

# Public Document Pack



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

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Friday 8 December 2017

## Notice of Meeting

Dear Member

### Children's Scrutiny Panel

The **Children's Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Monday 18 December 2017**.

(Members of the Committee will visit the Drop in Centre at the Old Registrars Building, Huddersfield, at 10am. The meeting will then continue in the Council Chamber, Huddersfield Town Hall following the completion of the visit.)

This meeting will be webcast live and will be available to view via the Council's website.

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 Loonat

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

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**Pages**

**1: Membership of the Committee**

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

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**2: Minutes of the Previous Meeting**

1 - 4

To approve the Minutes of the meeting of the Meeting held on 6 November 2017.

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**3: Interests**

5 - 6

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

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**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.

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**5: Visit to Drop in Centre - Old Registry Office**

The members of the committee will visit the drop in centre at The Old Registrars Building, High Street, Huddersfield. The meeting will continue in the Council Chamber, Huddersfield Town Hall following the completion of the drop in centre visit.

**Contact:** Jeanette Singh, Team Manager, 01484 221000

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**6: Kirklees Safeguarding Children's Board**

7 - 48

The members of the committee will consider the annual report 2016-2017 and receive a presentation outlining the main highlights and future areas of development.

**Contact:** Sheila Lock, Independent Chair KSCB, 01484 221000

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**7: Children's Scrutiny Panel Work Programme**

49 - 54

The members of the committee will consider an updated work programme.

**Contact:** Yolande Myers, Governance and Democratic Services Officer, 01484 221000

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**8: Future Meeting**

To note that the next meeting of the Panel will be Monday 29<sup>th</sup> January 2018 at 10:00am in the Council Chamber, Huddersfield Town Hall. The meeting will be webcast.

**Contact:** Yolande Myers, Governance and Democratic Services Officer, 01484 221000

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Contact Officer: Yolande Myers

## KIRKLEES COUNCIL

### CHILDREN'S SCRUTINY PANEL

**Monday 6th November 2017**

- Present: Councillor Cahal Burke (Chair)  
Councillor Donna Bellamy  
Councillor Fazila Loonat  
Councillor Amanda Pinnock
- Apologies: Councillor Paul Kane  
Councillor Robert Light  
Fatima Khan-Shah (Co-Optee)
- Co-optees Dale O'Neill
- Observers: Councillor Masood Ahmed, Cabinet Member - Children  
Maggie Featherstone, Portfolio Manager - Attendance &  
Pupil Support Service  
Sue Grigg, Directorate Performance Lead -Children's  
Services & Public Health  
Saleem Tariq, Service Director - Children and Families  
Diane Yates, Senior APSO/ SF Consultant

**1 Minutes of the Previous Meeting**

The minutes of the meeting on Monday 9<sup>th</sup> October were approved as a correct record.

**2 Membership of the Committee**

Apologies for absence were received from Fatima Khan-Shah, Cllr Paul Kane and Cllr Robert Light.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was agreed that item 5 – Corporate Performance Information (2017/18) be considered at an informal meeting of the Panel.

**5 Corporate Performance Information (2017/18)**

The Panel heard representation relating to the Corporate Performance Information from Saleem Tariq, Service Director, Children and families.

**RESOLVED –**

That the information be considered at an informal meeting of the Panel.

**6 Kirklees Safeguarding Children's Board**

The Kirklees Safeguarding Children's Board annual report was circulated to members prior to the meeting of the Scrutiny Panel.

**RESOLVED –**

That the information relating to the work of the Kirklees Safeguarding Children's Board be considered at the meeting on 18th December 2017.

**7 Elective Home Education**

Cllr Ahmed explained that the purpose of the report was to provide an overview of the legislation in relation to Elective Home Education (EHE). The term Elective Home Education was the term used by the Department of Education to describe parents' decisions to provide education for their children at home instead of sending them to school.

The number of electively home educated children and young people are increasing in Kirklees and the report outlined that this was in line with neighbouring Local Authorities and national trends. The report explained that the number of EHE children had increased in Kirklees from 171 in 2012/12 to 263 in 2016/17, reducing to 243 due to support being provided that enabled 20 children to return to school.

Following questions from the Panel, Ms Yates confirmed that although the Local Authority kept a note of how many children had been referred following being taken off a school's register, the Local Authority do not know how many children there were who have never started school.

Ms Yates explained to the Panel that when a family was referred, they were offered a visit where a dialogue was entered into to find out the reasons why the family had made the choice to electively home educate. She informed the Panel that there were many reasons why families chose to home educate, and it was often down to there not being a place at the parent's chosen school. Ms Featherstone also advised the Panel that parents were informed at that initial visit that they must take over financial responsibility for educating their children, including the purchase of books and all other materials needed. The Local Authority did not fund electively home educated children to sit their GCSE's and parents are advised about this on the visit.

The Panel asked how the quality of education was monitored and how the Local Authority could establish if children were receiving a suitable education. Ms Featherstone explained that the Local Authority had no statutory duties in relation to the monitoring of the quality of home education on a routine basis. However, under Section 437(1) of the Education Act 1996 stated:-

*"if it appears to a local education authority that a child of compulsory school age in their area is not receiving suitable education, either by regular attendance at school or otherwise, they shall serve a notice in writing on the parent requiring him to satisfy them within the period specified in the notice that the child is receiving such education."*

Ms Featherstone explained to the Panel that this was, in practice, difficult to evidence. Whilst some parents were content to meet and discuss their child's education, parents had no duty to respond to such enquiries. The Panel questioned how many parents engaged with the informal elective home educated groups that were in the area. Ms Yates explained that the Local Authority did not have that information.

Ms Featherstone answered the Panel's questions about the reasons why parents chose to home educate their children, in that the team had only just begun to look at the reasons why elective home education had been chosen. However, she explained that this was difficult to assess as parents were under no obligation to tell the Local Authority the reasons why they had chosen that route. Ms Featherstone explained that most parents chose to engage with her team, however if the team did have a concern about the child, then they could follow safeguarding procedures. A family refusing a visit in itself did not fall into a safeguarding concern.

Ms Featherstone explained that legislation was there to support Local Authorities if it did appear that the child was not receiving suitable education, by means of a School Attendance Order. Ms Featherstone informed the Panel that historically Kirklees had not made use of these orders, but the team had recently visited Leeds City Council to see how they carried out the obtaining of these orders. She explained that in the first instance there needed to be a clear policy in place which included what support was available to families.

The Panel asked how many venues were available for electively home educated children to sit their GCSE exams. Ms Yates explained that they had recently become aware that Shelley College would provide facilities for external candidates, but there was a cost attached to this, which the family themselves had to bear the cost of. Ms Yates didn't have the costs of sitting the exams, as she explained that the fees varied between exam type, the examining board and the administration fee charged by Shelley College.

Ms Featherstone informed the Panel that there was a dedicated service for careers advice for electively home educated children.

The Members and Chair of the Panel expressed concerns about some of the aspects of elective home education, and the Panel felt minded to create an ad-hoc panel to look at this issue in more depth.

**RESOLVED –**

- 1) That the information relating to Elective Home Education be noted.
- 2) That the Panel commence an in-depth consideration of Elective Home Education by means of an ad-hoc Panel, subject to the approval of the Overview and Scrutiny Management Committee

**8**

**Work Programme**

The Panel considered the work programme for the Children's Scrutiny Panel.

**RESOLVED –**

That the updated work programme be noted.

**9 Future Meeting**

**RESOLVED –**

- 1) To note that the next meeting of the Committee will be on Monday 18th December 2017 at 10:00am. The meeting will commence with a tour of the Drop in Centre, The Old Registry Office, High Street, Huddersfield. The meeting will continue in Council Chamber, Huddersfield Town Hall where the meeting will be webcast.
  
- 2) That the next meeting focus on the work of the Kirklees Safeguarding Children's Board, and Home to School Transport.



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

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

## NOTES

### Disclosable Pecuniary Interests

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

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



# **Kirklees Safeguarding Children Board**

[www.kirkleessafeguardingchildren.com](http://www.kirkleessafeguardingchildren.com)

## **Annual Report 2016/2017**



# Contents

1.	The role of the LSCB	page 6
2.	LSCB Partners	page 8
3.	How the Board undertakes its work	page 11
4.	Promoting effective partnership working	page 12
5.	Communicating and raising awareness	page 13
6.	The effectiveness of safeguarding and partnership arrangements in Kirklees	page 14
7.	External Inspections and Reviews	page 20
8.	Reviewing child deaths	page 23
9.	Managing allegations against professionals	page 24
10.	Partner compliance with statutory safeguarding requirements	page 25
11.	Evaluating the child's journey through the safeguarding system	page 26
12.	The effectiveness of the LSCB	page 33
13.	Progress against the challenges set in 2015/16	page 34
14.	Conclusion	page 35
15.	Challenges the Kirklees LSCB is setting itself for 2017/2018	page 37

## **Appendices**

Appendix 1- Structure of the Board	page 38
Appendix 2 – 2016/2017 Budget Sheet	page 39
Appendix 3 – Training Undertaken 2016/2017	page 40

# Foreword

This is my First Annual Report as Independent Chair of the Kirklees Safeguarding Children Board, and it comes just a few months since I started in role. It is though, the 8<sup>th</sup> report of the Kirklees LSCB. It's fair to say that the last year and in response to the Ofsted inspection which judged both Children's services and the Board as 'inadequate', the partnership has recognized the need to make significant changes in the response to safeguarding across the Authority.

Ofsted, in the Inspection in September 2016, highlighted a number of serious concerns in its review of the Boards activity. It is recognized by the partnership, that these concerns must be addressed as we move forward and that they must be driven by an improvement programme in which the Board adequately assures itself of improved service delivery to children and young people.

The concerns are widespread and include the need to effectively discharge compliance with Working Together and to focus much more on a role that includes challenge and scrutiny of local arrangements.

Equally important as we do this is to ensure that we don't lose sight of the strengths that exist in the Kirklees system.

Ofsted commented positively on the work to strategically respond to CSE, to develop improved training for practitioners and on the ability of the Board to direct specialist reviews on areas such as CAMHS. As we move forward it is important that the energy and passion that drove these developments, is harnessed to make wider system improvements and to do this in a timely and responsive way.

*To sustain and consolidate at the same time as we improve and innovate.*

I have been impressed with the appetite for change and improvement and how challenge, scrutiny and new ways of working are being welcomed by partners. The positivity with which Board members have embraced changes more recently introduced, is a strong sign indicator of a recognition that things need to be different and that they need to be differently quickly. The development of arrangements with a neighboring authority Leeds, to drive and support improvement is an asset. The experience they have as system leaders will support the development of a safe system in Kirklees, which will be a focus in next years report.

While this report is a look back on the year that has gone, there is a strong focus on what has already been agreed going forward. A strong focus on improvement and to the ways we as a board consider, measure, and hold to account:

1. The Effectiveness of the Board
2. Quality Assurance/ Performance Management
3. Working Together compliance
4. Key Safeguarding risk areas for Kirklees

*We want a strong focus on impact and on making the lives of Kirklees children better and safer.*

I am delighted to recommend the report to the Partnership, agency governance structures, Chief Executive, Elected Members, and staff and ultimately to the parents, children and young people of Kirklees.

**Sheila Lock**

**Independent Chair LSCB**



# The Role of the LSCB

Kirklees Safeguarding Children Board (KSCB) is a statutory body established under the Children Act 2004. It is independently chaired (as required by statute) and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the Borough. Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children and young people
- To ensure the effectiveness of that work

## The remit of this Annual Report

This Annual Report sets out the progress made by Kirklees LSCB in 2016/17 with its partners, and analysis of the effectiveness of:

- Safeguarding arrangements in the Authority
- The Kirklees LSCB itself, in supporting and co-ordinating safeguarding arrangements and in monitoring and challenging those who provide them

Demographic Data relating to the Authority can be accessed via the Joint Strategic Needs Assessment, produced by colleagues in Public Health, and available here: <http://observatory.kirklees.gov.uk/jsna>





The KSCB Board structure and can be found in **Appendix 1**.

This has been a challenging year, which despite many good things being achieved has been overshadowed by an Ofsted inspection and a review of the Board that judged services to be inadequate. The Board has made progress on the implementation of its Business plan priorities set for the year but we know that moving forward we need to consolidate and track action particularly the impact of interventions in a much more robust way. We are clear through our sub group structure how we will progress objectives and tasks, identifying which sub groups will take the lead and timescales for completion.

The Board engages with other strategic bodies across Kirklees and West Yorkshire and collaborates with and promotes key strategic plans in the Authority including:

- The Children and Young People's Plan
- The Joint Strategic Needs Assessment
- Safer Kirklees Partnership Plan
- Kirklees Adult Safeguarding Plan

# LSCB Partners

The Partners that make up the Kirklees LSCB have continued to demonstrate their commitment to safeguarding by providing the very resources that are needed to ensure an effective LSCB. Resourcing this programme of work relies to a significant extent on input of staff time from partners who supplement a core base budget.

A Budget of £306950 was provided in 2016/17 through the following partner contributions and miscellaneous income from courses:

Health Clinical Commissioning Group	88172
West Yorkshire Police	23221
National Probation Service	1845
Community Rehabilitation Company (CRC)	2045
CAFCASS	550
Schools training	4630
Kirklees Council	178867
Miscellaneous	7620

A further breakdown of the LSCB budget and expenditure can be found in **Appendix 2**

As well as public agencies identified above, the partnership in Kirklees has strong support from the community and voluntary sector. Many organisations contribute ‘in kind’ through staff time and other resources such as use of venues for meetings etc. In addition the Board has two active lay members, who attend meetings of the Board and sub groups. The lay members offer both support and challenge, often bringing a perspective to discussions that is grounded and not rooted in professional or agency bias. Their challenge to the Board to make safeguarding understandable, easy to follow and to maintain a focus on children and young people is a welcome voice.

Kirklees is ambitious for improvement , and continues to invest in children and young people to ensure that they are a priority despite the tough challenges of less money and increasing demand for services, these issues were identified and considered in the 2015/16 Annual Report.

In the discussions that have taken place and in reports to the Kirklees LSCB over the course of the year, partner agencies have identified the key challenges that they are facing and the steps that they are taking to respond to them. Many of these challenges are apparent in other Kirklees LSCB reports, in Kirklees we are committed to responding to them across the partnership with focus and determination. Common challenges are:

- The management of increasing demand
- Financial restrictions on the Public Sector

- The use of IT systems that are not always designed for collecting safeguarding data or have the ability to integrate with each other
- Understanding performance beyond the numbers to judge impact
- Responding to the widening field of safeguarding e.g.: modern slavery, Domestic Abuse, Female Genital Mutilation, CSE and Missing
- The impact of the national review of LSCBs

The Ofsted report brings a further dimension of challenge for all partners. The issues raised by the inspection of Children’s Social Care, will require a whole partnership and system response in order to address the areas of concern. Alongside this the Kirklees LSCB needs to strengthen its role in monitoring, scrutiny and challenge, of that system, to hold partners to account and to deliver real change for children. Common areas of development include:

- Strengthening the Effectiveness of the Board
- Developing a strong and robust response to performance and Quality assurance
- Ensuring that the Board meets expectations set out in Working Together
- Ensuring that there is a focused response to addressing key areas of safeguarding risk and vulnerability





# How the Board

## Undertakes its work

During 2016/17 the Board continued to meet four times a year with the Development and Business Planning Group meeting on the intervening months. Board meetings are generally well attended, although the view of the Board and its work and influence has been defined by its structure of meetings, rather than what happens outside of the Board to promote partnership around safeguarding. This is an area we want to address;

*The Kirklees LSCB is about how we work across the partnership, across the system rather than just being seen as a meeting around a table every few months.*

The work of the Kirklees LSCB is largely undertaken through the sub and task group structure, shown at **Appendix 1**, supported by the Business Unit, and is heavily reliant on the input of staff from all partner agencies. The commitment shown by agencies and their staff is testament to the seriousness with which the Kirklees LSCB is viewed and the shared intent across the partnership to improve multi-agency working, services and outcomes for children and young people.

### Significant developments in 2016/17 included:

- Work to develop a multi-agency data set with a review of how the Kirklees LSCB captures data, development of a new dashboard leading to improvements on monitoring safeguarding data
- Development of a CSE strategy
- Development of tools to promote and raise awareness of online safety
- Completion of a review into Child and Adolescent Mental Health services , to understand better the Childs journey
- Development of a comprehensive Training and Workforce development programme
- Work to increase engagement with young people , community and Faith groups
- Participation in Safeguarding Week to raise awareness
- A development day focused with Chairs of the Adult safeguarding Board, Safer community partnership and the Health and Well Being Board

# Promoting effective Partnership working

The Ofsted review into the work of the KSCB highlighted some significant areas of concern in the way the partnership effectively responded to safeguarding across the Authority. The report and its recommendations highlight this and going forward we recognize that there must not only be a strong mechanism for holding key statutory partners to account but also a culture that develops a partnership approach that recognizes that all agencies have a role to play in creating a safe system.

The challenges within the Children's Social Care system over the last year are well documented, significant changes in leadership, staff motivation and morale being low, recruitment and retention challenges all contributed to significant issues in the service offered to children and their families. Equally important to consider has been a preoccupation with process rather than impact, the lack of good quality performance information to assess accurately the areas of concern from a strong evidential base, and the lack of constructive dialogue on key areas that require collaboration, such as the 'Front Door, Multi Agency Safeguarding Hub (MASH) and thresholds'.

There is strong evidence in the work of the KSCB in the last year to support earlier help and prevention in the support of families and in so doing, to work through a crisis and to reduce reliance on social care and complex services. There is also strong evidence of the desire to move with partners towards an integrated way of working as opposed to co-location.

2016/17 saw the development of discussion around assessing need more accurately and although this initially focused on a model of risk and thresholds, latterly this has developed into a partnership shared view that this narrow approach does little to support collective and shared decision making or to provide effective support to families. While this is work very much in progress, at the heart of the approach is a drive for practitioners to appropriately challenge each other within the context of decision making, in order to facilitate more effective multi-agency working and better planning and reviewing of progress made with children and young people.

A restorative approach to multi-agency working is being promoted across the partnership, with the underpinning framework of policies, procedures and processes being regularly reviewed and updated to reflect this.

The participation in the West Yorkshire LSCB network also ensures there is a consistent cross-border approach to safeguarding especially as our knowledge of CSE, Human Trafficking, Modern Day Slavery and Missing Children has wider geographical areas to consider.

During the year the Kirklees Board worked and contributed to revisions of procedural guidance around a number of key areas including; online protection, children and mobile families, Female Genital Mutilation (FGM), radicalization and information sharing. This approach with West Yorkshire colleagues ensures that the guidance and framework for agencies and practitioners is clear and reflective of current practice. The challenge the Board faces is to ensure these ways of working are embedded at the front line.

# Communicating and Raising awareness

A central part of the leadership role of the KSCB is to ensure that key safeguarding messages and emerging lessons from its activity are disseminated quickly and effectively across the partnership so that professionals can act on them, developing their practice and multi-agency working accordingly in order to improve outcomes for children and young people. There is much to celebrate in Kirklees: there is in place a comprehensive website that includes up to date material to support safeguarding practice, there is a Twitter feed to promote current activity with around 450 followers, there is a systematic briefing structure to provide up to date information and news. In the last year, briefings include information on such topics as:

- ☒ CSE , forced marriage , dealing with Burns and scalds
- ☒ Learning disability Safeguarding week
- ☒ Continuum of need , updates on multi agency referral processes
- ☒ Safer internet practice , learning from SCRs

We know that we want in the next year to seek greater assurance that such messages promote learning and that learning influences practice.

In 2016/17 there were 118,645 visitors to the website, of which just over 76,000 were new visitors, this is an increase of 10.4% in website traffic – a really valuable tool for disseminating learning, raising awareness and communicating with both professionals and the public.

## Learning and Development Workstream

In 2016/17 the KSCB provided a multi-agency safeguarding learning and development programme which included a training programme spanning the variety of need from awareness to specialised provision. In addition we commissioned a theatre group to deliver a drama production Chelsea's Choice to a wide variety of participants, including schools, the community, young people and safeguarding professionals. This supported the delivery of the CSE strategy.

The Board has also supported the delivery of the Workshop to Raise Awareness of Prevent (WRAP) into the training offer to ensure practitioners are equipped with the necessary awareness and skill around radicalization.

The training programme was recognised by Ofsted in their review as being comprehensive; we know however that we need to link the training experience to the impact on the quality of service for children and their families. We also know that learning from serious incidents is not translated quickly enough into lessons learnt, awareness and knowledge at the front line. We have a clear plan to address this in 17/18. This includes a much closer link to audit activity to measure impact and much closer work to ensure that training links to the professional development of staff through strong and effective supervisory practice.

The board has also supported campaign activity around safer sleeping in partnership with Public Health. The campaign has focused on learning both locally and nationally of the dangers of co-sleeping and followed on from the Child Death Overview Panel (CDOP) Annual report.

The full details of training activity can be found at **Appendix 3**.

# The effectiveness of safeguarding and Partnership

To evaluate the effectiveness of the safeguarding arrangements of the Kirklees partnership, evidence is drawn down from a range of sources which is then analyzed to assess the whole system. This includes:

- A review of what we set out to do last year
- Learning from both internal and external reviews and inspections
- Section 11 of the Children Act audits
- Section 175 of the Educational Act audits
- Learning from Child Deaths
- Performance management and quality assurance
- Engagement with young people
- Audit Activity

It isn't possible though to focus on issues around effectiveness without highlighting the Ofsted review of the Board, which judged the Board as inadequate. The Ofsted report focused on a number of key areas set out for the Board as requirements under Working Together. In reporting on the findings of the review Ofsted, judged the Kirklees board to be ineffective in conducting those requirements and carrying them through sufficiently robustly to influence front line practice.

A link to that report can be found here:

[https://reports.ofsted.gov.uk/sites/default/files/documents/local\\_authority\\_reports/kirklees/052\\_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/kirklees/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf)

In last year's Business plan; we set out a number of key priorities that the Board resolved to address. These are set out below alongside the information obtained from the self-evaluation produced for the inspection process.



## Strengthen the partnership approach and further develop challenge within the Board

### What have been the issues we have been trying to resolve:

- To Further Develop Challenge
- To develop a performance reporting mechanism which incorporates data from various sources
- To develop our role in assessing effectiveness of safeguarding activity
- To increase challenge to agencies who are not completing actions for Serious Case Reviews
- To further develop joint working with the Adult Safeguarding Board

### What have we been doing:

- Challenge Log established
- Work streams identified challenges regarding communication and have escalated to the Development & Business Planning Board
- Delays in dealing with actions have been escalated to the Board
- Records being maintained for attendance to show commitment
- Performance Data sub group established to obtain data and identify trends
- Planned a year of audits to be undertaken
- Young person's reference group set up
- Serious Case Review actions monitored
- Voluntary Community Faith work stream to be re-established

## Reduce the harm from neglect by improved and timely responses for children of all ages

### What have been the issues we have been trying to resolve:

- Review & Revise the Neglect Strategy
- Ensure professionals are better able to identify and respond to neglect
- Establish a common understanding of thresholds for intervention
- Agree data set that focuses on short & long term impact of neglect
- Identify key learning and messages to be incorporated into the training

### What have we been doing:

- Revised Early intervention & Prevention Strategy

- Graded Care profile
- Revised Continuum of Need Response Framework
- Paper presented to Neglect and Early Help from other LSCBs graded as good

## Ensure that multi-agency Early Help arrangements are effective at preventing harm and keeping children safe

### What have been the issues we have been trying to resolve:

- The LSCB to increase its role in relation to Early Help
- To establish and embed into practice the Continuum of Need Framework
- To take an active role in embedding the shared understanding of the risk sensible approach
- To ensure that Early help assessments are embedding into practice to reduce negative outcomes for children
- To monitor the introduction of the Early help model in Kirklees

### What have we been doing:

- Multi-agency briefings arranged and delivered on Early Intervention & Prevention Strategy, Early Help, Risk Sensible Model and Continuum of Need Framework
- Continuum of Need Framework ratified by board and launched on website
- Training provided for Continuum of Need Framework
- Joint Targeted Area Inspection(JTAI) being undertaken around Domestic Abuse

## Improve identification, reduce occurrences and improve outcomes for young people at risk of child sexual exploitation (CSE)

### What have been the issues we have been trying to resolve:

- To develop preventative services which reduce risk and raise awareness of CSE
- To support families and communities who are dealing with the consequences of CSE
- To develop community resilience to the potentially divisive and damaging impact of CSE
- To safeguard and promote the welfare of all children and young people who have been, or may be, sexually exploited; and to ensure that they are properly supported in the course of, and, after criminal proceedings
- To offer support and therapeutic services to survivors of CSE
- To successfully prosecute those who perpetrate or facilitate CSE and enable the delivery of effective interventions to reduce the risk of further offending by

perpetrators of CSE

- To limit the opportunities for potential and convicted perpetrators to abuse children and young people

**What have we been doing:**

- Created a CSE operational Group
- My first Mobile commissioned and a video produced
- Chelsea's Choice shown in schools and during safeguarding week
- Barnardo's policy received and signed off
- Make it Happen, make it Matter conference
- 10 Train the trainers from Communities & Leisure have received the CSE "Night Watch" training
- CSE audit undertaken
- CSE co-ordinator to attend regional meetings
- Brunswick Centre involved
- Police have undertaken "Operation Trackville"

**Strengthen the responses and interventions for children who go missing from home, care and school.**

**What have been the issues we have been trying to resolve:**

- Intelligence led delivery. To ensure data is gathered and measured to identify effectiveness in reducing the number of missing children.
- To agree and develop the local strategy within Kirklees district relating to children who are missing from home or from Local Authority care or from Education.
- To review, manage and drive the No Child Out of Sight Action Plan
- To ensure that the operational arrangements for responding to missing children are well established, fit for purpose and owned by all partner agencies

**What have we been doing:**

- Daily meeting in MASH
- No Child Out of Sight Strategy and Action Plan created
- Learning Service Personal Health Social Education Network programme
- Missing profile created
- Monthly meeting to discuss top 10 misper
- All mispers receive a "missing Pack", an offer of an Immediate Return Interview and those who accept an offer of support will receive the Missing Intervention Programme

## Support service improvement through developing the workforce by providing suitable learning opportunities, responding to learning from serious case reviews, audits and inspection findings

### What have been the issues we have been trying to resolve:

- Develop a diverse programme that meets the needs of practitioners and managers within partner agencies involved in safeguarding
- To ensure all agencies have access to online safety training for staff and volunteers
- Initiate relevant multi agency audits to evaluate front line practice and contribute to professional learning
- Ensure that lessons are learnt from SCRs, and other Learning Reviews of practice
- Ensure that learning from the Child Death Overview process are robust and embedded in practice

### What have we been doing:

- Virtual college license bought for e-learning
- Bitesize briefings put onto the website and practitioner events undertaken
- 3 SCR's undertaken and have been completed and signed off
- CDOP Newsletter published

## Increase the engagement with, and influence of, young people and their families on the work of the Board

### What have been the issues we have been trying to resolve:

- That the KSCB further develop the involvement of young people to inform its practice
- That the KSCB ensure that the voice of young people is included within the conduct of serious case reviews and learning lessons Reviews
- Include the input of children and young people to inform online safety training, policy and practice
- Offer young people shadowing opportunities with Board members
- Young People to be included in the planning and completion of Board audit and challenge activity including the Section 11 Challenge Panels
- KSCB to develop a Safe Places Scheme with and for young people

### What have we been doing:

- The Young Persons Reference Group has been set up
- Vulnerable Children Champions Group has been set up
- We plan to arrange shadowing opportunities for young people with the Board
- Safe Places Scheme set up for children with SEND

The Board has to accept that the Ofsted view was that the work of the board was not sufficiently influencing practice at the front line. Like many LSCB s the challenge for the Board of evidencing the impact of interventions in changing the experience of young people is very real, this is a challenge we embrace moving forward. The work identified above provides a springboard to support the partnership in moving beyond processes to really challenge the impact for children; this is set out clearly in the Business plan for 17/18. At the same time it is worth noting that the work on CSE and on reviews into CAMHS bode well as exemplars of the Board pushing for assurance and evidence that interventions do make a difference to children and young people.

The work of the Board over the next year will be wholly in line with the improvement plan post Ofsted , with an emphasis on getting the basics right, understanding what we are doing better and using evidence to inform decision making.

# External Inspections and Reviews

## Ofsted Inspection of Schools

The LSCB has a link to educational outcomes for Kirklees children through strong representation on the Board and in workstreams. This is important as schools are key areas where children and young people receive support. Schools engage with children and families every day and they have a unique and valued position within communities. This ethos sits behind the development of schools as community hubs set out in the Learning and Skills Annual Report 2016.

The position in Kirklees that there has continued to be significant improvement in school standards. The educational attainment and progress of children Looked After, in line with all children has continued to improve. Pupils at key stages 1-4 are generally making good progress, but we know there is more to be done, particularly addressing the starting point for some of these children.

We know that in Kirklees the gap between children Looked After and the overall cohort is much less than in other authorities for key stage 1-3. Outcomes for children are at or above those for similar authorities and the national average.

Education is a strong resilience factor for children, the outcomes they achieve and the interface with our schools is therefore a strong element of partnership working particularly around Early Help. We want to develop this further going forward.

## The Kirklees LSCB's overview of safeguarding practice is predominantly undertaken by two main processes:

An auditing programme which has been central in providing assurance to the Board of safeguarding practice and outcomes. During this year the Board completed 6 audits.

These included work on:

- MASH July 2016
- CSE January 17
- Awareness of Risk Sensible
- Early years safeguarding
- CAMHS
- Use of Learning Disability Protocol

There is also some single agency activity this is an area needing further development. The Board has recently purchased the Enable Audit Tool from the Virtual College, this will support the creation of a unified audit plan, improved reporting and intelligence, an evidence led approach to developing practice, improvements to learning and development and a greater understanding of what is happening for children. The Business group of the Board has required all agencies to support the training of auditors in

the use of the tool to ensure a partnership approach The Voice of the Child

**The monitoring and regular reporting to the LSCB of data to:**

- Understand the timeliness and effectiveness of child protection systems
- Assess partner agency attendance and contribution at multi-agency safeguarding meetings
- Understand How well children receive the support they need
- Assess Police response to crimes against children and their perpetrators

In addition the KSCB also requires partners to provide evidence and outcomes of their own internal audits and assurance processes.

The Ofsted review challenged the Board to do more to assure itself that it understood and was assured about performance and front line practice. This requires the Board to move beyond the gathering of numbers on a page to discuss issues of quality of practice and the impact for children and their families. Areas identified for action in 2017/18 include:

- The development of a multi-agency performance data set that ensures the board could measure progress
- To develop an improved multi agency audit programme to provide a more effective view of the work at the front line
- For all partners to improve how they capture safeguarding data within their own organisation

**Her Majesties Inspection Constabulary Report (HMIC)**

In 2014 HMIC published a report into safeguarding within West Yorkshire Police. In March 2016 a further inspection monitored progress against this inspection as this wasn't picked up specifically in last year's report, it is worth noting here. The original inspection noted that there were not consistently good results for children. In the monitoring inspection it is worthy of note that the commitment to improving safeguarding practice had improved outcomes for children at risk of harm, with clear evidence of positive development. Some concerns remain including:

- Recording standards were poor
- Children were detained unnecessarily in police custody
- Training of staff was not always available or taken up
- There were delays in the provision of specialist medical examinations of children
- Important information about children was not always available to frontline officers
- The force was not recording the views of children in child protection matters

The Kirklees Board will therefore in the course of activity during the next year seek assurance of further progress and the improvement.

It must be noted that the HMIC inspection covers the whole of West Yorkshire. In discussion across the Kirklees partnership the findings from this report and follow up were not entirely recognised by the Kirklees LSCB in Kirklees as the Police contribution to safeguarding is very positive.

### **NHS England**

The Board received a report – Safeguarding Annual update, from NHS England setting out assurance in relation to the responsibilities of NHS England as well as the wider safeguarding system.

### **CCG Governing Body**

The Board received assurance from the CCG Annual Report to the effectiveness of CCG arrangements

### **HMYOI Wetherby and Keppel Unit**

On the 20th July 2016 HM inspector of prisons published a report on the outcome of the inspection of the Young Offenders Institute in Wetherby. As some Kirklees young people are serving custodial sentences at Wetherby the findings have been a concern to the Board. While safeguarding and child protection arrangements were judged as sound. The report raised concern regarding , levels of violence , restraint and use of force , the needs of young people not always being met and outcomes for young people particularly education . The Board chair has received assurance these matters are being addressed and they are clearly part of the Youth Justice plan , but further assurance will be sought in 17/18 that the needs of young offenders in custody from Kirklees are being appropriately met . This focus is in line with the Ofsted challenge of meeting the needs of young people who are vulnerable.

### **Learning from Serious Incidents involving Children and Young People**

During this year there was one Serious Case Review that reached conclusion and which was published. There is a further report awaiting the conclusion of criminal proceedings and a further SCR underway. This is an area in which Ofsted were critical of the work of the Board. Learning from Serious Case Reviews both locally and nationally provides an opportunity to reflect on practice and to change the system. In Kirklees the quality of action plans hasn't been sharp and focused, the monitoring of action plans has not been sufficiently robust, there have been delays in progressing reviews and the Board has not been compliant with the framework set out in Working Together. This will be a significant area of Board focus in 2017/18. The Board has strengthened the Serious Child Care Incident Notification Process to ensure that serious incidents are appropriately notified to the Kirklees LSCB.

The impact of this is a concern when the desire is to create a learning system, not disseminating learning quickly leaves practitioners without the necessary skills and knowledge and ultimately impacts on the service that children receive.



# Reviewing Child Deaths

The Kirklees Child Death Overview Panel (CDOP) is a shared arrangement with another neighboring authority. For the purposes of this report it is the 15/16 data that was available to Ofsted that provides the narrative.

The CDOP works to a national methodology which enables it to clarify the cause and circumstances of a child death, identify whether there were modifiable factors contributory to the death and what, if any, actions could be taken to prevent future deaths.

The quality of data and of analysis is weak and largely historical. The arrival of a new Consultant in Public Health will support the Board to grip this in 17/18 and will include action to ensure an Annual Report is published and presented.

Despite the data gaps there is no evidence to suggest that Kirklees is a significant outlier in terms of trends. The UK continues to have child death rates which are higher than much of Europe. The panel will consider its role in prevention and awareness raising to address this at a local level.

From data that is available during 2008-16, the greatest number of deaths occurred to very young babies aged under a month old (neonates) largely as a result of events during pregnancy, birth and early life and also as a result of congenital and genetic conditions. Recommendations have been made and progressed in support of public health campaigns to draw attention within the wider community to these risks. During the period of this report for example the Board supported a campaign with Public Health to support awareness raising around safer sleeping.

During 2008-16, the predominant categories of deaths in older children (aged above 1 month) were Chromosomal, genetic and congenital anomalies (25%); Trauma (13%) and Sudden Unexpected, Unexplained Death (15%).

In considering some of the factors in relation to child deaths - modifiable risk factors include: household smoking, alongside co-sleeping, alcohol misuse, domestic abuse and poor housing. It is not possible to ascertain any trend in this type of death because the numbers are small.

In 17/18 Kirklees will be implementing an eCDOP process, in part to address some of the issues around data and timeliness, but also to be a part of a network of other authorities and so enabling trend analysis through the sharing of anonymized information.

*Public Health England Child Health Profile March 2016. [www.chimat.org.uk](http://www.chimat.org.uk) Royal College of Paediatric and Child Health May 2016. [www.rcpch.ac.uk](http://www.rcpch.ac.uk)*

# Managing Allegations against professionals

The investment by Children's Services in allegation management by providing a Designated Officer has continued to give both the capacity to deal with a large number of notifications and enabled a continuation of successful developmental work. Allegation management processes remain significantly embedded with a good level of awareness by professionals. The Local Authority Designated Officer (LADO) service was acknowledged in the Ofsted report as providing a robust service, with strong multi agency co-ordination and a clear demonstration of children at the heart of decision making.

Over a third of all notifications come from Education, around 39%, this is in line with national trend data. This includes notifications from academies, independent schools and maintained schools within the Local Authority, supply teachers, further education and the education provision within the secure estate.

Approximately 5% of all notifications were about Foster Carers and 10% of notifications come from Early Years settings.

Alerts from residential settings, including the Secure Estate and children's residential services account for around 8% of all notifications. These are predominantly, but not exclusively, around physical intervention. It can therefore be identified that 75% of all the notifications come from the work settings that have the most opportunity for significant contact with children (early years, education, residential provision and foster care), which would be expected and is in line with most authorities.

Notably, there have been no notifications or consultations involving allegations made against Police Officers by young people who have either been in police custody or through encounters with Police Officers in the community.

# Partner compliance with statutory safeguarding requirements

**Section 175/157** of the Education Act outlines the safeguarding governance that must be in place within all schools. The Local Authority School improvement service is responsible for Ensuring that compliance is strong, evidenced in the Ofsted grading of school effectiveness across the borough. Where gaps in safeguarding arrangements /compliance are identified, formal notification is sent to the respective head teacher / principal. Schools are expected to develop their own action plans in relation to any areas for development highlighted.

Analysis for the academic period 2016/17 suggests that the education sector in Kirklees continues to have a sound understanding of its statutory safeguarding responsibilities and individual settings can clearly identify both strengths and areas for development. The Board will seek assurance through the report to the Business Group in the forward plan in 17/18. Under new arrangements the Board will extend arrangements with the education sector, beyond simple representation at Board meetings to ongoing engagement with Head teachers and Chairs of Governors in existing educational Forums.

**Section 11** of the Children Act 2004 sets out the requirements for agencies with respect to safeguarding and forms the basis for regular self-auditing of compliance. The LSCB partners undertake a Section 11 audit on an annual basis and update their action plan in-between. Kirklees in place effective arrangements but is seeking to strengthen these, this includes how we undertake section 11 audit processes, but also creating effective challenge as to the experience on the ground. There has been a successful challenge event involving young people, and this model will support further engagement with practitioners.

Further analysis and comment of progress will be in the scope of the report next year. This will be enhanced by the purchase of the Enable Tool from the virtual college which will strengthen the quality and consistency of reports and evidence, but will also improve analysis capability of key issues.

- Commissioned and non-statutory organisations that work with children and young people is a growing area nationally and one that is being replicated in Kirklees. The Board will be working to assure itself that commissioned services are clear regarding safeguarding standards and expectations, but also the expectation that providers contribute to system wide development of services such as Early Help.

This will be focus in the engagement with the sector going forward.

# Evaluating the **child's journey** through the safeguarding system

Not enough is known in the Authority about what the experience of children and their families, who encounter safeguarding services, is like. This links closely to the quality of data, the recording of children's views and the leadership and clarity of our strategy. The partnership with Leeds going forward will help us improve this; we already know the key components we must get right. During the last year children haven't been well supported by an early help offer, some of the focus has been too adult orientated rather than focused on the needs and risk to children.

The 'Early Help Approach' is there to ensure that children, young people and their families get the support that they need before problems become entrenched or lead onto more complex issues. The Early Help Approach must incorporate a diverse set of responses to, and activity for children, young people and families by all practitioners. The local authority must promote shared ways of recording Early Help to enable a measure of consistency across all areas.

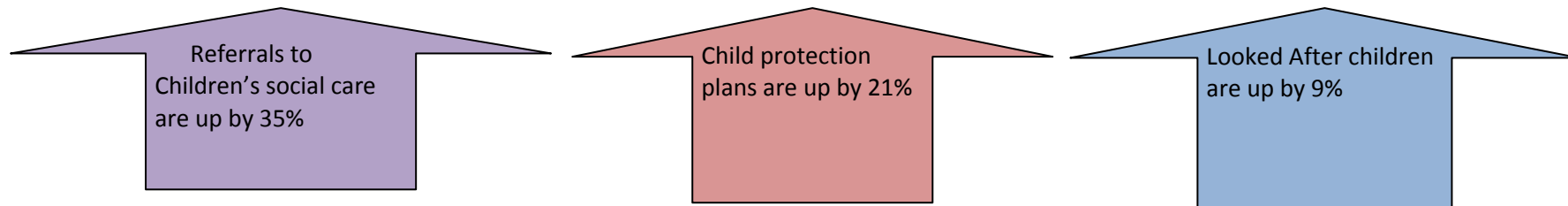
All Early Help activity cannot be accurately captured, as much is undertaken within single agency settings or captured on partner agency's separate systems. The emphasis in Kirklees going forward will be to ensure the right conversations with the right people, and that these result in the right actions to support families. This work will be led from within the work of the Children and young Peoples partnership, but the role of the Board in assuring itself that the work is impacting on the protection and safety of children is critical.

The data within the Joint Strategic Needs Assessment and from our own analysis tells a story:



These figures suggest that the system is not dealing with children early enough to prevent more challenging issues arising.

At the same time in comparison to the previous year:



Overall when we look at increases in the system as a whole since 2010 Kirklees numbers of children in the care system have increased by **127%**. This suggests a system that needs to be rebalanced.

Working in partnership with Leeds the Board has a clear plan to address this going forward. That plan will be based on strong principles that:

- Recognise the importance of a coherent multi agency Early help offer
- That has a rationale of right conversation , right service based on a strong assessment of need
- That values the contribution of community and voluntary sector partners
- That focuses on outcomes and impact

The implementation of a new and revised approach to Early Help will support practitioners to ensure that both children and adult services consider 'family' circumstances. This enables all professionals to understand their responsibilities to deliver an appropriate package of support around the family.

We know that there is work to be undertaken to ensure that there is a consistency in the quality services across the Authority. The Kirklees LSCB considers there remains a continuing pressure by professionals to prioritise statutory cases which can limit their ability to respond on an Early Help basis. This is evidenced in the performance information that we do have available to us. We also know that there is a need to ensure that we tie in the community and voluntary sector into the approach. In the 2016 Learning and Skills annual report: Rounded, Resilient and Ready the role of schools as community hubs from which a range of Early Intervention services was clearly articulated. Further meetings have worked to shape this initiative in partnership and in the next year we hope to develop this model of locality based , differentiated to need multi agency working – to support families and children earlier. This is important as it is critical that practitioners have an up to date and accurate understanding of community profile in relation to services, including those from the Third Sector, such that the best packages of care can be devised and delivered for children and young people.

## Page 27 The Healthy Child Programme

In December 2016 Locala was awarded the contract to deliver Kirklees Healthy Child programme. This innovative partnership covers a range of support for children and young people's health and well-being from health improvement and prevention to support and intervention for children and young people with existing health issues including mental health. The partnership also supports effective transition between services. The approach, through partnership, sees delivery of services around

health provision for children and young people aged 0-19.

Performance is monitored via a Performance Dashboard, including safeguarding measures. This aligns with the performance report for the safeguarding board. The innovation in this programme affords a real opportunity to deliver a community based local offer that is multi agency and that supports families experiencing difficulty earlier.

Overall it has been difficult to accurately understand the number of children and young people that have been supported through Early Help activity. The LSCB has anecdotal evidence that there was an increasing trend, but not all partner agencies accurately collect this information. This can impact on how appropriate resources can be provided to the right parts of the system or geographical area. In the light of the above developments, we know we must get this right going forward.

**Strong Practice:**

The development of an integrated approach to the healthy child programme and its commissioning was both innovative and focused on significant outcome improvements. Kirklees CCG together with the council worked collaboratively to specify an outcome based service in the commissioning process. The pioneering service that integrates tier 2 and 3 CAMHS creates a model that incorporates mental health and well-being as a core principle within the Healthy Child Programme. The Single point of access enables service users to be supported and guided through a seamless system.



## Front Door Arrangements

The Ofsted report highlighted significant challenges with front door arrangements, issues around consistent application of thresholds, concern around decision making and concern around the step up –step down process. Kirklees has all the ingredients to deliver an effective front door and an effective MASH, there is strong partner buy in from the police and health with staff colocated together. However there is not a clarity regarding role and function, ways of working, identification and assessment of need. There is a MASH strategic Board which during 16/17 operated without reference to the LSCB, this hasn't helped embed partnership discussion regarding strategic issues into the ways of working .has until recently operated. The board recognizes that the Front door arrangements must support front line practice to ensure that children and family's needs are met with an appropriate and proportional response. Practitioners must be empowered to discuss safeguarding concerns based on risks and needs and in turn consider the most appropriate package of support for a child or family.

Going forward the Performance, intelligence and policy work stream will monitor how many contacts become referrals to Social Care. This is an area of some concern. During the year 18,588 contacts were made to social care through the front door , this is a 35% increase on the previous year , and off those contacts only 31% proceeded to a referral for statutory intervention of some kind.

39% of referrals are repeat referrals, suggesting that when we do intervene we don't get it right first time, or the situation in the eyes of the referrer has escalated. This is considerably higher than in other authorities and must be an area where there is further analysis and a plan for some change.

At a time when we are talking of collaboration with schools around early help the data we have suggests that only 52%of contacts from schools in the last year resulted in some form of social care intervention. That suggests that 48% of contacts were more likely to require some other intervention. This is an example of the need to develop clarity in the Early Help offer and to understand the support needed to assist schools.

Ofsted found that assessments were not always carried out and that when they were quality was not consistent. These impacts significantly on the analysis of risk to children and the support offered to families

## Child in Need (CIN)

Data in respect of Children in Need is not robust partner agencies do not keep a comprehensive electronic system which makes clear the number of children that are receiving support through a CIN Plan. Although the Local Authority can provide general data given some of the issues, there are questions regarding its reliability and there has been limited data given to the LSCB as to whether the statutory functions of the plan have been supported by all LSCB partners. The Board is working towards an improved reporting structure for performance generally.

## Housing needs and vulnerability

There are 19670 children living in poverty in Kirklees and housing is a key service in touch with those children in households that experience the impact. Housing plays a key role in the activities of the Board and is now contributing to the work on performance and impact. Ofsted identified that young people presenting as homeless received an effective service, with their immediate safeguarding needs being recognized and support as they progress into supported living arrangements.

### **Strong Practice:**

There is good evidence of strong collaboration between housing and social workers to act quickly to prevent homelessness . The young people’s tenancy service supports young people to establish long lasting tenancies . The support of dedicated officers supports and assesses housing needs of all those aged 18-24 , but they also support those aged 16-18 who are vulnerable not in the care system . Help includes support around tenancy management , registration with health providers and money management .

### **Vulnerable Groups**

The Board recognizes that it has not maintained an overview of all vulnerable children. This an area of further work currently underway in 2017/18 and a feature of the Business plan.

### **Children and Young People subject to a Child Protection Plan**

The overall number of children and young people subject to a Child Protection Plan (because they are at risk of or are suffering significant harm) has risen. The proportion of children subject to a child protection plan for a second or subsequent time is 26.9 %, higher than comparator authorities at 17%. Initial Child protection conferences haven’t been convened within timescales in half of all cases and this slows decision making and effective planning to protect children.

The LSCB is keen to satisfy itself that this area of work is improving in a safe and appropriate manner. It features in the audit programme plan next year and will be an area of challenge in the performance work stream.

The purpose of the audit will focus on whether:

- the improvement activity that had taken place had resulted in improved outcomes for children made subject to child protection plans
- Identify what are the key issues that impacted on outcomes.

Alongside this the QA lead within Children’s social care will be working on a programme of improvement to improve processes around invitations to conference, SMART planning, agency reports and prompting early engagement with parents and young people. Early work highlights a number of issues for the period of this report, including:

- Capturing attendance at Initial Child Protection Conference, Core Groups & Reviews
- Refining the invite process for ICPCs
- Monitoring to ensure resolution of issues relating to incorrect pre populating of core group
- Improving the quality of reports by partners to ICPCs
- Improving the timeliness of reports sent by partners to ICPCs

Decision making around admission to care since the inspection has been strengthened, through improvements to:

- Case Planning and Review Discussion



- Legal Planning meetings

However these are yet insufficiently embedded to demonstrate impact.

## Looked After Children

One of the key areas of focus must be to reduce the number of children and young people needing to be looked after. Working on a principle that if coming into the care of the local authority is right it must happen, but that all other avenues of support must be tried. *Right service, right time, right duration*. The number of children 'looked after' has steadily increased in the period of this report.

Decisions aren't always made in a timely way, this is at all stages of the process from pre admission, to review processes and permanency decision making.

Between April and August 2016 there were 400 recorded disputes in relation to services for children looked after arising from reviews.

Many Kirklees children are placed out of Authority, around 42.5%, it is a concern to the Board that these children are at greater potential risk and in the absence of effective and timely planning not have their needs adequately met. This is an area we must address.

The partnership is conscientious in ensuring the health needs of children looked after, regardless of where they are living is identified and addressed. The establishment of a looked after children's health team has supported completion of Health Needs Assessments on and has been key in driving improvements.

The Kirklees LSCB must be concerned to assure itself regarding

- Placement stability, with children and young people
- The use of Kinship Care and Foster Carers
- Children and young people placed out of local authority area
- All children and young people who are looked after have an allocated social worker
- Independent Reviewing Officers provide robust oversight of care plans
- The quality of Personal Education Plans
- The inclusion of children and young people's views in reviewing and planning processes through direct contact.
- The use of independent visitors

It is welcome that the Children in Care Council are seen as strong and influential. Ofsted identified how their work was informing and changing service delivery planning.

## Children and Young People suffering or at risk of Sexual Exploitation

In 2016/17 there has been a rise in the number of referrals relating to children and young people assessed as being at risk of child sexual exploitation, this is more likely to represent an increased awareness of the nature and scale of the abuse rather than an increase in victimization. This underlines the partnership's maintained focus on child sexual exploitation, building upon previous effective responses and strengthening procedures, data collection, multi-agency understanding and practice.

There is strong multi agency collaboration around CSE. Identification, assessment of risk and awareness particularly in relation to the links between CSE and children reported as missing from home or care are recognized but sometimes not in a timely way.

### **Strong Practice:**

The work of police aimed at tackling CSE, anti social behaviour and road traffic offences through dedicated campaign work in neighbourhoods has proved successful this year . One operation in Dewsbury saw arrests for road traffic offences and valuable CSE intelligence gleaned as a result of close partnership working involving , police , council staff, Barnardo's and the Fire service. Similar community focused events have engaged local communities in tackling crime but have also raised awareness of issues around CSE.

However the Board recognizes that the most challenging aspect highlights that practitioners working with young people identified at risk of or experiencing sexual exploitation had to address CSE not as a stand-alone issue, but within a set of wider complex circumstances that affected the vulnerability of young people to the risk of sexual exploitation.

Working with the Safer Kirklees partnership, through the work stream chaired by the police, over the past year.

There has been significant progress in tackling CSE and other emerging vulnerabilities, this includes:

- An increased capacity through the appointment of a CSE co-coordinator, enhancing the practice improvement and quality assurance offer in relation to CSE and children missing from home or care; harmful sexual behaviors; trafficking and female genital mutilation
- The on-going development of a flexible and timely multi-agency response to children with an identified risk of sexual exploitation, their families and communities
- Successful public media campaigns which have received recognition
- Improved data collection, dissemination and analysis enabling development of practice responses
- Implementation and progression of a swift response to children missing and timely return home visits
- Development of a LSCB CSE training programme
- The developing strength of the Third Sector in responding to CSE

# The effectiveness of the LSCB

## Summary and whole system analysis

Recognizing the Ofsted review of the work of the Board in Kirklees there is insufficient evidence that the systems that are in place to protect children and young people from harm are effective and efficient.

There is much strength, but too often there is not a rigorous response to evidence that supports strong practice of improving outcomes for children. The challenge going forward is to not lose what is good but to sharpen and focus attention on improving the impact of partnership work for children. There is a strong willingness and commitment across the system.

This commitment is clearly seen through the Boroughs commitment at Partnership, Political and professional level to invest in children's services. Kirklees is a place that has ambitious plans for its children and young people despite the challenges that improvement and austerity brings. In addition it has:

- A developing shared vision across the safeguarding system
- A Local Authority committed to improvement
- A culture of continued commitment by partners both at operational and strategic level
- A shared value base of working in a restorative way, based on good robust conversations about risk
- A multi-agency commitment to shared principles, behaviors and ways of working
- Opportunities to collaborate at a community level

Over the next year we want to do more to evidence the impact of improved ways of working through:

- A shared understanding of the safeguarding system
- A change in the pattern of contacts and referrals
- A reduction of children and young people needing statutory intervention
- The use of research and evidence based practice
- The quality of services rather than just the timeliness of processes
- The LSCB operating in a way that offers and provides high support and high challenge
- Front-line and community engagement
- The voice of children and young people evident in all processes

In short we want to see evidence of a positive impact on outcomes for children and young people.

# Progress against the Challenges the LSCB set itself for 2016/17

## The LSCB Annual Review

Each year the KSCB set self-challenges to support and improve multi-agency working which will in turn improve outcomes for children and young people. These are reviewed within the LSCB annual review. This is reported earlier in this report.

# Conclusion

I am delighted to confirm this analysis and recommend the report to the Partnership, Executive, Chief Executive, Elected Members, and so on through ultimately to the parents, children and young people of Kirklees

The Board continues to be ambitious and sets high expectations of its partners. This has been met with good support and contribution.

There is, as always, a lot to still to do, 2016/17 was a year which culminated in an inadequate review in the Ofsted report, this is despite, a strong degree of shared ownership and excellent co- operation. As a consequence the Board is able to set it priorities for 2017-18 with confidence.

The challenges the Board has agreed to pose across the system are based on sound evidence and good data, and are designed to keep partners focused on the complex issues that need to be resolved. Challenges of this sort and at this level however, are perhaps by their very nature, prone to be rather broad and lacking in specificity and this is something I would like to avoid if possible over the next year.

Given the Ofsted report, there is a necessity to return to basics and get the ground work right, but this doesn't mean a lack of ambition of a focus on key and emerging issues.

This will be a challenge and the partnership recognizes that - improving progress in a challenging public sector environment, through a time of policy changes and new national priorities without losing sight of what matters – the children of the Kirklees.

The partnership has to reflect the quality of leadership in partner agencies and of a day to day high standard of professional practice, we must translate this into our endeavors together .Whilst I know this sort of thing can come across as a bit 'cheesy' it is important for me to sincerely thank everyone of you for your unstinting work and commitment over the past year.

Following the [Wood Review](#) of LSCB's in March 2016, we know that it was a general view of the reviewer, latterly accepted by Government, that the role and remit of LSCB's in now seen to have grown to such an extent as to now be too wide. But, in a way that only Governments can 'have their cake and eat it too', whilst Authorities are likely to be urged to re-focus on the child protection 'core' of safeguarding, they will left to make their own priorities with respect to what else, presently charged to LSCB's, should be retained or put down in order to do that. This certainly will make future external inspection and scrutiny of safeguarding more difficult, with greater diversity of LSCB remit, and less clarity with respect to expectation. In balance, Wood calls for a new 'light touch' around inspection, but this is something that has been aspired to many times before, so we'll have to wait and see.

Legislation will remove the statutory requirement for LSCB's, extend legal responsibility for safeguarding across Children's Services, The Police and Health whilst also urging Authorities to retain LSCB's where these are seen to be effective.

Certainly the Kirklees LSCB is at this point , put simply focused on being is seen as effective both on the basis of external inspection and, as I outline above, in terms of the data we can show. In this context we need to take care with the challenges we set ourselves for 2017/18. We need to select improvement issues, which are specific, yet can be clearly seen to be indicative of wider processes. We need to listen carefully to what children and young people themselves tell us are their priorities, we need

to be realistic as to what can actually be achieved in the context of continued austerity, so as not to 'overload' services and individual practitioners unreasonably. Realistic also in terms of the degree to which the Third Sector can continue to innovate and 'take up the slack'.



# Challenges the Kirklees LSCB is setting itself for 2017/18

The Board will focus on four improvement priorities as a consequence of the Ofsted review. These are:

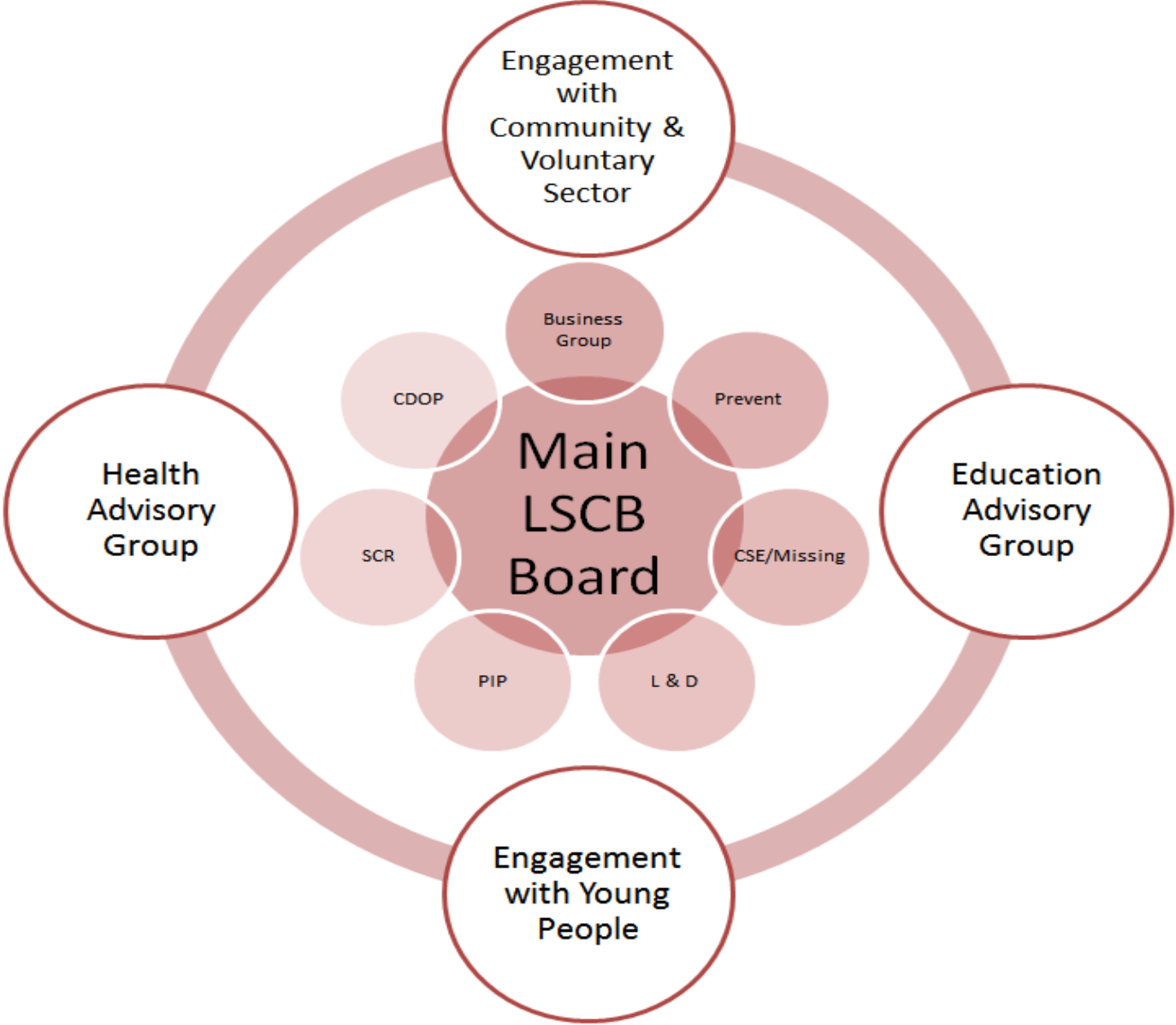
- The Effectiveness of the Board
- Quality Assurance and performance management
- Compliance with Working Together
- Responding specifically to areas of risk and emerging issues

These are clearly set out in the Boards improvement plan and are essentially about getting our house in order and being compliant with the regulatory framework in which we must operate.

In addition we will focus on three areas of priority in the Business Plan going forward - this is to enable us to capture and retain what is good, to work collaboratively with the improvements in Children's social care, to strive to become a strong and effective Board. We will use the Business plan to drive forward strategy and leadership of safeguarding and to extend safeguarding practice at practitioner level, embedding existing strategies and learning lessons, but also challenging the way business is transformed:

- We want children to be safe and protected from harm in their home , outside their home, and online
- We want to ensure that children have access to the right service , in the right place and at the right time
- We want effective partnership working and accountability to improve safeguarding outcomes for children, young people and their families.

Appendix 1:





## Appendix 2:

Expenditure		Income	
Employees	314,374.00	Health CCG	88172.00
Transport	1285.00	CRC	2045.00
Premises		West Yorkshire Police	23221.00
Supplies & Services	57.00	National Probation Service	1845.00
Stationery	100.00	CAFCASS	550.00
Printing (SLA). Promotional Materials (inc adverts)	5005.00	Schools training	4630.00
Board Chair & Lay Member Expenses	19673.69	Kirklees Council	178867.00
SCRs / Consultancy	32092.90	Miscellaneous	7620.00
KSCB Website / Software / Hardware	20709.00		
WY Consortium Procedures	1930.00		
Training & Staff Development (inc. regional MA conference)	739.00		
KSCB Events	850.00		
KSCB Audits / Survey Monkey	286.00		
Training / YHMAST	4845.00		
E-learning	14000.00		
Catering	1239.00		
Room Bookings	4444.00		
<b>Total Expenditure</b>	<b>421629.59</b>	<b>Total Income</b>	<b>306950.00</b>
<b>Net Expenditure</b>	<b>114679.59</b>		

The budget over the last year has shown an overspend against the in year budget, whilst this is mitigated by the use of reserves, it will highlight some concern regarding long term sustainability, an understanding is therefore important to note. The overspend this year is attributable to increased staffing costs to cover maternity leave alongside additional one off staffing to drive improvement. Work over the next year will seek to align planning for improvement to the budget more effectively.

## Appendix 3:

Multi Agency Training Provision for April 2016- March 2017			
Level	Course Name	2015/2016	2016/2017
1	Awareness of Child Abuse & Neglect – online*	6791	8642
1	Child Accident Prevention - online	542	519
1	Child Development - online	658	487
1	Private Fostering - online	212	139
1	Child Sexual Exploitation (Started 1.8.14) – online*	907	1590
1	Safeguarding Children and Vulnerable Adults (Basic Awareness)	41	57
2	Working Together to Safeguard Children	447	308
2	Evening Modular Working Together	9	0
2	Working Together to Safeguard Children - Refresher	398	68
2	Making Positive Contributions to Child Protection Conferences & Core Groups	202	161
3	E-Safety	62	72
3	Forced Marriage	38	79
3	Parenting Capacity: Assessing the Adult, Protecting the Child (2 day course)	110	0
3	Safeguarding Skills	609	118
3	Sexual Abuse: Dispelling Myths, Reducing Risks	46	10
3	Lessons Learned: Using reviews to prevent serious harm to children	29	18
3	Neglect	50	52
3	Safer Recruitment for the Voluntary and Community Sector	7	7
3	Child Sexual Exploitation for Councillors	26	
4	Child Sexual Exploitation for Managers	27	25
4	Safeguarding Skills for Managers (2 day course)	43	21
	Awareness of Perinatal Mental Health		5
	Basic Awareness of Domestic Abuse		5
	Chelsea`s Choice		19
	Child Sexual Exploitation Briefings for School DSL`s		51
	Child Sexual Exploitation for Practitioners		78

	CoN, Risk Sensible Multi Agency Event		428
	DSL – Refresher		236
	Human trafficking & Modern Day Slavery		28
	Impact of Domestic Abuse		107
	Impact of Parental Mental Health		90
	Impact of Parental Substance Misuse		97
	Jimmy Saville Briefing		60
	Legal Highs Briefing		35
	Make it Happen, Make it Count Conference		56
	Managing Allegations Briefing		49
	Master Class – Catherine Knibbs - Trauma		95
	Parental Learning Disability Protocol Briefing		58
	Prevent WRAP Workshop		103
	Roles & Responsibilities of the DSL		155
	Safeguarding Briefing – Eating Disorders		13
	Safeguarding Supervision Skills for Managers		21
	SWANS Briefing		19
	SWEET Briefing		18
	The Basement Recovery Project Briefing		18
	The Voice of The Child		55
	Training for Trainers		28
	Understanding Parental Learning disability: Engaging Effectively & Managing the Risk		77
	Court Skills – Online		126
	Domestic Abuse - Online		89
	<b>Total Complete – not in training statistics</b>	<b>10354</b>	<b>14590</b>

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**CHILDREN'S SCRUTINY PANEL – WORK PROGRAMME**

		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. <b>Implementation of Improvement Plan &amp; Ad-hoc Scrutiny Panel</b>	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>	<p>Improvement Plan needs updating with progress and RAG ratings.</p> <p>Update from Ofsted visit to 29<sup>th</sup> January meeting.</p> <p>Update on Partnership arrangement to 29<sup>th</sup> January meeting.</p>

		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				
<b>2. Performance Management</b>		<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>	<p>Q2 performance to 29<sup>th</sup> January 2018 meeting.</p>
<b>3. Corporate Parenting Support for looked after children and care leavers.</b>	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>	<p>Visit to Drop in Centre to be scheduled for part of 18<sup>th</sup> December meeting.</p> <p>Children will be present at the visit to the drop in centre for</p>

		ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
<b>FULL PANEL DISCUSSION ISSUES</b>				
			information is accurately recorded, and that requests being made by children are considered and responded to.	Panel members to receive feedback on how this is progressing.
<b>4. Elective Home Education</b>	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>	<p>Agreement received from OSMC to formation of an ad-hoc scrutiny panel.</p> <p>Meetings will commence in the New Year.</p>
<b>5. Special Educational Needs (To include School Transport)</b>	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>	<p>Panel members will be sent a link to the Cabinet report once published. The item will then be considered at a Children's Scrutiny Panel Meeting in early 2018.</p>

		ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
<b>FULL PANEL DISCUSSION ISSUES</b>				
		<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>	
<b>6. PSHE / Prevent</b>	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>	<p>Briefing paper requested from Val Flintoff.</p> <p>Completed.</p>
<b>7. EIP Strand</b>	OSMC (2016/17 work programme)	To receive updates on issues relevant to the portfolio		
<b>8. CSE and Safeguarding Member Panel</b>	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	



		ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18		
Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
<b>FULL PANEL DISCUSSION ISSUES</b>				
			the Panel and its areas of focus.	
<b>9. KSCB</b>	OSMC (2016/17 work programme)	Presentation to OSMC on 18 <sup>th</sup> December 2017	The Scrutiny Panel is clear about the focus of the work of the KSCB and satisfied that it is effective and accountable.	
<b>10. Regional Adoption</b>	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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