

# Public Document Pack



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Monday 16 May 2016

## Notice of Meeting

Dear Member

### Cabinet

The **Cabinet** will meet in the **Council Chamber - Town Hall, Huddersfield** at **4.00 pm** on **Tuesday 24 May 2016**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

**Julie Muscroft**

**Assistant Director of Legal, Governance and Monitoring**

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

## **The Cabinet members are:-**

### **Member**

Councillor David Sheard  
Councillor Jean Calvert

Councillor Steve Hall  
Councillor Erin Hill  
Councillor Viv Kendrick  
Councillor Peter McBride  
Councillor Shabir Pandor  
Councillor Cathy Scott  
Councillor Graham Turner

### **Responsible For:**

The Leader  
Community Development, Councillors involvement in  
a New Council, including Councillor Development  
Planning, Highways and Open Spaces  
Family Support and Child Protection  
Prevention, Early Intervention and Vulnerable Adults  
Transportation, Skills, Jobs and Regional Affairs  
Schools and Learning  
Housing and Relief of Poverty  
Resources and Community Safety

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Membership of the Committee**

To receive apologies for absence of Members who are unable to attend this meeting.

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**2: Interests**

1 - 2

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

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**3: Admission of the Public**

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

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**4: Deputations/Petitions**

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

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**5: Public Question Time**

The Committee will hear any questions from the general public.

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**6: Member Question Time**

To consider questions from Councillors.

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**7: Early review of general fund revenue outturn 2015-16** 3 - 8

A report providing the indicative outturn financial position for 2015-16 and seeking approval for a range of proposals.

Officer: Debbie Hogg 01484 221000

**Wards**

**Affected:** All Wards

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**8: Children's Development Plan** 9 - 18

A report updating members on the position of the Family Support and Child Protection Service and steps taken to develop social work practice and management in Kirklees. The report outlines issues identified relating to social work practice, actions already taken and key priorities for the Service going forward.

Officer: Carly Speechley, Sarah Callaghan & Adrian Lythgo 01484 221000

**Wards**

**Affected:** All Wards

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<b>KIRKLEES COUNCIL</b>			
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>			
<b>DECLARATION OF INTERESTS</b>			
<b>Name of Councillor</b>			
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]</b>	<b>Brief description of your interest</b>

Signed: ..... Dated: .....

## NOTES

### Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

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.

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.



Name of meeting: Cabinet  
Date: 24 May 2016

Title of report: EARLY REVIEW OF 2015-16 COUNCIL GENERAL FUND REVENUE OUTTURN

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Is it in the <a href="#">Council's Forward Plan</a> ?	Yes
Is it eligible for "call in" by <a href="#">Scrutiny</a> ?	No
Date signed off by <u>Director</u> & name	David Smith
Is it signed off by the Director of Resources?	Yes 13/05/2016
Is it signed off by the Assistant Director – Legal, Governance and Monitoring?	Yes 22/04/2016
Cabinet member <a href="#">Directorate</a>	Resources

Electoral [wards](#) affected: All  
Ward councillors consulted: None

Public or private: Public

## 1. Purpose of report

- 1.1 This report provides an indicative outturn financial position for 2015-16 and a range of proposals.
- 1.2 The finalised revenue outturn position for 2015-16, in conjunction with the capital outturn position, and proposals for rollover, will be reported in more detail to Cabinet & Council on 28 and 29 June 2016 respectively.

## 2. Key points

- 2.1 Quarter 3 monitoring to Cabinet on 8 March 2016 had reported a forecast Central Budgets saving of £4.1m; largely attributable to Treasury

Management at £2.3m and Central Contingencies at £1.6m. There was also a forecast saving on Joint Services at £0.7m. As reported at Quarter 3, some of the underspend was one-off in nature, and some e.g. Treasury Management, considered more sustainable and factored into the approved Council budget plans for 2016-19.

- 2.2 Since Quarter 3 monitoring, there has been a further increase in Central Budget underspend by £2.7m, to £6.8m. The shift from Quarter 3 includes further Treasury Management underspend at £0.6m, and within central budget contingencies, a dividend payment from Yorkshire Purchasing Organisation at £0.7m, insurance fund surplus of £0.7m and a further £0.5m relating to a one-off supplementary new burdens (property searches) grant allocation from Government. The underspend is also net of £0.2m specific transformation costs (see also, para 2.8 below).
- 2.3 This has created an opportunity to fund existing capital expenditure differently. Instead of utilising planned borrowing it is proposed to use this unspent central contingency. This in turn will reduce future year financing costs with an estimated medium term financial plan (MTFP) annual saving of £320k against Treasury Management revenue budget, from 2016-17 onwards.
- 2.4 Furthermore it is also proposed to defer drawdown of £1.3m earmarked reserves from 2015-16 to 2016-17, which relates to uncommitted public health funding contributions built up from previous years. This was earmarked to be drawn-down to help offset the impact of an in-year 6% reduction in the public health specific grant allocation to Councils, announced by Government as part of its 8 July 2015 budget statement. The in-year grant reduction for this Council was £1.6m.
- 2.5 The 2016-17 financial settlement included government commitment to consider public health specific grant reductions beyond 2015-16, but that this would be subject to further consultation. Council approved budget plans for 2016-19 acknowledged government intent, whilst at the time reflecting the base specific grant allocations included in the 2016-17 financial settlement.
- 2.6 On the 11<sup>th</sup> February 2016 the Government concluded its consultation, and announced that public health specific grant allocations to Councils will reduce by 7.7% compared to the base grant allocations included in the 2016-17 financial settlement; equivalent to £2.3m grant reduction for this Council. This is a permanent reduction.
- 2.7 Deferral of £1.3m public health reserves drawdown to 2016-17 will help officers to buy time to consider options for sustainable savings against public health activity in light of the permanent £2.3m specific grant reduction in 2016-17.
- 2.8 The £3m New Council Transformation reserve was created to help resource the Council achieve the scale of transformation required to deliver 2016-19 forward budget plans. These proposals seek to carry this reserve forward in full, to 2016-17, and that any in-year spend that would have otherwise been



met by this reserve (£0.2m), be accommodated within the overall Central Budget.

- 2.9 It is also proposed that the existing reserve is increased in-year, by an additional £1m, to £4m. The increase is to recognise the increased scale of transformation required and anticipated upfront funding to realise these savings over a longer time frame.
- 2.10 The forecast overall Directorate revenue outturn position for 2015-16 indicates that there is sufficient headroom to accommodate the reserves proposals set out in paras 2.3 and 2.9 above.
- 2.11 Table 1 below gives an overview of the updated provisional general fund revenue outturn position for 2015-16, after taking account of all the proposals set out in this report:

**Table 1; Summary provisional general fund revenue outturn position 2015-16 following the adjustments outlined in this report.**

Description	Net revenue Budget	Draft Revenue Outturn	Variance
	£m	£m	£m
Directorates	265.8	260.9	(4.9)
Central Budgets	47.2	47.2	Nil
<b>Sub-total</b>	<b>313.0</b>	<b>308.1</b>	<b>(4.9)</b>
District Committee managed budgets	1.1	0.2	(0.9)
<b>Total</b>	<b>314.1</b>	<b>308.3</b>	<b>(5.8)</b>

- 2.12 The provisional general fund revenue outturn position indicates a net underspend of £5.8m or 1.8%, against £314.1m revenue budget, across Directorates and District Committees.
- 2.13 It is anticipated that the District Committee saving will automatically roll forward into 2016-17. The finalised revenue outturn position, including any proposals for rollover, will be reported to Cabinet on 28 June and Council on 29 June, 2016.

### **3. Implications for the Council**

- 3.1 The proposals set out in this report are based on the provisional Council general fund revenue outturn position as at 11 May 2016. These proposals provide a number of opportunities to deliver unplanned savings and provide resources for invest to save initiatives, which will place us in a stronger financial position going forward.

- 3.2 There is an accompanying report on this Cabinet Agenda relating to emerging issues that have been identified relating to; child protection and social work practice, the actions already taken and key priorities for the children's service going forward.
- 3.3 This report acknowledges these emerging issues and resource implications in the context of the early outturn review. Work is currently taking place to quantify the likely cost and identify funding. At this stage based on a six month period of intensive work, the estimated cost for 2016/17 to be met from reserves is £1.6 million. Further details are set out in the report elsewhere on the agenda. In addition, we have seen a 5% increase in the number of looked after children over the last quarter of 2015/16. This is likely to place further pressure on the Council's budget in the longer term. The actual drawdown requirements will be reported to Cabinet through 2016-17, as part of quarterly financial monitoring. The balance of the risk based contingency at 31<sup>st</sup> March 2016 was £7.528 million.
- 3.4 The above approach is consistent with the 17 February 2016 Budget Council approved 2016-19 medium term financial plan, which included member endorsement for the requirement to continue to set aside existing corporate risk reserves for the purposes such as those referred to in the accompanying corporate risk register, which includes reference to safeguarding risks associated with the care of children, and inspection and external scrutiny as potential risk areas, and any associated significant one-off costs, which the risk reserve was provided for.

#### **4. Consultees and their opinions**

This report has been prepared by the Director of Resources in consultation with Cabinet members.

#### **5. Next steps**

Cabinet members to support the proposals set out in this report.

#### **6. Officer recommendations and reasons**

It is recommended that members support the proposals to:-

- i) apply Central Budget underspend to existing capital spend, as set out in paragraph 2.3;
- ii) defer drawdown of earmarked reserves from 2015-16 to 2016-17 as outlined in paragraph 2.4;
- iii) provide additional resource to support the New Council Transformation reserve as detailed in paragraph 2.8
- iv) To receive further reports detailing the finalised revenue outturn position reported to Cabinet on 28 June and Council on 29 June.

- v) Note the additional resource requirement arising from the issues set out in paragraphs 3.2 to 3.4 and the proposed drawn down of the organisational risk reserve, and to receive further updated information as part of the Corporate Financial monitoring reports during 2016-17.

**7. Cabinet Directorate holder recommendation**

The Resources portfolio holder supports the officer recommendations.

**8. Contact officer and relevant papers**

Debbie Hogg, Assistant Director, Finance, Performance,  
Risk & IT 01484 221000  
(74231 internal)

**9. Director responsible**

David Smith, Director of Resources 01484 221124  
(72300 internal)

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Name of meeting: Cabinet

Date: 24<sup>th</sup> May 2016

Title of report: Update on Family Support and Child Protection

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	<del>Yes / No or "not applicable"</del> If yes give the reason why
Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	Key Decision – No Private Report/Private Appendix – Yes/No
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by Chief Executive	Adrian Lythgo 12 <sup>th</sup> May 2016
Date signed off by <u>Director</u> & name	Sarah Callaghan 11 <sup>th</sup> May 2016
Is it also signed off by the Director of Resources?	David Smith 11 <sup>th</sup> May 2016
Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	Julie Muscroft 10 <sup>th</sup> May 2016
Cabinet member <a href="#">portfolio</a>	Cllr Erin Hill 10 <sup>th</sup> May 2016

Electoral wards affected: All

Ward councillors consulted:

Public or private:

## 1.0 Report Summary

1.1 This report is provided to update members on the position of the Family Support and Child Protection Service. It updates Cabinet on steps taken to develop social work practice and management in Kirklees. Specifically it outlines issues that have been identified relating to social work practice and management, the actions already taken and key priorities for the Service going forward.

1.2 The report:

- Explains the background
- Summarises the main themes of practice development required
- Provides assurance that issues identified are being addressed and are subject to appropriate and ongoing challenge and scrutiny
- Seeks resources to support the Development Programme

## **2.0 Introduction**

2.1 A rigorous internal review of services began in late 2015 arising from the events listed below:

- The known retirement date of the Director for Children and Young People and recruitment of a new Director agreed in March 2015
- A Safeguarding Board audit of practice in August 2015
- The planned retirement of the long standing Assistant Director for Family Support and Child Protection agreed in August 2015
- The planned recruitment of an interim Assistant Director in November 2015 to provide continuity and quality oversight during a period of change.
- A number of instances of apparent poor practice coming to light in Dec 2015.

Activity has included:

- Audits
- Case discussions
- Direct observations
- External reviews

2.2 This review identified issues associated with the way cases are recorded and managed.

2.3 The level of change to both culture and practice is not underestimated and we are clear about the scale of change needed. It cannot all be addressed immediately, but there have been a number of changes within senior management to ensure that the right staff are in place to deliver and sustain improvements.

2.4 In order to gain a fuller understanding of practice, audit activity was immediately initiated. The aim of the audit activity was to establish whether or not the practice concerns were more widespread throughout the service or localised in the teams based at the front door.

## **3.0 Practice Development Required**

3.1 Findings were collated from case files covering the following areas:

- Referrals
- Section 47 enquiries, (multi agency meetings to determine whether a case is escalated to child protection)
- Children in Need
- Child Protection Plans
- Looked After Children
- Children with Disabilities

3.2 The audits sought to answer the following questions:

- Where children known to Children's Social Care were identified as being at risk, was there evidence that risk was identified and managed in line with legal, statutory and local protocols?

- Was there evidence of continuous, active work with families that improves outcomes?
- Was practice focused on the needs and experiences of children and influenced by their wishes and feelings?
- What was the nature of the relationship between children and families and their social workers?
- Were children and families engaged in all actions and decisions relating to them and did they understand the intentions of the help they received?
- Did children and young people receive help that is proportionate to risk?
- Did assessments result in direct work with families that addressed identified need?
- Was all activity described by the social worker reflected in the case recording?
- Was there evidence of management decision-making and oversight?

3.3 Where auditors had concerns about a case, they followed an escalation protocol to ensure remedial action was taken. Twenty two cases were escalated through this process and immediate action has been taken to evidence that the child has been effectively safeguarded and the concerns addressed. In all other cases records have been amended and necessary steps taken to rectify recording and management.

3.4 The Safeguarding Board also undertook some audit activity in relation to child protection cases and they established concerns about practice, in particular relating to the slow allocation and response to cases.

3.5 Some of the key themes identified relate to; the absence of consistent management oversight, failure to record, and inconsistent assessment quality and recording.

3.6 Audits also highlighted that the voice of the child was not sufficiently evident and that children and their families were not consistently or sufficiently involved in the assessment and planning function and the visits to children and young people were not always recorded on the electronic file though they were sometimes present in paper records.

3.7 Risk assessment quality was deemed to be inconsistent and this was sometimes coupled with drift and delay in progressing cases.

#### **4.0 Next Steps**

4.1 Many issues identified through the auditing process related to the quality of practice that is being addressed through the following actions:

- All open cases to have an allocated social worker from the point that the referral is accepted through to the closure of the case.
- Social workers to have consistently manageable case-loads.
- Consistent application of thresholds at all stages of involvement.
- Prioritisation of child protection concerns to ensure children are seen in the required timescale and action taken to safeguard them.
- All children are visited in a timely way, visits are recorded and any actions identified are followed up.
- Every child to have all the required documentation on file, for example, assessment, care plan, chronology.
- Work with partners to improve the quality of referrals to increase social work capacity.
- Visible leadership, where managers walk the floor, know the staff and their work and look for ways of supporting them.

- Implementing a clear system for checking that completed work is timely and to the agreed standard.
- Continue engagement sessions with the staff and the regular newsletter approach that is keeping them engaged with the improvement journey. Provide evidential data that shows them the improvement trajectory to maintain morale.
- Improve data quality to allow rigorous oversight of key practice areas.

## **5.0 Developments Undertaken Including Ongoing Challenge**

- 5.1 It is important to note that the areas for development identified through the auditing process are not applicable to all practice, but the expectation is that the same high standards of quality should be evident in all caseloads, and this is the objective of the thorough action plan developed to achieve this.
- 5.2 Some of these actions are more progressed than others as some require long term, cultural change within the workforce that will take time to embed.
- 5.3 To ensure this happens, regular performance clinics are scheduled so that staff are supported to understand what good practice looks like.
- 5.4 Workshops have been run with all relevant staff, including the Safeguarding Unit to raise awareness of the key practice issues. Findings have also been translated into a Learning Action Plan. This resulted in some immediate training for staff in relation to child protection compliance.
- 5.5 A new Leadership Team is in place, which includes the new Director for Children and Young People and Interim Assistant Director for Family Support and Child Protection and this is complemented with Heads of Service who have the skills and experience to make the improvements needed to practice.
- 5.6 A Development Board was introduced in February 2015, which is chaired by the Chief Executive, to oversee a programme of improvement. The development plan prioritises the most important actions and activities, with clear success criteria, to demonstrate outcomes for children and families. The membership includes the Independent Chair of the Safeguarding Board, Police and Director of Public Health.
- 5.7 The Board is supported by a new Operational Group, a cycle of improvement and clear governance arrangements led by the new Director for Children and Young People. This ensures that the Development Board can exercise robust scrutiny and challenge whilst maintaining pace and monitoring improvements. To ensure that changes made to improve the quality of practice are fully embedded, additional measures have been put in place, such as the monitoring of activity of cases, that are systematically checked and where activity has not been updated, social workers are challenged.
- 5.8 The evidence to support the improvement of practice is not reliant on data. There is a parallel focus on establishing a culture of high expectations and accountability and this includes regular and thematic training for staff.
- 5.9 As Cabinet asked, the Overview and Scrutiny Management Committee has agreed to establish an Ad-Hoc Panel to consider and challenge the work of the Development Board and to ensure that the improvement journey is owned by all parties. It has held its first meeting and further meetings are planned through the Spring and Summer.



- 5.10 We are also engaged in dialogue with a Regional Improvement Partner about direct support and longer term embedding of change.
- 5.11 The service has introduced Practice Standards, which are supported by the recently reviewed and amended Quality Assurance Framework. The framework significantly enhances scrutiny, oversight and challenge to the performance of the workforce. This is exercised at all levels within the service and includes the Lead Member for Family Support and Child Protection. The exacting demands of the framework are leading to improving data and performance information to support managers to deliver good practice and improve outcomes.
- 5.12 The Supervision Framework has been reviewed and will be launched in May. Frontline staff have absolutely recognised and are embracing the importance of good quality reflective supervision.
- 5.13 The recording and management system has improved functionality and a new system is in procurement. It is expected that this will be in place by the end of the year and further developments to practice will come with the improved functionality of a new system.
- 5.14 A development programme is in place for both managers and senior managers alongside a programme of engagement events to allow meaningful communication between the service and the workforce. The Workforce Development Strategy has been reviewed and will deliver training in a planned way that is relevant to the staffing requirements and will be linked to the Risk Sensible Model, which will be the chosen practice model for Kirklees.
- 5.15 As a matter of priority we have established a short-life project team with representatives covering all 'specialisms'. This project will develop a protocol to ensure that, practice is consistently guided by the child's voice.
- 5.16 This group will consider these issues in relation to all children, including those who are pre-speech, have a disability or whose first language may not be English.
- 5.17 We have begun a service remodel, which will include a single point of entry into the service and a reconfiguration of social work teams to support the Single Assessment Model. This will streamline decision making so that children are supported to have more stable placements, instead of being moved from one to another because a fully informed decision was not made in the first place. To enable this, the remodel will be supported by reviews of the current threshold document, referral form and associated systems and processes.
- 5.18 To support front line practitioners to make the improvements needed a team of 'Practice Champions' is being implemented. They will work alongside social workers to provide mentoring and coaching working with the Principal Social Worker.
- 5.19 The Chair of the Local Safeguarding Children Board (LSCB) is a member of the Development Board and the Safeguarding Board itself will overview progress consistent with its role. To be assured that the Safeguarding Board is able to carry out this important role, a review of the performance of the Safeguarding Board is being undertaken. This will build on the peer review, which took place in autumn 2015 and the action plan for improvement agreed.

- 5.20 The Development Board have agreed an extension of the audit activity, which is now supported by a small team of interim auditors who have been trained to appropriate standards. They will be able to report on progress and improvement from the initial audit findings. Audit activity will increasingly focus on new cases into the Service to check that learning and development is being rapidly embedded.
- 5.21 The approach to redesign has adopted a twin approach of accountability and support, where the focus is on equipping staff with the right tools to support them to put the right help in place at the right time through the introduction of practice standards clearly demonstrating what good looks like, whilst also addressing any issues of inconsistent practice
- 5.22 The changes in practice and culture that are needed require a long term approach. There is a significant amount of practice and cultural change needed to bring practice up to the required standard. This requires cultural change to recognise the importance of data recording and consistent capture of data as well as changes to the systems used. Practice improvement is dependent on having access to accurate data and performance information. Essential data, such as whether or not children have been visited, caseload numbers, whether or not a case has had any activity or accurate information relating to the child in need cohort, is not easily captured. This information is currently being tracked manually which is labour intensive and difficult to maintain with different teams recording data in different ways.
- 5.23 The development of the workforce is fundamental to the improvement journey and this is an area that will need high levels of focus and training, so the results will not be instant. To lend some pace to the development of practice, additional staff have been recruited to share best practice and expertise. This additional resource will need to remain in place and further social work capacity will need to be recruited to ensure caseloads are at a manageable level.
- 5.24 Focussed activity is being undertaken to rapidly improve the quality of social work practice and there is evidence of improvement in several areas. Data and performance information is improving and this is helping to focus key activity, which has resulted in more timely allocations and completion of assessments. For instance:
- There is an improving trend in the total number of unallocated cases
  - The proportion of Child Protection and Looked After Children cases unallocated has improved, with 99.8% of LAC cases allocated and 100% of CP cases allocated (as per the most recent monthly performance report)
  - The rate of repeat referrals is highlighting some improvement, with the expectation that this will improve further through the introduction of a revised 'Contact Form' as currently all contacts are considered as referrals.
- 5.25 The workforce are engaged with the improvement journey and they have welcomed the Practice Standards and the development and training activities that are being put in place.

## **6.0 Resources**

- 6.1 The mechanism used to identify necessary resources to support development has been for the Chief Executive to exercise his urgent delegation with the Development Board papers and minutes providing the evidence for decisions.

6.2 The additional resources approved to date are:

- Resources to support the development of Practice Champions, recruited from within the service to model and embed good practice.
- Resources to enable a Head Of Service to be seconded for six months from Adults Services to lend expertise around quality assurance
- Resources to support the secondment of a data analyst from Adult Services for six months to enable effective scrutiny and challenge of data
- 2 additional data Information Officers to address the issues with the functionality of the system so that it is fit for purpose.
- 2 additional Grade 7 Business Support Officers, for a period of 6 months

6.3 The resources to support the improvement journey are covered in the Provisional Outturn Report elsewhere on this agenda.

6.5 Cabinet are also asked to note the critical relationship between early help for vulnerable children and the ongoing cross Council redesign of Early Intervention and Prevention.

## **7.0 Officer Recommendations**

7.1 The officer recommendations are that members:

- Note the content of this report and the current position of the Family Support and Child Protection Service.
- Recognise the actions taken to date and the actions going forward that have been planned to address issues identified.
- Approve the next steps.
- Approve the resource allocation highlighted in Section six.

## **8.0 Cabinet Portfolio Holder Recommendation**

**Cllr Erin Hill, Cabinet member for Family Support and Child Protection:**

8.1 These issues in the service came to light during a review of practice initiated by our own leadership team. We immediately took action to begin addressing the concerns and, whilst some aspects of practice will take some time to change, we are already seeing some improvements.

8.2 The audit and review work is continuing to look at all of the systems and processes within children's social care and the plan will continue to be developed to ensure that practice standards are raised across all areas of the service

- 8.3 The priority of members and officers is to ensure all the necessary improvements are made with pace, but in a way that is sustainable for the future. Our most immediate step is to ensure that children in our system have their needs met without delay and that safeguarding action is taken when it is needed.
- 8.4 A comprehensive programme of work is taking place to enhance management oversight and wider social work practices. Some of the work involves longer-term cultural change for the organisation and we are confident that the reshaped leadership team, including the new Director and Interim Assistant Director, are well equipped to deliver the required outcomes. There is also strong governance in place, led by the Development Board.
- 8.5 I endorse the officer recommendations and wish to make clear our huge commitment to providing the best possible standards for the children, young people and families of Kirklees.

### **Contact Officers**

Adrian Lythgo, Chief Executive  
[Adrian.lythgo@kirklees.gov.uk](mailto:Adrian.lythgo@kirklees.gov.uk)

Sarah Callaghan, Director for Children and Young People:  
[sarah.callaghan@kirklees.gov.uk](mailto:sarah.callaghan@kirklees.gov.uk)

Carly Speechley, interim Assistant Director for Family Support and Child Protection:  
[carly.speechley@kirklees.gov.uk](mailto:carly.speechley@kirklees.gov.uk)

## Ofsted Single Framework Inspection

Ofsted launched the Single Inspection Framework in November 2013.

To date, Kirklees have not had an inspection under this framework. The inspections are unannounced, with just one day's notice and therefore the expectation is that we will be ready to respond once an inspection commences. The next inspection rounds are:

- 23 May 2016
- 13 June 2016
- 4 July 2016
- 12 September 2016

The inspection will consider the key aspects of a child's journey through the child protection system, focusing on the experiences of the child or young person, including the early help offer and the effectiveness of the help and protection they are receiving.

It will also focus on the effectiveness of multi-agency arrangements as well the work we do across our services, for example identifying children who are suffering, or likely to suffer harm from abuse or neglect; and for the provision of early help where it is needed. It will also consider the effectiveness of the local authority and its partners in protecting these children if the risk remains or escalates.

Ofsted will look at evidence that outlines the extent to which we work together to help and protect children and young people, including the effectiveness of information sharing.

It is expected that all local authorities will be at least 'good', therefore the judgement of 'adequate' has been removed and replaced with 'requires improvement'. Inspectors will make judgements using the following four-point scale.

There are three key judgements. These are protecting children, looked after children and achieving permanence, leadership, management and governance. And two graded judgements - adoption and care leavers. A judgement of 'inadequate' in any of the three key judgements, limits the judgement of overall effectiveness to 'inadequate'.

Outstanding	a service that significantly exceeds minimum requirements
Good	a service that exceeds minimum requirements
Requires Improvement	a service that meets minimum requirements
Inadequate	a service that does not meet minimum requirements

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