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

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Friday 29 September 2017

Notice of Meeting

Dear Member

Children's Scrutiny Panel

The **Children's Scrutiny Panel** will meet in the **Meeting Room 4 - Town Hall, Huddersfield** at **10.00 am** on **Monday 9 October 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 Children's Scrutiny Panel members are:-

Member

Councillor Cahal Burke (Chair)

Councillor Donna Bellamy

Councillor Fazila Fadia

Councillor Paul Kane

Councillor Robert Light

Councillor Amanda Pinnock

Dale O'Neill (Co-Optee)

Fatima Khan-Shah (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Minutes of the Previous Meeting

1 - 6

To approve the minutes of the Children's Scrutiny Panel meeting held on 9th August 2017.

2: Membership of the Committee

This is where Councillors who are attending as substitutes will say for whom they are attending.

3: Interests

7 - 8

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

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: PSHE / Prevent in Schools and Further Educational Settings

9 - 18

To receive a report relating to the teaching of PSHE and Prevent in Schools.

Contact: Val Flintoff / Lee Hamilton – 01484 221000

6: Leeds and Kirklees Improvement Partnership Report in BS Folder 19 - 40

To receive the Children's Improvement Partnership.

Contact: Steve Walker, Director for Children's Services - 01484 221000

7: Corporate Performance Q4 (2016/17) 41 - 48

To receive and discuss the relevant information relating to Children's Services from the Corporate Performance Q4.

Contact: Yolande Myers– 01484 221000

8: Work Programme 49 - 54

To discuss and update the 2017/18 work programme for the Children's Scrutiny Panel.

Contact: Yolande Myers, Governance and Democratic Engagement Officer – 01484 221000

9: Minutes of Corporate Parenting Board 55 - 76

To note the minutes of the Corporate Parenting Board meetings held on 20th February, 24th April, 15th May and 17th July 2017.

10: Future Meeting

To note that the next meeting of the Committee will be on Monday 6th November 2017 at 10:00am in the Council Chamber, Huddersfield Town Hall. The meeting will be webcast.

Contact: Yolande Myers, Governance and Democratic Engagement Officer - 01484 221000

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CHILDREN'S SCRUTINY PANEL

Wednesday 9th August 2017

Present: Councillor Cahal Burke (Chair)
Councillor Donna Bellamy
Councillor Fazila Fadia
Councillor Paul Kane
Councillor Amanda Pinnock

Apologies: Councillor Robert Light
Fatima Khan-Shah (Co-Optee)

Observers: Councillor Masood Ahmed, Cabinet Member - Children
Penny Bunker, Governance and Democratic Engagement
Manager
Yolande Myers, Governance and Democratic
Engagement Officer
Steve Walker, Strategic Director - Children and Families
Dale O'Neill – Scrutiny Co-optee

1 Membership of the Committee

Apologies for absence were received from Councillor Robert Light and Fatima Khan-Shah (Co-optee).

2 Interests

No interests were declared.

3 Admission of the Public

Agreed that all items be considered in the public session.

4 Leadership arrangements and priorities for Children's Services in 2017/18

Steve Walker, Strategic Director for Children and Families confirmed to the Panel that he had been appointed to provide support to Kirklees Council from Leeds City Council. He informed the Panel that Saleem Tariq had also been appointed as Service Director, and that Elaine McShane had been seconded full time to Kirklees Council.

Children's Scrutiny Panel - 9 August 2017

Mr Walker explained that Leeds City Council had been on a similar improvement journey, working with Eleanor Brazil and he could bring the lessons learned at on that journey and could provide consistency and stability to Kirklees Council. Although the formal declaration from the Secretary of State had not been made about the partnership, both Leeds City Council and Kirklees Council agreed that there should be no delay in beginning to work together on the improvement journey.

The Panel was advised that as the Strategic Director of Children's Services, Mr Walker would be a presence within Kirklees and would be accountable to them for performance. There would be a clear governance structure and the improvement programme would develop over time with a good social work model of practice, with cases allocated and children being seen. This model and clear agreement would be brought to the Panel for consideration once it had been established.

Eleanor Brazil, Independent Improvement Partner, advised the Panel that the formal approach between Kirklees Council and Leeds City Council would be published in the second week of September and would outline the new direction being taken. Ms Brazil gave credit to Leeds City Council for accepting the strategic partnership. The Panel was informed that there would be funding available from the Department of Education to support the improvement journey; however Ms Brazil could not confirm how much funding would be provided and what the money could be used for.

Ms Brazil explained that although the Trust model was effective in authorities such as Doncaster and Slough, there was a huge cost financially and in time and resources to put the new organisation in place. However, the alternative approach of collaboration with another authority was one that would be monitored by the Department of Education to assess its effectiveness, with the focus being to get on with the improvement journey. Ms Brazil informed the Board that there was no direction to go into partnership with Leeds City Council, but both authorities did this on a voluntary basis, and she confirmed that the other party to the partnership would be the Department of Education due to the funding that would be available. A draft of the partnership arrangement would be available by the end of September, but this would just be the parameters but would likely include the timeline, governance arrangements and details of the funding being provided.

The Panel asked Ms Brazil if she felt improvements had been made since her first visit in December 2016. Ms Brazil confirmed that the service had struggled, particularly with the senior leadership team, which had seen a number of changes. The Panel were informed that the quick fixes that had been put in place by the service, were not the best approach that could have been taken, and that staff felt the service had become chaotic. These quick fixes should not happen again, and Ms Brazil felt that the service, at best, had stood still. The service was no longer chaotic, but she had not seen the improvement that she would have wanted to see at this stage. The Panel were advised there had been very little performance data, although that had now improved and the focus would be on improving the areas that the service should have been doing better in.

The Panel was informed that the Improvement Plan was being reviewed and there would be some changes made to it. Of particular note would be the re-thinking of the Model of Practice, improving social work recordings and ensuring that case files were kept up to date. The Panel was advised that the Leader of the Council,

Children's Scrutiny Panel - 9 August 2017

Leading Members and the Chief Executive had seen Ms Brazil's most recent report which contained timescales for the improving service. The Improvement Plan would contain milestones and would be updated quickly with progress made. However, Ms Brazil advised the Panel that the improvement journey would take between 18 months and 2 years to complete, but that improvement should be seen along the way. The plan would also look at how the difficulties within the service came about to ensure that this did not happen again.

Following questions from the Panel regarding the leadership in Children's Services Mr Walker informed the Panel that all Heads of Service posts were filled, although two of them were on an interim basis. Those posts would be recruited to on a permanent basis in September and would provide a Head of Service to work with the Multi Agency Safeguarding Hub (MASH) and Duty and Advice, with the other post working with Assessment and Care Management. Training programmes were being rolled out with some of those for the Leadership Management Team, who were a fairly new team.

The Panel asked about the use of agency staff within Children's Services and Mr Walker confirmed that there was significant use of agency staff, costing around £5m per year. The level of agency staff was currently between 20% & 25% and although the reliance on agency staff needed to be reduced, this would take time to resolve due to a number of issues. Given the difficulties within Children's Services, staff sometimes felt unsupported, with no clear vision as to how the service would improve, and this often meant that they left to work for other authorities. There was also difficulty in recruiting new staff to a struggling service, and it was shown that this was not an issue of resources, given the additional £13m that the service had been given last year, but was around giving support to social workers to enable them to work effectively. Mr Walker advised the Panel that staff should be reminded that although agency staff did appear to be paid a higher amount they did not receive sick pay, holiday pay or pension contributions.

RESOLVED –

- 1) That the current leadership arrangements in Children's Services be noted.
- 2) That the priority areas of focus for the Leadership Team and Management Team be noted and considered as part of planning the work programme.

5 Ofsted - Update on monitoring visit

The Panel considered the outcome of the most recent Ofsted monitoring visit, and noted that it was disappointing but not unexpected and was a realistic assessment of the service. Ms Brazil advised that the issue was with the pace of improvement, which needed to be improved significantly. The Panel asked Ms Brazil what had hindered the progress, and she confirmed that a significant factor was the leadership and the lack of an effective social work model. The Panel was informed that there needed to be a clear way in which social workers and partners intervened to work with families as the current way of working resulted in too much delay. There had not been enough knowledge about good social work planning and the system to support social workers was lacking.

Children's Scrutiny Panel - 9 August 2017

The Panel heard that a previous recommendation from Ofsted had been a replacement of the case management system, but this was often used as an excuse for poor social work recordings. These excuses had been accepted previously, but this was no longer the case. It was acknowledged that the case management system did need replacing, however it was a useable system and managers should have been encouraging social workers to use it.

Mr Walker informed the Panel that although it was disappointing, Ofsted had identified progress made within the service. He explained that the IT system was to be replaced and was one of the reasons why progress had been limited however, it was important to involve staff in the how the new system would be set up, and it had therefore been delayed for this process to take place. The service would then go back to fundamentals and ensure that there was a training programme rolled out to staff on the use of the IT system.

The Panel asked whether the difficulties encountered within Children's Services were a 'managed decline', given the limited improvement that Ofsted had seen, and asked when the decline had begun, given the previous Ofsted reports. Ms Brazil explained to the Panel that from the original report being provided, there were differences in the number of children where the degree of risk was not being addressed. She informed the Panel that this was not the case now, and that was important given the safeguarding of children being the first priority. Children were now safer than they were last year and there were social workers doing some excellent work.

The Panel noted that the demands on Social Care were increasing both for the service and for partner agencies. Expectations in terms of Child Sexual Exploitations (CSE) were higher than they were previously, and Ofsted inspections themselves were more rigorous now than they used to be. The Panel was informed that the journey of a child from start to end and the experiences they encountered on the journey was considered when Ofsted inspected. There were higher standards set between the last inspection in 2011 to the recent one in 2016, and Kirklees didn't keep up with the pace of change. Changes implemented in other local authority areas didn't happen in Kirklees and the use of independent assessments of the service were not utilised. Peer review could be undertaken by other authorities, the Local Government Association or by Commissioners, but had not taken place and it was felt that scrutiny was not as robust as it could have been. The Panel noted that the focus of scrutiny in previous years had been officer led, and that had often resulted in scrutiny being steered in the wrong direction.

Mr Walker explained that Kirklees suffered from lack of succession planning and lessons could be learned from Leeds Council who now had a clear plan on the future direction of social care. Performance management information would have focused minds on strategies needed to deal with increased demand. Mr Walker informed the Panel that the Performance information as a data set should be brought to the Children's Scrutiny Panel.

Panel members noted that information given to the Children's Services Ad-hoc Scrutiny Panel was of some concern to them, particularly the Risk Sensible model of Social Work. Mr Walker explained that there had been a lack of understanding

Children's Scrutiny Panel - 9 August 2017

around this complex model and a lack of evidence as to why this model was chosen. He informed the Panel that there was a strong evidence base for the Restorative Practice Social Work model and was a model that staff could relate to. The Panel were told that 3 or 4 other Local Authority areas had implemented this model and had subsequently received a good Ofsted rating.

Ms Brazil informed the Panel that the Risk Sensible model was used in Blackpool and Lancashire but it wasn't a straightforward model and only 20% of staff in Kirklees had been trained in that model. She explained however, that the Restorative Practice Model used in Leeds had been evaluation by the DfE and this report would be useful for Panel members to see.

Panel members raised concerns about morale amongst social workers, particularly in relation to the changes of staff and the upcoming IT system. The Panel also asked how the service was ensuring children were kept safe during the restructure. Mr Walker explained that the service had taken a step back to consider what was important to people working in their jobs, and to understand that it wasn't necessarily about being paid more money. He informed the Panel that in Leeds, they had begun to understand that staff wanted a clear career path, to be trained and supported well and to have a manageable caseload. Mentoring posts had been created with advanced practitioners supporting and mentoring newly qualified social workers. Mr Walker explained that this had reduced the turnover of staff in Leeds with an increase being seen in staff having more than 2 years post qualifying experience. This had gone from around 52% in 2013 to 80% in 2015. Mr Walker explained that in 2 years' time, the use of agency staff should be less 10% and with effective monitoring it would tell in advance if this target was unlikely to be met.

Mr Walker informed the board that in ensuring children were kept safe; the Service was working on the 5 core principles of social work which was 1) allocation, 2) seeing the child/children), 3) assessment, 2) planning and 5) reviewing. This would ensure that fewer things were likely to go wrong and ensure that children were kept safe.

The Panel noted that the next monitoring visit was due late October beginning of November, and Ms Brazil hoped that there would be a positive, although not significant change in children being better served in Kirklees. There were currently around 2,000 children allocated a social worker, and Ofsted would only look at a tiny number of these. However, they would want to see better use of the case recording system, more supervision and better decision making. Ms Brazil noted that staff were reporting confidence in the new leadership direction.

Cllr Masood Ahmed informed the Panel that the service was on a journey and it would take time to improve to an acceptable level. Recent changes had seen social workers moving to Civic Centre 1, and he was confident that this would improve staff morale and would ensure that the senior leadership team and Members would see staff there on a regular basis.

Mr Walker recommended that the reports and minutes from the Improvement Board be brought to the Children's Scrutiny Panel so that it could support the work of the Improvement Board.

RESOLVED –

- 1) That the OFSTED monitoring visit outcomes be noted, including the limited progress made.
- 2) That the issues raised by the report, including recruitment and retention be picked up as part of work programming.

6 Draft work programme for the Panel

The Panel considered the draft work programme for the Children's Scrutiny Panel and had a discussion about ensuring that Scrutiny were not duplicating work being carried out elsewhere.

RESOLVED –

- 1) That the work programme be drafted as agreed at the meeting, with particular focus on;
 - The improvement journey – quarterly
 - Corporate Parenting – including fostering and adoption
 - Elective Home Education
 - Special Needs Education
- 2) That update briefing notes be provided where in depth work is not required.

7 Schedule of Meetings 2017/18

RESOLVED –

- 1) That the next meeting of the Panel be held on a Monday at 11am. This arrangement to be reviewed as required.
- 2) That the next meeting focus on Corporate Parenting.

KIRKLEES COUNCIL			
COUNCIL/CABINET/COMMITTEE MEETINGS ETC			
DECLARATION OF INTERESTS			
Childrens Scrutiny Panel			
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: Children's Scrutiny Panel

Date: 09.10.17

Title of report:

- The inclusion of Prevent within PSHE education and Citizenship education in Kirklees schools
- How students feel and react following receipt of Prevent teaching
- Inclusion of Far Right extremism in Prevent resources for Schools

Purpose of report : To provide a briefing for the Children's Scrutiny Panel on the issue of the inclusion of Prevent within the PSHE education (Personal Social Health and Economic education) curriculum in Kirklees schools, including how students feel and react following receipt of Prevent teaching and the inclusion of Far Right extremism in Prevent resources.

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?	Not applicable.
Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports?)</u>	Not applicable.
The Decision - Is it eligible for call in by Scrutiny?	Not applicable.
Date signed off by <u>Strategic Director</u> & name	Steve Walker – 28th September Director of Children's Services
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable.
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable.
Cabinet member <u>portfolio</u>	Cllr M. Ahmed (Children) Cllr S. Pandor (Prevent)

Electoral wards affected: All wards

Ward councillors consulted: None

Public or private: Public

1. **Summary:** The report outlines the approach to PSHE ed in all Kirklees schools to build resilience to any potential extremism of young people in Kirklees schools through a focus on *Prevention and Early Intervention* (the overall approach of the Kirklees Prevent Strategy). Universal education, using the key principles of 'effective preventive education' (PSHE Association 2016), means that learning is focused on building skills and attributes associated with preventing risky behaviour with much of the teaching and learning associated with the broad protective learning that underpins preventing extremism and radicalisation. The report provides an example of Prevent based resources and projects delivered within Kirklees Schools and includes feedback from staff and students.

2a What is PSHE ed?

- Personal Social Health and Economic education is a school subject through which pupils develop the knowledge, skills and attributes they need to keep themselves healthy and safe, and prepare for life and work in modern Britain.
- It is currently a non-statutory subject on the school curriculum. However, section 2.5 of the national curriculum states that all state schools 'should make provision for personal, social, health and economic education (PSHE), drawing on good practice'.
- PSHE education also contributes to schools' statutory duties outlined in the Education Act 2002 and the Academies Act 2010 to provide a balanced and broadly-based curriculum and is essential to Ofsted judgements in relation to personal development, behavior, welfare and safeguarding.
- On March 1st 2017 Education Secretary Justine Greening announced her intention to make Relationships and Sex education (RSE) compulsory for all secondary schools and Relationships Education (RE) compulsory in all primaries from 2019. Consultation would also determine whether Personal Social Health and Economic (PSHE) education would also become statutory in 2019.
- The PSHE Association has developed a Programme of Study for PSHE education (key stages 1-5). This is promoted nationally and in Kirklees. It aims to develop skills and attributes such as resilience, self-esteem, risk-management, team working and critical thinking in the context of learning grouped into three core themes: health and wellbeing, relationships and living in the wider world (including economic wellbeing and aspects of careers education).

PSHE ed in Kirklees schools

PSHE education aims to develop skills and attributes such as resilience, self-esteem, risk-management, teamworking and critical thinking in the context of learning grouped into three core themes: health and wellbeing, relationships and living in the wider world (including economic wellbeing and aspects of careers education). These aims reflect our own Kirklees vision for children and young people to leave our schools 'rounded , resilient and ready'.

A number of different models for the delivery of PSHE ed exist across our schools. PSHE education can be taught in discrete lessons, supported by other learning opportunities across the curriculum, including the use of enhancement days (such as a health day or enterprise day).

Good PSHE ed would also be found in:

- learning opportunities in other curriculum subjects (PSHE education provision integrated within other subjects)
- whole school and extended timetable activities
- cross-curricular projects
- one-to-one or small group support and guidance on specific areas of learning and development
- learning through involvement in the life of the school and wider community.

As PSHE ed and Citizenship are both non-statutory subjects they fight for space in an already very crowded curriculum. The amount of time (and therefore the quality of PSHE ed) varies considerably across the country (and in Kirklees schools). Information from Religious Education/Social Moral Spiritual Cultural/British Values audits and from PSHE ed networks confirms this view.

2b What is Citizenship education?

- Citizenship is a national curriculum subject at KS 3 and 4 (secondary education). It is a non-statutory subject for KS 1 and 2 (primary education). A non-statutory framework exists.
- Citizenship helps to equip young people to deal with situations of conflict and controversy knowledgeably and tolerantly. It helps to equip them to understand the consequences of their actions, and those of the adults around them. Pupils learn how to recognise bias, evaluate argument, weigh evidence, look for alternative interpretations, viewpoints and sources of evidence; above all to give good reasons for the things they say and do, and to expect good reasons to be given by others.
- Citizenship often gets incorporated into PSHE education particularly with younger children. Good citizenship teaching includes:
 - giving children a voice and creating a climate in the school where pupils can talk about local and national issues
 - giving children first-hand experience of concepts such as democracy
 - making sure children have a voice and enabling them to see that they can make a difference (school council)
 - raising money for charity
 - learning about rights and responsibilities.
 - developing speaking and listening skills
 - learning about financial capability and economic awareness (the use and functions of money).
- The National SMSC Quality Mark for primary and secondary schools was launched in the House of Lords on September 18th 2017. The self-review tool will better equip schools to implement their vision for SMSC. This is being shared with Primary Headteachers at their Kirklees Primary Heads Conference on September 27th and with PSHE ed coordinators at the LA Autumn term Networks.

2c. Kirklees: Curriculum approaches to teaching about extremism, radicalisation and terrorism

- As Department for Education guidance on the Prevent duty states, PSHE education can be an effective way of equipping pupils with the resilience, character, knowledge and skills to understand and manage difficult situations. The subject can be used to teach pupils to recognise and manage risk, make safer choices, and recognise when pressure from others threatens their personal safety.
- *The Key principles of effective preventative education* (PSHE Association, 2016) underpins support for Kirklees schools. The document summarises research into effective pedagogical principles in the field of school-based preventative education across a range of behaviours as well as school-based programmes to build skills and attributes associated with reduced risk-taking behaviour (including social and emotional skills, and resilience).
- Much of the teaching and learning will be the broad protective learning that underpins preventing extremism and radicalisation

This learning may never specifically refer to radicalisation, extremism or terrorism (or any type) but would cover:

- clarifying beliefs and values
- developing a sense of identity and respecting the freedom of others to express their identity
- developing empathy
- risk identification and management
- developing critical thinking and media literacy
- separating fact from fiction
- assessing and evaluating arguments
- understanding influence, persuasion, manipulation and the emotional power of charisma.

The *specific* learning schools might provide about extremism and radicalisation would:

- be age appropriate (at KS 1-2 very little or nothing)
- include teaching on developing specific skills - how to recognise and protect themselves from radicalisation (similarities to learning about other types of grooming in relation to criminality in gangs or sexual exploitation) and how to protect or support peers who they believe are at risk. There is a strong emphasis on seeking support.

- Use recognised resources and materials such as those promoted on the website <http://educateagainsthate.com> and those awarded a Quality mark from the PSHE Association <https://www.pshe-association.org.uk>
- Have subject/knowledge with a strong focus on promoting democratic (British) values.

2d Key guidance and support for Kirklees schools.

The LA makes available to all schools in Kirklees a range of support and guidance documents.

- All Kirklees schools have been funded by the LA as members of the PSHE Association from 2015 (to April 2018). This means that all schools in Kirklees can access free guidance, support and high quality PSHE ed resources through their free membership of the PSHE Association. The majority of our schools have accessed this support.

Kirklees Guidance: Flourishing Together: Tolerance, Diversity and Shared Values: Understanding the needs of pupils from faith communities'. (Kirklees, 2015)

- Guidance document designed to support schools in understanding the needs of pupils from various faith communities
- Key objective is recognising and embracing diversity
- Advice is not universal and is guidance, rather than instruction.
- Head teacher and governing body best placed to understand the specific circumstances and personal context of a situation in school.

Kirklees Guidance: British Values checklist (Kirklees, revised Sept 2016 and update due Oct 2017)

- Based around seven key questions linked to DfE guidance, Ofsted expectations and the requirements of the Counter Terrorism and Security Act 2015.
- Fundamental British values are defined as democracy, the rule of law, individual liberty and mutual respect and tolerance of those with different backgrounds, faiths and beliefs
- Designed as a self-evaluation tool for schools.
- The checklist may be used as part of a 'health check' visit (1/2 day) organised through Kirklees Learning Services.

Kirklees Guidance: SMSC: Promoting Spiritual, Moral, Social and Cultural Development for pupils including fundamental British values - A toolkit and audit for schools (Kirklees, revised 2016 and update due Oct 2017)

- This includes an audit which enables schools to check and exemplify the ways that school supports the SMSC development of students, and of school community.
- The Ofsted guidance is broken down and linked this to examples which can evidence work.
- Completed report indicates where provision is strong and areas for development

Promoting SMSC, British Values and Equality (available as consultancy from Kirklees Learning Services)

- Promoting SMSC and British Values in the classroom
- Understanding different faiths and cultures in a school context
- Promoting inclusion and challenging prejudice

Content includes: Promoting tolerance and understanding in school; Background to local faith communities and context; Handling sensitive issues and guidance for schools and teachers; Making arrangements for visits and visitors

Kirklees network support for PSHEd, Citizenship and RE

All schools are offered on-going termly support through Kirklees Learning Services network package (95% schools buy this support) Primary PSHE networks are held termly Includes regular updates (at least once a year) on Prevent and how to embed relevant learning into the PSHE ed curriculum.

2e What is Prevent?

The National Prevent Strategy published by the government in 2011, is part of the UK's overall counter-terrorism strategy known as CONTEST. The aim of the Prevent Strategy is to stop people becoming terrorists or supporting terrorism by focusing on the following 3 objectives;

- challenging **ideology** that supports terrorism and those who promote it;
- protecting vulnerable **individuals** from being drawn into terrorism through appropriate advice and support;
- supporting sectors and **institutions** where there is a risk of radicalisation.

The Prevent strategy recognises that people who are engaged in terrorist activities are often initially drawn into extremist narratives and beliefs and that these narratives (violent and non – violent) should be challenged to stop people moving from extremist groups or from extremism into terrorist related activity.

The Counter Extremism Strategy (2015) defines extremism as; “the vocal or active opposition to our fundamental values, including democracy, the rule of law, individual liberty and the mutual respect of different faiths and beliefs. We also regard calls for the death of our armed forces as extremist.”

Radicalisation is as defined in the Prevent Strategy as “the process by which a person comes to support terrorism and forms of extremism leading to terrorism”

In 2015 the Prevent statutory duty was introduced, requiring all public institutions, including schools and further education providers to show “due regard to the need to prevent people from being drawn into terrorism”.

2f Prevent in Kirklees

Kirklees became a Prevent ‘priority’ area in May 2015. Following this and the implementation of the Prevent Statutory Duty (July 2015), the Local Authority established a dedicated Prevent engagement team and subsequently a Prevent Hub to deliver direct, preventative work with communities in a variety of settings. The engagement team, funded through the Local Authority, also provide support to individuals that are identified as being vulnerable through the Kirklees Channel safeguarding panel and provide support to institutions such as schools, colleges, faith establishments and civil society groups to building resilience to radicalisation and extremism.

The Kirklees Prevent Hub which is overseen by the Kirklees Prevent Coordinator is the main point of contact for Prevent enquiries and concerns across the district and oversees the delivery of Prevent projects, including engagement with education establishments.

The Kirklees Prevent Strategy contributes towards the delivery of the “Protecting people from serious harm” theme within the Kirklees Community Safety Partnership Plan and requires collaborative working between the Community Safety Partnership and the Safeguarding Boards for Adults and Children. In common with other areas (such as Human Trafficking and Child Sexual Exploitation) within this theme, the Kirklees Prevent Strategy recognises that there is no single factor to radicalisation and that vulnerabilities in individuals such as age, deprivation, low self-esteem, frustration and anger, along with a lack of protective factors (employment, education, family and social networks) can make an individual vulnerable to radicalisation. The full The Kirklees Prevent strategy can be found at: <http://www.kirklees.gov.uk/beta/community-safety-partners/pdf/kirklees-prevent-strategy.pdf>

The Kirklees Strategy tackles all forms of extremism and aims to prevent radicalisation by identifying risk at the earliest possible stage by safeguarding individuals through appropriate support mechanisms before risk establishes itself at a more severe and or harmful level.

The Kirklees Prevent Strategy is driven by key themes on the 2017 – 2018 Kirklees Prevent Action Plan which are informed by national and local priorities. The five key themes of the 2017 – 2018 link closely to the work of PSHE ed in Kirklees schools and include;

- Gathering community intelligence to ensure community tensions are identified and resolved at the earliest opportunity
- Challenging the ideology that supports terrorism and those who promote it;
- Supporting and protecting vulnerable individuals from being drawn into terrorism through appropriate advice and support
- Supporting sectors and institutions where there is a risk of radicalisation.
- Ensuring effective partnerships are in place to support the delivery of the Prevent strategy and action plan in Kirklees

To support education establishments with their Prevent duty and to develop the critical thinking and resilience building skills of young people from extremist narratives the Prevent Hub provides education establishments with access to free resources (Home Office approved and locally developed) that can be delivered in a number of formats including:

- Workshops developed and delivered by the Kirklees Prevent engagement team.
- Workshops developed by a national or regional organisation and delivered by the Kirklees Prevent engagement team.
- Home Office funded Project delivered by a third party organisation.
- Train the trainer model for school teaching staff

Sessions can range from “one off” full day workshops that form part of an alternative curriculum day or can be embedded within the school timetable and curriculum. Sessions do not always specifically refer to radicalisation, extremism or terrorism but cover learning outcomes to build resilience to radicalisation and other forms of harm by focusing on:

- Beliefs and values
- Identify
- Developing empathy
- Risk identification and management
- The development of critical thinking skills
- Understanding influence, persuasion and manipulation
- Assessing and evaluating fact from fiction

All sessions, unless specified by the school, cover all forms of extremism, including the risk posed from Far Right extremism. The article below from the Huddersfield Examiner (July 2017) provides an insight into the ‘balanced approach’ taken by Prevent to ‘target ISIS, Al-Qaeda and Far Right Extremism’. <http://www.examiner.co.uk/news/anti-terror-experts-give-presentation-13281392>

To continue to enhance the support already available to education establishments across Kirklees, a dedicated Prevent Education Officer has been appointed on a fixed term contract until March 2018 (subject to further Home Office funding)

In 2016, the Prevent Hub delivered workshops within a school based environment to over 2000 young people. Feedback is sought following each session from the student and teacher or school. National workshops are evaluated centrally by the Home Office.

Below are a number of example workshops and projects delivered in Primary and Secondary Schools across Kirklees including feedback from students and teachers. Further information about the resource’s available to schools can be found at <http://www.kirklees.gov.uk/beta/community-safety-partners/prevent-resources.aspx>

Tolerance and Respect (Primary)

Based on Fundamental Values, the Tolerance and Respect package is an interactive resource developed by the Prevent Hub to engage Infant and Primary school children in exploring the importance of respecting individual difference and valuing Diversity.

The resource is delivered over 5 x sessions with the support of teachers, covering;

- **Respect:** Dialogue based session where children think about what might encourage them to respect others, and what might be respected about them.
- **Tolerance:** Active, dialogue based session which encourages children to use respectful communication to explore and recognize difference and similarities that shape diversity amongst their friends.
- **Everyone is Unique:** A creative session, which asks children to create a unique individual which encourages them to think about what might make up each section, and make it so unique. E.g., Head and shoulders, thoughts and ideas, Physical appearance (Hair colour, head wear, gender etc.) Once complete, the group tape their sections together to reveal their very own unique individual; this can be displayed for reflection or to focus further discussion on.
- **Let's Score Respect:** Active session, designed around the use of teamwork, large space and a ball! The session encourages participants to decide in teams out of a number of statements which are respectful and which are disrespectful. With a competitive twist, the winning team is the one who makes the best decisions and gets the ball into the goal the fastest.
- **My Good Friend will ...:** This is an interactive session which explores healthy and unhealthy friendships; the facilitator shares a number of behaviours with the group and asks them to decide whether they are behaviours that reflect a good friendship or a bad friendship, and to place them on the appropriate board to act as a visual aid.

The Tolerance and Respect pilot was developed in conjunction with a primary school in South Kirklees.

"The staff and children still mention the fabulous morning on prevent, it was an excellent stimulus. I hope that we can book you again next academic year". *Teacher feedback, June 2017, North Kirklees Primary School

RESPECT (secondary schools)

The Respect Programme consists of 5 individual 60 minutes sessions on extremism, propaganda, stereotypes, British values and staying safe online. Sessions can be used as a package or as stand-alone sessions in different subject areas such as Citizenship, PSHE and RE. Each session is accompanied by resources (videos, web-links, scenarios, poetry) which provide a safe space for young people to explore contemporary and challenging issues whilst encouraging critical thinking and exploring identity and the rights of others.

"I learned a lot about the far Right and different groups around the world. I was taught what defines a British person Thank you !!!" *Student feedback, March 2017, South Kirklees Secondary School

Chatterbox (Primary and secondary)

Chatterbox is a debating resource designed to encourage critical thinking and facilitate discussion for any age group. Chatterbox encourages dialogue around local, national and international issues, including radicalisation and extremism, helping to support the development of local counter narratives and resilience towards extreme ideologies.

"I found this session useful as we spoke about subjects we wouldn't normally discuss at school."

"I think today's session was very good because you can share your views openly without being judged. Allowed further discussions outside of classroom with friends."

*Student feedback, September 2017, North Kirklees Secondary School

To understand how the Kirklees Prevent Hub support and safeguard vulnerable people the following case studies have been provided

<http://www.kirklees.gov.uk/beta/community-safety-partners/pdf/kirklees-channel-case-study.pdf>

<http://www.kirklees.gov.uk/beta/community-safety-partners/pdf/kirklees-channel-case-study-b.pdf>

To support this report a practical example of a Prevent based report will be shared with the panel and a local secondary school have been invited to provide an overview of the work they do around PSHE and Prevent.

A recent report by the University of Huddersfield titled: '**what the Prevent Duty means for Schools and Colleges in England: An analysis of educationalists experiences**' found the following in relation to the implementation of the Prevent duty within School and Colleges;

- Fairly high and widespread confidence among educationalists about implementing the Prevent duty.
- Over three quarters of the respondents described themselves either as 'very confident' (29%) or 'fairly confident' (47%) about implementing the Prevent duty. Less than 1 in 10 described themselves either as 'not very confident' (5%) or 'not confident at all' (4%).
- 72% described themselves as very or fairly confident about 'having conversations with students on issues related to extremism and radicalisation.
- Little support among respondents for the idea that the duty has led to a 'chilling effect' on conversations with students in the classroom and beyond.
- clear examples of schools, colleges and individual staff responding to the duty through initiating or reinvigorating a range of curriculum activities.
- The largest proportion of respondents (56%) expressed the view that the Prevent duty had not resulted in any change in the levels of trust between students and staff
- Considerable support (41% of respondents) for the view that Prevent duty had led to more open discussions around such topics as extremism, intolerance and inequality. Just over 1 in 10 respondents stated that the duty had resulted in less open discussions (12%) on such topics, with 32% stating that it had not made a difference.
- Given the often damning commentaries on and assessments of Prevent in media discourse, the overall views emerging from school/college staff about the duty balanced.
- Positive examples of how the Prevent duty had provided an opportunity to reinvigorate areas of work around equalities, diversity and anti-racism, and about how individual teachers or schools/colleges had made use of the duty to have more open discussions with students on issues relating to extremism, intolerance and inequality.

The full report can be accessed at: <https://pureportal.coventry.ac.uk/en/publications/what-the-prevent-duty-means-for-schools-and-colleges-in-england-a>

3. Information required to take a decision: N/A

4. Implications for the Council:

Kirklees Joint Health and wellbeing strategy : PSHE ed support and guidance to schools supports the Health and Wellbeing Strategy by improving preventative health and well-being education in Kirklees schools leading to improved outcomes for young people

Kirklees Economic strategy: PSHE ed support and guidance to schools supports the Economic Strategy by helping young people develop improved resilience, employment skills and building strong and thriving communities

5. Consultees and their opinions:

PSHE Association

6. Next steps:

From March 2018 all Kirklees schools will be required to purchase any future guidance, support and resources directly from the PSHE Association.

7. Officer recommendations and reasons:

Elected Members to consider becoming involved in the Yorkshire & Humber Elected Member Prevent chaired by Cllr Light. Prevent updates/ briefing sessions for each member group.

8. Cabinet portfolio holder's recommendations: N/A

9. Contact officer:

Lee.Hamilton@Kirklees.gov.uk Val.flintoff@kirklees.gov.uk

10. Background Papers and History of Decisions

- Previous report to OSMS on PSHE education and Prevent (Jan 2017)
- Councillors may wish to consider the results of a new and independent national research programme '*What the Prevent duty means for schools and further education colleges in England*' to be conducted by Dr Joel Busher (Coventry University), Prof. Paul Thomas (The University of Huddersfield) and Tufyal Choudray (Durham University), with support from Coventry University and the Aziz Foundation
<http://eprints.hud.ac.uk/id/eprint/32349/>

11. Service Director responsible

Steve Walker
Director of Children's Services

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Kirklees Council and Leeds City Council

Draft Proposal for Strategic Improvement Partnership

Section Two: Improvement Programme



Department
for Education



Leeds
CITY COUNCIL



**The Kirklees Ten Point Plan:
Creating the conditions for success**



Section 1 – Context, Challenges and Opportunities

Context

An OfSTED inspection in 2016 found that, 'Services for vulnerable children in Kirklees are inadequate, due to serious and widespread failures which result in some children not being protected or having their needs met'. The report acknowledged that 'Although senior managers and councillors are aware of the inadequacies and have implemented an improvement plan, this has yet to result in sufficient improvements to the experience of vulnerable children in Kirklees' (p2)

Following the outcome of the inspection the Secretary for State appointed a Children's Commissioner to review the capacity of Kirklees Children's Services to improve and to advise the Secretary of State on any further actions necessary.

The Commissioner found that although there was considerable support across all political parties, the Corporate Centre and from partner agencies for Children's Services the pace of change was too slow and the authority did not have the capacity to improve without external support.

This judgement was reinforced by the OfSTED monitoring visit in July 2017 which found that the pace of improvement in Kirklees was too slow. Whilst inspectors noted improvement to leadership and practice they reported that this was not yet sufficiently robust or embedded and not consistent enough across all areas.

A key issue that has affected Kirklees is the lack of stable leadership for Children's Services. In the nine months following the inspection the Director and Interim Head of Children's Social Work have both left the authority. An interim Improvement Director and Service Director for Family Support and Child Protection were appointed, and have also subsequently left.

These changes meant that, despite significant support from members, including an additional thirteen million in funding in 2016/2017, there was no strategic approach to improvement within Children's Services, and the pace of change remained slow.

The Children's Commissioner recommended to Kirklees that they enter into an Improvement Partnership with Leeds City Council. The Commissioner was aware of the long history of collaborative working between authorities in Yorkshire and that Leeds was a Department for Education 'Partner in Practice' authority.

Leeds City Council was keen to support Kirklees Council as Leeds had faced similar challenges in recent years. In 2010 Leeds Children's Services were found to be Inadequate by OfSTED. However, as a result of a strategic approach to improvement by the council and partners, services for children in Leeds were judged to be 'Good' by OfSTED in March 2016, with 'Outstanding' Leadership, Management and Governance. This means that Leeds was well placed to support Kirklees Children's Services on their improvement journey.

Since April June 2017 Leeds has been supporting Kirklees through its role as a Partner in Practice. In May 2017 the authorities agreed to enter a formal Improvement Partnership that would see Leeds develop and deliver an Improvement Programme to Kirklees Children's Services.

In preparation for this agreement at Kirklees' request Leeds agreed to their Director of Children and Families Services becoming the statutory Director of Children's Services for both authorities. In addition to increase leadership capacity in Kirklees Leeds agreed to the secondment of an experienced Head of Children's Social Work full time to Kirklees.

Challenges and Opportunities

In spite of the challenges facing the authority, the staff observed carrying out their work and those with whom inspectors spoke were child focused and motivated to improve children's experiences. (OfSTED Monitoring Report, July 2017)

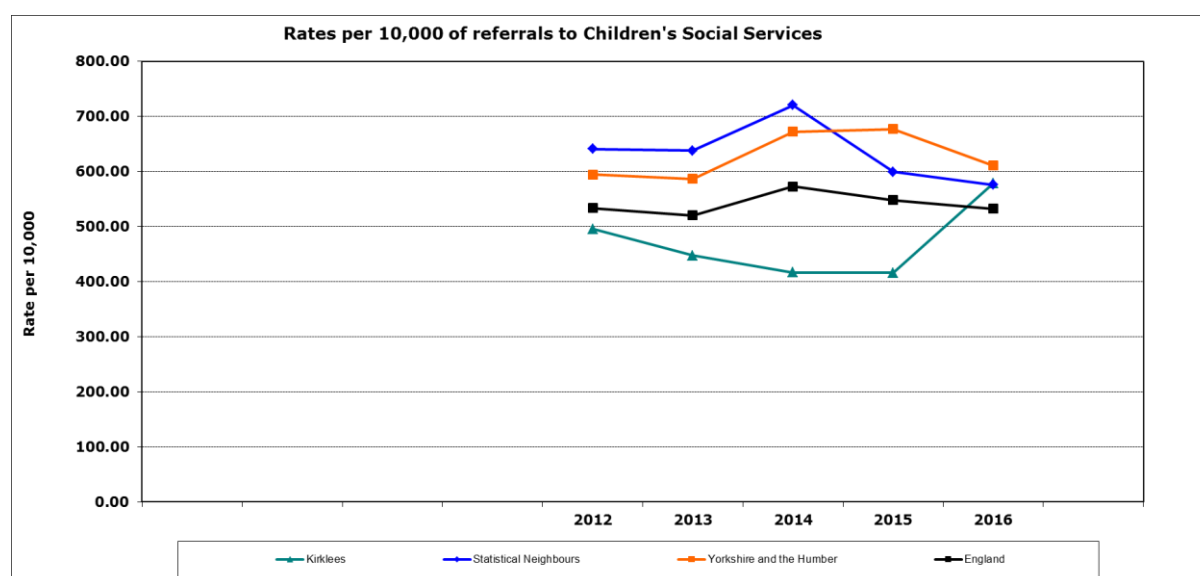
The OfSTED report of 2016 was a difficult but necessary critique of the way that the local child welfare and safeguarding system in Kirklees had become weakened and underperforming. The report raised a number of major and urgent concerns in key areas. The full list of recommendations is set out below:

1. Take urgent action to ensure that all children currently being provided with a service are safeguarded and their welfare is promoted.
2. Ensure that all staff, including agency staff, are supported to have more consistent relationships with children and to deliver high-quality services through manageable caseloads, induction, supervision and training.
3. Ensure that concerns identified in the dispute resolution process are dealt with promptly and comprehensively, including by independent reviewing officers and child protection chairs.
4. Improve the timeliness and quality of response to complaints from children and their families, including disseminating the learning.
5. Ensure that robust performance data drives improvements in the service.
6. Fully embed the quality assurance framework across children's services.
7. Ensure that the procured electronic recording system is fit for purpose and supports improved practice across the whole service
8. Improve the oversight and challenge of the corporate parenting board by ensuring the availability of robust performance data, and that children's views influence the focus and decision making of the board.
9. Ensure that all assessments and plans focus on reducing risk and improving children's outcomes, with clearly defined timescales for actions, responsibilities and regular review.
10. Ensure that assessments consider the needs of all children in a household and that records of this work are unique to each child.
11. Ensure that the children and young people are visited within the timescales identified in the plans and that, when appropriate, children are seen alone.
12. Ensure that all partner agencies are sufficiently involved in the multi-agency safeguarding hub information sharing and decision making, and that thresholds are consistently applied.
13. Ensure that the services for children who are subject to domestic abuse give robust consideration to safeguarding issues. This is to include consideration and recording of risks identified in multi-agency risk assessment conference meetings.
14. Ensure that child protection strategy meetings involve relevant agencies, that plans are made together and that actions are recorded.
15. Ensure that all child protection conferences are held to statutory timescales and that planning meetings, including core groups and child in need meetings, are held as required.
16. Ensure that the responses to pre-birth concerns are timely and robust.
17. Develop edge of care services and ensure that timely support is available in a crisis.

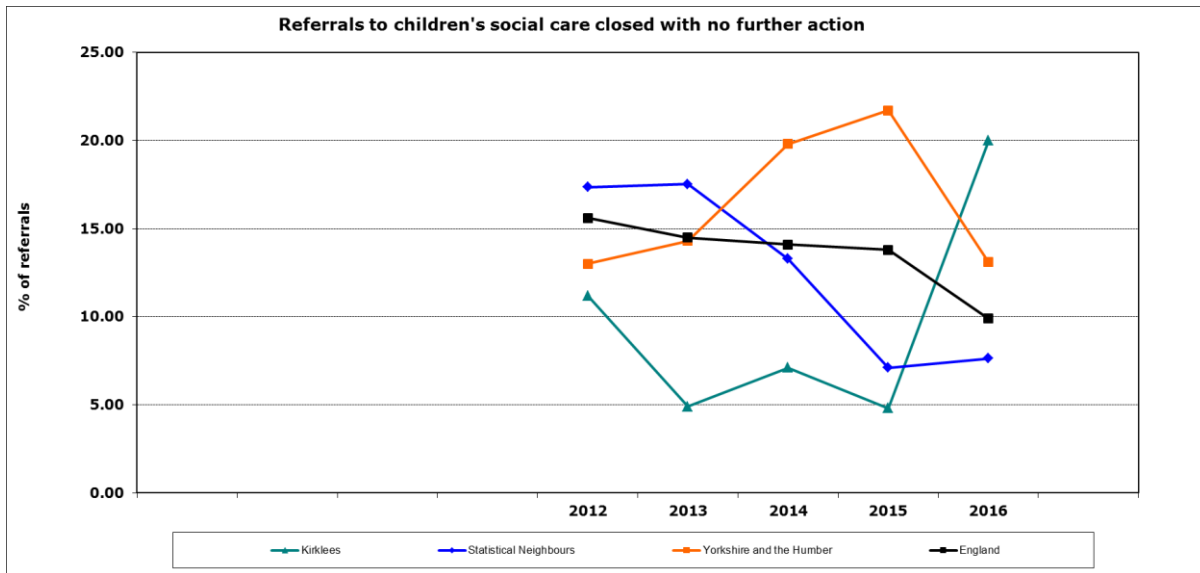
18. Ensure that, when children need to become looked after, this is actioned promptly, to include improving the quality of pre-proceedings letters to parents, clear contingency planning and ensuring robust monitoring of cases in pre-proceedings.
19. Review all arrangements when children are placed with parents to ensure that these are appropriate and that children are not unnecessarily made subject to a care order.
20. Increase the availability of local placements to ensure that children and young people do not need to be placed at a distance from their communities.
21. Ensure that children looked after have access to an independent visitor when they need one.
22. Continue to improve adoption services for children, to include improving the timeliness of decision making, recording a clear rationale for decisions made and using the learning when adoption placements breakdown.
23. Improve care leaver support, through ensuring that children all have a personal advisor from their 16th birthday and that they have sufficient support to live independently.
24. Robustly address the high rate of care leavers who are not in employment, education or training.
25. Improve access to therapeutic and mental health support for children looked after and care leavers.
26. Improve the quality of pathway plans to ensure that they underpin high-quality support packages.
27. Ensure that there is a robust needs analysis to underpin strategic planning and commissioning of services for children.

The breadth of concerns highlights that the problems do not lie with a single service but are systemic – the overall system has become unbalanced and ineffective. This can be seen through an analysis of some of the key data on children’s services in Kirklees.

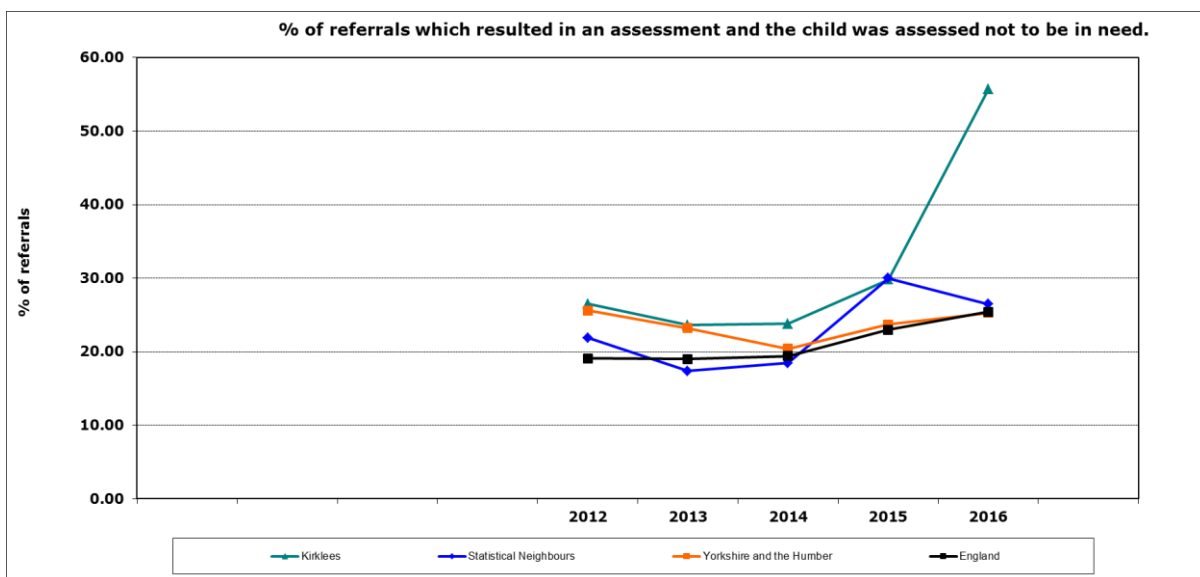
As can be seen in the graph below, referral rates in Kirklees were generally markedly lower than benchmarks until a rapid increase in 2016.



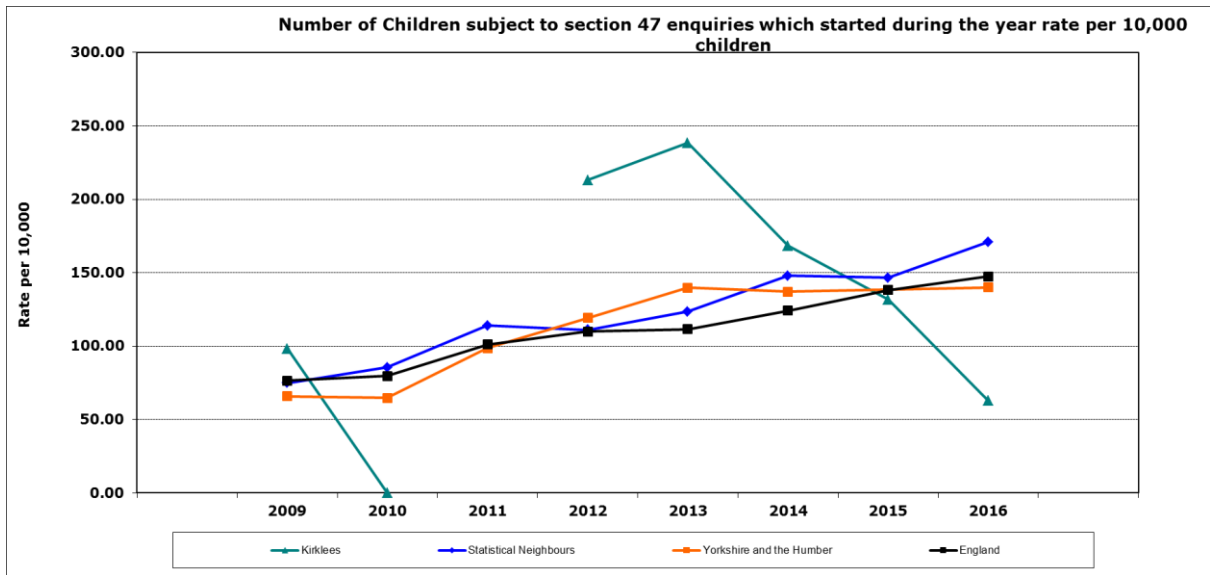
Decisions on these referrals has been unstable – until 2016 the proportion judged to require no further action were low, until the rate tripled in 2016 to 20%, double the national average.



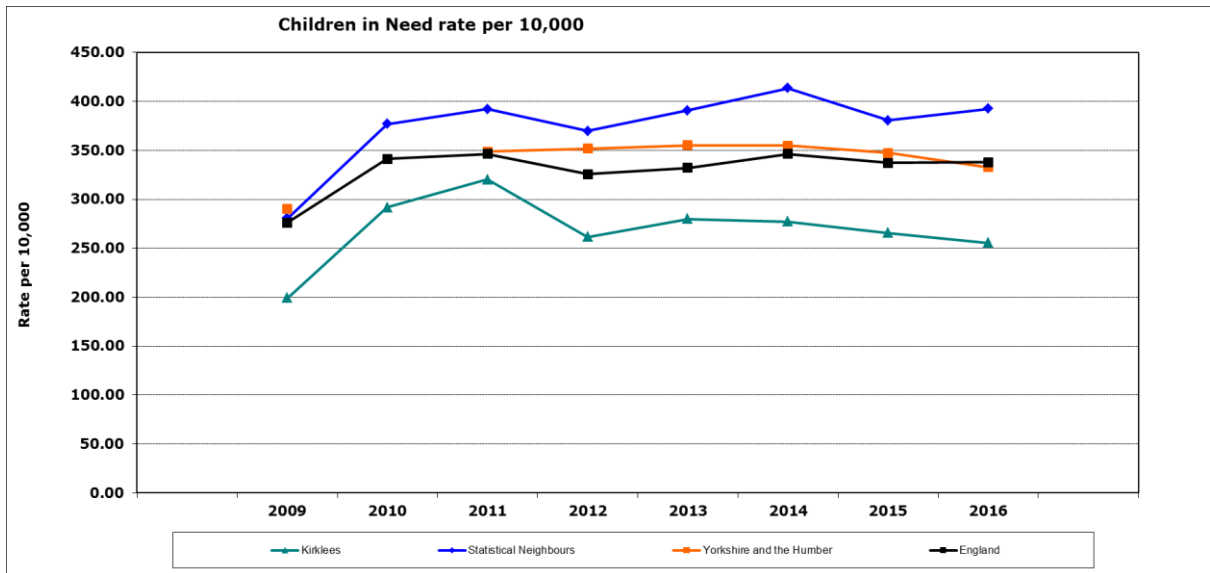
Further instability is evident when cases were referred on for social work assessment. Until 2015 Kirklees was similar to benchmarks but then saw another sharp rise, with the proportion of cases assessed then closed as the child was judged to not be in need nearly doubling to over 55%, the second highest rate in the country.



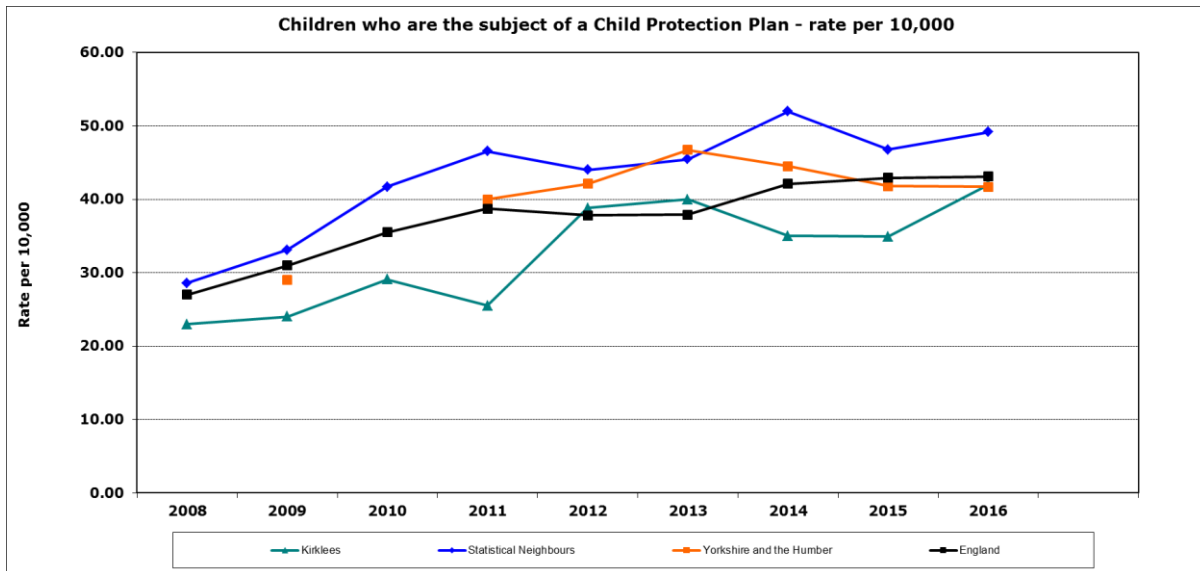
Further concerns can be raised about the treatment of cases judged to require section 47 enquiries for significant harm. The rate had been very high, well above benchmarks then between 2013 and 2016 fell by 80% to below half the national rate.



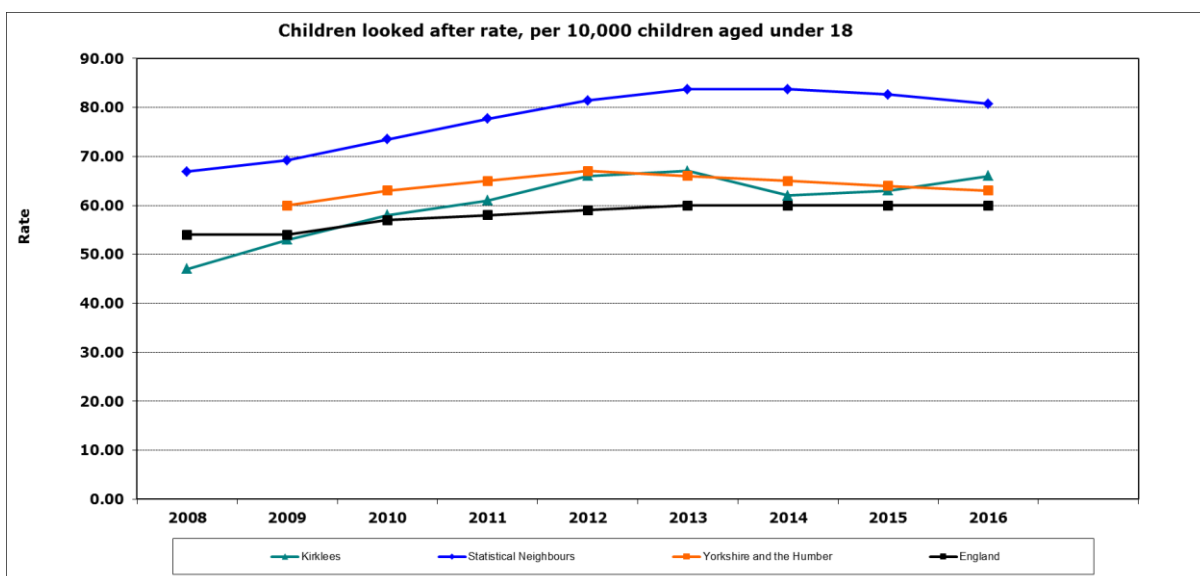
Imbalances can also be seen in the composition of social work cases. The proportion of Children in Need has been consistently relatively low, below that seen nationally or in similar areas and in recent years the proportion of Children in Need has declined slightly.



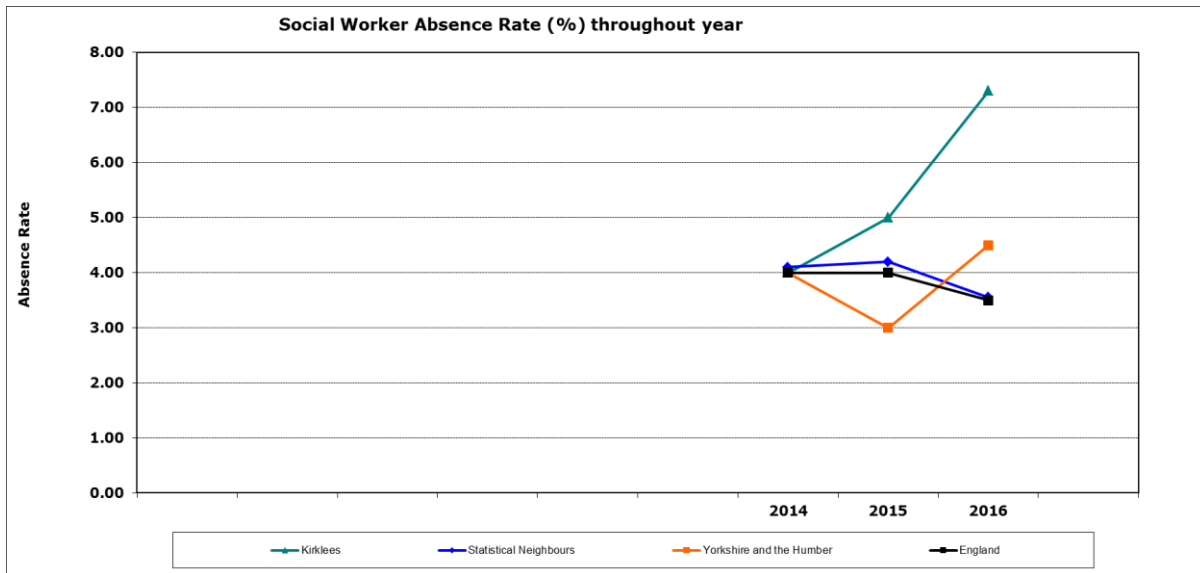
The proportion of children subject to a Child Protection plan is closer to national norms, but below that seen in Statistical Neighbours.



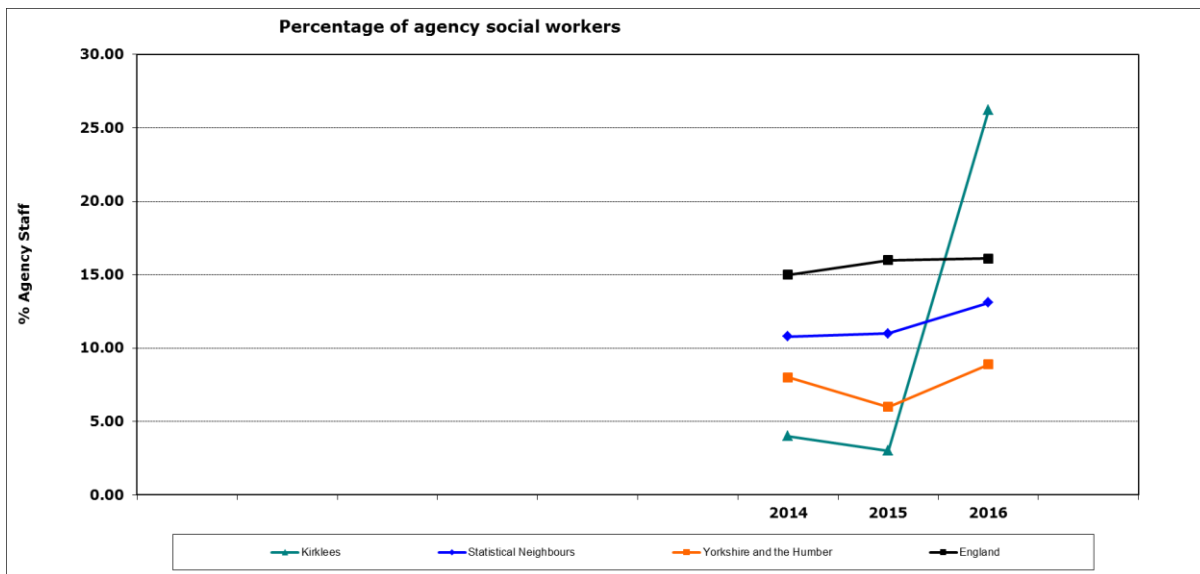
The proportion of children who are Looked After is more broadly in line with national and Statistical neighbour averages, as can be seen in the graph below. However an analysis of wider data shows causes for concern in care management and placements. The number of admissions to care has increased by 52% from 2012/2013. Kirklees has a relatively low rate of children placed in family type settings and relatively high rates in residential settings. The proportion of Kirklees Looked After Children in fostering placements is below the national average (68% to 74%). The proportion of children placed in residential and secure settings is 50% higher than the national rate (17% to 11%). Lastly, the proportion of children placed with parents is double the national average (10% to 5%).



The impact of these pressures within the local safeguarding system can be seen in data on staffing – absence rates for social workers in Kirklees have nearly doubled in the past two years and are now double the national average.



Even more marked is the impact on agency staffing – which, whatever the skills and qualities of the individuals, offers less consistency for children and higher costs for the Council. The proportion of agency staff rose more than five-fold from 2015 to 2016. In 2016 a quarter of staff were agency, more than a third higher than the national rate.



The high use of agency staff and the high proportion of children placed in residential and secure is placing significant pressure on the local authority budgets. Children’s Services overspent by thirteen million pounds in 2016/17. The Council increased the base budget of the service by seven million in 2017/18, however the already projecting a significant overspend. This level of expenditure is not sustainable into the future.

However, there are also significant positives in Kirklees that can be built on:

- The is cross party support for Children’s Services and commitment from the Council to improving outcomes for children and young people;

- Children’s Services staff are child focused and committed to innovation and improvement;

- Partnerships in Kirklees are strong. Partners are committed to working with Children’s Services to improve outcomes for children and young people;

An Agreed Approach to Improvement

Using the analysis set out above and informed by Leeds experience of improvement work the authorities have worked together to develop an agreed approach to improvement.

It recognises that what is required is cultural change and clear focus on outcomes for children and families rather than systems and processes. The Kirklees is committed to becoming a child friendly authority where services and outcomes for children and young people are at the heart of what the Council does.

Leeds has worked with Kirklees to develop an agreed programme of support that will see Leeds deliver a programme to improve existing services and, based on Leeds experience of innovation and improvement, to implement a range of evidence based interventions that will deliver better outcomes for children and young people in Kirklees. This focus on evidence based approaches and outcomes is deliberate, 'The local authority has taken a thoughtful and methodical approach to improvement and has followed the child's journey. Firm foundations underpin the effectiveness of services. Leeds has placed a considerable emphasis on creating an environment where good quality social work can flourish' (OfSTED inspection of Leeds Children's Services 2015). Getting the outcomes right for children and young people has significantly reduced expenditure on Children's Services in Leeds. The number of children and young people looked after in Leeds has reduced by fourteen percent since 2011 and the number of children in external residential placements has more than halved from one hundred and ten (2011) to fifty one and use of agency staff has reduced from between 20 and 25% (2011) to less than 5%. As a result expenditure on placements for looked after children in Leeds has reduced by twelve million and agency costs have reduced by over five million.

It is anticipated that getting the outcomes right for children and young people will also achieve reductions in costs over time. However, it is anticipated based on experience in Leeds and in other authorities that it will take two to three years to fully realise these savings.

The Improvement Programme agreed between Kirklees and Leeds recognises that whilst the child welfare system is complex, this does not mean the plan needs to be complicated. The plan is based on ten priorities, with a plan on page for each priority.

1. Children Looked After
2. Care Leavers
3. Early Help and Edge of Care
4. Front Door
5. Workforce
6. Practice
7. Voice of the Child and Families
8. Leadership
9. Partnership
10. Performance and QA

Actions are cross-referenced to OfSTED recommendations, marked by an (O) for reference, and set out the aims, actions, the deliverables and how we will know whether we are making a difference. In some areas of the plan we have identified the level of change anticipated – for example the reduction in the use of agency staff – but in other areas no numbers are identified – for example in relation to the safe and appropriate reduction in the numbers of looked after children. This is to avoid the creation of 'targets' which replace outcomes for children and young people as the focus for interventions.

Section 2: Action Plans

Children Looked After
<i>Rationale:</i>
This is the first priority of our plan because Children Looked After are everyone's shared responsibility as 'Corporate Parents'. OfSTED highlighted areas where our care needs to improve, from the way that legal proceedings are managed when concerns become serious to the quality of care planning to the way we organise placements for our Looked After Children. We
<i>Aims:</i>
<ul style="list-style-type: none"> • Improve social work practice with Children Looked After • Improve speed and rigour of decision making and legal processes so no child is left at risk • Ensure more children are placed in family type settings and as close to their existing communities as possible • Improve the range, quality and cost-effectiveness of placements for Children Looked After • Improve support for returning home safely • Strengthen the role of Corporate Parenting Board
<i>Actions:</i>
<ol style="list-style-type: none"> 1. Audit and review care planning and implement a new care planning model 2. Support and training for staff, managers and IROs for new care planning model 3. Review internal residential provision 4. Review Fostering service and recruitment strategy 5. Case review of all external placements and all placements with parents and implement action planning to move children on where safe and suitable (O19) 6. Develop and agree a Medium Term Sufficiency Strategy (O20) 7. Implement improved decision making governance to include a Gateway Panel, a Permanency Panel and improved Adoption Decision Making (O22) 8. Implement stronger legal case management processes 9. Develop a reunification strategy to support safe and successful return to family or kinship carers 10. Review and implement improvements for Independent Visitor Scheme (O21) 11. Strengthen Corporate Parenting through improved involvement of children and young people and better data to inform their work. 12. Develop role and influence of Children Looked After Council
<i>Deliverables:</i>
<ul style="list-style-type: none"> • Care planning model developed and agreed by Apr18. Training complete for all staff by Jul 18 • Sufficiency Strategy including reviews and action plans for internal and external fostering, residential and PWP, reunification in place by Jan 18 • Local Offer for Foster Carers in place by Apr 18 • Improved governance and legal processes– robust Permanence, Gateway and Adoption Decision Making panels in place by December 17, strengthened case manager support and review • New support arrangements in place for Corporate Parenting Board by Jan 18
<i>Success measures</i>
<ul style="list-style-type: none"> • Proportion of children placed outside Kirklees is reduced safely and appropriately. Indicative target of , 50% by March 19. • Proportion of children placed with parents is reduced safely and appropriately. Indicative target is 25% reduction by March 18, 50% reduction by March 19 • Increase in timeliness of independent return interviews for Looked After Children that have been missing. Target 80% within 72 hours by March 18, 100% by March 19. • Placement costs reduced . Targets TBC once review of placements completed

Care Leavers

Rationale:

Care Leavers are a high priority for this plan because as Corporate Parents our responsibilities continue into adulthood. Most young people are supported by their parents until the age of 25 so we need to consider how we can, as the Council and its partners, provide the same or better support for Care Leavers who face more challenges than most in their transition to adulthood. Whilst a lot of our support is good, we know from OfSTED and our own data and reviews that there is much more to do. As the basis of all support we need to make sure we have the best personal advisors for all Care Leavers, and that they together agree a good clear plan to make a success of adulthood. In addition we need to make sure there is better help in place for those with need extra support with their mental health, and to support all Care Leavers into learning and work.

Aims:

- All Care Leavers work with their own Personal Advisor to agree a high quality Pathway Plan
- Care Leavers mental health needs reviewed and priority access to mental health services secured
- All Care Leavers (except those with exceptional circumstances) are in Learning or Work, or have a clear, well-resourced plan to help them into learning or employment

Actions:

1. Audit quality of assessments and plans in Pathway Plans and agree and implement improved model and process for Pathway Plans (O26)
2. Review Care Leaver Service and put in place plan to improve caseloads, leadership, retention, training and support (O23)
3. Agree and implement training and support programme for Personal Advisors. (O23)
4. Trial use of IROs to monitor Pathway Plans in first year post Care for those young people with additional needs (O26)
5. Work with local colleges, schools and employers to agree additional support and opportunities for Care Leavers not in education or work. (O24)
6. Work in partnership with local NHS providers to review mental health needs of care leavers and implement improved access to CAMHS and wider support. (O25)
7. Develop local offer for Care Leavers to include free/discounted access to leisure services, apprenticeships and work experience, possible reductions to Council Tax, business/partner offers
8. Strengthen role and influence of Care Leavers Council

Deliverables:

- Care Leaver service reviewed and improvement plan in place by Dec 17
- Audits of practice complete by Dec 17
- New Care Leaver Practice Model agreed and in place by April 18
- Training and Support Programme for Personal Advisors in place from Jan to July 18
- Local Offer for Care Leavers in place from Apr 18
- Improved priority access to mental health support for all Care leavers by Apr 18
- Partnership Plan for Care Leaver learning and work agreed and implemented by Apr 18

Success measures

- Care leavers are involved in agreeing up to date, high quality Pathway Plans (25% April 2018; 50% Sept 2018 100% Dec 2018)
- Sustained reduction in waiting times for CAMHS. Waiting times to be below 28 day target each month from Dec 17
- Increase in the proportion of Care Leavers that are in learning or work (60% in education or work by Sept 2018, 70% by September 19)

Early Help and Edge of Care

Rationale:

Early help for children and families is more effective and less expensive than intervening when problems become entrenched. Even if early help cannot stop problems escalating, targeted and evidence based interventions for those at most risk can still make a difference and reduce the need for the high costs of social care involvement and taking children into care. These kinds of services are better for children and families but are also important to ensure that the local safeguarding system is sustainable. Without enough early help and targeted support pressures on social work can become too high, reducing the quality of decision making and practice and raising costs. Thus, in summary, effective early help is better for children, better for the local safeguarding system and better for the public purse.

Aims:

- To rebalance and strengthen the safeguarding system through developing better early help and preventative services
- To reduce pressures on social work services through improved early help and community support
- To increase the number of children and families supported through early help
- To improve the quality of front line practice and develop a more relational model of support
- To strengthen community level partnership working around Early Help Hubs
- To raise the confidence and satisfaction of local partners in the effectiveness of early help
- To promote a culture of innovation and evidence informed improvement

Actions:

1. DfE to create a £1.2 million Improvement and Innovation Fund for Kirklees to invest and adapt Innovation Programme initiatives for edge of care and early help (O17)
2. Review community early help arrangements and agree shared local action plans with partner agencies
3. Audit quality and impact of Early Help practice and agree development programme and support for front line staff
4. Engage all local partners in developing shared Early Help strategy
5. Kirklees Partnership to develop and agree priorities, co-financing and investment plan (O17)to include:
 - MST team
 - Family Group Conferencing team
 - One multi-agency Hertfordshire Family Safeguarding Model team
 - Problem solving court
6. Review overall range and quality of citywide Early Help services
7. Develop and agree an Early Help Strategy

Deliverables:

- Audit of practice and Early Help arrangements complete by November 2017
- Innovation and Improvement fund in place and priorities agreed by December 2017
- Innovation and Improvement funded services to be in place from April 2018
- Early Help Strategy agreed and in place by March 2017
- Local action plans agreed for all Early Help hubs by April 2018
- Early help staff development programme in place by March 2018

Success measures

- Independent evaluation shows new teams providing effective early help (March 2019)
- Independent evaluations shows new teams and wider early help services reducing number of children requiring social work intervention and becoming looked after (March 2019)
- Local partners more confident and more satisfied with locality Early Help (April 2018)

Front Door
<i>Rationale:</i>
The 'Front Door' for social work services plays a crucial role in the safeguarding system in Kirklees – as the place where local people and services can access robust and well-informed advice, support and decision-making from Social Work professionals. Getting this right is vital for ensuring that every child gets the right support and protection at the right time, and getting this wrong can lead to both delayed help for children and unsustainable pressures for local agencies and the social work service, leading to a cycle of growing pressure and weakening practice. The OfSTED report and data highlight problems with the Front Door in Kirklees – growing referral numbers, lack of clarity about roles and responsibilities, limits to partnership working and large rises in the number of referrals and assessments leading to no further action.
<i>Aims:</i>
<ul style="list-style-type: none"> • To strengthen the professional leadership, practice and decision-making of the MASH Front Door service • To improve partnership working, governance and multi-agency input into the MASH • To rebalance the proportion of referrals and assessments leading to no further action • To strengthen local multi-agency working for children and families affected by domestic violence
<i>Actions:</i>
<ol style="list-style-type: none"> 1. Strengthen professional leadership of MASH through secondment of experienced Leeds manager 2. Undertake structured review of MASH using regional ADCS peer review model (O12) 3. Agree and implement multi-agency plan for MASH improvement including: leadership; staffing; professional development and support; decision-making and 'thresholds' (O12) 4. Institute stronger review and quality assurance processes for decision-making around the Front Door 5. Review multi-agency processes and governance for responding to domestic violence, including MARAC (O13) 6. Agree and implement shared plan with Police, NHS and other key partners for improving domestic violence decision-making, processes and support. (O13) 7. Engage with key local partners and agree shared plan for improving consistency and quality of input from relevant agencies to initial child protection strategy meetings (O14)
<i>Deliverables:</i>
<ul style="list-style-type: none"> • Interim management arrangements in place and effective by September 2017 • MASH Review completed and action plan agreed by October 2017 • Multi-agency review of domestic violence completed and action plan in place by December 2017 • Decision review processes in place by October 2017
<i>Success measures</i>
<ul style="list-style-type: none"> • Number of contacts and referrals to Front Door are reduced (25% March 2018; 50% March 2019) • Proportion of referrals closed with No Further Action or closed from assessment are safely reduced to benchmark norms – indicative target – NFA – 10% by March 18, Closed from Assessment – 45% by March 18, 35% by March 19 Increased skills, knowledge and morale of MASH staff (October 2017) • Review and audit show strong and improving decision-making practice (March 2018) • Increase in timeliness of key Child Protection P meetings – Initial Child Protection Conferences within 15 working days to 70% by July 2018, 90% by March 2019;

Workforce
<i>Rationale:</i>
As OfSTED have observed, the child focus and commitment of front line staff continues despite the change and challenges of recent months. These values, and our children's services workforce are vital to our improvement plans. However, the impact of a dysfunctional system are clear – staff morale is low, absence is high and rising and use and cost of agency staffing has spiralled in recent years. This means that children and families face changes to their worker and instability and limits to the support they need, staff feel too pressured to produce their best work and the costs of agency staffing reduces the money available for investing in improvement. We need to 'create the conditions for success' – making sure we put in place the right respect, support, training and development that staff need and deserve.
<i>Aims:</i>
<ul style="list-style-type: none"> • Morale, confidence and job satisfaction of staff improved • Staff report improved management, support and training • Recruitment and retention of staff improved; • Use and cost of agency staff will decrease • Improved stability of social worker for children and families
<i>Actions:</i>
<ol style="list-style-type: none"> 1. Career development framework will be developed in consultation with staff and unions and implemented (O2) 2. A professional development offer will be developed aligned to the Career development framework (O2) 3. In consultation with staff and unions undertake a review of staff support and working conditions including: pastoral support, IT systems; administrative support; offices and communication. (O2) 4. Agree and implement programme of work to improve staff working conditions and support (O2) 5. Develop and implement improved arrangements for appraisal and management supervision (O2) 6. Implement new arrangements for monitoring staffing issues including: staff satisfaction; caseloads; training absence, recruitment and retention (O2), including annual process for assessing work and views of workers through Social Work Health Check 7. Engage with local Teaching partnership to maximise support from HEI partners 8. Undertake renewed programme of recruitment for key staff groups
<i>Deliverables:</i>
<ul style="list-style-type: none"> • Career development framework agreed with staff and unions and in place by April 2018 • Professional development offer agreed with staff and unions and in operation from April 2018 • Review of staff support and working conditions complete by January 2018 • Action plan for improving support and working conditions implemented from March 2018 • Improved supervision and appraisal arrangements in place from January 2018 • New monitoring arrangements in place by January 2018
<i>Success measures</i>
<ul style="list-style-type: none"> • Improved morale, confidence and skills of social workers and early help staff • Reduced use of agency staff (25% reduction by March 2018; 50% September 2018; 75% March 2019) • Reduced sickness absence (25% reduction by March 2018; 50% September 2018)

Practice
<i>Rationale:</i>
The quality of front line practice is key to improving the lives of children and families in Kirklees. Whatever the systems, processes and governance within the city it is the way that our staff work with children and families that will, in the end, make the difference and build the relationships, skills and confidence to make change. Effective practice needs shared values, a good theoretical model, good skills and knowledge from staff and the right training, support and supervision from managers. It is proposed that the underpinning values and model are relational practice as this is an approach that has worked well and driven rapid improvement in other local areas such as Leeds and West Berkshire. This approach has both a strong emerging evidence base and a strong moral foundation as it emphasises building on strengths, and empowering children, families and communities through stronger relationships. Adopting this approach will provide an opportunity for additional support and expertise through the DfE Innovation Fund supported 'Leeds Relational Practice Centre'.
<i>Aims:</i>
<ul style="list-style-type: none"> • Improved front line practice in social work and early help • Improved management and supervision to support and improve front line practice • Shared values and model of practice in place across Kirklees children's services • Improved staff and management confidence, skills and knowledge • Improved multi-agency working in key activities for children in need of help and protection
<i>Actions:</i>
<ol style="list-style-type: none"> 1. Train all Kirklees staff in Restorative Practice 2. Provide training for key partner agency staff and leaders in Restorative Practice 3. Develop, agree and implement practice model – first stage 'Doing simple things well', second co-produced with academic theoretically based, evidence informed model of outcomes focused practice 4. Audit sample of cases and institute a targeted training and development programme for staff and managers on assessment and planning (O9), including additional focus on :pre-birth assessment best practice (O16); capturing the voice and experience of the child (O10); and culturally appropriate practice 5. Implement training and support programme for staff and partners on practice and planning of key multi-agency activities such as CIN meetings, CP conferences and core groups (O15) 6. Develop practice leadership and management programme for local social work managers 7. Review current service staffing and leadership structures and recommend on new structures in consultation with partners 8. Implement intensive programme to introduce new supervision model, practice and training
<i>Deliverables:</i>
<ul style="list-style-type: none"> • All staff trained in Restorative Practice by Mar 18 • Key partner agency staff and leaders trained in Restorative Practice by Mar 18 • Practice Model – stage 1 in place by October 2017. Full new model in place by April, training programmes from October 2017 for stage one, from April 2018 for stage two. • Targeted training and development for assessment and planning in place from November 2017 • Multi-agency training and development programme for shared CIN and CP processes in place from November 2017 • Structure review and options appraisal completed by February 2018
<i>Success measures</i>
<ul style="list-style-type: none"> • Proportion of (a) Kirklees staff and (b) partner staff trained in Restorative Practice – Kirklees staff 100% complete basic training by March 2018, 25% complete 'deep dive' training by March 2019. Partner staff , including other Departments within the Council – 200 staff completed introductory training by Mar 2018 over 500 by December 2018 over 750 by March 2019 • Positive feedback on quality and impact of training • Audit shows increasing quality and timeliness of assessments and planning. 65% Assessments complete within 45 days by July 2018, 85% by March 2019. Quality target to be agreed after baseline audits complete • Increase in timeliness of key Child in Need and Child Protection meetings Child in Need reviews

within 6 weeks increased to 50% by July 2018, 75% by Mar 19. Core groups completed within 20 days increase to 65% by Mar 18, to 85% by Mar 19

Voice of the Child

Rationale:

Research and reviews from Laming to Munro always emphasise the importance of the voice of the child in ensuring children are effectively supported and protected. Children's services need to build the right relationships and trust with children and young people to enable them to voice their concerns, share their views and be involved in agreeing the support and plans that are right for their needs. Children's services, and Kirklees as a whole, will have better services, better outcomes and better future if children's voices are at the heart of everything we do. This needs to become a shared value and a central element of practice, process and partnerships across children's services. OfSTED's recent inspection highlighted a range of concerns around how effectively we currently work with children, from front line practice such as visits and assessments to how children and young people were involved in leadership and partnership planning.

Aims:

- To strengthen arrangements for involving and empowering children and young people across children's services
- To ensure practice, processes and planning properly engage, involve and reflect the voice of each child and young person in Kirklees
- To strengthen the role of children and young people in Kirklees' partnership arrangements

Actions:

1. Undertake a review led by care-experienced young people of arrangements for involving children in strategic partnership and planning and agree and implement an improvement plan, with particular focus on Corporate Parenting Board (O8), advocacy arrangements; Children's Trust Board, LAC Council and Care Leaver's Council. Review to be led by care experienced young people.
2. Agree and implement an action plan to improve the quality and timeliness of complaints and feedback procedures for children and families (O4)
3. As part of practice training and development programme, provide tailored training on promoting children's voices in front line practice, to include: ensuring effective social work visits (O11) and including the voice of the child in assessments, plans and reviews (O10)
4. Strengthen and promote the Kirklees Independent Visitor service and its support for children and young people (O21)
5. Review arrangements for involving and empowering families involved in child welfare system.
6. Agree and implement action plan to strengthen involvement of families.

Deliverables:

- Review of children's voice in strategic partnership and planning completed by Mar 2018
- Voice improvement plan implemented by April 2018
- New arrangements for Corporate Parenting Board in place by April 2018
- Complaints procedures revised by December 2017
- Training on voice and practice completed by July 2018
- Independent Visitor scheme improvement plan completed by December 2017

Success measures

- Improved timeliness and quality of statutory visits: proportion of children with Child Protection plan visited in past four weeks increased to 85% by March 18, proportion of children with Child Protection plan visited within two weeks increased to 85% by March 19. Proportion of Children Looked After visited to practice standards increased to 85% by March 18. Targets for % seen alone TBC with baseline data
- Young people led review follow up identifies improvements to processes and impact of involving young people. Actions to address areas for improvement agreed Mar 18, completed by Mar 19
- Timeliness and satisfaction rates for complaints improved (50% September 2018)

Leadership
<i>Rationale:</i>
<p>Research and inspection in children’s services has shown the importance and impact of high quality leadership. OfSTED’s annual report in 2016 focused on the key role of leadership in driving change and improvement. As the HMCI Sir Michael Wilshaw put it: ‘Ofsted has seen effective leadership transform the quality of work with children: leaders with a firm grip on practice at every level, who make sure vulnerable children don’t have to wait for help and that frontline professionals have enough time to work with every family on their caseload’. Children’s services leaders need to focus on ‘creating the conditions for success’ – ensuring there is a strong culture of child focus, learning and improvement, clear direction and support for professionals and the right partnerships and resources in place to support services. As described above, Kirklees has had too many changes to leadership and OfSTED were critical in their inspection in 2016. The approach to leadership used in authorities like Leeds, West Berkshire and Stockport – a focus on relationships and whole system change has been shown to have a big impact leading to rapid improvement. This approach will be adopted in Kirklees and will benefit from additional support and expertise from the DfE-Funded Leeds Relational Practice Centre.</p>
<i>Aims:</i>
<ul style="list-style-type: none"> • To secure strong strategic leadership for children’s services both in the interim and to support longer term improvement • To nurture and support confident and effective front line and middle leadership in children’s services • To develop a shared, child-focused culture across children’s services and wider partnerships in Kirklees
<i>Actions:</i>
<ol style="list-style-type: none"> 1. Leeds to provide interim DCS and Head of Social Work, Family Support and Child Protection 2. Leeds to second experienced senior managers to lead work around MASH and SW practice 3. Engage all local partners and staff in developing a clear shared culture, vision and strategy for children’s services in Kirklees 4. Implement a leadership development programme for Kirklees children’s services managers 5. Agree and implement a training and development programme for key partnership leaders including: Elected Members; Children’s Trust members; KSCB leaders and key managers in NHS and Police 6. Review current leadership structures and agree plan for longer term leadership 7. Develop programme of ongoing mentoring and coaching for Kirklees leadership team from successful and experienced leaders in Leeds 8. Leeds managers to work with Kirklees colleagues to lead a review of commissioned services
<i>Deliverables:</i>
<ul style="list-style-type: none"> • Interim leadership in place from Summer 2017 • Leadership structures reviewed and future model agreed by Kirklees Council by March 2018 • Longer term leadership team in place by Summer 2018 • Review of commissioned services complete by March 2018 • Leadership Development Programme completed by March 2018 • Mentoring and coaching arrangements in place by April 2018
<i>Success measures</i>
<ul style="list-style-type: none"> • Local leaders in Council and key partner agencies report satisfaction and improved confidence in children’s services leadership (December 2108) • Improved Leadership and decision making (recruitment and retention rates improved; quality of practice – see above) • Positive feedback from leaders for quality and impact of leadership development •
Partnership
<i>Rationale:</i>
<p>Success and change in children’s services needs relies on strong and effective partnership working – children and families need joined up working between all local services and these services need to</p>

be shaped and funded collectively if they are to succeed. Many of the issues raised by OfSTED and the problems identified in Kirklees have related to the effectiveness of partnership working in recent years. There is a strong commitment by partners and a key aim of the Improvement Plan must be to make best use of this to improve outcomes for children and young people. Particular focus will be directed to areas identified by OfSTED as creating pressures within the system such as the Front Door and joint working around domestic violence.

Aims:

- Agreed shared culture, values and vision across Kirklees children’s services
- Agreed shared priorities and strategy across Kirklees children’s services
- Collective investment across services in shared priorities and plans
- Improved understanding, confidence and skills in key safeguarding issues such as ‘thresholds’ across all children’s services and local partners
- Clear improvement plan and good progress for strengthening role of Children’s Trust Board and Kirklees Safeguarding Children Board

Actions:

1. Work with Elected Members and partners to re-energise CFTB with clear vision and strategy, including measurable outcomes to evaluate effectiveness
2. Agree and implement range of input to the improvement plans of the KSCB
3. Work with partners on developing and strengthening ‘Hub’ arrangements and develop and implement strategy for early help
4. Specific work with partners on thresholds – clear shared understanding of levels of need and suitable response
5. Develop and agree improved partnership arrangements in key areas, particularly for children with particular vulnerabilities e.g. DV, CSE, Missing
6. Agree and implement a training and development programme for all partners on new Kirklees values and vision, restorative practice and Outcomes Based Accountability

Deliverables:

- New Children and Young People’s Plan developed and agreed by all local partners, to include visions, values, culture and investment plan by March 2017
- New Early Help Strategy agreed by March 2017
- Improvement plan in place for KSCB and good progress made by June 2018
- Review of partnership arrangements complete and new arrangements in place by April 2018
- Multi-agency improvement plans agreed for key vulnerable groups including domestic violence, CSE and missing children.

Success measures

- Partners report improved satisfaction and confidence in partnership arrangements and joint working
- Partners report improved confidence and knowledge of key local safeguarding policies and services including ‘thresholds’ and local Hubs.
- Audit and data show improvements to practice in key areas of joint working including: CP processes, Domestic Violence and CSE.

Performance and Quality Assurance

Rationale:

The focus of Children's Services must be on improving outcomes for children and young people in Kirklees. It is important that practitioners and managers at all levels are able to access and use information on the level of service or activity; the quality of service or activity and critically what difference is it making in the lives of children and young people.

Aims:

- Developing a shared culture of reflection, learning and improvement
- Regular, high quality performance reports
- Managers report more useful, positive high support and high challenge
- Accurate information available to front line teams and strategic management
- Regular audits undertaken, used to inform practice improvement at all levels and informing staff

Actions:

1. Review current plans for implementation of Liquid Logic system and agree and implement revised, robust and costed programme plan
2. Develop and implement strong, single framework for performance and QA with a focus on learning and improvement (O6). To include: restorative and 'managing upwards' approaches to performance; learning from complaints (O4); dispute resolution processes (O3)
3. Implement new arrangements for shared case audit and learning (O6)
4. Agree an improved programme of regular performance reporting and analysis for key stakeholders (O5) to include: (a) Front line managers (b) Senior Managers (c) Corporate Parenting Board (O8), (d) KSCB, (e) Children's Trust Board, (f) Key KC Boards, (g) locality partnerships
5. Develop learning and improvement culture and role and impact of key teams for performance and QA including training and support for : IROs and CP Chairs (O14); performance and data teams; Reg 44 visitors; voice and complaints officers; workforce development
6. Provide training and support for front line and senior managers in performance, quality assurance and improvement.
7. Implement use of Outcomes Based Accountability at partnership, strategic and team level as approach to support and inform shared prioritisation, learning and improvement
8. Undertake a robust strategic needs analysis to support and inform planning and commissioning of local services over the medium term. (O27)

Deliverables:

- Strategic Needs Assessment complete by January 2018
- Performance and QA framework agreed and implemented by December 2017
- Performance and QA training programme and development programme agreed and implemented from January 2018
- Costed programme plan finalised for full implementation of IT system and training for staff
- OBA approach pilots complete by December 2017

Success measures

- Performance Management information used at all levels of the organisation (April 2018)
- Local staff and managers report improved satisfaction and confidence in IT, performance and QA (April 2018)
- Outcomes Based Accountability being used across services and partnership to inform Service Improvements (Jan 2018)
- Quality Assurance Information used routinely to review quality and impact of services and inform improvement (April 2018)
- systems Liquid Logic programme implemented successfully (September 2018)

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Name of meeting: Children's Scrutiny Panel
Date: 9th October 2017
Title of report: Q4 Performance Highlights

A report setting out the Q4 performance highlights for Children's Services, to provide the Children's Scrutiny Panel with an overview of the Council's corporate performance at the end of quarter 4 2016/17.

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?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable
Cabinet member portfolio	Cllr Erin Hill & Cllr Masood Ahmed Children

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

1. **Summary**

Part of the Scrutiny role is to use performance management information to consider how Children's Service is performing against the priorities of the Council for improvement. The Council's approach to performance management provides information against the Core Business Indicators, with a stronger focus on outcomes. This report includes highlights of the Q4 2016/17 report which sets a base line of performance information for the newly formed Children's Scrutiny Panel. This will assist the Panel in agreeing the future focus on areas of performance.

2. **Information required to take a decision**

2.1 The performance report provides updates on progress against desired outcomes and an overview of performance, risk and the New Council programme.

2.2 The report highlights good areas of progress:

- The Stronger Families Programme has exceeded the engagement target for the year with 1055 families engaged. 392 families have made claims and 83 have found work.
- Over 1500 staff across Children's and Adults Services are trained in Raise Awareness of Prevent (WRAP). A 'Tolerance & Respect' project has been piloted in South Kirklees Primary School, engaging 300 children in focussing on fundamental British values.
- Introduction of improved telephone access to other MASH and Assessment & Intervention related calls through Kirklees Direct and establishment of a new MASH telephone Consultation Service for professionals / partners, resulting in a significant reduction in email referrals and inappropriate referrals.

2.3 The Children's Scrutiny Panel needs to consider the information and identify priority areas, linked to the Council's improvement priorities, which need further scrutiny. The Panel will need to be assured that the measures being put in place to address under performance are on target and achieving the required improvement.

3. **Implications for the Council**

The attached Appendix shows progress in relation to aspects of Council activity for Children's Services, highlighting performance against the Council's key strategies and the Corporate Plan for 2016/17.

4. **Consultees and their opinions**

N/A

5. **Next steps**

Subject to the agreement of the Scrutiny Panel, information from the 2017/18 Q1 Corporate Performance report will be tailored to the Panel's requirements and be brought to a future meeting of the Children's Scrutiny Panel.

6. **Officer recommendations and reasons**

1. That the Panel has an initial consideration of indicators for the future tracking of progress within Children's Services.
2. That the Panel consider whether a basket of priority indicators would assist in drilling down areas of focus.
3. Subject to 2 above, that the Panel identify the approach to consideration of Performance Management Information for future reports.

7. **Cabinet portfolio holder's recommendations**

Not applicable

8. **Contact officer**

Yolande Myers, Governance and Democratic Engagement Officer

9. **Background Papers and History of Decisions**

None

10. **Service Director responsible**

Julie Muscroft, Service Director – Legal Governance and Commissioning









Appendix 1




RAG Key:

	On Track
	Off Track
	At Risk
ND	Data Not Due
	Not Provided

Children's Services: Family Support & Child Protection

*Denotes Cumulative Figures

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 069	Rate of proven re-offending by young offenders (No.)	Decrease	1.2	1.3	
KI 220	YP within the Youth Justice System receiving a conviction in court, sentenced to custody (No.)	Decrease	18	*12	
KI 223	First time entrants to the Youth Justice System aged 10-17 years (No.)	Decrease	175	153	
KI 391	Average time between a child entering care and moving in with its adoptive family (Days)	Decrease	426	513.6	
KI 392	Average time between LA receiving authority to place a child and LA deciding a match to adoptive family (day)	Decrease	121	153.9	
KI 397	Percentage of assessments completed within 45 working days (as per Working Together)	Increase	85	60.7	
KI 443	Successful outcomes for Kirklees LAC who successfully completed their interventions with YOT (%)	Decrease	50	44.4	
KI 458	Young People aged 16+ on an Order to the YOT who are EET at the end of their intervention (%)	Increase	70	68	

KI 476	Former relevant young people aged 19 - 21 who were in education, employment or training (%)	Increase	50	39.3	
KI 477	Number of Looked after Children (LAC) per 10,000 aged 0 - 17 years (per 10,000)	Decrease	60	71.2	
KI 479	Repeat Referrals - Percentage of referrals within 12 months of a previous referral (%)	Decrease	20	27.6	

Positive progress against the targets

- **KI 220 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody. (Number)**

In the period January 2017 to March 2017 we have had 1 custodial sentence, thus for the full year we have had 12 convictions which significantly bettered our annual target (18). It is anticipated that this performance will be in line with local and national averages.

- **KI 223 First time entrants to the Youth Justice System aged 10-17 years. (Number)**

The figure of 153 (actuals October 2015 to September 2016) is a small increase on the same period last year (135). Kirklees performance is again in line with local and national averages and is better than our target.

- **KI 392 The average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (Days)**

This indicator has seen major improvement this financial year but is still performing worse than target, Q4 153.9 days against a target of 121 days.

- **KI 477 Number of Looked after Children (LAC) per 10000 aged 0 - 17 years (per 10000)**

This rate equates to 703 LAC and is currently stable around the 700 mark. During this financial year the number of LAC has been as high as 706, compared to 652 in March 2016. This rate remains significantly below the statistical neighbour average of 80.7 (per 10,000 aged 0-17 years) although it is well above the national average of 60.0.

Areas of risk or concern against the targets

- **KI 069 Rate of proven re-offending by young offenders. (Number)**

The figure of 1.3 (April 14 to March 15) is a worsening in performance of the same period of last year (1.08). The national trend is also one of worsening performance and we still compare well with local and regional YOTs. There is a continuing reduction in the cohort size to 246 which means that overall the numbers of the young people who offend are declining.

- **KI 391 The average time between a child entering care and moving in with its adoptive family, for children who have been adopted (Days)**

Performance against this indicator has fluctuated widely throughout the year, ending more positively at 513.6 days, against the target of 426 days.

- **KI 397 Percentage of assessments completed within 45 working days (as per Working Together)**

The percentage of assessments completed within 45 working days has seen a decline in performance this year. This outcome is significantly below the latest available national comparator data (2015/16). This shows a statistical neighbour average of 83.6% and an England average of 83.4%.









- **KI 443 Successful outcomes for Kirklees Looked after Children who successfully completed their interventions with YOT (%)**

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 cumulative figure is 6.14%, which is a slight increase on the 2015/16 figure of 5.9%. For the year 2016/17 44.4% of LAC young people completed their orders successfully, compared to 29% for the previous. Over the same period 2016/17 64% of the general population completed orders successfully

compared with 69.7% 2015/16. This 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. Performance remains below target.

- **KI 458 The percentage of Young People aged 16+ on an Order to the YOT who are in full-time education/training/employment at the end of their intervention (%)**
In 2016/17 we have achieved 68% of our young people aged 16+ in full time Employment, Training or Education at the end of their orders, compared to 70.2% last year.
- **KI 476 The percentage of former relevant young people aged 19 - 21 who were in education, employment or training (%)**
Performance (39.3%) of care leavers in employment, education or training has not met expectations this year. This outcome compares to a 2016 statistical neighbour average of 50.2% and a national outcome of 49%.
- **KI 479 Repeat Referrals - Percentage of referrals within 12 months of a previous referral. (%)**
This has been a volatile indicator this year. This outcome (27%) is significantly higher than the 2015/16 outcome of 23.7% and the statistical neighbour average is 19.4%.

Children's Services: Learning and Skills Service

PI Ref	Title	Good Performance Shown by	Target	Quarter Figure	RAG
KI 012a	Number of schools judged as in an Ofsted category	Decrease	0	4	
KI 029	Percentage of 16-18 year olds not in employment, education or training (NEET).	Decrease	4.7	4.7	
KI 369	Take up of free early education and care by 2 year olds (%)	Increase	80	76	
KI 490	% of early learning providers rated good or outstanding	Increase	to agree	95	
KI 491	% of children under 5 learning with good or outstanding provision	Increase	to agree	97	
KI 492	% of LAC under 5 accessing good or outstanding provision	Increase	to agree	92	
KI 493	% of Kirklees pupils in good or outstanding schools	Increase	to agree	86.1	
KI 494	% of Kirklees schools that are good or outstanding	Increase	to agree	86.9	

Positive progress against the targets

- **KI 029 Percentage of 16-18 year olds not in employment, education or training (NEET).**
It is noted that DfE no longer use this cohort for counting NEET.
- **KI 369 Take up of free early education and care by 2 year olds (%)**
A steady rise in Kirklees take-up levels reached 79% in autumn 2016, close to the national target of 80% take-up. In spring 2017 take-up declined to 76%. This follows an emerging seasonal trend with the same 3% decline recorded last year. Intensive work continues across Kirklees with locally based Childcare Co-ordinators. There is significant variation at a local level. This is particularly evident for Batley East and Cleckheaton. There are also large variations from term to term in areas with fewer eligible children such as in Colne Valley and Holme Valley North.
- **KI 490 % of early learning providers rated good or outstanding**
95% of children childcare providers are rated good or outstanding by Ofsted. There has been a fluctuating trend between 93%-97% across the last year.
- **KI 491 % of children under 5 learning with good or outstanding provision**

97% of children accessing free early education do so in provision rated good or outstanding by Ofsted. There has been an improving trend across the last year.

- **KI 492 % of LAC under 5 accessing good or outstanding provision**
35 of the 38 placed children are attending provision judged by Ofsted to be good or outstanding.
- **KI 493 % of Kirklees pupils in good or outstanding schools**
86.9% of Kirklees schools are currently good or outstanding. This is below the national figure of 88.3% but above the Yorkshire & Humber figure of 84.7%. (Each school equates to 0.59%)

Areas of risk or concern against the targets

- **KI 012a Number of schools judged as in an Unsatisfactory Ofsted Category**
Currently, we have four schools in an Ofsted category. This is 2.5% of all schools, whereas the national figure is currently 2.0%. It was 2 schools in the previous quarter.
- **KI 494 % of Kirklees schools that are good or outstanding**
Kirklees (86.9%) are currently below the national (88.3%) and above the Yorkshire & Humber (84.7%) averages for percentage of schools that are good/outstanding.

CHILDREN'S SCRUTINY PANEL – PROPOSED ITEMS

		POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
1. Implementation of Improvement Plan & Ad-hoc Scrutiny Panel	OSMC (2016/17 work programme)	<p>This will be a Quarterly Discussion at the Children's Scrutiny Panel.</p> <p>The Panel will receive updates on the Improvement Plan and Children's Scrutiny ad-hoc panel recommendations.</p> <p>The Improvement Board meets once a month. The minutes of this meeting will be brought to this Panel.</p> <p>The Panel will consider recruitment and retention of social workers.</p>	<p>The Scrutiny Panel is assured that the Local Authority are progressing at pace with the Improvement Plan.</p> <p>That future Ofsted visits begin to see significant improvement in Children's Services.</p> <p>The Panel is assured that staff are well supported to do their job and that retention rates improve to those seen in other 'good' Local Authority areas.</p> <p>The Panel is clear that staff have been trained on the chosen Social Work Model and the newly implemented IT system.</p> <p>That the use of agency staff reduces significantly to below 10%.</p>	Improvement Plan needs updating with progress and RAG ratings.

		POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
2. Performance Management		<p>The Panel will receive regular information about performance, in order to monitor and challenge progress.</p> <p>Performance information will be presented in an accessible “reader friendly” format.</p>	<p>The Scrutiny Panel has considered and commented on regular, meaningful performance information.</p> <p>The Panel has a good understanding of areas of high performance as well as areas requiring further improvement.</p> <p>The Panel is assured that the measures being put in place to address under performance are on target and achieving the required improvement.</p>	Sue Grigg / Andy Wainwright to prepare paper for 9 th October
3. Corporate Parenting Support for looked after children and care leavers.	Steve Walker	<p>The Children’s Scrutiny Panel will consider how well the Council is meeting its responsibilities to looked after children. Including how the Council is ensuring that the voice of the child is heard.</p> <p>Scrutiny to consider whether the council and partners are being effectively held to account.</p>	<p>The Scrutiny Panel is satisfied that robust processes and support are in place to ensure that children in Kirklees are safe.</p> <p>The Panel is clear that the service is meeting the 5 core principles of social work - allocation, seeing the children, assessment, planning and reviewing.</p> <p>The Scrutiny Panel is satisfied that children are listened to, the</p>	

		POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
			information is accurately recorded, and that requests being made by children are considered and responded to.	
4. Elective Home Education	Steve Walker	<p>The Panel will consider the Council's arrangements for children who receive home education. This will include consideration of safeguarding responsibilities.</p> <p>The Panel will also consider the work to develop a pathway to prosecution.</p>	<p>The Scrutiny Panel is clear that the LA, schools and parents all have a clear understanding of what is required and expected of them.</p> <p>The Panel has clarified that robust safeguarding processes are in place for children in elective home education</p> <p>The Panel has contributed to the development of a pathway to prosecution.</p>	
5. Special Educational Needs	Steve Walker	<p>The Panel will scrutinise how Kirklees supports children with SEN and disabilities , including consideration of educational achievements and attainments post 16</p> <p>The Panel will consider how Kirklees Services measure up to</p>	<p>The Scrutiny Panel is assured that the SEND team are as prepared for the future inspection by Ofsted with clear evidence against key lines of enquiry.</p> <p>The Panel has highlighted potential areas where evidence needs strengthening.</p>	

		POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
		<p>the requirements of the new OFSTED inspection regime</p> <p>The Panel will consider the proposed revisions to the Home to School Transport Policy and the implications for the Council, children and their parents.</p>	<p>The Panel is clear about the pathways available for children post 16 with SEND. The Panel has commented on the development of future post 16 pathways.</p> <p>The Panel has considered the consultation around home to school transport and provided views on the proposed changes to the Policy.</p>	
6. PSHE / Prevent	OSMC (2016/17 work programme)	<p>Areas of focus for the Scrutiny Panel will be</p> <p>Citizenship</p> <p>Religious Education</p> <p>Prevent</p>	<p>The Scrutiny Panel is clear about the delivery of PSHE (including statutory requirements) in the areas of focus and its effectiveness for children and young people.</p> <p>The Panel feel and react following receipt of Prevent teaching and that this has shaped future Prevent teaching.</p>	Briefing paper requested from Val Flintoff.
7. EIP Strand	OSMC (2016/17 work programme)	To receive updates on issues relevant to the portfolio		
8. CSE and Safeguarding Member Panel	OSMC (2016/17 work programme)	Minutes Quarterly to Panel	The Panel will receive the minutes of the Panel on a quarterly basis and have an initial overview of the work of the Panel and its areas of focus.	Minutes to November meeting

		POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
9. KSCB	OSMC (2016/17 work programme)	Presentation to OSMC on 9 th October 2017	The Scrutiny Panel is clear about the focus of the work of the KSCB and satisfied that it is effective and accountable.	Report to be circulated to Panel Members once completed
10. Regional Adoption	OSMC (2016/17 work programme)	Briefing paper to be circulated to Panel members	The Panel understands the role and approach of the recently introduced Regional Adoption function and its implications for services in Kirklees.	

Chairs briefings – identification of pre-decision items.

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Contact Officer: Tish Barker

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 20th February 2017

Present: Councillor Erin Hill (Chair)
Councillor Karen Allison
Councillor Andrew Marchington
Councillor Fazila Fadia
Councillor Gemma Wilson
Jacqui Gedman
Steve Collins
Andrew Carden
Carly Speechley
Martin Green
Janet Tolley
Matthew Holland
Gill Ellis, Interim Strategic Director for Children & Young People Service

Apologies: Rachel Spencer-Henshall
Marion Gray, Learning & Organisational Development Manager

1 Membership of the Board/Apologies

Apologies for absence were received on behalf of 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 16 January 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 item 13 on the agenda would be held in private session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were received.

7 Terms of Reference/Membership of the Board

That the report be noted and submitted to the annual meeting of the Council (24 May 2017) with the recommendation that approval be given to updating the terms of reference and membership of the Board, as set out in the report.

Martin Green, Deputy Assistant Director presented the Board with a report seeking approval for a revised Terms of Reference (ToR) and membership for the Board to be considered for adoption at the Annual Council meeting in May 2017.

Martin explained that there had been minor amendments to the ToR, with wording being amended to reflect current practice in Children's Services. He explained that ToR 13 and 14 had been removed completely as the Virtual School had its own Governing Body and the influence of young people had been captured with the ToR on "Voice of the Child".

Julie Mephram then explained that she was seeking to reduce the frequency of the cycle of meetings and outlined the proposed new membership for the Board:

- Cabinet Portfolio Lead Member
- Elected Members representing all political parties
- Assistant Director, Family Support & Child Protection
- Head of Corporate Parenting
- Virtual Head Teacher
- Assistant Director, Learning and Skills
- Health Commissioning representative
- Head of Independent Review and Advocacy

Julie explained that representatives from a range of services and partner agencies would also invited as appropriate, dependent on the items being considered at each meeting.

The Board was advised that the membership did not include the Director for Children's Services and it was felt appropriate to include the Director on the distribution list, along with partner representatives. The Board felt this would enable partners to maintain an understanding of the Board's focuses and priorities.

Gill Ellis, Interim Director for Children and Young People outlined that twice termly meetings would fit in with performance management timescales and the Board agreed that those timescales would work well. It was also advised that a half day informal event could be included as an annual event within the agenda plan to

enable the Board to interact with young people and include them within the business of the Board.

RESOLVED - That the report be noted and submitted to the annual meeting of the Council (24 May 2017) with the recommendation that approval be given to updating the terms of reference and membership of the Board, as set out in the report.

8 Stability Triangle and Performance Reporting

Abi Ajayi, Team Manager presented the Board with a report on the latest available performance data. The report provided data on specifically requested information applicable to maintaining the “stability triangle”.

Abi explained that there were more children coming into care than there were leaving care but that the number of looked after children (LAC) was roughly in line with statistical neighbours.

Abi advised that the majority of admissions to care came through independent care orders and the majority of places were within fostering placements. She explained that the longer term stability of placements was quite stable but children who were new into care tended to be placed within a number of placements.

Julie Mepham explained that there is a significant issue with stability of places and that the service was working across West Yorkshire to address this. She advised that the new Director for Place would be leading on sufficiency planning.

Cllr Marchington questioned what work was taking place on identifying the cause of children coming into care and targeted support to help families. Julie explained that there was a group currently looking at Edge of Care in an attempt to identify required support. The Board questioned whether an update on this area could be considered at a future meeting and Julie advised that when the work was complete, an update report would be drafted.

Abi moved on to explain that statutory visits had improved dramatically and explained that this increase wasn't because the visits weren't previously being done but that the recording of the visits had got smarter.

The Board highlighted that they would like some additional data to be included within the report, under the stability triangle:

Placement & accommodation

- Capacity available

Significant relationship

- Number of changes of social worker

Education, Employment & Training

- School moves

RESOLVED - That:

- (1) the content of the report be noted, with thanks to Abi Ajayi.
- (2) up to date data relating to the stability triangle be presented to every Board meeting in order for the Board to monitor the performance in these areas.

9 Virtual Head Teacher Report

Janet Tolley, Virtual School Headteacher presented the Board with the draft Head Teacher's report from August 2016. The report outlined progress made against the priorities identified for 2015-16 and highlighted the improvement priorities for 2016-17.

Janet explained that there were changes to the way results are reported in 2016 which meant that KS2 results can now not be compared to any result prior to 2016. She advised that once the statistical first release of data is available, there would be more to report on.

Janet outlined the priorities for 2016/17 outlining that there were cross service priorities as well as priorities that will be delivered directly by the Virtual School (VS):

Strategic priorities – cross service

- Working as a 0-19 VS - key areas to address in 2016/17 include
 - Ensure VS has capacity to implement the agreed developments
- Corporate Parenting responsibility - key areas to address in 2016/17 include:
 - Ongoing development of the Corporate Parenting Strategy
 - Ongoing development of the corporate data dashboard
- Stability – key areas to address in 2016/17 include
 - Commissioning and funding out of area placements where education needs are complex
 - Strategic work to reduce the number of school, placement and Social Worker changes
 - Developing the work of the Accommodation Strategy Group
- Outcomes for other local authority looked after children (LAC) - key areas to address in 2016/17 include
 - Working strategically with the Improving Outcomes for the other local authority looked after children group
- Role of the VS for adopted children - key areas to address in 2016/17 include
 - Working strategically with the Regional Adoption Group
 - Ensuring the Virtual School has sufficient resources to address this work

Strategic priorities – Virtual School

- Pupil support and intervention - key areas to address in 2016/17 include
 - Effective and efficient deployment of resources
 - Regular and systematic monitoring of intervention and support

Corporate Parenting Board - 20 February 2017

- Pupil premium – key areas to address in 2016/17 include
 - To develop a systematic, analytical approach to monitor the impact of Pupil Premium
- Data - key areas to address in 2016/17 include
 - Engage with the Leadership Team to ensure the needs of the Virtual School are met with the ongoing updates to Kirklees systems
 - Strategically work across services to improve data reliability and accuracy
 - Ensure all available data is being used to inform further development of the VS
- Personal Education Plans (PEP) - key areas to address in 2016/17 include
 - To develop a Quality assurance that is not solely dependent on Headteacher signoff.
 - To improve the accuracy and detail of Special Educational Needs information and the attachment of documentation
 - Increase capacity within the Virtual School to ensure timely chase up and completion of PEP's.

Janet identified that 40% of LAC were placed in schools in other local authorities and explained this was one of the reasons why sufficiency had to remain a key priority. Janet also identified that SEN support within the VS was a big issue. The Board questioned whether the issues experienced by LAC were the same issues experienced by all children when looking at meeting the required educational standards. Janet explained that when looking at GCSE results, two things were consistent in LAC who gained 5 GCSE's A* - C; consistent primary school education and attendance at only one High School.

RESOLVED -

That;

- (1) the update be received, with thanks to Janet.
- (2) A further update be presented to the Board once the statistical first release data is available.

10 Corporate Parenting Board Agenda Plan

That the agenda plan for future meetings be noted.

The Board considered its agenda plan for future meetings and noted the change in time and venue for the next meeting.

RESOLVED - That the agenda plan for future meetings be noted.

11 Dates of Future Meetings

The Board noted the dates of future meetings of the Board.

RESOLVED - That the next meeting of the Board be held on 20 March 2017 at 4.00pm at the Huddersfield University.

12 Exclusion of the Public

13 Missing Children Report

(This report was considered in private because the information contained in it is exempt information within Paragraph 6 of part 1 to schedule 12A of the Local Government Act 1972 as amended by the Local Government (access to Information) variation order 2006. The report contains information relating to the adoption, care, fostering or education of any particular child. The public interest in maintaining the exemption outweighs the public interest in disclosure of the information in terms of accountability, transparency and openness in council decision making.)

Gill Ellis provided the Board with an update on the multi-agency assessments of missing children and young people in Kirklees.

RESOLVED - hat the content of the report be noted.

Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

CORPORATE PARENTING BOARD

Monday 24th April 2017

Present: Councillor Erin Hill (Chair)
Councillor Karen Allison
Councillor Andrew Marchington
Councillor Fazila Fadia
Gill Ellis, Interim Strategic Director for Children & Young People
Anne Coyle, Service Director for Family Support & Child Protection
Martin Green, Deputy Assistant Director
Steve Collins, Calderdale & Kirklees Careers
Janet Tolley, Virtual School Headteacher

Apologies: Councillor Gemma Wilson
Julie Mepham, Head of Corporate Parenting
Jo-Anne Sanders, Acting Assistant Director for Learning & Skills
Andrew Carden, Integrated Children's Service Manager
Marion Gray, Learning & Organisational Development Manager
Rachel Spencer-Henshall, Director of Public Health

In attendance: Rob Finney, Interim Fostering Team Manager
Sue Griggs, Performance Lead for Children & Young People
Alaina McGlade, Governance & Democratic Engagement Officer

1 Introductions and Apologies

Apologies for absence were received on behalf of Councillor Gemma Wilson, Julie Mepham, Head of Corporate Parenting, Jo-Anne Sanders, Acting Assistant Director for Learning & Skills, Andrew Carden, Integrated Children's Service Manager, Marion Gray, Learning & Organisational Development Manager and Rachel Spencer-Henshall, Director of Public Health.

2 Minutes of previous meeting

That the minutes of the meeting held on 20 February 2017 be approved as a correct record subject to the amendment of Minute 9 from '...and attendance at only one High School.' to '...and a single social worker.'

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 Public Question Time

No questions were received.

7 Feedback - Young People Event

The Chair advised that a number of Board Members had attended an informal event at the University where feedback had been sought from a number of young people.

Everyone in attendance at the event agreed it had been extremely beneficial and that these informal meetings should continue in order to provide consistent feedback to the young people on suggestions they raise. It was outlined that honest communication was required when liaising with young people so as to maintain meaningful feedback sessions whilst not raising unrealistic expectations.

Board Members outlined that the way in which the outcomes of young people would be improved as a result of the access to the facilities that will be created through the amended use of the old registrar's office, needed to be demonstrated clearly. It was explained that a number of benefits from these facilities will relate directly to the recommendations contained within the improvement plan.

The Board also agreed that regular informal events with young people should be arranged for the forthcoming municipal year and that these events should assist to create a consistent feedback mechanism between the Board and young people.

RESOLVED -

That an update on the progress made at the old register office site be considered at a meeting of the Board in the new municipal year.

8 Commissioner's Report - Preparation for Independence

RESOLVED -

That this item be deferred to the first meeting of the Board in the new municipal year.

9 Adoption Regionalisation Update

The Board was advised that since 2015, Kirklees has been part of an early adopter scheme with Local Authorities in the Yorkshire and Humber Adoption Consortium to consider how high quality adoption services could be offered on a regional or sub-regional basis.

It was explained that this has progressed and between September 2016 and December 2016, Cabinet approval was given in all 5 West Yorkshire Local Authorities to establish a sub-regional Adoption Agency, named as One Adoption Agency, with Leeds City Council acting as the host for this agency.

Anne Coyle, Service Director for Family Support & Child Protection explained that all five Local Authorities have worked together to ensure that staff in all 5 Local Authorities were fully consulted; there was engagement with the relevant Unisons; consultation with adopters and adopted children and young people and discussions regarding IT; Finance, HR matters, Information Sharing and Performance Data. It was also explained that there had been engagement with Adoption Matters and Barnardos as representatives of the Voluntary Adoption Agencies in the region.

It was advised that the One Adoption Agency came into effect and for Kirklees on 1 April 2017 and that this would mean:

- All prospective adopters that reside in the Kirklees area will be assessed, approved and supported by the One Adoption Agency;
- Adoption Support to adopters, children and birth families will be provided by the One Adoption Agency;
- Family Finding for all children who have a plan for adoption is being carried out by the One Adoption Agency;
- Kirklees Children's Services remains responsible for all of the looked after children who have a plan for adoption until an Adoption Order is made;
- Kirklees Children's Services remains responsible for the performance against the Adoption Score Card and Ofsted will continue to assess performance against the Score Card.

The Board was advised that there would be a period of transition as staff in the 5 Local Authorities move to new work bases and whilst they take on a new role and put new practices in place.

In terms of Kirklees staff, the vast majority were given their first preference in terms of work base and role and a significant number of Social Workers and Managers from Kirklees had been retained and were now part of One Adoption, based at Riverbank. It was explained that there were many benefits to be gained from this, in relation to continuity and working relationships with staff in Children's Services.

Corporate Parenting Board - 24 April 2017

It was highlighted that this was the first sub-regional Adoption Agency to come into place nationally.

Cllr Marchington questioned how the current adoption panels that include Members would integrate into the new system. Cllr Hill advised that it was her understanding that involvement of Members at a local level was to be retained.

The Board outlined that regular updates on the progress made in this area were important to enable the Board to monitor its effectiveness.

RESOLVED -

(1) That the update be received, with thanks to Anne.

(2) A further update be considered by the Board in 3 months' time.

10 Performance Report

The Board considered a report that was tabled at the meeting, which provided an end of year summary with an overview of all the agreed indicators that monitor the performance relevant for the Corporate Parenting Board. It was advised that there were 63 indicators in total.

The Board agreed that any questions or issue arising from the performance information within the report should be considered at the next meeting due to the Board being unable to consider the detailed information in the report within the time allowed for the item.

RESOLVED –

That the content of the report be noted, with thanks to Sue and that a detailed discussion on the information take place at the next meeting of the Board.

11 Fostering Agency Report

Rob Finney, Interim Fostering Team Manager advised the Board that as of the end of March 2017, the council had 683 Looked After Children. It was explained that the fostering service currently looks after 298 of these children and young people. Of these, 90 were placed with connected (friends and family) carers and 217 with mainstream (recruited) carers.

It was also advised that 188 young people were placed with external Independent Fostering Agencies and it was explained that there is an additional cost to placing with external agencies. Therefore, a successful recruitment and retention strategy was one of the key development areas for the service in order to significantly increase the number of carers available to the fostering service.

It was explained that the current fostering development plan is focused on three main areas of practice:

- Business planning
- Compliance
- Quality Assurance

Rob explained that it was currently taking 9 months to complete the adoption process but that by reducing the current 2 stage process down to a single stage, it was envisaged that this timeframe could be reduced to 4 months.

Gill Ellis, Interim Strategic Director for Children & Young People advised that neighbouring authorities had advised that a reduction in paperwork for foster carers had helped reduce timescales also.

Rob advised that a good number of enquiries were received but that the current recruitment strategies were not as effective as they could be. He explained that a response to each initial enquiry needed to be made within 72 hours and that marketing strategies were required to be implemented in order to sell the advantages of fostering for the Local Authority.

Rob also advised that work was ongoing to re-establish a positive working relationship with the Kirklees Fostering Network and include them within the programme of induction and training.

Rob advised that a quality assurance framework was in place and that a business plan had been developed. The aim of the business plan was to add an additional 63 carers to the Local Authority's team within the next three years. He explained that additional foster carers in the system would enable expensive residential places appropriately. Anne explained that transferring residential children to fostering placements is a complex process and that the Board may benefit from a presentation explaining the process. The Board agreed that it would be beneficial to receive a presentation that assisted them to understand the operational processes.

RESOLVED -

- (1) That the update be noted, with thanks to Rob.
- (2) A presentation explaining the operational processes relating to the transfer of placements be arranged for a meeting of the Board in the new municipal year.

12 Corporate Parenting Board Agenda Plan

The Board considered its agenda plan for future meetings and noted the change in time and venue for the next meeting.

RESOLVED -

That the agenda items for the last meeting of the Board be noted and agreed.

13 Dates of Future Meetings

The Board noted the date of the last meeting of the Board for the 2016/17 municipal year.

RESOLVED -

That the next meeting of the Board be held on 15 May 2017 at 10am in Huddersfield Town Hall.

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

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
CORPORATE PARENTING BOARD

Monday 17th July 2017

Present: Councillor Erin Hill (Chair)
Councillor Karen Allison
Councillor Andrew Marchington
Councillor Fazila Fadia
Councillor Gemma Wilson
Jo-Anne Sanders, Acting Assistant Director for Learning & Skills
Julie Mepham, Head of Corporate Parenting
Janet Tolley, Virtual School Headteacher
Kerrie Scraton, Interim Senior Manager – Safeguarding Assurance
Scott Deacon, Participation Officer

In attendance: Rob Finney, Fostering Team Manager
Alison Waters, Senior Performance Officer
Belinda Cashman, Team Manager – Family Support & Child Protection
Alaina McGlade, Governance & Democratic Engagement Officer

Apologies: Anne Coyle, Service Director – Child Protection & Family Support
Martin Green, Head of Localities Offer for Children & Families
Tom Brailsford, Head of Joint Commissioning

1 Introductions and Apologies

Apologies for absence were received on behalf of Anne Coyle, Service Director - Child Protection & Family Support, Martin Green, Head of Localities Offer for Children & Families and Tom Brailsford, Head of Joint Commissioning.

2 Minutes of previous meeting

That the minutes of the meeting held on 15 May 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 Public Question Time

No questions were received.

7 OFSTED Monitoring Visit

Julie Mepham advised the Board that OFSTED completed their first monitoring visit at the end of June and the outcome of that inspection had been received by letter.

Julie explained that the initial feedback from the visit was that OFSTED had definitely noticed improvements being made, recognising that although there was still some instability with the workforce in some areas, Kirklees in the main now had a dedicated and positive workforce and management oversight was apparent. There were no children found to be unsafe and although the changes being implemented had not yet impacted on outcomes, the changes were apparent and the improvement journey was recognised.

Julie advised that the next visit would be in September and at this visit, the Care Leavers Service and the Looked After Children's Service would be the focus.

RESOLVED -

That:

- (1) the update be received and noted and;
- (2) that a further update on the next visit be scheduled to be received at the November meeting of the Board.

8 Civic Centre Drop-In Centre

Belinda Cashman attended the meeting along with 3 young care leavers to update the Board on the development of the drop-in centre in Huddersfield Town Centre. Belinda provided the Board with an overview of the planned layout for the centre and advised of all of the facilities that will be in place.

The young people explained that they were really excited about their involvement in the development of the centre and appreciated the opportunity to influence the proposals. They explained that the centre was required to be much more than a drop in centre and that young people were committed to providing training and employment opportunities within the centre.

Julie explained that following recommendations from young people, officers were speaking with HR regarding the possibility of business/admin traineeships for care experienced young people to enable them to staff the reception of the centre. The

peer mentoring service would also be situated within one of the rooms within the centre. She explained that they hoped to coordinate a launch event in September and advised that the Board would receive further details of this closer to the time.

RESOLVED -

That the update be received and noted with thanks to the young people for attending and contributing to the meeting.

9 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.

Julie clarified that the focus of the recent strike action had been in relation to workloads across the service. She explained that workloads in the Looked After Children, Fostering and Care Leavers teams were all low in comparison to national averages. However, she explained that workloads with the Assessment and Intervention team were high and improvements to the Multi Agency Safeguarding Hub were currently being piloted in the hope of helping to remedy the high workloads.

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

In relation to service plans for each of these teams, plans are in place and are reviewed and updated monthly by the service managers, with all updates being fed into the Improvement Plan.

Julie Mephram advised that assessments of 20 foster carers were currently underway and the service were hopeful of a net increase of approximately 15 new carers as a result of this. She explained that the service had a proposed recruitment target of 21 net carers each year so felt confident that the service would reach this target.

Pathway planning training had continued to be rolled out across the Looked After Children and Leaving Care service, with the focus of this training being on an improvement in the quality of plans. Julie advised that at the time of the update, 90% of plans were on the system, explaining that this was positive for young people as plans now reflected their involvement and voice. She also advised that the number of care plans had improved significantly as has the number of up to date assessments for every child. A compliance clinic had been arranged to maintain the standards now reached by the service.

RESOLVED -

That the content of the report be noted.

10 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.

The current issues were highlighted as being:

- a slight rise in residential placements since May 2016 (advised as relating to 2 children);
- lower number of children in care (currently 690, was 699 in March 2017);
- lower number of children subject to a Care Order placed at home than in April 2017 but still way above target;
- above target for placement stability within a year;
- a decrease in placement stability within two years;
- a rising number of social worker changes;
- IRO visits and reviews were under performing in a few different areas;
- a similar trend of a high number of Looked After Children going missing more than once in a month continues to occur;
- attainment, attendance and persistence absence continues to cause concerns;
- dental checks have reduced from figures provided in March 2017.

The improvements were highlighted as being:

- children entering care by placement – percentage in fostering has increased from 58% in May 2016 to 71% currently;
- children entering care by placement within and outside the LA Boundary – in April 2017, 78% were placed within Kirklees and 21.4% outside – slight drop from March 2017 but improvement from May 2016 when 69.2% were placed within Kirklees and 30.8% outside;
- children leaving care with a positive outcome improved to 100% in April 2017;
- a reduction in placement movements from 48 in March 2017 to 19 in April 2017;
- health assessments being up to date and initial assessment completed on time had both increased when compared to figures provided in March 2017;
- Looked After Children convictions had reduced.

RESOLVED -

That:

- (1) the content of the report be noted;
- (2) the comparison figures for the previous 12 months be included where relevant in future reports;
- (3) a report detailing recent “Missing” statistics and work ongoing within the service, as presented to a recent CSE Panel, be included on the next agenda of the Board.

11 Fostering Agency Report

The Board considered a report advising that the service had just reported the Fostering data set for 2017 to OFSTED. Rob Finney explained that he had since met with the performance team and the Liquid logic teams to ensure that the systems built for the future enable efficient reporting as the data gathering was labour intensive.

The data advised that as of 31st march 2017, there were:

- 198 fostering households and
- 262 fostered children.

The report advised that there were some very complex young people in the service and that 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. Rob further advised that the numbers could be slightly misleading and explained that, for example, the same child went missing 24 times. However, no young people in placements were considered to have actually experienced CSE whilst in placement. For example, one young person was missing 24 times.

Rob further expanded on the increase in potential foster carers currently undergoing the assessment process and explained that the increase was due to the fact that the team were managing enquiries better by replicating some private sector ways of working. He advised that the service have previously been and are currently working to a deficit model in relation to fostering placements. Because of this, the number of independent sector placements was high however he hoped to half this number over the next three years through utilising internal placements effectively.

Rob also advised that a key focus for the team was the implementation of emergency foster carers and CSE super foster carers. He explained that there is a national shortage of foster carers for teenagers and that work around the voice of the young person and involving young people in pre-assessment training was being undertaken to try to combat this shortage. He also advised that the Placement Support Team had been in place for just under a year and this team was a key component in delivering successful outcomes for the team.

The report explained that the service was 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.

RESOLVED -

That the content of the report be noted.

12 Complaints & Compliments Annual Report

The Board considered a report providing information on Compliments, Representations and Complaints received by Kirklees Directorate for Children and

Corporate Parenting Board - 17 July 2017

Adults Service between 1st April 2016 and 31st March 2017. It was explained that it was a requirement in the Improvement Plan for the Corporate Parenting Board to have been presented with a copy of the Complaints & Compliments Annual Report.

Yasmin Mughal outlined the key points in the report, explaining that there had been a significant increase in the number of complaints received but that the majority of these complaints had been resolved at Stage One of the process.

Cllr Marchington questioned whether the nature of complaints had altered and also asked how the service incorporated the complaints process into training for the service. Yasmin explained that the nature of complaints had not changed. She also advised that if a number of complaints of a similar nature were received, this would be flagged up with the relevant service manager.

Yasmin also pointed out that the team had sometimes struggled with meeting response timescales but advised that this tended to be due to the complexity of the complaint.

RESOLVED -

That the Board considered the content of the report and acknowledged the information on Compliments, Representations and Complaints received by Kirklees Directorate for Children and Adults Service between 1st April 2016 and 31st March 2017.

13 Kirklees Independent Reviewing Officers' Annual Report

The Board considered a report providing information on the contribution of Independent Reviewing Officers (IRO) to quality assurance and improving services for children in care for the period from 1st April 2016 to 31st March 2017. It was explained that it was a requirement under the Care Planning, Placement and Care Review (England) Regulations 2010 that the IRO Manager produce an annual report for scrutiny by the Corporate Parenting Board.

Kerrie Scraton outlined the key points in the report, explaining that it had been a busy year, with the numbers of both Looked After Children and children at risk still high. She explained that there were currently 6 vacancies within the team that had added pressure to the team but this would hopefully be resolved in the near future.

Kerrie explained that the focus for this year was to drive the standards forward for the service. The Chair advised that the issue of decision making not being taken in a timely manner was a big concern for the Board. Kerrie advised that this area was a focus for the team and developments were underway to fix the system.

RESOLVED -

That the Board considered the content of the report and acknowledged the contribution of Independent Reviewing Officers (IRO) to quality assurance and improving services for children in care for the period from 1st April 2016 to 31st March 2017.

14 Corporate Parenting Board Agenda Plan

The Board considered its agenda plan for future meetings and noted the scheduled items for the next meeting.

RESOLVED -

That the agenda items for the next meeting of the Board be noted and agreed.

15 Dates of Future Meetings

The Board noted the dates of the future meetings of the Board for the 2017/18 municipal year.

RESOLVED –

That the next meeting of the Board be held on Monday 18 September 2017 at 10am.