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Kirklees Children & Young People's Partnership Board
Thursday 15th June 2017 2.00 pm- 4.00 pm
 Meeting Room 3 - Town Hall, Huddersfield

Board Members:

Alasdair Brown	Third Sector Leaders
Andrew Farrell	West Yorkshire Fire and Rescue Authority
Andrew Sinclair	Probation Service - West Yorkshire Community Rehabilitation
Ann Brady	Mid Yorkshire NHS Trust
Councillor Andrew Marchington	Kirklees Council
Councillor Erin Hill (Chair)	Kirklees Council
Councillor Lisa Holmes	Kirklees Council
Councillor Masood Ahmed	Kirklees Council
Carol Harris	South West Yorkshire Partnership NHS FT
Christina Quinn	Locala Community Partnerships
Evelyne Barrow	Primary School Heads
Gill Ellis	Kirklees Council
Gill Harries	C&H NHS Foundation Trust Children's & Women's Service
Helen Severns	North Kirklees Clinical Commissioning Group
Jayne Foster	Specialist Learning Support
Jo Ledgard	Job Centre Plus
Dr Kiara Lewis	University of Huddersfield
Marcus Newby	Primary School Heads
Marie Gilluley	Kirklees College
Paul Lewis	Third Sector Leaders
Rachel Spencer-Henshall	Kirklees Council
Richard Parry	Kirklees Council
Sheila Lock	Kirklees Safeguarding Children Board
Steve Collins	Calderdale & Kirklees Careers
Steve Cotter	West Yorkshire Police
Dr Steve Ollerton (Deputy Chair)	Greater Huddersfield Clinical Commissioning Group
Yasar Mahmood	North Kirklees Clinical Commissioning Group

Agenda

	Item	Lead
1	Welcome The Chair to introduce the meeting and receive apologies.	
2	Minutes of Trust Meeting held on 16th March 2017 For approval as a correct record and to consider any matters arising. (Pages 1 - 6)	

Board Discussion		
3	<p>Supporting our Children to be Rounded, Resilient and Ready</p> <p>A highly participative session to create a shared partnership picture of what we should be offering to our children and young people, which can then be used to inform the future shape of all our Services.</p>	Gill Ellis
4	<p>Update on the Children's Services Improvement Plan (Pages 7 - 10)</p>	Gill Ellis
5	<p>Next steps with Development of the Children and Young People's Plan</p>	All
6	<p>A.O.B.</p>	

Date of Next meeting: Thursday 21 September 2017

Broad Lea House, Bradley Business Park, Huddersfield

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.

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.

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 25th 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

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.

5 A.O.B.

There was no other business.

Date and time of next meeting:

Thursday 15 June 2017 2.00 pm

Venue: Huddersfield Town Hall (Meeting Room 3).

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KIRKLEES CHILDREN AND YOUNG PEOPLE'S PARTNERSHIP BOARD
MEETING DATE: 15/06/2017
TITLE OF PAPER: Children's Improvement Programme
<p>1. Purpose of paper</p> <p>To bring in view the Children's Improvement Programme work to members of the Kirklees Children and Young People's Partnership Board and to ensure that priority activity is understood along with the key timescales.</p>
<p>2. Background</p> <p>The Secretary of State has appointed a Commissioner, Eleanor Brazil to work with the Council until the end of September 2017. Following this she will make a recommendation to the Minister about the future of Children's Services in Kirklees.</p> <p>There has been a delay in submission of report to the Minister due to the announcement of the General Election. Once considered, the Minister will respond to recommendations and issue a letter to the Council's Leader; in the meantime Eleanor will continue as Commissioner until September.</p> <p>On the 9th may Eleanor presented to the first of two staff briefings giving and over view of the commissioners work to date and highlighting some of the key areas for improvement identified in her report.</p>
<p>3. Leeds City Council</p> <p>Building on the informal partnership with Leeds City Council, we have been in regular contact with the DCS from Leeds to further strengthen our working relationship and to discuss our approach to the improvement work. Leeds supported the LA with different aspects of the Improvement work particularly around the MASH. The Improvement Director and Service Director have met with the DCS, Deputy Director and Head of Service for Leeds Front Door on 5th May to initially scope the type of options of support available from Leeds in the immediate, medium and longer term. Some of the options included peer coaching, mentoring, business operating processes, training and development and deployment of operational staff at both manager and practitioner level. The meeting proved to be very positive and paved the way for some very strong partnership in practice developments.</p>
<p>4. Partner engagement session took place on 8th May</p> <p>This session was to look at partner priorities in Improvement Plan. The event was well attended by the partnership and looked at;</p> <ul style="list-style-type: none"> • Understanding the gaps from each agency perspective • Identifying the priorities to achieve better outcomes for children • Deciding how the work will be co-ordinated and what the governance arrangements could be • Clarifying the process to monitor outcomes and success
<p>4. Feedback from Ofsted Monitoring Visit</p> <p>Ofsted conducted the first of four monitoring visits on 13th and 14th March. The findings and outcome letter are unpublished for this first visit and are therefore confidential. The monitoring</p>

visit concentrated on the following:

- Effectiveness of contact referral and assessment
- Response to Domestic Abuse referrals
- Response to Child Protection referrals
- Quality of assessments
- Management oversight of the above areas.

The aim of the monitoring visit was to look at the effectiveness of the front door services and the Assessment and Intervention services.

Feedback included:

- **Ofsted finding: Whilst there is very strong strategic partnership working, this is not yet visible at operational level**
Action: We will continue to work closely with partners to improve those operational relationships. This is essential, as effective partnership working makes a real difference to the lives and experiences of children and their families)
- **Ofsted finding: There is a need for continued and robust improvements in the assessment and decision-making process, in order that we manage risks and ensure each child is receiving the right service, at the right time avoiding drift and delay.**
Action: We will continue to look at ways of reducing pressures on the A&I Service so that children's needs are better understood, assessments and management oversight is of greater quality, and risk reduction strategies are effectively in place)
- **Ofsted finding: There was some concern about the voice of the child and the importance of children being seen alone**
Action: We recognise the absolute importance of listening to, and hearing the child in every situation)
- **Ofsted comment: There is still some concern regarding lack of management oversight and decision making, although they acknowledge that we have some good managers working for us**
- **Ofsted comment: They reiterated the importance of ensuring that we are in full control of our performance data** (Merlin Joseph, our Improvement Director will be leading on this area)

4. Ofsted Monitoring Visit 27th/28th June 2017

On the 27th and 28th of June HMI inspectors will be conducting the second of Kirklees' quarterly monitoring visits. This second visit is different in its focus from the first, and different also in that the report will be published, unlike the March visit.

The scope of this monitoring visit has been agreed as follows:

- Ofsted Recommendation 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
- Ofsted Recommendation 17: Develop edge of care services and ensure that timely support is available in a crisis.
- Ofsted Recommendation 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.

<p>5. Sign off</p> <p>Gill Ellis Director for Children's Services</p>		
<p>6. Next Steps</p> <p>Eleanor Brazil, the Commissioner, has completed her report regarding children's social care services in Kirklees and has made recommendations on how best to ensure a rapid and long term improvement in services. Her report is now with the DfE and it was intended to be considered by ministers this month, However, the impending General Election means that this will be deferred until after the election. The report will not be published until after it has been considered.</p> <p>In the interim, and with the support of Eleanor Brazil, who will continue as Commissioner, work continues to bring about improvements to children's services. As part of this the Council has begun to establish working arrangements with Leeds City Council, which it is hoped will bring considerable expertise and experience to Kirklees to add momentum to the improvement process. Leeds is a recognised 'Partner in Practice', the DCS for Leeds has experience in leading improvement in other local authorities, and will work closely in the meantime to help support Kirklees Council improve outcomes for children as quickly as possible.</p>		
<p>7. Recommendations</p> <p>Members of the Children and Young People's Partnership Board to strengthen the partnership work by playing their part by supporting the improvement journey, for example;</p> <ul style="list-style-type: none"> • stronger buy in at the operational level in MASH • attendance at strategy meetings • attendance at core groups and Child Protection conferences 		
<p>8. Contact Officers</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;"> <p>Merlin Joseph Improvement Director Merlin.joseph@kirklees.gov.uk</p> </td> <td style="width: 50%; border: none;"> <p>Kathryn Loftus Children's Improvement Programme Manager Kathryn.loftus@kirklees.gov.uk</p> </td> </tr> </table>	<p>Merlin Joseph Improvement Director Merlin.joseph@kirklees.gov.uk</p>	<p>Kathryn Loftus Children's Improvement Programme Manager Kathryn.loftus@kirklees.gov.uk</p>
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