

Public Document Pack



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

Julie Muscroft

The Democracy Service
Civic Centre 3
High Street
Huddersfield
HD1 2TG

Tel: 01484 221000

Please ask for: Yolande Myers

Email: yolande.myers@kirklees.gov.uk

Friday 31 August 2018

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 10 September 2018**.

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 Lisa Holmes

Councillor Darren O'Donovan

Councillor Sheikh Ullah

Dale O'Neill (Co-Optee)

Fatima Khan-Shah (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

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

2: Minutes of the Previous Meeting

1 - 4

To approve the Minutes of the meeting of the Committee held on 11 June 2018.

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.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Monitoring visit of Kirklees Children's Services

7 - 10

Members of the Panel will consider the letter sent to the Director of Children's Services from Ofsted.

Officer: Sal Tariq

6: Child Sexual Exploitation (CSE) and Missing

11 - 20

Members of the Panel will consider a report on the work that has been undertaken to prevent children being vulnerable to harm and abuse from going missing and to prevent children experiencing or continuing to experience sexual and or criminal exploitation.

Officer: Elaine McShane

7: Strategy for Partnership Working - Early Support

21 - 30

Members of the Panel will consider an update on development of the Early Support Strategy.

Officer:- Jo-Anne Sanders

8: Future Meeting Date

Members of the panel to note that the next Panel meeting will be at 10am on Friday 2nd November 2018.

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CHILDREN'S SCRUTINY PANEL

Monday 11th June 2018

Present:

Councillor Donna Bellamy
Councillor Lisa Holmes
Councillor Darren O'Donovan
Councillor Sheikh Ullah

Co-optees

Dale O'Neill
Fatima Khan-Shah

In attendance:

Councillor Viv Kendrick
Joanne Bartholomew, Service Director - Commercial,
Regulatory and Operational Services
Steve Comb, Head of Corporate Parenting
Elaine McShane, Service Director - Family Support and
Child Protection
Jo-Anne Sanders, Service Director - Learning & Early
Support
Saleem Tariq, Service Director - Children and Families

1 Membership of the Committee

No apologies for absence were submitted or recorded.

2 Minutes of the Previous Meeting

The Minutes of the Panel meeting held on 16 April 2018 were presented and approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

The meeting was held in public session.

5 Draft Sufficiency Strategy

Draft Sufficiency Strategy

Steve Comb, Interim Head of Corporate Parenting introduced a report which included the Draft Sufficiency Strategy and Action Plan.

The report outlined the authority's commitment to ensure the availability of local placements to ensure that children and young people did not need to be placed at a distance from their communities. Mr Comb explained that it was challenging to

Children's Scrutiny Panel - 11 June 2018

provide availability due to the rising numbers of children in Local Authority care, but it was a statutory duty to provide sufficient accommodation for children and young people.

Members of the Children's Scrutiny Panel were asked to comment on the draft Strategy and Action Plan to contribute towards its further development.

Cllr Viv Kendrick and Steve Comb went on to answer questions from members of the panel which, in summary focused on:-

- The need for a focus on outcomes within the draft Sufficiency Strategy
- That a table with details of children in care should be produced each meeting to enable members to see progress.
- The service had introduced business meetings for local authority foster carers
- Retention and recruitment of foster carers was a national problem which needed a multi-faceted approach to resolve.
- The voice of children and young people were heard and acted upon
- Children's homes being reduced from 6 beds to 4 beds
- The rationale behind the 50% target for satisfied complaints
- The Specialist Accommodation Board
- The need for care leavers to find accommodation in more sustainable areas
- Support for parents pre-birth and the use of special guardians and connected persons fostering
- Ensuring the resource panel did not introduce delay

RESOLVED –

Members of the Panel agreed that:

- 1) Steve Comb be thanked for her attendance at today's meeting.
- 2) The receipt and content of the report including the draft Sufficiency Strategy, be noted.
- 3) That a table with statistics relating to the numbers of children in Local Authority in care should be brought to each Children's Scrutiny Panel.
- 4) That the Panel support the principles contained within the draft Sufficiency Strategy.

6 Children's Scrutiny Panel work programme Children's Scrutiny Panel work programme

The panel considered the work programme for 2018/19 and

RESOLVED -

- 1) Sal Tariq be thanked for his attendance at today's meeting.

Children's Scrutiny Panel - 11 June 2018

2) That the proposed items on the work programme in 2018/19 be noted and agreed.

- 7** **Future Meeting Dates**
Members of the Panel agreed that they would provide details of available dates for meetings during the 2018/19 municipal year.

RESOLVED -

Members of the Panel agreed that they would provide details of available dates for meetings during the 2018/19 municipal year.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

3 August 2018

Mr Steve Walker
Interim Director of Children's Services
Kirklees Council
Civic Centre 3
Huddersfield
HD1 2YZ

Dear Mr Walker

Monitoring visit of Kirklees children's services

This letter summarises the findings of the monitoring visit to Kirklees children's services on 11 and 12 July 2018. The visit was the fifth monitoring visit since the local authority was judged inadequate for services for children in need of help and protection and children looked after in October 2016. This visit was carried out by Her Majesty's Inspector, Rachel Holden and Ofsted Inspector, Cath McEvoy. The local authority has increased the pace of improvement since the last monitoring visit, which has resulted in some steady progress being made. There is more work to do to improve and embed the quality and timeliness of the social work response to children and families, and to tackle drift and delay.

Areas covered by the visit

During this visit, inspectors focused on the experiences of children in need of help and protection. Inspectors reviewed progress being made in relation to:

- the quality and timeliness of assessments and plans, including pre-birth assessments
- the multi-agency response to children in need of help and protection
- the consideration of children's individual needs in assessments and planning.
- complaints from children and families and how learning from those complaints is disseminated
- the effectiveness of management oversight and challenge.

A range of evidence was considered during the visit, including children's electronic case records, supervision records, case file audits and performance information. Inspectors spoke to parents and a range of staff, including social workers and managers.

Overview

The senior leadership team has a comprehensive understanding of progress and areas for continued development. Since the last monitoring visit, the local authority has made steady progress, and firm foundations are now in place for securing improvements in service delivery. There is an improving picture in relation to: management oversight through systematic case auditing and regular supervision; staff engagement and morale; the response to pre-birth concerns; workforce stability; and partnership working. No children were seen where risk of immediate harm was unassessed and not responded to.

Some of these changes are very recent and not embedded in practice. The cumulative impact of risk is not always recognised in assessments and planning. The quality of social work practice is still too variable, and this is not ensuring that children and families consistently receive a timely response to their needs. Caseloads in some teams remain too high and in some instances there are still too many changes in social worker. The challenge of management and child protection chairs is not sufficiently robust and is not making a difference to children. This is contributing to drift and delay in too many of the cases seen.

Findings and evaluation of progress

The senior leadership team has a thorough and realistic understanding of the areas for improvement. The self-assessment is robust and there are appropriately focused plans to improve services for children and families. Firm foundations are now in place to move the service forward, and there is increasingly sound monitoring of progress, for example through the systematic auditing of cases and improved regularity of supervision. However, managers are not always recognising when they need to challenge drift and delay for children.

Progress is accelerated in securing a more stable workforce at a senior and frontline manager level. Almost all posts are now filled. In addition, very recently advanced practitioners have been appointed to every social work team. These are non-case holding practitioners recruited to support the development of social work practice. Staff have articulated that this is starting to support and promote service improvement. Increasing permanence of frontline staff is improving continuity of case ownership, and social workers with whom inspectors spoke articulate well the needs of the children and families, and the direct work being undertaken with them to meet their needs. The impact of this direct work with children is not always reflected in children's case records, reducing accountability, oversight and the ability to challenge where there is drift.

Morale is much improved and social workers are better engaged. Social workers report that support is more readily available and that senior leaders are approachable. Leaders are systematically focused on reducing caseloads, and this is

having a positive impact for some teams, but for others, caseloads are still too high. Case supervision is now regular, task-orientated and appropriately focused on securing compliance. Recent opportunities for more reflective supervision with advanced practitioners are starting to provide social workers with scope to consider their practice in a more qualitative way. It is too soon to see the impact of this on children.

There is an improving multi-agency response to children at risk of significant harm. The recent relocation of some social work teams into localities is starting to facilitate better working together and an improved recognition of and response to the presenting risk. Children are being seen alone in these cases, and the views of children and parents are well considered and recorded. However, for children who are already known to children's social care and where there is arising risk, partners are not routinely engaged in strategy discussions and cumulative risks are not always recognised or addressed. In some cases, there is insufficient assessment of and response to children who are living in family arrangements.

The quality of assessments remains variable. In the cases seen, assessments are superficial and lack information about the ethnicity and identity of families. They do not sufficiently depict or explore the lived experiences of children and young people. The format of the assessments is restrictive and does not give social workers the space to enable them to sufficiently analyse impact. Assessments are not always updated in order to inform child protection reviews, and in a small number of cases seen children came off a child protection plan prior to full information being received. Some cases had several changes of social worker within a short timeframe, and this was contributing to drift and delay and a lack of continuity for children.

Families speaking with inspectors during the visit said that their contact with children's social care had been initially poor but had been improving recently. The individual needs and experiences of brothers and sisters are now being addressed within the assessments seen, and the response to pre-birth concerns is improving. Staff are now undertaking timely assessments prior to birth, and planning to ensure the safeguarding of new born babies. A recent change in the pre-birth assessment pathway is having a positive impact on practice.

Although the timeliness of child protection reviews and practice is improving from a low base, initial child protection conferences, social work visits to children and core group meetings do not always happen within the child's timeframe or within timescales set out in statutory guidance. Although the responsiveness and challenge of child protection chairs is improving, there is not a consistently robust challenge to drift and delay.

Where children and families have been subject to a child protection plan and risk reduces, appropriate and timely decisions have been made for children to come off plans in the majority of cases seen. Appropriate levels of support are being provided in order to promote resilience in families. However, the response to children in need is not sufficiently robust. The local authority recognises this and plans to fully audit

children's cases in this area. Inspectors saw some examples in these cases where children needed a more protective response.

The local authority is appropriately focused on improving the quality of plans and planning for children. Social workers have recently received training in this regard, but this is not yet embedded and it is too soon to see the impact of these on children. The poor quality of some assessments and inconsistent recognition of cumulative risk is not contributing to sharp planning for children.

The audited cases tracked demonstrate recent improvements in social work practice. The findings from the audits had been actioned and this is improving the social work response to children and families in these cases. Some variability remains in the quality of audits. For example, some audits failed to address deficits in practice. Leaders are aware that the audit process needs further embedding, but that it is already starting to challenge and highlight areas of weaker and stronger practice.

The local authority response to children's complaints is improving and all complaints are now responded to in a timely manner. A children's rights service is readily available to support children to make complaints and to advocate on their behalf. Senior managers now have oversight of complaints, which is facilitating complaint resolution at an earlier stage and lower level. There is improved learning.

A copy of this letter will be sent to the Department for Education and published on the Ofsted website.

Yours sincerely

Rachel Holden
Her Majesty's Inspector

Name of meeting: Children's Scrutiny Panel

Date: Monday 10th September 2018

Title of report: Child Sexual Exploitation (CSE) and Missing

Purpose of Report

The purpose of this report is to provide an overview of the work that has been undertaken in response to improving the quality of practice and to prevent children being vulnerable to harm and abuse from going missing and to prevent children experiencing or continuing to experience sexual and or criminal exploitation, by reducing vulnerability and proactively responding to information and intelligence shared.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes/ no or " not applicable" No If yes give the reason why .
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Yes/ no or "not applicable" <i>Not applicable</i> If yes also give date it was registered
The Decision - Is it eligible for call in by Scrutiny?	Yes/ no or " not applicable" Not applicable If no give the reason why not
Date signed off by <u>Strategic Director</u> & name	Sal Tariq 31.08.18
Is it also signed off by the Service Director for Finance IT and Transactional Services?	N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	N/A
Cabinet member portfolio	N/A

Electoral wards affected: All

Ward councillors consulted: All

Public or private: Public

1. Summary

- 1.1 The report updates members on the new arrangements that have been put in place to safeguard some of the most vulnerable children and young people living in Kirklees.
- 1.2 The government published their Tackling Child Sexual Exploitation Progress Report (February 2017) where they stated that they have delivered around 90% of their commitments and achieved a step change in the response to child sexual exploitation. The commitment to tackle CSE is being driven strongly by government and remains a strategic policing requirement being 'attributed to serious and organised crime'.
- 1.3 In 2016, the government consulted on changing the current definition of child sexual exploitation and, on the 16th February 2017, published the new definition along with guidance. The new definition published by the Department for Education is as follows: *"Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victims needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology;"*
- 1.4 The new definition is much more straightforward and prescriptive and also provides a framework for decision making for all professionals. The introduction of the new definition provided an opportunity to review the aims of the CSE Hub in line with the government three objectives of tackling offending, reducing vulnerability and supporting victims and survivors.
- 1.5 A review of our existing services and response to CSE was undertaken by the Leeds Improvement Partnership and partner agencies in December 2017. The review highlighted that child sexual exploitation cannot be viewed in isolation and the strong links to other factors that place children and young people at significant risk such as missing, peer sexual violence, criminal exploitation, trafficking, forced marriage, honour based violence (HBV) and female genital mutilation (FGM) needed to be addressed. To deal with these issues the Risk and Vulnerability Team has been established to provide, and allow for the advancement of identification, and multi-agency practice in relation to these other specific priority safeguarding risks and concerns. The Risk and Vulnerability Team is working in partnership with key partners in the identification, prevention, disruption and prosecution of child exploitation.

2 Background

- 2.1 The perceptions of child sexual abuse has altered over a number of years, both nationally and locally. Earlier thinking very much focused on a commonly held view of children being most at risk from predatory paedophiles not known to them. In addition the growth of the internet has created a new form of abuse in the form of online grooming and awareness has been raised about the need to protect children and young people's safety online.
- 2.2 The acknowledgment of CSE in Rotherham has been a major driver of national work. The report of Alexis Jay and the subsequent report by Louise Casey about the response of agencies to CSE have influenced the work of a number of national bodies. The key research bodies that have contributed to the knowledge base around CSE have been the University of Bedfordshire with support from the Office of the Children's Commissioner, Barnardo's and the NSPCC, who have also undertaken research into effective interventions and the cost savings generated by supporting victims effectively.
- 2.3 At government level, various national committees have taken evidence and produced reports about the response of agencies under their supervision to CSE. The departments of Health, Education, Local Government and Communities and the Home Office have all undertaken reviews and issued guidance on the issue of CSE.

- 2.4 There are a number of agencies, such as NHS England, the College of Policing, the Academy of Royal Medical Colleges and Public Health England, who have produced guidance and advice for professionals working within their professional remit. Similarly, a number of charities have developed guidance for professionals about how to respond to CSE locally. CSE continues to be a major feature in policy guidance and there is a growing body of guidance about child safety online. CEOP and the UK Council for Child Internet Safety have produced a range of strategies to guide the telecoms sector.
- 2.5 Since 2010, the scale of CSE nationally has become clearer, with complex police investigations leading to successful prosecutions of multiple abusers and the launch of a two year inquiry by the Office of Children's Commissioner for England into sexual exploitation in gangs and groups. In 2011 the government acknowledged the prevalence of this abuse by appointing the Children's Minister as lead for CSE and producing a national action plan.
- 2.6 Since 2011, considerable national progress has been made in increasing awareness of CSE, improved data collection, service coordination, and implementing policies and procedures, (The Office of Children's Commissioner, 2013) and this is mirrored locally. Child Sexual Exploitation remains a priority for the Children's Trust and Kirklees Safeguarding Children Board (KSCB). The Board has continually monitored reports and recommendations on CSE. In its role to monitor and lead local agencies, the Board has developed a clear plan with partner agencies in light of the new learning and recommendations from all the literature published.
- 2.7 In Kirklees, a wide range of agencies work in partnership, all with the shared aim of addressing the issues around CSE. This has been the case for several years and CSE remains a priority for Kirklees Council as well as the KSCB. There is clear leadership and strategic overview of services. Risk and vulnerability of children and young people is better understood through the provision of continued training and guidance for frontline practitioners to support them in their role in addressing the issue of CSE.
- 2.8 The collective response to CSE has seen significant investment by some partners in resources and infrastructure. We have got better in how we respond to victims and those who are at risk of becoming exploited. Making wise investments in preventative work, relationship support and therapeutic interventions have saved costs across services. It is recognised that it is not simply about more staff, it is about the quality of relationships professionals are able to develop with children and young people. It is also important to note that the scope of influence across professional boundaries has improved and high quality relationships has been critical to this.
- 2.9 The CSE Hub was developed in Kirklees in October 2011 as a result of the concerns and response to child sexual exploitation both nationally and locally. The role and function of the CSE team was primarily to ensure that Kirklees had a joined up response to CSE and to ensure that clear policy and procedures were in place. The team were responsible for undertaking the initial risk assessments and undertaking direct work with children and young people who were assessed as being at high or medium risk of CSE. This was joint working between Police and Children's Social Care
- 2.10 Responses to children at risk of CSE and/or missing was undertaken by the Safeguarding Unit within the Police. The Unit works closely with the CSE Hub within Kirklees Children's Social Care who are responsible for assessing, and responding to, initial concerns for children and young people. It was recognised that when police and social care enquiries were undertaken jointly this resulted in more effective interventions and better outcomes with regard to gathering criminal evidence and protecting children. Children and families also appreciated a co-ordinated response. In order to further develop this approach in working, 2 social workers were co-located with the Safeguarding Unit within the Police in September 2011. These social workers work jointly with police officers with regard to children at risk through CSE. The social workers also work with the police within the Unit with regard to children who go missing, domestic violence concerns and referrals regarding possible forced marriage.

- 2.11 In Kirklees, the Safeguarding Children Board has responsibility, as the lead strategic body, for development and implementation of the authority's response to CSE
The KSCB strategic response sets out the key strands to be addressed in the work to tackle CSE in Kirklees:
- To safeguard and promote the welfare of children and young people who have been, or may be, sexually exploited.
 - To successfully prosecute those who perpetrate or facilitate CSE
 - To limit the opportunities for potential perpetrators to abuse children and young people in this way
 - To support families and communities who are dealing with the consequences of CSE
 - To develop preventative services which raise awareness of CSE among children, young people, parents and the communities of Kirklees
 - To develop community resilience to the potentially divisive and damaging impact of CSE on Kirklees and its constituent communities.
 - To offer support and therapeutic services to survivors of CSE, and
 - To ensure that identified perpetrators receive treatment programmes in order to minimise the chances of re-offending.
- 2.12 The CSE and Missing Operational Group work stream of the Kirklees Safeguarding Children Board (KSCB) was established in November 2009 and the Strategic group was established in April 2012, for the purpose of overseeing the work of the operational group. The group has continued to evolve in the ongoing development of systems and processes working to address CSE.
- 2.13 The Operational Group meets every 4 weeks and consists of representatives from the Police, Children Social Care, Integrated Youth Support, Learning Services, Housing, Young Peoples Drug and Alcohol Agency, Health, the Youth Offending Team and Barnardo's. The meetings follow the model used in the MAPPA and MARAC processes whereby agencies make referrals about children who they believe are at possible risk through CSE. The Group considers information to identify the risks to the child within a Risk Assessment Framework which has been determined. Actions are then identified to protect the child and support potential prosecutions against perpetrators and disrupt harmful activities.
- 2.14 During 2012-13, one of the aims of the work stream was to raise awareness on the issue of CSE, through a variety of channels, without duplication of work and offering a consistency of the message being delivered across agencies. A set of procedures and policies have been agreed across the West Yorkshire consortium in respect of CSE. However there were regional differences with regards to how to make referrals and the assessment tool. Each Local Authority's referral processes can be accessed via their Local Safeguarding Board website. Although the work stream focus was CSE, it was recognised that some children who go missing are at risk of CSE but not all. This issue is a standing item on the work stream agenda. The government All Party Parliamentary review on missing children had been looked at closely by a task and finish group and gaps for potential CSE issues were incorporated into the CSE strategy.
- 2.15 Child Sexual Exploitation (CSE) remained a priority in the Children and Young People's plan as well as for the Kirklees Safeguarding Children Board. There was a clear and strategic overview of services during 2013-14. There was also provision of training and guidance directed from the work stream and disseminated to frontline practitioners, to support them in their role in addressing the issue of CSE. In order to make progress against the 2013-14 Strategy and action plan the work stream initially met every six weeks but due to the commitment agencies have demonstrated in taking the work forward, the meetings are now bi-monthly
- 2.16 Work continued on the Audit Tool, which was adapted from the University of Bedfordshire template. This set out five principles for working together in addressing the issues arising from CSE which included:

- A shared responsibility
- An integrated approach
- A pro-active approach
- A child centred approach
- Recognising criminality

- 2.17 The issue of CSE remained high on the political agenda, evident from the concluding report from the Office of the Children's Commissioners into Child Sexual Exploitation in Gangs and Groups "if only someone had listened" November 2013. The report made a number of recommendations which the work stream highlighted to address in the 2014-2015 strategy.
- 2.18 The progress of the CSE work stream benefitted from a strong, committed and enthusiastic team of professionals. Over the year the work stream developed and where there had been identified services who were not previously involved, the work stream has been pro-active in inviting representation from these agencies.
- 2.19 The main focus of the CSE hub was to reduce the threat and risk to the victim. This was achieved by having a multi-agency personalised plan for every child at risk of CSE. The plans specific focus was on safeguarding and promoting the welfare of the child or young person and supporting her or him through the criminal justice system. The plans address the need for therapeutic and support services for children and young people, after the abuse has stopped. Partners also collaborate to share information about potential perpetrators, who are dealt with dynamically to reduce the risk to the victim and other children.
- 2.20 There had been a range of changes to this service towards the latter part of 2014, in order to ensure effectiveness in responding to the issue of CSE on an operational level, and incorporating recommendations and learning from relevant reports. November 2014 saw the recruitment of a temporary CSE manager. Simultaneously, the local authority appointed a designated strategic lead for CSE. There has also been a significant resource input from the police, which consist of 6 temporary investigators and a full-time Sergeant. Eight detectives had also been moved from other areas into child protection and to support the work of the CSE hub.
- 2.21 The role of the CSE manager was developed to look at referral pathways, risk assessments and develop a database in order to link systems and ultimately influence practice. The new systems and processes improved the quality of data held in relation of young people who were jointly managed by police and social care with regards to CSE. The establishment of the new database also allowed improved monitoring, reviewing and identifying trends of children and young people where concerns of CSE were a factor. These were reviewed regularly to ensure young people were assessed at the right levels of risk.
- 2.22 In light of the above, there was a review of the risk assessments which were used to identify and assist in the identification of risk and vulnerabilities. The new partner agency tool is the same that is being used across West Yorkshire, which allows a level of consistency in respect of level of risk across the five West Yorkshire districts. The partner agency tool is based on nationally identified indicators of risks and vulnerabilities to CSE. Information about the tool and how to access it has been shared with the CSE work stream for dissemination in their relevant agencies.
- 2.23 The role of the CSE-co-ordinator was a new post to the board that commenced in October 2014. The post was been funded by the Stronger Families initiative, with the remit to support the chair and the work stream in the delivering of CSE strategy / action plan. The role involved having a strategic oversight of practice and support the Chair of the work stream and coordinate a strategic response to CSE in Kirklees. This involved promoting, monitoring and evaluating multi-agency effectiveness in safeguarding children and young people and strengthening, supporting and equipping a workforce that is committed to learning and developing safeguarding practice in relation to CSE.

- 2.24 Between December 2014 and April 2018 a Child Sexual Exploitation and Safeguarding Member Panel was established to satisfy and ensure Lead Members that robust safeguarding arrangements were in place. The Panel membership consisted of 5 members i.e. one member from each of the political groups on the Council plus the Cabinet Member with statutory responsibility.
- 2.25 The panel met four weekly, and its purpose was to oversee the local developments in the monitoring of, and response to, the risks associated with Child Sexual Exploitation. To satisfy themselves, as corporate parents, that the arrangements for safeguarding looked after children in Kirklees are sufficiently robust, and to ensure that, where appropriate and having regard to confidentiality requirements, individual members of the Panel ensure that feedback is provided to members of their wider political groups. Following a review of all Kirklees Councils Children's panels and Boards, it was agreed that the Child Sexual Exploitation Member panel would cease and all delegated responsibility and reporting would be undertaken by Children's Scrutiny Panel and Children's Improvement Board effective from May 2018.
- 2.26 In December 2016 the West Yorkshire and York Leaders considered a report that looked at how a Common Licensing Policy Framework could be delivered and options for the organisational structure to deliver Licensing Services across the Combined Authority Area to ensure that governance and risk management processes are robust and effective.
- 2.27 The West Yorkshire and York Councils were determined to effectively manage the risks identified in the Jay and Casey Reports into child sexual exploitation in Rotherham to ensure that taxi services were provided by individuals who were suitable to hold a taxi licence and in vehicles that met the requirements of all the Authorities in the Combined Authority Area ("the CAA").
- 2.28 It was agreed that a Common Licensing Policy Framework would be delivered through a collaborative working arrangement and that the West Yorkshire and York Licensing group would undertake the role of an Advisory Committee to provide a political steer to the Licensing Managers. In addition it was agreed that the Action Plan would be developed for the delivery of the Common Licensing Policy Framework.
- 2.29 The Combined Authority Area have ensured that before the issuing of a license it is a mandatory requirement that safeguarding and CSE awareness training is undertaken. To date all 3000 taxi drivers had attended the safeguarding training. Multi-agency traffic days were carried out with the Police Licensing Authority and spot checks are carried out regularly. A national database has been implemented which holds the name and identifiable feature of the taxi driver, local authority details and if a licence had been revoked, refused or suspended.
- 2.30 To ensure that all taxi and private hire vehicles, drivers & operators are compliant with legislation and licence conditions across the Combined Authority Area (CA Area), the CAA has introduced Cross Border enforcement by Licensing Authorities outside their area. This allows officers to act across the whole of West Yorkshire in relation to enforcement for taxi licensing. Previously, officers could only take enforcement action in relation to taxis licensed in their area. As taxis frequently cross local authorities' borders and some exclusively work in an authority where they are not licensed. They have also undertaken training with takeaways and accommodation providers in respect of hotels and bed and breakfast establishments. These premises have also been recently visited/inspected during test purchase investigations
- 2.31 The Children Missing From Home or Care Team was set up as a pilot in June 2017 in order to provide some consistency in response and timeliness of return interviews, as this had previously been done on an ad hoc basis through a variety of changing service delivery models. The team's initial objectives were primarily:
- to provide a Return Interview (RI) service to Looked after Children
 - to improve take up and better understand reasons for the reduction of RI's being undertaken

- to offer a consistent approach to missing young people whilst ensuring that the process that are in place protect these young people are followed when a young person is/has been reported missing. The Missing Pilot focus was extended to all children and young people living in Kirklees.
- 2.32 A review of both services was undertaken in December 2017. It highlighted that a number of the young people had been involved with the CSE Hub, Missing Team and other services. It recognised that child sexual exploitation, peer on peer violence and abuse, modern day slavery, including gangs and groups, criminal exploitation, and going missing should not be seen or responded to in isolation as they often overlap, creating a complex set of harmful circumstances and experiences for children, young people, families and communities. In response to the findings of the review it was recognised and agreed that, in order to improve our arrangements for children and young people most at risk, the development of the Risk and Vulnerability Team would strengthen our safeguarding approach.
- 2.33 The Risk and Vulnerability Team has been operational since January 2018. The overall aim of the team is the work with partners to reduce the identified risk and provide a flexible and responsive service tailored to the needs and wishes of the young person and their wider family. Intervention is based on a contextualised safeguarding, whole family, child centred and relationship based approach.
- 2.34 The Risk and Vulnerability Team is made up of social workers, youth workers, children and family's workers, Risk and Vulnerability co-ordinators and specialist police officers which brings a range of experience with working with partner agencies, communities, young people and children.
- 2.35 The Risk and Vulnerability Team works with young people who are either at medium or high risk of, or have been, sexually exploited. Many of the young people are also regularly missing at the time of referral. The team is currently working with young people, providing them with a safe space where they can share their concerns with professionals. The change in approach is best described as intensive, flexible, responsive and tailored support to young people and their parents/carers.
- 2.36 The Interventions are informed by the main areas of risk, as highlighted by the CSE risk assessment, and delivered in a way which considers the views of the young person and their family, as well as addressing the areas of highlighted risk. In addition to working with young people, we also support parents, other family members whom the young person may be living with/in contact with and at times, foster carers. For young people who are missing, a safety plan is a priority piece of work and the 'push and pull' model is used to explore why they are going missing and what that 'looks like.'
- 2.37 The Risk and Vulnerability Team is building better links with the local communities and organisations. Together, they are supporting the most vulnerable young people who are at risk from CSE, Missing and Child Criminal Exploitation. This has strengthened partnership working with the police and community safety and has increased the understanding of other services in Kirklees that work with children and young people at risk of, or who are experiencing CSE, trafficking, peer harmful sexual behaviours and other specific risks associated with missing (forced marriage, honour based violence, female genital mutilation) and have identified gaps in service provision, whilst monitoring the effectiveness of current service provision.
- 2.38 The Risk and Vulnerability Team has undertaken considerable work to ensure that children and young people are better safeguarded from sexual exploitation. The emphasis now is to maintain the impetus to drive forward strategic and operational developments to continue to effectively tackle child sexual exploitation in line with the identified key priorities and challenges, these being;
- To continue to increase awareness, knowledge and process to identify areas of concern / "hotspots" within Kirklees and enhance our intelligence sufficiently to accurately identify taxi firms/hotels/other business of concern and agree best disruption tactics

- To continue the work in engaging with our local communities, and with those children and young people whose vulnerability is hidden.

2.39 The Risk and Vulnerability Team provides a period of support for young people with a view to reducing the identified risk and the exact nature of the work depends on the needs of the young person but will combine building resilience and direct work on relevant topics.

2.40 The development of the Risk and Vulnerability team has been successful in that it has enabled effective multi-agency response to CSE. This has been particularly important as it has allowed the team to build and improve on the work undertaken by the CSE and Missing team whilst also recognising the need to respond strategically and in line with legislation and statutory guidance to the emerging safeguarding issues that are associated with child sexual exploitation, and more predominately with children missing from home or care and from the view of universal services, child trafficking and criminal exploitation. In addition The Risk and Vulnerability Team:

- Will strengthen a contextual safeguarding approach, which recognises that child sexual exploitation, peer on peer violence and abuse, modern day slavery, including gangs and groups, criminal exploitation, and going missing should not be seen or responded to in isolation as they often overlap, creating a complex set of harmful circumstances and experiences for children, young people, families and communities.
- Assist with ensuring that robust multi-agency needs led risk management plans are in place that give full consideration to a child's vulnerability and need factors and help practice improve to include a coordinated, effectively actioned strengths-based approach, and where relevant compliment statutory child protection processes.
- Support continuing to develop 'profiles' relating to individuals and /or groups who exploit and abuse to enable the partnership to utilise these to effectively target resources and interventions and help safeguard children
- Help to prevent children being vulnerable to harm and abuse from going missing and to prevent children experiencing or continuing to experience sexual and /or criminal exploitation, by reducing vulnerability and proactively responding to information and intelligence shared.
- Help strengthen the response to children who are both a victim and perpetrator of exploitation, harm and abuse and ensure those children receive child centred responses, assessments and interventions.
- Help coordinate clear pathways to centrally collate feedback received from children and families; to ensure that reality of children's experiences inform and enhance strategic knowledge.

2.41 The KSCB CSE Strategy 2016/2018 and action plan is near to completion and the following objectives have been achieved:

- To develop preventative services which reduce risk and raise awareness of CSE amongst children, young people, parents, carers and communities.
- 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 on Kirklees and its constituent members.
- To Safeguard and promote the welfare of all children and young people who may 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.

A new West Yorkshire Risk and Vulnerability Plan is expected to be implemented by late September 2018.

2 Implications for the Council

3.1 Not applicable

4. **Consultees and their opinions**

Not applicable

5. **Next steps**

- 5.1 Kirklees Council, with partners, is key to driving forward the improvement, innovation and practice development in relation to our response to children and young people at risk of, or being, exploited. To ensure that we effectively safeguard children and young people requires continued commitment and support from elected members, and the wider community, to deliver on the agreed priorities for improving multi-agency working regarding child exploitation, and that has been developed and agreed in partnership by Kirklees Council, the Police and wider partners.

6. **Officer recommendations and reasons**

Not applicable

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

Not applicable

8. **Contact officer**

Ophelia Rix

ophelia.rix@kirklees.gov.uk

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

- 9.1 Not applicable

10. **Service Director responsible**

Elaine McShane

Service Director

Family Support and Child Protection

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Name of meeting: Children's Scrutiny Panel

Date: 10th September 2018

Title of report: Strategy for Partnership Working - Early Support

Purpose of Report

To update scrutiny on development of the Early Support Strategy, the Family Support Service and provide information on the 3 programmes (Family Group Conferences, Multi Systemic Therapy and the Family Mental Health Service) funded through the Department for Education Innovation Fund to generate discussion and help councillors decide whether to investigate issues, debate issues and hold the executive to account.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No The projects are DfE funded to March 2019
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	not applicable
The Decision - Is it eligible for call in by Scrutiny?	not applicable
Date signed off by <u>Strategic Director</u> & name Is it also signed off by the Service Director for Finance IT and Transactional Services? Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Jo-Anne Sanders 31.08.2018
Cabinet member portfolio	Councillor Viv Kendrick Councillor Masood Ahmed

Electoral wards affected:

Ward councillors consulted:

Public or private: Public

1. Background

The new Early Support Service was implemented from April 2018 and the new Head of Service Michelle Attmere has been in post since 2nd July 2018. The service offers non statutory services to children, young people and their families in line with the Kirklees Partners and Early Support Strategy. The entitlement will include Family Support, Parenting Group Work, Family Group Conferences, Multi Systemic Therapy and the Family Mental Health Service.

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

The 2016 Ofsted inspection highlighted that Kirklees needed to develop edge of care services and ensure that timely support is available in a crisis.

Many of the issues raised by Ofsted and the problems identified in Kirklees have related to the effectiveness of partnership working in recent years. There is a strong commitment by partners and a key aim of the Improvement Plan is to make best use of this to improve outcomes for children and young people.

Success and change in children's services relies on strong and effective partnership working and this has been the primary focus of work around early support in Kirklees.

Partnership Engagement

The primary focus of the work on early support has been around strengthening the early support partnership through a number of consultation events. These events included discussing and agreeing values and principles around early support and the shared understanding that early support is not a single council service but that it is everyone's responsibility. The engagement events discussed the importance of shared language and as part of this it was agreed that the partnership preferred the use of the work 'support' rather than 'help' as it was felt to be more positive and restorative, this was reflected in the strategy document and the approach is now to be referred to as 'Early Support'.

Early Support Strategy

The early support strategy is completed and has been presented to the Improvement Board. The strategy has been developed working with partners and has ownership across the whole partnership rather than being council led or including a small number of agencies and outlines the approach to be taken which is relationship based and emphasises the importance of conversations and working together to achieve positive outcomes for children, young people and families in Kirklees. The strategy

reinforces that early support is everyone's responsibility and therefore the best person to be 'lead professional' is often the person who has built up the relationship with the family and not always a council officer, it has been recognised that additional support is required to build this capacity across the partnership and this has been reflected in recent recruitment to roles within the family support service.

The partnership particularly requested outcome based accountability (OBA) measures as it is recognised that across the partnership there could be priority outcomes that could vary so it is important to identify common quantitative and qualitative outcomes with agreed and identified measures. Some early outcome based accountability (OBA) measures have been identified at this stage and though they require further work once agreed this will allow the partnership to measure the success of the approach.

The strategy has been developed with strong links to the restorative practice approach developing a focus on "Working with...." Regular partner engagement and listening to has resulted in an increased understanding of shared responsibility and appetite to work together to deliver improved outcomes for children and young people.

Early Support and the Front Door

Work continues to be undertaken to develop relationship between key partners and agencies around the front door. This work seeks to embed the research undertaken by David Thorpe. There is evidence to suggest that the rates of referral to the front door are starting to reduce.

Stability and increased capacity within the internal Family Support Service

At the beginning of the Kirklees and Leeds partnership it was identified that there were issues within the existing 'early intervention and targeted support service'. A service review had taken place and there were a number of staff for whom an outcome had not been agreed and there was general instability in the service.

The primary focus of work was resolving outstanding HR issues and improving morale within the service. Regular staff engagement sessions took place to listen to their concerns and suggestions for the service going forward. The Key Worker role was reviewed and listening to feedback from staff was renamed as 'Family Support Worker' the post was also regraded to a more appropriate pay grade to reflect the level of skill required to carry out the role.

There was a strong feeling from staff that the service name should be changed to the 'Family Support Service' as they felt that this accurately reflected what they offer and makes clear to families they are working with what they offer. The change of name also distinguishes them from Early Help/Support which is the partnership approach and not a single council service.

Stability in the service has led to recruitment to additional posts to increase capacity in the service. Response to the recruitment has been positive and a large number of applications was received indicating that this is a service that people are now wanting to work in which is a positive step going forward.

Development of New Teams

Ofsted recommendations 17 states that Kirklees should:

'Develop edge of care services and ensure that timely support is available in a crisis'

In response to this Kirklees received Department for Education (DfE) Innovation Funding to April 2019 for improvement and innovation to invest and adapt programmes for edge of care and early support. This was to develop and deliver Family Group Conferences, Multi Systemic Therapy and a Family Mental Health Service.

Family Group Conferences (FGC's)

Family Group Conferences (FGC's) originally emerged from New Zealand and are voluntary decision making meetings to help families find their own solutions to problems.

FGC is a restorative approach and the process empowers a family and their network to draw on their strengths and resources to make a safe plan for their children. FGC's ensure the family network have a chance to hear and discuss the concerns. They also give an opportunity for everyone to be listened to including the child and young person(s). It can be an opportunity to be informed of any resources that could help them improve family life. Further information about FGCs can be found on the [Family Rights Group website](#).

Kirklees has currently been offering FGCs to a low number of families in both early support services and children's social care, however plans are now in place to expand FGCs through the innovation funding. The team has now been recruited and completed training and has expanded from 3 to 12 officers which will allow for up to 320 FGCs to be facilitated in a 12 month period.

The entitlement for Kirklees families for an FGC is still under development; however it is recognised that the service needs to engage with families at the earliest opportunity and on edge of care or those whose needs may otherwise escalate to a point where accommodation is necessary.

Multi Systemic Therapy (MST)

Multi Systemic Therapy (MST) is an intensive family and community based intervention for children and young people aged 11-17, where young people are at risk of out of home placement in either care or custody due to their offending or having severe behavior problems.

The key goals of MST are to break the cycle of anti-social behaviors by keeping young people safely at home, in school, and out of trouble. Further information on MST can be found on their website <http://www.mstuk.org/>.

Kirklees does not currently have any family and evidence-based preventative services seeking to cumulatively address the risks of young people entering the care and custody systems. The large population of young people in Kirklees, linked with the statistics show a relatively high proportion of those entering the care and criminal

justice systems, with a current lack of evidence-based programmes seeking to specifically target these areas highlights a significant need for Kirklees to invest in preventative interventions such as MST.

There is clear alignment between the desired outcomes of MST and the local authority, with the need to reduce the numbers of looked after children as a key priority for Kirklees and the innovation funding will support development and implementation of the programme.

Recruitment to the Kirklees MST team will take place in September and will include a supervisor, 4 therapists and business support. The therapists will receive 5 days of MST model training during November/December.

An event about Multisystemic Therapy has been planned for 2nd October to learn about the project and how it is implemented and the outcomes that can be achieved for young people and families in Kirklees.

Family Mental Health Service (FMH)

The Family Mental Health service coordinate appropriate early support for parents who have mental health difficulties and share information relevant to the welfare of their children, with a focus on managing risk, increasing resilience, building strength and encouraging independence and reducing long term need for services. The service works restoratively and use a whole family approach to identify and explore the impact of parental mental health upon families, lifespan and intergenerational issues.

Kirklees has a long established FMH team with three workers with a fourth worker joining the team from Stronger Families in December 2017. The focus has been working across Children's Social Care and Adult Mental Health to reduce the barriers between services and enhance practice in order to improve direct work with families. The results of this have been positive but additional resources were identified to be required to expand the service to support significant improvements in front line practice.

Recruitment has taken place and there will be a Team Manager and 5 consultants in place by 10th September 2018. Adverts have gone out to appoint a Senior Practitioner and 2 Social Workers to the team, with interviews taking place on 6th September 2018 to complete the team. The team is now up and running and from September onwards the FMH service will be in a position to increase the capacity of the team.

Key successes from all of the above have included:

- Ongoing partnership engagement – positive feedback received on the collaborative approach to developing the strategy and working with...
- Clearer understanding and recognition of partnership approach, understanding that early support is not one council service but an approach from a number of agencies

- More stable and settled internal Family Support Service – increased staff morale due to regular engagement and the resolution of a number of issues relating to the previous review.
- Recruitment to additional posts within the service to increase internal capacity to deliver services to families in Kirklees,
- Recruitment to Head of Early Support providing stable leadership going forward

1.2 Options

The three innovation programmes are funded by the DfE for 1 year with a view that they will form part of mainstream early support services in the long-term. Consideration is being given to future budgets and the processes to be put in place to measure the effectiveness of these teams.

1.3 Cost Breakdown

The total estimated costs for the three programmes is £1,166,409.00 per year broken down into the individual costs as follows:

- FGC - £408,000.00
- MST - £382,831.00
- FMH - £375,578.00

1.4 Timescales

Department for Education funding ends on 31st March 2019

1.5 Expected impact/outcomes and benefits

- Better outcomes for vulnerable children.
- As many children as possible staying with their families.
- Children making good progress and achieving the best outcomes and improved life chances for everyone.
- Protection of public's health through education, support and interventions.
- Reduced pressure on children's social care.
- Culture of innovation and evidence informed improvements.
- Cases are appropriately dealt with at an early stage
- Cases avoid unnecessary escalation to statutory services
- Cases can be de-escalated safely and appropriately

1.6 Expected risks

The expected risks are that if there is no funding or re investment from savings identified to support the programmes post April 2019 once the DfE funding has finished then there would not be an opportunity to embed the programmes as part of an early support entitlement to children and families in Kirklees to reduce the number of children entering care. This is currently been considered as part of future budget considerations.

1.7 Evaluation

Kirklees will be required to submit evaluation to the Department for Education for the innovation funding received for the three programmes.

1.8 Sustainability

Funding would need to be identified from the Early Support budget or savings re invested to sustain and mainstream the programmes which currently been considered.

2. Implications for the Council

2.1 Early Intervention and Prevention (EIP)

Effective early intervention and prevention services working together reduces the number of children requiring social care services and becoming looked after and therefore as many children as possible staying with their families.

2.2 Economic Resilience (ER)

Working closely with communities and our partners ensures local support for families that builds on their strengths and that brings back and keeps our children living in Kirklees.

2.3 Improving Outcomes for Children

Early support and edge of care services that are targeted and evidence based interventions for those at most risk can make a difference and therefore reduce the need for taking children in to care and staying with their families.

2.4 Reducing demand of services

All 3 projects support edge of care and early support for children and families which is more effective and less expensive than intervening when problems escalate therefore reducing the high costs of social care involvement and taking children into care and high placement costs.

2.5 Other (eg Legal/Financial or Human Resources)

The projects are funded through the DfE innovation funding until the end of March 2019 and it then proposed that the services will be mainstreamed; however this would require financial investment of £1,166,283.00 to sustain the services.

3 Consultees and Their Opinions

The Improvement Board's Kirklees Children's 10 Point Improvement plan identifies the need to rebalance the safeguarding system through redeveloping better early support and preventative services by creating an improvement and innovation fund for edge of care and early support initiatives. This also includes the Kirklees

Partnership to develop and agree priorities, financing and an investment plan for MST, FGC and FMH.

This is jointly owned alongside the Kirklees Safeguarding Children's Board.

4 Next steps

- Work with the Kirklees Communications Team to produce a plan on page style early support strategy.
- Work with the Safeguarding Board to develop a launch/communications plan for the finalised. Early Support Service (promoting the concept of "working with...")
- Work with the Safeguarding board to launch the Framework for making safeguarding decisions in Kirklees.
- Continue ongoing dialogue to develop 4 distinct but consistent/tailored offers across the four areas (unified not uniform).
- Develop outcome measures and identify demands & pressures within each local area
- Embed the 'early support' approach across the partnership, promoting the concept of 'working with...'
- Work with partners to develop a new Early Support Assessment.
- Consolidate and embed an effective partnership approach to providing early support across the four localities.
- Ensuring that there is a joined up and well defined local offer for families which includes Health, Community Hubs and the council's Family Support Service
- Parents and agencies have a clear understanding of how to access support & advice as part of the local offer
- Improve links with the Social Work teams now they are based in localities

5. Officer Recommendations and Reasons

Not applicable

6. Cabinet Portfolio Holder's Recommendations

Not applicable

7. Contact Officer

Michelle Attmere, Head of Early Support,
michelle.attmere@kirklees.gov.uk
Telephone: 07813 104646 or 01484 221000

8. Background Papers and History of Decisions

The three programmes are identified in the Kirklees Children's 10 Point Improvement Plan as part of Priority 3: Early Support and Edge of Care and will also support the outcomes in the Kirklees Council's Corporate Plan 2018/20 and the Kirklees Partners and Early Support Strategy as outlined in 2.5 of this report.

9. Service Director Responsible

Jo-Anne Sanders, Service Director: Learning and Early Support

jo-anne.sanders@kirklees.gov.uk

Telephone: 01484 221000

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