

KIRKLEES HEALTH & WELLBEING BOARD	
MEETING DATE:	02/03/2017
TITLE OF PAPER: Children's Improvement Programme	
1. Purpose of paper	<p>To bring in view the Children's Improvement Programme work to members of the H&WBB and to ensure that priority activity is understood along with the key timescales. This programme of work requires members to ensure improvement work is linked and progress monitored through the recently established Improvement Board.</p> <p>The board are being asked to;</p> <ul style="list-style-type: none"> • Help shape our local response to this key strategic issue • To own and embed the improvement agenda within your own organisation and practice.
2. Background	<p>A rigorous internal review of Family Support and Child Protection Services began in late 2015. This arose from a number of factors including a Safeguarding Board audit of practice carried out in August 2015.</p> <p>The consequent wholesale review included audits, case discussions, direct observations of practice and a number of external reviews. In summary, significant deficits were identified across the service that we recognise were systemic and cultural.</p> <p>In May 2016 Kirklees Cabinet endorsed a report which outlined the areas for improvement and a Development Plan which was put in place to address them.</p> <p>In September 2016, Ofsted carried out an unannounced inspection of Kirklees Council's Child Protection Services which occurred in month 7 of the above improvement journey. The four-week inspection focused on local services for children in need of help and protection, looked after children and care leavers.</p> <p>Following the publication of its Single Inspection Framework report on 25th November, (Ofsted Inspection Report) the report also highlighted a number of known concerns about standards of practice in Kirklees and gave the Council an overall judgement of 'inadequate' with separate judgements in the following areas:</p> <p>Help and Protection – Inadequate LAC – Inadequate Adoption – Requires Improvement Care Leavers – Requires Improvement Leadership Management and Governance– Inadequate Kirklees Safeguarding Children Board (KSCB) – Inadequate</p> <p>Ofsted have made 27 recommendations of which our improvement plan is based.</p> <p>The Secretary of State has appointed a Commissioner to work with the Council until the end of March 2017. Following this the Commissioner will make a recommendation to the Minister about the future of Children's Services in Kirklees. The Council's task is to satisfy her that we have the leadership and management capacity and skill to make the changes that are required. The Commissioner will:</p> <ul style="list-style-type: none"> • Make recommendations for the immediate improvement of Children's Social Care,

including additional support required.

- Review our leadership and management capability and capacity to drive the changes we need.
- Make a recommendation to the Secretary of State about whether alternative arrangements would be the most effective way of achieving long-term improvement.

3. Proposal

The Council and Children's Services fully recognise that delivering the level of complex change needed will require us to have a clear programme in place, and to utilise recognised project and programme management techniques. The work that needs to be done is extensive and complex, with a clear requirement to deliver in close collaboration with statutory and non-statutory partners, manage numerous dependencies and deliver the required improvements within a financial envelope that is affordable for the Council and its partners.

In order to manage this large and complex scope of work, the programme has 4 key projects of work that are the 4 main themes of the Children's Improvement Plan. These are;

Theme 1: Children who need help and protection

Theme 2: Leadership, Management and Governance

Theme 3: Children looked after and achieving permanence

Theme 4: Effectiveness of the Kirklees Safeguarding Children Board

Each of these projects, in turn, will deliver against multiple recommendations from the Ofsted report. It is also important for us to understand how each priority links to wider transformation projects that the Council is undertaking, such as delivering services Digitally by Design, developing a Mobile and Agile workforce, undertaking Organisational Development activity and adopting an outcome based, intelligence-led approach.

Governance

Governance for the Children's Improvement Programme is being politically led, with clear links into the Leadership Management Team and Cabinet via Councillor Erin Hill, Portfolio Holder for Family Support and Child Protection. The programme also has strong cross-party support, with clear commitment from all group leaders to support the improvement process.

We are developing project plans for each of our key priorities that include outcomes, benefits, risks and mitigation, budget, resources and costs and performance measures. Each plan will be linked in to the governance structure and provide regular progress reports and a process for risk and issue escalation. The governance arrangements will support a cycle of accountability that will be clearly measurable, owned and evidenced.

Improvement Board

The Improvement Board (IB) is the key partnership body with ownership of the improvement plan and responsibility for its delivery across the district. It is made up of strategic representation from partner agencies, working to agreed terms of reference. The IB is where all agencies will be constructively challenged and held to account for progress.

Getting to Good Programme Board

This is an operational group of key officers brought together to monitor, challenge, support and oversee the progress of the Kirklees Children’s Improvement Plan. The GTG Programme Board is accountable to, and reports directly into, the Improvement Board.

Sponsorship Role

Each of the four improvement plan themes will be ‘sponsored’ by a senior leader from the Council, VCS partnership, Clinical Commissioning Group and Police. The sponsor is not accountable for the delivery of their sponsored area. The role is to provide challenge and oversight over the areas of work associated with the sponsored area. The purpose of this arrangement is to ensure that partners fully participate in the plan and provide their unique insight and expertise across the broad range of development activity. This approach will ensure that senior leaders take an active interest and the board fully draws on and applied their collective experience.

The governance arrangements will be underpinned by a reporting cycle that ensures detailed progress reports against the priorities and Ofsted recommendations are provided.

Improvement Plan

In order to manage this large and complex scope of work, we have developed our improvement programme around four key themes. To ensure that the plan directly addresses the findings of our Ofsted inspection, we have structured our improvement plan around the four themes in the Single Inspection Framework, each of which clearly addresses a number of Ofsted recommendations:

Theme	Alignment to Ofsted inspection recommendations
Theme 1: Children who need help and protection	1, 2, 6, 9, 10, 11, 12, 13, 14 and 15
Theme 2: Children looked after and achieving permanence	3, 4, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25 and 26
Theme 3: Leadership, Management and Governance	5, 7, 8, 12 and 27
Theme 4: Effectiveness of the Kirklees Safeguarding Children Board	KSCB recommendations 1-10

4. Financial Implications

The Council has already made a significant financial contribution to Children’s Services to support improvement activity and will continue to make targeted investments, in line with the Improvement Plan, to improve the outcomes being delivered for children in Kirklees. Finance capacity will be pivotal to ensure that there is a clear and structured financial strategy that sets out the costs associated with realising the ambitions of the improvement plan.

FORMAT FOR PAPERS FOR DISCUSSION AT THE HEALTH AND WELLBEING BOARD

A financial strategy is currently being developed in conjunction with Debbie Hogg, Assistant Director for Finance and Performance, that sets out the costs of the improvement work and recognises the financial pressures these place on the council as a whole. The Council's revised Medium Term Financial Plan recognises that there are considerable financial pressures currently being borne by the council and additional support requirements need to be fed into the budget process for 2017/18.

5. Sign off

Gill Ellis
Director for Children's Services

6. Next Steps

A draft of the Improvement Plan has been circulated to members of the Improvement Board in time for sign off at the Improvement Board on 6th March and for endorsement of Council Cabinet on 7th March before submitted to the DfE on 9th March 2017.

The Commissioner is due to report her findings to the Minister at the end of March 2017.

7. Recommendations

Members of the H&WBB to have in view the work of the Children's Improvement Programme and ensure the following;

- Cascade Children's Improvement Newsletter
- To look at the Improvement plan once disseminated
- Identify and understand which actions relate to areas of work linked to H&WBB
- Inform the Improvement Director via the Children's Improvement Programme Manager of cross cutting work so it is captured in the project plans for the programme.

8. Contact Officers

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