

Public Document Pack



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

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Thursday 1 November 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 **Friday 9 November 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

Councillor Edgar Holroyd-Doveton

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 - 6

To approve the Minutes of the meeting of the Committee held on 10 September 2018.

3: Interests

7 - 8

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

4: Admission of the Public

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

5: Draft Kirklees Safeguarding Children Board Annual Report 2017-18

9 - 44

Members of the Panel will consider the draft Kirklees Safeguarding Children Board Annual Report 2017-18.

Sheila Lock, Independent Chair, Kirklees Safeguarding Children Board, to present

6: Children's Services 10 Point Improvement Plan

45 - 88

Members of the Panel will consider a report which provides an update on progress towards delivering the actions and improvements to Kirklees Children's Social Care set out in the 10 Point Improvement plan, alongside a refreshed plan for information.

Officer: Elaine McShane, Service Director Family Support and Child Protection.

7: Children's Disability Service Update

89 - 92

Members of the Panel will consider a report which provides an overview of the work that has been undertaken in response to improving the quality of practice, and the safeguarding of children and young people with additional needs including those with a disability.

Officer: Elaine McShane, Service Director Family Support and Child Protection.

8: Children's Scrutiny Panel Work Programme

Members of the panel will consider the future meeting dates.

Officer: Yolande Myers, Governance and Engagement Officer.

Contact Officer: Yolande Myers

KIRKLEES COUNCIL

CHILDREN'S SCRUTINY PANEL

Monday 10th September 2018

Present: Councillor Cahal Burke (Chair)
Councillor Donna Bellamy
Councillor Lisa Holmes
Councillor Sheikh Ullah

Co-optees Dale O'Neill

In attendance: Steve Comb, Head of Corporate Parenting
Elaine McShane, Service Director, Children and Families
Jo-Anne Sanders, Service Director, Learning & Early Support
Saleem Tariq, Service Director, Children and Families

Apologies: Councillor Darren O'Donovan

1 Membership of the Committee

Apologies for absence were received from Councillor Darren O'Donovan.

2 Minutes of the Previous Meeting

The minutes of the meeting held on 11th June 2018 were presented and approved as a correct record, save that it was noted that Cllr Cahal Burke was in attendance and chaired the meeting.

3 Interests

No interests were declared.

4 Admission of the Public

The meeting was held in public session.

5 Monitoring visit of Kirklees Children's Services

Members of the Panel considered the letter sent to the Director of Children's Services following Ofsted's visit in July.

Sal Tariq, Service Director, Children and Families explained to the Panel that Ofsted had noticed the progress that had taken place in the following areas:-

- Stability in the leadership
- Recruitment and retention of social workers
- Reduction of caseloads, which is regularly monitored at a senior level.
- Families saying that contact with the service was improving.
- Improvements in stability of social worker for the child

However, Mr Tariq went on to explain that the service was not complacent as there was still plenty to do, particularly around the consistency in the quality of practice. Ofsted had started to see strong foundations with the team travelling in the right direction. Areas that still needed improvement were:-

- Recording of the child's voice
- Assessment quality not being consistent
- Changes in social workers for some children
- Child protection chairs not consistently challenging drift and delay

Mr Tariq informed the Panel that writing good quality assessments, and appropriate case recordings was a skill that needed to be developed. Training was being implemented around recording and planning to ensure that all social workers were producing high quality assessments.

Elaine McShane, Service Director, Children and Families explained that she was confident that social workers knew the families that they were working with very well, but this was not always reflected on the case records. Ms McShane also explained that social workers were beginning to feel much more supported by senior managers and careful consideration was now given to the number of cases, with plans being put in place to reduce where appropriate.

The Panel heard that the service had recruited 45 new social workers, with the use of agency social workers reducing to 7%, which equated to a reduction from 70 agency social workers down to 10.

The Panel was pleased to see the changes being made and it was noted that the comment 'improve' or 'improving' was seen 19 times in total throughout the letter.

RESOLVED –

Members of the Panel agreed that:-

- 1) Sal Tariq and Elaine McShane be thanked for their attendance at today's meeting.
- 2) That the content of the Ofsted letter be noted.
- 3) That the improvements in Children's Service be recognised and commended.
- 4) That future Ofsted updates be brought to meetings of the Panel.

6 Child Sexual Exploitation (CSE) and Missing

Members of the Panel considered a report on the work that had 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.

Elaine McShane explained to the Panel that the government had changed its definition of CSE, which had in turn set the context of what happened locally. A review of the existing teams took place in December 2017 which recognised CSE, peer on peer violence and abuse, modern day slavery, including gangs and groups,

criminal exploitations and going missing should not be seen or responded to in isolation as they often overlapped. This created a complex set of harmful circumstances and experiences for children, young people, families and communities. Following the review, it was agreed that in order to improve the arrangements for children and young people most at risk, the development of the Risk and Vulnerability Team would strengthen the safeguarding approach.

Ms McShane informed the Panel that understanding why children went missing was important with the need to look at services to reduce that. It was also essential to work along with families who often found it difficult to support a child with the behaviours they exhibited. The Panel heard that often a child didn't see the risks that they were taking and listening to their voice and taking their views into account was important. Ms McShane explained that the team would keep driving forward with the improvements especially to gain a deeper understanding of risks.

Ms McShane outlined what the key features often were in CSE and missing cases, and domestic violence was often the common factor. Family dynamics often created distress for young people with the child looking outside of the family for care. There were 10 identifiable risks that often influenced how a child behaved, and Ms McShane explained that it would be helpful for the Panel to have sight of those. However, the Panel noted that often there was no family reason to see why a child had become involved in CSE or was going missing.

The Panel heard that taxi drivers were undergoing training and extensive work had been completed with other local authority areas to work in partnership around enforcement. However, the Panel were concerned to note that the take-up of training for accommodation and takeaways was limited and requested information as to how these training events were promoted to invite as many providers as possible. Ms McShane explained that she would request that information from the Licensing Department.

The Panel also requested information around how the improvements that had been implemented were being measured, and where improvements could be seen.

RESOLVED –

Members of the Panel agreed that:-

- 1) That Elaine McShane and Ophelia Rix be thanked for their report.
- 2) That the 10 identifiable risks common to children who go missing or become involved in CSE be sent to the Panel.
- 3) That the work being done to invite accommodation providers and takeaways to training be provided to the Panel.
- 4) That a further report be brought to the Panel outlining the multi-agency approach and that the report include details of progress made with all partnerships.

7

Strategy for Partnership Working - Early Support

Members of the Panel considered an update on development of the Early Support Strategy. Jo-Anne Sanders, Service Director, Learning and Early Support explained

Children's Scrutiny Panel - 10 September 2018

that the approach was to improve services that offered support as early as possible to stop things escalating or becoming entrenched.

The Early Support related to what other authorities called the Early Help Service and also related to the term Edge of Care. The service was not just about what could be offered by the council, but would look to where the best relationships existed e.g. police, schools, Health and the 3rd Sector and how all services could collaborate to make improvements.

Following staff engagement sessions, it was agreed that the service should be called Family Support Service as it was about the partnership approach. The structure for the service was in place and had been developed so that it was locally based working along with schools as community hubs.

The Panel heard that the new teams would be focused on 3 key areas, following Innovation Funding being received:-

- Family Group Conferences (FGC's)
- Multi Systemic Therapy (MST)
- Family Mental Health Service (FMH)

An information event was planned for 2nd October 2018 and Ms Sanders invited members of the Panel to attend this event. Ms Sanders explained that work was not done in isolation, but by working in partnership, it was around having the right conversations at the right time.

The Panel heard that the funding support from the Department of Education would end in March 2019, however the service was looking at how they could sustain the service beyond that date.

Ms Sanders informed the Panel that there was still work to do with partners to meet regularly to ensure that the service was fit for purpose. Following questions from the Panel, it was explained that evaluation of the service's success would include:-

- Seeing better outcomes more quickly
- A reduction in referrals to the social work team
- Case by case learning to see quickly the need for change

The Panel commented that they were concerned about school's capacity and commented on concerns around not setting schools up for future problems. Ms Sanders informed the Panel that this was a serious consideration, and one that schools had already voiced, however all work was underpinned by the partnership arrangement. It may well be that a Family Social Worker or a health professional would be the most appropriate person to be involved, but it had to be recognised that schools often held the trusted relationships with families.

The Panel had observed some good practice with schools as community hubs, but that wasn't always replicated in all hubs. Ms Sanders explained that there was progress being made to ensure the sharing of good practice.

Children's Scrutiny Panel - 10 September 2018

RESOLVED –

Members of the Panel agreed that:-

- 1) Jo-Anne Sanders and Michelle Attmere be thanked for their report, and Ms Sanders' attendance at the meeting.
- 2) That members of the Panel be invited to attend the information event on 2nd October 2018.
- 3) That a report be brought to Panel on the development of schools as community hubs by the end of 2018.
- 4) That a report on the success of the early support strategy, to include details of the partnership working arrangements, be brought to the Panel early 2019.

8

Future Meeting Date

Members of the panel noted that the next Panel meeting was scheduled for 10am on Friday 2nd November 2018.

RESOLVED –

Members of the Panel agreed that the next meeting be moved to 10 am on Friday 9th November 2018.

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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.



Kirklees Safeguarding Children Board



Annual Report 2017-2018

Kirklees Safeguarding Snapshot

2017-2018 (figures end March 2018)

CSE, MISSING, LAC, YOS

19 young people remanded in custody

2394 missing episodes

674 young people in the care of the LA

98% of Initial Health assessments of LAC on time

100% of development checks on pre 5 LAC completed

Supporting Families

10000, domestic incidents

2538 children in receipt of Early support

1200 families receiving support

25 young people receiving specialist support from Brunswick centre

17,789 Enquiries through the front door

4510 Referrals re safeguarding or concern

2255 open cases to Children's social care

358 Children with Child Protection plans

621 Initial case conferences

Training and workforce

25 CSE courses delivered to 448 delegates

975 delegates benefited from online CSE training

2833 delegates attended some form of safeguarding training

Ethnicity, Schools

100% schools have a designated safeguarding lead

60% achieve 5+GCSE

5838 receive SEN support

1769 EHCP plans

1 in 12 pupils have a caring responsibility

Chair's foreword

As I write this report, the new Working Together has been published and that means this will be the last Kirklees Safeguarding Children Board Annual Report. What will follow is a report from the Safeguarding Partnership in its new form.

What this report does is aim to set out a review of 'where we are now', with a view to supporting effective transition into any new arrangements. Discussion about 'what next' is underway and there are some exciting and innovative ideas being discussed in Kirklees about how agencies work together to make sure our system safeguards children effectively. Whilst there are local challenges, those exciting ideas are only possible because of the good work already done and the willingness of partners to get together and tackle the big issues we all face. This has been a year of improvement, focusing on getting the basic right, doing more together and driving sustainable change.

There are more examples of good practice in working with young people on safeguarding issues relevant to them and the board, new developments around how we make good decisions, early support, neglect and child sexual exploitation. These issues are all so closely interwoven, we recognise we will need holistic thinking to keep vulnerable children and adults safe, we are building this into our discussions around future partnership arrangements and developing our partnership is a key strand of the improvement work.

What is required in a strong system is rigorous multi-agency, outcome focussed scrutiny – professionals need to be willing to ask and be asked the difficult questions, and to use evidence and learning to improve practice. This has been an area of focus this year and partners have worked closely to ensure we develop a system of high challenge and high support. The restorative approaches we have developed in work with families, we have taken into our professional approach. As we construct our new partnership arrangements, safeguarding partners will want to ensure that those arrangements maintain and increase the quality of scrutiny and challenge evident locally.

I am grateful to all those who gave up their time to contribute to the various sub-groups the Board supports. I recognise that they do this even when operational demands have been considerable. I especially would like to say thank you to all the young people who helped us understand better what safeguarding means to them in their communities in Kirklees.

Work to change the culture in which safeguarding operates has been a strong partnership focus this year, developing and agreeing the values and principles by which we do business, agreeing a restorative approach to work with families and translating this to how we operate together has been an important piece of work in developing a sustainable system. This report has a spotlight on that area of practice and the difference it has made. This includes the impact both to young people and the practitioners who work with them and to the Boards understanding of the challenges young people across the District face.

I am grateful to the Kirklees Safeguarding Business Unit for their work in supporting the Board and helping the Board to be effective.

Sheila Lock, KSCB Independent Chair

Executive Summary

This year, we have:

- ✓ Re structured our Board arrangements
- ✓ Developed a new Framework for making 'Good' Decisions in safeguarding
- ✓ Agreed a restorative approach to practice across the partnership
- ✓ Supported work with young people on 'Being Safe' in Kirklees
- ✓ Acted upon the learning from serious cases nationally and from our own learning reviews
- ✓ Supported the development of an Early Support Strategy that builds on the work around schools and in communities
- ✓ Developed an improved approach to understanding performance across the system
- ✓ Improved the scrutiny of performance arrangements, to better understand the journey of the child, challenge improvements and celebrate success
- ✓ Spent some time with front line practitioners in the Front Door arrangements , a special school , A & E , the child protection and Review service
- ✓ Implemented operation Encompass and developed work around Domestic Abuse
- ✓ Undertaken some work to understand the outcomes for vulnerable groupings , including those who are caught up in criminal behaviour , and Children and Young people in the Looked After system
- ✓ Undertaken briefing sessions for all councillors on safeguarding responsibilities
- ✓ Commenced recruitment of new lay members
- ✓ Developed a multi-agency audit plan
- ✓ Supported the development of work on risk and vulnerability
- ✓ Organised discussion with all care providers in the independent sector on safeguarding expectations particularly in relation to missing
- ✓ Developed a resource pack for providers of care
- ✓ Contributed to the consultation on Working Together 2018 and worked with authorities regionally to support cross border working where this brings better outcomes.
- ✓ Supported the development of new arrangements to consider child deaths
- ✓ Supported discussion with Housing on the challenges of housing across the District and the impact for children to understand better the mobility of vulnerable children
- ✓ Developed a new Training Strategy to give all workers the skills to be knowledgeable in safeguarding practice
- ✓ Developed the understanding of CSE and missing and worked with care providers.

Last year we said we would:

- ✓ **Work to ensure children and young people are safe from harm in the home, outside the home and online.** – This year we have focused on ensuring that we have the right plans in place across the workforce to guide our practitioners on the impact we expect them to make in the interventions with families. The development of an approach to supporting families early to avoid the onset of more challenging and entrenched difficulties, the development of a strategy and toolkit to support early identification of neglect alongside training and development of the workforce are key partnership strands. Alongside this work with local providers in relation to missing episodes has meant improvements to outcomes for children and young people. Work has also focused on refreshing the CSE strategy and supported smarter commissioning to support those young people identified as potentially at risk. There has been a review of domestic violence procedures and actions implemented and additional police resources identified in this area. The DRAMM has provided an opportunity to assess Domestic Abuse cases involving children in a timely and effective manner. In addition we have implemented Operation Encompass
- ✓ **Ensure Children and young people had access to the right service in the right place at the right time.**– The development of a Framework for making good decisions around safeguarding matters and the developing work around Early support is supporting improved decision making , less children are escalating into statutory interventions , our performance data tells us this . Alongside this work at the Front Door has supported a reduction in referrals safely and the weekly monitoring meeting to review cases has provided assurance that this is being achieved safely. Health partners have invested in provision for the most vulnerable groups to support interventions that are flexible and meet the needs of Looked After children. The Board has supported the development of the multi -agency team embedded within Social care teams to support improvements to emotional well -being and mental health. Policing colleagues have put additional resources into addressing concerns around children who go missing. The Board has worked with practitioners and managers to better understand the response to neglect.
- ✓ **Develop effective partnership working and accountability to improve safeguarding outcomes for children, young people and their families.** – The restructuring of Board arrangements has facilitated decision making with pace and urgency. Alongside the improvements to performance management and a multi-agency data set, the board is more alive to areas of strength, areas of concern and is able to be agile in response. Alongside the development of a restorative approach, which has been the subject of training across the partnership there is evidence that this is supporting improved partnership conversations both operationally and strategically. The work with partners in developing and strengthening local 'hub' arrangements is supporting better multi-agency working in localities, serving local families better. A revised approach to pre- birth and assessments is providing more timely interventions based on a sound partnership view of risk. A focus on developing a shared view around issues such as CSE, neglect, missing has enhanced the partnership strategic framework.

The next generation – a local picture

Measured in population terms Kirklees is one of the larger local authority areas in England and Wales, ranking 11th out of 348 districts. The District serves a number of towns and rural areas and these are broken down into localities serviced by District Committee's: Batley and Spend, Dewsbury and Mirfield, Huddersfield, and Kirklees Rural. These are also the local policing areas in Kirklees. These facts are taken from the Kirklees Factsheets 2017 – intelligence hub accessible via the council website. The data is based on ONS mid-year estimates.

- The population is around 440,000, with 217,000 males and 221, 000 females.
- 31% are aged under 24
- 69 % are aged over 24
- 18% are aged 65 and over
- The Population has increased by 8.4% since 2002
- Kirklees is identified in the Index of Deprivation Data produced by DCLG as one of the most deprived 50 districts in England for both the income and employment summary measures
- Kirklees contains areas of high and low deprivation, with regions of highest deprivation found in some of the more densely populated urban areas to the north and east (including parts of Huddersfield, Dewsbury and Batley), and lower levels of deprivation found in the more sparsely populated rural areas to the south and west (including the Colne and Holme Valleys, Denby Dale and Kirkburton).
- Over three quarters of the population are of White British Ethnicity, ethnic minority groupings tend to be younger and have more children.
- Ethnic groupings are not uniformly spread across Kirklees
- Life expectancy continues to increase , however there is a clear social gradient for life expectancy , the difference between the most to the least deprived is 6.8 years for males and 5.3 years for females
- Asylum seekers and European Economic migrants are contributing to the emergence of new communities in Kirklees, 711 asylum seekers of which 131 are to be housed through the Syrian resettlement programme
- Demand for suitable and affordable accommodation outstrips supply
- Over half of the District's poverty is found in working households

For children

- 68, 395 children are of school age , of those 5838 receive SEN support , 1769 have an ECHP in place
- English is not the first language for 1 in 4 primary aged children
- Infant Mortality rates have almost halved in the past 10 years but are still amongst the highest in the region
- 17% of children under 16 are living in low income families [2015, HM Revenue and Customs, taken from PHE Fingertips tool [here](#)]
- In comparisons with the rest of the region on key indicators of health and well -being , children in Kirklees are more likely to have lower birth weights , experience tooth decay before age 5
- Rates of low birth weights are twice as high for south Asian mothers as for white British mothers
- 2 in 5 children experience family breakdown (at least half of which occurs before age 3)
- School readiness , pupil absence and numbers of NEET are all improved factors, in line with England averages
- 1 in 12 children are carers
- In Yorkshire and the Humber 14.4%of children are in households that are workless.

In the last [Kirklees Children and Young People's Health related Behaviour survey](#) the views of 5397 children from 25 schools were captured. This survey is being repeated in 2018. The Board has contributed to the questions on a range of subjects and chapters on safety, risky behaviours, citizenship and emotional health which are of particular interest to the KSCB. The survey results indicated that:

- Overall, Kirklees children feel safe at home and the majority at school.
- 74% said they were satisfied with their local area as a place to live
- 45% of children and young people children reported that their school dealt with bullying well, 14% said they experienced bullying regularly in the preceding two months ,
- 64% of pupils reported that generally they were satisfied and happy with life
- 86 % s reported that they knew who to go to if something was concerning or worrying them.
- 32% Said they lived with a smoker at home, but this rises from 19% in the least deprived wards to 41% in the most deprived.
- 11% of those taking part reported having sexual intercourse, 35% of those reported having sex for the first time age 13 or younger.
- 28% said they had lost sleep at least once a week over worries.
- The survey highlighted a differences in emotional wellbeing for children compared to that of adults with children scoring less on the Warwick Edinburgh mental well –being scale .However children in Kirklees still scored above the national benchmark.
- Various key indicators show a decline in emotional and mental wellbeing after children have left primary school and enter the secondary phase. This reaches a low point in Year 10 (aged 14 and 15 years) and then recovers slightly by Year 12 (aged 16 and 17).

Partnership working – The Kirklees Context

Partnership working in Kirklees, has been through a testing time. On the back of the Ofsted report that was so critical of the service to the District's most vulnerable children, Kirklees has determined as a system to do more. Success and change in children's services needs and relies on strong and effective partnership working. There is a recognition that children and their families need joined up working between local services and that services need to be shaped and funded collectively if they are to succeed. Kirklees reflects entire system commitment to and prioritisation of improved outcomes for our children and families.

There is a "golden partnership thread" throughout the District, running through the Improvement Plan, the Business plan of the Board and into the associated structures. There is close working arrangement with the Adult Safeguarding Board, supporting the system to recognise that adult family members and carers often have unmet needs and with the Community Safety partnership.

Across the network priorities for action, deliverables and outcomes directly contribute to the agreed partnerships priorities and local change and improvement plans. The Health and Wellbeing Strategy 2014-20 is the partnership strategy for meeting the needs of the Kirklees local population, as identified in the Joint Strategic Need Assessment (JSNA). Partners include Kirklees Council, the Clinical Commissioning Group, Community Partnerships, Health providers and Health Watch. The strategy has been developed within a local, regional and national context. It is informed by, and closely aligns with, the broader strategic priorities of Kirklees Council and CCG, as well as the NHS, and Public Health. The strategy identifies key strategic priorities for action that we believe will make a real impact upon the lives of the Kirklees population.

Over the last year there has been a strong focus on ensuring that the system wide approach involves identifying, involving, engaging with communities and building community assets. This links closely to the work in developing a strengths based approach to safeguarding and restorative approaches. Building collective responsibility across the system and encouraging high support and high challenge is central to the approach. This system leadership and the recognition of the links between individuals, communities and place puts Kirklees in a strong position to respond to the challenges of safeguarding. The link has enabled the connection between young people, the places they live and go to school and socialise to be a part of the assessment of risk, expanding the thinking of the Kirklees System to recognise that young people are vulnerable to abuse in a range of social contexts.

The VCS are represented on all Partnership Boards and work as a key partner to secure improvements in the wellbeing of all Kirklees residents.

Young people are regarded as a key partner in the work of the Safeguarding Board, the work with a group of young people is an exemplar of how the voice of young people is increasingly being used to shape and develop planning and practice. There is a recognition that Young people can provide a mirror to the Board on the realities of life for young people in the District.

There is a robust Performance culture and the Board has a clear data set from which to monitor trends, highlight concern and celebrate success. This prompts wider discussion in the context of a culture which is high challenge and high support.

Performance data is shared openly across the partnership. Data is supplemented with further enquiry with actions taken to address concerns for example, missing data contributed to further work with. Actions are effectively followed through to completion.

How are services to children and families organised

This section of the report describes the way services are delivered along a continuum of need, the outcomes that this delivers for children is dealt with separately.

Supporting Children Early

At the beginning of the Kirklees and Leeds partnership it was identified that there were a number of issues within the existing 'early intervention and targeted support service'. These followed from a review of the service and included some trends evident across children's social care as whole, morale, , HR issues , lack of a shared vision and concerns regarding the role of partners . Over the last year this has been an area of focus, the service has been rebranded, has a new Head of service and a new approach. Sessions with partners have developed a shared partnership strategy and a revised framework in which it will operate, maximising the potential created by work with schools as community hubs and the opportunity to draw together strands of existing locality working.

Within community hubs they are using a restorative, whole family approach to identify families who are not receiving early support, where families are struggling to make progress, or where schools are already working with families but may not be well connected to other agencies who could contribute to support packages.

The approach is based on the Think Family approach, which evidence suggests is the most effective way of improving outcomes for families with multiple needs. This can be achieved by sharing information across agencies, offering wider support through a network of practitioners who work in a number of services across Kirklees, delivering training and sharing good practice.

Early evaluation suggests that it is having impact upon the ability of Schools to support the needs of young people and their families.

The primary focus of the work on a strategy for early support has been around strengthening the early support partnership through a number of consultation sessions. These sessions also formed the basis for revised thinking about how children and young people move through the Kirklees system and how we make decisions. These sessions 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 known in Kirklees as 'Early Support'.

The approach is based on relationships and emphasises the importance of conversations and working together to achieve positive outcomes for children, young people and families across the District. The strategy reinforces that early support is a partnership 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.

The priorities moving forwards are;

- **Consolidating and embedding an effective partnership approach to providing early support across the four localities.**
- **Developing an outcome framework that allows us to see what is working**
- **Ensuring that there is a joined up and well defined local offer for families which includes Health, Kirklees Community Hubs and the council's Family Support Service**
- **Families, partners and agencies having a shared, clear understanding of how to access support & advice as part of the local offer**
- **Improved links with the Social Work teams as teams move to being locality based**

Getting the Front Door working well

The Front door for social work services plays a crucial role in the safeguarding system in Kirklees, this is the place where local people and services can access robust and well informed advice support and where decisions about risk can be made. Getting this right is vital for ensuring that every child gets the right help and protection at the right time. The Ofsted report and data highlighted significant problems with the Front door in Kirklees, growing referral numbers lack of clarity about roles and responsibilities, limits to partnership working and large rises in the number of referrals and assessments leading to no further action. These were all the subject of commentary in last year's Annual report.

In October 2017 researcher-consultants from Thorpe Ltd. Commissioned by the Board, undertook a comprehensive qualitative and quantitative study of the ways in which information about children in adversity was received and processed by Kirklees Council Children's Services. The research – which featured both statistical and textual analysis as well as video ethnography – suggested that encouraging partner professionals to telephone and discuss their concerns with social workers rather than send information by email would enhance the ways in which children's services dealt with information about children in adversity. This was implemented as an urgent reform.

A number of other actions were put in place over the autumn and spring of 17/18, these included:

- Creating a substantive leadership team to strengthen arrangements and provide operational stability
- Providing training to social workers and Business Support Officers in new telephone call answering procedures and call/caller-interaction analysis, the aim being to improve both their analytical/reasoning capacities as well as telephone conversational skills.
- Implementing and embedding the Framework for 'good' decision making in safeguarding
- Completing a multi- agency review of Domestic Abuse procedures
- Work to improve the quality of multi- agency meetings , including minute taking , action planning and strategy discussions
- Supporting discussions around consent to clarify arrangements and expectations when there is known risk
- Provided restorative training to all staff and to partner organisations
- Developed and implemented weekly review meetings to provide assurance and oversight that decision making is of consistent quality
- Consolidated the DRAMM to ensure a timely response to children in DA cases
- Enhanced the social care missing team by collocating a police missing person co-ordinator.

Summary of changes at 26 weeks

During the 26 weeks following the introduction of new practices in the Duty and Advice team in Kirklees Children's Services, significant reductions have taken place in:

- The numbers of Referrals
- Conversion rates of Contact to Referral
- The numbers of Assessments
- The numbers of Strategy Meetings
- The numbers of Section 47 enquiries
- The numbers of cases with No Further Action as a recorded outcome.

The Board has committed resources to the work at the Front Door, delivering training to the Front Door staff which bought in the partner perspective and their experiences of making referrals. This training covered the pressures partner agencies faced, what issues they may bring to the referral other than the concerns for the child, clarifying issues around consent and skills in productive conversations. Appropriate parts of this training will be reproduced in the multi-agency training programme.

The Priorities moving forward are:

- **Continued analysis of data from the Front door to observe longer term trends, this links**

closely to the development of a performance data set t

- **The weekly referral review meeting will continue to meet to look at trends and themes and link to the development of quality discussions across the partnership and the multi -agency audit programme.**
- **A Duty and Advice Strategic Group has also recently reconvened and will be looking at how to tackle some of the wider issues in relation to consistency, consent and agency knowledge of referral making.**
- **The Board will attend the weekly review meeting to support the multi -agency understanding of performance**
- **The KSCB will develop new training materials using video recordings of telephone duty work with a special emphasis on the question of consent. Suitably edited recordings of calls presenting dilemmas on the question of consent will be used in training programmes.**
- **The KSCB will conduct a limited survey of partner professionals and their managers about their experiences of conveying information by telephone.**

Children in Need and Safeguarding

The work following the Ofsted inspection and the improvement plan has focused on improving the services to children and their families through supporting them earlier , making decisions based on risk and need in a timely way and through improvements to engaging them in finding solutions. The Annual report last year highlighted the impact of the lack of a coherent approach to early support, on caseloads and children becoming subject to statutory intervention.

A number of factors and service changes have impacted on numbers of statutory intervention over the span of this report.

- The development of a shared approach to decision making , restorative practice training, training on shared children in need and child protection processes , improvements to assessment
- Clear processes for management decision making and clear routes for escalation across the partnership.
- Improved staffing
- Improvements at the front door
- Strengthened leadership and management

These factors together have seen a reduction in the contact to referral rate which in turn has led to a reduction in cases going through to assessment and intervention teams. The move of social work teams into a locality structure – to be completed later in 2018, will further enhance the ability to offer a strong partnership response to support children earlier and reduce the need for statutory interventions unless necessary to safeguard children.

Improvements to staffing and increasing stability in the workforce has supported reductions in caseloads and allows the same case worker to deliver both assessments and care planning thereby assisting staff to develop meaningful and trusting relationships with children and their families.

There is a positive working relationship between Police and Social Workers in responding to the safeguarding of children and where necessary the use of Police Powers or emergency orders through the court are appropriately used to safeguard children.

Strategy meetings take place where the risk is complex and there is a focus on young people at risk of CSE and missing.

There is effective partnership working between the Police Missing Team and front-line staff to address children reported missing. Performance reporting allows managers to closely track missing children. There have been strong partnership developments this year around pre-birth and the delivery of pre-birth assessments, social workers working closely with Health and midwifery services are producing improved assessments in a more timely way. This supports better interventions to children and their families that are well planned and appropriate.

Through the quality assurance process and audit, we know that Child in Need practice has sound procedures and management oversight including review processes and of decisions regarding the ending of plans. There is improved partner agency participation to review the continued need for a CIN plan.

There have also been developments during the year to focus and direct support in cases of specific vulnerability. A neglect Toolkit has been introduced, improving the focus in assessing neglect and allowing parents to see what needs to be different to improve family circumstances and make the outcomes for children better.

In recognition of the increasing complexities of working with adolescents at risk, work is underway around Contextual Safeguarding - tasked with developing an appropriate framework to enable practitioners to work in a new way with vulnerable adolescents. This has a strong partnership focus and has a range of professionals from Children's Social Care, Police, Education, Youth Justice Service, Safer Communities and CAMHS.

Vulnerable Groups

The improvement work and the increased scrutiny of the Board has facilitated an increased focus on the way services are organised to support children and young people and to deliver better outcomes for the most vulnerable groupings. There are some common themes:

- Improved and stable leadership
- Recruitment of appropriately experienced staff
- The development of advanced practitioner roles to provide additional support
- Implementation of robust management

There are also some specifics worth reporting:

Children Looked After - Last year's Annual Report highlighted a number of challenges that Ofsted had raised regarding the quality of services to children in the care of the local authority. The Board has had some oversight of the way services are delivered particularly in terms of the outcomes and the quality of decision making. There are a number of achievements that are worth highlighting

- **There are improved decision making gateways, for entry into the Looked after system and for adoption and permanency**
- **The use of residential care has reduced, meaning that the quality of care in the homes has improved**
- **All placement with parents orders have been reviewed and where it is safe orders have been discharged**
- **The improvements in performance data has improved scrutiny and oversight**
- **The voice of children has been strengthened**

Children in the Criminal Justice system - The Board has considered the experience of children in the criminal justice system on a number of occasions in the last year. Of particular importance to the Board was understanding the experience of Young people in Wetherby YOI, which was subject to an inspection in March 17 and which was found inadequate. The Youth Justice Service undertook a review of Kirklees Young people placed in Wetherby and in addition strengthened both oversight and exit questionnaires. The Board was assured that young people reported feeling safe in Wetherby during their time there. However the YOS is not complacent and will continue to contribute to ongoing service improvements at Wetherby and to continue to support any young person placed there by the courts. In addition the Board has undertaken a focused discussion regarding Children who are Looked After who are involved in criminal activity, this drew in some expertise from Leeds to consider how young people can be better supported and

how agencies can collaborate to avoid young people being drawn into the criminal justice system when it can be avoided.

There are a number of issues worth noting

- **There has been an increase in young people receiving custodial sentences to 19 in 17/18 from 12 previous year. While this is a worrying increase it is still low historically, there were 70 young people sentenced to custody in 2010/11.**
- **There has also been a significant increase in young people remanded to youth detention accommodation prior to sentence.**
- **The YOT is working closely with other local agencies to address issues of gangs and organised crime. This will tie in with the Boards work on contextual safeguarding**

Young people who are LGBT – The Brunswick centre, which is funded through the Big Lottery, plays an active part in the work of the safeguarding Board and is a strong advocate in ensuring young people's voices are heard. The CSE group has engaged specifically around ensuring that young people who are LGBT are supported appropriately around risk prevention. This has linked closely to the work the centre does around Staying safe, sexual health, homelessness and risky behaviours, with the intention of supporting young people to make informed choices. It is important to note:

- **The project is delivering a core weekly LGBT youth group with an average of 25 LGBT young people attending each week. Additional group work is delivered in partnership with one local school and two local colleges.**
- **A monthly support group for young Trans people and their parents/carers was established in early 2018 with an average of 10 parents and 10 young Trans people attending. One parent of a Trans young person feedback: 'Our monthly group visits provide us all with the support we need. Tonight's meeting was excellent. Thanks (May 2018)'.**
- **The project yOUTH worker has worked with 3 schools/colleges to support them with their anti-bullying policies and to challenge identified Homophobia, Biphobia and/or transphobia.**

Disabled Children–The Board has welcomed and supported the restructuring to move line management of the Children with Disability Team back to Children's services rather than it remain in an All Age Disability service. This provides a level of oversight and adherence to the policy and procedural framework that is to be welcomed.

Oversight by Inspectorates.

Ofsted – During the course of the year Ofsted have undertaken a number of monitoring visits in line with the arrangements for authorities who are judged inadequate. These took place on 27th June 2017, 8th November 2017, 13th March 2018. It was encouraging to note that while earlier letters noted the slow pace of change, the letter reporting on the March visit recognised that no children were left in situations of unassessed risk. Copies of letters can be found on the Ofsted website at <https://reports.ofsted.gov.uk>.

HMIC inspection into Safeguarding at Wetherby YOI

The Wetherby YOI was inspected in March 17, but the report was not available at the time of writing the Annual report last year. Overall the centre was graded as inadequate for its overall effectiveness and inadequate for the safety of young people. As a consequence of this the Board sought assurance regarding young people placed at Wetherby who were Kirklees young people and known to the youth offending service. The Board received two assurance reports relating to measures put in place to ensure that young people were appropriately supported, that any safeguarding issues were addressed and that the youth offending service was appropriately working with the STC governance structure to support improvement.

Providing Assurance

How does the Board provide assurance the local system is working for children and young people?

The KSCB has strengthened its scrutiny of safeguarding arrangements to better understand the journey of the child through the Kirklees system

The Performance, Intelligence and Policy sub group (PIP) is key to driving this activity and the KSCB's ability "to ensure the effectiveness of what is done". It continues to focus on interrogating multi-agency data and challenging partners to improve practice when shortfalls are identified. In addition, the group has been made aware of single agency audit activity and has coordinated some multi agency audit activity and in particular the issues that have been identified and how they will be addressed. Membership of this sub group has been reviewed and the size of the group reduced to strengthen engagement and participation of key members. Improvement has been noted in year from a very low starting base, there is now a performance booklet and clear narratives that tell the Board the story behind data, but there remains more to do.

Last year we set out an ambition to become much sharper about performance - to change the way in which we considered multi agency data, and how we used the outcome of performance conversations alongside learning when there are points of learning. Progress against some of the issues we identified is set out below:

Issue	Progress
Develop the Quality Assurance Framework to ensure that data, audit and other information can be collated and analysed.	This has been developed and discussed by the KSCB PIP sub group and presented to Business group. We have a clear data set to test out how the multi-agency partnership and the <i>system</i> is working. The focus is on considering how we are managing need and risk and ensuring, above all else, that children and young people are being kept safe. The approach works on a basis of high support and high challenge with a clear process for escalation to encourage a culture of case resolution and confidence across the workforce, to have challenging conversations.
Identify areas for more intensive multi-agency quality assurance work to either check the robustness of arrangements and processes or to investigate a problem area.	Multi-agency audit has not developed as much as we would like over the last year, mainly due to capacity within organisations. Particularly given the single agency focus in CSC as part of addressing social care quality. There has been some multi-agency audit around CSE, and some front line practice visits to conduct 'live audits' this included visits to A&E, a special school and to the CSE hub. Further work is underway to develop a comprehensive joint agency audit programme.
Ensure that learning from SCR are disseminated quickly	A strong briefing culture across the Board and its partners to disseminate information quickly arising from serious cases and Learning reviews. This year work has developed around Learning Reviews in order to engage practitioners and managers in reviews, quickly after an event in order to maximise learning.

Section 11 process.	A comprehensive section 11 process was completed this year with all agencies asked to develop action plans to take forward any learning. This was followed up with assurance statements to the Board.
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Alongside this, there are a number of other actions to provide assurance regarding the effectiveness of the system.

- The Chair meets regularly with the Director of Children's services and with the Assistant Director for Social Care.
- The Chair meets regularly representatives of health organisations and with the police.
- The Chair meets with the Local Authority Chief Executive
- The Chair meets regularly with the DFE appointed commissioner and attends the improvement Board.

In the course of this year there have been a number of challenges to organisations regarding areas of concern. This has included challenge to Children's Social care regarding the improvement programme and interaction with partners, Challenge to the police regarding attendance at case conferences and challenges regarding issues raised in performance and audit processes. In all instances assurance was provided by senior agency colleagues in respect of the issues raised.

The Board has received progress updates on the improvement plan, policing updates and work within the CCG and public health on commissioning activity. The Business group will continue to monitor evidence of impact alongside the work of the performance sub group.

The redesigned dataset is now smaller, more focused and more relevant. It is presented more clearly, providing a contextual narrative showing trend data from across the multi-agency child protection system. A dashboard and dashboard summary provide a visual alert for areas of concern to be focussed on. Areas highlighted this year include:

- Consideration of CIN and CP figures, particularly around reductions – are we effectively supporting children?
- Case conference attendance
- Missing episodes
- Attendance at A & E
- Reregistration of children on CP plans
- Home education and escalations of concerns

- Police data and local performance
- CAMHS and thresholds of need
- Oversight of Early Help support

Where concerns have continued or assurance has not been sufficient, issues have been escalated to the agencies concerned and included in the quarterly report to the Business group.

Further reports on Initial and Review Health Assessments for Looked after Children have been received to better understand the challenges and work to improve this continues. The Board also received assurance reports in relation to the Management of Allegations against professionals, school nursing, Youth Justice and private fostering.

Over the last year the Chair has encouraged conversations with staff, children and young people and organisations around safeguarding. The Staying Safe consultation was designed to bring into focus the lived experience of Kirklees Children in the system. The Chair and members of the Board administration have also visited front line practitioners and reflected their views into the Boards development. The Board is committed to encouraging more visits to the front line, intended to provide intelligence to the KSCB about what is working and what is not working in terms of safeguarding arrangements across the District at the front-line. This can then be triangulated against other information gained through audit and other activity as part of the assurance process.

How well are children and young people safeguarded in Kirklees?

Children in Schools and Early Years Settings

The work of the councils learning service provides a strong level of assurance which is reinforced by the Section 175 Safeguarding Audit.

100% of schools are reported to meet the following requirements:

- A nominated governor (or equivalent) for safeguarding is in post and robust governance arrangements are in place.
- Safer recruitment. At least one person on any appointment panel has undertaken safer recruitment training and selection processes,
- The Designated Safeguarding Lead (DSL) is part of the senior leadership team and can influence policy and practice. The DSL and any deputy DSL has made provisions to update their knowledge and skills updated at least annually
- Deputy Designated Safeguarding Lead (DDSL). Every school/college has a DDSL in place.
- Appropriate induction, training and annual updates for staff.
- Staff and relevant governors are aware of established Child Protection procedures and the procedures for responding to and managing allegations against staff.
- Procedures are in place to prevent and respond to bullying. Children are taught about how to stay safe, including online safety.

The Education sector has provided good representation within the safeguarding partnership. In addition Designated Safeguarding Leads in schools have benefitted from Safeguarding Update Bulletins and Networks provided and supported by the KSCB and Learning Service.

This year the Board worked to implement operation Encompass into schools. This is a police and education early information sharing partnership enabling schools to offer immediate support for children and young people experiencing household Domestic Abuse. There is a recognition that Domestic Abuse is an adverse childhood experience that can seriously affect children's emotional and physical health, this early warning system can enable immediate support to be given.

Early Support

Work over the last year has focused on developing an Early support offer across the partnership. The refresh of data as part of the Joint strategic needs assessment estimated that around 2,538 children were in receipt of Early support at any one time. It was also suggested that this encompassed around 1200 families, and included those families where children's lives were affected by a range of parental issues. Work is underway in developing an outcomes framework across the partnership to understand this better and to assess whether intervention in the form of support prevents both escalation and reoccurrence of prevailing problems. The implementation of the Kirklees Future in mind transformation plan to improve children and young people's mental Health and well-being has provided a strong framework to support the development of a collaborative partnership. The THRIVE model has been embedded into the Kirklees approach to working with families and forms the backbone to the Early support work and the Framework to making good decisions. Detail on the impact of the model and the quarterly monitoring reports can be found at: <https://www.kirklees.gov.uk>. The ethos behind the approach is to provide consistent and practical early intervention approaches to build resilience and to support well-being, it also creates the climate for practitioners to be successful in what they do. This ethos is firmly embedded now into the Kirklees way of doing things and is a strong feature of work with children and their families

Children's Social Care

During 2017-18 the overall numbers of enquiries recorded by the Front Door was 17,789 of these 4510 were converted to referrals. This is a considerable reduction on previous year's figures and links closely to the improvement plan work. This is encouraging as it shows a developing understanding and appropriate assessment of need and risk at the early support stage. The percentage of re-referrals to social care has steadily improved moving towards being in line with the Statistical Neighbours average but better than the England average.

This is based on the last nationally published data for 2016/17. In August 2018 this stood at 21.4% compared to 30.9% in September 2017. Data for the whole of 2017/18 as reported for the CIN Census return, shows performance at 23.8%.

The work around the front door, including the redesign and the work with David Thorpe is demonstrating improvements to partnership working around thresholds and decision making, as evidenced by referral reductions and NFA figures showing a downwards trend. What we believe this tells us as a partnership is that staff across the partnership are beginning to have better conversations about risk and need, they beginning to refer the right things at the right time and share a commitment to supporting families earlier. There is also a knock on impact in terms of Assessment and intervention teams seeing less work being referred through. This will inevitable impact on timeliness and quality of practice.

What we have seen though is increasing complexity to the referrals, with presenting cases having more challenging and multiple problems identified at an early stage. The presentation of cases where Domestic Abuse is a feature is also a concern.

Kirklees CSC completes around 300 single assessments each month with significant improvements to timeliness being reported, at the end of March 2018, 69.8 % were completed within 45 working days. The average time taken is around 59 days, but this is a steadily improving picture and is much improved on last year.

At the end of March there were 2255 (2420) open cases - without Disabled Children's Teams, 2498 (2802) cases open to Children's Social Care (including the Disabled Children's Teams). This illustrates the significant demands and the impact on caseloads

The number of Children subject to statutory interventions saw a steady reduction over the year. Children in Need plans fell to their lowest number in March 2018 and there has been a steady reduction in Child Protection plans. At the end of March 2018, 358 **children** were subject to a plan, this is a month on month reduction from March 2017, the preceding month, as an illustration saw 397 Children and Young People subject to a Child Protection Plan. This is illustrative of improvements to planning, timeliness of decision making and robust managerial oversight.

Of the section 47 Enquiries that took place, 621 proceeded to an initial case conference, the number that occurred within 15 days, of the strategy discussion was 273. This is an area that requires further improvement work, but there are clear plans in place to provide additional capacity and to ensure adherence to timescales, this includes addressing the timeliness of notifications to the review unit.

Provisionally, as at 31st March 2018, there were 674 Looked after children in Kirklees and each child has an allocated Social Worker. This represented a position that over preceding months had shown a steady downwards trend. The review process has demonstrated improvements with 89% of children having a review of their plan in line with timescales. In addition health and dental checks have improved over the year, with 98% of children having their health checks on time. This is more than the average for the rest of England. Alongside this all children aged under 5 have had an up to date developmental assessment in the course of the year, which is considerably better than the 83% average for England as a whole.

The Number 11 Centre (Kirklees dedicated one stop shop for its LAC and Care Leavers) provides additional support for care leavers. The Virtual school also delivers services for young people at half terms and school holidays which are open to children both within and out of district. Health partners have also invested in provision for the most vulnerable groups to provide support and interventions that are flexible and meet the needs of Looked after children and care leavers – this includes a multi - agency approach to support emotional health and wellbeing.

A number of key strands of improvement have been put in place to further drive improvement and deliver better outcomes. This includes improvements to the legal gateway process, work on planning to avoid placement disruption and improve placement stability and focused with independent reviewing officers to improve levels of challenge and drive improved outcomes.

This is supported by a Corporate Parent Board focused on improving oversight and challenge. More recently alongside work to develop the Children in Care council and Care Leavers Forum has enabled the Board to harness the views of young people, to influence the focus and work plan of the Board. The Council has a strong vision for its children looked after and provides challenge, support and guidance to deliver improved services and ambitious outcomes for our children and young people. What requires more development is a join up of all of the strands of activity for children so that these ambitions can be realised.

Children affected by Domestic Abuse, mental health and substance misuse

Domestic Abuse has been an area of some attention during this last year and will be an area of focus in the year to come. In the past 12 months Kirklees recorded just over 10,000 domestic incidents. This represents a 15% increase compared to the previous 12 months and a 37% increase compared to two years ago. The incidents in Kirklees are higher than in west Yorkshire generally which has reported a 13% increase over 12 months and a 26% increase.

An initial deep dive suggests that factors such as confidence in reporting, improved awareness and identification and improved recording systems play a part. The development of the front door and the presence of the DRAMM has provided an opportunity to assess Domestic Abuse cases where children are present in a more timely and focused way.

There will be further developments over the year to come, particularly as learning and training from serious incidents becomes embedded. These include

- **Further work with the community safety and Adults Boards to understand Domestic Abuse and its prevalence better**
- **Some focused work with BME groups to provide targeted advice**
- **Focused training based on learning from serious incidents**

The early support, which will work on a locality basis provides an opportunity to families to access a non-stigmatising offer where families, children and young people feel comfortable to seek help and receive a holistic response to their needs.

In December 2017 Kirklees Future in Mind Transformation Plan, to improve Children and Young Peoples Mental Health, was agreed by the Health and Well Being Board. The Plan was based on a refresh of the data set within the JSNA and includes a range of activity to support children and ensure that emotional health and wellbeing is addressed early. A detailed summary of data and reports on progress are available at www.kirklees.gov.uk/futureinmind. A range of presenting issues are also summarised here, with relationship issues, low self-esteem, anxiety and behaviour featuring highly. The average length of intervention has increased over the last year from 62.1 days to 83.8 days.

The services have established strong links with all schools in the district and provide advice and guidance to teachers and run workshops for young people in schools to raise awareness and promote prevention.

Children who are Privately Fostered

Despite ongoing publicity campaigns, private fostering arrangement notifications remain low with only 5 children as at the end of March 2018 receiving a service. There are rigorous assessments on the suitability of such arrangements where notice is received. Regular visits and direct work is undertaken with young people as means of ensuring any trauma or life experiences are sensitively talked through with children and their carers. Further work is underway updating information leaflets and developing an e-learning programme to further promote awareness raising and understanding of Private Fostering arrangements. This work will be coming to the KSCB for awareness, discussion and challenge.

Children who are missing

Children who go missing are at greater risk of exploitation and abuse and therefore this area continues to be a high priority. This has been an area of significant focus in the last year. At the time of the last report this area was a significant concern across the partnership. Kirklees has many providers of care and therefore a significant number of children placed in the District from other areas. In the last year a number of things have happened

- A revised data set has sought to obtain improved data on missing episodes
- A provider Forum has been established
- The Board Chair and DCS collaborated in writing to all Local Authorities reminding them of the statutory responsibilities they hold for children placed out of area
- A resource pack has been developed offering advice, guidance and key contact points for all providers.

Analysis of the data shows that there is a discrepancy between the numbers of people reported missing and the number of Return Home Interviews completed. As a result, practice has been reviewed and updated to ensure effective data capture and more effective support for the young people affected. In the year there were 2394 incidents of missing reported of these 855 were episodes involving children in the care system.

FGM

The number of children meeting Ealing Children's Services with FGM and Trafficking have been relatively low in recent years. In 2017/18, there were 8 where an FGM concern was identified, this was thirteen less than previous year, but this did not include any child victims.

Prevent Programme

Key staff across all agencies have all received training in the governments PREVENT strategy incorporating CHANNEL and safeguarding young people to ensure there is an appropriate response and dialogue for young people drawn towards the ideology of terrorism. In addition, the safeguarding of young people prevents them from being drawn into terrorism through appropriate advice and guidance provided to them at an early stage by staff or through referrals to the CHANNEL programme.

All staff attend mandatory training through the KSCB /community safety or their constituent agencies. Radicalisation is considered a risk with young people displaying other elevated risk factors; gangs, missing and through conversations and social media. Where any young person is identified as a possible risk, then an initial referral is made to the Front door and then to the Prevent Team who will facilitate a referral to CHANNEL for the information to be reviewed.

Young people who attend youth clubs are encouraged to debate and discuss the risks of radicalisation with senior youth workers and each other, and through this approach any young person identified have further conversations with youth workers and where appropriate referred to CHANNEL.

Young people in the Youth Justice Service on a Court order who request permission to travel to a high-risk location have an in-depth conversation with their workers to explore the reasons, the risks before any authority to travel is considered. The requests are referred to the Prevent Team for their

input on the location of the visit and any further information. Young people who are identified as a risk are refused travel and risky locations for travel are also declined.

Prevent continues to support local community groups and this year the Board received detailed information around the work within the Faith sector to discuss safeguarding and risk... Key issues and themes being worked through include understanding referral processes, risk and thresholds as well as interventions, including consent. The engagement has resulted in groups cascading information to residents and service users who have misinformation about the role of social care resulting in an improving image about social care services.

CSE and Trafficking

There is a growing understanding of how young people who are exploited through gangs and CSE are often trafficked domestically which means looking at using the legislation around Trafficking to target those that are exploiting them. During the course of this year a number of police investigations have been underway, looking at allegations of CSE where complainants have recently come forward to make complaints as adults. As a Board we will want to monitor this situation as the proceedings conclude and initiate learning as is appropriate. This will be the subject of multi -agency agreement through the Board structures and will engage the national panel as appropriate.

Partnership working demonstrates that there is a good level of understanding of CSE across the teams and partner agencies.

Kirklees is reviewing its response to issues of Child Sexual Exploitation, Gangs, Missing and Trafficking and is developing a Contextual Safeguarding approach to address these concerns which often overlap for individuals and for the district as a whole. We plan to develop a new Risk and vulnerability strategy during 2018/19.

Allegations against professionals

The Board received the LADO annual report as part of the governance arrangements, recognising this was an area where we wanted to improve practice. A number of key improvements have taken place this year

- ✓ The LADO referral form has been updated to be more specific, operational flowcharts have been developed to support consistent processing of contacts and referrals and Kirklees 'Guide for Professionals' has been updated.
- ✓ A system is now in place for all referrals to be captured .A review date is included for cases requiring follow up where there are external investigations or organisations needing to confirm actions have been carried out.
- ✓ An outcome letter template to the referrer has also been developed. These will support the good practice of referrers receiving a suitable formal response following a LADO enquiry.
- ✓ As part of ensuring that standards and expectations are well understood across our partners, there is ongoing programme of training and briefing sessions with nurseries and schools, health partners,

faith organisations and the voluntary sector. This complements the work already done through the KSCB.

- ✓ Similarly, there are sessions carried out for staff to ensure that LADO standards are embedded across the system.

A spotlight on practice

This is a new section for the Annual Report intended to focus on how we make a difference to children and young people.

The focus is on the work of to change the culture in which effective safeguarding can occur. At the time of the last report a number of factors were affecting the ability of agencies to work collaboratively to support effective safeguarding. In summary

- High turnover of staff at all levels in social care
- Poor partnership dialogue and weaknesses in governance
- Weaknesses in the policy and procedural framework
- A lack of shared values
- Breakdown in trust and poor communication

Success and change in children's services needs and relies upon strong and effective partnership working. Children and their families need services to work together in a service that is shaped and funded collectively and where partners share governance and accountability

A number of leadership activities have driven improvement. . It is the way this has been actioned and the impact it is having that is important. The improvement work identified that for success the effectiveness of the partnership required attention.

There are a number of key achievements that need to be noted

- Shared culture , values and vision have been established
- A revised approach to making decisions based on risk and need , that involve practitioners having good quality conversations , has been agreed
- Senior officers have committed to attendance at key meetings

What this has enabled are improvements to partnership arrangements that are facilitating service changes that will lead to improved safeguarding outcomes.

The development work on Early Support is one such area that is now aligned across all agencies, there is agreement about how it will operate, the role that all partners will play and the locality focus it will offer. There is agreement that Early Support is a collaborative approach not a provision. The Early support strategy enables a join up to the primary prevention model *thrive* which has been the basis for commissioning services in Kirklees, and allows the development of a common narrative across the partnership as to the approach in working with families. Getting Advice, Getting Help, Getting more Help, Getting Risk Support, is now the common strand of the partnership approach to working with Families, it underpins the framework for making decisions and key strategies that guide work.

Central to the approach is the notion of strengths based work with families, a restorative way of

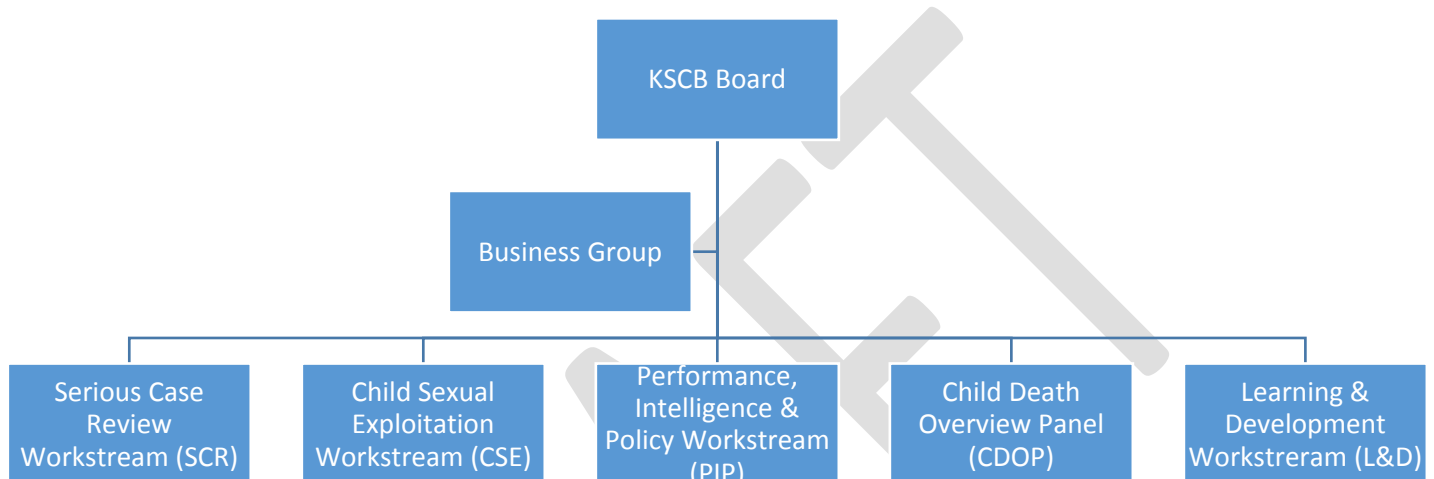
working that has also shaped the partnership activity. This starting point has enabled a clarity of what each partner brings to the table and has supported a rebuilding of trust.

A restorative approach is one whereby all individuals are willing to provide and accept support but also willing to accept and to be challenged.

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How does the Board work?

The structure of the Board was revised in 2017/18 and will be revised during 2018/19 as the Board responds to the development of the new Safeguarding arrangements. The current structure is shown below.



What follows are the key achievements of sub groups over 2017/18

The performance, intelligence and policy work stream

The KSCB has developed a new KSCB Performance Booklet. This drives a discussion around performance at each sub group meeting and is shared with the Business group. The importance of performance monitoring has been promoted which has raised questions and driven positive discussions around key performance indicators. The KSCB Performance Booklet covers a wide range of multi-agency safeguarding areas and is grouped into the three priorities to focus partner's efforts. The development of highlight report is produced for every meeting to accompany and simplify the Performance Booklet. This report outlines areas that are improving and areas that are showing signs of concern in the system. The KSCB now uses its Performance Booklet to build a picture of the effectiveness of services to children and young people. The Performance Booklet also adds to the development of work plans for other subgroups and helps direct the Business Plan. Challenge to practice is more rigorous

Learning and development work stream (L&D)

During 2017/18, The Learning & Development strategy has been developed and approved for a 2 year period to bring it in line with the Safeguarding Board business plan.

There have been 3 new courses included in the 2018-19 training plan around –

- Child Trafficking
- Unaccompanied Asylum Seeking Children
- Sexual Harmful Behaviour

The group identified vulnerable children champions to give healthy challenge and support on the training plan/strategy and the quality assurance of courses. This was identified through the Ofsted Inspection Improvement Plan. There has been a focus in increasing resilience of the multi-agency training pool.

An evaluation of the Voice of the Child in Training courses was completed by a volunteer with the KSCB who went through all the Safeguarding courses and mapped them against the framework to what extent the voice of the child was present in training.

Child Sexual Exploitation work stream

This year the focus has been to improve a number of areas

- The need for a comprehensive CSE data profile to provide information of CSE in Kirklees and enable professionals to more effectively target interventions.
- Training for Front line practitioners and Advanced practitioners.
- Support and recovery pathways for all victims of CSE.
- Structure and process in place for responding appropriately to all CSE cases.

Good progress has been made in a number of areas

- Development of revised CSE Strategy action plan for 2017/2019.
- Delivery of CSE awareness programmes within different Faith and Community groups.
- Expansion of the training pathway to include offer to night-time and other economies, including taxi drivers, bus drivers, food outlets and hotels.
- Expansion of members of the CSE Hub which now includes representation from substance misuse service CGL and also YOT.
- Increase in the number of agencies using a flagging system to identify victims of CSE.
- Closer links with the LGBTQ community through close liaison with the Brunswick centre who are also included for attendance at the monthly MACSE. This agency has also developed a Youth project which will offer support and wellbeing services to a number of children and young people across Kirklees.
- Regular proactive operations targeting locations, individuals and in addition raising awareness with community members.
- Multi-agency case file audit for CSE cases.

Kirklees KSCB also accepted an offer from Sheffield Futures Alexi project to deliver CSE training to safeguarding professionals. The KSCB promoted the training widely and the take-up was good. Attendees included those from health, youth services, social care, police, education and the voluntary sector. The evaluations were extremely positive with high ratings for increased understanding and confidence regarding attendees' knowledge of CSE

In 2017-2018 the KSCB ran 25 courses relating to CSE from a practitioner level through to Advanced practitioner and accredited courses with a total of 448 delegates attending the training. CSE E learning training was undertaken by a further 975 delegates.

The SCR work stream

The SCR Sub Group met on six occasions with a focus on clearing a number of cases that had been commenced in previous years. All cases are now on track, one case is awaiting the conclusion of parallel proceedings before being finalised.

Practitioner Learning Events have been held in relation to composite learning from cases concluded and each agency has been asked for assurance that learning has been disseminated in organisations. In addition the Board has circulated a number of nationally published SCRs. There are a number of key Themes arising from reviews these have led to some policy and practice developments summarised below.

Key themes emerging from Reviews in 2017 /18

- Quality of assessments, planning and reviews
- Information sharing within and between agencies; clarity of roles and processes
- Systems / processes not robust enough or unclear to other agencies
- Historical information about family / parental capacity / involvement of fathers
- Working with parents with learning disabilities
- Limited focus on child's experience in processes that address adult / parent issues

Key pieces of work undertaken by KSCB in response to reviews going forward 2018/2019

- Neglect Strategy
- Guidance on working with parents with learning disabilities
- Guidance on teen to parent violence
- Harmful Sexual Behaviour Task and Finish Group set up
- Harmful Sexual Behaviour multi-agency training course
- Accumulation of minor injuries protocol (currently out for consultation to be adopted west Yorkshire wide)
- Production of concise Learning Summaries for each published review to ensure wide dissemination of learning

Child Death overview work stream

The Child Death Overview Panel (CDOP) enables the KSCB to carry out its statutory function in relation to reviewing all child deaths to understand why children die. This process can help us to identify factors relating to the safety and welfare of children and this can then be used to inform local strategic planning and interventions to prevent future deaths on a local and national level. This is a joint panel with Calderdale. A full copy of the Annual report for the CDOP panel is available on the Safeguarding Board

website

As part of its current functions, the CDOP is required to categorise the preventability of a death by considering whether any factors may have contributed to the death of the child and if so, whether these could be 'modified' to reduce the risk of future child deaths.

- Recognition that families living across more than one household can lead to missed opportunities for the health visitor to provide appropriate advice and support.
- Families can experience financial hardship following the death of a child benefits and child maintenance support are stopped and the parents may be unable to work for a period of time.
- Importance of easy access to counselling for staff responding to a child death
- Importance of recognising non-compliance with treatment for chronic health conditions such as asthma.
- Importance of public awareness that if a child requires their Salbutamol inhaler more often than 3-4 hourly medical attention should be sought as they might need additional treatment.
- Identification of learning for rapid response teams to ensure that schools are notified promptly, and through official channels, when a child dies.
- CDOP saw evidence this year of good information sharing enabling staff to manage deliveries appropriately and sensitively.
- Importance of involving parents at every step of discussions and balancing parental wishes against futility and extending suffering of infant.
- Difficulties in flows of information when families move into the area from another region
- Review of child suicides this year had reinforced the importance of emotional health and well-being for young people along with the importance of friends being able to flag concerns in school to appropriate adults. CDOP noted that PSHE lessons will be compulsory from 2019

Communication and Campaigns – Safeguarding week

The KSCB worked in partnership with the Kirklees Safeguarding Adults Board and Safer Kirklees to deliver a week of concentrated Safeguarding activity to increase awareness in October 2017.

The KSCB organised three events on their designated day which included:

1) What is a Serious Case Review? Decision Process and Learning

This session aimed to increase awareness of what an SCR is and the process from start to completion. The session also covered local and national lessons from SCRs

51 practitioners and managers attended this session.

2) Voice of the Child Workshop

Safeguarding Schools Officer, Steve Barnes, delivered a workshop using an exemplar case which emphasised the importance of listening to the voice of the child and how effective co-ordinated work by a number of professionals can have a huge impact on the child's life.

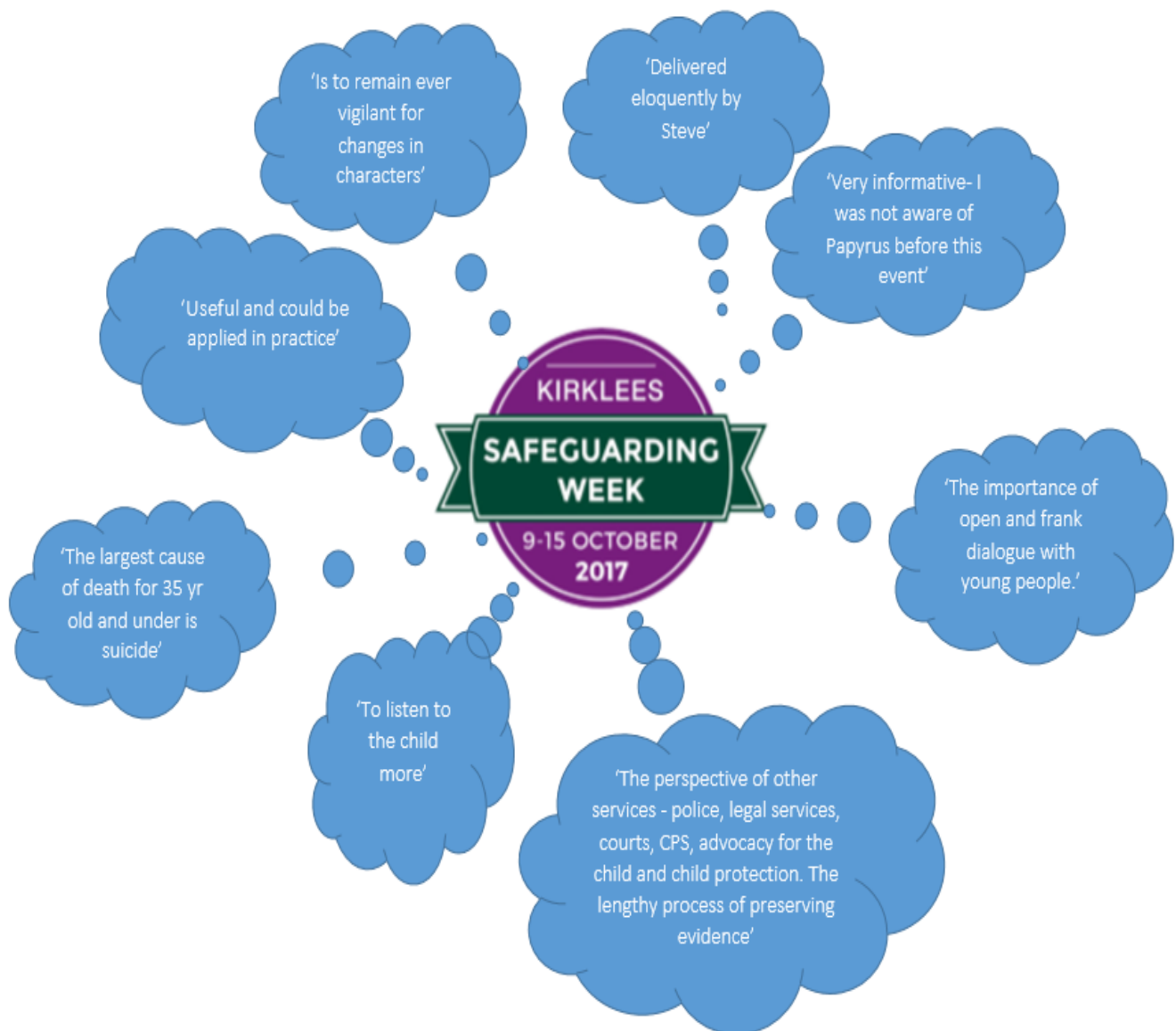
95 practitioners and managers attended this workshop.

3) Preventing Young Person Suicide presented by Papyrus

This session aimed to increase awareness of the facts, the indicators, and contributing factors to young person's suicide.

89 practitioners and managers attended this session.

There was representation from across the whole partnership for these events. Feedback from those attending was positive



The Board has also developed a Twitter account as a way of keeping followers and partners up to date there are 600 followers and in 17/18 tweets were viewed 59, 500 times.

KSCBTraining

The KSCB continues to provide a multi-agency training programme to support front-line staff in their work with children and young people who are vulnerable, at risk and suffering significant harm. In 2017/18 the KSCB has delivered safeguarding training to 2833 people, from a range of partner agencies Training is delivered in a flexible and accessible way and can be delivered at different levels: This has been developed to recognise work patterns and organisational demands. It includes

- Full and Half day training
- Safeguarding Briefings

- Single Agency bespoke training
- Briefings on new processes / launches
- Masterclasses
- Messages from Serious Case Reviews
- Train the trainers
- Board development training

From evaluations 92% are rated as Good or Excellent

The Board also has an e learning package that includes a comprehensive offer, in 2017/18 – completions of modules totalled 9016. The breakdown between the e-learning courses is as follows:

- Awareness of Child Abuse and Neglect Course 7098
- Child Accident Prevention 347
- Child Development 311
- Child Sexual Exploitation 979
- Court Skills 68
- Domestic Abuse 136
- Private Fostering 77

Conclusion

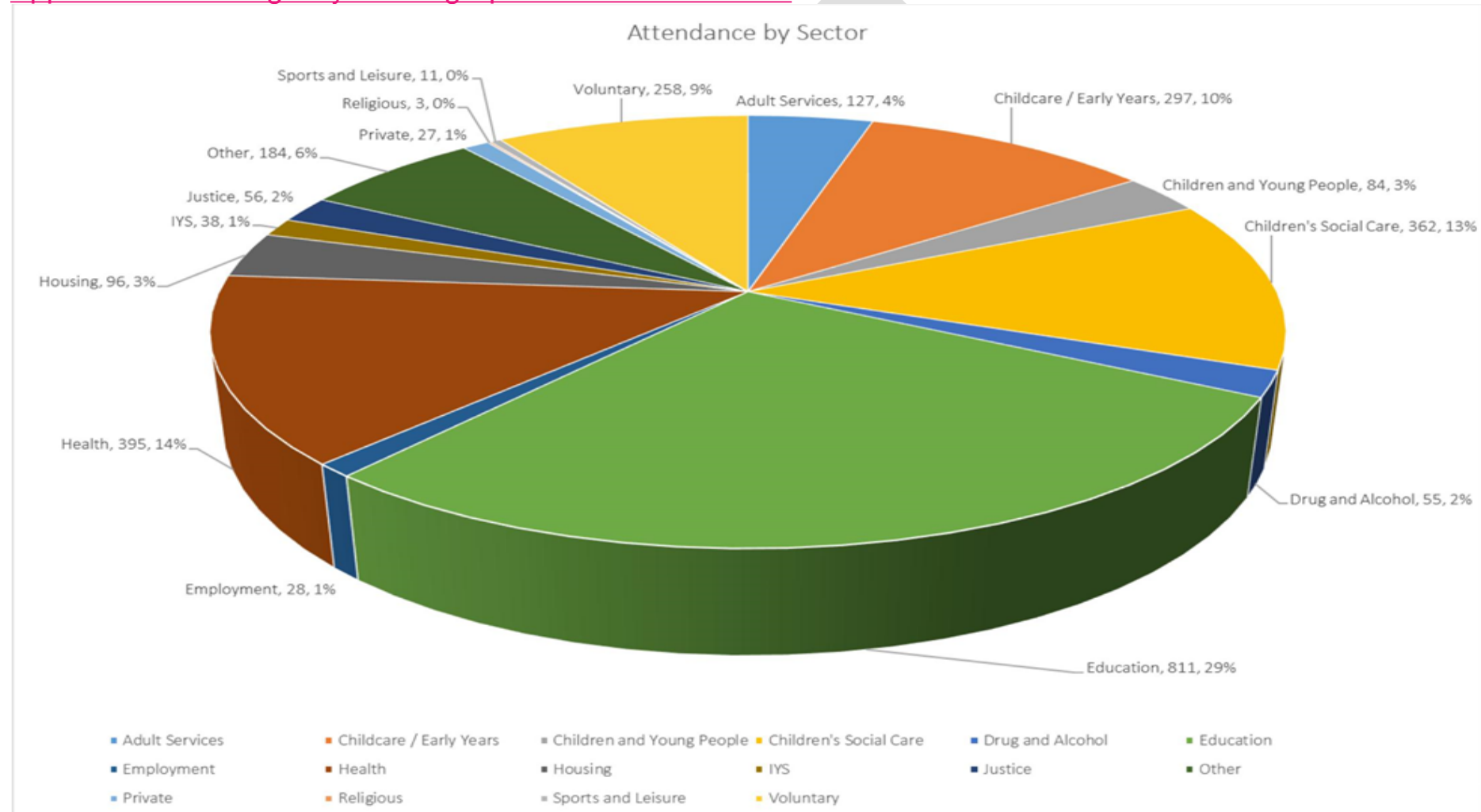
2017/18 has seen the continued development of the KSCB. As a result of the activity of the partner agencies and of the Board there is assurance that children are safe and that they are in receipt of an improved service. Agencies are working in close partnership to ensure children get the right help and support at the right time,

The priorities and focus of next year are of course governed by a differing set of arrangements as the Board transitions into a new safeguarding partnership. The work undertaken to date places the Board in a strong position to manage that transition efficiently and effectively. The priorities developed last year are still relevant but it is appropriate to strengthen the business plan to include

- Continuing to develop work around risk and vulnerability including CSE
- Effectively responding to contextual safeguarding,
- A continued focus on domestic abuse, which remains a significant feature in referrals and a significant concern for schools and health professionals
- Continued close work to embed the voice of children and young people
- Continued enhancement of performance , particularly focusing on the impact of new strategies such as Early support
- Delivering an effective transition into the new safeguarding partnership

Appendices

Appendix 1: Multi-Agency Training April 2017 – March 2018



Appendix 2: updated procedures

Updated Chapters	
Chapter Name	Updated Details
Resolving Multi Agency Professional Disagreements and Escalation	This protocol, which sets out the steps to be taken to resolve Multi Agency Professional Disagreements when working with children and families, has been reviewed and updated throughout. The process it describes should be followed whenever there is a disagreement between professionals / agencies regarding the best course of action to safeguard a child.
Female Genital Mutilation (FGM)	A new Appendix 1: Local FGM Pathways has been added containing links to Local FGM Protocols, Pathways and Strategies.
Trafficked Children	This guidance has been updated to include links to the following: Care of Unaccompanied Migrant Children Child Victims of Modern Slavery: Statutory Guidance for Local Authorities (DfE, 2017); Modern Slavery Duty to Notify - Factsheet and posters that explain what you need to do if you think someone has been a victim of modern slavery.

Bullying	This guidance has been reviewed throughout and updated as required.
Child Abuse and Information Communication Technology	This guidance has been updated to include a reference to Outcome 21 which can be used by the Police in situations where young people are voluntarily sending/sharing sexual images or content with one another. Outcome 21 records that a crime has been committed but that it is not considered to be in the public interest to take criminal action against the people involved. Thereby reducing stigma and distress for children and helping to minimise the long term impact of the situation.
Safeguarding Children and Young People from Child Sexual Exploitation: Policy, Procedures and Guidance	The definition of Child Sexual Exploitation contained in this guidance has been updated to reflect the 2017 Department for Education publication Child Sexual Exploitation: Definition and Guide for Practitioners.
Safeguarding Children Affected by Gang Activity and Youth Violence	This guidance has been reviewed and updated throughout as required.
Safeguarding Children and Young people against	Section 4, Protection and Action to be Taken, has been updated to include a link to information for use by practitioners in Calderdale when

Radicalisation and Violent Extremism	referring concerns about an individual who may be at risk of radicalisation or violent extremism.
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Name of meeting: Children's Scrutiny Panel

Date: Wednesday 9th November

Title of report: Children's Services 10 Point Improvement Plan

Purpose of report

The purpose of this report is to provide an update on progress towards delivering the actions and improvements to Kirklees Children's Social Care set out in the 10 Point Improvement plan and to provide the panel with a refreshed plan for information.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable If yes give the reason why .
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable If yes also give date it was registered
The Decision - Is it eligible for call in by Scrutiny?	Not applicable If no give the reason why not
Date signed off by <u>Strategic Director</u> & name	Steve Walker 16/10/2018
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	Cllr Kendrick

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

1. **Summary**

The purpose of the 10 Point Improvement Plan is to improve Children's Social Care and Safeguarding systems in Kirklees, ensuring vulnerable children and young people get the best start in life and are safe and protected from harm.

The plan sets out our approach to delivering the recommendations from the 2016 Ofsted inspection, the focus is on improving social work practice and compliance.

The 10 Point Improvement Plan has been refreshed to ensure it is relevant and focuses on the right priorities to take us from where we are now to an embedded culture of practice where we, and all partner agencies are consistently and confidently doing the right things for children and young people, ensuring children getting the best start in life is everyone's business and owned by all.

Children's Social Care Services in Kirklees continues to improve. The pace of change is growing now that the strengthened leadership team and workforce has stabilised after a period of change, enabling them to build strong relationships for change with children, families and partner agencies across Kirklees.

As a result of the progress made, a new DCS - Melanie Meggs has been recruited, with backing from Ofsted and the DfE.

The strategy for improvement in the refreshed plan remains unchanged – to create the 'conditions for success' that are the foundation for good practice and better outcomes.

Kirklees has invested time, effort and money in building these foundations by recruiting confident, experienced practice and strategic leaders, building a workforce with the capacity and skills for success through recruitment, retention and development, promoting learning and reflective practice, developing a shared restorative culture and practice model, improving early help partnerships and services, reforming and reinvigorating the 'Front Door' to services as a strong, multi-agency decision making hub and above all, a relentless focus and grip on practice and decision-making.

The strategy is working – practice is better and outcomes are improving. Crucially the safeguarding system is being rebalanced – improved practice and decision making as well as stronger services in key areas mean that more needs are being met earlier without the need for lengthy statutory interventions and care, and where protection in care is needed, good plans lead to quick progress.

Referral rates have fallen, the number of children with a Child Protection Plan has been reduced significantly and the number of Children Looked After has begun to fall and as a result caseloads have reduced, helping create space and time for social workers to undertake development and continually improve.

Highlights include improvements and investment in Early Help partnerships and services, further strengthening of joint working in the Front Door, particularly around domestic violence and improved child protection practice leading to reduced drift and delay and better progress and outcomes for children and young people.

However, despite the progress made and the capacity to continue to improve further and faster, we know that there is more to do and there are areas where our high standards are not yet consistently met. Whilst the majority of practice is improving and much of it is good, practice remains too variable overall. Improved quality assurance systems continue to show that with a sizeable minority of audited cases are judged to be 'requires improvement to be good'.

In light of the relative newness of many teams, staff and managers this is perhaps to be expected at this stage of our improvement journey. It is our expectation that as the service stabilises further, caseloads will continue to reduce and management and workforce development programmes have an impact, this will improve performance further over the next six months and practice will be consistently good.

The main concern which has been shared with OfSTED previously is the quality and timeliness of Recording, Assessment and Planning (RAP), because this is fundamental to good social work, and despite improvements, there is still more to do to ensure all practice is consistently good.

Wider areas for improvement include: continuing to reduce caseloads overall, with additional focus on the small minority of staff with higher caseloads; continuing to improve support for Care Leavers in order to raise the proportion in education, employment, training and suitable accommodation; raising the pace of improvement in the timeliness of Initial Child Protection Conferences (ICPCs) and ensuring consistency in the timeliness of statutory visits.

2 Information required to take a decision

Not applicable. This report is for information only.

3. Implications for the Council

3.1 Early Intervention and Prevention (EIP)

Kirklees has invested in improving both the services and the partnership needed to improve early support for children and families. The Council has worked with schools, NHS, Police and wider partners to develop and agree a shared Early Help Strategy and investment in additional staff and new services such as the development of local 'community hubs'. More children and families are being supported through early help.

3.2 Economic Resilience (ER)

Care Leavers are a priority in the Improvement Plan; Working with partners to improve support for care leavers to engage and succeed in learning and work, including work with the University of Leeds on Go Higher, and continuing to enhance and expand care experienced apprenticeships. In addition the Virtual School is now working with 16-18 year olds, linking Personal Education Plans to pathway plans, this will be extended from Y12 to Y13 this year.

3.3 Improving Outcomes for Children

Outcomes for Children will be improved through the successful delivery and implementation of the actions contained within the plan.

3.4 Reducing demand of services

Improved decision making, understanding and assessment of risk and multi-agency working is already safely and appropriately reducing demand across the system. From referrals into the safeguarding 'front door' through to children looked after, a whole system transformation is starting to be seen with the right children getting the right support at the right time.

3.5 Other (eg Legal/Financial or Human Resources)

Not applicable

4. Consultees and their opinions

Not applicable

5. Next steps

Not applicable

6. Officer recommendations and reasons

Not applicable

7. Cabinet portfolio holder's recommendations

Not applicable

8. Contact officer

Elaine McShane – **Service Director Family Support and Child Protection.**
elaine.mcshane@kirklees.gov.uk

9. Background Papers and History of Decisions

Refreshed Children's Services 10 Point Improvement Plan attached for information.

10. Service Director responsible - Elaine McShane

Kirklees **Children's Services**

Improvement Plan refresh

Creating the conditions for success

Content and structure

Part 1: Overview

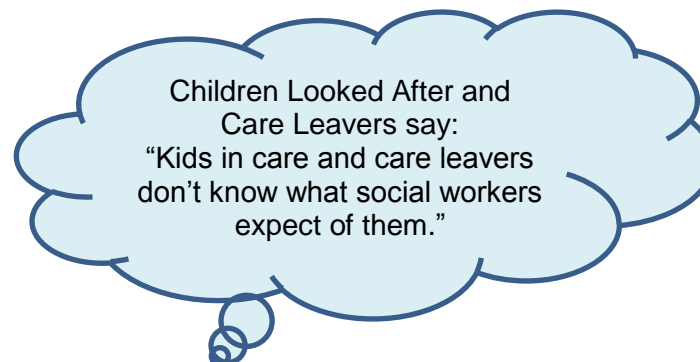
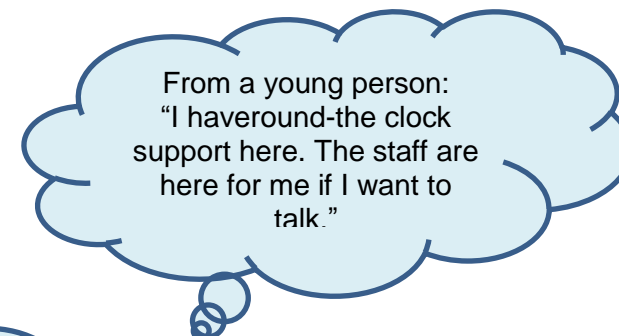
1. Forewords by Cllr Viv Kendrick and Eleanor Brazil
2. Our improvement journey to date
3. Our approach – how we are managing our improvement journey

Part 2: Ensuring delivery

1. Governance
2. Monitoring and performance
3. Glossary

Part 3: 10 Point Improvement Plan

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



Foreword

Councillor Viv Kendrick

Our Improvement Partnership with Leeds City Council has been in place for over 12 months. During this time, progress has been made to address the failings raised by the 2016 inspection. We have completed the first stage of our improvements by responding to issues that required immediate and urgent action.

We have sought to improve our understanding of where things are not working across all the teams in Children's Social Care. We have used this learning to identify three crucial areas which underpin good social work practice. By focussing on these areas over the next 12 months we will see further improvements in keeping vulnerable children and young people safe. We call these 'our three obsessions'. They are Recording, Assessment and Planning.

Over the past year, the Children's Services Improvement Board has seen the improvements made across Children's Social Care and has heard first-hand the difference changes have made, not only to our staff but for young people as well. Listening to the voice of the child is embedded in the board's approach. Changes to management, staff and policies have provided stability, giving the service the time and space to work together better and to begin to build and embed better practice across all our work with children and families in Kirklees.

Investment in leadership, management and frontline staff is creating the conditions where good social work can grow. After a period of change there is now a permanent, settled senior team who work together promoting a shared vision and both a restorative culture and practice within the organisation.

There is still a great deal of work ahead; we are very realistic about the current position and we understand further improvements are needed to achieve the standards we expect for our work with children, young people and their families in order to achieve better outcomes for them.

Our work to deliver the strategic plan agreed with partners and the Department for Education (DfE) – the 10 point Improvement Plan - continues. The aim has been to create sustainable, strongly rooted change. Therefore shortcuts have not been taken. Given the position in 2016, we know this improvement journey will take time. This plan focuses on the next three years and reflects our current assessment of what we need to do. However, we recognise that we need to continually improve, learn and deal with emerging challenges to get things right for children and young people. In that spirit we will regularly revisit and check that we are having the impact we want and adjust our plans if needed.

The needs of children and young people run through everything we do; the way we work with partners is central to delivering better outcomes. We will continue to have conversations with partners and colleagues across the council on the values and principles that need to underpin our further improvement work. This plan has undergone a refresh to ensure it is relevant and focuses on the right priorities. This plan sets out the stages of improvement we will make to take us from where we are now to an embedded culture of practice where we, and all partner agencies, are consistently and confidently doing the right things for children and young people. Ensuring children get the best start in life is everyone's business and owned by all.

Councillor Viv Kendrick
Cabinet Member with Statutory Responsibility for Children's Services

Foreword

Eleanor Brazil

As the Commissioner appointed by the Secretary of State, I am pleased to endorse this refresh of Kirklees Children's Services Improvement Plan. I was appointed immediately after the Ofsted inspection in 2016 to help drive improvement.

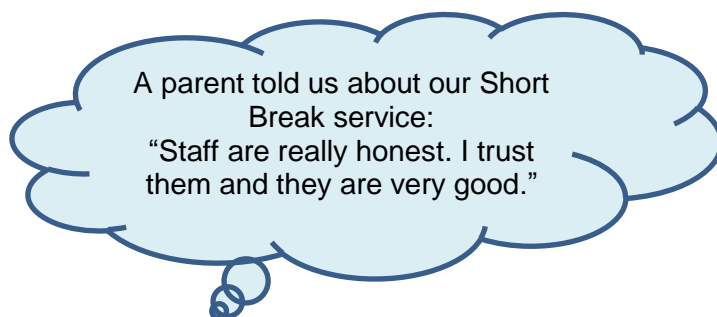
The first year was difficult, with too many changes in senior leadership, insufficient progress on recruitment and retention of good social work staff and managers, and a failure to address the key practice issues that were impacting on the quality of response for children and their families. This was evident in the feedback from the early Ofsted monitoring visits, which judged pace of improvement and progress to be too slow.

My recommendation to establish a formal partnership with Leeds to give Kirklees the support and capacity needed was agreed by the Minister for Children and Families, but it took time to put this in place. From July 2017 the Leeds DCS has also been the DCS in Kirklees and has led the delivery of the Improvement Plan.

As the lead member says in her foreword, since that time significant changes have taken place and we are now seeing more consistent and effective responses to children. I chair the Improvement Board and have seen real change in the quality of data, the knowledge about the service from good auditing, the improved morale of staff and the positive contributions from partner agencies. All of this is indicating real progress now, also seen by Ofsted. It is therefore timely to refresh the Improvement Plan, to reflect on what has been achieved, and what more is required.

Eleanor Brazil

Commissioner for Children's Social Care in Kirklees



Improvement journey

July 2017

July 2018

July 2019

July 2020

1. Responding

(12-month action plan)

Completing immediate and urgent actions

- Senior leadership in place as part of Partnership with Leeds City Council, Leeds DCS becomes DCS in Kirklees
- Improvement partnership endorsed by commissioner for Children's Social Care in Kirklees and DfE
- Improvement Partners seconded to Kirklees Council
- Assessment of underlying challenges and issues
- 10 Point Improvement Plan agreed with DfE and strategic partners
- Restorative Practice model launched

2. Strengthening

(Improvement Plan year two)

Designing and developing a stronger strategic approach

- Refresh Improvement Plan based on learning
- Ensure improvements are working and children are safe
- Manage risks as changes are made
- Strengthen underlying capacity, behaviours and capability
- Strengthen practice
- Strengthen performance management culture
- Ofsted monitoring visit
- Ofsted Inspection
- Begin planning transition of strategic oversight from Improvement Board to Kirklees Council and 'business as usual' corporate governance arrangements

3. Embedding and adapting

(Improvement Plan year three)

Delivering the approach and adapting it based on learning

- Refresh Improvement Plan based on learning and feedback
- Ensure improvements are working and children are safe
- Manage risks as changes are made
- Continue to strengthen underlying capacity and capability
- Ongoing review to check the planned outcomes are achieved

Our approach – how we are managing our improvement journey

The Improvement Programme agreed between Kirklees and Leeds recognises that whilst the child welfare system is complex, this does not mean the plan needs to be complicated. The plan is based on 10 priorities, with a plan on a page for each priority.

To ensure that the plan directly addresses the findings of our Ofsted inspection, actions are cross referenced to Ofsted recommendations, marked by an (O) for reference, and set out the aims, actions, the deliverables and how we will know whether we are making a difference.

In some areas of the plan we have identified the level of change anticipated – for example the reduction in the use of agency staff – but in other areas no numbers are identified – for example in relation to the safe and appropriate reduction in the numbers of looked after children.

This is to avoid the creation of ‘targets’ which replace outcomes for children and young people as the focus for interventions.

Keeping children safe (O1)

Embedding high quality social work practice to keep children safe is at the centre of our approach to improvement. The next phase of our journey focuses on strengthening our restorative approach to ensure we are ‘doing the simple things well’ with a continued focus on improving outcomes for children.

We will continue to use our Quality Assurance Framework and performance management systems to identify areas that need addressing.

This will help us to ensure that there is a clear line of sight from frontline practice to the Senior Leadership Team and Improvement Board, which we know is essential to our improvement journey and to keeping children safe.

Priority	Alignment to Ofsted inspection recommendations
1. Children Looked After	O18, O19,O20,O21 and O22
2. Care Leavers	O23, O24, O25 and O26
3. Early Support and Edge of Care	O17
4. Front Door	O12,O13 and O14
5. Workforce	O2
6. Practice	O9, O10, O15 and O16
7. Voice of the Child and Families	O4, O8, O10, O11 and O21
8. Leadership	Delivery of the Ofsted Recommendations
9. Partnership	Delivery of the Ofsted Recommendations
10. Performance and Quality Assurance	O3, O4, O5, O6, O7, O8, O14 and O27

Ofsted recommendations - Key 10 Point Improvement Plan actions delivered

- Strategic leadership for Children's Services in the interim and longer term improvement secured.
- DfE Improvement and Innovation fund secured. Priorities for investment agreed with implementation plan. (O17)
- Governance, process, multi-agency working and partnership at the front door (A & I -assessment and intervention) strengthened and improved. (O12,O13, O14)
- Restorative Practice social work model implemented, training for staff and partners completed.(O2)
- Multi-agency training for shared CIN and CP processes completed (O15)
- 'Doing Simple Things Well' practice training and development completed. (O9, O10, O15, O11, O26)
- Corporate Parenting Board Strengthened (O8)
- Workforce development programme in place (O2)

- New Performance and Quality Assurance framework in place, weekly reports on key areas of activity or issues such as caseloads, with detailed 'drill-down' information by team. Weekly reports are supplemented by evaluative monthly reports. (O4, O5, O6,)
- Multi-agency and collaborative oversight, assurance and challenge mechanisms in place through the KSCB.
- Successful recruitment campaign, substantive posts recruited across all levels, reduction of agency staff targets achieved.
- Staff engagement and Leadership sessions. As the senior team has become established, it has developed collaborative learning events on key issues to reflect on progress and practice and to develop shared improvement plans.(O2)
- Partnership led development of the Early Support Strategy; collaborative approach to early support, shared responsibility and vision (O17)
- Replacement IT system rollout underway (O7,O10)

Impact

We have focused on creating 'the conditions for success for social workers. This approach is making a significant difference in our ability to recruit and retain high quality staff, Kirklees is cited as an employer of choice for new starters joining our social work teams – a very different picture to where the council was in 2016-2017. Quality assurance has been strengthened through additional Child Protection Chairs and Independent Reviewing Officers. Frontline teams have benefitted from continued recruitment, with over 40 ASYEs joining the organisation and, importantly, the vital new addition of 12 new Advanced Practitioners that will lead practice improvement and mentor frontline workers.

Multi-agency working in the front door has improved significantly, greater assurance and better decision making has led to a sustained reduction in the contact to referral rate and subsequently on work flowing into the Assessment & Intervention teams. Investment in additional front line social workers has led to a reduction in caseloads. After a period of increased staff turnover late in 2017, caseloads have now entered a sustained path of improvement - in some teams a reduction of over 18% since the beginning of the year can be seen. Overall caseloads are now broadly in line with national and statistical neighbour benchmarks.

In frontline practice, restorative approaches are beginning to have more influence on everyday working. Staff are confident, passionate and know their children well. This was reflected in the July 2018 Ofsted monitoring visit. Staff reported to inspectors improved morale and increased trust in leadership. These improvements are mirrored in the corporate Staff Satisfaction Survey results, where the response rate from staff in Child Protection and Family Support and Early Support teams was nearly twice that of the overall council response. Results show huge improvements from the last survey in 2016, most notably around staff empowerment. The number of respondents who reported feeling encouraged to come up with new and better ways of doing things has jumped from 31% to 71% in 18 months.

For children, young people and their families, decision making and timeliness is much improved. We are better at working with children and families to ensure their thoughts, views and wishes are reflected in planning and taken into account. Stability of workforce has reduced the number of changes to social workers, children are able to build trusting relationships with their social worker.

Part 2: Ensuring delivery

Governance – ‘Working with’

Governance of the improvement programme has strong leadership and assurance mechanisms in place.

Support from the chief executive, elected members, partners and senior leaders ensures focus, drive and pace. The programme also has strong cross-party support, with clear commitment from all group leaders to support the improvement process.

Improvement Board

The Improvement Board is the key partnership body with ownership of the Improvement Plan and responsibility for its delivery. It is made up of strategic representation from partner agencies, working to agreed terms of reference.

The Improvement Board is chaired by the Children’s Commissioner who provides updates on progress to the Department for Education.

Children’s Scrutiny Panel

Undertakes the scrutiny of all Children and Families Services in Kirklees including monitoring and challenging the progress and implementation of the Improvement Plan.

Kirklees Safeguarding Children Board

Co-ordinates safeguarding across different

agencies and promotes the welfare of children in Kirklees

Corporate Parenting Board

Statutory responsibility to ensure looked after children and young people grow up having the same opportunities as their peers and to support children leaving care to live independent lives.

Partnership Governance Board

Responsible for strategic oversight of partnership arrangements between Leeds City Council and Kirklees Council including the effectiveness of partnership arrangements and monitoring the delivery of the improvement programme

Monitoring Performance and Quality

Using data and intelligence to monitor and improve performance and quality of practice will be key to the success of our improvement journey, and is a vital part of new ways of working across the council in the future.

Progress against the Improvement Plan will be reported to the Children’s Improvement Board. Reporting will include but not be limited to:

- A performance report including progress against key indicators linked to the Improvement Plan

- Audit activity including ‘deep dive’ quality audits to test quality assurance process and quality of practice
- audit areas of practice where performance measures have dipped to understand and respond as appropriate

Making a difference to children and families

Our approach is firmly focused on improving outcomes for children and families.

In addition to data and intelligence which shows how we are performing against key indicators, we are using Outcome Based Accountability to demonstrate the difference our improvements make to the lives of children and their families. Our 10 Priorities’ updates to the Improvement Board, will show through case studies and feedback from children, their families and partners the positive impact of changes we are making.

Glossary

Below is a list which provides short explanations of all the acronyms and professional terms in this plan.

Assessed and Supported Year in Employment (ASYE)

The assessed and supported year in employment is a programme that gives newly qualified social workers extra support during their first year of employment. The programme aims to help them develop their skills, knowledge and professional confidence.

The ASYE programme for social workers who work with children and families is based on the statement of knowledge and skills for child and family social work.

Child and Adolescent Mental Health Services (CAMHS)

Kirklees CAMHS promotes emotional well-being and delivers preventative services and treatment to children and young people with mental health problems.

Corporate Parenting Board (CPB)

The Corporate Parenting Board co-ordinates and oversees the work undertaken with looked after children in Kirklees to make sure that they are in appropriate placements and receive the same opportunities as their peers.

Daily Risk Assessment Multi-Agency Meeting (DRAMM)

A meeting to discuss medium and high risk domestic violence cases held within the Front Door.

Higher Education Insight partners (HEI)

This is a social work teaching partnership between four local authorities and two universities in West and North Yorkshire.

The partnership is led by social work senior managers within local authorities. It brings together Principal Social Workers, workforce development leads, social work academics and researchers, frontline practitioners and young people and adults who have experienced social care.

Independent Reviewing Officer (IRO)

Independent Reviewing Officers are experienced social work managers whose duty is to ensure the care plans for children in care are legally compliant and in the child's best interest. All local authorities have a duty to appoint an IRO to every child in care or child who is subject to a Child Protection Plan. IROs are required to oversee the child's care plan and ensure everyone contributing to the care plan fulfils their legal obligations to the child.

Kirklees Safeguarding Children Board (KSCB)

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. It is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality and for ensuring the effectiveness of what they do.

Liquidlogic (LL)

Liquidlogic Children's Social Care System has been specifically developed by and for practitioners to allow case management and record keeping for children in need, looked after children, adoption

and child protection cases, as quickly and simply as possible.

Multisystemic Therapy Team (MST)

MST is an intensive family and community based intervention for children and young people, where young people are at risk of out-of-home placement in either care or custody due to their offending or having severe behaviour problems.

Duty and Advice Front Door (D&A)

Duty and Advice is a team of professionals including Children's Services social workers, police, Early Support, health and education which responds to initial enquiries regarding children and young people in Kirklees

Restorative Practice (RP)

This is the agreed model of practice in Kirklees. It involves providing high support and high challenge whilst working alongside people; doing with and not to.

Part 3: 10 Point Improvement Plan

Summary Plans

In this section you will find high level summary plans for each of the 10 improvement priorities

For each priority there is:

- A one-page summary setting out what actions we have delivered and where they relate to the Ofsted recommendations, what difference it has made and how we plan to monitor as part of ‘business as usual’
- A one-page summary that explains why we are focused on the issue, what we plan to achieve, how we will do it, and how we will know when the changes we’ve made are working
- A table of the high level actions to be completed, with owners and timeframes*

(* timeframes use standard financial quarters, starting at Q3 2018/19 as it is September at the time of publication)

Note that for each of the 10 areas there is more detail contained in supporting operational project plans.

Priority 1: Children Looked After

Strategic Responsibility: Steve Comb – Head of Corporate Parenting; Julie Bragg - Acting Head of Children Looked After

This is the first priority of our plan because Children Looked After is everyone's shared responsibility as 'Corporate Parents'. Ofsted highlighted areas where our care needs to improve, from the way that legal proceedings are managed when concerns become serious to the quality of care planning to the way we organise placements for our Children Looked After.

Key improvement actions delivered

- Improved governance and legal processes— Permanence, Gateway and Adoption Decision Making panels in place, strengthened legal case manager process in place (O18,O22)
- Placement practice and protocols reviewed and improved.
- Improved quality of and effectiveness of residential homes by reduction in occupancy in residential homes and new statement of purpose agreed with Ofsted
- All placements with parents' orders reviewed plans to discharge where safe and appropriate executed. (O19)
- Staff have undertaken Restorative Practice training
- Children Looked After have access to an independent visitor when they need one (O21)
- Management capacity and oversight improved through recruitment to Head of Service and Service Manager posts
- Page 59 Oversight and challenge of the Corporate Parenting Board improved through provision of improved performance data. Children's views influence the focus and decision making of the board (O8)
- Roles of Children in Care Council and Care Leavers' Forum developed and promoted.

What difference has it made?

The number of children in care is safely reducing, The Legal Gateway Permanence Panel continues to support consistency in decision making and planning around placement moves.

Placement moves are also decreasing, the placement support team have implemented innovative solutions to support several placements. We have reinstated disruption meetings to identify when and what support placements require. This mean we have been able to work with families and foster carers early on to prevent placement breakdown. (O22)

Children and young people experience improved stability through the reduction in changes to social workers. The Improvement Board heard the impact multiple changes of social worker has on emotional health and wellbeing from care experienced young people. Improvements are resulting in social workers knowing their children well and understanding what is important to their children. Trusting relationships are being seen through the quality of work such as Life Story Books

Inspections outcomes for three mainstream residential homes inspected by Ofsted "Good Overall". Residential mainstream homes are now operating at occupancy of four beds rather than the previous six. Children say: "I have got round-the-clock support here. The staff are here for me if I want to talk".

Children with Disabilities residential homes are rated Outstanding or Good.

Performance will be kept in view through

Children Looked After weekly and monthly performance reporting

A weekly External Placement Review Panel with multi-agency clinical input is in place to provide better oversight of children who are not placed in council provision

Ofsted monitoring visits

Thematic audits

Children's Scrutiny Board reporting

Corporate Parenting Board

CQC inspections.

Business meetings with foster carers

Quality assurance role in placement teams.

Priority 1: Children Looked After

What we are aiming for:


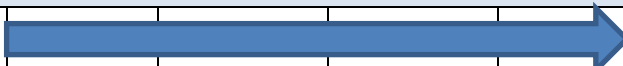


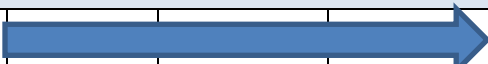



- Plans for care and permanency will be SMART (O1, O22).
- Children are placed in safe, appropriate family type settings as close to their existing communities as possible (O20)
- Commissioned services will be quality assured and will evidence value for money and compliance with the council's financial and contract procedural regulations
- Improve the range, quality and cost-effectiveness of placements for Children Looked After including short breaks and respite provision for children with disabilities. (O19,O20)
- Compliance with statutory guidance on children who go missing. We will have an effective system in place to ensure children who go missing from care receive an independent return interview
- Improved support for returning home safely
- Children who are looked after feel safe and confident about their future, they are supported to achieve their goals and have the same opportunities to enjoy leisure and cultural activities as any other child

How we will do this:

- Staff will undertake training on strengthening practice with focus on recording, assessment and planning
- Production of Corporate Parenting Strategy, setting the strategic direction for Children Looked after in Kirklees
- Support Corporate Parent Board to act as a critical friend, through provision of LGA Corporate Parent training for all board members and newly elected councillors
- We will increase the number of foster carers by prioritising recruitment and retention, ensuring our approach encourages applicants with protected characteristic such as black, Asian minority ethnics (O20)
- Review external and out of area placements, plan and move children back into area only where this would achieve the best outcome for the child (O19)
- Agree and implement Sufficiency Strategy actions and work with the Specialist Accommodation project to plan and implement actions ensuring there are the right type of placements available locally at the right time for the right children (O20)
- Develop and implement quality assurance and contract management process for commissioned services such as spot purchases including provision of bank staff that is compliant with the councils financial and contract procedure rules
- Identify and review commissioned services to ensure arrangements comply with the council's contract and financial procedure rules, and that adequate contract management/quality checks are in place. Undertake remedial action such as competitive procurement exercises where necessary
- Develop and implement a reunification strategy to support safe and successful return to family or kinship carers
- Identify and implement actions to improve timeliness of return interviews including production of regular reporting to highlight themes to address

How we will know we are succeeding:

- Number of Children Looked After 0-17 including those with disability and/or additional needs. Good performance will show this reducing
- Proportion of children placed outside Kirklees due to lack of suitable placements. Good performance will show this decreasing
- Proportion of children placed with parents on a care order. Good performance will show this decreasing
- Independent return interviews for Children Looked After will be undertaken within 72 hours. Good performance will show this increasing
- Placement costs reduced.
- There is a reduction in the number of children who go missing
- Reduction in the number of repeat missing episodes.
- Reduction in placement moves.

PRIORITY 1 – CHILDREN LOOKED AFTER					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Sufficiency Strategy					
Deliver actions needed to increase sufficiency, including the local offer for foster carers, reviews and action plans for internal and external fostering, residential & PWP	Steve Comb Tom Brailsford				
Fostering					
Undertake action planning, then deliver actions to improve the recruitment and retention of foster carers.	Steve Comb				
Commissioned Services					
Complete actions to identify and review commissioned services to ensure arrangements comply with the council's contract and financial procedure rules, and that quality assurance procedures are in place.	Laura Counce Matthew Bardon				
Looked After Children Missing process					
Review the missing process for Looked After Children, identify and implement actions to improve the timeliness of return interviews including production of regular reporting that highlights common themes to address.	Ophelia Rix KSCB				
Special Guardianship Orders					
Review and update the Kirklees Special Guardianship Order policy.	Julie Bragg				
Corporate Parenting Board					
Provide LGA Corporate Parent training to all board members and newly elected councillors	Steve Comb				
Produce a Corporate Parenting strategy	Tina Cooper				
Reunification Strategy					
Develop and implement a reunification strategy	Steve Comb				

Priority 2: Care Leavers

Strategic Responsibility: Julie Bragg – Acting Head of Children Looked After

Most young people are supported by their parents well into their twenties, so we need to consider how together as a partnership we can provide the same or better support for Care Leavers who face more challenges than most young people in their transition to adulthood.

As the basis of all support, we need to make sure we have the best personal advisors for all Care Leavers, and that they together agree a good clear plan to make a success of adulthood. In addition we need to make sure there is better help in place for those who need extra support with their mental health, and to support all Care Leavers into learning and work.

Key improvement actions delivered

- Pathway Plans assessed and audited for quality
- Management capacity and oversight improved through recruitment to Service Manager post
- Children in Care Council and Care Leavers forum strengthened.(O8)
- Professional development pathway for Personal Advisors agreed
- No 11 - A safe, one-stop place for Care Leavers to access support and services from the Leaving Care team and partner agencies (O23, O24, O25)
- Keep In Touch for Care Leavers safeguarding protocol in place
- Health Partners have invested in provision for the most vulnerable groups to provide support and interventions that are flexible and meet the needs of looked after children- those at risk of experiencing Child Sexual Exploitation and those in the Youth Offending Team system. There is multi-agency team comprising of a psychotherapist, psychologist and emotional health and wellbeing practitioner is embedded with our Children's Social Care Team. (O25)

What difference has it made?

- Themes and areas to focus improvement on identified - making plans SMART, Assessment, Planning and Recording and acting on the voice of the child
- Putting the voice of the child at the centre of everyday practice is resulting in it being better heard, Representative of Children in Care Council and Care Leavers Forum attend Corporate Parenting Board. They have influenced housing allocation policy, resulting in the ability to get tenancies in areas they consider more suitable, instead of estates with high deprivation and crime where they are more likely to be exposed to risk (O8)
- The innovation of No.11 has been recognised by the DfE. Through a partner approach Care Leavers have access to immediate/crisis support via a duty system including washing facilities and food. Improved access to a variety of support via partner agencies including: (O23)
 - Housing
 - Mental health support (O25)
 - Sexual health support
 - Substance misuse support
 - Benefits advice
 - Access to support and advice for young people post-21
 - Access to careers advice (O24)
- A wider group of vulnerable young people are having their needs met than was originally envisaged. Work is being undertaken with children in need as well as looked after children. The waiting time standard for vulnerable groups is consistently being met by their having treatment provided within 28 days (O25)

Performance will be kept in view through

- Thematic audits and audit reporting
- Monthly reporting – percentage of LAC who received a CAMHS intervention/assessment within 28 days. Good performance will show a decrease
- Corporate Parenting Board
- Children's Scrutiny Panel
- Health indicators
- Economic indicators
- Housing allocation reporting

Priority 2: Care leavers

What we are aiming for:







- An inclusive service where Care Leavers feel safe and confident about their future and are fully supported to achieve to the best of their abilities (O23)
- Care Leavers including children with disabilities experiences when transitioning and moving into independent living are improved (O23)
- Wellbeing and mental health needs for Care Leavers are recognised and support to access services is improved (O25)
- All Care Leavers (except those with exceptional circumstances) are in learning or work, or have a clear, well-resourced plan to help them into learning or employment (O24)

How we will do this:

- We will engage with care experienced young people to inform the local offer to ensure it is fit for purpose and meaningful. We will agree and communicate our local offer for Care Leavers
- All Care Leavers will have a personal advisor allocated from their 17th birthday (O23)
- All Care Leavers work with their own personal advisor to agree a high quality Pathway Plan that includes practical support and skills, takes into account and reflects their needs, views and goals, as well as accommodation and employment (O26)
- We will co-produce with Adults Services an improved transition pathway for disabled children. The current pathway will be reviewed with actions to improve identified and implemented
- Staff will undertake training on strengthening practice with focus on recording, assessment and planning to ensure the quality of pathway plans underpin high quality support packages (O26)
- Implement training and support programme for personal advisors. (O23)
- Trial use of IROs to monitor Pathway Plans in first year post care for those young people with additional needs (O26)
- Work with local colleges, schools and employers to agree additional support and opportunities for Care Leavers not in education or work. (O24)

How we will know we are succeeding:

- Number of Care Leavers with their own personal advisors. Good performance will show this increasing
- Proportion of Care Leavers involved in agreeing Pathway Plans – audits will show Care Leavers are involved in agreeing up to date, high quality Pathway Plans; their voice is heard and acted on. Good performance will show the proportion increasing and quality improving
- Children's health outcomes are improving across a range of measures, including both physical and emotional health and wellbeing
- Care leavers receive a CAMHS intervention/assessment within 28 days
- Increase in the proportion of Care Leavers in learning or work
- Keep in Touch figures

PRIORITY 2 – Care Leavers					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Care Leavers Local Offer					
Complete actions within agreed plan to finalise and launch the local offer for Care Leavers to be known locally as “Our commitment to Care Leavers”	Julie Bragg				
Continuing work with key stakeholders and partners to enhance the current offer					
Care Leavers Not in Education Employment or Training					
Undertake action planning, then deliver actions to improve the outcomes for Care Leavers and to increase the number that are ready to engage in or are in education, employment or training	Julie Bragg				
Trial use of IROs to monitor Pathway Plans in first year post care					
Identify the possible demand and level of interest in trialling the use of IROs to monitor pathway plans post 18. Review of cost and current service capacity to be undertaken.	Ophelia Rix				
Development of ‘No 11’ for Care Leavers in North Kirklees					
Produce an action plan for development and opening of space for Care Leavers in North Kirklees	Julie Bragg				
Support for Care Leavers who become parents					
Undertake action planning, then deliver actions to improve the support for Care Leavers who become parents.	Julie Bragg				

Priority 3: Early Support

Strategic Responsibility: Michelle Attmere – Head of Early Support

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.

Key improvement actions delivered

- Improvement and Innovation Fund for Kirklees created by the Department for Education (DfE) to invest and adapt Innovation Programme initiatives for edge of care and early support created by DfE (O17)
- Innovation fund implementation plan agreed
 - Multi Systemic Therapy (MST) Team
 - Family Group Conferencing (FGC)
 - Family Mental Health Service (FMHS)
- MST Information and engagement sessions held. Recruitment to posts underway.
- Community hubs and support in place
- Partnership engagement and events -Early Support Strategy agreed.
- Early Support roles and functions reviewed, Learning and Development Pathway agreed and launched
- Early Support team manager consolidated in duty and advice/front door
- Kirklees Safeguarding Children Board Decisions framework agreed

What difference has it made?

- FGC - The service has expanded from 3 to 12 posts which will enable up to 320 conferences to be facilitated per year. These voluntary meetings help families find their own solutions to problems
- FMHS -Team Manager and Stronger Families consultants are in post, Senior Practitioners will be in place shortly. Recruitment to additional posts has increased capacity to deliver services to families in Kirklees
- The 'working with' approach to developing the Early Support Strategy has strengthened partnership working; agreed values and principles have been created with the shared understanding that Early Support is not a single council service but is everyone's responsibility. Based on the Thrive model, an effective wrap around service for families is in place to get support when they need it without having to go to multiple agencies, improving co-ordination of support and the experience of families
- Collaborative conversations are developing in the hubs. Referrals to the front door are no longer the immediate response. Instead schools, social care, health and other partners are working together to plan and agree ways forward. In turn, this approach is reducing the number of referrals at the front door
- Family Support Service established providing additional capacity and accessibility through locality working.
- Shared understanding and principles of practice ensuring:
 - Cases are appropriately dealt with at an early stage
 - Unnecessary escalation to statutory services is avoided
 - Cases are de-escalated safely and appropriately

Performance will be kept in view through

- Monitoring reports to DfE
- Development of shared Outcome Based Accountability measures across the partnership

Priority 3: Early Support

What we are aiming for:



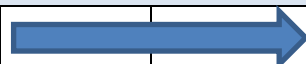
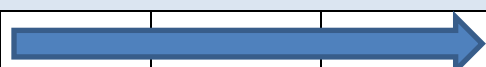

- To rebalance and strengthen the safeguarding system through developing better Early Support and preventative services, delivering collectively on shared agendas across health, education and social care (O17)
- To reduce pressures on statutory social work services through improved Early Support and community support
- An effective partnership approach to delivering Early Support across the district based on shared ownership, understanding, principles and values
- To improve the quality of frontline practice and develop a more relational model of support
- To strengthen community level partnership working around community and locality hubs which will include support to disabled children and their families
- An outcome based commissioning culture that uses evidence to inform service improvement

How we will do this:

- Strengthen our 'working with' approach to improve community Early Support arrangements, agree shared local action plans with partner agencies. Together we will develop a hub framework and a children's centre core offer through a unified not uniform approach
- Audit quality and impact of Early Support practice, agree and implement a development programme for frontline staff
- Implement action plan to deliver DfE Innovation Funded projects (O17)
- Develop with partners and implement an Early Support assessment that is relationship centred to make sure the right support at the right time is provided
- Agree and implement an Early Support service organisation development plan
- Research Early Support best practice using evidence to support analysis of district-wide Early Support and intervention activity. Work with the partnership including Integrated Local Partnerships - Community Plus and VCSE-Communities Kirklees Youth Alliance to understand impact on outcomes for children, young people and families of current offer. Put plans in place to commission evidence based interventions where gaps emerge. Agree and implement decommissioning processes if applicable
- Engage with relevant partners – KNH, health, police, Community Plus, VCSE etc - to understand Early Support and diversionary activities available, co-produce a marketing/communication strategy and implementation plan

How we will know we are succeeding:

- Number of CiN, CP or LAC good performance will show this decreasing.
- Proportion of newly configured teams providing effective Early Support. Good performance will show this increasing
- Number of children successfully supported to stay safely at home through MST interventions
- Number of cases where early intervention has prevented a social work intervention or child becoming looked after
- Proportion of local partners reporting high levels of confidence with locality Early Support services
- Proportion of local partners reporting high levels of satisfaction with locality Early Support services.
- Number of repeat referrals to Early Support decreases
- Number of repeat referrals to Front Door decreases

PRIORITY 3 – Early Support					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Early Support Partnership Strategy					
Work with partner organisations to launch and embed the Early Support strategy across the authority.	Michelle Attmere				
Review of Early Support Assessment					
Consultation with partner agencies on current assessment form and referral process. Development and implementation of action plan following consultation to ensure that there is a fit for purpose process in place.	Michelle Attmere				
Implementation of DfE funded services					
Complete recruitment process and implementation of MST team and Mental Health in Families Team. Ensure systems are in place to monitor and measure impact of these services.	Elaine McShane Jo-Anne Sanders Michelle Attmere				
Children’s centre core offer					
Development and delivery of actions to implement the children’s centre core offer.	Michelle Attmere				
Early Support Launch					
Plan and deliver launch of the Kirklees Early Support offer across the partnership	Michelle Attmere				

Priority 4: Front Door

Strategic Responsibility: Charlotte Jackson – Head of Assessment and Intervention; Ian Mottershaw - Detective Chief Inspector, Kirklees Safeguarding, West Yorkshire Police

The 'Front Door' for social work services plays a crucial role in the safeguarding system in Kirklees – as the place where local people and services can access robust and well-informed advice, support and decision-making from social work professionals. Getting this right is vital for ensuring that every child gets the right support and protection at the right time, and getting this wrong can lead to both delayed help for children and unsustainable pressures for local agencies and the social work service, leading to a cycle of growing pressure and weakening practice.

Key improvement actions delivered

- Substantive senior and operational leadership in place
- Multi-agency Strategic Duty and Advice Board and Duty and Advice Operational Groups in place
- Multi-agency Assessment and Intervention improvement plan agreed and implemented covering leadership, staffing, professional development and support, decision-making and 'thresholds' (O12, O14)
- Multi-agency review of domestic violence procedures and actions – Operation Encompass implemented. (O13)
- Multi-agency plan for improving consistency and quality of input to initial child protection strategy meetings agreed and implemented. Additionally in Duty and Advice, minute and note taking training has been provided to the relevant staff in order to improve the quality of strategy meetings and plans (O14)
- Review and quality assurance processes in place monitoring decision making in the Front Door (O5)

What difference has it made?

- Stability, capacity and clear processes have led to a sustained reduction in caseloads Assessment and Intervention caseloads have reduced by 18% since January 2018
- Restorative training, support and clear agreed processes have given the team the space and opportunity to grow confidence in decision making. All staff have received training
- Working with partners to change perceptions has led to a shared understanding of the Front Door's purpose. There is a sustained reduction in the contact to referral rate. This means work coming through the Front Door and subsequently into Assessment and Intervention has decreased; contributing to reducing caseloads, and increased timeliness and quality of practice
- Multi-agency weekly referral meetings are providing assurance that improved decision making is ensuring children are receiving the right level of service by the relevant agency. Cases are appropriately escalated where it is the right action to take (O12)
- Partners welcome their involvement and now believe their skills, experience and perceptions are being appreciated. This collective participation has provided some improved ownership of the front door through the partnership though it is still regarded as the property of Social Care (O14)
- The presence of the DRAMM has provided an opportunity to assess Domestic Abuse cases where children are linked in a timely and effective manner ensuring correct action is undertaken. Police have located a Missing Person Coordinator with the Social Care Missing Team to improve information sharing (O12, O13)

Performance will be kept in view through

- Weekly referral meetings,
- Daily meetings
- Weekly and monthly performance reporting
- Case and thematic audits

Priority 4: Front Door

What we are aiming for:




- Greater collective ownership, consistency and accountability of the Front Door; strengthening and embedding partnership working, processes and governance (O12, O14)
- An environment that encourages a culture of challenge across the partnership, where appropriate, and healthy dialogue is welcomed
- Response to risk is appropriate and consistent at all times
- To rebalance the proportion of referrals and assessments leading to no further action
- Planning and actions from child protection strategy meetings are in line with National Good Practice guidelines
- To continue to strengthen local multi-agency working for children and families affected by domestic violence, CSE, CCE and missing (O13)

How we will do this:

- Work with wider community based staff and agencies e.g. Housing who as part of their role and interactions are likely to encounter families, children and young people who may be at risk of significant harm to ensure there is understanding of statutory duties, the Kirklees Safeguarding Children Board decisions framework and compliance with the agreed Front Door process and procedures
- Review, consult, agree and publish the eligibility criteria for receiving a service from the Children's Disability Service giving consideration to adopting the Child Health and Disability (CHAD) model
- Bring in line Children's Disability Service referrals with the Duty & Advice process
- Review practice, process and roles in the Emergency Duty Service to ensure risk is appropriately identified and managed and the service is effective and fit for purpose, aligning with wider service and corporate Front Door policies.
- Align missing and vulnerability resources to the Front Door
- Staff will undertake training on strengthening practice with focus on recording, assessment and planning (O9)

How we will know we are succeeding:

- Number of contacts and referrals to Front Door are reduced
- Proportion of referrals safely closed with No Further Action or closed from assessment are reduced
- Review and audit show strong and improving decision-making practice
- Children with a Child Protection Plan reduced
- 24hr decision making on social care referrals
- Proportion of initial Child Protection Conferences within 15 working days.

PRIORITY 4 – Front Door					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Emergency Duty Service					
Review and redesign the Emergency Duty Service	Stefan Chapleo Paul Harris				
Align missing and vulnerability resources to the Front Door					
Risk & Vulnerability team members to be located within Front Door	Ophelia Rix Sara Miles	Complete			
Children’s Disability Service					
Review, consult, agree and publish the eligibility criteria for receiving a service from the Children’s Disability Service	Christine Bennett				
Children’s Disability Service					
Alignment of Children’s Disability Service referrals with Duty & Advice process	Christine Bennett				

Priority 5: Workforce

Strategic Responsibility: Ophelia Rix – Head of Safeguarding, Quality Assurance and Principal Social Worker; Paul Harris – Programme Manager

Ofsted have observed the child focus and commitment of frontline staff. These values, and our Children's Services workforce, are vital to our improvement plans. We need to create the conditions for success – putting in place the right respect, support, training and development that staff need and deserve.

Key improvement actions delivered

- Capacity and sustainability of workforce addressed through revision of leadership structure and recruitment to permanent roles across the service from strategic to frontline roles. Full complement of staff across CP & FS in place by Sept 2018 including investment in non-caseholding Advanced Practitioners to support learning and development of AYSEs. Targets for reduction in use of Agency staff met ahead of plan
- Children with Disability Service aligned under Family Support and Child Protection directorate
- Career development framework developed and implemented in consultation with staff and unions (O2)
- Leadership Development monthly sessions implemented.
- Refreshed Learning & Development pathways for social workers and Early Support staff launched (O2)
- Regular staff engagement sessions -Support for staff and working conditions reviewed and issues addressed.(O2)
- Teaching Partnership in place with HEI partners
- Social Work Health Check undertaken
- Induction, supervision and appraisal process refreshed and implemented (O2)

What difference has it made?

- There is a stable leadership team in place whose consistency of approach to improvement, communications and expectations of social work has provided clarity and high support to the workforce. Staff have said through inspection monitoring visits, the Corporate Staff Satisfaction Survey and the Social Work Health Check that management, support and training has improved significantly
- Staff turnover has reduced. Recruitment of permanent staff has improved quality and consistency of practice due the reduction in use and turnover of agency staff. By September 2018 we will have recruited to all posts across the service. Children and families are able to build better relationships with social workers as changes to social workers has reduced
- Noted by Ofsted, morale, confidence and job satisfaction of staff have improved. Feedback from the staff focus group has said “going forward we have an even better direction of nurturing and retaining staff and people have a clear understanding of the pathways for progression. There is a good balance of learning, development and progression for the right reasons”
- Caseloads have reduced across the service. Protected time allows staff to keep case records updated in a timely manner
- Practice Education Consultants have supported better placement learning for students and improved standards of Practice Education to support the students during placements
- An increased number of placements and an increased number of newly qualified staff applying for social work posts
- Access to a range of masterclasses and other CPD programmes through our partner universities – Huddersfield and York
- High Calibre professional development for newly qualified social workers
- Strong partnership working and a more structured approach to development of a wide range of national social work initiatives

Performance will be kept in view through

- Monthly and weekly performance reporting on caseloads
- Annual temperature check via corporate staff satisfaction survey and annual social work health check
- Supervisions and appraisals
- Staff turnover and sickness levels
- Ongoing dialogue with trade unions
- Staff engagement sessions and workshops
- Workforce monthly monitoring

Priority 5: Workforce

What we are aiming for:






- A flexible, confident and capable workforce that understands how their work contributes not only to the success of their service but to the wider corporate plan and Kirklees Outcomes and adapts accordingly to changing situations and priorities (O2)
- A stable workforce that feels valued and is supported to have a healthy work-life balance.(O2)
- Children and families experience fewer changes in social workers, enabling positive and trusting relationships to be built and outcomes to be achieved

How we will do this:

- Career progression framework will be updated in preparation for the national assessment and accreditation system. We will continue to promote and raise awareness of the opportunities the teaching partnership has to offer(O2)
- Strengthen our approach to locality working and locality based assessment and intervention teams, building relationships with agencies and community assets which will enable us to work closer to families in environments they are more likely to feel at ease in
- Managers meeting will monitor and ensure all relevant staff benefit from and receive protected time
- We will ensure that development opportunities for managers maximise use of development opportunities across the council, regionally and nationally as well as refocusing our local offer to meet priority needs through our Strengthening Practice Leadership Programme
- Further develop the induction process, ensuring there is a shared understanding and consistency of application across all teams, including a process for internal moves and handing off work in progress/caseloads (O2)
- Strengthen appraisal, supervision and management oversight embedding the three obsessions of assessment, planning and recording. Observation of supervisions and feedback conversations will ensure opportunities for development and training are identified (O2)
- Further development and training will be delivered focusing on Strengthening Practice, recording, assessment and planning

How we will know we are succeeding:

- Proportion of social workers and Early Support staff who report happy in job
- Proportion of staff who report their skills and behaviours are recognised by my manager/supervisor
- Proportion of staff who report feeling support at work with their mental health
- Proportion of staff feeling supported in having a healthy work-life balance
- Improvement in staff retention
- Reduced use of agency staff
- Reduced days of sickness absence
- Number of staff who have regular supervisions
- Number of staff who have had an annual appraisal

PRIORITY 5 – Workforce					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Update the Career Development Framework in preparation for the national assessment and accreditation system	Ophelia Rix				
Ensure that development opportunities for managers maximise use of development opportunities across the council, regionally and nationally as well as refocusing our local offer to meet priority needs through our Strengthening Practice Leadership Programme	Ophelia Rix				
Further develop the induction process ensuring there is a shared understanding and consistency of application across all teams, including a process for internal moves and handing off work in progress/caseloads	Ophelia Rix				
Strengthen appraisal, supervision and management oversight embedding the three obsessions of recording, assessment and planning. Observation of supervision and feedback conversations to ensure development and training are identified	Ophelia Rix				
Undertake programme of training and development focusing on strengthening practice in recording, assessment and planning	Ophelia Rix				

Priority 6: Practice

Strategic Responsibility: Ophelia Rix – Head of Safeguarding, Quality Assurance and Principal Social Worker

The quality of front line practice is key to improving the lives of children and families in Kirklees. It is the way that our staff work with children and families that will, in the end, make the difference and build the relationships, skills and confidence to make change. Effective practice needs shared values, a good theoretical model, good skills and knowledge from staff and the right training, support and supervision from managers. We have implemented a restorative approach which has both a strong evidence base and moral foundation which emphasises building on strengths, and empowering children, families and communities through stronger relationships.

Key improvement actions delivered

- Improved frontline practice in social work and Early Support through training and development for all staff, delivering restorative practice and 'Doing simple things well' (O9, O10, O14, O15, O17, O18, O22)
- Restorative practice training available and accessed by partners
- Audit sampling of cases completed, targeted training programme developed from audit findings. Revised pre-birth policy and pathway approved at Kirklees Safeguarding Board (O16)
- Multi-agency training and development programme for shared CiN, CP Conferences and Core groups in place (O12, O13, O14, O15)
- Leadership development programme in place, monthly development sessions, mentoring and coaching in place

What difference has it made?

- Senior leaders work closely with frontline managers to develop their management practice and quality assure their work – for example service managers now observe team managers and discuss the learning in a reflective review
- In frontline practice restorative approaches are beginning to have more influence on everyday working. Feedback from a staff focus group told us: *"We have been able to be really open and say 6-12 months ago things weren't so good, things weren't positive and we didn't feel valued but now the general feeling is that morale is much better and there is much more of a stronger team ethos."*
- Better joint working and decision-making within social work are improving the response to pre-birth concerns. This can be seen in data from the Front Door. An improved policy and better shared understanding of practice is leading to fewer contacts, and better decision-making about risk at the Front Door is leading to less contacts and fewer referrals to social work and assessments
- Quality of assessments and plans has improved due to reduced caseloads and the engagement and effort from social workers towards learning and improvement. Evidence from audits, reflective supervision, CP chairs and IROs suggests most assessments and plans are adequate, and a growing proportion show the rigour, depth and analysis to be judged good or better

Performance will be kept in view through

- Monthly and weekly performance reporting on caseloads
- Annual temperature check via corporate staff satisfaction survey and annual social work health check
- Supervisions and appraisals
- Staff turnover and sickness levels
- Ongoing dialogue with trade unions

Priority 6: Practice

What we are aiming for:









- Consistent application of practice standards; all cases will evidence high quality assessments, plans and recording (O9, O10,)
- Statutory timescales for conferences, meetings and decisions are met and exceeded, drift and delay is eliminated (O14, O15)
- All staff receive monthly supervisions which are reflective, highlight good practice and identify learning and development needs and opportunities (O2)
- All staff receive a high quality annual appraisal (O2)
- Shared values and model of practice in place across Kirklees Children's Services
- Improved staff and management confidence, skills and knowledge
- Improved multi-agency working in key activities for children in need of help and protection (O16)
- Children, young people and their families receive the right support and service at the right time to meet their needs

How we will do this:

- Deliver a Strengthening Practice programme which builds on the previous training and learning of 'Doing simple things well'. We will focus on three key themes (obsessions) – recording, assessment and planning - ensuring ethnicity and diversity is clearly recognised in assessment and care planning, enabling the lived experience of the child and cumulative risk to be identified
- Continue to develop practice leadership for social work managers through the restorative learning sets for service and team managers
- Identify, evaluate, agree and implement training for relevant staff to increase quality of child protection strategy meeting recording, eg ABE training (O14)
- Undertake Initial Child Protection Conference process mapping to identify opportunities to improve timeliness of meetings being undertaken
- Undertake further work with partners to refine pre-birth process and pathway
- Work with KSCB to support the development of a training programme and business plan which improves delivery, governance and oversight of Working Together training, Core Groups, CiN meetings and CP conferences (O15)
- Work with the transition team to strengthen and improve transition planning for children with disabilities and their families
- Work with partners to strengthen and improve CETR and SENACT pathways and processes

How we will know we are succeeding:

- Proportion of (a) Kirklees staff and (b) partner staff trained in restorative practice and Strengthening Practice training
- Proportion of those training who report high quality and impact of training
- Audit shows increasing quality and timeliness of assessments and planning
- Proportion of Child in Need reviews completed within 6 weeks
- Proportion of core groups completed within 20 days
- Proportion of children with a protection plan visited in the last 4 weeks
- Proportion of children with child protection plan visited within 2 weeks
- Proportion of children with child protection plan seen alone
- Outcome of SEND Inspection

PRIORITY 6 – Practice					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Deliver a Strengthening Practice programme which builds on the previous learning focusing on the three obsessions- recording, assessment and planning - ensuring ethnicity and diversity is clearly recognised in assessment and care planning, enabling the lived experience of the child and cumulative risk to be identified	Ophelia Rix				
Continue to develop practice leadership for social work managers through restorative learning sets for service and team Managers	Ophelia Rix				
Identify, evaluate, agree and implement training for relevant staff to increase quality of child protection strategy meeting recording, eg ABE training	Ophelia Rix				
Undertake Initial Child Protection Conference process mapping to identify opportunities to improve timeliness of meetings undertaken	Ophelia Rix				
Undertake further work with partners to refine pre-birth process and pathway	Charlotte Jackson				
Work with KSCB to support the development of a training programme and business plan which improves delivery, governance and oversight of Working Together training, Core Groups, CIN meetings and CP conferences	Ophelia Rix				
Work with transitions team to strengthen and improve transition planning for children with disabilities and their families	Christine Bennett				
Work with partners in health and education to strengthen and improve CETR and SENACT processes and pathways (links to longer term Integrated Commissioning)	Christine Bennett				

Priority 7: Voice of the Child

Strategic Responsibility: Ophelia Rix – Head of Safeguarding, Quality Assurance and Principal Social Worker

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

Key improvement actions delivered	What difference has it made?	Performance will be kept in view through
<ul style="list-style-type: none">• Task and finish group set up across Children’s Services, undertaking review of how the council engages with children and young people across Kirklees• Timeliness and quality of response to complaints from children and their families has improved, with learning taken on board by managers. Managers and the wider service have been trained in improved complaint resolution. A Children’s Rights service is readily available to support children to make complaints and to advocate on their behalf (O4)• Care experienced young people from the Care Leavers Forum and Children in Care Council attend the Corporate Parenting Board and are beginning to influence strategic planning.(O8)• ‘Mutual Respect’ training delivered by care experienced young people to staff	<ul style="list-style-type: none">• Ofsted inspectors report that families have told them their contact with children’s social care has been improving• Senior managers now have oversight of complaints, which is facilitating complaint resolution at an earlier stage and lower level. 100% of child complaints responded to within 10 days; a reduction in the overall average response time and an improving trend in the complaints resolved within statutory timescales. 96% of complaints are now resolved informally, and there has been a sharp reduction in higher stage complaints and Ombudsman cases (O4)• Housing and Allocation policy has taken into account the experiences and challenges faced by children leaving care and have written into policy changes which will improve housing options for care leavers (O4)	<ul style="list-style-type: none">• Proportion of complaints processed within agreed standards• Complaints monitoring and annual report• Children’s Rights advocacy monitoring.

Priority 7: Voice of the Child

What we are aiming for:

- To strengthen arrangements for involving and empowering children and young people and their families across Children's Services, ensuring every child has a voice
- The voice of the child will be central to all we do; practice, processes and planning properly and consistently to engage, involve and reflect children's and young people's needs, views and goals (O11, O10)
- To strengthen the role of children and young people in Kirklees partnership arrangements (O8)




How we will do this:

- Via the Voice of the Child task and finish group we have worked with partners across Kirklees including CPFS, Learning and Education and the Democracy service to understand how, across Kirklees, children and young people are engaged as individuals and as a collective, what tools are used, where there is duplication and where gaps are. Our next steps are to work with partners to take this information and develop a framework which sets out a cohesive approach to engagement and involvement. The output of the Voice of the Child task and finish group will be used as the basis of our voice of the child improvement plan. The plan will be agreed, implemented and will set out how we are going to empower and strengthen the involvement of families
- Restorative practice training already delivered will be embedded and built on via the Strengthening Practice development programme. 'Total Respect' training is part of the ASYE learning and development pathway during their first 12 months. This training is delivered by care experienced young people and aims to help social workers engage better by sharing their experiences of what we do, how we do it and how it makes them feel. We will review take up and effectiveness of this training, identify and implement actions to improve. In addition we will agree a training programme about the voice of the child as part of the learning pathway, to be undertaken in the first three months (O10, O11)
- In order to get a better understanding of the impact and experience of our services on young people and their families, we will undertake a regular programme of analysis that captures feedback from young people throughout their journey, from Early Support to Front Door and all the way across the service

How we will know we are succeeding:

- Audits will show improvements in reflecting and recording the needs, views and goals of children and young people in assessment and planning
- Children achieve the outcomes agreed in their plans
- Data development – how do we show success for empowering and strengthening family, children and young people involvement
- Data development - As a partnership, how do we show success for strengthening the role of children and young people across Kirklees
- Quarterly audit
- Feedback from young people, children and families including those with additional needs and PCAN

PRIORITY 7 – Voice of the Child

What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Voice of the Child task and finish group to produce a Voice Improvement Plan which incorporates a cohesive framework about engagement and involvement of children, young people and their families, both as individuals and as a collective	Ophelia Rix				
Agree and implement a voice of the child training programme as part of the learning pathways	Ophelia Rix				
Establish and implement a regular programme of analysis that captures feedback from young people throughout their journey, from Early Support to Front Door and all the way across the service	Ophelia Rix				

Priority 8: Strategic Leadership

Strategic Responsibility: Director of Children's Services

Research and inspection in Children's Services has shown the importance and impact of high quality leadership. Ofsted's annual report in 2016 focused on the key role of leadership in driving change and improvement. As the HMCI Sir Michael Wilshaw put it: 'Ofsted has seen effective leadership transform the quality of work with children: leaders with a firm grip on practice at every level, who make sure vulnerable children don't have to wait for help and that frontline professionals have enough time to work with every family on their caseload'. Children's Services leaders need to focus on 'creating the conditions for success' – ensuring there is a strong culture of child focus, learning and improvement, clear direction and support for professionals and the right partnerships and resources in place to support services. Kirklees has had too many changes to leadership and Ofsted were critical in their inspection in 2016. The approach to leadership used in authorities like Leeds, West Berkshire and Stockport – a focus on relationships and whole system change - has been shown to have a big impact leading to rapid improvement. This approach will be adopted in Kirklees and will benefit from additional support and expertise from the DfE-funded Leeds Relational Practice Centre.

Key improvement actions delivered

- Strategic leadership for Children's Services both in the interim and to support longer term improvement in place. Recruitment has taken place for permanent DCS following positive feedback from the DfE
- Leadership structure reviewed and implemented, leadership team in place
- Restorative practice model shared with wider partnership, access to training made available for key partners
- Leadership development programme in place for Children's Services managers
- Access to coaching and mentoring in place

What difference has it made?

- As reported in the most recent monitoring visit, the senior leadership have a comprehensive shared understanding of where the service is, how improvements are progressing and where focus needs to be going forward. As the senior team has become established, it has developed collaborative learning events on key issues to reflect on progress and practice and to develop shared improvement plans
- The clarity, cohesion and restorative approach of the senior team has resulted in staff reporting improved morale, feeling supported and listened to and, most importantly, they are engaged with a strong sense of empowerment. Staff feel they are encouraged to come up with new and better ways of doing things. Due to its successful implementation in Children's Services, the restorative approach is being rolled out across the organisation (see Corporate Plan)
- There are restorative action learning sets and regular leadership sessions in place. Supervisions are taking place with improved emphasis on reflective supervision. Audits show this is having a positive impact on quality, although there is still a way to go to achieve consistency across the piece. Good practice is being highlighted as well as areas for development. This needs further improvement and is picked up in Practice

Performance will be kept in view through

- Children's Scrutiny Board reporting
- Corporate Parenting Board
- Recruitment and retention rate
- Proportion of local leaders and key partner agencies who report improved confidence in Children's Services leadership
- Performance managements of senior leadership team - appraisals for example

Priority 8: Strategic Leadership

What we are aiming for:

- A leadership with a clear vision of the direction in which it wishes to travel and the standards of service it wishes to deliver
- Leadership that creates the conditions for the Kirklees vision for children and young people on a sustainable basis and engages key stakeholders
- Work to create an environment where good quality social work and safeguarding can flourish. Focuses on achieving consistency and quality in practice across the borough
- Ensuring clear priorities for Children's Services are articulated and shared across the partnership and roles and accountability are clear
- Ensuring that the commitment to
 - *Working with people*
 - *Making a difference*
 - *The voice of the child*is at the heart of relationships and practices in Kirklees

How we will do this:

- Work with the chief executive and Portfolio Holder for Children's Services to provide strategic and collaborative leadership of services that impact on children, young people and their families, converting policy, direction and statutory plans into strategy and action
- Work collaboratively to ensure multi-agency response and approach is child centred in order to support delivery of the best outcomes
- Oversee the strategic framework and ensure the development of policy to support the best possible services for children and young people, appropriately balancing improving outcomes with statutory responsibilities
- Work with the management team to deliver an effective workforce plan, management culture and practices for Children's Services reflecting the council's behaviours
- Take shared responsibility for the effective corporate management and transformation of Children's Services, developing a strong positive local, regional and national presence to represent outcomes for children in Kirklees

How we will know we are succeeding:

- Delivery against Corporate Plan and Priorities
- Outcome of full inspection and monitoring visits
- Annual social work health check
- Annual corporate staff survey
- End of partnership arrangements – substantive DCS in place and withdrawal of support from Leeds
- Ceasing of Improvement Board due to confidence in Kirklees Children's Services and leadership from Ofsted, members and key partners

Priority 9: Partnership

Strategic Responsibility: Kirklees Safeguarding Children Board – Sheila Lock

Success and change in Children's Services relies on strong and effective partnership working – children and families need joined up working between all local services and these services need to be shaped and funded collectively if they are to succeed. Many of the issues raised by Ofsted and the problems identified in Kirklees have related to the effectiveness of partnership working in recent years. There is a strong commitment by partners and a key aim of the Improvement Plan must be to make best use of this to improve outcomes for children and young people.

Key improvement actions delivered

- Shared culture, values and vision across Kirklees Children's Services agreed.
- Shared understanding across Children's Services and partners of level of need, thresholds, referrals and suitable response through the development and rollout of the KSCB Decisions Framework
- Senior managers attend KSCB, there are regular meetings with the chair and board manager and Children's Services
- Work with partners on developing and strengthening 'hub' arrangements and development of the strategy for Early Support
- Improved partnership arrangements in place for key areas, Operation Encompass (domestic violence)

Improved information sharing and communications across the partnership

What difference has it made?

- Partnerships and multi-agency working are improving. Better leadership and communication from Children's Services at an area and locality level is helping to rebuild relationships and encourage co-operation and engagement from key partners. This is having an impact at both a strategic level - such as policy changes for pre-birth assessments agreed through the Safeguarding Board - to day-to-day practice, as seen in improved involvement from key partners such as the police, NHS and schools at the Front Door and in key processes such as core groups
- In partnership with KSCB, restorative practice has been made available to key partners, in conjunction with the improved Front Door Duty and Advice process and the KSCB Decisions Framework. There is evidence that more quality conversations between professional and social workers are taking place

Performance will be kept in view through

- Improvements to practice in key areas of joint working – CP processes, domestic violence, Early Support
- KSCB Board
- Children's Scrutiny Board
- Children's Improvement Board

Priority 9: Partnership

What we are aiming for:

- Children getting the best start in life is everyone's business. Children's Services and partners consistently and confidently do the right things for children, young people and their families
- A shared approach and collective understanding of contextual safeguarding, which includes child sexual exploitation, peer on peer violence and abuse, modern day slavery, harmful sexual behavior, peer on peer violence and abuse including gangs and groups, criminal exploitation
- To inform local service provision and share good practice, enabling appropriate support, intervention and protection to children, young people, parents, carers, friends and communities via a multi-agency child-friendly, child centred, whole-family approach - empowering children and communities to better protect themselves
- To prevent children being vulnerable to harm and abuse from going missing and to prevent children experiencing or continuing to experience exploitation, peer on peer abuse and modern day slavery by reducing vulnerability and proactively responding to information and intelligence shared about individuals
- Clear Improvement Plan and good progress for strengthening role of Kirklees Safeguarding Children Board
- Collective investment across services in shared priorities , commissioning and plans

How we will do this:

- A Risk and Vulnerability Strategy and action plan will be developed and implemented by the KSCB. The strategy will include the strategic objectives of the West Yorkshire Contextual Safeguarding Strategic Group which aims to support local partner agencies, through common working arrangements, training and development opportunities and intelligence gathering and analysis, to aid working together more effectively
- Establish comprehensive and accurate 'Profiles' to ensure identification of individuals or groups, locations and patterns and trends across borders, to inform local partnership understanding and enable swift, co-ordinated multi-agency responses to effectively safeguard children and prevent, divert or prosecute those who facilitate and/or seek to exploit and abuse
- Use information intelligently to inform successful prevention, diversion and prosecution of those who seek to facilitate and/or perpetrate the exploitation, abuse and harm of children and young people and, where any offences relate to young people, ensuring that children are responded to, supported and if necessary prosecuted, with a child-centred approach
- Further work with partners to refine pre-birth process and pathway. We will expand the scope to include how we can work together to improve outcomes for women who experience multiple removals (O16)
- We will jointly work with KSCB to review and refresh if appropriate their Improvement Plan, ensuring there is correlation and shared direction between both Children's Services and KSCB Improvement Plans
- Build on existing collaboration to improve commissioning through the Integrated Commissioning Strategy

How we will know we are succeeding:

- Partners report improved satisfaction and confidence in partnership arrangements and joint working
- Partners report improved confidence and knowledge of key local safeguarding policies and services including 'thresholds' and local hubs
- Audit and data show improvements to practice in key areas of joint working including CP processes, domestic violence and CSE

PRIORITY 9– Partnership					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Repeat Removals					
Design and implement a Kirklees model of support to parents who have had multiple children removed at birth					
Risk & Vulnerability					
Develop and implement a Risk and Vulnerability Strategy and action plan by the KSCB	Ophelia Rix Sheila Lock				
Integrated Commissioning Strategy *					
Develop Community Hubs, providing a vehicle for the delivery of a broad range of place-based children and family services by bringing together and making the most of all the resources in an area that support children and families	Tom Brailsford				
Develop service model to deliver the Thriving Kirklees programme for children and young people’s mental health and wellbeing, covering the whole spectrum of agencies/services, eg Home-Start, Family Nurse Partnership, CAMHS/LAC/CSE, and Nurturing Parents, ensuring a continuum of support to improve outcomes	Elaine McShane Jo-Anne Sanders				
Develop the model to ensure that children and young people who have an Education, Health and Care Plan receive integrated, seamless support covering the whole spectrum of services, eg educational support, therapy services such as physio and speech and language, mental health services, personal budgets, ensuring a continuum of support to improve outcomes	Rachel Spencer Henshall				
Review current commissioning teams/arrangements for children/adult commissioning across health and care	Helen Severns				
* Integrated Commissioning Strategy is not in scope of Children’s Improvement Plan to deliver. However it does have linkages and dependencies on outcomes for children, young people and families and therefore is in view	Simon Baker				
	Matthew Bardon				
KSCB Improvement Plan					
Review and refresh the KSCB Improvement Plan, ensuring there is correlation and shared direction between both Children’s Services and KSCB Improvement Plans	Ophelia Rix Sheila Lock				

Priority 10: Performance and Quality Assurance

Strategic Responsibility: Ophelia Rix – Head of Safeguarding, Quality Assurance and Principal Social Worker

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

Key improvement actions delivered

- A refreshed Performance and Quality Assurance framework implemented, covering learning and improvement, restorative practice and doing the simple things, learning from complaints and dispute resolution process (O3, O4, O6)
- Through consultations with teams, an improved programme of regular and high quality performance reporting has been rolled out. This includes analysis for key stakeholders including front line managers, senior managers, Corporate Parenting Board, KSCB, and Children’s Improvement Board (O5, O8)
- Outcome Based Accountability framework adopted for performance reporting and quality assurance
- Liquidlogic has been developed to ensure it is fit for purpose going forward, E-Learning and classroom training is in place, as well as support on the ground when the system goes live. Additional resource has been committed to support the critical transition phase (O7)

What difference has it made?

- The new Performance and Quality Assurance framework has enabled a shift towards a shared culture of learning and improvement, with frontline staff and managers having influenced the learning audit and performance reporting framework. This highlights the success our restorative approach is having
- New case audit system – all families subject to child protection plans have been audited in recent months. All managers are supported and engaged in the process, and this is evident in discussion where all managers refer to the findings and insight of their recent audit activity
- Regular and accurate information is available to frontline teams and strategic management which informs practice improvement and learning. Refinement of regular, extensive performance reporting – weekly reports on key areas of activity or issues such as caseloads, with detailed ‘drill-down’ information by team. Weekly reports are supplemented by more evaluative monthly reports. Performance reporting is used to help managers get a grip on drift and delay
- Outcome Based Accountability in both strategic and frontline performance reporting is creating a culture that puts the child and family at the heart of the service by understanding the ‘so what’ of our interventions and actions – what difference we are making. There is further work needed to embed this
- Liquidlogic implementation is on track. Practitioners are familiar with the timetable for implementation and understand what is required for a smooth and successful transition

Performance will be kept in view through

- Monthly and quarterly audit reports
- Doing the simple things well reports
- Supervision and supervision audits
- Direct observation
- Recording and monitoring of compliments and complaints
- Annual Quality Assurance report
- Dispute Resolution process monitoring

Priority 10: Performance and Quality Assurance

What we are aiming for:







- Outcomes focused quality assurance is systematically embedded across the service and has a direct impact on practice and outcomes for children and their families (O3, O4, O6)
- Effective review, challenge and scrutiny of the council's overall performance as Corporate Parent. Reviewing Officers and Child Protection Chairs will ensure concerns highlighted are resolved in a timely way so every child in care and every child subject to a child protection plan has their wishes, views and feelings recognised and acted on (O3)
- Ensure that all child protection conferences are held to statutory timescales and that planning meetings, including core groups and child in need meetings, are held as required (O15)
- High quality data reports that enable reflection, learning and improvements (O5)
- A restorative learning culture is embedded where practitioners and managers feel comfortable and confident to give and receive high support and high challenge
- Practitioners and managers are skilled and confident in using Liquidlogic to enhance their practice
- A shared culture of reflection, learning and improvement

How we will do this:

- Revision and strengthening of Doing the Simple Things Well report in consultation with the management team to ensure there's a shared understand of the importance and benefits proactive performance management brings in tackling drift and delay and to promote good practice and reflection
- Enhanced restorative practice training for Independent Reviewing Officers and Child Protection Chairs
- Strengthen use of performance data by Independent Reviewing Officers and Child Protection Chairs to challenge drift and delay
- Undertake process mapping with Child Protection Chairs to identify opportunities to improve planning practices, for example setting core group dates at Initial Child Protection Conference
- Further work with teams to analyse complaints, to promote a more family focused and restorative approach to complaints management as well as embedding the use of learning outcomes
- Strengthen audit reporting to enable improved understanding of learning outcomes
- Implement Liquidlogic training programme, accommodating a range of learning styles, with ongoing structured support in the lead in, implementation and post go-live period

How we will know we are succeeding:

- Proportion of learning audits completed and completed/returned on time
- Proportion of Doing the Simple Things Well reports completed
- Proportion of audits achieving Outstanding and/or Good
- Proportion of complaints answered within service standards
- Liquidlogic success measures
- Dispute resolution process monitoring

PRIORITY 10 – Performance and Quality Assurance					
What	Lead	Timeframe			
		Q3 18/19	Q4 18/19	Q1 19/20	Q2 19/20
Revise and strengthen Doing the Simple Things Well report in consultation with the management team to ensure there's a shared understanding of the importance and benefits of proactive performance management in tackling drift and delay and to promote good practice and reflection	Ophelia Rix				
Undertake enhanced Restorative Practice training for Independent Reviewing Officers and CP Chairs	Ophelia Rix				
Strengthen use of performance data by Independent Reviewing Officers and CP Chairs to challenge drift and delay	Ophelia Rix				
Undertake process mapping with CP Chairs to identify opportunities to improve planning practices, for example setting core group dates at Initial Child Protection Conference. Implement improvements	Ophelia Rix				
Undertake further work with teams to analyse complaints to promote a more family focused and restorative approach to complaints management, as well as embedding the use of learning outcomes	Ophelia Rix				
Strengthen audit reporting to enable improved understanding of learning outcomes	Ophelia Rix				



Name of meeting: Children's Scrutiny Panel

Date: Monday 12th November 2018

Title of report: Children's Disability Service Update

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 the safeguarding of children and young people with additional needs including those with a disability.

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 Strategic Director & name	Elaine McShane 1/11/2018
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 and the proposed considerations that improve the quality of practice, and the safeguarding of children and young people with additional needs including those with a disability.
- 1.2 *Aiming High for Disabled Children (AHDC): Better support for families* was established in 2009 to improve service provision across the board for disabled children and their families, and enhance equality and opportunity for them. The programme focused on three priority areas to improve the lives of disabled children and their families which included access and empowerment: clear standard of service provision; responsive services and timely support: health, social care and education providing coordinated, timely, integrated service provision and improving quality and capacity: increasing the provision and quality of key services including short breaks and childcare provision
- 1.3 On the 1st September 2014 the Children and Families Act came into effect and with it a raft of reforms and new duties on local authorities for how services and support are delivered for disabled children and young people and those with Special Educational Needs (SEN).
- 1.4 In 2016 following consultation with disabled children, young people and adults, and their parents and carers had told us that joined up services across all ages would help improve support to disabled people, work began on developing an All Age Disability Service.
- 1.5 In April 2018 agreement was given for the operational and strategic direction of Children's Disability Service (CDS) to be realigned to children services with accountability to return to the Service Director, Child Protection and Support however the key principles that underpinned the decision taken in 2016 would remain through the governance structure of 'All Age Disability' strategic board chaired jointly between adult and children service directors.
- 1.6 To ensure all opportunities for improvement are identified and actioned a project has been established to review the service with an intent to create a children's disability service that puts the voice and needs of children and young people at the heart of practice and provides a learning environment that gives staff the confidence and skills to make the right decisions.
- 1.7 The review will be delivered using the following principles:
 - ❖ Working with People (Not 'doing to' or 'for')
 - ❖ Working with Partners
 - ❖ Working for Outcomes
 - ❖ Business-Like
 - ❖ Accountable
 - ❖ Collaborative and 'Joined up'

- 1.8 To achieve these objectives we will consider review of the following areas
- a) Children's Disability Service (CDS) staff work in accordance with Children's Service Practice Standards ensuring statutory requirements for children subject to Children In Need (CIN), Child Protection (CP) and Children Looked After (CLA) are met
 - b) Sufficient numbers of appropriately qualified and trained staff are employed to deliver a CDS that is fit for purpose
 - c) Referrals to CDS are relevant and appropriate and families can see clear pathways for support
 - d) Children, young people and their families receive the right service and support at the right time

New enquiries relating to children with disabilities returned to Duty and Advice team in July 2018, enabling a consistent and timely response to families and professionals. Children who required consideration for legal intervention and/or permanency planning were aligned with Assessment & Intervention (A&I) and Looked After Children teams through the Legal Gateway and Permanency Planning meeting chaired by the Heads of Service.

- 1.9 The service changes will improve the quality and timeliness of service provision to children who have a disability and their families. The service change will enable staff to have access to the same level of support and development opportunities within their current roles but also in supporting career development to move into other areas of children services should they wish to do so. Improved managerial oversight and decision making will ensure workers feel safe to practice and appropriate plans are in place for children. The service changes also provides a clear line of accountability from social worker to director.
- 1.10 The review will consider the breadth of social care interventions that could appropriately support families which reflects their needs and circumstances where a family may not wish to approach a social work team, whilst acknowledging that the Children Act 1989 definition of a Child In Need and the right of assessment through this process.
- 1.11 The review will support more joined up responses to the delivery of outcomes for children and young people that represents their holistic needs and can be appropriately linked to the range of plans in place but specifically in relation to good quality education, health and social care plans (EHCP)
- 1.12 The review will ensure that any short breaks offered to children, young people and their families is placed within any required statutory framework, for example, if children are accommodated outside of the family home that we provide understanding to parents about our statutory responsibilities to their children and the limitations of our interventions, such as child who requires accommodation in excess of 75 nights, would be considered a Child Looked After but the amendments that can be made that ensure their parental responsibilities are maintained.
- 1.13 The review will provide data and projections for services to disabled children which will support how resources are distributed. This will include the financial implications for the service for forthcoming years to ensure successful transitioning and service delivery into adulthood

2 **Implications for the Council**

- 2.1 The Council will continue to apply eligibility criteria and the right to assessment and access to services will continue to be determined via assessed need.

3. **Consultees and their opinions**

- 3.1 We are currently consulting with PCAN (parent carer forum), partner agencies are represented throughout our discussion and attend the Project Board, and trade unions.

Our current actions are being met positively

4. **Next steps**

- 4.1 The review will progress and will provide recommendations and authorisation of any changes in practice through the formal flight path arrangements

5. **Officer recommendations and reasons**

Not applicable

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

Not applicable

7. **Contact officer**

Christine Bennett

Christine.bennett@kirklees.gov.uk

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

- 9.1 Not applicable

10. **Service Director responsible**

Elaine McShane

Service Director

Family Support and Child Protection