

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Friday 7 July 2017

Notice of Meeting

Dear Member

Corporate Parenting Board

The **Corporate Parenting Board** will meet in the **Meeting Room 1 - Town Hall, Huddersfield** at **10.00 am** on **Monday 17 July 2017**.

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

Service Director – Legal, Governance and Commissioning

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 Corporate Parenting Board members are:-

Member

Councillor Erin Hill (Chair)
Councillor Karen Allison
Councillor Andrew Marchington
Councillor Fazila Fadia
Councillor Gemma Wilson
Jo-Anne Sanders
Martin Green
Janet Tolley
Anne Coyle
Julie Mepham
Scott Deacon
Kerrie Scraton

Responsible For:

Service Director – Early Help & Learning
Head of Localities Offer for Children & Families
Virtual School Headteacher
Service Director – Child Protection & Family Support
Head of Corporate Parenting
Participation Officer, Commissioning & Health Partnership
Interim Senior Manager – Safeguarding Assurance

Agenda

Reports or Explanatory Notes Attached

Pages

1: Introductions and Apologies

The Chair will welcome everyone to the meeting and announce any apologies received.

2: Minutes of previous meeting

1 - 4

To approve the Minutes of the meeting of the Board held on 15 May 2017.

3: Interests

5 - 6

The Board Members 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 interest.

4: 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.

5: Deputations/Petitions

The Board 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.

6: Public Question Time

The Board will hear any questions from the general public.

7: OFSTED Monitoring Visit

The Board will receive a verbal update on the feedback received from the OFSTED monitoring visits.

Contact: Julie Mepham, Head of Corporate Parenting

8: Civic Centre Drop-In Centre

Young People will be in attendance at the meeting to provide feedback on the development of the new drop-in centre in Huddersfield Town Centre.

Contact: Julie Mepham, Head of Corporate Parenting

9: Service Plan Update

To consider an update on the amended service plan for the Corporate Parenting Service.

Contact: Julie Mepham, Head of Corporate Parenting

10: Performance Report 9 - 66

The Board will consider and discuss recent performance information.

Contact: Sue Grigg, Performance Lead

11: Fostering Agency Report 67 - 68

To receive and consider the Fostering Agency Report up to March 2017 – FOSTERING SERVICE DATA APPENDIX TO FOLLOW.

Contact: Rob Finney, Fostering Team Manager

12: Complaints & Compliments Annual Report 69 - 90

To consider and comment on the Complaints & Compliments Annual Report for 2016-17.

Contact: Kerrie Scraton, Interim Senior Manager: Safeguarding Assurance

13: Kirklees Independent Reviewing Officers' Annual Report 91 - 112

To consider and comment on the Kirklees Independent Reviewing Officers' Annual Report for 2016-17.

Contact: Julie Mephram, Head of Corporate Parenting

14: Corporate Parenting Board Agenda Plan 113 - 116

The Panel will consider the agenda plan for the 17/18 municipal year.

Contact: Alaina McGlade, Governance & Democratic Engagement Officer

15: Dates of Future Meetings

To note the next meeting date of the Board:

- Monday 18 September 2017, 10.00am
 - Monday 13 November 2017, 10.00am
 - Monday 22 January 2018, 10.00am
 - Monday 12 March 2018, 10.00am
 - Monday 30 April 2018, 10.00am
-

Contact Officer: Tish Barker

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 15th May 2017

Present: Councillor Erin Hill (Chair)
Councillor Karen Allison
Councillor Andrew Marchington
Councillor Fazila Fadia
Councillor Gemma Wilson
Gill Ellis, Interim Strategic Director for Children & Young People
Jo-Anne Sanders, Acting Assistant Director for Learning & Skills
Anne Coyle, Service Director for Family Support & Child Protection
Martin Green, Deputy Assistant Director
Julie Mephram, Head of Corporate Parenting
Janet Tolley, Virtual School Headteacher

In attendance: Laura Counce, Residential Team Manager
Alaina McGlade, Governance & Democratic Engagement Officer

Apologies: Naz Parkar, Strategic Director – Economy & Infrastructure
Andrew Carden, Integrated Children’s Service Manager
Marion Gray, Learning & Organisational Development Manager
Steve Collins, Calderdale & Kirklees Careers
Rachel Spencer-Henshall, Director of Public Health

1 Membership of the Board/Apologies

Apologies for absence were received on behalf of Naz Parkar, Strategic Director – Economy & Infrastructure, Andrew Carden, Integrated Children’s Service Manager, Steve Collins, Calderdale & Kirklees Careers, Rachel Spencer-Henshall, Director of Public Health and Marion Gray, Learning & Organisational Development Manager.

2 Minutes of previous meeting

That the minutes of the meeting held on 24 April 2017 be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

The Panel considered the question of the admission of the public and determined that all items would be considered in public.

5 Deputations/Petitions

No deputations or petitions were received.

6 Revised Terms of Reference/ Annual Report

The Board considered a report which set out the proposed amended terms of reference and the re-constitution of the Board, prior to consideration at Annual Council.

RESOLVED –

That the revised Terms of Reference be submitted to Annual Council with a recommendation for approval.

7 Service Plan Update

The Board considered a report which updated the Board on the current developments in the Corporate Parenting Service and the plans for the future of the service.

The Board was advised that service plans are reviewed and updated monthly by the service managers who report directly to the Head of Service and that all updates are fed into the improvement plan.

Julie Mepham, Head of Corporate Parenting advised that an increased number of older children/ young people (13-16 year olds) were being placed into accommodation by the service. She explained that as part of the sufficiency strategy, an edge of care service was being developed, that along with a more robust “front door” will ensure that we have the right children accommodated at the right time. It was also advised that cross service working with the Director of Place and other partners across the Council was already taking place. A needs analysis of current and projected placements is to be undertaken to inform the sufficiency strategy and plan. This plan will be presented to the Improvement Board in June, and if agreed, will then be presented to the July Corporate Parenting Board.

She explained that the service have a current target to recruit an additional 21 carers each year for the next three years and that at that point in time, there were 20 new assessments underway. She explained that this was very positive but explained that it should be noted that not all 20 would become carers and that additionally, carers would be retiring within the financial year.

It was advised that the leaving care service had recently recruited to a number of permanent personal advisor posts and an experienced team manager post and that at the current time, 81% of plans are on the system were up to date; this was an improving figure.

Julie advised that Young Dewsbury, the drop in venue, had been going from strength to strength with 26 sessions having taken place between 27/01/2017 & 28/04/2017. It was explained that young people use the drop-in to use the public access computers, to collect food parcels, meet professionals from Housing Support Services and Careers, meet with their Personal Advisor / Social worker and to receive advice, guidance and emotional support from the team based at the provision. The refurbishment of the new drop in base under Civic 1 was envisaged to be open for business in August and it was advised that young people are involved in the project.

It was explained that the Personal Advisor service was required to be extended in 2017/18 to be legally compliant, to ensure looked after young people aged 16+ have a PA to the age of 25. Gill Ellis, Interim Strategic Director for Children & Young People advised that a summary of the change in legislation would be provided for the Board.

The report advised that performance in the Corporate Parenting Service in terms of children's plans was an improving picture with 79% of plans being in place at time of writing, however Julie advised that this has since increased to 89% and that the focus was now shifting to quality checks.

RESOLVED –

That the content of the report be noted.

8 Extension of Age Range of Virtual School

Janet Tolley, Virtual School Head Teacher advised the Board that the Virtual School currently operates from a Looked After Child's 3rd birthday through to their 16th birthday or the end of Year 11 education. She explained that this age range did not meet with all of the legal requirements placed on the service.

Janet explained that the links across the Looked After Children service and the Virtual School had been explored and it had been identified that an integrated approach across the services and age range was required.

The Board was made aware that most schools do not have their own sixth form and it had been identified that the point of transition from high school was where support was required. It was advised that recommendation 27 of the OFSTED report referred to this and to assist in meeting this recommendation, approval had been

Corporate Parenting Board - 15 May 2017

given to appoint to a post-16 advisor which would assist in providing this support. A strategic lead and two achievement coordinators would also be recruited to.

Janet explained that the aim was to be involved in problems sooner to avoid acting in crisis once an issue becomes apparent. She explained that three key areas contributed to higher attainment levels in relation to a Looked After Child:

- Residential Stability
- Educational Stability
- Social Worker Stability

Janet distributed a diagram that demonstrated the link between these three areas in relation to providing stability and support to Looked After Children. Gill Ellis, Interim Director for Children & Young People advised that a health component required including within the structure.

She explained that currently, not only was there was a high percentage of Looked After Children moving schools during KS3 but there was a high number that were moving more than once in Years 10 and 11. It was advised that the sufficiency strategy had been developed to enable work to take place on matching placements to need rather than placing in crisis. She explained that this was a difficult area as there is a lack of placements available nationally.

Janet explained that the aim was to start providing this support in time for the forthcoming Year 11 cohort. She also advised that the summer holidays provided a lengthy period of time without contact from schools for the children. This is a time where things can go wrong and Janet explained that a menu for engagement activities needed to be available to continue contact.

Anne Coyle, Interim Service Director for Family Support & Child Protection advised that the Board needed to have an oversight on the attainment levels for Looked After Children. It was advised that this would be included within the standing report for the Board.

RESOLVED -

That the update be received, with thanks to Janet.

9 Performance Report

The Board considered a report providing an end of year summary with an overview of all the agreed indicators that monitor performance relevant to the Corporate Parenting Board.

RESOLVED -

That the content of the report be noted, with special thanks to Sue for the hard work that has gone into developing the performance report into a format beneficial for the Board.

KIRKLEES COUNCIL

**COUNCIL/CABINET/COMMITTEE MEETINGS ETC
DECLARATION
CORPORATE PARENTING BOARD**

Name of Councillor

Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	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]	Brief description of your interest

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: Corporate Parenting Board
Date: 17/7/2017
Title of report: Corporate Parent Service update

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?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Director</u> & name Is it also signed off by the Director of Resources? Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	
Cabinet member portfolio	Cllr Erin Hill

Electoral wards affected: ALL
Ward councillors consulted: NIL
Public or private: PUBLIC

1. Purpose of report

The purpose of this report is to brief the Corporate Parenting Panel on the current developments in the Corporate Parenting Service and the plans for the future of the service. This will include a brief analysis of the strengths, challenges and opportunities within the service.

2. Summary

The Corporate Parenting Service encompasses: looked after children, leaving care, residential homes, fostering, placement finding, connected person assessments & support and the contact service.

Service plans are in place and are reviewed and updated monthly by the service managers who report directly to the Head of Service. All updates are fed into the Improvement Plan.

Assessments of 20 foster carers are underway and we are hopeful that this will give us a net increase in the first half of the year of 15 new carers. With a proposed recruitment target of 21 net carers each year we are on track in terms of our fostering recruitment plan.

As per the previous update Pathway planning training continues to be rolled across the LAC and leaving care service. The impact of this is an improvement in the quality of plans. At time of writing

90% of plans are on the system. This is really positive for our young people and plans now reflect their involvement and voice.

The number of care plans has improved significantly as has the number of up to date assessments for every child. Staff have worked very hard to ensure compliance.

We have recruited to 2 permanent social worker posts and are about to go out to recruitment for a LAC team manager and 6 social worker posts. In addition we are recruiting to 5 Personal Advisor posts. It is envisaged that we will have permanent staff in place by September. It should be noted that there are very few agency staff in the Corporate Parenting Service and that case load numbers are 14/15 for the LAC social workers, 18 for the PAs and 16 for the supervising social workers.

The refurbishment of the new drop base under Civic 1 is moving at pace and the builders are in, the designs are in place and young people have been involved throughout in terms of the plans and next steps. We will be working with HR to establish business/admin traineeships for care experienced young people to staff reception and undertake other administration tasks as required by the service. This plan is in its very early stages and the Board will be updated as we develop this role.

The PA service needs to be extended in 2017/18 to be compliant, as per Guidance and Regulations and the Ofsted report recommendations, to ensure that all looked after young people aged 16+ have a PA to the age of 25. Support will be needed from senior managers and the Corporate Parent Board to ensure this happens in a timely way.

The Sufficiency strategy continues to be worked on with partners and an update will be presented to the Board in September.

3. Information required to take a decision

That the Board read the report and take into consideration the content of the summary.

4. Implications for the Council

Increasing the sufficiency of accommodation will have very substantial cost savings for the authority. This will also enable us to provide the best quality of care to our children that we will manage and control.

5. Consultees and their opinions

6. Next steps

7. Officer recommendations and reasons

- That the board take note of the information contained within the report.

8. Cabinet portfolio holder's recommendations

9. Contact officer: Julie Mepham
Julie.mepham@kirklees.gov.uk

10. Background Papers and History of Decisions

11. Assistant Director responsible: Anne Coyle

Corporate Parenting Board

17 July 2017

Performance Management Report

Introduction

This report outlines performance for Children’s Services for the Corporate Parenting Board. With some indicators, we are unable to extract the information from our electronic systems. Processes are being considered/put in place to enable us to collate this information going forward. Performance is reported against identified indicators in relation to the following areas: **Children in Care, Care Leavers and Adoptions, Sufficiency and Workforce.**

Theme	Section	Responsible Manager Narrative	Role
Children in Care	Children Entering Care	Linda Patterson	Senior Manager - Improvement
	Children In Care	Linda Patterson	Senior Manager - Improvement
	Children Leaving Care	Julie Mepham	Service Manager, Corporate Parenting
	LAC Moves	Julie Mepham	Service Manager, Corporate Parenting
	LAC Reviews & Visits	Kerrie Scraton	Interim Senior Manager, Safeguarding Assurance
	Missing LAC	Julie Mepham	Service Manager, Corporate Parenting
	LAC Attainment	Janet Tolley	Virtual School Head Teacher
	LAC Health	Gill Addy	Designated Nurse for Looked after Children/Locala
	LAC Convictions	Richard I Smith	HoS, FSCP
Care Leavers & Adoption	Care Leavers	Julie Mepham	Service Manager, Corporate Parenting
	Adoption	Linda Patterson	Senior Manager - Improvement
	Adopters	Sarah Johnal	Service Manager, One Adoption
	Sufficiency	Rob Finney	Service Manager, Corporate Parenting
Workforce	Capacity	Andrew Wainwright	Business Manager

Key to Trends	
↑	Increasing and higher is better
↓	Decreasing and lower is better
↑	Increasing but lower is better
↓	Decreasing but higher is better
←	No change

Data is from CareFirst (unless stated otherwise) as at 30 April 2017.

Children in Care

Children Entering Care:

	Feb-17	Mar-17	Trend Mar	Apr-17	Trend April	Performance Overview
4.01.01 Number of Children entering care	35	25	↓	14	↓	The number of children entering care reduced to 14 in April 17. This is the lowest figure since 13 in August 26. Monthly average since May 16 has been 26 children.
4.01.02 Characteristics of children entering care	See table 1	See table 1		See table 1		<p>Gender: The trend is more males than females coming into care since May 16 (65.4% May 16 to 42.3% Apr 17). The % of males to females has spiked in Apr 17 as a % but the overall trend in actual numbers is down from the previous 2 months.</p> <p>Ethnicity: There are no particular trends for ethnicities, with varying spikes through the year.</p> <p>Age: There is an increase in under 1's in Apr 17 (6) from Mar 17 (0)</p>
4.01.03 Children entering care by reason	See table 2	See table 2		See table 2		We have seen a reduction in the children entering care in April 17 (14) from Mar 17 (26) and Feb 17 (35). N1 – Abuse & Neglect has reduced in Apr 17 (9) from Mar 17 (22). The N5 - Family Dysfunction category has increased in Apr 17 (5), higher than Mar 17 (2).
4.01.04 Children entering care by placement: Foster Care	80.0% (28)	80.0% (20)	↔	71% (10)	↓	General trend is an increase in the use of foster care alongside a reducing number of children entering care. This percentage in fostering has increased from 58% in May 16 to 71% currently. There has been a steady reduction in % of Residential Placements since May 16, (23.3%) to low of 5.5% in Feb 17, but rising back up in Apr 17 to 14.3% (however this is just 2 children). Placements with Parents has also decreased from a high of 38% in Aug 16 to 0% in Apr 17. Reasons for Other : YOI or Prison and Z1 Other
Residential	5.7% (2)	8.0% (2)	↑	14.3% (2)	↑	<p>Placed with Parents Do we know the reason for drop? Is this planned</p>
Placed For Adoption	0.0%	0.0%	↔	0.0%	↔	
Placed with Parents	14.3% (5)	12.0% (3)	↓	0% (0)	↓	
Other	0.0%	0.0%	↔	14.3% (2)	↑	

Children in Care

Children Entering Care:

	Feb-17	Mar-17	Trend Mar	Apr-17	Trend April	Performance Overview
4.01.05 Children entering care by placement : Within LA Boundary	77.1% (27)	80.0% (20)	↑	79% (11)	↓	In Apr 17 is 78.6% (11) children were placed within Kirklees and 21.4% (3) were placed outside Kirklees. This is slight drop from Mar 17 (80.8%) but an overall improvement from May 16 when 69.2% (18) children were placed within Kirklees and 30.8% (8) were placed outside Kirklees.
Outside LA boundary	22.9% (8)	20.0% (5)	↓	21% (3)	↑	
4.01.07 Children entering care, placement 20 miles or more from home :						At Apr 17 21.4% (3) children were placed outside 20 miles from their home. 42.6% (6) children were placed Inside 20 miles . The Inside 20 miles Placements for Apr 17 has decreased to 42.9% (6) against Mar 17 92% (23). 35.7% (5) children did not have an address with postcode that could be reported against (address conf/unavailable/not entered).
Outside 20 miles	11.4% (4)	8.0% (2)	↓	21% (3)	↑	
Inside 20 miles	80.0% (28)	92.0% (23)	↑	43% (6)	↓	
No Postcode	8.6% (3)	0.0%	↓	36% (5)	↑	
4.01.08 Children entering care by legal status	<i>See table 3</i>	<i>See table 3</i>		<i>See table 3</i>		In April 17 the C1-Interim Care Order percentage of 85.7% (12 children) is significantly higher than March 30.8% (8). V2-S20 CA 1989 - single placement of 5.9% (1) in April 17 is significantly lower than March 48% (12)

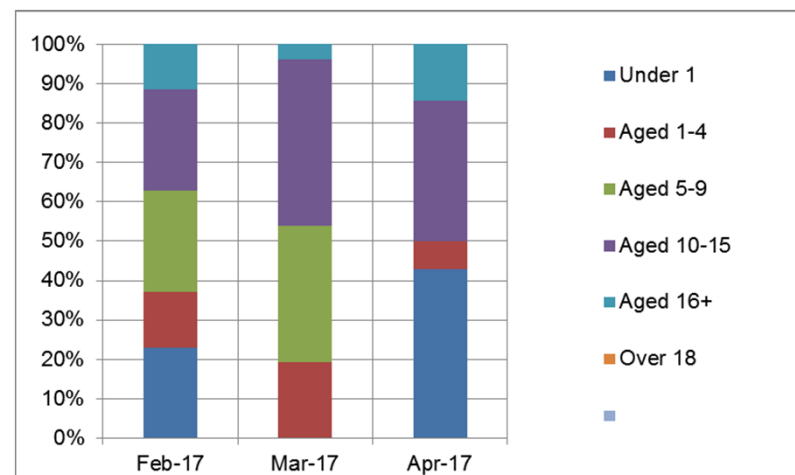
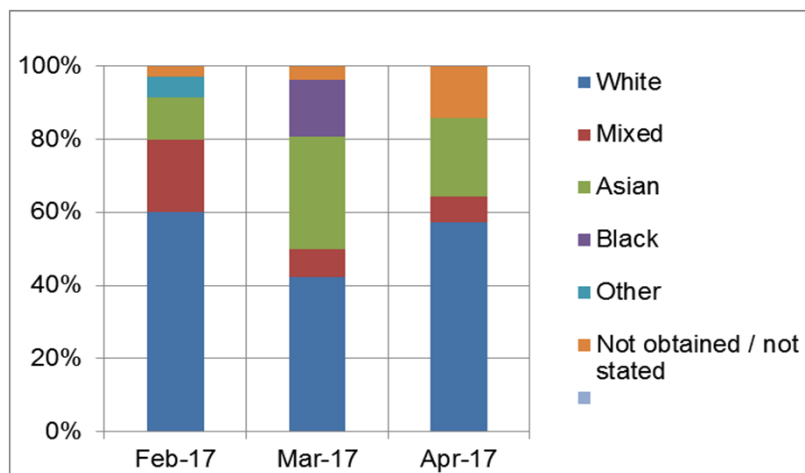
Children in Care

Children Entering Care - Table 1: 4.01.02 Characteristics

	Feb-17	Mar-17	Apr-17
Female	51.4%	57.7%	28.6%
Male	48.6%	42.3%	71.4%

Ethnicity %	Feb-17	Mar-17	Apr-17
White	60.0%	42.3%	57.1%
Mixed	20.0%	7.7%	7.1%
Asian	11.4%	30.8%	21.4%
Black	0.0%	15.4%	0.0%
Other	5.7%	0.0%	0.0%
Not obtained / not stated	2.9%	3.8%	14.3%

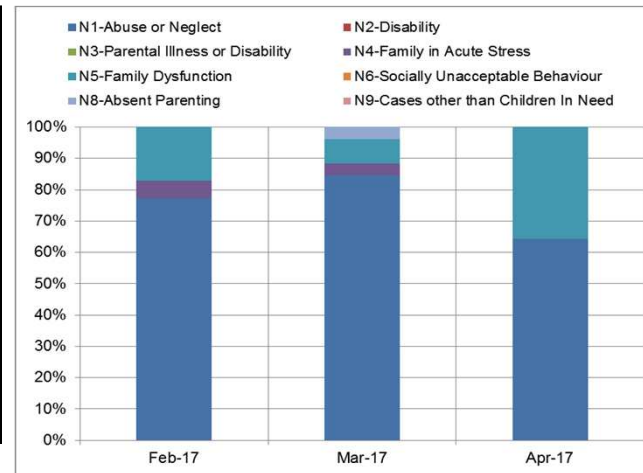
Age Range	Feb-17	Mar-17	Apr-17
Under 1	22.9%	0.0%	42.9%
Aged 1-4	14.3%	19.2%	7.1%
Aged 5-9	25.7%	34.6%	0.0%
Aged 10-15	25.7%	42.3%	35.7%
Aged 16+	11.4%	3.8%	14.3%
Over 18	0.0%	0.0%	0.0%



Children in Care

Children Entering Care - Table 2: 4.01.03 Reason

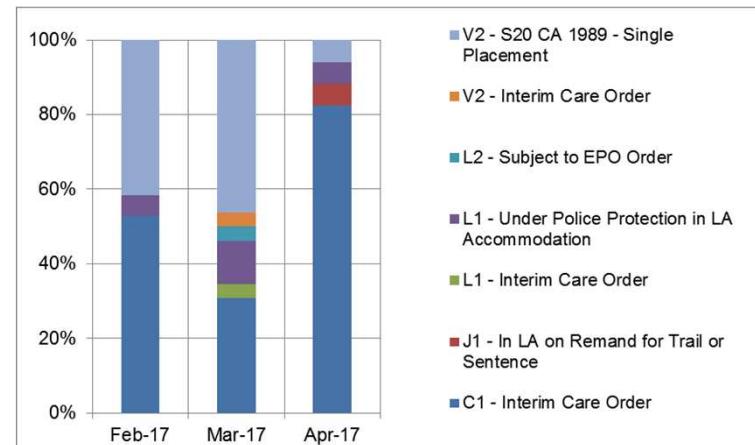
	Feb-17	Mar-17	Apr-17
N1-Abuse or Neglect	77.1%	84.6%	64.3%
N2-Disability	0.0%	0.0%	0.0%
N3-Parental Illness or Disability	0.0%	0.0%	0.0%
N4-Family in Acute Stress	5.7%	3.8%	0.0%
N5-Family Dysfunction	17.1%	7.7%	35.7%
N6-Socially Unacceptable Behaviour	0.0%	0.0%	0.0%
N8-Absent Parenting	0.0%	3.8%	0.0%
N9-Cases other than Children In Need	0.0%	0.0%	0.0%



Children in Care

Children Entering Care - Table 3: 4.01.08 Legal Status

	Feb-17	Mar-17	Apr-17
C1 - Interim Care Order	52.8%	30.8%	82.4%
J1 - In LA on Remand for Trail or Sentence	0.0%	0.0%	5.9%
L1 - Interim Care Order	0.0%	3.8%	0.0%
L1 - Under Police Protection in LA Accommodation	5.6%	11.5%	5.9%
L2 - Subject to EPO Order	0.0%	3.8%	0.0%
V2 - Interim Care Order	0.0%	3.8%	0.0%
V2 - S20 CA 1989 - Single Placement	41.7%	46.2%	5.9%



Head of Service Narrative – Linda Patterson June 17

No change from May 2017. All admissions to care are discussed and agreed with the Service Director. Any requests for children to become subject to care proceedings are discussed and agreed at the weekly Legal Gateway Panel, chaired by the Service Director and attended by Heads of Service. Cases are then tracked via Panel and through the Case Manager to ensure progress in achieving permanence for children. All final Care Plans are signed off within Permanence Panel in advance of the 4 month LAC Review and in advance of final evidence being submitted to court.

Work is ongoing to enhance the Edge of Care Offer and implement a Resources Panel to ensure that wherever possible, children are sustained at home with the right package of support and where children need to come into care, this is done in a planned manner based on assessment of need.

Children in Care

Children in Care

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
4.02.01 Children in care - numbers in care	70.0 (692)	70.7 (699)	↑	69.8% (690)	↓		The current position in April 17 is 690 children in care. This is lower than 699 in Mar 17. The trend had been steadily increasing since May 16 (677 children) with a spike in Dec 16 of 705 children..
4.02.02 Characteristics of children into care	See Table 1	See Table 1		See Table 1			There is no discernible trend from May 16 to Apr 17
4.02.03 Placement type and provider Foster Care	70.1% (495)	70.7% (494)	↑	70.4% (486)	↓		There are no significant changes in the placement split for LAC. The “residential” heading includes supported accommodation and residential schools. Excluding these placements, there were 84 LAC placed in residential or 12.1%.
Residential	16.6% (115)	16.3% (114)	↓	16.7% (115)	↔		
Placed For Adoption	3.0% (21)	3.6% (25)	↑	3.0% (21)	↓		
Placed with Parents	10.0% (69)	9.2% (64)	↓	9.3% (64)	↔		
Other	0.3% (2)	0.3% (2)	↔	0.6% (4)	↑		
4.02.07 Children subject to a care order and placed at home - full, interim and section 38b							<i>Improvement Plan Success Measure: 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.</i> In April 17, 64 (9.3%) children are placed at home. This is 34 children above the Target of 30 children. However, this is lower than the 9.4% (51) of children placed at home in Feb 17. The annual % trend is fairly static with slight increase to a peak of 81 (11.8%) in Oct 16.
Placed at home	51 (9.4%)	42 (6%)	↓	64 (9.3%)	↑	30	
Not at home	641	657	↑	626	↓		

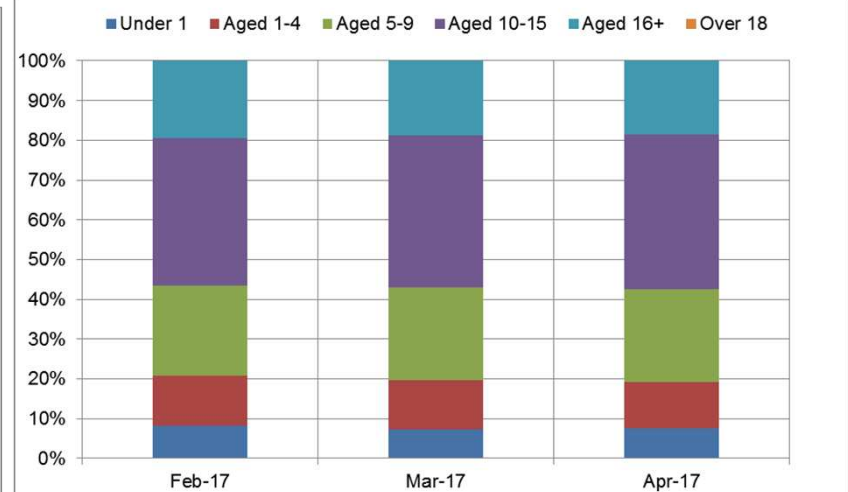
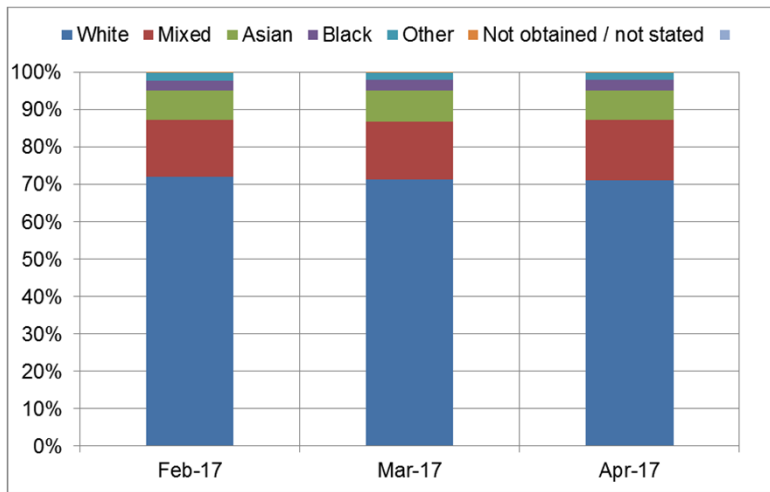
Children in Care

Children in Care: Table 1: 4.02.02 Characteristics

	Feb-17	Mar-17	Apr-17
Female	47.0%	47.9%	47.4%
Male	53.0%	52.1%	52.6%

	Feb-17	Mar-17	Apr-17
White	72.1%	71.2%	71.0%
Mixed	15.2%	15.5%	16.2%
Asian	7.9%	8.4%	8.0%
Black	2.5%	2.9%	2.8%
Other	2.2%	1.9%	1.9%
Not obtained / not stated	0.1%	0.1%	0.1%

Age Range	Feb-17	Mar-17	Apr-17
Under 1	8.1%	7.3%	7.5%
Aged 1-4	12.7%	12.4%	11.7%
Aged 5-9	22.7%	23.3%	23.3%
Aged 10-15	37.0%	38.1%	38.8%
Aged 16+	19.5%	18.9%	18.6%
Over 18	0.0%	0.0%	0.0%



Children in Care

Children in Care

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
4.02.08 Duration of stay at home under a care order	<i>see Table 2</i>	<i>see Table 2</i>		<i>see Table 2</i>			<ul style="list-style-type: none"> LAC in care <3 months has increased from 14.5% in Feb 17, to 31.3.% in Apr 17. This had decreased steadily from a peak of 41.7% in Sept 16. LAC in care 3-6 months has decreased from 31.9% Feb 17, to 14.1% Apr 17. LAC in care 6-12 months has increased from 11.6% Feb 17 to 18.8% Apr 17. This has been steadily increasing from 8.8% in May 16. LAC in care between 12 mths and 5 yrs has decreased from Feb-Apr 17. LAC in care 5+ years has increased slightly 5.8% Feb 17 to 6.3% Apr 17.
4.03.01 Details of Children coming back into care - trend - unplanned	3	2	↓	0	↓		There were no children who came back into care during April 2017. Over the past 12 months (May 16 to Apr 17) the average duration of last period of care was 285 days, with the shortest being 3 days (Dec 16) and longest 1,202 days (Oct 16).

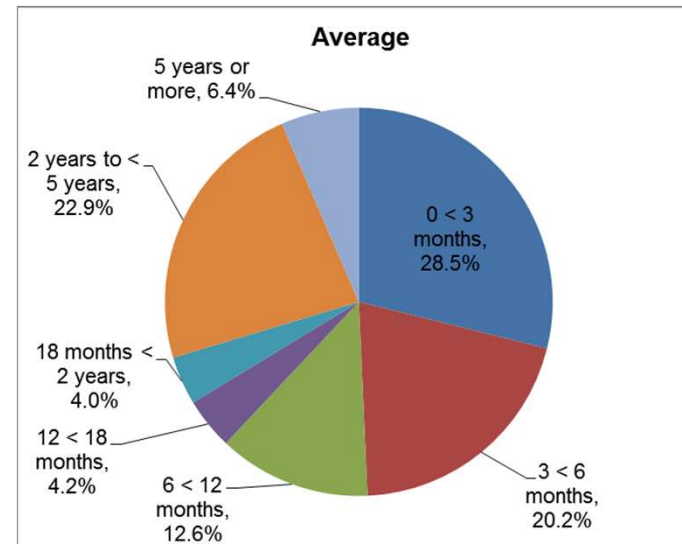
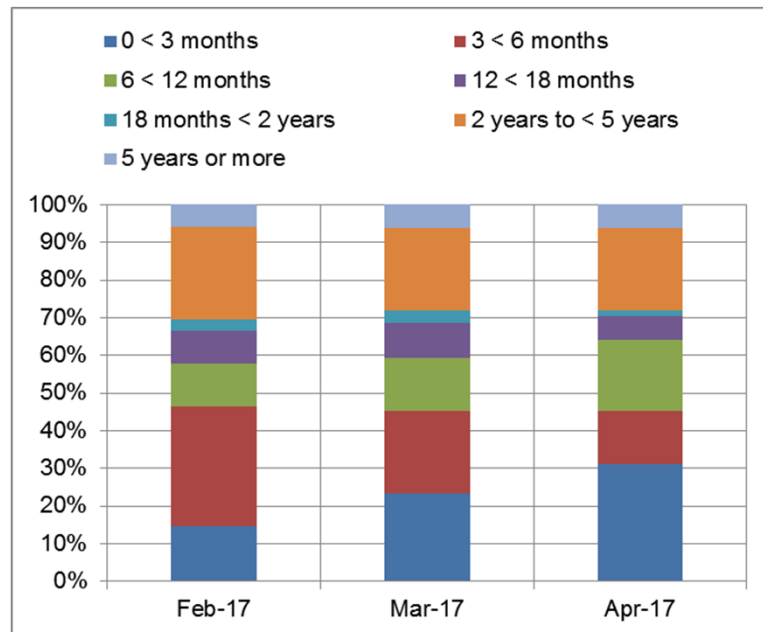


Children in Care

Children in care - Table 2: 4.02.08 Duration of Stay

Duration Range	Feb-17	Mar-17	Apr-17	Average
0 < 3 months	10	15	20	20
3 < 6 months	22	14	9	14
6 < 12 months	8	9	12	9
12 < 18 months	6	6	4	3
18 months < 2 years	2	2	1	3
2 years to < 5 years	17	14	14	16
5 years or more	4	4	4	5
Total	69	64	64	71

Duration Range %	Feb-17	Mar-17	Apr-17	Average
0 < 3 months	14.5%	23.4%	31.3%	28.5%
3 < 6 months	31.9%	21.9%	14.1%	20.2%
6 < 12 months	11.6%	14.1%	18.8%	12.6%
12 < 18 months	8.7%	9.4%	6.3%	4.2%
18 months < 2 years	2.9%	3.1%	1.6%	4.0%
2 years to < 5 years	24.6%	21.9%	21.9%	22.9%
5 years or more	5.8%	6.3%	6.3%	6.4%



Head of Service Narrative – Linda Patterson – June 2017

Between December 2016 and March 2017, we held a dedicated Placement with Parents Permanence Panel to review all the children who are placed at home on Care Orders. Responsibility for ongoing reviewing was given to the IROs and Service from 1.4.17. This focus is beginning to positively impact on the numbers of children placed at home with parents - in that numbers are reducing where appropriate. Legal Gateway now meets weekly and is more robust and alternative plans are being put in place to support families to keep children at home without an Order.

The figure of 64 children on 4.02.03 for Placement with Parents for April 2017 also includes children who are placed at home under Section 38(6) of the Children Act as we have no means on Care First to separate these out. This gives a false picture of the number of PWP cases. **LP: I would need to see the raw data for the 64 children if you want me to give an accurate figure of how many are 'true' PWP as of that date.**

Children in Care

Children Leaving Care

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Performance Overview
4.04.01 Children leaving care	16	19	↑	20	↑	The number of Children leaving care in Apr 17 was 20, which is above the Mar 17 figure of 19. The average is 24 children per month.
4.04.02 Characteristics of children leaving care - gender, age range & ethnicity	See table 1	See table 1		See table 1		Gender: Of 284 care leavers in last 12 months, 39.4% (112) were female and 60.6% (172) male. Ethnicity & Age: There is no discernible trend from May 16 to Apr 17
4.04.03 Children leaving care by reason Positive Outcome	16 (100%)	14 (74%)	↓	20 (100%)	↑	In Apr 17, 20 (100%) of children left care with a positive outcome. This has improved from 14 (75%) in March 17. For the rolling 12 months, 94.7% (269) children have left care with positive outcomes and 5.3% (15) with negative outcomes.
Other Outcome	0	5 (26%)	↑	0	↓	

Head of Service Narrative – Julie Mepham (Corporate Parenting)

In the 3 months to the end of April, there were 15 adoptions, 24 children and young people who returned home as planned and 6 who moved into independent living. However, 6 had left care for an unspecified reason. This will be investigated by the service to ensure correct recording. In the year to date only 2 young people have left care due to being sentenced to custody, both of whom were in Summer 2016. This is a very positive outcome.

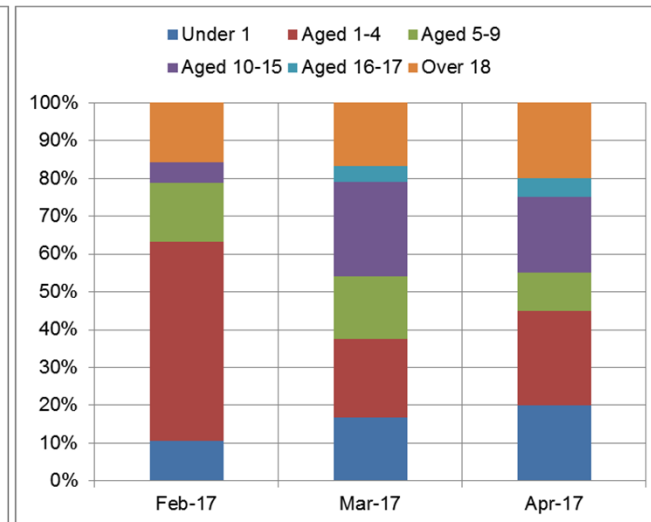
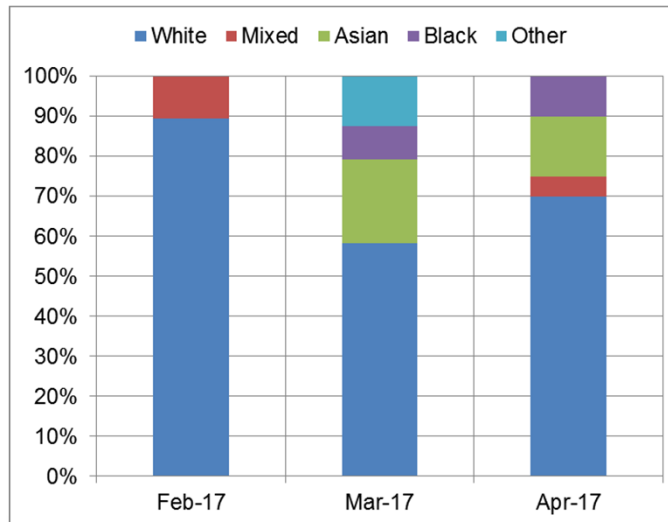
Children in Care

Children Leaving Care - Table 1: 4.04.02 Characteristics

	Feb-17	Mar-17	Apr-17
Female	57.9%	29.2%	55.0%
Male	42.1%	70.8%	45.0%

	Feb-17	Mar-17	Apr-17
White	89.5%	58.3%	70.0%
Mixed	10.5%	0.0%	5.0%
Asian	0.0%	20.8%	15.0%
Black	0.0%	8.3%	10.0%
Other	0.0%	12.5%	0.0%

Age Range	Feb-17	Mar-17	Apr-17
Under 1	10.5%	16.7%	20.0%
Aged 1-4	52.6%	20.8%	25.0%
Aged 5-9	15.8%	16.7%	10.0%
Aged 10-15	5.3%	25.0%	20.0%
Aged 16-17	0.0%	4.2%	5.0%
Over 18	15.8%	16.7%	20.0%



Children in Care

Looked After Children Moves

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
4.05.01 Placement Stability Within Year - LAC with three or more placement moves	12.1% (85)	13% (92)	↑	14.6% (102)	↑	10%	<p>Improvement Plan Success Measures: Number of placement moves are in line with statistical neighbours and national comparators. Placement Stability to be in line with statistical neighbours (10%) by December 17</p> <p>In Apr 17 there were 14.6% (102) of LAC with three or more moves in 12 months, higher than the outcome of 13% (92) in Mar 17 and the highest recorded in the past 12 months (73 in May 16). We are currently 4.6% above the 10% target set to be reached by December 17. We would need to reduce the number of children and young people to 70 with 3 or more moves based on April 17 data.</p>
4.05.02 Placement stability within 2 years	73.0%	72.3%	↓	69.2%	↓	n/a	<p>April 17 outcome was 69.2% which was a 3.1% decrease from 72.3% in Mar 17. The percentage had been consistently over 70% since December 16 before dropping in Apr 17.</p>

Children in Care

Looked After Children Moves

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
4.05.03 Placement movement reasons (see table 1)	42	45	↑	19	↓	n/a	In April 17 there were 19 Placement Movements, a reduction from 48 in Mar 17. Improvements are: "Carer request Placement End" - Mar 17 (14) to Apr 17 (6) "Change to / Implementation of Care Plan" - Mar 17 (11) to Apr 17 (5) "Other reason" - Mar 17 (11) to Apr 17 (7) "No reason input" - Mar 17 (6) to Apr 17 (0) "Standards of Care Concern" Feb 17 (6) to Apr 17 (0)
4.05.04 Social worker change of LAC in care 12+ Months (average per LAC)	1.09	1.12	↑	1.18	↑		The number of social worker changes has been rising over the past 12 months, with the average number of social worker changes standing at 0.47 in May 16 and increasing to 1.18 in April 17. 12 month comparison (Children figures in brackets): 0 Changes - Decrease May 16 63% - Apr 17 29% (115) 1 Change - Increase May 16 28% - Apr 17 37% (peak Dec 16 46%) (146) 2 Changes - Increase May 16 8% - Apr 17 22% (88) 3 Changes - Increase May 16 1% - Apr 17 6% (23) 4 Changes - Increase May 16 0% - Apr 17 4% (14) 5 Changes - Increase May 16 0% - Apr 17 1% (4) 6 Changes - Increase May 16 0% - Apr 17 2% (6)

	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17
Allegation (s47) against Carer or Household Member	1	3	0	0	1	1	1	1	0	1	0	0
Carer / Provision Approval Removed	0	0	0	0	4	0	0	1	0	0	0	0
Carer Approval Changed	0	0	2	0	2	0	0	2	1	0	0	0
Carer Request Placement End - Child Behaviour / Needs	2	2	9	8	4	4	2	5	5	9	14	3
Carer Request Placement End - Other Reasons	1	7	0	5	3	1	5	4	0	2	3	3
Change to/ Implementation of Care Plan	8	8	8	13	10	8	11	6	6	8	11	5
Child Requests Placement Ends	1	2	0	3	0	1	2	3	2	0	2	1
Other	5	12	4	7	6	10	5	2	5	12	11	7
Resignation/ closure of Provision of Carer	0	2	0	0	1	0	1	1	0	2	0	0
Responsible/ Area authority Requests Placement End	1	0	0	0	0	0	1	0	0	2	0	0
Standards of Care Concern	0	4	5	1	2	3	1	1	1	6	1	0
No Reason Input	3	5	1	5	4	3	5	1	0	1	6	0
Totals	22	45	29	42	37	31	34	27	20	43	48	19

Head of Service Narrative – Julie Mepham

There is a more settled workforce in the corporate parenting service so performance in terms of change of social worker improves once the child becomes permanently looked after. There is a continued change in the workforce, particularly in the A&I service, which impacts on change of social worker. The "Proceeding Team" has started its work and will deal primarily with Court work ensuring that children retain one worker throughout proceedings. The change in the management of the Legal Gateway and Permanence Panel has impacted positively on children coming into care and placement moves.

Performance around placement stability continues to give cause for some concern and is in part due to the lack of suitable accommodation for our children in Kirklees this is being addressed through the sufficiency strategy which is headed by the Director of Place. An analysis of current placement type and need and a plan for the next 3-5 years is being developed by the Service. A first draft will be presented to the Improvement Board in July 17.

Children in Care

Looked After Children Reviews and Visits

	Feb-17	Mar-17	Mar Trend	Apr-17	Target	Apr Trend	Performance Overview
4.06.01 LAC Reviews Within Statutory Timescale	96.54%	93.56%	↓	92.45%		↓	For Apr 17 the % LAC Reviews within timescale is 92.45% - a decrease of 1.11% from Mar 17 (93.56%). This is the lowest figure since May 16 (98.5%) and has declined steadily since Dec 16.
4.06.03 Child participation in reviews (PN1, 2, 3, 5, 6)	96.27%	91.97%	↓	91.57%		↓	In Apr 17, 91.57% of children participated in LAC reviews. Review participation increased steadily from May 16 (91.34%) to a high of 96.27% in February 2017, before dropping Mar 17 to 91.97%.
4.07.01 Within statutory timescale (currently looking at last 6 weeks) clarity measuring occurrence of 6 weekly visits	61.5%	65.7%	↑	66.5%	85%	↑	<p>Improvement Plan Success Measure: By September 2017, audits completed will evidence that 85% of visits to LAC were completed on time (every 6 weeks), increasing to 85% by December 2017 and by March 2018, this will be 98%</p> <p>% of LAC visited in the last 6 weeks: In Apr 17 66.5% of looked after children have had a statutory visit recorded within the last 6 weeks – a slight increase of 0.8% from March 17. The figure has increased from 36.9% in Jun 16 to 68% in Jan 17. The Improvement Plan Success Measure of 85% and at Apr 17 this is 18.5% below target set for September 17.</p> <p>% of LAC who have had a Statutory Visit in Line with Practice Standards: In Apr 17 81.82% (567) of LAC had a statutory visit recorded, a decrease from Feb 17 (85.5%).</p>

Children in Care

Looked After Children Reviews and Visits (continued...)

	Feb-17	Mar-17	Mar Trend	Apr-17	Target	Apr Trend	Performance Overview
4.07.03 Number of IRO visits held in the month	15.0%	15.0%	↔	7.3%		↓	In April 17 7.3% of LAC had an IRO visit recorded, a 7.7% decrease from 15% in March 17. This is the lowest number recorded since Dec 16 (9.9%).
4.07.04 IRO visits held within timescale (6 months)	60.5%	60.2%	↔	55.0%		↓	In April 17, 55.0% of LAC had a visit from an Independent Reviewing Officer recorded on Carefirst within the last 6 months (based on the cohort of LAC on the last day of calendar month) - This was a 5.2% decrease from Feb 17 (60.2%)

Head of Service Narrative – Kerrie Scraton

Within the Child Protection & Review Unit (CPRU), work has taken place to ensure that the importance of achieving 100% compliance for timeliness of LAC reviews is at the forefront of practice, supervision and team meetings. The allocation process has been changed as it was building in delay. The small decrease is due to the impact of absence in the CPRU, which is being proactively managed.

Children in Care

Missing Looked After Children

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Performance Overview
4.09.02 Missing children: a. Number of LAC having at least one Missing episode per month	2.6% (18)	3% (21)	↑	3.6% (25)	↑	a. No of LAC having at least one episode of Missing per month: In Apr 17, 3.6% (25) Looked After Children had at least one episode of Missing per month. This is higher than the previous month of March 2017 3% (21 LAC). The overall trend for the year has been a decrease from 6.1% (41 LAC) in May 16 to a low of 2.6% (18 LAC) Feb 17, then rising to 3.6% (25 LAC) in Apr 17. b. No of LAC going Missing per month, with more than one missing episode in the month (repeat Mispers): In April 17 52% (13) of LAC went missing more than once in the month. The trend is similar over 16/17, with a dip in Nov 16 to 32% (6)
b. Number of LAC that have more than one missing episode in the month (repeat mispers)	44% (8)	57% (12)	↑	52% (13)	↓	
4.09.03 Independent Return Interviews for LAC offered within 72 hours of the child being located	75% (6)	80% (12)	↑	75% (3)	↓	In Apr 17, 75% (3 out of 4) Independent Return Interviews for LAC were offered within 72 hours of the child being located. The average for the last 12 months is 50.5% (119 out of 252)

Head of Service Narrative – Linda Patterson/Service Manager (information provided by Sally Williams, MASH Service Manager)

Increase in missing notifications of 185, 133 of these were repeats. As of 8 June a Missing Pilot has been launched to ensure a quality missing from care service and this will provide clarity to this data.

An identified delay in completing return home interviews has been communicated between professionals. This process has been amended so a return home interview will be offered, unless specifically asked for this not to take place.

Children in Care

Looked After Children Education Outcomes

	Feb-17	Mar-17	Apr-17	Trend	Performance Overview
4.10.01 Attainment LAC Key Stage 2	See table 1	See table 1	See table 1		23.5% of Kirklees Looked After Children achieved Key Stage 2 Reading/Writing & Maths Combined in 2015/16. This is 1.5% below the England LAC rate of 25%
KS4	See table 1	See table 1	See table 1		20% of Kirklees Looked After Children achieved Key Stage 4 5+ A*-C GCSE in 2015/16. This is 1.2% above the England LAC rate of 18.8%
4.10.02 Personal Education Plans up to date (current school age LAC with PEP in the last 6 months)	97.0%	96.0%	93.0%	↓	February 2017 was the highest figure since May 16 (78.3%) and continued to rise steadily until Feb 2017, then declining to 93% in Apr 17.
4.10.02 Initial Personal Education Plan completed within 20 working days of child coming into care		41.4%	42.8%	↑	The figure provided is for a full 12-month period in order to smooth the effect of monthly variations. Of the last 20 children who required an initial PEP, 13 (65%) had it completed on time, better than the 12-month performance.

Table 1: 4.10.01 Looked After Children Attainment

Key Stage 2 2015/16				
	Reading	Writing	Maths	Reading, Writing & Maths Combined
Kirklees LAC	38.2%	47.1%	47.1%	23.5%
Kirklees ALL	71.2%	62.6%	70.1%	57.1%
England LAC	41%	46%	41%	25%
England All	66%	74%	70%	53%

Key Stage 4 / GCSE	
	5+ A*-C GCSE (inc E&M)
Kirklees LAC	20.0%
Kirklees ALL	55.1%
England LAC	18.8%
England All	59.3%

Children in Care

Looked After Children Education Outcomes

	Apr-17	Trend	Performance Overview
4.10.05 Attendance	See table 2	NA	LAC attendance was 93.6% up to April 2017 for the current academic year. 290 out of the cohort of 381 have had 95% attendance or above.
Persistent Absentees	See table 2	NA	% LAC who are persistent absentees was 15.5% in April 2017. 9 of the 59 persistent absentees were borderline (between 85% and 90% attendance).

Table 2: 4.10.05 Attendance and Persistent Absence

Definition: LAC of school age and in care for the full current academic year	April 2017
LAC cohort	381
LAC percentage attendance	93.6%
Number of LAC who are persistent absentees	59
Percentage of persistent attendees	15.5%

Children in Care

Looked After Children Education Outcomes

	Feb-17	Mar-17	Apr-17	Trend	Performance Overview
4.10.07 Pupils not in full time educational provision with reasons	See table 3	See table 3	See table 3	↓	The 2015/16 HT6 cohort, there are 402 LAC children with 4.23% (17) children not in full time education. This is higher than 2014/15 HT6 cohort of 345 LAC children with 2.32% (8) children . There is a substantial increase in use of "Other" reason for not being in education, from 0.29% 2014/15 HT6 to 2.74% 2015/16 HT6.

Table 3: 4.10.07 Pupils not in full time education provision

Part-time Reason	Apr-16	Feb-17	Mar-17	Apr-17
Mental health needs	1 0.48%	1 0.43%	1 0.41%	1 0.43%
Medical needs other than MH	1 0.48%	1 0.43%	0 0.00%	1 0.43%
Pregnancy or young mother	1 0.48%	0 0.00%	1 0.41%	1 0.43%
Staged reintegration new sch	1 0.48%	4 1.72%	3 1.24%	3 1.28%
Behaviour difficulties	6 2.90%	5 2.15%	5 2.07%	2 0.85%
Social difficulties	1 0.48%	1 0.43%	1 0.41%	1 0.43%
Stg Reint Chronic Non Att	0 0.00%	1 0.43%	2 0.83%	3 1.28%
Other	6 2.90%	5 2.15%	7 2.90%	8 3.40%
Total	17 8.21%	18 7.73%	20 8.30%	20 8.51%
LAC of statutory school age resident in Kirklees	207	233	241	235

Head of Virtual School Narrative – Janet Tolley

In 2016, attainment at KS1 for Kirklees LAC reaching the expected standard or above was above national LAC for Reading and Science but below national LAC in Writing and Mathematics. The gap between all Kirklees children and the Virtual School is less than the national gap for Reading and Science, in-line for mathematics but below for writing.

In 2016, attainment at KS2 for Kirklees LAC reaching the expected standard or above in Reading, Writing and Mathematics combined, was better than the West Yorkshire outcome, in line with national LAC but below Statistical Neighbours (by 2 pupils).

The attainment gap in Kirklees (between all children and LAC) was less than the national attainment gap for all indicators.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

- Reading: Quartile D (Rank 58)
- Writing: Quartile B (Rank 40)
- Mathematics: Quartile B (Rank 32)
- Grammar, Punctuation & Spelling: Quartile C (Rank 63)
- Reading Writing & Mathematics: Quartile D (Rank 37)

In 2016, average progress scores at KS2 for Kirklees LAC:-

Reading: The average progress score for Kirklees LAC is better than Statistical Neighbours but below that for national LAC. However, the LAC outcome is better than that for all Kirklees children.

Writing: The average progress score for Kirklees LAC is in-line with Statistical Neighbours but below that for national LAC. However, the LAC outcome is better than that for all Kirklees children.

Mathematics: The average progress score for Kirklees LAC is better than Statistical Neighbours and national LAC. However, the LAC outcome is just below that for all Kirklees children.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

- Reading: Quartile C (Rank 69)
- Writing: Quartile C (Rank 80)
- Mathematics: Quartile B (Rank 47)

Head of Virtual School Narrative – Janet Tolley

In 2016, attainment at KS4 for Kirklees LAC:-

- Achieving A*C in both English and Mathematics GCSE was significantly above all comparator data. In addition to this, the attainment gap between Kirklees LAC and all Kirklees Children (38.5) is better than the equivalent national data (41.8).
- Entering the English Baccalaureate: 11.4% of Kirklees LAC were entered for EBacc which is significantly higher than all comparators.
- Achieving the English Baccalaureate: 5.7% attained the EBacc which is significantly higher than all comparators.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

% achieving A*C in both English and Mathematics GCSE: Quartile B (Rank 22) NB: (EBacc data not available via LAIT)

The attainment 8 score is higher than all comparator averages.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally: LAC KS4 average Attainment 8 score: Quartile A (Rank 25)

In 2016, progress at KS4 for Kirklees LAC:- The average Progress 8 score is higher than all comparator averages.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

- LAC KS4 average Progress 8 score: Quartile A (Rank 26)
- LAC overall absence: Quartile B (Rank 72)
- LAC unauthorised absence: Quartile B (Rank 75)
- LAC who are classed as persistent absentees: Quartile B (Rank 51)

Absence of LAC is significantly lower than the overall CiN for Kirklees. It is also interesting to note that the LAC population performs better than the general population against these measures, both in Kirklees and nationally.

Children in Care

Looked After Children Health

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Performance Overview
4.11.11 Dental Checks within last 12 months - timeliness	86.4%	89.4%	↑	86.7%	↓	In April 17, 86.7% (507) of the current COHORT (LAC 12+ months) had a recorded dental check within the past 12 months on Carefirst - a decrease from Mar 2017 (89.4%). The overall trend has been a steady increase since June 2016 (66.8%)..
4.11.12 Initial health assessments completed on time - within 20 days	83.9%	84.0%	↔	88.0%	↑	In April 17 88.0% of Initial Health Assessments had been completed within 20 working days of the child coming into care - this is higher than Mar 17 (84%), but lower than 93.4% in May 16
4.11.13 Annual health assessments – Under 5’s 6 monthly up to date	92.3%	97.8%	↑	99.3%	↔	For LAC aged Under 5 the Percentage of Developmental Assessments Up to Date was 99.3% in Apr 17, which was the higher than 97.8% in Mar 17. For LAC aged 5 + Over Health Assessments up to Date was 97.5% in Apr 17 and has continue to improve month on month from 94.7% in Oct 16.
4.11.16 Number of LAC who have been in care more than 12 months and identified as having a substance misuse problem during the last year	1.60% (5)	1.29% (4)	↓	1.22 % (4)	↔	In April 17, 1.22% (4) of LAC who have been in care more than 12 months were identified as having a substance misuse problem during the last year - this is slightly lower than Mar 17 1.29% (4). England rates 15/16 are 4%
4.11.17 Number of LAC children: a. offered and accepted a substance misuse intervention	4	4		3		Number Of LAC Received a SMU Intervention: In April 17 3 LAC receive a substance misuse intervention - this figure has decreased slightly since March 17 (4). This is improvement on the number of children accepting intervention between May 16 and Jan 17.
b. Offered and refused substance misuse intervention during the 12 months period prior to month	5	5		4		Number of LAC offered, but refused, a SMU Intervention: In April 17 4 LAC were offered and refused a substance misuse intervention during the 12 months period prior - this is the lowest number of LAC refusing substance misuse support since Oct16 (3).

Head of Service Narrative – Gill Addy, LAC Nurse**4.11.11 Dental Checks within Last 12 Months**

The main opportunity for this collection is at the review health assessment, also at LAC reviews, stat visits and carers reporting by phone. This year, BSOs have been contacting carers directly from the monthly data sheet. This has resulted in improved collection figures. The slight increase in April 17 is due to this fact, the figure will fluctuate continually throughout the year, but the LAC team are ensuring they are contact carers. An issue is that contact numbers for carers are not being kept up to date on CareFirst.

4.11.12 Initial Health Assessments Completed on Time

Data provided monthly to LAC Nurse team by Locala shows Feb 95% , March 100% and April 100%. In February was 1 child with a late IHA, (with a reason of social worker had left and not notified carer). The Business Support Officer inputs assessments the day after clinic takes place (with exception of BSO annual leave). PIU will investigate possible issues with the data in liaison with LAC Nurse Team to ensure dates are being input correctly.

4.11.13 Annual health assessments – Under 5's 6 monthly up to date

Data provided monthly to LAC Nurse team by Locala shows 100% for April 17. The CareFirst data may be a result of lag in returns at month end. There were no Out of Area Developmental health assessments in April 17. A 30 hours LAC nurse has been funded for 12 months and started in post 1 May 2017. This will allow us to carry out the Review Health Assessments (RHA) for children living outside Kirklees, but within reasonable travelling distance (Bradford / Wakefield/ Leeds/ Manchester). We have seen a downturn in figures in RHAs where they are completed on our behalf in other LA areas.

4.11.16 Number of LAC who have been in care more than 12 months and identified as having a substance misuse problem during the last year and 4.11.17 Substance Misuse by LAC & 4.11.17 Offered and Accepted/Refused Services for Substance Misuse

There may be a number of LAC who use substances for recreational purposes and do not perceive that it is problematic or may not disclose use at all. It is the prolonged, problematic use that is recorded. The National average is 4% (many areas do not send in data nationally as it is hard to quantify with the strict guidelines). We have a substance misuse worker attached to vulnerable children including LAC. This worker attends the children's homes monthly with the LAC nurses and takes individual referrals. Training has also been given to Personal Advisers and residential staff, with a plan to widen to Social Workers.

Children in Care

Looked After Children Convictions

	Feb-17	Mar-17	Apr-17	Trend	Performance Overview
4.12.01 Number of young people who have been looked after continually for 12 months or more aged between 10 and 17 who have offended and received a substantive outcome	See table	See table	See table	↓	<p>(NOTE: no new data available since CPB in May 17)</p> <p>From Jan to March 17, 0.87% (3) YP were looked after continually for 12 months or more aged between 1- and 17 who have offended and received a substantive outcome.</p> <p>This figure is lower than April to June 16 data of 1.75% (6). This trend continued for July to Sept 16 and Oct to Dec 16 also.</p> <p>The % cumulative Offending data figure is 6.14% for period April 16 to March 17. There is no comparison data available.</p>

Date period	Cohort	No of yp offending	% offending (qtr)	% offending (yr) Cumulative Figure
April to June 16	342	6	1.75%	1.75%
July to Sept 16	342	6	1.75%	3.50%
Oct to Dec 15	342	6	1.75%	5.25%
Jan to March 17	342	3	0.87%	6.14%

Head of Service Narrative – Richard Ian Smith May 2017 (no change in data since last Board)

LAC: The number of LAC young people who have offended in the 4th quarter is 0.87% which compares with 0.93% at the same period last year. For the year 2016/17 the figure is 6.14% This is a slight increase on the total for the year 2015/16 which was 5.9% For the year 2016/17 44.4% of LAC young people completed their orders successfully, compared to 29% for the previous year 2015/16. Over the same period 2016/17 64% of the general population completed orders successfully compared with 69.7% 2015/16. Thus, the year on year increase in successful completions by LAC from 29% in 15/16 to 44% in 16/17 gives a clear indication that the YOT is achieving its aim of bringing the successful completion rate of LAC young people more into line with that of the general YOT population.

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Performance Overview
Performance Intelligence Unit staff have been working closely with the Leaving Care team recently; attending meetings specifically held in order to improve performance.						
5.01.01 Care Leavers	206	206	n/a	212	n/a	In Apr 17, 212 Care Leavers are receiving leaving care services. This is higher than Feb 17 & Mar 17. The overall trend is a steady increase in since May 2016 (175).
5.01.02 Characteristics of care leavers - gender, age range & ethnicity	See table 1	See table 1		See table 1		Gender: April 17 43.9% (93) are female and 56.1% (119) are Male. Ethnicity: White 74.5% (157) April 17, the trend is decreasing slightly since May 16 (77.1%). Mixed 12.3% (26) April 17, the trend is increasing slightly since May 16 (11.4%) Asian 8.5% (18) April 17. Average for last 12 month is 8%. Black 3.8% (8) April 17, the trend is decreasing slightly since May 16 (2.3%) Other - 0.9% for April 17. (2). Average for last 12 month is 0.8%. Age: Age 16-18: 29.7% at April 17, the trend is increasing over the past year since May 16 (8.6%). Age over 18: 70.3% at April 17, the trend is decreasing steadily over the past year since May 16 (91.4%)
04.04.04 Discharges from Care – Duration in Care) (Prev 5.01.03 Care Leavers Duration in Care	See table 2	See table 2		See table 2		There are no emerging patterns in terms of Duration in Care. A Year on Year comparison may show any significant changes in Care Duration. Since May 16 61.3% of care leavers have been in care for less than 12 months.
5.01.04 Children in care aged 17 years with a Personal Advisor	50.77%	40%	↓	75.41%	↑	In April 17, 75.41% of children had an allocated Personal Advisor. This is a improvement of 35% from March 17 (40%).



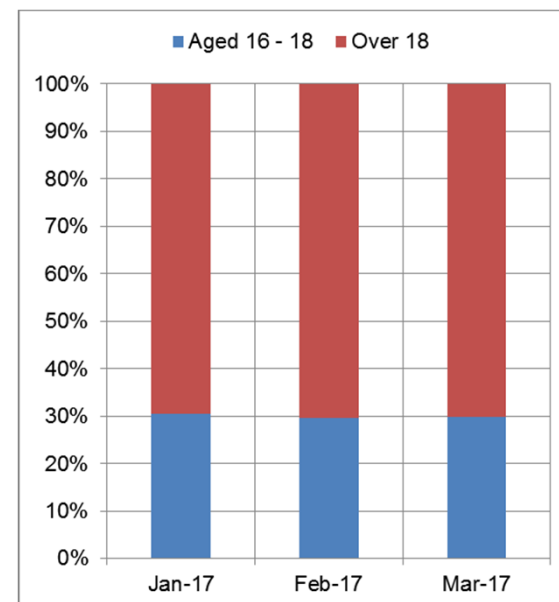
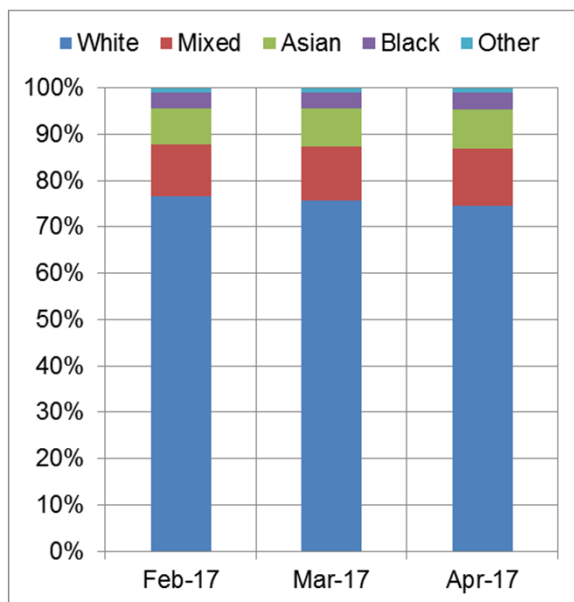
Care Leavers and Adoption

Care Leavers: Table 1 - 5.01.02 Characteristics of care leavers

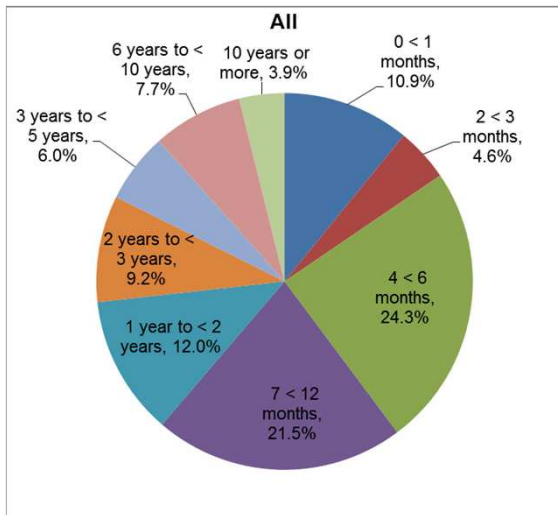
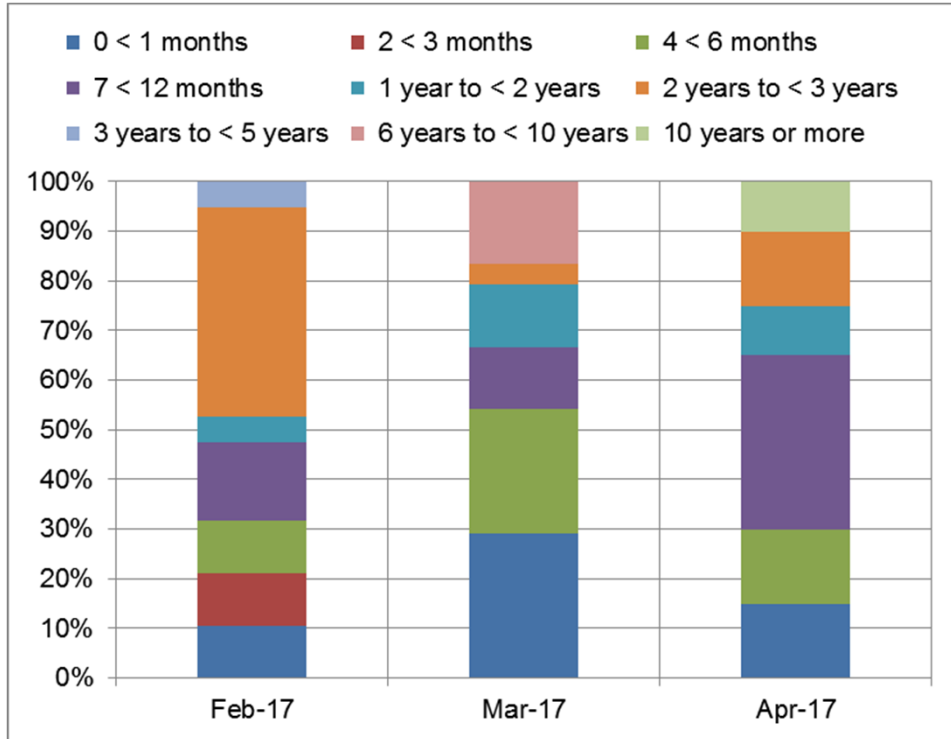
	Feb-17	Mar-17	Apr-17
Female	44.2%	43.2%	43.9%
Male	55.8%	56.8%	56.1%

Ethnicity %	Feb-17	Mar-17	Apr-17
White	76.7%	75.7%	74.5%
Mixed	11.2%	11.7%	12.3%
Asian	7.8%	8.3%	8.5%
Black	3.4%	3.4%	3.8%
Other	1.0%	1.0%	0.9%

Age Range	Jan-17	Feb-17	Mar-17
Aged 16 - 18	30.6%	29.6%	29.7%
Over 18	69.4%	70.4%	70.3%



Duration Range %	Feb-17	Mar-17	Apr-17
0 < 1 months	10.5%	29.2%	15.0%
2 < 3 months	10.5%	0.0%	0.0%
4 < 6 months	10.5%	25.0%	15.0%
7 < 12 months	15.8%	12.5%	35.0%
1 year to < 2 years	5.3%	12.5%	10.0%
2 years to < 3 years	42.1%	4.2%	15.0%
3 years to < 5 years	5.3%	0.0%	0.0%
6 years to < 10 years	0.0%	16.7%	0.0%
10 years or more	0.0%	0.0%	10.0%



Care Leavers and adoption

Care Leavers

	Feb 17	Mar 17	Mar Trend	Apr 17	Apr Trend	Performance Overview
5.01.08 LA in touch	86.4%	84.5%	↓	95.8%	↑	In April 17, 95.8% of care leavers were still in touch with the Local Authority - this is an increase of 11.3% from March 17 (84.5%).
5.01.09 In suitable accommodation	79.1% (163)	77.7% (160)	↓	86.3% (183)	↑	In April 17, 86.3% (183) of care leavers were in suitable accommodation - this is an increase of 8.6% from March 17, 77.7% (160).
5.01.10 Care Leavers Employment, Education and Training	40% (83)	38% (78)	↓	44.8% (95)	↑	In April 17 44.8% (95) of care leavers who were receiving leaving care services were in education, employment or training (EET)- this is an increase of 17 children from March 17 38% (78).
5.01.11 Number of Care Leavers with a Pathway Plan - that is up to date	89.8% (185)	88.9% (183)	↓	92% (195)	↑	In April 17, 92% of care leavers had a completed Pathway Plan - this is an increase from 88.9% March 17.

Head of Service Narrative – Julie Mepham

Work with Performance Information Unit has ensured that the right information is captured from the Personal Advisor (PA) forms to improve recording and allow meaningful analysis of the service position. Our current position is poor but improving.

There has been a marked improvement in the percentage of young people who are in touch with the service. Only 4.2% are now NOT in touch. The percentage in suitable accommodation has increased by 8.6% (23 young people) and 17 more young people are now recorded as in EET.

There has been an improvement of 12 in the number of Care Leavers with a pathway plan recorded. Whilst compliance is improving, the next step is to ensure that the quality of plans is good or better.

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
5.02.01 Number of children adopted as a percentage of children leaving care	17.0% (45)	16.5% (45)	↔	16.7% (46)	↔		In the 12 months to April 17, 46 children left care as a result of Adoption or 16.7%, a slight increase from March 17. There has been a steady increase since 12 month low in Nov 16 of 15.2% (39). However, it remains below comparator data (Statistical Neighbours 2015/16 = 21.4%)
5.02.02 Characteristics of adopted children - gender, age range & ethnicity	See table 1	See table 1		See table 1			<p>Gender: April 17, of children adopted, 58.7% were male and 41.3% were female. In the past 12 months the average was 39.5% females to 60.5% males adopted.</p> <p>Ethnicity: The adoption of children from "Mixed" ethnicities was 17.4% in Apr 17, year average 17.4%. "Other" ethnicities was 2.2% in April 17, year average 1.9%. "White" ethnicities was 80.4% in Apr 17, year average 80.7%.</p> <p>Age: Children aged <1, was 17.4% in Apr 17, which has increased steadily since 7.1% in May 16. Year average is 8.8%. Children aged 1-4 was 69.6% in Apr 17, this is higher than year average of 66.7%. Children aged 5-9 was 13% in Apr 17, the trend has been a decline monthly from 31% in May 16. Year average is 24.7%</p>

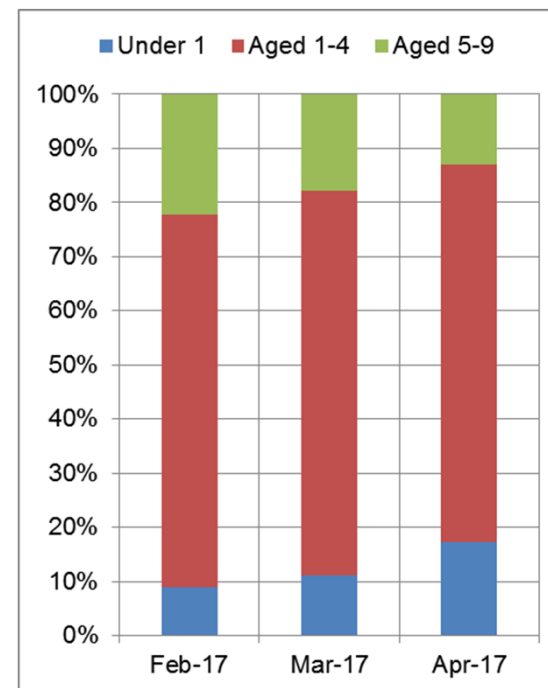
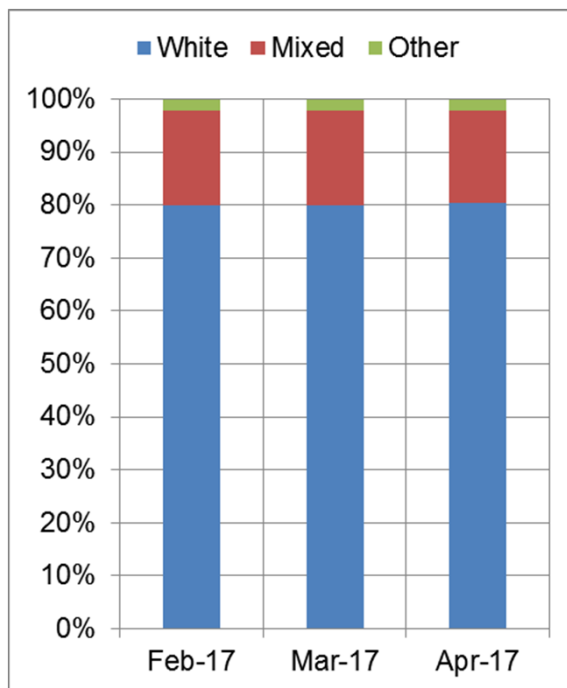


Table 1 - 5.02.02 Characteristics of adopted children

	Feb-17	Mar-17	Apr-17
Female	40.0%	42.2%	41.3%
Male	60.0%	57.8%	58.7%

	Feb-17	Mar-17	Apr-17
White	80.0%	80.0%	80.4%
Mixed	17.8%	17.8%	17.4%
Other	2.2%	2.2%	2.2%

	Feb-17	Mar-17	Apr-17
Under 1	8.9%	11.1%	17.4%
Aged 1-4	68.9%	71.1%	69.6%
Aged 5-9	22.2%	17.8%	13.0%

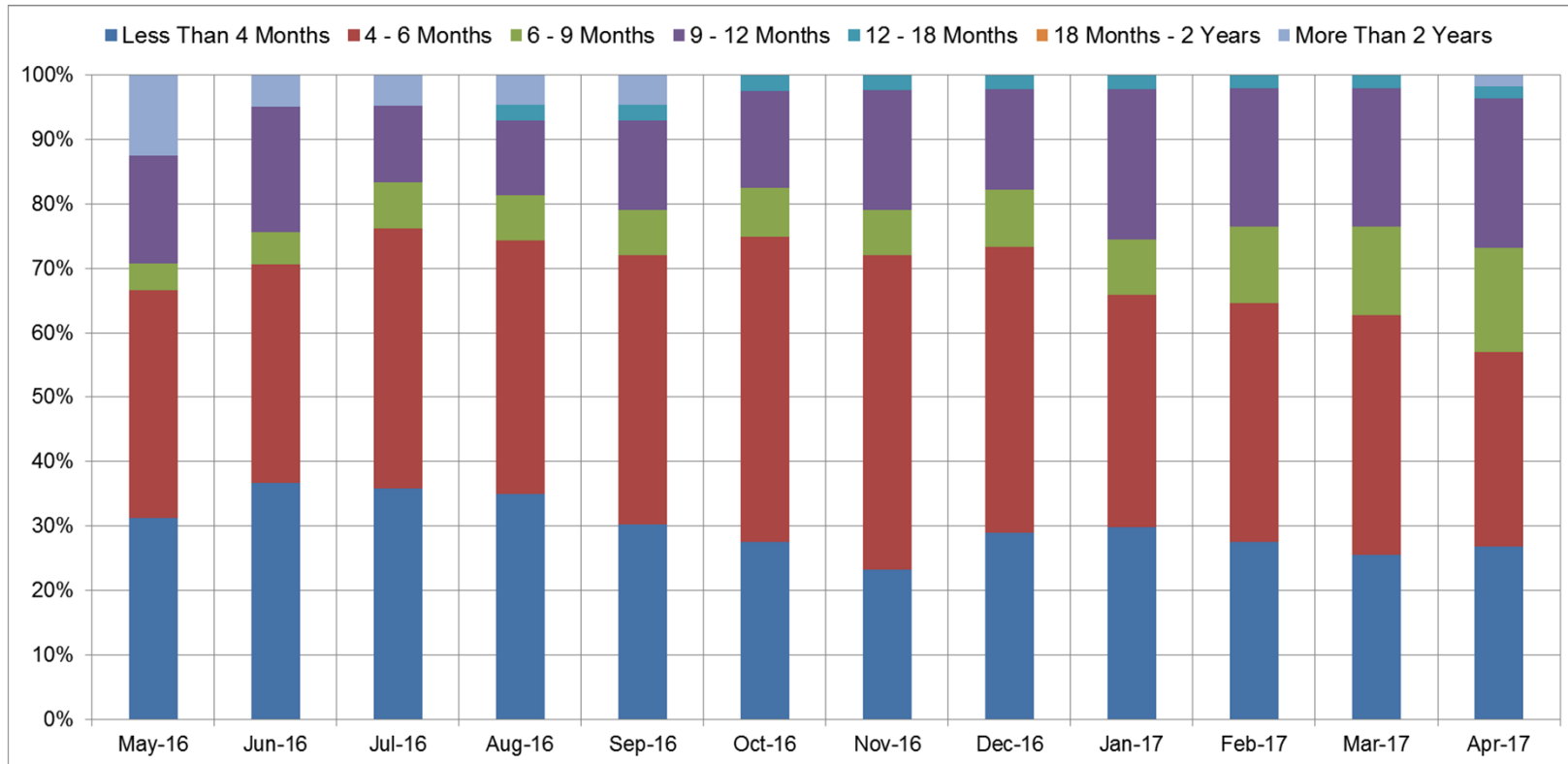


	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
5.02.03 A1 Average timescale (days) between the child coming into care and being placed with the adopter	533.4	513.6	↓	370.0	↓	523	<p>Improvement Plan Success Measure: By 31 December 2017 the average time between a child entering care and moving in with its adoptive family is in line with our statistical neighbours/England (522/523 days)</p> <p>There has been improvement month on month from 1,033 days in June 16 to 370 days in April 17.</p>
5.02.04 Average timescales between the child coming into care and the ADM decision	See table 2	See table 2		See table 2			<p>The number of children in April 17 was 56, which is higher than Mar 17 (51). The trend has seen an increase month on month from a low of 41 children in June 16.</p> <p>There has been a decline in number of children having decision in less than 6 months, and an increase in number of children having decisions taking 6+ months or longer.</p>



Care Leavers and Adoption

Table 2 - 5.02.04 Average timescales between the child coming into care and the ADM decision



	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
5.02.05 A2 Average timescale (days) between Kirklees council receiving court authority to place a child and the council deciding to match the child with an adoptive family	160.1	153.9	↓	146.6	↓	243	<p>Improvement Plan Success Measure: 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). Note: Kirklees provisional outcome for 2015/16 is 337 days.</p> <p>In Apr 17 there were 146.6 days between receiving court authority to place a child and deciding on a match to an adoptive family. In line with Improvement Plan Success Measure, this rate is below the Statistical Neighbours/England rates for 2015/16 of 248/243 days.</p>
5.02.06 A3 The percentage of children who waited less than Government threshold 14 months between entering care and moving in with their adoptive family	72.2%	73.7%	↑	77.8%	↑		In April 17 the rate was 77.8%. There has been an increase month on month since May 16 (46.2%).
5.02.09 How many children are placed in their adoptive placements	21	25	↑	21	↓		In April 17, 21 children were placed, which is a decrease of 4 from March 17 (25). This figure has reduced month on month since May 16 (29 children). The year average is 26 children per month.
5.02.10 How many children are waiting to be placed in adoptive placements	27	27	↔	20	↓		In April 17 there were 20 children. This is lower than Feb 17 and Mar 17 figure of 27 children. This is the lowest figure since Oct 16 (15 children).

Head of Service Narrative – Linda Patterson

5.02.03 A1 Average timescale (days) between the child coming into care and being placed with the adopter:

There continues to be evidence of an improving trend in timescales with current performance showing 370 days from a child coming into care and being placed with an adopter, significantly better than the DfE threshold. A representative of One Adoption (West Yorkshire) is now a member of our Legal Gateway and Permanence Panel. One Adoption is tracking all Kirklees children who have a provisional or confirmed plan for adoption.

5.02.05 A2 Average timescale (days) between Kirklees council receiving court authority to place a child and the council deciding to match the child with an adoptive family:

There continues to be improvement in this area with current performance being at 146.6 days and is improving towards the DfE threshold of 121 days. This cohort remains small and any delays in placing a child after court authority to place, impacts on the performance. We are working in collaboration with One Adoption West Yorkshire to ensure timely matches to carers. For example, at 12th June Adoption Panel one child was matched after 38 days from the making of the Placement Order and the other after 75 days.



Sufficiency

Adopters

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
6.01.01 Number of adopters approved by Kirklees Council (approved by CFADOPT) during a 12 month rolling period	19	24	↑	22	↓		22 adopters were approved in Apr 17. This figure has been increasing since a low of 15 approvals in Sept 16. This figure is still lower than the 2015/2016 rates which saw a decline from 41 adopters approved in May 15.
6.01.02 Initial enquiries	140	132	↓	116	↓		There were 116 initial enquiries during the 12 month rolling period running up to April 2017 - this is lower than 132 in March 17. The number has declined month on month from 221 initial enquiries at May 16.
6.01.03 Started and completed approval process in 12 month period Stage 1	15	16	↑	16	↔		<p>Stage 1: At April 17, 16 Stage 1's were completed (same in March 17), this is slightly higher than 15 in Feb 17. The average time to complete Stage 1 at April 17 is 123.7, this has increased month on month from 116.9 in Oct 16.</p> <p>Stage 2: At April 17, 23 Stage 2's were completed (same in March 17). The average time to complete Stage 2 at April 17 is 86.4 (no change from March 17), however, this has increased month on month from 74.8 in Oct 16.</p>
Average duration Stage 1	122.3	116.3	↓	123.7	↑		
Stage 2	19	23	↑	23	↔		
Average duration Stage 2	82.5	86.4	↑	86.4	↔		

Sufficiency

Adopters

	Feb-17	Mar-17	Mar Trend	Apr-17	Apr Trend	Target	Performance Overview
6.01.05 Completion of process from initial enquiry	13.57% (19)	18.18% (24)	↑	18.97% (22)	↑		In April 17 the rate was 18.97%. The trend is improving from 8.6% in May 16, it dipped to a low of 7.43% in Sept 16, but has steadily improved month on month since.
6.01.06 Number of applications lodged within 10 weeks	62.5% (10)	62.5% (10)	↔	26.7% (4)	↓		In April 17 the figure was 26.7% (4). This is much lower than Feb and March figure of 62.5% (10), which had improved from 41.2%(7) in May 16

Head of Service – Sarah Johal, Service Manager, One Adoption Yorkshire

Kirklees is no longer responsible for the recruitment, assessment and approval of adopters. Since January 2017, all prospective adopters who have approached Kirklees have been recorded within the Leeds City Council's database (Leeds are the host for the One Adoption Agency). A standardised process has been in place across the 5 Local Authorities in West Yorkshire in terms of recruiting and assessing adopters in anticipation of the implementation of One Adoption from 1 April 2017.

Going forward, performance information regarding the timescales for the assessment and approval of adopters will need to be requested from One Adoption as this data will not be collated by Kirklees Council.

Sufficiency

Foster Carers

	Feb-17	Mar-17	Mar Trend	Apr-17	Rolling 12 months	Apr Trend	Performance Overview
6.02.01 Activity During Period: a. Initial contacts in month	19	29	↑	15	281	↓	Initial Contacts were lower in April 17 (15) compared to Mar 17 (29). The rolling 12 month average per month is 23. Foster Carers Initial Response were lower in April 17 (18) Compared to Mar 17 (30). Average per month is 19. Awaiting Essential info Part 1 in month was higher in April 17 (11) compared to March 17 (7).
b. Foster carer initial response in month	17	30	↑	18	228	↓	
c. Awaiting essential info part one in month	11	7		11	52		
6.02.04 Initial Visits: Allocated in month	9	11	↑	5	89	↓	Initial Visits Allocated: In April 17, 5 visits were allocated, which was lower than Mar 17 (11) and Feb 17 (9) Initial Visits Completed: In Apr 17, 9 initial visits were completed, which was lower than Mar 17 (11) and Feb 17 (12).
Completed in month	12	11	↑	9	93	↓	
6.02.06 Stage 1 assessments: Opened in month	8	2	↓	0	19	↓	Assessment Events Opened: In Apr 17, Zero Assessment Events were opened, compared to Mar 17 (2) and in Feb 17 (8). The figure was Zero in May and June 16 and the rate increased slowly over the past 12 months, with a spike of 8 in Feb 17, before reducing. Assessment Events Completed: In Apr 17, 1 Assessment Event was completed, compared to Mar 17 (3) and Feb 17 (1). The figure was 2 in May 16 and the rate has increased slightly over the past 12 months, with spikes of 4 in July 16 and Nov 16.
Completed in month	1	3	↑	1	23	↓	

Sufficiency

Foster Carers

	Feb-17	Mar-17	Mar Trend	Apr-17	Rolling 12 months	Apr Trend	Performance Overview
6.02.07 Approvals Total	7	10	↑	6	115	↓	<p>In House Approvals: In Apr 17, there were 2 approvals. The figure was zero in both Mar and Feb 17.</p> <p>Other Approvals: In Apr 17, there were 4 approvals. The figure was 13 in May 16 and the rate has varied over the past 12 months, with spike in Jun 16 (17).</p>
In-house approvals	0	0	↓	2	17	↑	
other approvals (IFA/OLA)	7	10	↑	4	98	↓	
6.02.09 Placements split : In-house foster placements	213	217	↑	225	n/a	↑	<p>There were 225 In House Placements in April 17. This is the highest figure since Jul 16 (224).</p> <p>Friends & Family Placements: In Apr 17, there were 91 F&F Placements. The figure was 90 in Mar 17. The number has decreased during the past 12 months from 80 in May 16 to a low of 65 in Oct /Nov 16.</p> <p>Independent Fostering Agency Placements: In Apr 17, there were 163 Independent Fostering Placements, which is lower than Mar 17 (188). The figure was 161 in April 16 and the rate had steadily increased month on month before dropping in April 17.</p>
Family and friend placements	86	90	↑	91	n/a	↑	
IFA placements	186	188	↑	163	n/a	↓	

Head of Service Narrative - Rob Finney – Service Manager / Julie Mepham – Head of Service

Initial contacts have dropped in April 17 to 15, which is below the year average of 23. Data integrity checks are being carried out on this area of recording.

Our target for the next three years is to recruit an additional 22 carers (net gain) per year over the next three years. We currently have 22 Form F assessments being undertaken. This potentially puts us on track for well exceeding our first year target.

The number of foster placements has increased from 217 in March to 225 in April and Independent Fostering Agency Placements have reduced from 188 in March to 163 in April. I would expect that as our pool of carers grows then we will make more internal placements at a ratio of up to 1.5 children per carer. If the LAC population remains stable this will mean that we will be able to reduce the number of IFA and external placements to ensure that children are looked after in Kirklees (wherever possible). This shift will also make significant financial savings.

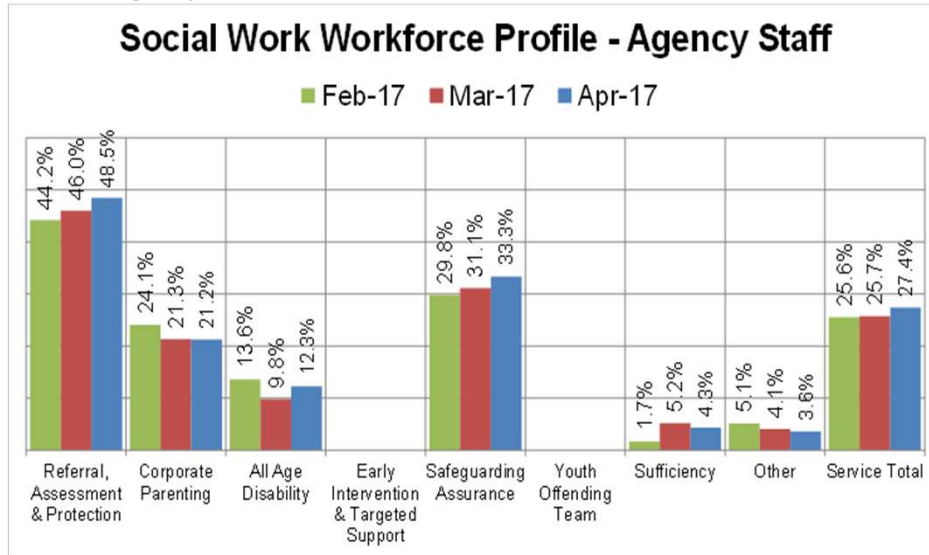
More focused recruitment activity is taking place with further development work in the service concentrating on 4 areas: compliance, quality assurance, business planning and leadership and management. There is good reason to be optimistic that the service can become good given the time to implement and embed change, building on good resources and many areas of positive practice already in place.

Workforce

Capacity

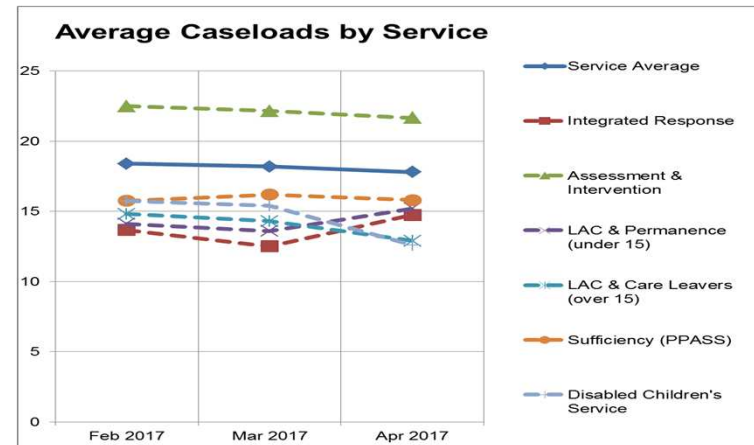
	Feb-17	Mar-17	Apr-17	Target	Trend	Performance Overview
7.02.02 Agency Staff - Service Level	25.6%	25.7%	27.4%	10%	No clear trend	The service total has increased to 94.62 FTE agency staff, equating to 27.4% of the overall Social Work Capacity of 345.70 FTE. The majority of agency staff are in Assessment & Intervention (69.62 FTE). The agency percentage has been impacted by the loss of Kirklees Social Work staff to One Adoption as part of the regional arrangements.
7.02.04 Caseload	18.4	18.2	17.8		No clear trend	The service average caseload continues to fluctuate around the 18 case mark. Also most teams show a fluctuating picture. There has been a further reduction in the Disabled Children's Service Social Worker caseloads. At the end of April 2017, the highest caseloads were seen in Assessment & Intervention Teams 5 and 11 at 30.7 and 30.4 children respectively.
Please see separate Workforce and Caseload report for service narrative. See Table 1 over Page for LAC allocations on Carefirst and FSCP staffing						

7.02.02 Agency Staff - Service Level



7.02.04 Caseload

	Feb 2017	Mar 2017	Apr 2017
Service Average	18.4	18.2	17.8
Integrated Response	13.7	12.5	14.8
Assessment & Intervention	22.5	22.2	21.7
LAC & Permanence (under 15)	14.1	13.6	15.2
LAC & Care Leavers (over 15)	14.8	14.3	12.9
Sufficiency (PPASS)	15.8	16.2	15.8
Disabled Children's Service	15.7	15.4	12.6



Workforce

Capacity: Table 1 - LAC allocations on Carefirst and FSCP staffing fte.

LAC Child Allocations – by Primary Worker

Data as of 06/04/2017:

Team	Allocated LAC
Allocations Outside of Team Structure	2
Assessment and Intervention Team 01	7
Assessment and Intervention Team 02	14
Assessment and Intervention Team 03	5
Assessment and Intervention Team 04	20
Assessment and Intervention Team 05	11
Assessment and Intervention Team 06	4
Assessment and Intervention Team 07	17
Assessment and Intervention Team 09	17
Assessment and Intervention Team 10	17
Assessment and Intervention Team 11	23
Assessment and Intervention Team 12	5
Assessment and Intervention Team 13	28
Assessment and Intervention Team 14	23
Disabled Children Team 2	22
Disabled Children Team 3	25
LAC and Care Leavers - LAC Over 15 Team 1	64
LAC and Care Leavers - LAC Over 15 Team 2	71
LAC and Permanence Team 1 - LAC Under 15	72
LAC and Permanence Team 2 - LAC Under 15	87
LAC and Permanence Team 3 - LAC Under 15	107
LAC and Permanence Team 4 - Children's Adoption and Family Finding Team	39
LAC and Permanence Team 5 - Connected Persons Support Team	10
Advanced Practitioner Team	7
PPASS Connected Persons Assessment Team	1
Unallocated (blank)	1
Grand Total	699

Row Labels	FTE Total	# Workers
Advanced Practitioner Team	4	4
Assessment and Intervention FDAC Team	2.5	2
Assessment and Intervention Skylakes Team	7	7
Assessment and Intervention Team 01	7.81	7
Assessment and Intervention Team 02	11	9
Assessment and Intervention Team 03	8.5	8
Assessment and Intervention Team 04	8	9
Assessment and Intervention Team 05	6	7
Assessment and Intervention Team 06	8	6
Assessment and Intervention Team 07	6	7
Assessment and Intervention Team 09	6.5	8
Assessment and Intervention Team 10	7	7
Assessment and Intervention Team 11	7.5	11
Assessment and Intervention Team 12	6	6
Assessment and Intervention Team 13	10	10
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Corporate Parenting Board Report Highlight Report

This report provides an end of year summary with an overview of all the agreed indicators that monitor our performance for the Corporate Parenting Board. There are 63 indicators in total and currently we can evidence the following:

Key Performance Issues at year end April 2017

Please refer to the Corporate Parenting Board report for data, relevant page numbers are provided in brackets.

Children Entering Care (Page 3)

Current issues:

4.01.04 Children Entering Care by Placement

There has been a steady reduction in % of Residential Placements since May 16, (23.3%) to low of 5.5% in Feb 17, but rising back up in Apr 17 to 14.3% (however this is just 2 children)

Head of Service Narrative – Linda Patterson

No change from May 2017. All admissions to care are discussed and agreed with the Service Director. Any requests for children to become subject to care proceedings are discussed and agreed at the weekly Legal Gateway Panel, chaired by the Service Director and attended by Heads of Service. Cases are then tracked via Panel and through the Case Manager to ensure that progress in achieving permanence for children. All final Care Plans are signed off within Permanence Panel in advance of the 4 month LAC Review and in advance of final evidence being submitted to court.

Work is ongoing to enhance the Edge of Care Offer and implement a Resources Panel to ensure that wherever possible, children are sustained at home with the right package of support and where children need to come into care, this is done in a planned manner based on assessment of need.

Improvement:

4.01.04: Children Entering Care by Placement

General trend is an increase in the use of foster care alongside a reducing number of children entering care. This percentage in fostering has increased from 58% in May 16 to 71% currently.

4.01.05: Children Entering Care by Placement within and Outside the LA Boundary

In Apr 17 is 78.6% (11) children were placed within Kirklees and 21.4% (3) were placed outside Kirklees. This is slight drop from Mar 17 (80.8%) but an overall improvement from May 16 when 69.2% (18) children were placed within Kirklees and 30.8% (8) were placed outside Kirklees.

Children in Care: (Page 8)

Current issues:

4.02.01: Children in Care

The current position in April 17 is 690 children in care. This is lower than 699 in Mar 17. The trend had been steadily increasing since May 16 (677 children) with a spike in Dec 16 of 705 children.

4.02.07: Children in Care subject to a Care Order placed at Home

Improvement Plan Success Measure: 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.

In April 17, 64 (9.3%) children are placed at home. This is 34 children above the Target of 30 children. However, this is lower than the 9.4% (51) of children placed at home in Feb 17. The annual % trend is fairly static with slight increase to a peak of 81 (11.8%) in Oct 16.

Head of Service Narrative – Linda Patterson

Between December 2016 and March 2017, we held a dedicated Placement with Parents Permanence Panel to review all the children who are placed at home on Care Orders. Responsibility for ongoing reviewing was given to the IROs and Service from 1.4.17. This focus is beginning to positively impact on the numbers of children placed at home with parents - in that numbers are reducing where appropriate. Legal Gateway now meets weekly and is more robust and alternative plans are being put in place to support families to keep children at home without an Order.

The figure of 64 children on 4.02.03 for Placement with Parents for April 2017 also includes children who are placed at home under Section 38(6) of the Children Act as we have no means on Care First to separate these out. This gives a false picture of the number of PWP cases.

Children Leaving Care: (Page 13)

Improvement:

4.04.03 Children Leaving Care by Reason

In Apr 17, 20 (100%) of children left care with a positive outcome. This has improved from 14 (75%) in March 17. For the rolling 12 months, 94.7% (269) children have left care with positive outcomes and 5.3% (15) with negative outcomes.

Head of Service Narrative – Julie Mephram

In the 3 months to the end of April, there were 15 adoptions, 24 children and young people who returned home as planned and 6 who moved into independent living. However, 6 had left care for an unspecified reason. This will be investigated by the service to ensure correct recording. In the year to date only 2 young people have left care due to being sentenced to custody, both of whom were in Summer 2016. This is a very positive outcome.

Looked After Children Moves: (Page 15)

Current issues:

4.05.01: Placement Stability within Year - LAC with three or more placement moves

Improvement Plan Success Measures: *Number of placement moves is in line with statistical neighbours and national comparators. Placement Stability to be in line with statistical neighbours (10%) by December 2017*

In Apr 17 there were 14.6% (102) of LAC with three or more moves in 12 months, higher than the outcome of 13% (92) in Mar 17 and the highest recorded in the past 12 months (73 in May 16). We are currently 4.6% above the 10% target set to be reached by December 17. We would need to reduce the number of children and young people to 70 with 3 or more moves based on April 17 data.

4.05.02: Placement Stability within Two Years

April 17 outcome was 69.2% which was a 3.1% decrease from 72.3% in Mar 17. The percentage had been consistently over 70% since December 16 before dropping in Apr 17.

4.05.04 Social Worker Change

The number of social worker changes has been rising over the past 12 months, with the average number of social worker changes standing at 0.47 in May 16 and increasing to 1.18 in April 17. 12 month comparison (Children figures in brackets):

- 0 Changes - Decrease May 16 63% - Apr 17 29% (115)
- 1 Change - Increase May 16 28% - Apr 17 37% (peak Dec 16 46%) (146)
- 2 Changes - Increase May 16 8% - Apr 17 22% (88)
- 3 Changes - Increase May 16 1% - Apr 17 6% (23)
- 4 Changes - Increase May 16 0% - Apr 17 4% (14)
- 5 Changes - Increase May 16 0% - Apr 17 1% (4)
- 6 Changes - Increase May 16 0% - Apr 17 2% (6)

Improvement:

4.03.05: Placement Movement Reason for Looked After Children

In April 17 there were 19 placement movements, a reduction from 48 in Mar 17.

Improvements are:

- "Carer request Placement End" - Mar 17 (14) to Apr 17 (6)
- "Change to / Implementation of Care Plan" - Mar 17 (11) to Apr 17 (5)
- "Other reason" - Mar 17 (11) to Apr 17 (7)
- "No reason input"- Mar 17 (6) to Apr 17 (0)
- "Standards of Care Concern" Feb 17 (6) to Apr 17 (0)

Head of Service Narrative – Julie Mepham

There is a more settled workforce in the corporate parenting service so performance in terms of change of social worker improves once the child becomes permanently looked after. There is a continued change in the workforce, particularly in the A&I service, which impacts on change of social worker. The "Proceeding Team" has started its work and will deal primarily with Court work ensuring that children retain one worker throughout proceedings. The change in the management of the Legal Gateway and Permanence Panel has impacted positively on children coming into care and placement moves.

Performance around placement stability continues to give cause for some concern and is in part due to the lack of suitable accommodation for our children in Kirklees this is being addressed through the sufficiency strategy which is headed by the Director of Place. An analysis of current placement type and need and a plan for the next 3-5 years is being developed by the Service. A first draft will be presented to the Improvement Board in July 17.

Looked After Children Reviews and Visits: (Page 18)

Current issues:

4.06.01: LAC Reviews within Statutory Timescale

For Apr 17 the % LAC Reviews within timescale is 92.45% - a decrease of 1.11% from Mar 17 (93.56%). This is the lowest figure since May 16 (98.5%) and has declined steadily since Dec 16.

4.06.03: Child Participation in LAC Reviews

In Apr 17, 91.57% of children participated in LAC reviews. Review participation increased steadily from May 16 (91.34%) to a high of 96.27% in February 2017, before dropping Mar 17 to 91.97%.

4.07.04: % LAC who have had a Statutory Visit in Line with Practice Standards

The current position is 82.5% of LAC has had a statutory visit in line with Practice Standards. The overall trend is an increase from December 2016 (76.95%)

4.07.03: Number of IRO visits held in the month

In April 17 7.3% of LAC had an IRO visit recorded, a 7.7% decrease from 15% in March 17. This is the lowest number recorded since Dec 16 (9.9%).

4.07.04: IRO visits held within timescale (6 months)

In April 17, 55.0% of LAC had a visit from an Independent Reviewing Officer recorded on CareFirst within the last 6 months (based on the cohort of LAC on the last day of calendar month) - This was a 5.2% decrease from Feb 17 (60.2%).

Head of Service Narrative – Kerrie Scraton

Within the Child Protection & Review Unit (CPRU), work has taken place to ensure that the importance of achieving 100% compliance for timeliness of LAC reviews is at the forefront of practice, supervision and team meetings. The allocation process has been changed as it was building in delay. The small decrease is due to the impact of absence in the CPRU, which is being proactively managed.

Missing Looked After Children: (Page 20)

Current Issues:

4.09.02: Missing LAC

In April 17 52% (13) of LAC went missing more than once in the month. The trend is similar over 16/17, with a dip in Nov 16 to 32% (6).

Head of Service Narrative – Sally Williams (MASH Service Manager)

Increase in missing notifications of 185, 133 of these were repeats. As of 8 June a Missing Pilot has been launched to ensure a quality missing from care service and this will provide clarity to this data.

An identified delay in completing return home interviews has been communicated between professionals. This process has been amended so a return home interview will be offered, unless specifically asked for this not to take place.

Looked After Children Education Outcomes: (Page 21)

NOTE: This section is not yet approved by the Virtual Head – data is being refreshed for the “not in full-time education” section

Current Issues:

4.10.01: Attainment LAC Key Stage 2

23.5% of Kirklees Looked after Children achieved Key Stage 2 Reading/Writing & Maths Combined in 2015/16. This is 1.5% below the England LAC rate of 25%

4.10.05: Attendance and Persistent Absence

LAC Attenders: LAC attendance was 93.6% up to April 2017 for the current academic year. 290 out of the cohort of 381 have had 95% attendance or above.

LAC Persistent Absentees: % LAC who are persistent absentees was 15.5% in April 2017. 9 of the 59 persistent absentees were borderline (between 85% and 90% attendance).

Head of Virtual School Narrative – Janet Tolley

In 2016, attainment at KS1 for Kirklees LAC reaching the expected standard or above was above national LAC for Reading and Science but below national LAC in Writing and Mathematics. The gap between all Kirklees children and the Virtual School is less than the national gap for Reading and Science, in-line for mathematics but below for writing.

In 2016, attainment at KS2 for Kirklees LAC reaching the expected standard or above in Reading, Writing and Mathematics combined, was better than the West Yorkshire outcome, in line with national LAC but below Statistical Neighbours (by 2 pupils).

The attainment gap in Kirklees (between all children and LAC) was less than the national attainment gap for all indicators.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

- Reading: Quartile D (Rank 58)
- Writing: Quartile B (Rank 40)
- Mathematics: Quartile B (Rank 32)
- Grammar, Punctuation & Spelling: Quartile C (Rank 63)
- Reading Writing & Mathematics: Quartile D (Rank 37)

In 2016, average progress scores at KS2 for Kirklees LAC:-

- Reading: The average progress score for Kirklees LAC is better than Statistical Neighbours but below that for national LAC. However, the LAC outcome is better than that for all Kirklees children.
- Writing: The average progress score for Kirklees LAC is in-line with Statistical Neighbours but below that for national LAC. However, the LAC outcome is better than that for all Kirklees children.
- Mathematics: The average progress score for Kirklees LAC is better than Statistical Neighbours and national LAC. However, the LAC outcome is just below that for all Kirklees children.

The Local Authority Interactive Tool (LAIT) shows the Kirklees outcome to be in the following quartile nationally:

- Reading: Quartile C (Rank 69)
- Writing: Quartile C (Rank 80)
- Mathematics: Quartile B (Rank 47)

Looked After Children Health: (Page 26)

Current Issues:

4.11.11: Dental Checks within Last 12 Months

In April 17, 86.7% (507) of the current COHORT (LAC 12+ months) had a recorded dental check within the past 12 months on CareFirst - a decrease from Mar 2017 (89.4%). The overall trend has been a steady increase since June 2016 (66.8%).

4.11.13: Health Assessments within the Last 12 Months

For LAC aged Under 5 the Percentage of Developmental Assessments Up to Date was 99.3% in Apr 17, which was the higher than 97.8% in Mar 17. For LAC aged 5 + Over Health Assessments up to Date was 97.5% in Apr 17 and has continue to improve month on month from 94.7% in Oct 16.

Improvement:

4.11.12: Initial Health Assessments Completed on Time

In April 17 88.0% of Initial Health Assessments had been completed within 20 working days of the child coming into care - this is higher than Mar 17 (84%), but lower than 93.4% in May 16.

Head of Service Narrative – Gill Addy, Designated Nurse for Looked After Children

4.11.11 Dental Checks within Last 12 Months: The main opportunity for this collection is at the review health assessment, also at LAC reviews, stat visits and carers reporting by phone. This year, BSOs have been contacting carers directly from the monthly data sheet. This has resulted in improved collection figures. The slight increase in April 17 is due to this fact, the figure will fluctuate continually throughout the year, but the LAC team are ensuring they are contact carers. A large issue is that contact numbers for carers are not kept up to date on CareFirst.

4.11.12 Initial Health Assessments Completed on Time: Data provided monthly to LAC Nurse team by Locala shows Feb 95%, March 100% and April 100%. In February there

was 1 child with a late IHA, (with a reason of social worker had left and not notified carer). The Business Support Officer inputs assessments the day after clinic takes place (with exception of BSO annual leave). PIU will investigate possible issues with the data in liaison with LAC Nurse Team to ensure dates are being input correctly.

4.11.13 Annual health assessments – Under 5's 6 monthly up to date: Data provided monthly to LAC Nurse team by Locala shows 100% for April 17. The CareFirst data may be a result of lag in returns at month end. There were no Out of Area Developmental health assessments in April 17. A 30 hours LAC nurse has been funded for 12 months and started in post 1 May 2017. This will allow us to carry out the Review Health Assessments (RHA) for children living outside Kirklees, but within reasonable travelling distance (Bradford / Wakefield/ Leeds/ Manchester). We have seen a downturn in figures in RHAs where they are completed on our behalf in other LA areas.

4.11.16 Number of LAC who have been in care more than 12 months and identified as having a substance misuse problem during the last year and 4.11.17 Substance Misuse by LAC & 4.11.17 Offered and Accepted/Refused Services for Substance Misuse: There may be a number of LAC who use substances for recreational purposes and do not perceive that it is problematic or may not disclose use at all. It is the prolonged, problematic use that is recorded. The National average is 4% (many areas do not send in data nationally as it is hard to quantify with the strict guidelines. We have a substance misuse worker attached to vulnerable children including LAC. This worker attends the children's homes monthly with the LAC nurses and takes individual referrals. Training has also been given to Personal Advisers and residential staff, with a plan to widen to Social Workers.

Looked After Children Convictions: (Page 28)

Note: No new data available since the May 2017 Corporate Parenting Board.

Improvement:

4.12.01: Number of young people who have been looked after continually for 12 months or more aged between 10 and 17 who have offended and received a substantive outcome.

From Jan to March 17, 0.87% (3) YP were looked after continually for 12 months or more aged between 1 and 17 who have offended and received a substantive outcome. This figure is lower than April to June 16 data of 1.75% (6). This trend continued for July to Sept 16 and Oct to Dec 16 also. The % cumulative Offending data figure is 6.14% for period April 16 to March 17. There is no comparison data available.

Head of Service Narrative – Richard Ian Smith

LAC: The number of LAC young people who have offended in the 4th quarter is 0.87% which compares with 0.93% at the same period last year. For the year 2016/17 the figure is 6.14% This is a slight increase on the total for the year 2015/16 which was 5.9% For the year 2016/17 44.4% of LAC young people completed their orders successfully, compared to 29% for the previous year 2015/16. Over the same period 2016/17 64% of the general population completed orders successfully compared with 69.7% 2015/16. Thus, the year on year increase in successful completions by LAC from 29% in 15/16 to 44% in 16/17 gives a clear indication that the YOT is achieving its aim of bringing the successful completion rate of LAC young people more into line with that of the general YOT population.

Care Leavers: (Page 29)

Currently 212 care leavers are receiving leaving care services.

Current Issues:

5.01.10 Care Leavers Employment, Education and Training

In April 17 44.8% (95) of care leavers who were receiving leaving care services were in education, employment or training (EET)- this is an increase of 17 children from March 17 38% (78).

Improvement:

5.01.04 Children in care aged between 17 and 18 with an allocated personal advisor

In April 17, 75.41% of children had an allocated Personal Advisor. This is an improvement of 35% from March 17 (40%).

5.01.08 Local Authority in Touch with Care Leavers

In April 17, 95.8% of care leavers were still in touch with the Local Authority - this is an increase of 11.3% from March 17 (84.5%).

5.1.09 Care Leavers in Suitable Accommodation

In April 17, 86.3% (183) of care leavers were in suitable accommodation - this is an increase of 8.6% from March 17, 77.7% (160).

5.01.11 Number of Care Leavers with a Pathway Plan

In April 17, 92% of care leavers had a completed Pathway Plan - this is an increase from 88.9% March 17.

Head of Service Narrative – Julie Mepham

Work with Performance Information Unit has ensured that the right information is captured from the Personal Advisor (PA) forms to improve recording and allow meaningful analysis of the service position. Our current position is poor but improving.

There has been a marked improvement in the percentage of young people who are in touch with the service. Only 4.2% are now NOT in touch. The percentage in suitable accommodation has increased by 8.6% (23 young people) and 17 more young people are now recorded as in EET.

There has been an improvement of 12 in the number of Care Leavers with a pathway plan recorded. Whilst compliance is improving, the next step is to ensure that the quality of plans is good or better.

Adoption: (Page 33)

Current Issues:

5.02.01 Number of Children Adopted as a Percentage of Children Leaving Care

In the 12 months to April 17, 46 children left care as a result of Adoption or 16.7%, a slight increase from March 17. There has been a steady increase since 12 month low in Nov 16 of 15.2% (39). However, it remains below comparator data (Statistical Neighbours 2015/16 = 21.4%)

Improvement:

5.02.03 A1 Average timescale (days) between the child coming into care and being placed with the adopter

Improvement Plan Success Measure: 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)

There has been improvement month on month from 1,033 days in June 16 to 370 days in April 17.

5.02.05 A2 Average timescale (days) between Kirklees council receiving court authority to place a child and the council deciding to match the child with an adoptive family

Improvement Plan Success Measure: 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). Note: Kirklees provisional outcome for 2015/16 is 337 days.

In April 17 there were 146.6 days between receiving court authority to place a child and deciding on a match to an adoptive family. In line with Improvement Plan Success Measure, this rate is below the Statistical Neighbours/England rates for 2015/16 of 248/243 days.

5.02.10 Number of children waiting to be placed in adoptive placements

In April 17 there were 20 children. This is lower than Feb 17 and Mar 17 figure of 27 children. This is the lowest figure since Oct 16 (15 children).

Head of Service Narrative – Linda Patterson

5.02.03 A1 Average timescale (days) between the child coming into care and being placed with the adopter:

There continues to be evidence of an improving trend in timescales with current performance showing 370 days from a child coming into care and being placed with an adopter, significantly better than the DfE threshold. A representative of One Adoption (West Yorkshire) is now a member of our Legal Gateway and Permanence Panel. One Adoption is tracking all Kirklees children who have a provisional or confirmed plan for adoption.

5.02.05 A2 Average timescale (days) between Kirklees council receiving court authority to place a child and the council deciding to match the child with an adoptive family:

There continues to be improvement in this area with current performance being at 146.6 days and is improving towards the DfE threshold of 121 days. This cohort remains small

and any delays in placing a child after court authority to place, impacts on the performance. We are working in collaboration with One Adoption West Yorkshire to ensure timely matches to carers. For example, at 12th June Adoption Panel one child was matched after 38 days from the making of the Placement Order and the other after 75 days.

Adopters: (Page 39)

Current Issues:

6.01.02 Adopter Initial Enquiries

There were 116 initial enquiries during the 12 month rolling period running up to April 2017 - this is lower than 132 in March 17. The number has declined month on month from 221 initial enquiries at May 16.

6.01.03 Started/Completed Adopter Approval Process, Average Duration

Stage 1: At April 17, 16 Stage 1's were completed (same in March 17), this is slightly higher than 15 in Feb 17. **Stage 2:** At April 17, 23 Stage 2's were completed (same in March 17). The average time to complete Stage 2 at April 17 is 86.4 (no change from March 17), however, this has increased month on month from 74.8 in Oct 16.

Head of Service Narrative – Sarah Johal, Service Manager, One Adoption Yorkshire

Kirklees is no longer responsible for the recruitment, assessment and approval of adopters. Since January 2017, all prospective adopters who have approached Kirklees have been recorded within the Leeds City Council's database (Leeds are the host for the One Adoption Agency). A standardised process has been in place across the 5 Local Authorities in West Yorkshire in terms of recruiting and assessing adopters in anticipation of the implementation of One Adoption from 1 April 2017.

Going forward, performance information regarding the timescales for the assessment and approval of adopters will need to be requested from One Adoption as this data will not be collated by Kirklees Council.

Foster Carers: (Page 41)

Current Issues:

6.02.01 Initial contacts in month, foster carer initial response in month and awaiting essential info part one in month

Awaiting Essential Info Part 1: Initial Contacts were lower in April 17 (15) compared to Mar 17 (29). The rolling 12 month average per month is 23. Foster Carers Initial Response were lower in April 17 (18) compared to Mar 17 (30). Average per month is 19. Awaiting Essential info Part 1 in month was higher in April 17 (11) compared to March 17 (7).

6.02.07 Fostering Approvals - In-house approvals and other approvals (IFA/OLA)

In House Approvals: In Apr 17, there were 2 approvals. The figure was zero in both Mar 17 and Feb 17.

Other Approvals: In Apr 17, there were 4 approvals. The figure was 13 in May 16 and the rate has varied over the past 12 months, with spike in Jun 16 (17).

6.02.09 Foster Placements Split

Internal Fostering: There were 225 in-house placements in April 17. This is the highest figure since Jul 16 (224).

Friends & Family Placements: In Apr 17, there were 91 F&F Placements. The figure was 90 in Mar 17. The number has decreased during the past 12 months from 80 in May 16 to a low of 65 in Oct /Nov 16.

Independent Fostering Agency Placements: In Apr 17, there were 163 Independent Fostering Placements, which is lower than Mar 17 (188). The figure was 161 in April 16 and the rate has steadily increased month on month before dropping in April 17 to 163.

Head of Service Narrative - Rob Finney – Service Manager / Julie Mepham – Head of Service

Initial contacts have dropped in April 17 to 15, which is below the year average of 23. Data integrity checks are being carried out on this area of recording.

Our target for the next three years is to recruit an additional 22 carers (net gain) per year over the next three years. We currently have 22 Form F assessments being undertaken. This potentially puts us on track for well exceeding our first year target.

The number of foster placements has increased from 217 in March to 225 in April and Independent Fostering Agency Placements have reduced from 188 in March to 163 in April. I would expect that as our pool of carers grows then we will make more internal placements at a ratio of up to 1.5 children per carer. If the LAC population remains stable this will mean that we will be able to reduce the number of IFA and external placements to ensure that children are looked after in Kirklees (wherever possible). This shift will also make significant financial savings.

More focused recruitment activity is taking place with further development work in the service concentrating on 4 areas: compliance, quality assurance, business planning and leadership and management. There is good reason to be optimistic that the service can become good given the time to implement and embed change, building on good resources and many areas of positive practice already in place.

Workforce: (Page 44)

Summary

The service total has increased to 94.62 FTE agency staff, equating to 27.4% of the overall Social Work Capacity of 345.70 FTE. The majority of agency staff are in Assessment & Intervention (69.62 FTE). The agency percentage has been impacted by the loss of Kirklees Social Work staff to One Adoption as part of the regional arrangements. The service average caseload continues to fluctuate around the 18 case mark. Also most teams show a fluctuating picture. There has been a further reduction in the Disabled Children's Service Social Worker caseloads. At the end of April 2017, the highest caseloads were seen in Assessment & Intervention Teams 5 and 11 at 30.7 and 30.4 children respectively.

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Name of meeting: Corporate Parenting Board
Date: 04/7/2017
Title of report: Fostering Service

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?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Director</u> & name Is it also signed off by the Director of Resources? Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	
Cabinet member portfolio	Cllr Erin Hill

Electoral wards affected: ALL
Ward councillors consulted: NIL
Public or private: PUBLIC

1. Purpose of report

The purpose of this report is to brief the Corporate Parenting Panel on the current developments in the Fostering Service.

2. Summary

The service has just reported to Ofsted the Fostering data set for 2017. Following this Rob Finney has met with the performance team and the Liquid logic teams to ensure that the systems that we build for the future enable us to report in the necessary fields in an efficient way as this data gathering was labour intensive.

What the data set tells us is that of 31st march 2017 we had:

198 fostering households and

262 fostered children.

The report demonstrates that we have looked after some very complex young people in the service. Whilst the vast majority of young people enjoyed very settled placements a number of young people were considered to be at risk of CSE or had multiple missing episodes. **However, no young people**

in our placements were considered to have actually experienced CSE whilst in placement. For example, one young person was missing 24 times.

This gives us an opportunity to analyse what our response was at the time and what learning was done from these placements and how we increased our assessments of the young people's needs. This work will be done over the coming weeks.

We are working on implementing a quality assurance framework within fostering including good quality data analysis around compliance; file audits, direct observations of practice and analysis of systems and processes. These plans have been discussed fully at QPRM and will be implemented over the coming weeks. The management team have embraced thi

3. Information required to take a decision

That the Board read the report and take into consideration the content of the summary.

4. Implications for the Council

Increasing the sufficiency of accommodation will have very substantial cost savings for the authority. This will also enable us to provide the best quality of care to our children that we will manage and control.

5. Consultees and their opinions

6. Next steps

7. Officer recommendations and reasons

- That the board take note of the information contained within the report.

8. Cabinet portfolio holder's recommendations

9. Contact officer: Rob Finney Rob.Finney@kirklees.gov.uk

10. Background Papers and History of Decisions

11. Assistant Director responsible: Anne Coyle

Family Support and Child Protection



Statutory Complaints, Compliments & Representations

Annual Report 2016/2017

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1. Introduction

- 1.1 This report provides information on Compliments, Representations and Complaints received by Kirklees Directorate for Children and Adults Service between 1st April 2016 and 31st March 2017.
- 1.2 The Council operates three separate complaints procedures:
- Complaints about Children's Social Care services are subject to statutory regulations under the Children Act 1989.
 - Schools have a duty under the Education Act 2002 to have their own complaints procedure and the Local Authority continues to provide information and guidance to parents, pupils, school leaders and Governors in order to promote resolution of complaints about schools.
 - Other complaints which do not fall into the aforementioned are processed under the corporate complaints procedure.
- 1.3 This report provides information on the Statutory Complaints Procedure and compliments received by Family Support and Child Protection.

2. Children Act Complaints (Statutory Complaints)

2.1 PURPOSE OF THE REPORT

This report provides information about compliments and complaints under the Children Act 1989 complaints procedures for children, young people and their carers. The report relates to complaints received during the twelve months between 1 April 2016 and 31 March 2017.

Under the Children Act 1989 the provision of an Annual Report is a statutory requirement.

2.2 STAGES OF THE PROCEDURE

The Complaints Unit plays an active role in seeking early resolution by advising the service and the complainants. The majority of complaints were resolved by this approach without being registered as a formal complaint under the statutory complaints procedure.

The statutory complaints procedure has three stages.

Stage One. This is the most important stage of the complaints procedure. Children Social Care Service teams and Independent Providers providing services on the Council's behalf are expected to resolve complaints at this initial point.

The Council's complaints procedure requires complaints at Stage One to be responded to within 10 working days (with an automatic extension to a further ten days where necessary).

Stage Two. This stage is usually implemented where the complainant is dissatisfied with the findings of Stage One. Stage Two is an investigation usually conducted by an Investigating Officer with an Independent Person. An Independent Person must be appointed to the investigation (regulation 17(2)). The Independent Person should be in addition to the Investigating Officer and they must be involved in all aspects of consideration of the complaint, including any discussions about the action to be taken in relation to the child.

The Manager responsible for the service complained about adjudicates on the findings.

Stage Two complaints falling within the Children Social Care Service statutory complaints procedures should be dealt with in 25 days, although in certain cases this can be extended to 65 days.

Stage Three. The third stage of the complaints process is the Review Panel. Where complainants, who are not satisfied with the response at Stage Two, wish to proceed with complaints about Children Social Care Service functions, the Council is required to establish a Complaints Review Panel. The Panel makes recommendations to the Assistant/Director of the service who then makes a decision on the complaint and any action to be taken. Complaints Review Panels are made up of three independent panellists.

There are various timescales relating to Stage 3 complaints. These include:

- setting up the Panel within 30 days
- producing the Panel's report within a further 5 days
- producing the Local Authority's response within 15 days.

A further option for complainants is the Local Government Ombudsman (LGO) who is empowered to investigate where it appears that a Council's own investigations have not resolved the complaint. Complainants can refer their complaint to the LGO at any time, although the Ombudsman normally refers the complaint back to the Council if it has not been considered under the Council's procedure first.

2.3 ACCESSIBILITY OF THE COMPLAINTS PROCEDURE

- **Complaints Leaflets** – Child friendly leaflets are distributed to all residential homes. All children are given a copy of the complaints leaflet at assessment and/or reviews.
- **Community Languages leaflets** - these are available in Chinese, Gujarati, Punjabi, Urdu and Polish. In addition the Complaints Manager speaks three languages.
- **Internet** – The complaints procedure is available on the Kirklees website.
- **Pledge** – Children and young people can access the complaints procedure through the internet using the pledge link:
<http://www.kirklees.gov.uk/beta/young-people/in-care-in-kirklees/our-pledge.aspx>
- **Children Rights Service** - this service advocates on behalf of a young person to access the complaints procedure. All children and young people who make a complaint are informed of this service.
- **Visually impaired** – The complaints procedure is available in braille, CD, video and large print.

3. STATISTICAL SUMMARY OF COMPLIMENTS RECEIVED FROM 1 APRIL 2016 TO 31 MARCH 2017.

Compliments by Service

Service Area	2012/13	2013/14	2014/15	2015/16	2016/17
Disabled Children's Service	6	5	3	1	0
Assessment and Intervention	2	6	2	4	15
Children's Residential	17	7	3	9	2
Children & Disability Residential	5	8	8	2	2
Fostering/Placements	2	4	7	9	11
Looked After and Care Leavers	1	3	5	2	12
Youth Offending Team	0	0	1	0	2
Children's Rights	5	3	2	6	1
Family Support / Early Help	0	0	2	0	0
Contact team	1	2	0	0	0
Adaptions Team	0	1	0	3	0
Child Protection & Review	0	2	0	1	2
Emergency Duty Team	0	1	0	0	0
Integrated Youth Support	0	1	16	3	2
Total	39	43	49	40	49

In this reporting period, **49** compliments were recorded by the Complaints Unit.

It remains impossible to determine the number of compliments received about the service accurately because most compliments are received directly by front line staff and managers and they do not always record and inform the Complaints Unit for registration. The Complaints Unit encourages as many managers as possible to pass on compliments so that they can be recorded centrally and the service can learn from the views and experiences of service users and carers.

7 Compliments were received directly from young people about Residential Care, Looked After Children and Fostering service.

Examples of compliments received:

- A young person complimented staff at the children's home and said 'I would like to say a massive thank you to ALL of the staff for making the best place environment for us. I really appreciate all the hard work. However, I still think I should become a member of staff here!'
- Management received a compliment about the social worker who worked on a complex case where several Local Authorities had been involved. Her work was described by the person making the compliment as; very high quality; the social work assessment was carefully analysed and concluded with a well devised care

plan for rehabilitation. Despite, the challenge of lack of cooperation from the family members.

4. ALTERNATIVE DISPUTE RESOLUTION

The Complaints Unit played a key role in mediating between the complainant and the service. It is in the complainants and the service best interest to try and resolve complaints as close to the root as possible. This approach helps to improve the relationship between the complainant and the service.

It is acknowledged that early intervention may resolve issues raised by the complainants without the complainant feeling the need to resort to the formal complaints process.

88 representations were dealt with during 2016/17 through Complaints Unit Intervention. This is when the Complaints Unit agreed with the person raising the concerns/complaints that the informal resolution was appropriate without denying the complainant's right to use the complaints procedure, if dissatisfied with the response.

Below is a breakdown of the outcomes as a result of Complaints Unit Intervention:

Outcome of Complaints Unit Intervention	2012/13	2013/14	2014/15	2015/16	2016/17
Service Resolved Informal Complaint	55	19	30	7	8
Legal Proceedings Ongoing/Risk Insurance	2	8	1	11	7
Complainant does not qualify due to confidentiality	3	2	2	0	1
No further contact from complainant	3	0	1	1	1
Complaint not resolved	0	1	0	1	2
Referred to LGO	0	0	0	0	1
Complainant/service advised response satisfactory	0	34	41	72	44
Complaint withdrawn	1	1	0	1	2
Cllr or MP enquires	0	11	2	6	17
Referred to Service	0	10	3	4	5
Total	64	96	84	103	88

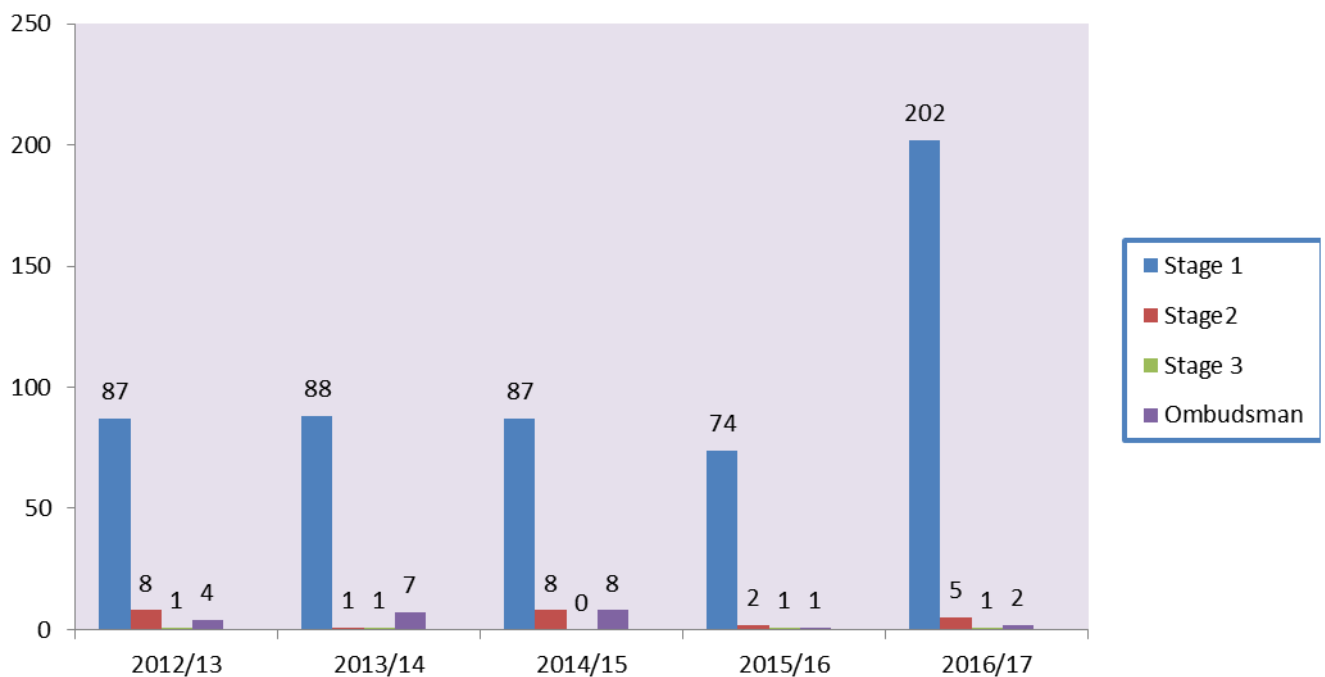
The number of complainants satisfied without recourse to the complaints procedure has reduced slightly. The Complaints Manager believes that this is because complainants are more determined to use the complaints procedure rather than informal resolution. The approach to resolving complaints as close to the root as possible is effective and in the best interest of both complainant and service.

5. STATISTICAL SUMMARY OF COMPLAINTS RECEIVED FROM 1 APRIL 2016 TO 31 MARCH 2017

5.1 STAGE ONE ANALYSIS OF COMPLAINTS

Below shows the number of people who made complaints and enquiries through the various stages of the statutory Childrens Act Complaints Services procedure over the last 5 years:

	2012/13	2013/14	2014/15	2015/16	2016/17
Stage One	87	88	87	74	202
Stage Two	8	1	8	2	5
Stage Three	1	1	0	1	1
Ombudsman	4	7	8	1	2
Total	100	97	103	78	210



This report will provide information for 2016/17. In 2016/17 there were **202** complainants whose complaints were registered at Stage One. There is a significant increase in complaints compared to the previous year. This may be due to the impact of the publication of the Ofsted report.

The Complaints Unit continues to be successful in consistently encouraging the service to resolve the complaint as close to the root as possible to the complainants satisfaction.

It can be noted from the table below that most of the preferred methods of initial contact with the Complaints Unit by service users and carers was either telephone, email or use the complaints leaflet.

Complaints - The overall preferred methods of contact are shown below:

Methods of contact	2012/13	2013/14	2014/15	2015/16	2016/17
Leaflets	16	16	20	23	32
In Person	4	9	7	1	1
Letter	16	13	12	8	18
Email	12	19	24	12	58
Telephone	34	25	20	22	76
Via the Ombudsman	0	0	0	0	0
Internet: 'Smile' database	4	6	4	8	13
Other	1	0	0	0	4
Total	87	88	87	74	202

Majority of the Formal Stage One complaints in the table below are from parents or young people directly. This demonstrates that young people are aware of and have access to the complaints procedure and are voice their concerns.

Complaints – How Involved (relationship with child).

Complainant – How Involved	2012/13	2013/14	2014/15	2015/16	2016/17
Parent	47	47	30	35	114
Young Person	20	22	36	30	53
Relative	16	10	12	6	24
Foster Carer	0	4	8	2	10
Other Person	4	5	0	1	1
Solicitors	0	0	0	0	0
Ex-service user	0	0	1	0	0
Total	87	88	87	74	202

Complaints received by Service Area

Below is a breakdown of complaints by service area.

Most of the complaints received are about; Assessment and Intervention; Looked After and Care leavers.

Out of the 53 young people that complained 26 complained about Looked After and Care Leavers service; 17 young people complained about Residential Care ; 8 about Assessment and Intervention; 2 about the Fostering/ Placement .

This demonstrates that the services encourage young people to use the complaints and compliments procedures and work effectively in line with safeguarding principles to ensure that children have a voice and have a say about the quality of care they are receiving.

Service Area	2012/13	2013/14	2014/15	2015/16	2016/17
Assessment and Intervention	54*	45*	28*	24*	101*
Disabled Children's Service	3	26	4	6	12*
Children Residential	11	10*	18*	16*	20
Children & Disability Residential	0	0	0	0	2
Fostering/ Placement	3	8*	5	4	12*
Looked After and Care Leavers	14	20*	31*	21*	51*
Family Support /Early Help	1	1	1	1	9*
Child Protection & Review	2*	6*	1	5*	2*
Contact Centre	2	1	1	2	0
Emergency Duty Team	0	0	0	0	1
Integrated Youth Support	0	0	0	0	1
Other	0	0	1	2	1
Total	90	94	90	81	212

*Eight Complainants, complained about more than one service. The services that they complained about were: Assessment and Intervention; Disabled Children Service; Fostering/ Placement; Child Protection & Review. Looked After and Care Leavers.

Outcome of Complaints

Outcome of Stage One Complaints

There were 202 complainants who had complaints registered at Stage One. Each complainant raised more than one issue.

Below is a breakdown of the outcome of Stage One complaints received. It can be noted that of the completed investigations, largest number were consistently not agreed.

Analysis of Stage One issues

Outcome	2012/13	2013/2014	2014/15	2016/16	2016/17
Not Agreed	96	88	91	56	178
Partially Agreed	34	26	7	29	95
Agreed	39	26	35	17	106
Total	169	140	133	102	379

Below is a breakdown of the types of issues/complaints made by the complainants at Stage One

Issue	Total 2012/13	Total 2013/14	Total 2014/15	Total 2015/16	Total 2016/17
Delay in Provision	4	1	0	4	8
Failure to consult/communicate	34	14	21	23	115
Welfare Issue	10	7	6	5	31
Inappropriate Management	3	9	4	1	4
Inaccurate Decision Making	5	1	11	6	33
Issues relating to Staff	49	56	43	24	61
Bullying by Service User	3	2	4	2	9
Service Provision/Assess	9	17	15	15	32
Provision/accuracy of Information	31	16	16	6	27
Financial Problems	5	9	6	4	14
Contact Arrangements	0	0	0	5	25
Other	16	8	7	7	20
Total	169	140	133	102	379

There were a total of 379 issues raised by complainants at Stage One. Most of the issues related to failure to consult or communicate effectively.

Below shows the outcomes of complaints that were partially agreed, agreed or not agreed at Stage One:

Partially Agreed

	Total	Total	Total	Total	Total
Issues	2012/13	2013/14	2014/15	2015/16	2016/17
Delay in Provision	1	0	0	0	3
Failure to consult/communicate	13	3	1	13	49
Welfare Issue	1	0	1	0	5
Inappropriate Management	1	0	0	0	2
Inaccurate Decision Making	1	0	0	0	4
Issues relating to Staff	5	10	2	5	11
Bullying by Service User	0	0	0	0	1
Service Provision	5	2	1	2	3
Provision/accuracy of Information	3	5	1	1	3
Financial Problems	0	3	0	0	4
Contact arrangements	0	0	0	3	6
Other	4	3	1	5	4
Total	34	26	7	29	95

Agreed

	Total	Total	Total	Total	Total
Issue	2012/13	2013/14	2014/15	2015/16	2016/17
Delay in Provision	3	1	0	4	0
Failure to consult/communicate	5	3	4	1	22
Welfare Issue	1	0	1	1	12
Inappropriate Management	0	1	0	1	2
Inaccurate Decision Making	0	1	1	0	6
Issues relating to Staff	12	5	10	3	13
Bullying by Service User	2	2	4	2	8
Service Provision /Assess	0	4	5	1	23
Provision/accuracy of Information	10	5	4	2	9
Financial Problems	2	1	3	0	1
Contact Arrangements	0	0	0	1	3
Other	4	3	3	1	7
Total	39	26	35	17	106

Not Agreed

	Total	Total	Total	Total	Total
Issue	2012/13	2013/14	2014/15	2015/16	2016/17
Delay in Provision	0	0	0	0	5
Failure to consult/communicate	16	8	16	9	44
Welfare Issue	8	7	4	4	14
Inappropriate Management	2	8	4	0	0
Inaccurate Decision Making	4	0	10	6	23
Issues relating to Staff	32	41	31	16	37
Bullying by Service User	1	0	0	0	0
Service Provision	4	11	9	12	6
Provision/accuracy of Information	18	6	11	3	15
Financial Problems	3	5	3	4	9
Contact Arrangements	0	0	0	1	16
Other	8	2	3	1	9
Total	96	88	91	56	178

5.2 STAGE TWO ANALYSIS OF COMPLAINTS

Prior to complaints being considered at Stage Two the Complaints Unit explored with the complainant and the service all reasonable options of resolution. Where this is not feasible, the complaints are registered at Stage Two.

In 2010/11, 7 complainants out of 55 registered at Stage One proceeded to Stage Two – formal investigation.

In 2011/12, 9 complainants out of 97 registered at Stage One proceeded to Stage Two – formal investigation.

In 2012/13 *8 complainants out of 87 registered at Stage One proceeded to Stage Two – formal investigation.

In 2013/14, only 1 complainant out of 88 registered at Stage One proceeded to Stage Two – formal investigation.

In 2014/15, 8 complainants out of 87 registered at Stage One proceeded to Stage Two formal investigation.

In 2015/16, 2 complainants out of 74 registered at Stage One proceeded to Stage Two – formal investigation.

In 2016/17, 5 complainants out of 202 registered at Stage One proceeded to Stage Two – formal investigation.

Below is a breakdown of the Stage Two complaint by service area:

Service Area	2012/13	2013/14	2014/15	2015/16	2016/17
Disabled Children's Service	*1	0	*1	0	0
Assessment and Intervention	*2	0	2	*2	0
Duty and Assessment	4	0	*1	*2	1*
Children's Residential	0	0	0	0	0
Child Protection & Review	0	*1	1	0	1
Fostering/Placements	1	*1	0	0	3*
Looked After and Care Leavers	0	*1	3	0	1
Youth Offending Team	0	0	0	0	0
Children's Rights	0	0	0	0	0
Family Support/ Early Help	1	0	0	0	0
Total	9	3	8	4	6

* Complainant made complaints about more than one service.

There were 5 complaints registered at Stage 2. Each of the complainants raised more than one issue. The outcome of the issues can only be recorded after the investigation and response have been concluded at Stage two. The following table shows the types of issues and the outcome of the complaints on conclusion.

Issues	Partially Agreed	Agreed	Not Agreed
Decision Making	0	0	1
Inaccurate/Failure to provide General Information	1	5	1
Issues Relating to Staff	0	0	1
Welfare Issue	0	0	0
Financial problems	1	0	0
Failure to Consult/Listen	0	1	1
Inappropriate Management	0	0	0
Contact Arrangements	1	0	0
Delays/Quality in Service Provision	1	1	1
Total	4	7	5

There are a total of 11 issues which were partially and fully agreed and 5 issues not agreed.

5.3 STAGE 3 COMPLAINTS – REVIEW PANEL HEARINGS

Complainants who are not satisfied with the stage two responses have a right to have their complaints considered by three independent people who form the Stage Three Panel.

Prior to complaints being considered at Panel the Complaints Unit explored with the complainant and the service all reasonable options of resolution. All complainants were satisfied with the stage two responses. There was only **one complainant** who was dissatisfied with the Stage Two response and proceeded to Stage Three.

The complaint mainly related to: disclosure of information and information not shared appropriately; poor communication.

5.4 OMBUDSMAN COMPLAINTS AND ENQUIRIES:

Complainants have the right to refer their complaints to the Local Government Ombudsman at any time. The Ombudsman will decide whether or not to investigate for maladministration. The meanings of the terminology used by the Ombudsman when terminating complaints are given below:

Outcome	Definition
'preliminary' or 'informal' enquiries	Requesting basic information in the preliminary stages.
investigation discontinued – injustice remedied	Investigation stopped without any recommendations, because the Local Authority may have put things right. .
Not to initiate an investigation	No or insufficient evidence to suggest an investigation is appropriate.
Outside Jurisdiction	The issue is not one the Ombudsman can deal with.
Investigation complete, satisfied with authority's actions, not appropriate to issue report	This is now covered under one of the following: <ul style="list-style-type: none"> • Upheld: Maladministration and Injustice • Upheld: Maladministration, No Injustice • Not upheld: No Maladministration
Investigation complete – Maladministration and injustice	Investigation completed with evidence of maladministration and injustice caused to the complainant.
Ongoing/pending	Awaiting final decision.
To discontinue investigation	Investigation has been stopped. No further action is needed as the injustice caused to Mr X by the alleged fault is not so significant that the Ombudsman would recommend a remedy.
Assessment/enquiry	Collecting basic information prior to being passed to an investigator.
Not upheld; no further action	No fault found & no further action required.
Not upheld; no maladministration	Complaint investigated, council has not acted with fault.
Closed after initial enquiries; out of jurisdiction	Early decision made not to investigate complaint. May be out of jurisdiction/cannot lawfully investigate/inappropriate to investigate. Early assessment may show an investigation could not achieve anything.
Upheld; maladministration & injustice	Authority found to be at fault, evidence of injustice caused to the complainant. Recommend how the organisation should put things right.

Breakdown of Ombudsman complaints and enquiries

Outcome	2012/13	2013/14	2014/15	2015/16	2016/17
Assessment/enquiry	0	1	0	0	0
investigation discontinued – injustice remedied	0	0	0	0	0
Not to initiate an investigation	2	2	0	0	0
Closed after initial enquiries; out of jurisdiction	1	3	4	1	1
Not upheld; no maladministration	1	0	1	0	0
Upheld; maladministration & injustice	0	1	1	0	1
Ongoing/pending	0	0	0	0	0
To discontinue investigation	0	0	0	0	0
Not upheld; no further action	0	0	2	0	0
Total	4	7	8	1	2

There was one complainant who contacted the Local Government Ombudsman. The Ombudsman decided not to investigate after making initial enquires as the complaint was outside the ombudsman jurisdiction.

The Local Government Ombudsman found maladministration in one complaint due to delays in the complaints procedure. The Children Act statutory Complaints Procedure is in place to provide complainants with a clear time bound method of complaining. We failed to follow that process in a timely manner.

5.5 TIMESCALE PERFORMANCE

The table below shows that all complaints were acknowledged within 3 working days.

Days Acknowledgement Letter sent within	Total	Average Days	Within 3 Working Days	After 3 Working Days
2012/13	87	3	87	0
2013/14	88	3	88	0
2014/15	87	3	87	0
2015/16	74	3	74	0
2016/17	202	3	202	0

Stage One responses	Total	Average Days	Within 10 Working Days	Within 20 Working Days	After 20 Working Days
2012/13	87	22	37	25	25
2013/14	88	18	41	28	19
2014/15	87	14.5	42	31	14
2015/16	74	16.4	37	25	12
2016/17	202	20	81	68	53

Majority of the complaints are consistently responded to within 10 working days. The complaints that take longer than 20 working days were complex and the complainant was kept informed. Some of the delays in responding were due to the service changes and change management.

Stage Two Response	Total	Average Days	Within 25 Working Days	Within 65 Working Days	After 65 Working Days
2012/13	8	166	1	2	5
2013/14	1	99	0	0	1
2014/15	8	67	1	3	4
2015/16	2	105	0	0	2
2016/17	5	70	1*	2*	2

*One complaint is ongoing.

The reason why complaints investigations were not completed within 25 working days was due to the following reasons: the amount of information to be reviewed; the number of people to interview; staff unavailable during holidays and sickness; availability of the investigating officer. The complainants were notified and accepted the reasons for the delay.

The Complaints Unit monitor complaints to ensure that response times are met as far as reasonably possible and ensure complainants are kept informed.

5.6 COMPENSATION PAYMENTS

Under Section 92 of the Local Government Act 2000, Local Authorities are empowered to remedy any injustice arising from a complaint.

If a service user makes a complaint to the Ombudsman and the Ombudsman finds the Council guilty of maladministration, then it is open to the Ombudsman to make a recommendation that compensation be paid by the Council to the complainant.

No payment was paid out in compensation.

6. SERVICE IMPROVEMENTS

At all stages, any lessons/findings identified through complaints are followed up by managers in staff supervision to inform individual learning and development.

The Complaints Unit monitors the implementation of recommendations made and agreed at Stage Two, Stage Three and those made by the Local Government Ombudsman.

At Stage Two the Adjudication Manager meets with the Investigating Officer, Independent Person and Complaints Manager to discuss the findings from the investigation and any lessons to be learned. An Action Plan is agreed and monitored by the Complaints Unit to ensure implementation.

At Stage Two, following formal investigation, the appointed Adjudication Manager always apologised where complaints were agreed and acted upon recommendations related to service improvement.

There were various actions and learnings to the complaints which cannot be shared in this report without identifying the complainant.

The following are examples of learning or action taken as a result of responses to complaints through to the statutory complaints procedure:

- Responding Managers always apologise to complainants and gave assurance that the error would not re-occur.
- Officers were reminded of the importance of visits being conducted in a timely manner and where delays are unavoidable for the family to be contacted.
- The practice of earlier oversight of family networks and a genogram to be produced at the start of any social care intervention was highlighted. This would then ensure that all had a full understanding of the family and ensure more timely decisions were made.
- The importance of minutes of meetings to be made available as promptly as possible and checked for accuracy before they are shared was emphasised.
- A Social Worker was reminded of the importance of checking the dates of meetings related to casework and the importance of attending Core Group meeting.

- A manager apologised for the disclosure of the complainant's address.
- Apologies were offered for not returning telephone calls.
- An apology was offered due to a Social Worker not visiting when an access visit should have occurred. The Social Worker was reminded of the statutory requirements of Social Workers in Kirklees Children's Services to inform the Team Manager when an access visit is missed so that arrangements can be for a Social Worker to make a further home visit within forty eight hours.
- An apology was offered because a planned visit to the family was significantly delayed.
- A manager noted that recording could be improved to avoid confusion related to the actions/recommendations made and policy/procedures implemented.
- An officer was reminded of the importance of being mindful of the interpretations of suggestions and being clear about advice being given.
- A complaint highlighted the importance of prioritising returning calls, regular communication with parents is required during the process of transferring cases.
- The responding manager apologised and agreed that changes in social workers had an adverse effect on the family.
- A young person was misadvised that she would have to leave the placement. An apology was offered.
- A complaint resulted in a need for a review of procedures for allocating adoption support services where children are considered to be in need or in need of protection is required to ensure that cases are allocated to appropriate teams to offer the best possible support to families, and that this support if provided in a timely way.
- A complaint highlighted the importance of when cases are transferred, the practice of social workers fully familiarising themselves with the case is vital and management reinforced this good practice.

7. DIVERSITY MONITORING

The purpose of collecting information on ethnicity, gender and disability is to be able to measure the extent to which the Complaints Procedure is reaching all service users and/or their carers.

ETHNICITY

The ethnicity of the complainants is majority UK/European, with the next largest ethnic groups represented being Mixed White/Black Caribbean.

Complainants by Ethnicity

Ethnicity	2012/13	2013/14	2014/15	2015/16	2016/17
White/British	60	46	56	44	74
Mixed White/Asian	2	3	5	1	3
Mixed White/Black Caribbean	0	5	4	3	8
Asian/Pakistani	6	3	4	4	17
Black African	1	2	0	1	2
Not Stated	16*	26*	17*	19*	93*
Asian/Indian	1	1	1	1	0
Black Caribbean	1	2	0	1	3
White/Other	0	0	0	0	2
Total	87	88	87	74	202

* Complainants that did not provide information on ethnicity were mainly relatives or parents.

GENDER

Complainants by Gender

Gender	2012/13	2013/14	2014/15	2015/16	2016/17
Female	51	51	47	41	124
Male	33	33	29	27	70
Joint eg: Mr &Mrs	3	4	11	6	8
Not Known	0	0	0	0	0
Total	87	88	87	74	202

8. FUTURE DEVELOPMENT

The Complaints Unit is continuing to provide feedback to managers with suggested amendments, with the aim of improving the quality of response letters to complainants.

The Complaints Manager will continue to attend Team/Service Managers meetings to reinforce the importance of timely responses to complaints, discuss quality of responses and recording learning from complaints.

Formats/template for response letters have been shared with new appointed managers. This will continue.

Weekly performance reports on response times will continue to be sent senior managers with a view to improving response times.

There is no clear protocol for MP and Cllr enquires. Whilst the Complaints unit receives such enquires, a protocol needs to be agreed with senior managers with clear time scales. The Complaints Manager will draft a protocol which will be forwarded to senior management for approval.

An Independent Person has been appointed to review how the complaints procedure was implemented in a complaint that was considered by the Local Government Ombudsman and to identify and learnings.

The Complaints Unit remind managers of response dates as managers find it helpful. The impact on improving stage one response time following the introduction of weekly reports on outstanding responses to complaints to service managers will be monitored.

The Complaints Manager will continue to attend the Quality Improvement Group Meetings.

Quarterly Complaints Performance Reports will continue to be shared with the Service Managers and Learning and Organisational Development this includes examples learning from complaints.

Responding to Complaints will be part of induction for Managers.

If you would like to comment on this report, please contact:

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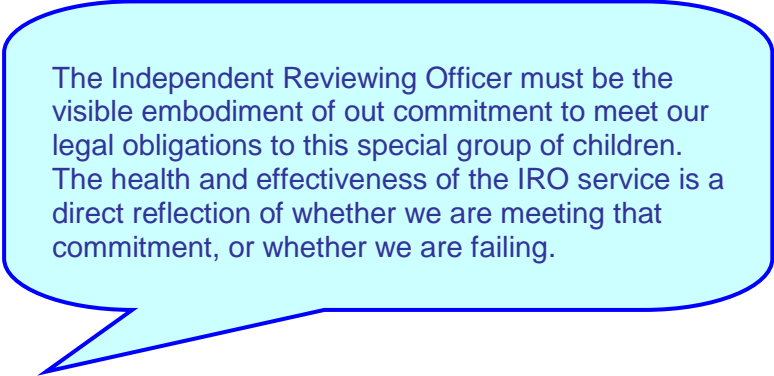
Kirklees IRO Annual Report 2016 to March 2017

The Contribution of Independent Reviewing Officers to Quality Assuring and Improving Services for Children in Care

Purpose of service and legal context

The Independent Review Officers (IRO) role is set within the framework of the IRO Handbook and the Care Planning Regulations. The responsibility of the IRO is management of the Review process which requires regular monitoring between Reviews with young people, parents and professionals. The IRO has a key role on the scrutiny of Care Planning for Children Looked After (CLA) and for challenging drift and delay. Within Kirklees, the IRO function also encompasses children subject to Child protection plans (CPP) as they hold a mixed case load within both areas.

National Children's Bureau research entitled 'The Role of the Independent Reviewing Officers 2014' provided substantial information and findings on the efficacy of Independent Reviewing services and their central role in the child's journey. This report will therefore summarise the learning achieved, identify improvements both achieved and to be developed, but also celebrate good practice. Mr Justice Peter Jackson offered the following comment for IRO's to consider



The Independent Reviewing Officer must be the visible embodiment of our commitment to meet our legal obligations to this special group of children. The health and effectiveness of the IRO service is a direct reflection of whether we are meeting that commitment, or whether we are failing.

This annual report is a requirement under the Care Planning, Placement and Care Review (England) Regulations 2010. It confirmed 'the IRO manager is responsible for the production of an annual report for the scrutiny to the Corporate Parenting board'. This report relates to the period from the 1st April 2016 to 31st March 2017 and will reflect not only our achievements, but also the challenges and changes needed to improve the service for 2017/18.

This report is set out under the following headings based upon the requirements of the statutory IRO handbook (2010):

- *The context of work for IROs in Kirklees*
- *The development of the Independent Reviewing service during this period (including capacity and caseloads)*
- *Key information and performance in relation to Child protection conferences (CPC)*
- *Key information and performance in relation Looked After Children (LAC)*
- *The extent of participation in both LAC Reviews and child protection conferences*
- *The dispute resolution process (DRP)*
- *Challenges faced by the service*
- *Recommendation for future development*

Context

Whilst the Care Planning, Placement and Review Regulations 2010/15 sets out how Local Authorities and their partners should fulfil their responsibilities to care planning, placement and review for LAC, it remains underpinned by the Working Together 2010/13 and the Independent Reviewing Officer (IRO) Handbook. *These underline the critical role of the IRO to promote and enable young people to have a voice, promote their independency, but equally support them to achieve the best outcomes.* If the IRO is to ensure the child's care plan fully reflects and promotes their individuality and global needs to achieve the best outcomes, effective planning and review would be underpinned by thorough assessment and making the right decisions at the right time. It is the child's meeting, but the outcomes should be clear, focused, reflect strengths and achievements of the child and remain active and live. As the voice of the child, the IRO will consider decision making that promotes a stable and a consistent level of care that is both sensitive and appropriate to the individual. It must promote them to flourish, achieve and reach their full potential and where possible, this should be in conjunction with the parent's views. Where planning or delay takes place, the Local Authority will adopt a formal DRP process for the IRO to raise concerns which must be respected and prioritised by practitioners and managers alike. Learning from the Ofsted inspection 2016, the Safeguarding and service standards unit (CPRU) continues to explore our strengths, but also identify what needs to improve. The IRO's span across all service areas and continue to promote discussion and strengthen communication with the child at the central of our involvement.

What are we doing about it?

- *IRO's will prioritise statutory reviews take place within the required timeframes.*
- *Monitoring and audit processes will ensure that cases are effectively progressed to achieve better outcomes for our young people.*
- *Discussion and review has started to take place with all internal teams on the achievements, concerns, DRPs and where developments are needed to improve the services and outcomes for LAC and CPC.*
- *We have an DRP (dispute resolution) process in place which would promote discussion, reflection and evidence based practice*

How does the IRO make a difference in Kirklees?

- *IRO's promote the child's voice and participation within meetings to ensure that they are at the centre of and included within all decision making. This requires that the child is seen before the meeting to ascertain their views or opinions, and develop a consistent relationship with them.*
- *IRO's will ensure the young person not only understands how an advocate could support this process, but also signposting and promoting the use of this.*
- *Whilst chairing the young person's review, the IRO will monitor the progress on a continuous basis. IRO's will ensure it takes place on time and that information or decisions are shared effectively for professionals to act upon.*
- *IRO's will ensure that plans and decisions are based on informed assessments which are up-to-date, effective and live. This would prevent 'drift or delay' in respect of permanency and holding professionals to account.*
- *Where appropriate, IRO's will use the Dispute resolution process (DRP) to highlight where delay has taken place, but also where further intervention is required to meet the needs of the young people.*

Professional Profile of the Independent Reviewing service

The Independent Reviewing service (CPRU), falls within Children and young people directorate and are based at Silver Court, Huddersfield. IROs are part of the Safeguarding and Quality Assurance service. Direct line management is divided between the two Service managers in respect of Child protection and Looked After children. They will in turn report directly the Head of service (HOS) for safeguarding and quality assurance. The Head of the service reports to the Director for Improvement. In common with many other Local Authorities, the service retains the responsibility for independently chairing Looked after children reviews (LAC) and Child Protection Conferences (CPC). All of the IRO's are experienced social workers and are registered with the Health & Care Professions Council (HCPC). Their knowledge, expertise and awareness continue to strengthen the effectiveness and planning.

The service composition is 1.5 (FTE) Service Manager, 17 (FTE) IROs, and 1 PTE LADO officer. From the 17 FTE IRO posts, 4 work part time (18 ½ hours), 10 are full time and there are 6 interim IROs. 1 FTE IRO has resigned from the service in March 2017 and 1 PTE IRO will leave before July 2017. 1 interim service manager joined the service at the start of May 2017, the other PTE returned from secondment at the start of June 2017. The HOS post is currently held by an interim manager. There has been change in the leadership of the service following previous managers leaving the organisation or being seconded to other posts (1 FTE service manager is seconded to the liquid logic implementation until December 2017). Additional posts held under CPRU, and overseen by the HOS are 2 FTE outcome and audit officers and the line management regarding the administration service (business support officers) falls under another directorate. The focus of driving up standards and outcomes for our children remains a priority as does the evidence of strong practice. As part of a wider recruitment campaign, Kirklees will seek to recruit permanent IROs by August 2017. Kirklees will plan to recruit and attract high quality candidates. Like other Local Authorities however, there remains a shortfall of available skilled and experienced IRO's.

Whilst the interim IRO's and managers bring experience and support development throughout the organisation, they equally support the capacity of the service to manage the increased demand of LAC and CP cases. The majority of young people continue to have the same IRO throughout their time in care. However, when 1 (FTE) IRO reported long term sickness absence and 2 interim IRO's left the service in 2017, this meant a small number of our young people experienced changes. There has been an increase in demand for both LAC and CPC which has impacted on the demand and capacity for the service. Whereas the annual report 2015-16, indicate caseloads of between 70 to 100 children, this has reduced to around 70 children per FTE IRO. One of the objectives for the service is to increase and embed stronger communication, development and supportive culture within the organisation. A second would be to support practice development, embed the use of/ training of strengthening family's model at CPC.

In terms of diversity, we have 1 IRO from an Asian background, 1 IRO from South Africa and a cross range of age and gender within the service. IROs have in the past attended and participate within other service meetings and share learning. They offer consultation and advice and provide cover when the LADO is not available. The service managers attend different forums and are expanding the provision of consultation, advice and support on cases where there may be complex issues, or where professionals are seeking advice on the concerns.

Service / IRO manager

The management function over the last year has remained generally the same with attendance and active participation at various forums such as permanency and legal planning panels. Additional expertise and chairing of complex meetings has been incorporated for chairing secure panels, auditing and development of professional practice. Essentially, the key function remains of providing direct operational line management support, Quality assurance functions and decision making to IRO's alongside frequent critical supervision. This enables and supports CPRU to contribute to and share learning/ developments within Kirklees. The IRO manager has a key role in managing and resolving DRPs alongside dealing with service user complaints in a timely manner. These are shared within the organisation to consider the key messages from our young people and key partner agencies for learning. In addition, the role has also offered the provision of consultation to practitioners and other professionals on complex cases.

What are we doing about it?

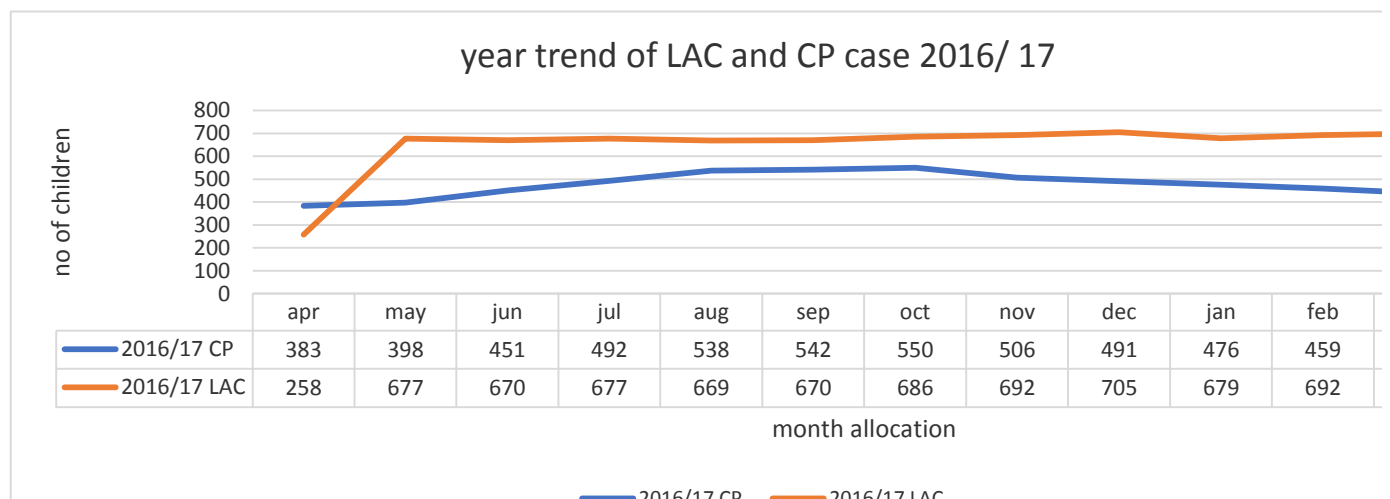
- The new leadership team is driving through the required changes to promote better outcomes for children
- Our objective remains with developing a permanent workforce, but also one that shares learning and strengthening communication.
- The recruitment of a permanent workforce will provide a high level of consistency and stability for our young people, but also reduced the current overspend within the service.
- IRO's continue to develop and perform additional roles that support improvement within the organisation, which strengthens practice, workforce development and relationships. For example, supporting multi/ single agency training
- IRO's continue to actively participate within other forums such as case file audits.
- LADO continues to explore and strengthen relationships, understanding of their role and develop communication with key professionals
- We continue to share learning, supporting organisational development and provide advice or consultation to others
- The LADO service is improving on the outcomes and connections with professionals to established a high level of service

Quantitative information about the Independent Reviewing service

The Independent Reviewing service has embarked on a journey to improve the services for young people, but also clearly demonstrate strong evidence based practice. Whilst we await the arrival of the new IT system (liquid logic), we are using the performance data and reporting information to drive up standards and performance. Review of improving our CPC minutes and recommendations are underway to embed and ensure that they are SMART and promote the child at the centre of our work. One objective remains within CPRU is to increase our use of electronic recording systems and evidence our involvement within the young person's journey. A second key objective would be to ensure our LAC plans, minutes and other key records are both SMART and focused, the footprint of the IRO is evident and clear. In addition, DRP are effective and relevant. Effective scrutiny and review by IRO's would evidence what difference our intervention made or how effective the plan or decisions were. Subsequently, we would challenge at an earlier stage to ensure permanency planning is considered where appropriate or highlight issues where delay has taken place.

Number of children subject to child protection plans or Looked after demands

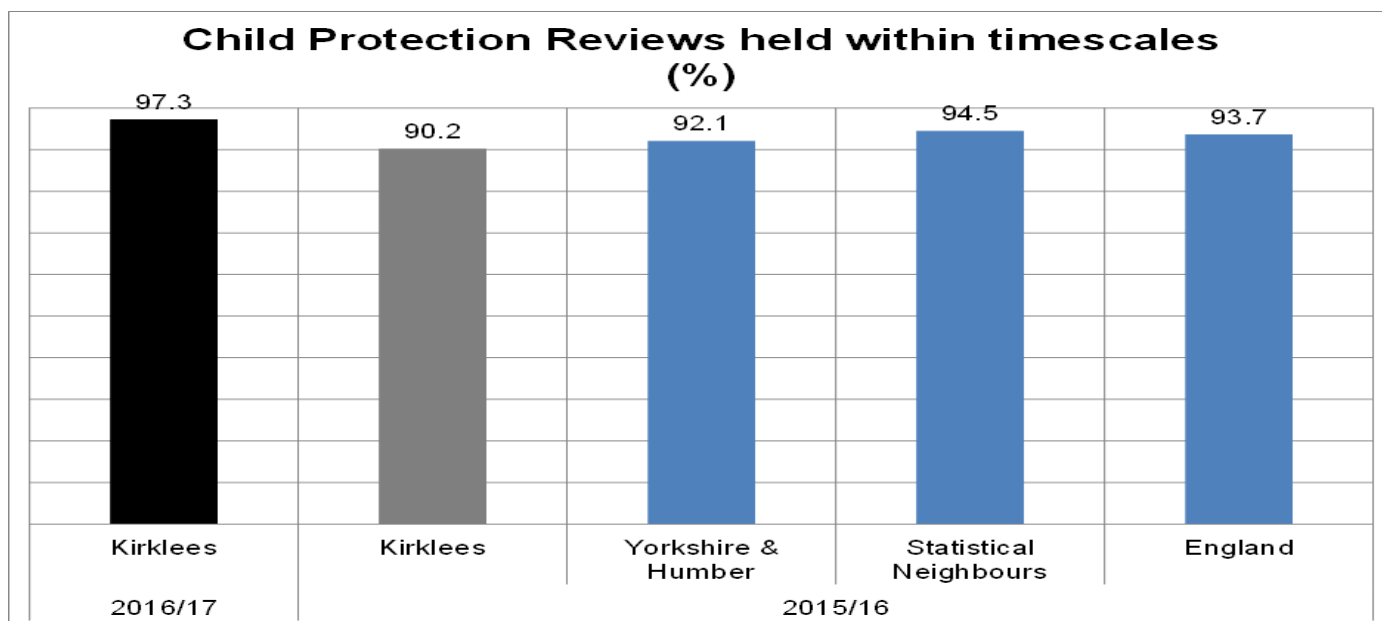
CPRU continues to complete reviews of all relevant children and CPC's. When comparing children subject to both LAC and CPC over the year (see below), this reflected demands have remained high across the organisation following the increase from April 2016. This has placed additional demands on the service to fulfil its obligations and the critically review the needs of the children.



In planning for 2017/18, CPRU will consider the capacity challenges, but also the need for SMART and effective practice. If there is an average of 699 children subject to LAC reviews, this would indicate at least 2-3 review meetings per year for each young person (dependent on court proceedings, significant events and placement moves (there were 975 over the last year of which 60% only moved once). In terms of child protection, if the average number of children is 438 subject to a CPP, this would mean at least 2-3 meetings per year dependent on change of status such as step up/ down from LAC to CPC or whether the IRO makes the decision to hold reviews at shorter periods if there is a significant risk or say court proceedings. In summery and without considering the mid-way reviews, meetings with social workers/ professionals and young people: there could be around 3411 LAC reviews or conferences that the IRO would need to chair and prepare for. This would not consider the high number of young people considered as LAC, but currently placed more than 20 miles outside of Kirklees (95).

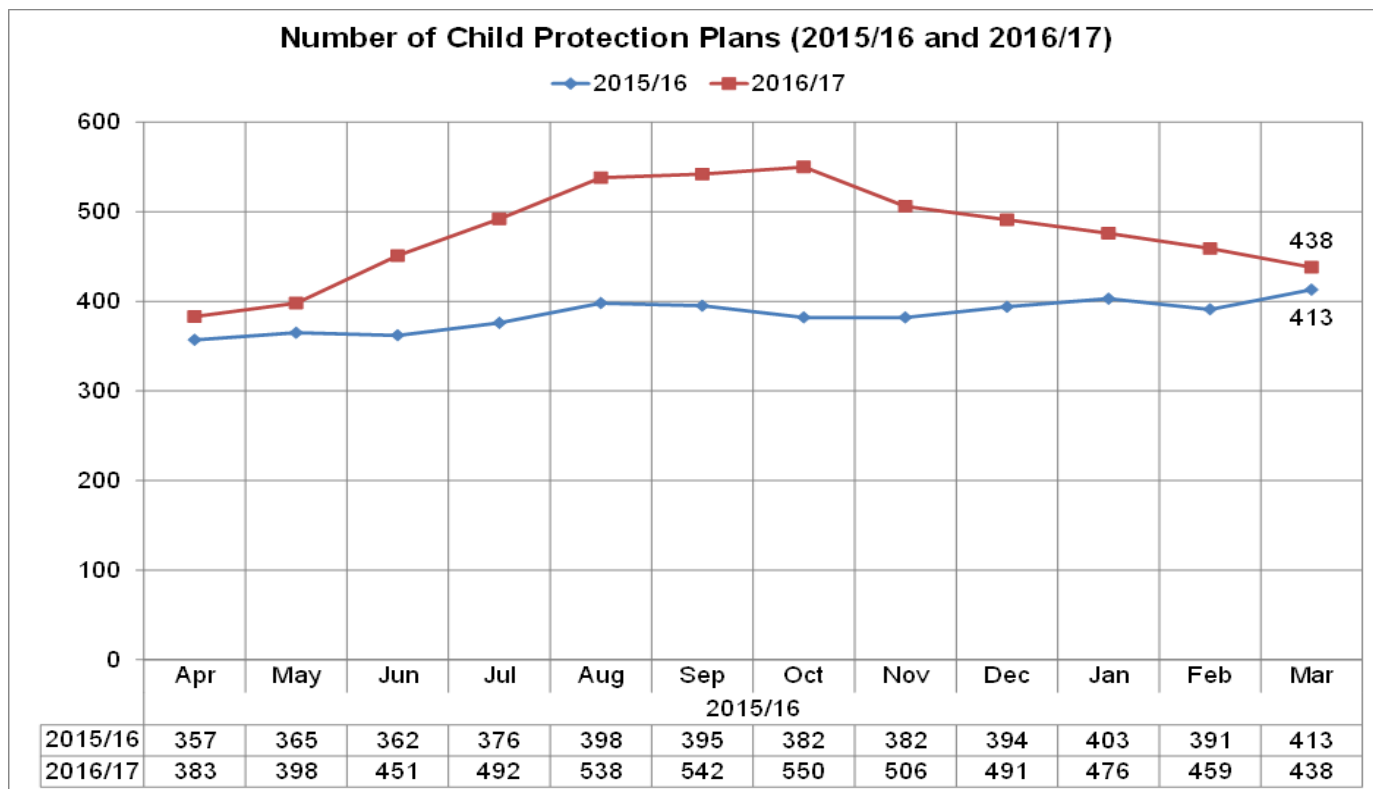
Performance and data analysis: child protection plans and conferences (CP)

Timeliness of child protection conferences: There are challenges regarding strategy to ICPC timescales being met. Part of this relates delay with invitation lists being returned, social workers providing reports on time and ensuring the parents have seen them. Other factors are late notification to CPRU or where data/ episodes are not fully recorded. For example, the number of recorded ICPCs chaired by IROs between April 2016 and March 2017 was 818, 426 of which were within 15 days of the start of the S47 enquiry. However, the number of S47 enquiries that were recorded as requiring an ICPC was 1,169. There are major recording issues in this area of work. There were 441 CPP review conferences in 2016/17 of which 429 (97.3%) were within timescales. This is being explored with assessment and intervention managers, whilst at the same time: the IRO manager is now securitising all new requests. Key messages are shared when IRO's attend team meetings to improve performance, but also the quality aspects and information sharing. If comparing data to our statistical neighbours, whilst the report reflects we achieved 97.3% below: this remains as an area to improve.

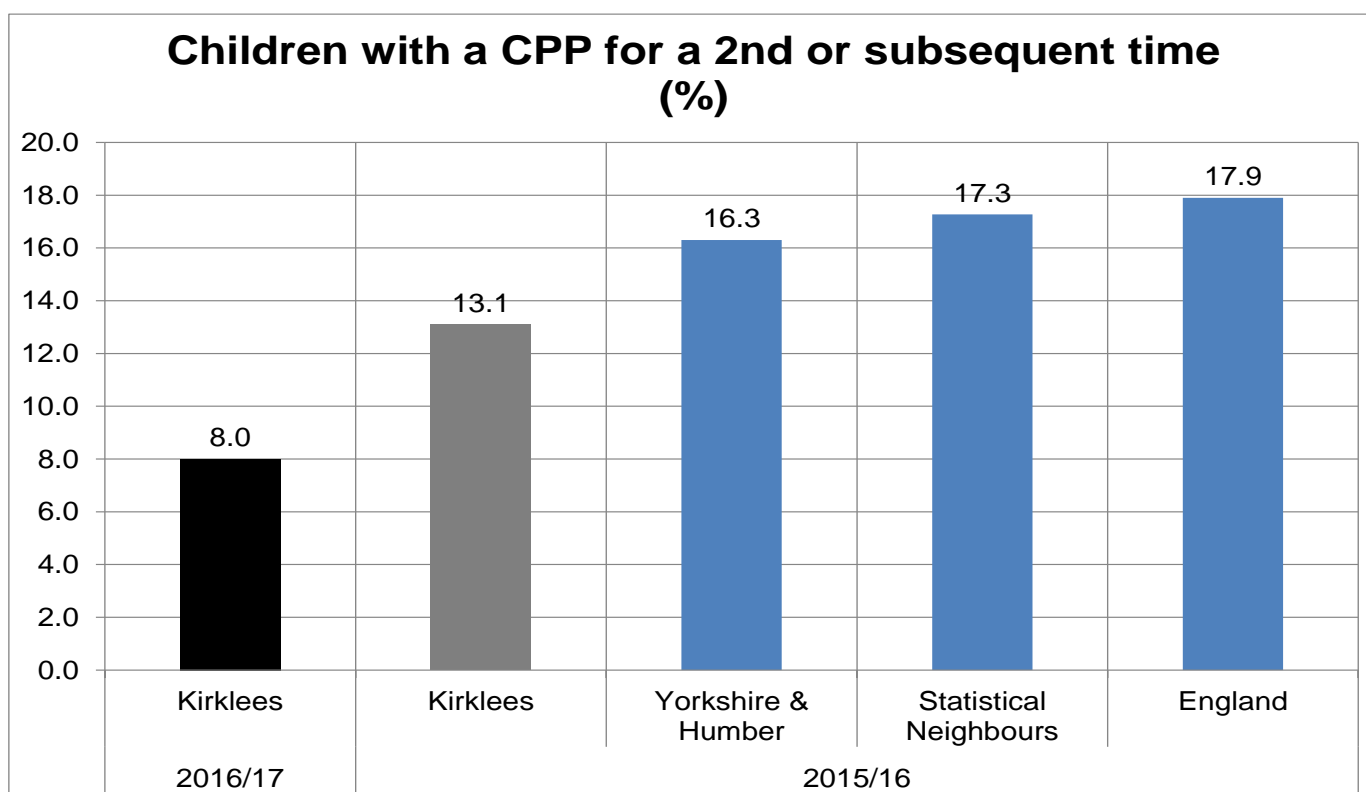


In 2017/18, one objective is to produce live data and analysis that demonstrates evidence of performance across the service and organisation, and to use this to improve decision making, outcomes and achievements. This will incorporate key partner agencies and their active participation when considering risk analysis. One challenge to achieve this surrounds the timeliness from the strategy meeting/ decision to when the initial CPC takes place. The chart below reflects some of the peaks in the year, but the need to have a consistent performance. Other objectives for CPRU are to reduce the high number of children subject to CPC's and to actively sign post families to the appropriate services. If reflecting on the Ofsted report 2016, we need to make the right decision at the right time. As a service, we routinely consider and track information where delay has taken place and this is shared with the relevant team: if appropriate, escalated to senior managers. If considering trends and demands, there was a sharp increase in the number of children subject to CPCs from July to October 16. Whilst this appeared to decrease slightly: we still have an increase of a 100 children subject to CPC over the course of 1 year.

Therefore, CPRU will work in partnership with partner and key professionals to reduce the number of young people subject to CPC's.



Within 2016/17, the numbers of children subject to a second child protection review plan increased. Whilst monitoring and audit processes have been introduced, further investigation is required to explore this area. Some of the factors which led to children being made subject to a 2nd child protection plan could be the professionals closed their involvement prematurely or the appropriate support was not in place for the families to maintain the change. However, in comparing to the national or statistical neighbours, Kirklees is making progress in this area.



Categories of CPP's:

If considering the number of young people and what categories they are made subject to child protection plan (CPP) for, the key areas are for neglect and emotional abuse. There was limited information to compare new CPC plans from 2017, but this will be investigated in 2017/18.

CPP by category and age (as at 31/03/2017)

	0	1-4	5-9	10-15	16+	Total	%
Emotional abuse	15	69	64	57	5	210	47.9%
Neglect	21	34	61	52	9	177	40.4%
Physical Abuse	3	3	1	1		8	1.8%
Sexual abuse	1	7	16	17	2	43	9.8%
Total	40	113	142	127	16	438	

If considering age and ethnicity the data below reflects the main population of our children subject to CPP remains as white/ British, but 24% of the children are from Asian background. If considering gender as factor to consider, the key group is male, but from a very small percentage. There is no current data to reflect the social or economic backgrounds for our children and whether this would reflect a higher number of children from low income or single families are made subject to CPC. However, the chart below indicates which area within Kirklees our children reside and the category. It is acknowledged and further work is taking place to reduce the data errors in 2017/18.

CPP by area and category (as at 31/03/2017)

	Emotional abuse	Neglect	Physical Abuse	Sexual abuse	Grand Total	Total
Batley and Spennings	67	36	4	13	120	27.4%
Dewsbury and Mirfield	63	38		12	113	25.8%
Huddersfield	65	70	4	8	147	33.6%
Kirklees Rural	7	24		8	39	8.9%
Not known / outside Kirklees	8	9		2	19	4.3%
Total	210	177	8	43	438	

CPP by ethnicity and age (as at 31/03/2017)

	0	1-4	5-9	10-15	16+	Total	%	Kirklees 0-17
White	18	66	88	82	11	265	60.5%	67.4%
Mixed	7	20	19	13	3	62	14.2%	5.3%
Asian	8	20	29	28	2	87	19.9%	24.8%
Black	1	4	2	4		11	2.5%	1.7%
Unknown / Other	6	3	4			13	3.0%	0.8%
Total	40	113	142	127	16	438		

CPP by gender and age (as at 31/03/2017)

	0	1-4	5-9	10-15	16+	Total	%
Female	19	56	78	57	8	218	49.8%
Male	20	57	64	70	8	219	50.0%
Unborn	1					1	0.2%
Total	40	113	142	127	16	438	

Length of Child protection plans

56.8% of our CPP's end within 6 months. Whilst we have a small number of children subject to CCP from 18 months (6%), further work and investigation is required to explore whether these children plans were effective and whether the families could maintain this with support. Where children are subject to plans over 9 months or the second review, further evaluation and investigation will be undertaken to consider the decision making and whether the case should have reverted to some other form of action such as legal. Whilst it's the responsibility of the IRO to ensure we ask the question of what needs to happen for the plan to end, as a multi-agency group around the child we also need challenge issues of delay and drift such as changes of social workers, plans not being implemented, what was our response to escalate these.

CPP by length of time on a plan

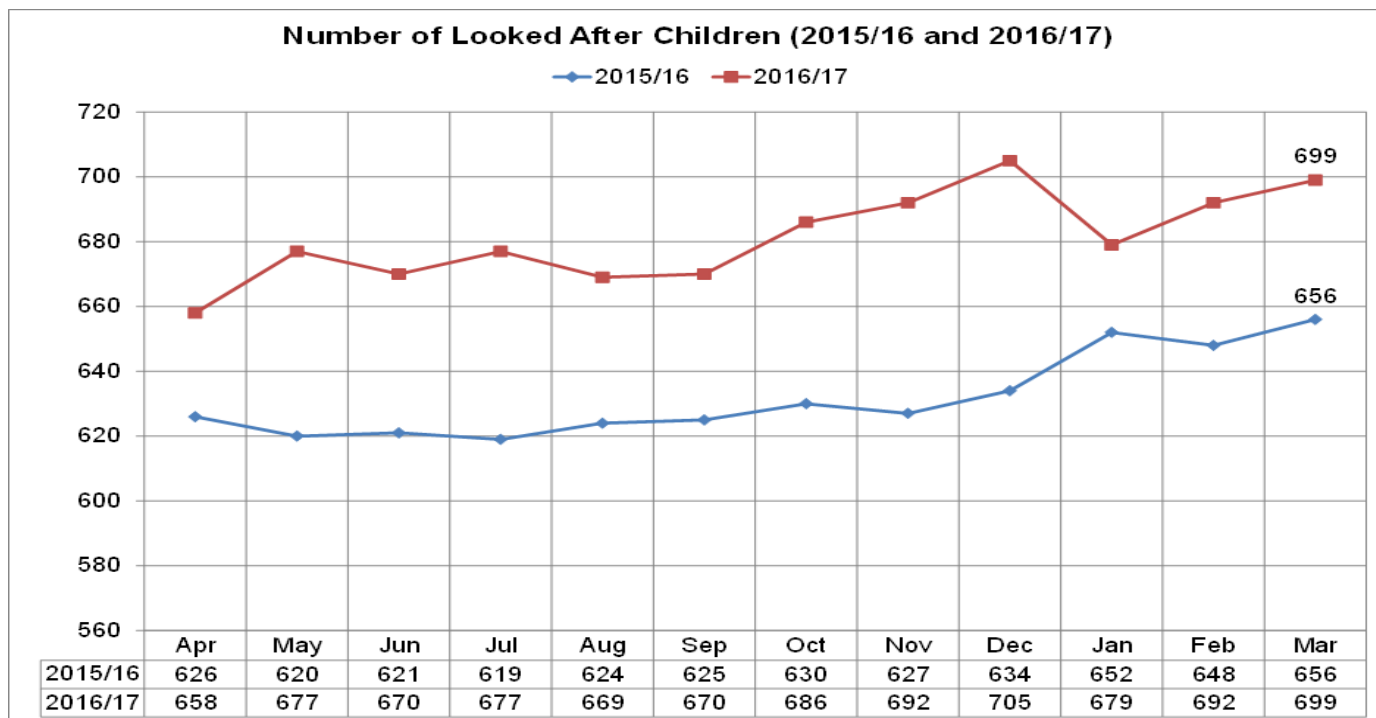
	Emotional abuse	Neglect	Physical Abuse	Sexual abuse	Grand Total	Total
0-6 months	112	116	5	16	249	56.8%
6-12 months	72	35	3	12	122	27.9%
12-18 months	11	25		5	41	9.4%
18-24 months	6	1		10	17	3.9%
2 years +	9				9	2.1%
Total	210	177	8	43	438	

What are we doing about it?

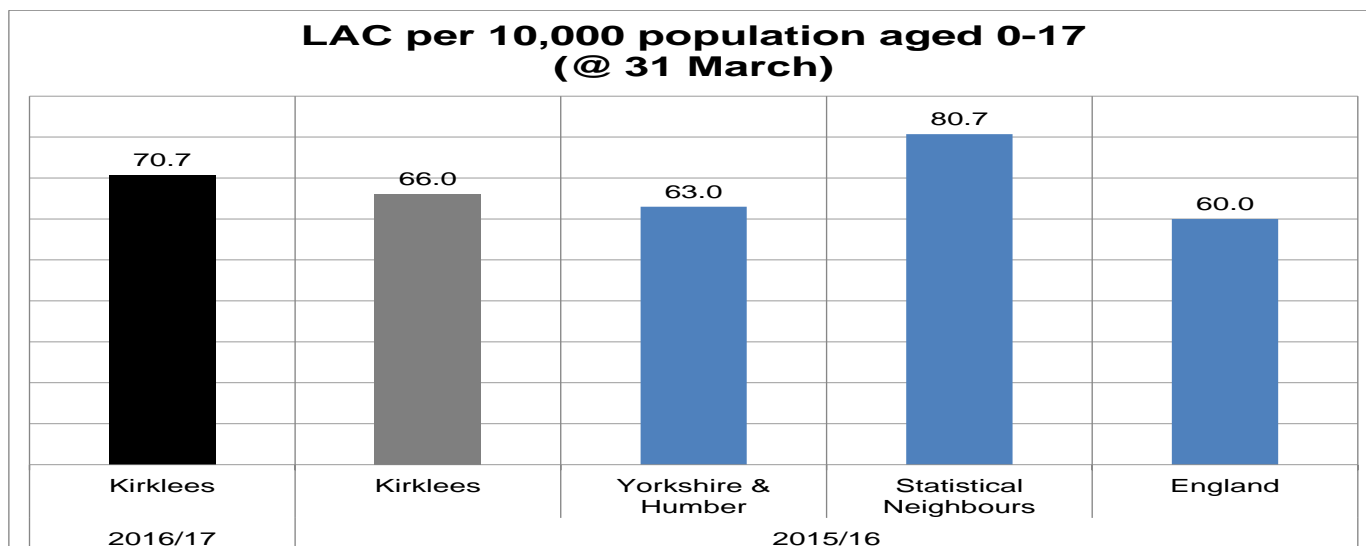
- CPRU will champion and evidence the need for SMART and effective practice
- Our objective is to use live data and analysis that demonstrates evidence of performance across the service and organisation, and to use this to improve decision making, outcomes and achievements.
- CPRU will work in partnership with professionals to reduce the high number of children subject to CPC's and to actively sign post families to the appropriate services.
- IROs will work hard to make the right decision at the right time and actively participate within case file audits to share good practice.
- CPRU will work towards reducing the number of children subject to CPP with partner agencies, but also to reflect and challenge to reduce children being made subject to a CPP for a 2nd or 3rd occasion.
- We will continue to share learning, supporting organisational development and provide advice or consultation to others

Performance and data analysis: Looked After review (LAC)

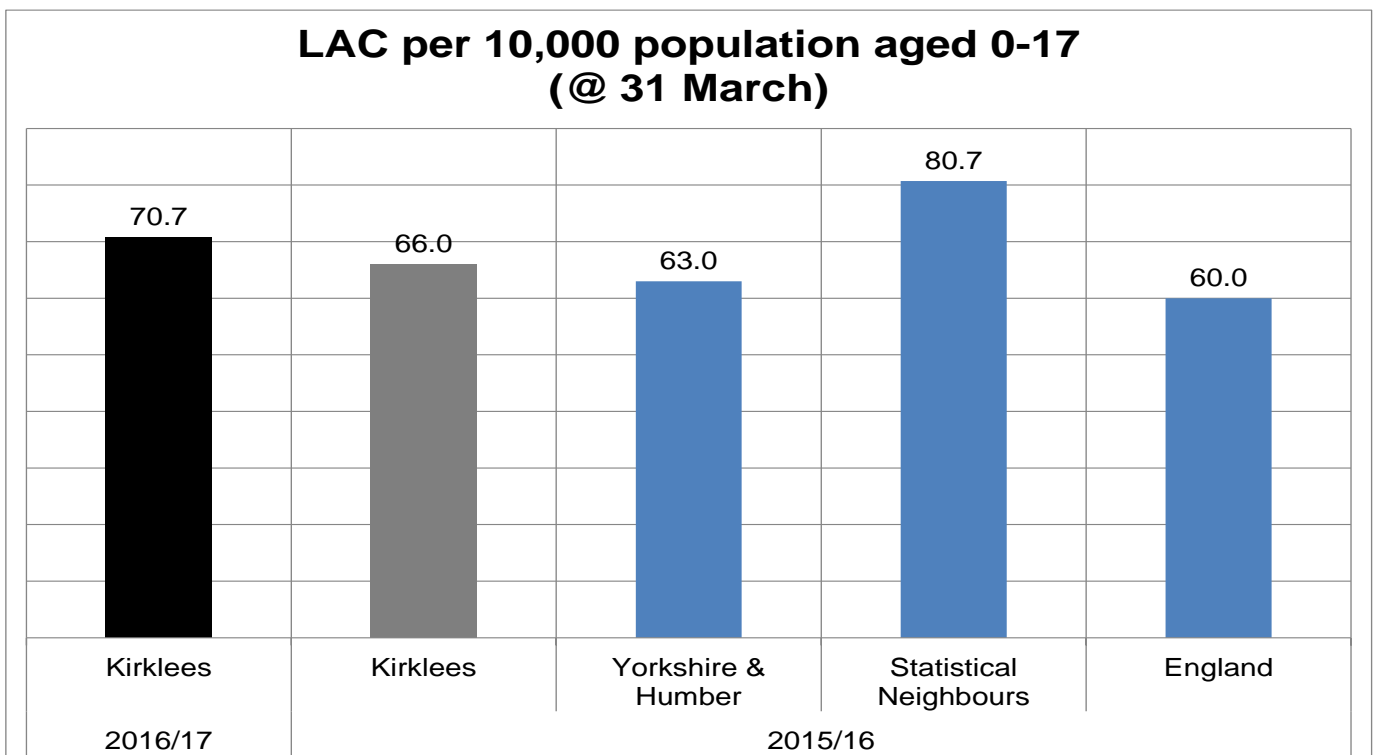
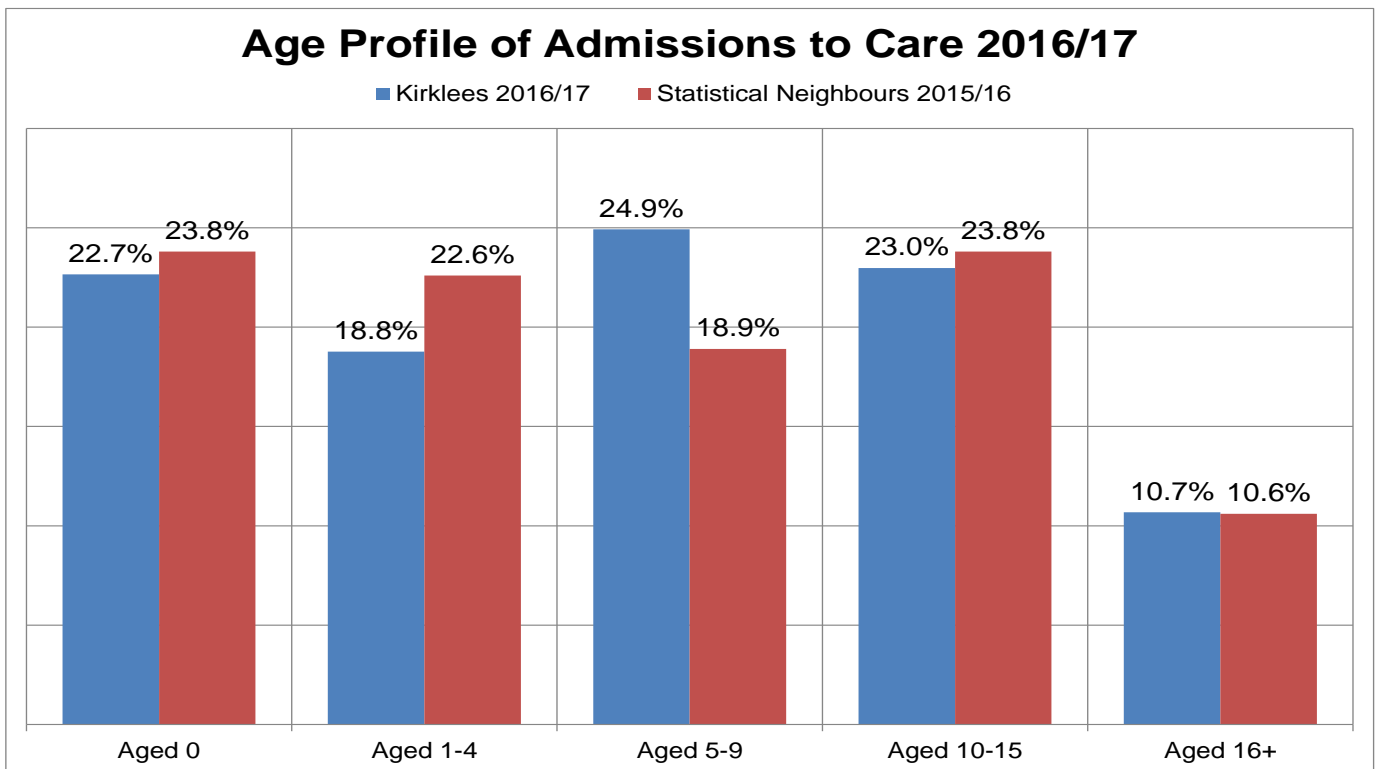
The number of LAC children for the year end was 699: an increase of 43 from the previous year. This may not take into account cases that have been closed, but which require a final LAC review in terms of step down to CIN: for example, children over the age of 18 years. The demand on LAC children has generally increased over the last year although there have been periods where this increased more so in from October to December 16. It is not clear from the data what this was in relation or whether improved signposting and intervention caused the number to decrease. Whilst there is no clear data of how many children from CPP stepped up to being LAC: nationally it is reported by Cafcass of the increased number of court proceedings issued by Local Authorities.



IRO's would consider as part of the LAC review process not just the location, but how this would support contact with family members/ peers and if it meets the child's needs. When considering geographical location of LAC placements for example, the data reports 54% of children are placed outside of Kirklees. Whilst a review of placements is underway to consider whether the young person could move back to the Kirklees area, the impact for IROs and social workers to engage with young people more frequently is difficult given the travel and locations. Also, having more young people placed locally could promote contact and relationships between them and family members, but also enable greater access to services locally and reduce current expenditure.

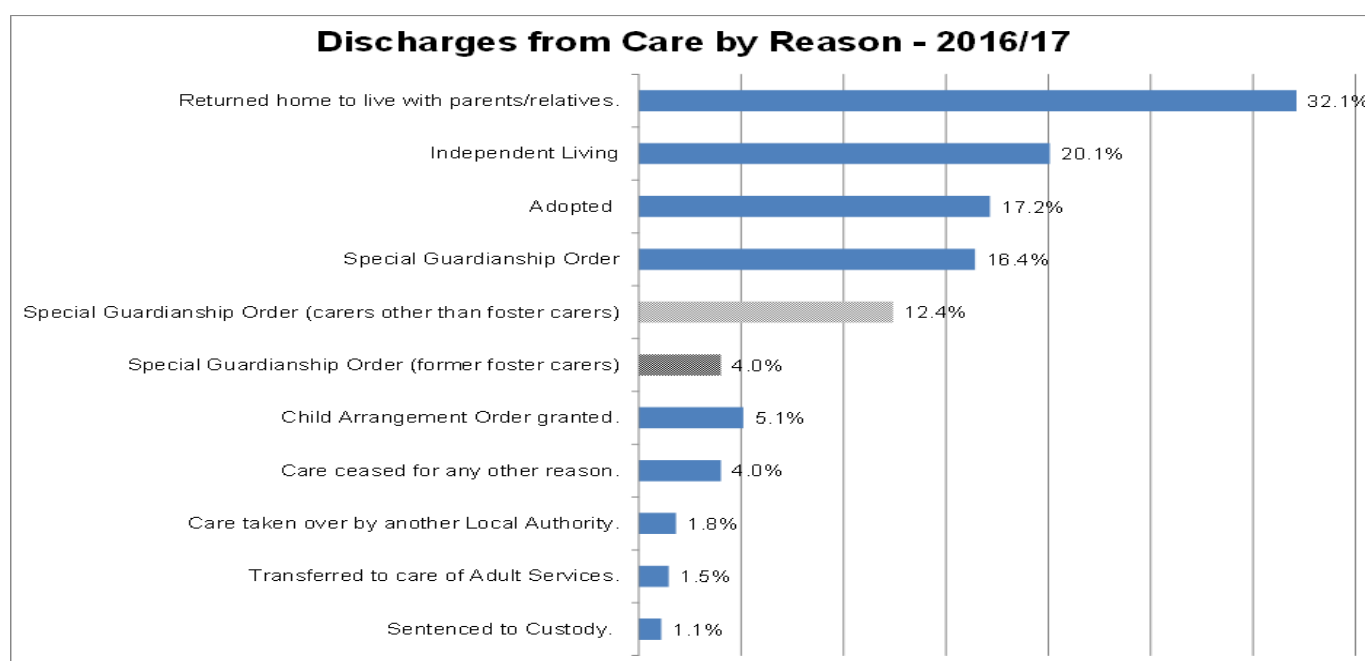


Whilst the placement type is one factor when considering issues of permanency, but there is currently no heat map available to confirm the current geographical location of our LAC population. If considering the gender of our LAC population or age, this has remained generally the same over the last year (as below). There is no clear data to confirm how many unaccompanied asylum seeking (UASC) Kirklees has.



When considering the legal status of our LAC population, there is no current report to reflect the trend and application of care and interim care orders. The number of young people subject to section 20 remains high. A national review and critique by the judiciary system on the illegal use by Local Authorities on section 20 has taken place. Kirklees like many other authorities is exploring which of our children should be returned home or whether there are extended family members, different types of orders such as special guardianship that could be applied. Kirklees like some other Local Authorities has a high number of children placed at home under Care orders (54 children). Whilst this has reduced and further work is taking place in respect of revocation, there remains significant work to undertake in this area. As part of the professionals group around the child, IROs are responsible and will confirm at the second review what the permanence plan is for a child, but also challenge and support final care plans. This is an area of further investigation and review both for the CPRU, but also within the organisation for 2017/18.

There has been increased scrutiny and review within the organisation on young people entering care and whether this is the right decision. This had led to the placement/ permanency panel being held on the same day as legal gateway. The process of legal gateway and permanency panel has been reviewed; a new system will be operation this year. The decisions and recommendations will be shared with the IRO for their views, but equally challenged if it is not the right plan for the child. If the IRO disagrees, there is a process for which this can be challenged within the organisation and court arena. When considering permanency, the chart below reflects the outcomes over the last year. As the information suggests, the highest number are children that return to their parents or relatives care.



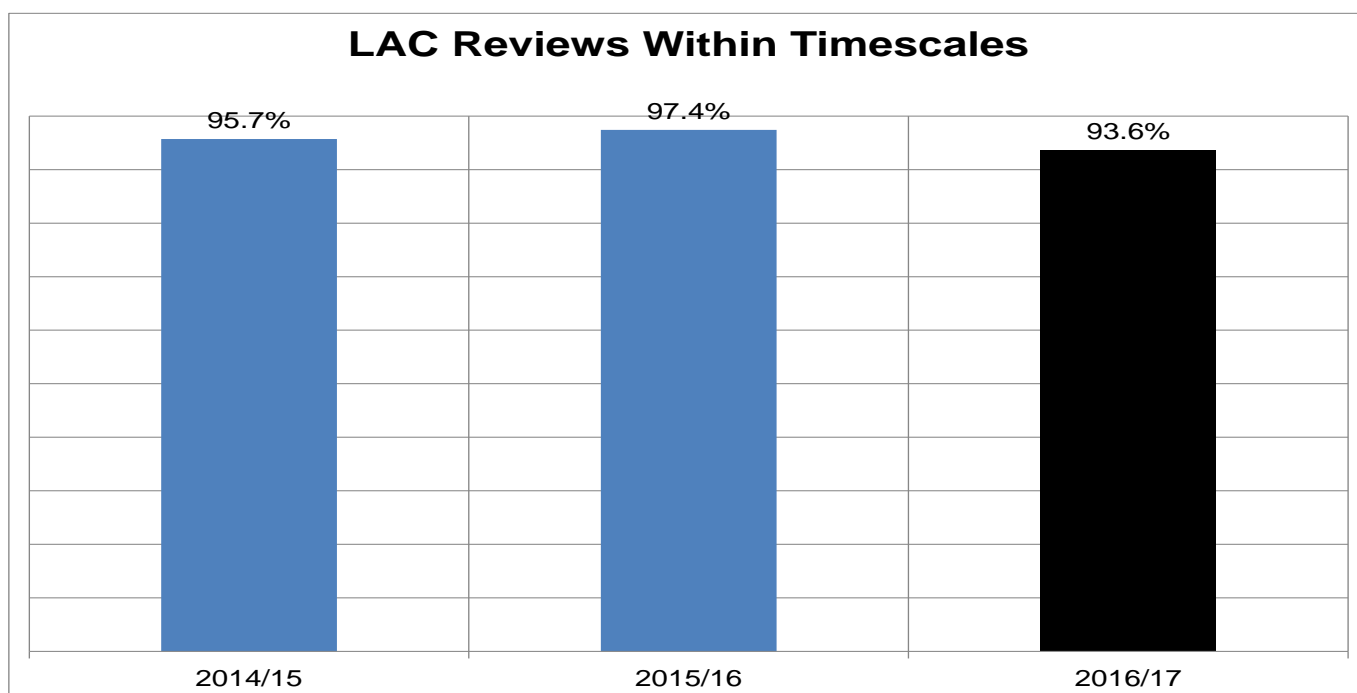
Participation and timeliness

These are key factors to ensure that IROs have reviewed and progressed plans for the young people. As part of their role, it is critical they engage the young person within their meeting and confirm what they want to happen, record the child's voice. From a participation viewpoint, the numbers of children engaging more in their meetings or with the support of an advocate has increased as below.

Participation Method	2014-15	2015-16	2016-17
Under four years old - Child not of an age of understanding	393	369	470
Child attends, speaks for themselves	802	780	828
Child attends, advocate speaks	4	21	19
Child attends, symbols	4	3	2
Child attendance without contribution	7	20	23

Child does not attend but briefs advocate to speak	390	320	345
Child does not attend, but communicates their views	238	275	256
Child does not attend and gives no views	40	63	94
Initial home visit	-	-	4
Null	7	0	4
Total	1,885	1,851	2,045

From a timeliness point of review, this figure has decreased over the last year and requires further investigation as to why. All LAC reviews should be on time, every time. There may be occasions where the IRO could hold the meeting in two parts (IRO handbook) to ensure participation of parents or other key professionals, but the focus must be with the young person. Where meetings are delayed such as no reports, assessments or where there is delay in the plans being progressed, the IRO will either informally or formally escalate the matter to address the concerns. One objective for 2017/18 is to investigate this area further and ensure the number of reviews increased, but also supports the young person to express their views. One of the key challenges is IROs being notified of when significant changes take place for the child in a timely way.



Quality Assurance

IRO's continue to form part of and participate within the quality assurance of practice. Key issues and learning are fed back to practitioners on the strengths in service, but also areas that need to be developed. This has informed practice and provided key information regarding quarterly performance against national and local performance indicators. It has also strengthened communication and achieving common objectives across all parts of the organisation to focus on our young people aspirations and needs. CPRU continues to highlight on any significant events or safeguarding issues when they occur in both LAC and CPC. There is also feedback sought from CPC's to captured and inform what we as an organisation could do better. Within 2017/18, further investigation will take place to reflect evidence of effective and safe planning/ intervention, but equally promote evidence of our achievements.

Dispute resolution process

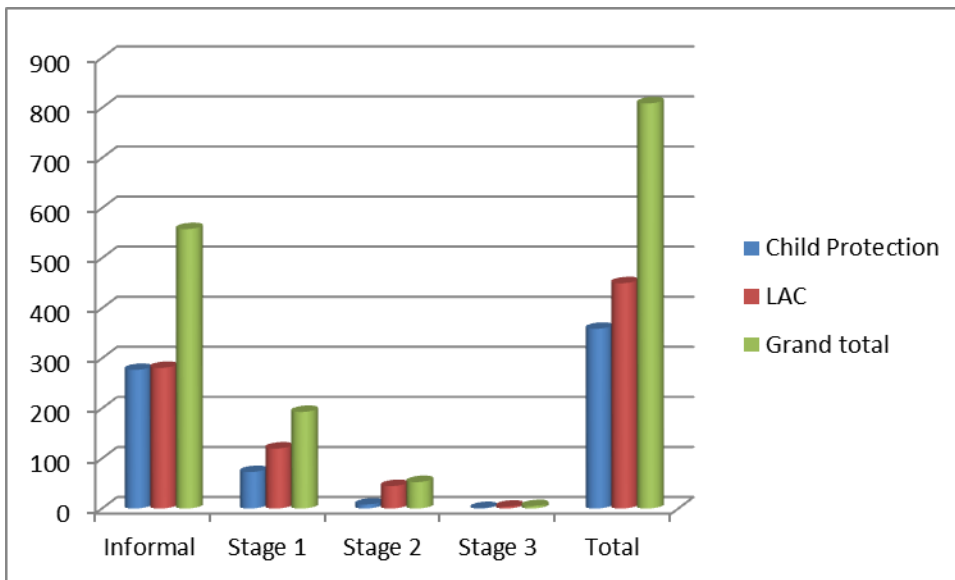
Whilst the IRO has the power to refer to CAFCASS, they must take into account and give serious consideration to the child's wishes and feelings balanced against the human rights of the child. All Local Authorities are required to have a formal dispute resolution process (DRP) to ensure concerns or delay in cases will be resolved effectively and within a required timescale. Whilst the DRP process supports the IRO to raise formal concerns or disagreements relating to drift or delay, it ensures the child voice is heard. The DRP should set out clearly what the issue and what action needs to be taken by whom and by when.

Kirklees has an embedded process in care first. This can be accessed by both social workers and managers alike: with a monthly report. There have been no referrals made to Cafcass. Part of the Ofsted findings was to demonstrate and confirm where the IRO made a difference or challenged others. Equally, the report commented on the high number of DRPs made (in excess of 400) and the limited response from operational managers. During 2016/17, there were delays in respect of planning and permanency for children, but equally in respect of child protection conferences and sharing of information with parents. Whilst the chart below indicates an increase in the number of formal DRPs made, this was linked to the increased recording and challenge by IROs. However, when reviewing the quality or key issues raised by IROs, some aspects were not always as clear and timely. Whilst the IRO concern may be valid, the manager did not always understand what was being asked of them or the timescale required. It was recorded that previously, the IROs had been informed to raise every issue as a DRP. This created a situation where significant issues may be missed given the volume of DRPs made. Some of the key aspects recorded from child protection were in relation to statutory visits not completed, limited assessment information that was up to date and professionals not progressing CPPs in a timely manner. From a LAC perspective, some of the key themes were IRO not informed of significant events, pathway plans, visits to young people and limited updated assessments.

Action has been taken to promote more face to face discussions between IROs and operational teams. We are moving away from sharing information electronically, to one where actions are confirmed and acted upon. Increased information sharing is starting to take place, alongside attendance and sharing information within different team meetings and forums. The key action is to make the right DRP at the right time, joint ownership together for the child's plan and work strong with young people and their families to achieve change which can be maintained. The service managers now review and QA all DRPs to consider their effectiveness, but also their appropriateness. The service manager has reviewed all the outstanding DRPs made, a high number have been closed. DRPs made from June 2017 will be clear, focused and relevant. This will lead to the right cases having a DRP being made, but also tracked by the IRO and evidenced.

As part of this action, the DRP system will be relaunched in 2017/18 to ensure that all managers understand what is required in terms of response, but equally how IROs will ensure they are SMART. Work has started within the CPRU to underline a statement of impact for the child within the concerns, but then clearly set out what needs to change. A number of previous DRPs had not been tracked or responded to. With the changes within different services of professionals, this created a delay on some occasions. Work has started to confirm outcomes and what matters have been resolved. DRPs are routinely shared with the IRO manager as they are sent, discussed with other managers to seek resolution. Whilst there has been no dispute resolution meetings recorded as yet, this will be an option going forward if required. The outcome will be no delay or drift for our children, enabling them to achieve success.

Stage	Child Protection	LAC	Grand total
Informal	277	281	558
Stage 1	73	120	193
Stage 2	8	45	53
Stage 3	1	4	5
Total	359	450	809



What are we doing about it?

- Ongoing active review/ discussion with active feedback from IROs to social workers, Team managers (or visa versa) to address practice, specific issues or concerns in cases.
- Increased tracking and review of DRPs by IROs to ensure they are resolved or escalated where required to the next stage.
- Implementation of Dispute resolution meetings between appropriate professionals within cases to discuss and identify positive outcomes for children
- Increase and effective recording by IRO's within children files to evidence and demonstrate where they made a difference, but also the voice of the child and the IRO footprint
- Before March 2018, to relaunch the DRP process, consider its effectiveness and the information/ qualitative data it provides.
- Before March 2018, to consider and implement how the system can be improved or enhanced to maximise the outcomes for our young people and organisation
- The Independent Reviewing service in consultation with other social care managers will consider and evaluate the common themes and trends emerging to tackle the issue of delay and reduce the need for resolution

Capacity and allocation

The IRO Handbook and Ofsted review of Local Authorities suggested that caseloads for IRO's should be between 50 and 70 if they are to ensure both qualitative, robust scrutiny and frequent contact with the young person. However, the actual number of children within a caseload is just one factor as we also need to consider children placed outside of Kirklees, large families and children with complex needs or disabilities. Additional duties for the IRO role also include discussion with the child's guardian, social worker and other key professionals to ensure the Local Authority is exercising its 'corporate parent' responsibilities. If statutory guidance requires local authorities to ensure IRO caseloads are manageable and they are able to spend individual time on a regular basis young people to ascertain their wishes/ feelings, it equally requires them to review progress in decision making and championing the voice of the child in terms of preventing delay.

From a capacity overview and from 2016/17, Kirklees has observed an increase in the number of requests from children becoming subject to CPP and LAC. The additional challenge of IRO's leaving, sickness absence and recruiting IRO's who are both experienced and good enough for our children in Kirklees has led to higher caseloads within the service. In practice, the balance of allocation for LAC and child protection work varies across individual IRO's and the general allocation for 1 FTE IRO is approximately 64 cases which are either primary CP or LAC. Like most other Local Authorities, child protection cases are based on family's where LAC is based on individual children. Therefore, the actual number of allocated case may not fully consider the complex issues or planning involved.

For example, if the guidance states that 1 FTE IRO's caseload should not exceed 70 cases, based on families) our IROs are within this requirement. However, over half of our LAC population are placed outside of Kirklees. This will place additional time and resources on both the IRO and the organisation to ensure these young people's needs are fully considered and acted upon. Equally, one IRO could have 38 families as CCP, but this equates to 82 children.

The current challenges faced by CPRU and other services will be on reducing the number of children subject to a CPP, but also the length of time these remain in place. In terms of LAC, the challenge will be to support young people being relocated back into Kirklees which will enable them to have access to local services and support, promote higher levels of contact with friends, family and professionals and reduce expenditure. There is national wide and very competitive market to recruit strong IRO's and Kirklees is actively seeking to establish itself as a strong and competitive employer. Whilst one challenge will be ensuring IROs have the required skills and expertise to take on the role, the other is retaining the IROs we have in a competitive market.

What are we doing about it?

- Allocation will consider issues such as complexity, geographical location and skill/ expertise of the IRO.
- A pro-rotta formula will be applied to IROs based on their contractual hours. For example, IROs that work 22 hours per week will be allocated between 35 to 40 children.
- We will actively seek and recruit a permanent workforce that will reduce the dependency on interim staff, but also promote the consistency for our young people

Impact of any issue on service delivery – what helps and what is hindering?

There is limited information available on how many LAC children aged 16-18 was presented and assessed by Housing and Children's Social Care under the "Southwark Judgement within Kirklees. In relation to children in need of respite and/or short breaks, where services under section 20(4) Children Act 1989 apply, there has been limited information available to confirm how many children would receive this service. In relation to disabled children receiving short break/respice care under section 17(6) Children Act 1989 or where a child in need plan is required, this necessitate that reviews should be carried out at least every 6 months.

In general, there are periods where demand for the CPRU increases such July or August (summer school break) or key holiday periods such as Christmas. This co-insides with planned leave and can place additional pressure to meet demands or availability to hold meetings. CPRU regularly considers the frequency of meetings to ensure the best use of resources and monitors cases where children may be subject to both LAC and CPC processes. There is general information to reflect peak trends, but it will be an area to explore in 2017/18.

Whilst there is ongoing scrutiny for young people who are subject to child protection plans for longer than 15 months and the reasoning behind this, the numbers of LAC at any one time are not static as children will join and leave throughout the year. For example, when they return home, are adopted or they reach the age of 18. Increased communication with other professionals and families has continued to develop alongside ensuring plans for permanency are established and promoted within the court arena if the plan is for the child not to return home. Our aim for 2017/18 is to consider and implement strategies that will enable us to plan future trends to effectively manage this.

If considering LAC specifically, the Guidance requires the local authority to carry out reviews as follows:

- The initial LAC review of a child's case is within 20 working days of the date on which the child becomes looked after
- The first review no more than three months after this point. It would be at this stage IRO's ask the question regarding permanency and parallel planning.
- The second and subsequent reviews no more than six months after the previous one
- Whenever the IRO directs; and
- When unplanned changes to the child's placement is required

The local authority is required to measure timeliness of reviews as a key performance indicator and this would include elements such as:

- children who are still in care at the end of the reporting period and have been in care for four weeks or more
- have not been placed for adoption
- they have not been made subject to a special guardianship order, residence order, or supervision order
- Their review was due to be held within the period.

Disruptions of long term placement and pre adoption placements are attended by IRO's. Where themes and learning have been observed, this has been taken forward both in feedback within the service, but also at relevant meetings such as permanency planning or legal gateway. Further development and review is taking place across the organisation to consider and implement more effective services for children, but also in terms of planning, decision making and resource allocation. CPRU objective for 2017/18 is to inform and be part of these discussions.

Qualitative information about the Independent Reviewing service

It is recognised that IRO's need to develop areas such as chairing CPC using the strengthening family's model and ensure the voice of the child is heard throughout meetings and reviews. Good practice around timeliness of reviews, permanency planning and regular dialogue between young people, IRO's, social workers and their carers between reviews is essential to ensure robust oversight and that drift in cases is eradicated. This will be an action for 2017/18 to consider and implement how we can draw in partner agencies to enhance and develop this further. There will be further scrutiny on how IROs record midway reviews to evidence plans are progressing in 2017/18.

Further review and investigation will take place on the use of the DRP system and whether this could act as a two way process between all professionals and IRO's. Whilst in one respect, it enables IRO's to feedback directly to managers where there are concerns; equally others could use the same system to voice their views of the IRO to ensure good plans. The Service manager for CPRU monitors DRPs and audits within supervision to reflect on what difference they made, how effective was the IRO and what outcome was achieved. Whilst this information provides objective quality assurance information designed to add value and improve the organisations services, it also provides an opportunity for IRO's to evidence their role in challenging practice, drift and delay to ensure that the Local Authority fulfils its role as Corporate Parent.

Personal Educational Plans (PEPs)

The 2010 Guidance requires the Local Authority to ensure that every looked after child has an effective and high quality personal education plan (PEP), which forms the education component of the child's overall care plan. IRO's have a responsibility to ensure that every young person deemed as LAC will have a current PEP in place (within 6 months of a child or young person becoming LAC). IRO's routinely review this within LAC reviews to promote the same outcomes we would want for our children. Whilst PEPs are completed on a termly basis, IRO's will consider whether the matter needs to be escalated where PEPs are not available.

Health Assessments

Kirklees continues to provide good health care for LAC and monitor arrangements for the child's health care in accordance with the health plan. Our ambition is to achieve 100% to support a high level of continuity and planning in the future which will promote an effective early warning system to ensure that all relevant young people are referred promptly; receive a service and this forms part of the review discussion. The use and embedding of health passports will be considered and investigated further in 2017/18.

The management of children's LAC reviews

Children are allocated to IRO's at the point of initial referral to the team. We will endeavour to keep the same IRO allocated throughout the life of the case or in respect of siblings to support consistency in decision making. During the last year we achieved a high level of consistency within IRO allocation. This is important to us as young people said they value having a consistent IRO and not repeating their stories. As part of the review process, all IRO's should visit the children prior to the review-taking place to ascertain their views. One of the ambitions for 2017/18 is to consider and investigate whether additional reporting tabs could be introduced to clearly reflect when children are seen by the IRO, how this contributed towards their meeting. At this time, the IROs have only one case note tab they can use to reflect direct IRO case recording. There is limited evidence of the IRO footprint and this will be an area of further investigation/scrutiny for 2017/18.

Although there is no current reporting data to accurately reflect where reviews took place, IRO's will ensure the review takes place where the child is most likely to feel relaxed and comfortable, with the first consideration given to the child's placement. The primary venue would therefore be within young people's placements unless there is specific and appropriate reason for a different venue. In review of the electronic outlook calendars from IRO's, this reflected a number of LAC reviews have taken place at external venues such as foster placements, residential placements and out of area. There are a high number of our LAC children placed outside of Kirklees and this has created some challenges in terms of travel, frequent contact with the young person. IRO's will explore LAC reviews taking place as a sequence of meetings to engage young people more within their reviews. Ongoing discussions will take place with partner agencies regarding other venues; appropriate times etc to increase the offer for our young people to choose from. This will also improve the timing of reviews to ensure education or activities are not affected. Although some meetings may be held within the CPRU, this is linked to safe working or may be at the young person request. Kirklees is reviewing cases where the child is placed outside of the area and our intention in 2017/18 is to consider which young people could be moved back to the area.

The level of Participation by children in their LAC Reviews

The participation of children and young people at their reviews is an essential part of the process. Participation continues to be measured in a variety of ways such as attendance at reviews, face-to-face meetings with their IRO, conveying their views through the use of an advocate etc. Young people nationally have said they prefer mobile apps, email and text as ways in which they can communicate with their IRO. As such, all IRO's are issued with mobile phones to facilitate communication in a secure way, but also ensure that the young people, parents and professionals are able to contact them directly.

In 2016/17, there were 396 LAC reviews held.

- 175 confirmed young person attends and speaks for themselves.
- 5 where the advocate spoke on behalf of the young person
- 59 where the young person did not attend: but had briefed their advocate.
- 4 young people attended, but did not offer any contribution
- 11 did not attend or offered a view and 51 which was recorded as young person did not attend, distance and communication.
- 65 young people were recorded as less than 4 years of age
- 4 were recorded as initial home visit or telephone support.

The current data information available does not indicate which young people was supported if they have additional needs or disabilities specifically.

IROs have engaged and lead on child engagement events. These will explore the views of young people, but also consider and engages professionals on how we can promote the young person in the LAC process. These are quarterly events led by the IROs. CPRU has identified that participation is a key area for service development. The next events are planned for August 2017. One outcome we want to achieve is to review the themes emerging regarding care planning processes from the child's perspective.

Part of the barriers to achieving a 100% may be linked to recording data on why the young person did not want to attend. For example, the minutes of a meeting will not always give a clear account of how the young person participated.

Further investigation will be undertaken in 2017/18 to accurately reflect and ensure that the quality assurance form completed after each review is correct, accurate and completed in a timely manner alongside the qualitative aspect of reflecting this within the minutes. Whilst young people have the right to refuse to participate, it remains our responsibility to maximise their participation and ensure their views and feelings are heard. We will continue to explore ways in which we can improve the LAC review experience for young people and therefore support them to engage more meaningfully with the process.

What are we doing about it?

- An information leaflet will be developed which is sent to young people to ensure they understand the responsibilities of their IRO and how they can communicate with them. The leaflet will set out in what the meeting is for and be age appropriate
- Young people are able to contact their IRO to express their views throughout the period of being LAC or CP.
- IRO's with the young person and social workers will consider robustly the venue for the next review rather than assuming current venue is suitable/appropriate
- IROs are leading on engagement events with young people to promote their voice and views. Analysis and reflection on the achievements will be undertaken in 2017/18.
- IROs receive weekly update reports and information. This will be utilised more fully to explore as a professional group, what actions we can take to improve the outcomes for our young people.
- Data information and reports are routinely shared with all IROs. Further scrutiny and investigation will take place in 2017/18 on what we have achieved, but also what are the gaps in services
- QA of Minutes from meetings and feedback from young people will be undertaken in 2017/18.
- Observations of practice and constructive feedback will be offered to improve the outcomes for children.

Support for IRO's

The Service managers have continued to attend the regional Network Meetings. These meetings provide a wider perspective of the IRO role, up to date information on current thinking and Government policy, guidance and initiatives. The network aims to raise standards for both CP and LAC across the country and to promote consistency of practice and service provision across all agencies. Within 2017/18, communication will be embedded by the Service manager and IRO's to share and pool good practice. There is also an area wide event for all IROs to attend in September 2017 and they attend quarterly learning events with other regional based IRO teams. Both events offer the opportunity to share learning, but keep ahead of changes in legislation and practice.

All IRO's receive regular and frequent formal/ informal supervision. Informal sessions are provided to discuss more immediate or urgent case issues. Team meetings take place monthly and the plan for 2017/18 will be to use part of the sessions to develop peer supervision, training and case discussion. There have been service development days held in February and June 2017 (Cafcass attended). We have planned these events to take place at quarterly periods going forward. Our ambition is to invite guest speakers or judiciary. In addition, we are exploring a joint Cafcass/ IRO training event to be held within the next year. Over the last year, IRO's attended other team meetings to share developments, feedback and learning within Kirklees. The Service manager has also attended other management meetings and meets with different managers on a weekly basis to consider the key themes, challenges and how we can achieve our ambitions for our children.

What are we doing about it?

- Driving forward change with the development and embedding of cross agency training, networking with other IRO teams and sharing good practice within Kirklees
- Developing our understanding of research linked to practice, what this means for young person.
- As a service, promoting a unified and consistent approach to develop communication, high practice standards and the child's voice
- Promoting the profile of the IRO and CPRU within the wider organisation
- Embedding a good and consistent approach both within our reports and records, but also demonstrating what good looks like

Challenges

One of the key challenges for the year ahead, remains with CPRU being fully staffed by skilled experienced permanent practitioners. IRO's must ensure and further evidence their involvement (footprint), challenge of practice and the child's voice at the centre of their work. The capacity arising from increased numbers of both LAC and CPC requests has raised a number of challenges. Our aim is to embed and develop stronger evidence based practice which will have greater positive impact for young people resulting in better outcomes. There will be further work and service development between all agencies to offer and provide a joined up service in relation to health, education and adult services. With the amendments of the Children Act 2010/15, this requires IROs and other professionals to consider the impact of this for young people.

There is ongoing review within the wider service to consider the internal organisational structural and make relevant changes. This includes areas such as improvement within quality assurance audits and utilising the information we gain from this. CPRU remains mindful of the impact of such changes can have, but will continue to be robust in their overview of cases between reviews and ensure that cases do not experience drift. Equally, we form part of the changes that need to be made to ensure the service we provide meets the young person's needs. Other areas of development for our LAC children remain with Pathway planning and analysis based assessments. Whilst the Guidance states these must be informed by good quality assessment that involves the young person at the centre, their family and professional agencies, they must also ensure that it is aspirational and will assist the young person with the transition and contingency plans in respect of health and education. As part of the developments in Kirklees, feedback from practice and reviews will highlight the need for decisions to be SMART, but also distributed within an appropriate timescale. Over the last year, there has been some delay in minutes being formally sent, but we have a clear plan to address this.

Quality Assurance of the Independent Reviewing service

The Independent Reviewing service continues to review and quality assures its practice via a number of key approaches such as:

- Case discussion and consultation between IRO's and the Service manager
- Regular critical and reflective supervision alongside caseload management of individual IRO's
- Through the continued use of the IRO as the critical friend
- The Service manager completing practice observations and audits which are incorporated into supervision to strengthen the IRO role or challenge what needs to improve

Within 2017/18 and as part of supervision, the Service manager will dip sample case notes and minutes/decisions. Equally, they will review previous actions to consider what difference the IRO made in the case. Evaluating the DRP records and allocations reports is a key factor when reviewing individual and service performance along with complaints, comments and compliments. This will be formally recorded within recorded supervision documents and used to inform annual Performance Development Reviews or Service development plans.

We will develop and embed a service development plan for both the IRO's and LADO service to reflect the findings of the last Ofsted review and the changes taking place within the organisation. In relation to team performance and development, actions to improve the quality assurance, findings from audits and case practice will be used and monitored through supervision and team development meetings. Ongoing audits will provided more clear evidence to improve outcomes that are focused, child centered and where the voice of the child is at the centre. For example, scrutiny and review of section 20 cases, children subject to CP plans for longer than 18 months is planned for 2017/18. As data reports evolve, this will lead to more accurate live reports being produced and monitor these improvements year on year.

Achievements and impact of Independent Reviewing service

Areas for consideration include:

- Children and young people's views – how can we capture their voice, evidence our involvement and what difference we made for the young people
- Children and young people chairing their own reviews but also the timeliness and qualitative aspects of these. For example, SMART outcomes
- Contributions and participation of partner agencies
- Quality of Care and permanency planning and tracking and monitoring of Care Plans
- Clear management oversight and evidence of decision making
- IROs are consistent, evidence their involvement and demonstrate where we made a difference

Overview and Summary

In 2016/17, CPRU considered a number of actions as below. The actions were:

<p>Children and young Peoples engagement</p> <ol style="list-style-type: none"> 1. Child friendly care plans for all relevant children 2. Increase in participation in child protection and Looked after reviews both via advocacy and Looked After children chairing their own reviews where appropriate. 3. Monitor and improve time spent with children by IRO's 4. Pilot the Child Centred Review model 5. Hold an engagement event with Looked After Children and young people 	<p>Care plans are not always consistent. The majority may reflect the young person's view, the areas of risk and what was required. Our plans need to reflect clearly the areas of CSE, MISSING and radicalisation. There is a small gang culture in Kirklees and we need to consider how this would be reflected in planning.</p> <p>The use of advocate to support young people has continued. However, we need to consider and evidence what difference this made for our children in 2017/18.</p> <p>Although there is no precise data to confirm where young people chaired their own meetings or how frequent they met with the IROs, this is an area of ongoing development. The engagement events continued and led by IROs in the service, but further evaluation is required to outline what difference this made, how we can focus the events to the children who do not always engaged with professionals.</p>
<p>Staffing /Workforce</p> <ol style="list-style-type: none"> 1. Increase the number of permanent IRO's and CP Chairs 2. Provide Specialist training for IRO's and CP Chairs 3. Improve the management of sickness and build resilience within the team 4. Further support and provide management oversight of the development of the LADO role 	<p>There is a recruitment campaign planned for both .5 service manager position and the IROs. Training at regional events, adoption and permanency has included IROs participation. The performance management within the CPRU has continued the resilience and support for IROs. In respect of LADO, initial work was undertaken in 2016/17 and this is an area of ongoing development/ review. Further work is planned to develop and enhanced this role further in 2017/18.</p>

<p>Quality Assure our own practice</p> <ol style="list-style-type: none"> 1. Observe each IRO and CP Chair in LAC Review or CP Conference 2. Undertake an Audit of Repeat CP Plans 3. Continue to improve the strategy meeting to ICPC within 15 days performance 4. Focused piece of work including case audit and analysis for those children who have been subject to Child protection plans for over 2 years 	<p>Limited observation of practice has taken place, further scrutiny and feedback will be undertaken in 2017/18. Significant work has been undertaken and supported by the 2 auditors in post alongside the IROs to consider children subject to CCP for periods above 15 months. Further work and audit activity will be undertaken in the year ahead. Audits are shared on a routine basis and consideration has been given to what the learning from these was. For 2017/18, this will be more embedded and evaluation undertaken to assess what difference we made.</p>
<p>Quality Assure Practice in children's social care</p> <ol style="list-style-type: none"> 1. Further develop interface meeting with children's social care around themes identified by the service 2. Implement Challenge meetings for cases of CP Plans 15 months plus 3. Put in place quarterly reporting of leaning to Senior Leadership Team 4. Increase monitoring and tracking activities between reviews 	<p>IROs have attended some team meetings, shared feedback. It has not always been evidenced what difference this made, the impact and how the other teams fed back on CPRU. Reporting takes place between all services and with senior managers. There has been tracking in cases, although this is not always evident in the children's files. In 2017/18, IROs will evidence and track more robustly where drift or delay took place. This will be supported by clear and accurate DRPs where required. Performance will be reviewed in supervision with the service manager</p>
<p>Whole Service Improvement</p> <ol style="list-style-type: none"> 1. Be system leaders for the Risk Sensible model 2. Develop regular feedback sessions with the KSCB manager to track and manage emerging themes and improve communication and working practices, to attend team meetings and develop interface for themes to explore and focus upon. 3. Deliver training to all managers about the roles and responsibilities of IRO's and care planning regulations 	<p>The risk sensible model was applied, but this has not achieved the success we hoped for. Themes and issues have been identified, but not always routinely highlighted and addressed. Training and awareness on the IRO role has not always taken place, partly due to the demands within the CPRU but also in relation to availability.</p>

Recommendations for future development

The service objectives for 2017/18 are:

- To continue with the improvement in effective oversight and challenge by the IROs, in the best interests of young people.
- To be able to evidence and support this from feedback by children, young people and their families.
- To further improve timeliness, quality and effectiveness of reviews from both LAC and CPC's.
- To deliver our services in a culturally competent and personalised manner recognising the diversity of our local population.
- To ensure a high standard of evidence based practice in relation to recording, SMART outcomes and midway review of cases.
- To drive up practice and assessment of risk by sharing and developing other parts of the organisation. For example, more frequent attendance at other team meetings to share and receive feedback.
- IROs being consistently involved in audits, tracking progress of cases and sharing their knowledge and expertise.
- IROs will embed the recording and evidence of the involvement with young people to demonstrate what difference they made, but also how this improved outcomes.
- We will continue with improving relationships and developing links with Cafcass, other IRO's teams on good practice
- We will continue with the development and employment of a permanent based workforce which supports the planning and support for young people, thus reducing the need for interim staff and subsequently reducing costs to the organisation.
- We will relaunch the DRP process (to be known as resolution process) in 2017/18. In cases where escalation is required, these will be clear, accurate and tracked. These will be reviewed and considered in supervision with IROs

- Team development days and events will consider how as a team will achieve our ambitions, the progress of these and use data intelligence to understand and reflect on our performance.
- We will consider and review

During the next year, the Independent Reviewing Service will continue to focus upon the development of its quality assurance and practice development functions. This will include Specific, Measurable, Achievable, Realistic and Timely (SMART) outcomes in order to more appropriately measure the impact for children and young people. The Independent Reviewing Service will continue to work with young people and parents to seek feedback from them about the service we provided. This feedback will enable us to improve the services we provide both within CPRU, but also to improve their life chances. The Service managers will continue to regularly quality assure minutes and plans, observe IRO's and ensure the standards are maintained and best practice is shared.

CPRU will develop a service plan and information regarding leaflets on LAC and CPC's. Peer and review evaluations will be explored with a (good) comparator to support further development of the CPRU. Peer audits will triangulate with outcomes, performance data and feedback and establish a stronger presence in planning and communication within the wider service. In 2017/18, there will be further team development days which will focused on developing the team identify and achievements.

Corporate Parenting Board

Agenda Plan 2017/18

Date of Meeting	Issues for Consideration	Priority Focus	Officer Contact
<p>Monday 17 July 2017</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p>Public Items:</p> <p>OFSTED Monitoring Visit</p> <p>Civic Centre Drop-In Centre</p> <p>Service Plan Update</p> <p>Performance Report</p> <p>Fostering Agency Report</p> <p>Independent Reviewing Officer’s Annual Report</p> <p>Corporate Parenting Board Agenda Plan</p> <p>Informal Items</p>	<p>Safeguarding</p> <p>Voice of YP</p>	<p>Julie Mepham</p> <p>Julie Mepham</p> <p>Julie Mepham</p> <p>Sue Grigg</p> <p>Rob Finney</p> <p>Kerrie Scraton</p> <p>Alaina McGlade</p>
<p>Monday 18 September 2017</p> <p>10.00 a.m. – 12.00</p> <p>Mtg Room 1, HTH</p>	<p>Public Items:</p> <p>CPB Annual Report (TBC)</p> <p>Performance Report</p> <p>Adoption Agency Report</p> <p>Corporate Parenting Board Agenda Plan</p> <p>Informal Items</p>		<p>Martin Green</p> <p>Sue Grigg</p> <p>Michelle Rawlings</p> <p>Alaina McGlade</p>

Corporate Parenting Board

Agenda Plan 2017/18

<p>Monday 13 November 2017</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p>Public Items:</p> <p>Informal Items</p>		
<p>Monday 22 January 2018</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p>Public Items:</p> <p>Informal Items</p>		
<p>Monday 12 March 2018</p> <p>10.00 a.m. – 12.00 Mtg Room 1, HTH</p>	<p>Public Items:</p> <p>Informal Items</p>		

Corporate Parenting Board

Agenda Plan 2017/18

<p>Monday 30 April 2018</p> <p>10.00 a.m. – 12.00 Mtg Room 3, HTH</p>	<p>Public Items:</p> <p>Informal Items</p>		
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Regular reports:

Annual:

Private Fostering Annual Report

6 monthly

Adoption Agency Report (April to September)

Adoption Agency Report (October to March)

Quarterly

Fostering Agency Report (April to June)

Fostering Agency Report (July to Sept)

Fostering Agency Report (Oct to Dec)

Fostering Agency Report (Jan to March)

Termly:

Virtual School

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