 						
Children will say:						
I feel listened to and I get the support that I need at the right time, I don't have to wait						



Complete



On track



At risk



At risk

Theme 3: Leadership, management and governance

Strategic Sponsor: Penny Woodhead - Head of Quality Calderdale Clinical Commissioning Group & Greater Huddersfield Clinical Commissioning Group

Responds to Ofsted recommendations 5, 7, 8, 12 and 27

The changes required to support improved outcomes for our children are complex and systemic. They require a long term and multi-agency response, with strong political and managerial leadership. To support this, leaders and managers must be provided with information to systematically assure themselves that children in Kirklees are safe. Improving our performance management and case management systems is key to this. We fully recognise that the quality of our performance management information is not currently sufficient to support high quality practice and does not provide managers and leaders with the information they need.

We know that staff stability is also a challenge and that we must attract and retain staff with the skills and behaviours that we need to keep children safe. We also need to increase our capacity in other ways, such as increasing the capacity of our independent reviewing officers and child protection chairs to improve practice oversight. The oversight and the involvement of children and young people in the work of our governance boards must also improve

What we are aiming for:

- Children currently provided with a service are safeguarded and we can evidence this
- Children's views influence the focus and decision making of managers and leaders
- The improvement journey is supported by a whole council and whole partnership response
- Improved management grip and timely and appropriate decision making
- Our approach is outcome based and intelligence led
- Strong leadership and management of the improvement process are in place to drive our improvement journey
- Stable and competent workforce who are supported and feel valued

How we will do this:

- By engaging with children throughout our improvement journey
- Through strong political leadership and giving councillors the tools to do this
- Through the development and oversight of key strategies and plans
- By implementing the new Liquidlogic case management system
- By fully embedding our new performance framework and providing leaders and managers with a clear line of sight to the frontline
- By developing a Corporate Parenting Plan, to engage all parts of the council and partner organisations in delivering improved outcomes for children
- Recruiting and retaining a stable workforce

How we will know we are succeeding:

- Children and Young People tell us we are making a positive difference in their lives
- Governance arrangements ensure effective challenge and we utilise intelligence and data effectively
- Performance on key measures improves outcomes for children and progress is sustained
- Quality assurance mechanisms are embedded, evidencing improvements in the quality of practice and a culture of performance and continuous learning
- A stable, high performing and satisfied workforce

5	Ensure that robust performance data drives improvements in the service					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.01	To further develop and embed the performance reporting framework for C&YPS, which provides managers and leaders with up to date and accurate information (linked to Implementation of Liquidlogic	C&YPS Performance lead	Improvement Board SLT KSCB	June 2017		
3.02	Agree partnership wide outcomes framework and arrangements for monitoring performance and progress.	Head of Safeguarding & Quality Assurance	Improvement Board SLT KSCB	May 2017		
Success measures:						
<ul style="list-style-type: none"> • Compliance and performance clinics highlights upward trend by September 2017 • Schedule of Performance Activity in place to ensure improving and continuous compliance – Performance Clinic etc • Quality Assurance Workstream (Partnership) is in place and is effective by September 2017 						
Children will say:						
I am listened to and people make sure that I get the right support						



Complete



On track



At risk



At risk

7 Ensure that the procured electronic recording system is fit for purpose and supports improved practice across the whole service						
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.03	Fully implement the electronic recording system (Liquidlogic) with input from practitioner, partners and young people and monitor compliant usage and delivery of anticipated benefits.	Assistant Director-Resources/Assistant Director FS & CP	Improvement Board Getting to Good Programme Board	31 December 2017		
3.04	Provide additional training/support on current system pending implementation of Liquid Logic	Assistant Director-Resources/Assistant Director FS & CP/ Head of Service for Safeguarding & Quality Assurance	Improvement Board SLT KSCB	May 2017		
3.05	Provide staff with all appropriate training to ensure that they are fully competent and confident in utilising the new system.	Assistant Director-Resources/ Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	Start Date for Roll out of Training – September 2017		
3.06	Provide modernised and effective delivery of improved performance information	Head of Safeguarding & Quality Assurance	Improvement Board Getting to Good Programme Board SLT	31 December 2017		
3.07	Undertake close monitoring of the system to ensure that it is successfully embedded in practice, being utilised in the right way and delivering anticipated benefits.	Assistant Director-Resources/Assistant Director FS & CP	Head of Safeguarding & Quality Assurance	31 December 2017		
Success measures:						
<ul style="list-style-type: none"> • Compliance and performance clinics highlights upward trend by September 2017 • Schedule of Performance Activity in place to ensure improving and continuous compliance – Performance Clinic etc • Quality Assurance Workstream (Partnership) is in place and is effective by September 2017 						
Children will say:						
I am listened to and people make sure that I get the right support						



Complete



On track



At risk



At risk

7	Ensure that the procured electronic recording system is fit for purpose and supports improved practice across the whole service					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.08	Review and update the Council's Website for children in care and care leavers	Head of Safeguarding & Quality Assurance	Head of Safeguarding & Quality Assurance	September 2017		
Success measures:						
<ul style="list-style-type: none"> • Robust, accurate and accessible performance reporting and intelligence is available to all staff • Staff report satisfaction with Liquidlogic • Liquid Logic is implemented by 1st January 2018 and all staff are trained in how to use the system by the 31st April 2018 						
Children will say:						
Everything about me and my family would be written down and I wouldn't have to tell 'my story' over and over again						
8	Improve the oversight and challenge of the corporate parenting board by ensuring the availability of robust performance data, and that children's views influence the focus and decision making of the board					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.09	Review and revitalise the Corporate Parenting Board to include the Corporate Parenting Strategy and Action Plan	Director of Children's Services	Improvement Board Corporate Parenting Board	30 June 2017		
3.10	Develop a suite of performance information (KPIs) available to the Board to ensure their robust oversight; challenge and to drive improvements for children and young people	Head of Safeguarding & Quality Assurance	Improvement Board Corporate Parenting Board	30 June 2017		
3.11	The Children in Care Council and Care Leavers Forum will be active participants of Corporate Parenting to drive service planning and influence priorities	Director of Children's Services	Improvement Board Corporate Parenting Board	30 June 2017		
Success measures:						
<ul style="list-style-type: none"> • Minutes of Corporate Parenting Board show evidence of progress and challenge through performance information • Minutes reflect the voice and participation of children and young person and their influence on priorities • Members have greater understanding and confidence in their role as Corporate Parents • Improved attendance by Members at the Board is maintained – 95% attendance is required 						
Children will say:						
Our Corporate Parents would listen to our feedback and take action						

27	Ensure that there is a robust needs analysis to underpin strategic planning and commissioning of services for children					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
3.12	Develop a cohesive; intelligence led needs assessment, reviewed on a quarterly basis	Joint Commissioning Manager/Head of Sufficiency	Integrated Commissioning Group	30 June 17		
3.13	Develop and implement a commissioning strategy with a clear commissioning cycle in place	Joint Commissioning Manager/Head of Sufficiency	Integrated Commissioning Group	June 17		
3.14	Develop and publish a revised Sufficiency Strategy and assessment to inform a new Accommodation Strategy	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	30 June 17		
3.15	Increase the number of local placements available including: <ul style="list-style-type: none"> • Foster Placements • Residential • Supported Accommodation 	Head of Sufficiency	Improvement Board SLT Corporate Parenting Board	March 2018		
Success measures:						
<ul style="list-style-type: none"> • Updated and comprehensive Needs Analysis completed by end of June 2017 • Future commissioning actions reflect the Needs Analysis • We will have more children placed in local provision – to increase from 42.5% to 65% by April 2018 • Increase the capacity of the Kirklees internal foster care provision by additional 24 placements per annum by April 2018 • Number of placement moves are in line with statistical neighbours and national comparators 						
Children will say:						
All my needs would be met and I would get the right support						

Theme 4: Effectiveness of the Kirklees Safeguarding Children Board

Strategic Sponsor: Robert Flack – CEO Locala

Responds to Ofsted recommendations for the Kirklees Safeguarding Children Board

The effective delivery of this plan will only be possible through a whole council response and a whole partnership response. However, we acknowledge that the quality and rigour of our formal partnership bodies has significant room for improvement. Ofsted specifically provided recommendations on the Kirklees Children's Safeguarding Board. Inspectors concluded that the board had not monitored the extent of the difficulties or provided systematic and independent scrutiny and challenge. Serious Case Reviews had also not been progressed in line with statutory guidance and the Child Death Overview Panel had delayed analysis all local child deaths.

To support the work of the board, we need to ensure that they are provided with high quality performance information, which is provided by all partners in a timely way. Oversight of safeguarding practices needs to be improved, as does the frequency and quality of audit activity to ensure that all children are safe.

What we are aiming for:

- A KSCB which provides systematic and independent scrutiny and challenge and meets its statutory duties
- Collective ownership of the improvement journey.
- Partnership structures and strategies which support effective collaboration
- Serious case reviews and reviews of child deaths take place in accordance with statutory guidance.
- A culture of collaboration and challenge at all levels
- Multi-agency working which provides children and young people with the support they need.

How we will do this:

- By making all required improvements to the Kirklees Children's Safeguarding Board.
- By putting in place robust partnership governance structures.
- By providing the KSCB with high quality, timely information from all partners.
- By improving processes in relation to serious case reviews and child deaths.
- By jointly delivering interventions that support target outcomes for children and make the best possible collective use of resources.

How we will know we are succeeding:

- Young People tell us that they get the right support from the right person when they need it
- Thresholds and pathways are understood and followed by partners
- Clear decision making processes are embedded including step up and step down arrangements.
- Information about children and their families is shared in a timely manner to ensure that appropriate action is taken
- Scrutiny and challenge across all agencies is valued and contributes to our shared improvement journey.

KBC B1	Ensure that there is a robust needs analysis to underpin strategic planning and commissioning of services for children					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.01	Review the arrangements for representation by educational settings on the KSCB/ Work streams, specifically by mainstream schools, colleges and faith organisations. (Ref para 30 of OFSTED report and Working Together)	KSCB Chair and Board Manager	KSCB Improvement Board	31 March 2017		
4.02	Review all areas of the Board's work to ensure partners are participating fully. (para 128 of OFSTED report)	Board Manager	KSCB Improvement Board	27 February 2017		
4.03	Identify gaps in KSCB work, and follow up by quarterly monitoring and further challenge	KSCB Board members	KSCB Improvement Board	27 March 2017 05 May 2017 10 July 2017 29 September 2017 04 December 2017		
4.04	Escalate areas of delay and drift identified in Work Streams to Development & Business Planning and to Board as necessary.	Board Manager	KSCB Improvement Board	Ongoing		
Success measures:						
<p>All Board members are signed up to a commitment statement and agree their role within the KSCB..</p> <ul style="list-style-type: none"> • There are regular updates to the Board on key issues for each workstream, including attendance and quoracy . • Regular safeguarding reports from each partner organisations to be presented to the Board, identifying how key Board priorities are actioned • There are regular challenge sessions for partners including a children and young people's challenge and evidence panel . • Children and young people have a version of the Action plan that they can read and understand . • Partners understand each others work by undertaking front line visits . • Minutes of KSCB meetings show that scrutiny and challenge of children's services and partners has taken place and has led to a robust line of sight around all groups of vulnerable children . • Ofsted judges that KSCB is operating at Requires Improvement or above within 24 months. • The Board is visible and influential in Kirklees and practitioners, children and families understand the work of the Board . • The Board has a clear communication strategy and which widens the reach of the KSCB to communities . 						
Children will say:						
<ul style="list-style-type: none"> • We would like to feel involved in the work of the Board and understand the action plan. A child friendly action plan would help us to do this. • We would like feel that organisations know what they are doing in order to keep us safe 						



Complete



On track



At risk



At risk

KBC B2	Ensure that the board has routine reporting and monitoring arrangements for all groups of vulnerable children, specifically the effectiveness of services for children with disabilities, those who are young carers, those living out of the area, and those receiving services and interventions within the 'Prevent' programme					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.05	Agree full list of groups of vulnerable children, and a schedule of reporting on these children to KSCB (ref para 129 of OFSTED report)	Independent Chair and Board Manager	KSCB Improvement Board	30 March 2017		
4.06	Identify 'champion' for each vulnerable group to provide links with other key Boards and promote the work being undertaken.	Board Manager	KSCB Improvement Board	30 March 2017		
Success measures:						
<ul style="list-style-type: none"> Each workstream will consider the needs of vulnerable groups within their annual forward work plan . The identified champion receives updates on the work of the partnership and promote this across organisations. All services for vulnerable children and young people are regularly scrutinised. Children and young people receive the right service for them at the right time . All practitioners understand the thresholds for services and these are consistently applied (ongoing). Minutes of KSCB meetings show that scrutiny and challenge of children's services and partners has taken place and led to a robust line of sight around all groups of vulnerable children including those receiving Early Help Services . 						
Children will say:						
<ul style="list-style-type: none"> Having a champion who understands children with needs and talks to us is important and will help. Staff understanding what is needed and when it is needed means we will get the right people to help us. 						

KBC B3	Secure meaningful and timely multi-agency data, with supporting analysis, to ensure that the board maintains effective oversight and monitoring of children's experiences of safeguarding and the effectiveness of services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.07	Further develop Core Multi-Agency data-set and systems for monitoring and reporting to KSCB explicitly to consider models that are successfully providing oversight and monitoring of children's experiences, alerts to ineffective services and promoting service development	Safeguarding Co-ordinator and Chair of E&E work stream	KSCB Improvement Board	20 March 2017		
4.08	Present the core data set to the Evaluation and Effectiveness work stream each time data is updated to ensure work stream is appropriately sighted on trends and these are understood and actioned appropriately	Safeguarding Co-ordinator	KSCB Improvement Board	21 March 2017		
4.09	Develop data definition templates detailing definition of indicators for what 'good' looks like	Chair of E&E Work Stream	KSCB Improvement Board	21 March 2017		
4.10	Identify trigger points for further inspection for risks in frontline practice and outcomes for children	Chair of E&E Work Stream	KSCB Improvement Board	21 March 2017		
4.11	Identify a 'lead data officer' within each partner organisation	Safeguarding Co-ordinator	KSCB Improvement Board	21 March 2017		
Success measures:						
<ul style="list-style-type: none"> • Multi-agency practice is strong and results in good outcomes for children and young people . • KSCB has a data set that reflects the depth and breath of the partnership that contains the key measures that impact on the experiences of children and young people. • Information is displayed in a way which is clear to all agencies on what this means for children and young people, and whether performance is good or needs to be improved . • Information is available to the Youth Reference Group to 'Youth Proof' data especially for the challenge and evidence panel. 						
Children will say:						
<ul style="list-style-type: none"> • Information that is child and young person friendly would help us in understanding the information the KSCB collect and understand the work better. • It is important for us to know that the KSCB and staff understand what the information is telling them so that they can help when need be to make things better for us. 						



Complete



On track



At risk



At risk

KBC B4	Ensure that there are effective and consistent arrangements for chairing the child death overview panel (CDOP), addressing the causes of delays in considering child deaths, and that accurate and timely data is available, with analysis, to inform the CDOP annual report					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.12	Identify time scale for replacement of the Kirklees Public Health CDOP chair (Ref paras 132 and 139 of OFSTED report)	KSCB Chair	KSCB Improvement Board	December 2016		
4.13	List and benchmark delays in considering child deaths	Board Manager	KSCB Improvement Board	27 February 2017		
4.14	Challenge agencies who have not provided timely information for CDOP	Board Manager	KSCB Improvement Board	27 February 2017		
4.15	Ensure robust analysis and timely conclusion of cases for CDOP	CDOP Chair	KSCB Improvement Board	27 February 2017		
Success measures:						
<ul style="list-style-type: none">• A permanent Public Health representative to represent for Kirklees at CDOP (completed).• Clear Chairing arrangement for Kirklees CDOP.• The backlog of cases has been and there is a robust monitoring system in place .• Minutes of Child Death Overview Panel show that appropriate chairing arrangements are in place, cases are being managed and completed in a timely manner and that analysis of trends is being undertaken to inform the annual CDOP report.						
Children will say:						
<ul style="list-style-type: none">• We feel that a children and young people’s newsletter that is sent to schools would help us understand the reasons for child deaths.						



Complete



On track



At risk



At risk

KBC B5	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.16	Implement a robust plan for voice of child in relation to each of the Board's Business priorities so that they are well informed by the child's view and lived experience	Board Manager	KSCB Improvement Board	12 March 2017		
4.17	Consider innovative ways to engage looked after children and care leavers across the business of KSCB (Ref para 131 of OFSTED Report)	Board Manager	KSCB Improvement Board	12 march 2017		

Success measures:

- Each workstream will consider the impact they have on children and young people by 12/3/2017
- A KSCB Children and Young People's Reference Group will be established and involved in the work of the KSCB which includes strategic engagement, engagement with specific groups and also engagement with those receiving a service (started)
- Regular reports from organisations will need to consider how they have involved children and young people in their service development by 12/3/2017
- The Board should listen and understand the 'lived experience' of children and young people through regular presentations/conversations by 12/3/2017
- Multi-agency auditing will seek the views of children and young people to understand the impact of service provision (ongoing)
- The multi-agency trainer will consider ways to include the real voice of children and young people within multi-agency training (ongoing)
- The KSCB Annual Report and Business Plan will be 'youth proofed', the Annual Report will include impact statements from children and young people by 31/7/2017 see KSBC 10 below)
- The KSCB should engage with the Children in Care Council to seek views of how the partnership is working for them by 12/3/2017
- Regular reporting from complaints/comments/compliments to the KSCB should take place with action to address themes (ongoing)
- A Safeguarding Conference should take place that will be organised and run by children and young people to showcase what issues are important to them (date to be confirmed)

Children will say:

- We feel listened to
- We feel involved and engaged in the work of the Board
- We feel that organisations know what they are doing in order to keep us safe

KBC B6	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.18	Provide influence to the development of the Overview Author's recommendations to ensure that they are SMART and with clear expectations.	Chair of SCR Work Stream Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.19	Ensure tracking of recommendations and actions from SCR/LLRs to completion	SCR Work Stream Chair	KSCB Improvement Board	22 July 2017		
4.20	Ensure there are no delays in partner's completion of their organisational recommendations/actions.	All Board Partner Agencies	KSCB Improvement Board	30 March 2017		
4.21	Develop an escalation procedure that supports managing drift and delay	SCR Work Stream	KSCB Improvement Board	30 March 2017		
4.22	Reviewing action plans at every SCR Work Stream Meeting.	SCR Work Stream Chair KSCB Safeguarding Co-ordinator	KSCB Improvement Board	30 March 2017		
4.23	Improve dissemination of learning by KSCB partners	SCR Work Stream Chair and Safeguarding Co-ordinator	KSCB Improvement Board	30 June 2017		

KBC B6	Fully develop ways to involve children and young people, including children looked after and care leavers, across the business of KSCB					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.24	Ensure implementation and progress of recommendations are monitored. (Ofsted ref 133)	SCR Work Stream Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • The terms of reference for each SCR author includes SMART recommendations. • The terms of reference for each SCR includes feedback/workshop for practitioners involved in the SCR . • Include measures on the data set that monitor SCR's/LLR's initiated . • That learning points are disseminated widely through a clear communication strategy for single agency and multi-agency training . • There is regular reporting to the Board about SCR actions and learning through a tracker and Workstream report completed by the SCR Workstream Chair . • Research and learning from both local and national SCR/LLRs is disseminated to all practitioners. 						
Children will say:						
<ul style="list-style-type: none"> • We want to feel that the KSCB and organisations are learning from serious cases. • We would feel safer if staff were trained better around serious cases. • We would like to be involved to show organisations that we understand why some of these cases might happen and could come up with some solutions. 						

KBC B7	Ensure that there is a sufficient pool of multi-agency trainers to deliver the training programme, and that analysis takes place to identify its impact on improving services					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.25	Review the current pool of trainers to ensure they have the capacity to deliver programmes	Board Manager	KSCB Improvement Board	31 March 2017		
4.26	Analyse the impact of training.	Board Manager and Safeguarding Coordinator Multi Agency Training	KSCB Improvement Board	31 July 2017		
4.27	National research to be undertaken of best practice of child safeguarding to ensure that training materials are up to date and focused. Access to training resources that enhance multi-agency training.	Board Manager	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none"> • The training plan is updated annually to ensure it is meeting the demands of the multi-agency workforce • Regular reports to the Board on single agency and multi-agency training and the impact this has on practitioners. • Annual training needs analysis is undertaken . • Learning and Development Workstream ensures progress is made to develop training in accordance with the Board priority areas . • Course evaluations are completed after each course offered and a follow up after three months to evaluate impact. • The lived experience of children and young people are included in training courses. • The Learning and Improvement Framework is a live document that is refreshed to take changing themes and patterns of practice and service delivery into account . 						
Children will say:						
<ul style="list-style-type: none"> • We would like the training to be about the child and then know that the workers understand us. 						

KBC B8	Ensure that all agencies recognise the indicators and risks factors relating to child sexual exploitation					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.28	Review range of agencies and numbers accessing CSE training (Ref para 137 of OFSTED report)	Board Manager	KSCB Improvement Board	31 January 2017		
4.29	Undertake multi-agency audit of CSE cases to assess practitioner understanding of indicators and risk factors	KSCB Performance Management Task and Finish Group	KSCB Improvement Board	10 February 2017		
4.30	Produce clear guidance in respect of the role and criteria of the CSE Hub and disseminate across the partnership	Board Manager	KSCB Improvement Board	December 2016		
Success measures:						
<ul style="list-style-type: none"> • There is consistent attendance by practitioners of CSE training. • Regular multi-agency auditing evidences the understanding of the partnership in identifying CSE and working with children at risk of CSE . • The use of tools to identify CSE is audited through regular dip sampling of cases . • The CSE Workstream has a problem profile that indicates where practice needs improvement. 						
Children will say:						
<ul style="list-style-type: none"> • We would like to be given information and advice through drop down days or similar of how services have helped children and young people at risk of CSE or abuse. Where possible these should be real life stories. • We want to feel that children and young people are protected from child sexual exploitation – Also for workers and teachers to understand the risks of abuse from friends so that something can be done about it at an earlier time. • There should be enough support for children and young people who have been abused or even who might be so that they can protect themselves. 						

KBC B9	Ensure that there is a full programme of multi-agency audit activity					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
	4.31	Review current audit programme and set audit programme which reflects KSCB priorities	E&E chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017	
	4.32	Increase the Boards line of sight of frontline multi-agency safeguarding practice.	E&E Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017	
	4.33	Ensure partner agencies at practitioner and manager level are involved in the audit programme	E&E Chair and Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017	
	4.34	Complete the follow up of agencies' action plans from the Section 11(CSE) (ref Para 141 OFSTED report)	Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017	
Success measures:						
<ul style="list-style-type: none"> • KSCB Multi-Agency Audits show that children, young people and parents feel they have received a good service that has helped them . • An annual programme of auditing is in place taking into account practitioner children, parents and carers feedback. • Section 11 has been reviewed and a new round of Section 11 with the Virtual College Enable Tool is in place . • A new multi-agency audit tool is in place across the partnership and spans the child's journey . • There is a pool of senior auditors that will audit three to four times annually . • There are a range of new audit activities in place. • KSCB has a Learning and Improvement Framework that provides intelligent multi-agency data, informs audit activity that challenges and scrutinises all partners. 						
Children will say:						
<ul style="list-style-type: none"> • We want to know what happens when organisations look at cases to see if they are being dealt with properly so we will feel safe that we would get the right person to help us if anything like this happened to us. • We want to feel that organisations are listening to us as we think our experiences are important. 						



Complete



On track



At risk



At risk

KBC B10	Improve the quality of the KSCB annual report to demonstrate that the board has an ongoing analysis of the performance of local services, and the reasons for any emerging patterns or trends					
	Action	Lead	Governance	By when	Progress RAG	Success RAG
4.35	Use improved performance data set to analyse local agency performance and to measure the impact of safeguarding services/ interaction with children and young people. (Ref para 141 OFSTED report)	Safeguarding Co-ordinator	KSCB Improvement Board	31 March 2017		
4.36	Begin the development of the Annual report immediately following the year end to enable appropriate and timely analysis and challenge.	Board Manager	KSCB Improvement Board	20 February 2017		
4.37	Annual report to have more focus on impact and outcomes.	Board Manager	KSCB Improvement Board	31 July 2017		
4.38	Analyse quality assurance reports and data produced by the CPRU and multi-agency safeguarding to inform the content of the KSCB Annual report.	Board Manager	KSCB Improvement Board	31 March 2017		
Success measures:						
<ul style="list-style-type: none">Partnership reports in the KSCB Annual Report showing how effectively they are safeguarding children and young people, including include impact statements and the areas that need to be improved .Annual report is timely and of sufficient quality that provides analysis of local performance and emerging trends across Kirklees .A 'Youth Proofed' report is be published alongside each annual report.						
Children will say:						
<ul style="list-style-type: none">We want to feel that organisations know what they are doing to keep us safe.We want to feel included in the work of the KSCB and understand what will be done to help us if we feel unsafe.						



Complete



On track



At risk



At risk