

## KIRKLEES CHILDREN'S TRUST BOARD

**Thursday 16th March 2017  
At Broad Lea House**

### **Board Members Present:**

Alasdair Brown	Third Sector Leaders
Ann Brady	Mid Yorkshire NHS Trust
Bron Sanders	Kirklees Safeguarding Children Board
Councillor Andrew Marchington	Kirklees Council
Councillor Erin Hill (Chair)	Kirklees Council
Councillor Lisa Holmes	Kirklees Council
Dave Ramsey (In place of Carol Harris)	South West Yorkshire Partnership NHS Foundation Trust
Evelyne Barrow	Primary School Heads
Gill Harries	C&H NHS Foundation Trust Children's & Women's Service
Keith Henshall (In place of Rachel Spencer-Henshall)	Kirklees Council
Louisa Horner (In place of Roy Fisher)	University of Huddersfield
Mo Ali (In place of Andrew Farrell)	West Yorkshire Fire and Rescue Authority
Steve Collins	C & K Careers
Steve Cotter	West Yorkshire Police
Dr Steve Ollerton (Deputy Chair)	Greater Huddersfield Clinical Commissioning Group
Tina Cooper (In place of Gill Ellis)	Kirklees Council

### **Board Members Apologies:**

Andrew Farrell	West Yorkshire Fire and Rescue Authority
Andrew Sinclair	Probation Service - West Yorkshire Community Rehabilitation
Carol Harris	South West Yorkshire Partnerships NHS Foundation Trust
Christina Quinn	Locala Community Partnerships
Councillor Masood Ahmed	Kirklees Council
Gill Ellis	Kirklees Council
Helen Severns	North Kirklees Clinical Commissioning Group
Jane Acklam	Kirklees High School Heads
Jayne Foster	Specialist Learning Support
Jo Ledgard	Job Centre Plus
Marcus Newby	Primary School Heads
Marie Gilluley	Kirklees College
Rachel Spencer-Henshall	Public Health
Richard Parry	Kirklees Council
Roy Fisher	University of Huddersfield
Yasar Mahmood	North Kirklees Clinical Commissioning Group

### **In Attendance:**

Phil Longworth	Kirklees Council
Tom Brailsford	Kirklees Council / NHS North Kirklees CCG
Julie Walker	Kirklees Council
Sandra Duffy	Kirklees Council

## 1 Welcome

Cllr Erin Hill welcomed everyone to the meeting and introductions were made around the table.

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## 2 Minutes of Trust Meeting held on 15th December 2016

The Minutes of the previous meeting of the Trust held on 15th December 2016 were approved as a correct record.

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## 3 Update on the Children's Services Improvement Plan

Including Inter relationship between Children's Improvement Board and Children's Trust Executive and Board.

*Presented by: Tina Cooper*

Tina gave an overview of the Children's Services Improvement Plan, advising Board members of a rigorous internal review of Family Support and Child Protection Services which began in late 2015. This was due to a number of factors including a Safeguarding Board audit which was carried out in August 2015. Significant deficits were identified across the Service and were recognised as systemic and cultural. Kirklees Cabinet endorsed a report in May 2016 which outlined areas for improvement and a Development Plan was put in place.

Ofsted carried out an unannounced inspection of Child Protection Services in September 2016. Focussing on local services for children in need of help and protection - looked after children and care leavers. A Single Inspection Framework report was published by Ofsted on the 25<sup>th</sup> November, highlighting a number of concerns about standards of practice in Kirklees. Overall judgement was 'inadequate' and separate judgements on a number of other areas were identified.

Ofsted have made 27 recommendations on which the Improvement Plan is based. The Secretary of State appointed a Commissioner (Eleanor Brazil) to work with the Council until the end of March 2017. Eleanor Brazil will make recommendations to the Minister (Secretary of State) about:

- The immediate improvement of Children's Social Care, including additional support required.
- Review our leadership and management capability and capacity to drive the changes we need.
- Whether alternative arrangements would be the most effective way of achieving long-term improvement.

**Proposal** - a clear programme needs to be in place in order to manage this large and complex scope of work, the programme has 4 key projects of work that are the 4 main themes of the Children's Improvement Plan. Each of these projects, in turn, will deliver against multiple recommendations from the Ofsted report. These are:

- Theme 1: Children who need help and protection.
- Theme 2: Leadership, Management and Governance.

- Theme 3: Children looked after and achieving permanence.
- Theme 4: Effectiveness of the Kirklees Safeguarding Children Board.

**Governance of the Children's Improvement Plan** is being politically led by the Leadership Management Team and the Cabinet via Councillor Erin Hill (Portfolio holder for Family Support and Child Protection). The governance arrangements will support a cycle of accountability that will be clearly measurable, owned and evidenced.

**The Improvement Board** 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.

**Getting to Good Programme Board** - this is an operational group of key officers brought together to monitor, challenge, support and oversee the progress of the Kirklees Children's Improvement Plan. Is accountable to, and reports directly into, the Improvement Board.

**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. This approach will ensure that senior leaders take an active interest and the Board fully draws on and applied their collective experience.

The governance arrangements will be underpinned by a reporting cycle that ensures detailed progress reports against the priorities and Ofsted recommendations are provided.

**Improvement Plan** - 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.

**Financial Implications** - finance capacity will be pivotal to ensure that there is a clear and structured financial strategy that sets out the costs associated with realising the ambitions of the Improvement Plan. A financial strategy is currently being developed in conjunction with Debbie Hogg, Assistant Director for Finance and Performance, that sets out the costs of the improvement work and recognises the financial pressures these place on the Council as a whole.

**Next Steps** - the Improvement Plan was signed off at Improvement Board on 6th March, endorsed at Cabinet on 7th March and submitted to Ofsted and the Department for Education on 9th March 2017.

**Recommendations** - Members of the Kirklees Children's Trust Board to have in view the work of the Children's Improvement Programme and ensure the following:

- Cascade Children's Improvement Newsletter
- To look at the Improvement plan once disseminated
- Identify and understand which actions relate to areas of work linked to emerging Children and Young People's Plan
- Inform the Improvement Director via the Children's Improvement Programme Manager of cross cutting work so it is captured in the project plans for the programme.

Board members accepted the recommendations and also noted that they will need to manage cross cutting issues/activity and avoid duplication of work between Boards, once the plan has been accepted.

**ACTIONS:**

- Board members to contribute when the plan has been accepted.
- Children's Improvement Newsletter to be circulated to the Board as soon as it is available

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#### 4 Development of the Children and Young People Plan

*Presented by: All*

##### **Comments on latest draft of Priorities and Challenges**

Board members discussed the latest draft of Priorities and Challenges - including strategic ambitions, added value and the avoidance of duplication. Minor amendments to the wording were agreed and a final version will be circulated to the Board.

##### **Nomination of Senior Responsible Officers and Management Leads for each Priority**

Board members agreed that the words 'Senior Responsible Officer (Board Member)' would be changed to 'Board Sponsor'.

It was agreed that the sponsor role should be taken on by a Board member who does not have a direct management role in relation to the priority. And that the role is very well described in the Children's Improvement Plan report discussed earlier in the meeting:

*'The sponsor is not accountable for the delivery of their sponsored area. The role is to provide challenge and oversight of the areas of work associated with the sponsored area. The purpose of this arrangement is to ensure that partners can provide their unique insight and expertise across the broad range of development activity. This approach will ensure that the senior leaders take an active interest and the Board fully draws on and applies their collective experience'.*

There was a discussion around each of the 10 Priorities and how this may fit the expertise and experience of individual Board members. A number of members agreed to take on the role of 'Board Sponsor for each of the Priorities. The list will be updated and circulated to Board members. There will be an operational discussion later to identify who will fill the remaining Management Lead's.

Board members approved the overall approach of the document on Kirklees Children's Partnership – Future Working.

The timeline and steps for developing the Children and Young People's Plan was endorsed.

**ACTIONS:**

- Circulate final version of the Priorities and Challenges to the Board.
- Board members to identify remaining Board Sponsor and Management Lead's.
- Management lead for each priority to develop high level plan for inclusion in the draft Plan.
- Circulate updated draft of Children and Young People Plan before next Board meeting.

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**5 A.O.B.**

There was no other business.

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**Date and time of next meeting:**

Thursday 15 June 2017 2.00 pm  
Venue: Huddersfield Town Hall (Meeting Room 3).