



**Children and Young People Scrutiny Panel Safeguarding  
Commission Progress Report**

**January 2011**

## CONTENTS:

Introduction	Page 4
Background	Page 4
Children and Young People Scrutiny Panel	Page 5
Monitoring of Recommendations and Progress	Page 6
Prevention and Early Intervention	Page 7
Child Protection Conference System and Child Protection Plans	Page 9
Assessment and Care Management	Page 9
Multi-Agency Working	Page 10
Social Care Workforce Issues (Workloads & Pressures)	Page 10
The Safeguarding Board	Page 12
Serious Case Reviews	Page 12
Progress Highlights	Page 13
Areas of Concern	Page 15

Panel Conclusions & Recommendations	Page 16
Progress in Implementing Recommendations	Appendix 1

## **1. Introduction:**

- 1.1 This report sets out the progress that has been made to date against the recommendations made by the Kirklees Safeguarding Commission Scrutiny Panel. Since the report's publication in August 2009, the Children and Young People Scrutiny Panel have been maintaining an overview of the recommendations.
- 1.2 The Panel has heard some positive progress but there are number of areas that still need attention (see pg 13-15).
- 1.3. The Panel will continue to receive updates on the progress of the recommendations as part of its work programme.

## **2. Background:**

- 2.1 In Autumn 2008, the then Lead Cabinet Member for Children and the Director of Children's Services conceived the idea of establishing a Commission into Safeguarding. The Commission into Kirklees Safeguarding Services was established by Kirklees Council's Cabinet in February 2009, in the Council's capacity as lead agency for safeguarding children in Kirklees.
- 2.2 The terms of reference for the Commission included:
  - The effectiveness of the Council's Child Protection Services.
  - The quality of service provided.
  - The identification and prevention of maltreatment to children.
  - The training and procedural guidance for all agencies involved.
  - Scrutiny and accountability, (including external evaluation and the role of key elected members, senior officers and managers)
  - The effectiveness of the Safeguarding Board, (including learning from serious case reviews.)

This Progress Report sets out findings under the same headings as those contained in the original report.

### **3 The Children and Young People Scrutiny Panel**

#### 3.1 Membership of the Panel is:

Cllr Mahmood Akhtar  
Cllr Margaret Fearnley (Lead Member)  
Cllr Rochelle Parchment  
Cllr Carole Pattison  
Cllr Cathy Scott  
Cllr Beryl Smith  
Kirsten Barker (Co-opted Member)  
Richard Burge (Co-opted Member)  
Kate Cross (Co-opted Member)  
Margaret Dobson (Co-opted Member)

3.2 The Children and Young People Scrutiny Panel first received and considered the Kirklees Safeguarding Scrutiny Commission Report on the 3<sup>rd</sup> November 2009. The report contained 54 recommendations all subject to an action planning process within the Children and Young People service.

3.3 In September 2010 the Panel invited Lorraine Hansom, Programme Director for Safeguarding Improvements to give an update on the progress made in implementing the agreed recommendations of the report of the Kirklees Safeguarding Commission.

## 4. Monitoring of Recommendations

- 4.1 Each of the 54 recommendations is assigned to a manager within the Directorate. Monitoring of the progress against each recommendation is co-ordinated by the Programme Director for Safeguarding Improvements and achieved through regular liaison with the service and the designated manager. Progress is reported through the quarterly performance cycle to Directorate Management team and the Executive Management Group (EMG).

## 5. Progress

- 5.1 At the meeting of the Children and Young People Panel on the 16 September 2010 it was stated that 35 of the 54 recommendations had been completed in full. Where action was still required to complete a recommendation, it falls within one of the categories below:
1. There is a link to the Innovation and Efficiency programme within the Council.
  2. The action requires a longer timescale to complete.
- 5.2 For both of these categories, progress has been made and there are **no** significant concerns in being able to achieve the plans.
- 5.3 The full list of recommendations & progress made by the Children and Young People Service is attached at **appendix 1**. The Panel findings and comments are documented under each of the key areas on **pages 7-12**. The Panel's conclusions and recommendations can be found on **page 16**.

## **6. Prevention and Early Intervention**

- 6.1 There has been significant work completed around the Common Assessment Framework (CAF) and the interface with safeguarding processes. The proposed new structure for the Directorate for Children and Young People has moved this work forward, by bringing family support and child protection services together.
- 6.2 The Panel heard how the CAF along with Multi-agency working, aims to achieve full implementation of integrated working. A key element of ensuring this effectiveness is the need for successful information sharing, use of the CAF and the preCAF and successful utilisation of the Lead Professional role. The Panel heard how an authority wide data recording system had been put in place.
- 6.3 Whilst there was initial confusion about the CAF and Kirklees Council was considered to be slow in implementing the CAF there had been a successful re-launch of the CAF in December 2008. The re-launch covered awareness raising, practitioner training and training for Lead Professionals and managers.
- 6.4 The Panel were particularly interested in identifying any developmental areas within the CAF and ensuring that the CAF was being utilised consistently across the Council, partner agencies and schools. The Panel will continue to monitor this area as part of the Children and Young People Scrutiny work programme. The Panel also heard that Schools and Health services have made stronger contributions to the implementation of the CAF and utilisation of the Lead Professional role.
- 6.5 However despite this, the Panel remain concerned that the support to Lead Professionals differs enormously across Kirklees, and there is considerable reluctance of people taking up the role.

- 6.6 The Panel were also conscious that any database would need to be both confidential and accessible allowing those children and families who move frequently within Kirklees or who leave the authority altogether, to be easily followed.
- 6.7 However, the Panel is concerned that the maintenance of information and databases would be compromised with the loss of funding, but yet it is extremely important that the databases are kept up to date.



## **7. Child Protection Conference System and Child Protection Plans**

- 7.1 The Panel learned that the Child Protection Conferencing process had been reviewed and refreshed, with an emphasis on participation and strengthening contributions from agency professionals. Training has been updated and the Safeguarding Board is leading on practice innovation in the area of neglect.
- 7.2 The Panel heard that Child Protection Conferences are routinely attended by parents and carers and the Panel welcomed the work being carried out to ensure arrangements for information sharing. Under the new arrangements, information would be sought in advance, allowing information to be shared with families and carers and creating a much more informal process.
- 7.3 The Panel felt it was important that parents could easily access and understand information in order that they could be involved and have more responsibility in the decision making process.

## **8 Assessment and Care Management**

- 8.1 The Panel heard how the practice and procedures relating to social care assessment work have been tightened, and that there are stronger links with the CAF.
- 8.2 However, despite this, the Panel is concerned that Social Workers are not routinely consulting chronologies or case histories before assessing families. This is partly due to the timescale pressures on Social Workers, the inadequate IT system making it difficult to access information and the IT system's inability to support the use of chronologies in casework. Whilst Business Support Officers have been assisting the inputting of information into chronologies it is evident that some case files are extremely large and as a result the process is extremely long.

## **9. Multi-agency working**

- 9.1 The Safeguarding Board has increased capacity to support schools and new formats have been introduced to help professionals provide good information to child protection meetings.
- 9.2 Information sharing is a key element of effective Multi-agency working within safeguarding and child protection. There have been good examples of improving information sharing practices, raising awareness and challenging cautious attitudes; as well as the re-launch of the CAF providing substantial training initiatives and improvements (**see progress highlights page 13**). However, the Panel would like to reiterate the words stated by Lord Laming in the Laming Progress Report 2009 which stated that, whilst the law seeks to preserve individual's privacy and confidentiality, the Law was never intended to act as a barrier to information sharing between professionals.

## **10. Social Care Workforce Issues (Workloads and Pressures)**

- 10.1 Investment into the service has led to additional posts to support workload pressures and the Children and Young People Service is participating in national developments around social work recruitment and retention.
- 10.2 The Panel is aware that the social worker role (especially in the area of child protection) is a specialist and difficult role that requires high levels of judgement about complex issues. There are positive examples of social workers establishing effective working relationships with a wide range of professionals but many child protection social workers continue to feel unsupported and isolated and this is a concern of the Panel.

- 10.3 This lack of support and isolation, is in part, linked to the role and status of Social Workers as depicted in society. The Panel made reference to concerns documented in both the Laming Report and within the Social Work Task Force; about both negative media coverage and public opinion; and how this was damaging the reputation and status of social worker staff.
- 10.4 The Children and Young People Service is awaiting the findings from the Eileen Monroe report due in early 2011, as well as a national steer in tackling the problem. The Panel heard that all Directors of Children's Services had issued guidance to the press explaining the work of social workers.
- 10.5 The Panel welcome the recruitment of 19 more social workers and 2 advanced practitioners and that the retention of staff has improved.

## **11. The Safeguarding Board**

- 11.1 The Safeguarding Board is leading on practice and innovation in the area of neglect and has strengthened support to schools, ensuring that everyone in Schools has been appropriately trained.
- 11.2 However, the Panel remain concerned as to whether schools with high levels of child protection cases, have sufficient capacity and resources to undertake CAFs. The Panel feel there is a need to clarify the level of seniority of appropriate school staff taking on the Lead Professional role.
- 11.3 The Panel will continue to monitor this as part of the Children and Young People Scrutiny work programme.

## **12. Serious Case Reviews**

- 12.1 The Government has issued new guidance which covers the recommendations of the Commission and the Panel feel that work-stream is robust in its monitoring of action plans.
- 12.2 The Panel heard that it will be a requirement for all serious case reviews to have independent chairs and authors and that the meetings are held in public, in the interests of public scrutiny. However, this requirement has placed significant pressure on the board's budget. The Panel note that the pressures will increase if serious case reviews continue to rise at the current level.

## **13. Progress Highlights**

13.1 When reviewing the progress to date, the Panel has identified a number of areas where there has been extremely positive progress and the Panel would like to highlight the following areas:

1. 35 of the 54 recommendations made in the Safeguarding Commission report have now been completed in full and of the remaining recommendations there is no significant concerns on being able to achieve them.
2. Significant work has been completed around the Common Assessment Framework, including:
  - A successful re-launch of the CAF.
  - Awareness raising.
  - Practitioner training.
  - Training for managers and Lead Professionals.
  - Schools and the Health Service in particular have made strong contributions to the implementation of the CAF and taking up of the Lead Professional role.
3. There have been a number of good examples of improved information sharing practices, including:
  - Parents and carers being able to understand and access information and having more responsibility in the decision making process.
  - Guides of information sharing have been placed on the Kirklees Safeguarding website
  - Introduction of a positive policy in relation to information sharing
  - More awareness that 'cautious attitudes' towards information sharing need to be challenged
  - The Kirklees handbook for practitioners on integrated working and the CAF published in 2009 has made significant contributions to clarifying information sharing in Kirklees.
  - Guidance is also available through the Kirklees information Sharing Service (KISS.)

4. The Panel welcome the recruitment of 19 more social workers and 2 advanced practitioners and that there has been an improvement in the retention of staff.

## **14. Areas of Concern**

14.1 Whilst the Panel has been updated on developing areas of good practice, there are still areas that the Panel has concerns about. These concerns will continue to be monitored by the Panel as part of the Children and Young People Scrutiny Work Programme.

1. Any database used to capture information will need to be both confidential and accessible in the interests of being able to follow children and families who regularly move around Kirklees or who may leave the Local Authority altogether. Maintenance of information and databases could be compromised with loss of funding but it is imperative that databases were up to date in the interests of safeguarding children.
2. Support to those responsible for the Lead Professional role differs enormously across the service/partner agencies. This adds to the reluctance of people taking up the Lead Professional role.
3. The timescale pressures on Social Workers and the inadequate IT system make it difficult to both access information effectively and to have the ability to support the use of chronologies in casework. The Panel remains concerned that Social Workers are not routinely consulting chronologies or case histories before assessing families.
4. Social workers continue to feel a lack of support and isolation and the negative media coverage and low public opinion has had a damaging effect on Social Workers and staff reputation.
5. There is a need to ensure that schools with high levels of child protection cases have sufficient capacity and resources to undertake CAFs.
6. Barriers still remain in the practice of effective information sharing between professionals because of the cautious attitudes towards the Law and its interpretation.

## **15. Panel Conclusions and Recommendations**

15.1 The Panel recognises that significant action towards the 54 recommendations has been made. They also acknowledge the difficulties faced by the Children and Young People Directorate with the reduction in funding. However, the Panel urges that every effort is made to address the areas of concern and the Panel recommendations highlighted below:

- 1 The Panel recognises that the Lead Professional role is extremely important and recommends that work is done to both tackle the reluctance of people to take up the role, and that the level of support available to lead professionals in carrying out their role is consistent across the Council.
- 2 The Panel recommends that the information provided at Child Protection Conferences is in an accessible and understandable format so that parents and carers can have more involvement in the decision making process pertaining to their child/children.
- 3 The Panel recommends that the Cabinet and Officers give greater thought to how a greater number of social workers could routinely consult chronologies and/or case histories before assessing families.
- 4 The Panel recommends that work is continued around improving information sharing practices, raising awareness and challenging cautious attitudes to address barriers to information sharing between professionals.
- 5 The Panel recommends a targeted piece of work is carried out to assess why Child Protection Social workers feel unsupported and isolated, and to identify options to enhance this support.



### 16. Progress in Implementing Recommendations.

This section sets out the progress made against each of the 54 recommendations as stated in the Report of the Kirklees Safeguarding Commission.

#### Action Plan in response to recommendations from the report of the Kirklees Safeguarding Commission

**KEY :** GREY shaded progress areas = Completed  
YELLOW shaded areas = EMG / I&E focus

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
<b>Prevention &amp; Early Intervention</b>						
1	Clarify the location of responsibility for the assessment and support of Children in Need (section 17) within ChYPS and more widely within the Authority	DCS KSCB	KSCB manager	KSCB to link with Programme Management Board to utilise work already undertaken regarding 'Indicators of Need' to align with assessment processes.  Link ongoing work to recommendations in action plan.		A protocol has been agreed and finalised which sets out the interface between CAF and Safeguarding & Specialist Provision. Roll out now required by Duty & Assessment and Integrated Children's Services Manager.  Presented to KSCB in July 2010.  Completed - Lead staff from Safeguarding (MC) and Localities (CP) have identified and linked to recommendations.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
			Divisional Manager Safeguarding & Specialist Services Integrated Children's Services Manager	Produce and agree flow charts and protocols.	April 2010	Protocol and flow-charts produced and agreed.
				Link implementation plan to ECM Hubs.	Jun 2010	

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
2	Commission work within ChYPS to develop mutual understanding and respect for work undertaken by family support workers in Localities and in Duty and Assessment/Care management	DCS	Head of KEYS	ECM hubs in place which provide opportunities for multi-agency development	On-going	Completed
				Roll out system of identifying links and key colleagues in Children's Centres	Sept 2010	Being linked to new ChYPS structures
3	Develop a strategy to address the perceived gap in early intervention and prevention service provision for 5-11 year olds	Kirklees LPSB Programme Management Board for Integrated Working	Assistant Director for Support & Protection / Assistant Director for Inclusion	Draft Strategy to be prepared for circulation to key stakeholders	February 2010 onwards	Work is overseen by Think Family Strategic group.
				Approval by LPSB	April 2010	Timescale not achieved but has been extended as now linked to Total Place agenda. Work in progress includes a multi-agency conference (July) and evaluation of effectiveness of provision.
4	Clarify expectations about the contribution of locality based family support workers as	DCS	Integrated Children's Services Manager /	All staff in Localities are required to complete the Common Induction programme	On-going	All new staff continue to complete the programme.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	Lead professionals within the Common Assessment framework		Integrated Children's Service Manager (Children's Centres)	On-going programme of CAF training for all front-line staff in Localities (also extended to other agencies)	On-going	Completed – new staff being trained as appropriate.
				Appropriate Lead Professional CC Family Support workers and Family Support and Assessment workers identified	May 2010	Needs to be formulated across Localities and will now be addressed as part of ChYPS restructure proposals
				Contribution of Family Support teams to be defined within CAF plan where they are not a lead professional	Mar – Sep 2010	Part of programme of work
5	Consider developing a protocol for joint working and case transfers between Locality Services and Duty & Assessment / Care Management	DCS	Integrated Children's Service Manager (Children's Centres)	The CAF 'walkthrough' event to be held.	Nov 2009	Held on 20 <sup>th</sup> Nov 2009. Following this event a draft protocol has been drawn up.
				Work in progress CAF 'walkthrough' event held on 20 November 2009. Following this event a draft protocol will be presented by January 2010.	November 2009 & on-going	Protocol agreed (see recommendation 2)

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				A programme of regular meetings between Family Support Team has been initiated between Family Support Managers in Localities and Duty & Assessment Teams in Safeguarding. to refine and develop joint protocols.	November 2009	Unit Managers from Safeguarding & Specialist Provision have met with Locality Managers. Joint training has taken place and further meetings are planned.  Completed - joint protocols refined and developed
				Protocols available and presented to multi-agency Board	February 2010	Completed – Nov 2009
6	Provide reinforcement and advocacy of CAF at a senior level, to ensure progress continues to build on the successful re-launch and training programme	DCS KSCB	Head of KEYS/ Integrated Children's Services Manager	Regular updates are being presented to KSCB  Secure sign up to memorandum of understanding to ensure highest level pressure within agencies in response to barriers to implementing the CAF through Safeguarding Board/LPSB.	Bi monthly  February 2010	CAF data is presented to the KSCB at every meeting. The Evaluation and Effectiveness Workstream now analyses CAF data on a regular basis  Completed

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				Complete in depth analysis of the participation of agencies exploring not only lead professional status but participation in MAST action plans.	March 2010	Currently being undertaken  Completed June 2010
			Assistant Director for Inclusion / Assistant Director for Commissioning	Regular updates on activity and outcome of quality assurance to continue to be presented to KSCB	Ongoing	Now in place - completed
				Delivery of training for CAF to be considered as part of overall CHYPS and multi-agency workforce Training and Development Strategy	March 2010	Now in place and fully operated by ChYPS Workforce Development Team.  Completed
7	Investigate and make recommendations on the following issues: <ul style="list-style-type: none"> <li>The appropriate level of seniority for undertaking CAFs in schools</li> <li>The capacity of schools with high levels of</li> </ul>	Programme Management Board for Integrated Working	Head of KEYS / Integrated Children's Services Manager / Safeguarding Manager	Produce clear guidelines /recommendations for schools as to appropriate levels of staff to carry out & lead on CAFs  Work with workforce development team to make explicit the link between CAF and Safeguarding training.	February 2010 Revised to May 2010  Jun 2010	CAF co-ordinators monitor this and offer support to negotiate alternative lead professionals.  Ongoing

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	<p>child protection to undertake CAFs</p> <ul style="list-style-type: none"> <li>The support needed for different agencies to enable lead professionals to complete the whole process of CAF, MAST and review</li> <li>Ensuring that CAF is not a prerequisite for referral to statutory children's services</li> </ul>			<p>Ensure Links are made with schools safeguarding training to highlight that if needs are met earlier this could prevent some of the more serious CP cases.</p>	By End of March 2010	Completed
				<p>Promotion and use of the Indicators of Need would help identify levels of concern.</p>	On-going Mar 2010	Currently examining ways of increasing the uptake of Indicators of Need training amongst practitioners.
				<p>Roll out and publicity of the Kirklees Parent Know How Directory will help practitioners identify which agencies could potentially offer support. Action: Ensure a marketing strategy for the Section 12 Information duty through the Family Information Director (FIDy) to help practitioners identify which agencies could potentially offer support.</p>	By End of July 2010	Project has started – this issue now linked to corporate approach to Customer strategy under I&E.
				<p>CAF team to continue to support CAF Authors with the CAF process including their first MAST meeting.</p>	By End of April 2010	Ongoing. CAF Co-ordinators providing good levels of support which is well received.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				KSCB Working Together Workstream to promote use of a pre CAF checklist to formulate referral to statutory services as best practice.	By end of May 2010	CAF support team with support from programme management group are challenging this where it is being practised.
				To cascade the message to agencies that CAF is not a referral and if one is not complete agencies cannot turn down a request for support through ECM hubs		Incorporated into all CAF guidance and training Completed
<b>Child Protection Conference System and Child Protection Plans</b>						
8	Look into the issue of the relatively low number of children under one year with a Child Protection Plan, to be satisfied that there is appropriate identification of risk in this age group by front line practitioners	KSCB		Board manager has done some initial comparisons on a national level - no significant difference in Kirklees		Complete.



Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
9	Develop plans to further improve the quality of work undertaken to engage and elicit the views of children and young people who are involved in the child protection system	Assistant Director for Support & Protection		S&SP Management team discussed at away day This may well be more of a recording issue and the matters raised are linked to comments raised within the recent Unannounced Inspection report. ACTION will include developing improved processes for the engagement of children and young people in CP work derived from lessons to be learned from the very successful BLUEPRINT Project	11 Nov 09  April 2010	CPRU are currently reviewing templates used for conferences and review conferences to include the views of children.  The new templates were approved by KSCB in June and will be implemented with immediate effect  Completed

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
		Assistant Director for Commissioning		As part of the Child Protection Conferences Review the CPRU have been looking at how to effectively involve children and young people in child protection conferences. Voice (a national organisation) are currently doing research on this and the CPRU will look at the findings from this when published and consider what approach will best work in Kirklees.	April 2010	SW training includes the importance of involving children and young people.
10	Further develop and prioritise mandatory training around issues of neglect, and undertake a review focusing on how neglect cases are handled within the child protection system with a view to improving practice in this area	KSCB	L&D Workstream  E&E Workstream KSCB manager	Conference being planned Specific course on neglect has been commissioned and will be delivered 4 times. This will be a rolling programme delivered every year	Summer 2010	A review of all training provided has taken place and training focusing on neglect for Managers and SW has taken place. A review of all children subject to CPP due to neglect has taken place to ensure proper plans in place for these children.  Meeting arranged between KSCB, ChYPS Planning, Performance and Commissioning and Safeguarding and Specialist Provision to provide a coordinated response to neglect

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
						<p>issues. Actions are:</p> <ul style="list-style-type: none"> <li>a. Establish a multi-agency steering group to set terms of reference for and undertake a review</li> <li>b. Present outcomes of review for discussion at multi-agency symposium</li> <li>c. Provide a highlight report to KSCB and the Children's Trust outlining issues from the review and symposium and specific areas for development in service provision</li> <li>d. Update current KSCB level 3 training course on neglect in light of Serious Case Review and findings of multi agency review</li> <li>e. Present findings of review and symposium at conference</li> </ul>
				Liaise with CPRU regarding review of neglect cases		All neglect cases have been reviewed and where necessary plans have been revised.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				Both the KSCB and the ChYPS Learning & development plans for 2010/11 will include priorities in this area to ensure staff are appropriately trained and developed across the partnership		Completed New plans include priorities in this area
11	Review how services and support systems are aligned to fit the geographical areas where child protection issues feature more strongly, ensuring that areas do not develop a different threshold of intervention than less deprived areas (not least with regard to neglect cases)	KSCB	KSCB manager	KSCB manager to link with Programme Management Board  Set up review to include:- <ul style="list-style-type: none"><li>• establish areas of highest need</li><li>• gain understanding of services within these area</li></ul> evaluate and link with CPRU Review on neglect		Highest levels of need have been identified through looking at children subject to a child protection plan in locality areas. This work will link in with action undertaken to implement recommendation 10 (above).
12	Review training and development needs of chairs/IROs, develop an action plan for improving the quality and focus of case conference minutes	Manager of CPRU  Assistant Director for Commissioning		Work already being undertaken as part of review of CPRUnit and recommendation of SCR.	Jan/Feb 2010	There has been an extensive Review of Child Protection Conferences in Kirklees over the last 6 months. This has addressed many of the issues raised here. An Action Plan for implementation of the review

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	and put in place arrangements / protocols for taking up practice issues which emerge at conferences with relevant agencies					was presented to the Safeguarding Board in January.
				Training to commence following new appointment to manager post		New manager appointed and in post.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
13	Look at the issue of attendance and contribution to initial and review conferences to ensure appropriate prioritisation and timely submission of reports by partner agencies; and in particular to ensure that parents have sufficient time to read and understand the content of the reports written about them	KSCB	Safeguarding coordinator	Include in management information currently being developed by CPRU		Data set is being developed led by the Safeguarding Coordinator. Evaluation & effectiveness Workstream are responsible for monitoring and highlighting any issues to KSCB
			E&E Workstream			
		Assistant Director for Commissioning	L&D Officers	Regular scrutiny by E&E Workstream and exception reporting to KSCB		

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
			L&D Officers	Re-iterate the importance of submission of reports in training.  Develop promotional activities in this area		KSCB training on case conferences, which is delivered regularly in line with the KSCB training plan, stresses the importance of submitting reports in a timely way and makes it clear that there is an expectation that agencies invited to attend case conferences will attend.  Completed.
14	Lead a regional approach to reviewing the Police attendance at Child Protection Conferences and Reviews	KSCB	KSCB manager	KSCB manager to place on agenda of West Yorkshire LSCB managers and Police regional meeting.		Meeting held on 1 April 2010 with West Yorkshire Police and KSCB manager and representatives from the CPRU unit. A proposal was agreed and a paper was delivered to WYP & LSCB Manager group in May 2010. Work being progressed by this group
15	Continue to focus training on agencies who work with adults to ensure their understanding of the priority to protect children	KSCB		Already part of L&D strategy Already part of CAF L&D plan need to join together training modules to ensure consistency (CP)		Completed

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
16	Ensure Strategy meetings are held and recorded in accordance with procedures	KSCB	Divisional Manager	MC to raise with managers in S & SP. Feed into audit activity of S & SP and the performance management systems of the KSCB		Strategy discussions are now recorded on Care First 6 and on Assessment Record for Section 47s. All Assessment Records are audited by the Team Manager prior to sign off and samples are audited by the Unit Manager.  Complete.
<b>Assessment and Care Management</b>						
17	Consider whether to reduce the number of Initial Assessments undertaken by social workers through prioritisation, with a view to improving the quality of these assessments	DCS				Referrals to S&SP are scrutinised by experienced staff and managers to ensure appropriate prioritisation.



Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
18	Ensure that chronologies are in place on social care files and that they are routinely consulted in all assessment processes.	Assistant Director for Support & Protection		<p>S&amp;SP Management team discussed at away day. The need to ensure that chronologies are available in all cases will be incorporated into the current audit systems which are in place. However, there then remain issues with regard to the quality of chronologies and the manner in which they are subsequently used. This is a key issue which will require to be incorporated into future training plans.</p> <p>It is also the case that current IT systems are not helpful in regard to the supporting of the use of chronologies in case work, and ongoing plans to develop ICS processes will take the issue of chronologies fully into account</p>	<p>Nov 09</p> <p>Summer 10</p>	<p>Procedures to be updated to ensure chronologies are completed at key points.</p> <p>Update Summer 2010.</p> <p>Care First 6 improves chronologies and is now being rolled out across the service.</p> <p>This links to IT Strategy review under I&amp;E</p>
19	Ensure that relevant professionals, particularly those from health, are routinely consulted in the preparation of Initial Assessments	Assistant Director for Support & Protection		The Service will need to consider carefully the comments which appear to have been provided by a number of Health professionals. Further consideration will be given to	<p>Nov 09</p> <p>With immediate effect</p>	<p>This is a clear procedural requirement as can be evidence by the Assessment Document and related Audit Documents</p> <p>Compliance is audited by Team Managers at sign off and via</p>

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
			CS	improvements in basic/ongoing training within the service to ensure that all relevant partners are included in Initial Assessments.		sample audits.
20	Further develop the capacity, skills and expertise of social workers in direct work with children, with a view to Kirklees having a reputation for excellence in this aspect of practice	DCS		Consider training and capacity issues		Specific training has been commissioned from an external provider to address direct work skills.
21	Clarify the location of responsibility for the assessment and support of Children in Need within ChYPS and more widely within the authority (Xref recs 1&4)	DCS		Protocols and procedures discussed in 'walkthrough' event (see 05) to impact in this area	To be presented in Jan 2010	See recommendations 1 & 5 Completed
22	Ensure that looked after children who are placed with parents are reviewed, visited, seen and spoken to (alone if appropriate), to at least the same standard as those in care	Assistant Director for Support & Protection		S&SP Management team discussed at away day Guidance will be produced within the service for implementation in the spring of 2010 which will ensure unequivocal minimum standards in relation to	April 2010	This is a procedural requirement as evidence by the procedure CFS/6  A Good Practice Session took place on 24 <sup>th</sup> March.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	placements			visiting children who are placed at home with parents A LAC Team Manager and Legal Project Officer will lead a Good Practice Session for workers in the Looked After Team in late January/early February 2010 to address these issues. The majority of these cases are held in the Lac Team and hopefully this session will be the first step to embed good practice.	Feb 2010	Visits are considered as part of auditing system.  Completed
23	Investigate the role that Child and Adolescent Mental Health Services plays in supporting children in need, including children with learning disabilities and looked after children (Xref rec 9)	KSCB	KSCB manager	Safeguarding manager to meet with CAHMS Link with already established strategic planning Report to KSCB Look at participation in CAF cases and MAST activities	April 2010	No progress due to other priorities. KSCB manager to raise with joint commissioning manager
24	Explore the feasibility of developing a process within the electronic recording system for identifying (flagging up) children who have not been seen by a social worker	Assistant Director for Support & Protection		S&SP Management team discussed at away day This is particularly an issue in regard to young people who are placed at home. This matter will be incorporated into the agenda for the ICS/CareFirst Group who will		This is part of the wider issue about electronic systems to support social work. No progress has been made and it is not clear whether this will be feasible in the future. Linked to IT strategy under I&E.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				make recommendations to the senior management team within ChYPS in early 2010		
<b>Multi-Agency Working</b>						
25	Establish a 'close contact' model between partner agencies, the Localities and Schools and Duty and assessment / Care Management Services, to improve communication, break down barriers and harness all the resources and expertise available to support Children in Need	Programme Management Board for Integrated Working and KSCB and DCS	CP	Propose KSCB manager to become a member of Programme Management Board to coordinate response to ref: recommendations 01, 06, 11 and 25 to develop a unified approach to address all.		<p>Joint training with Localities staff and Safeguarding &amp; Specialist Provision staff.</p> <p>Head teachers Workstream regularly meet and discuss links with schools and Duty and Assessment Team.</p> <p>The Duty and Assessment Service have "link" community care officers within responsibility for networking a locality.</p>
				Outcomes from walkthrough with ChYPS and S&SP will inform this. More events to be planned with partner agencies.		<p>Complete</p> <p>See recommendations 1 &amp; 5</p>

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
			KM	Communication and joint meetings between CC Family Support team managers and Duty and Assessment team managers to continue. Action from recent meeting to plan Child's Journey training for Social Care staff to be followed up.	Ongoing	Good links are now in place which will be further strengthened by proposed service reorganisation.
26	Develop a new strategy within ChYPS to improve liaison between child protection services and schools. A conference to cement a closer working relationship could be seriously considered	DCS	CP	A significant element of the continuum of need is the CAF and needs to be a joint effort with S&SP (CP).	Ongoing	A new post has been identified which will have specific responsibility to link with schools. In addition a conference/event is planned between Safeguarding & Specialist Provision and Schools. Completed
			EC	To consider the possibility of a Conference within the Head Teacher Theme group		
27	Lead a radical shift towards further empowering schools in managing the welfare of children in their care. To help achieve this, schools should be provided with access to timely, high quality advice on child	DCS	CP EC	Promote the use of the consultancy service offered by S&SP in CAF training and ECM Hubs	Sept 2010	This is now incorporated into training events & guidance / advice.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	protection and children in need issues, and opportunities to develop reflective practice.					
28	Make a considered statement within six months of the publication of this report about the medium / longer term structural development of ChYPS. The statement should address tensions between the centralised Safeguarding and Specialist provision and the de-centralised Locality Services; and issues arising in ensuring support to children in need and their families. This statement should include examination of potential moves towards establishing co-located Multi-Agency Children's	DCS in consultation with Council's Chief Executive and the Cabinet Portfolio Holders for Children's Services		Consideration as part of current management review	Sept 2010	Following a ChYPS Organisational review the new structure will help to address this interface. Services are to be reconfigured, with family support and child protection services being brought together

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	Services teams					
29	Explore opportunities for further enhancing the role and contribution of health professionals, including health visitors, midwives and school nurses, to the development and implementation of Child Protection Plans	KSCB	Designated professional and KSCB manager	Named health professionals to report to the Board, regarding existing contributions, if and how these can be improved. Link with CPRU staff and outcome of recent review Implement proposals	Summer 2010	This has been addressed in the CPRU review.  New formats for CP conference reports will assist health professionals in developing and contributing to CP plans.
30	Continue to pay attention to improving information sharing, to achieve an all encompassing system which makes it easier to share information	KSCB	KSCB manager	Provide promotional activities regarding information sharing		This is on the website ( <a href="http://www.kirkleessafeguardingchildren.co.uk/info_sharing.html">http://www.kirkleessafeguardingchildren.co.uk/info_sharing.html</a> ) and will be featured in the newsletter in its September 2010 edition.
31	Encourage schools to prioritise the completion of the Safeguarding Audit, which assists schools to assess progress in fulfilling their safeguarding responsibilities	DCS and Assistant Director for Learning	Safeguarding Officer for Schools (EC)	Remaining schools which have not yet completed the Safeguarding Tool for the first time will be targeted through a letter from the DCS and asked to submit by January 2009. Any school failing to reach this deadline will be challenged by the School Improvement Service by March 2010. Thereafter a written request will be sent to	January 2010 March 2010  Annually thereafter	Additional scrutiny will be made to this in the Section 11 Challenge event in June 2010.

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				all schools each September setting a clear expectation for an annual review of the school's completed Safeguarding Audit and the re submission of it to the LA		
32	Explore possible funding sources with a view to establishing a second Safeguarding Officer for Schools post	Head teachers/ Assistant Director for Learning and DCS	Principal School Improvement manager, Strategy Planning and Resources (JB )	In the light of the current Council budget pressures, this issue will be discussed with the Schools Forum with a view to possibly securing part funding through DSG. In the light of this CMT will consider any further budgetary allocation. Possibilities of Grant funding will be explored	March 2010	Funding agreed for second post
33	Lead further initiatives to ensure social workers provide routine feedback to referring agencies	Assistant Director for Support and Protection		S&SP Management team discussed at away day	Nov 09	The process has been tightened up and systems are being standardised. Every closed case now gets a letter sent to the referrer.  Completed



Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
<b>Social Care Workloads &amp; Processes</b>						
34	Review the issues potentially impacting on social worker workloads with a view to releasing more time for direct work with children and families, and for improved quality of work. The role of administrative support should be further reviewed with a view to reducing the administrative burden on social workers	DCS		<p>This links to our determination to review the role played by Admin. Officers within the Service in the future.</p> <p>The service will develop budget plans which take into account a review of staffing levels, and proposals will be developed which incorporate the findings of the Social Work taskforce</p>	January 2010	Following the budget round substantial investment has been made in the Contact Team which will free up time for Social Workers. In addition a review of admin functions will assist with this issue.

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35	Review the decision making framework with a view to: a) ensuring over time an increase in the level of responsibility carried by social workers in decision making b) reducing where appropriate the number of decisions at a senior level, and ensuring these are appropriate for purpose	DCS		Roles need to be linked into competency based job descriptions and also linked to the Admin. Review mentioned in 34 above.		This will be given some consideration in the service reorganisation
36	Ensure that case and supervision files are audited regularly and that this process should include a role for very senior managers	DCS	LH	Reviewing and refining the current system Supervision files are reviewed periodically. And a revised protocol will be issued in the early part of 2010	Jan 10	Case File Audit Tool & Procedure now in place  Completed
<b>Social Care Workforce Issues</b>						
37	Develop a strategy for enhancing the understanding of the social work role and improving its image,	Council Leader Cabinet Members (Children & Families)		Kirklees can contribute to the government review of Social work		No significant progress, probably needs a lead / champion

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	including a programme of engaging with the local media, courts and other opinion formers, and utilising local communication systems	Chief Executive DCS				
38	Simplify the Personal Review and Development record and re-launch the PRD process, starting with senior managers and cascading down the structure. Managers should routinely audit the completion and quality of PRDs	ChYPS Management Group		<p>The current corporate PRD process is under corporate review and there are plans to implement on-line PRDs during 2010. This is linked to the possible implementation of a corporate learning management system which is due to be discussed at EMG in December 2009. ChYPS has volunteered to be an early implementer site for this, but further development of the online PRD process will require corporate investment.</p> <p>At the moment there is no method of routinely auditing the completion and quality of PRDs</p>		Progress dependent on corporate project

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39	Develop a comprehensive recruitment and retention strategy for managers and workers in child protection, including consideration of additional remuneration for front line child protection work	Assistant Director for Safeguarding and Protection		S&SP Management team discussed at away day The current Recruitment and Retention Strategy documents will be refreshed in light of some of the issues raised in the report.	April 2010	Update of recruitment and retention strategy ongoing.
				A paper will be prepared for consideration within the senior team and by EMG regarding rates of pay for certain groups of staff. This is an extremely complex matter which will need to be considered in the context of the Social Work Workforce recommendations		A new post within ChYPS Organisation and Workforce Development Team will lead on career pathways for social work  Appointment due late Summer
40	Develop a strategy to strengthen experience levels within Safeguarding & Specialist Provision and in particular Care Management Services	Assistant Director for Support and Protection		S&SP Management team discussed at away day This is linked to issues in relation to overall levels of experience within the Service and progression criteria. We will review the processes which we have been engaged in over the last few months in terms of over-recruitment and enhanced induction		See above regarding Recruitment and Retention Strategy.  Also the service is currently reviewing structure JD's and delegated responsibility.

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41	Continue to monitor and review travel arrangements for social workers to ensure children's welfare and the welfare of staff is not compromised	Assistant Director for Support and Protection		S&SP Management team discussed at away day The Travel arrangements in the service are kept under review, in the context of the Employee Handbook		Travel arrangements are considered as part of employee handbook.
42	Consider providing mobile communication systems to all staff who are potentially working in dangerous situations	Assistant Director for Support and Protection		S&SP Management team discussed at away day We will audit the current availability of mobile phones and ensure that phones are made available for all staff that requires them. We use the costings which relate to Duty and Assessment as the basis for this work.		All staff have now been issued with mobile phones  Completed
<b>Kirklees Safeguarding Children Board</b>						
43	Ensure that Children in Need, who may be equally vulnerable as children who have suffered significant harm, receive the support they need	KSCB	KSCB manager & Safeguarding coordinator	Links with recommendation 25		See recommendation 25
				Explore role of annual S.11 audit and management information to capture service responses to children's needs.		See recommendation 13
				Walkthrough outcomes will have some impact in this area. Ensuring that non		See recommendation 1 & 5

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
				S&SP lead professionals are supported in their role by the CAF support team for instance (CP)		
44	Oversee and contribute to the review of practice in relation to children being neglected	KSCB		Neglect & Think Family conferences CPRU Review	November 2010	Conference planned for Autumn 2010
<b>Multi-Agency Training</b>						
45	Further develop and prioritise training around issues of neglect	KSCB	L&D Officers	Conference being planned Training for 09/2010 significantly increased in this area		Complete See recommendation 10
46	Ensure the lessons learned from Serious Case Reviews are made explicit in the Learning & Development Strategy	KSCB	L&D Officers	L&D Officers to review strategy and amend as necessary  Specific reference to learning lessons from SCRs has been included in the draft ChYPS Workforce strategy and the KSCB Learning & Development training plan. Further training on learning lessons from SCRs is due to take place on 26 January, 3 February and 30 March as part of the current training cycle.	Jan 10	Complete. What we can learn from Serious Case Reviews is delivered in line with the annual training plan.

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
47	Consider the cost and impact of improving post qualification training and development for social workers, with a view to planning its effective implementation	ChYPS		The Govt has commissioned a national report from the social work task force and the results are due shortly. This will enable the council to develop a programme of post qualifying learning and development alongside the CWDCs proposals for Advanced Social Work Professional which is consistent with the overall programme of reform for the social work profession. We will also take this into account in terms of continuous professional development for post graduate training for social work and social care staff.		<p>Social Work Taskforce Report has now been published and consideration has been given to implications for Kirklees.</p> <p>A new post in the Organisation and Workforce Development Team will lead on planned improvements (See recommendation 39)</p>
48	Consider a second Safeguarding Officer for Schools for the training and support of education staff, in particular primary head teachers and designated child protection staff in secondary schools (xRef rec 32)	KSCB and Schools	Head Teachers Workstream and EC	<p>Report to Board on support provided and the current deficits.</p> <p>Outline proposals for meeting needs of schools</p> <p>Ideally this would encompass CAF (CP)</p>		<p>Complete. Schools forum have approved additional funding for 2 year post. Need to progress recruitment.</p> <p>See also recommendation 32</p>

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
49	Sustain and further develop good practice which is being developed in mentoring, particularly for newly qualified staff linked to Kirklees' involvement in the NQSW pilot	Assistant Director for Support and Protection		The programme has now been fully implemented The NQSW programme which currently has 16 NQSWs registered commenced in September 09 and will run to September 2010. These 16 NQSWs will then have the opportunity to participate in the EPD programme for the second year of their practice. A second cohort of NQSWs will be registered in January 2010 and a third cohort on September 2010.	Completed	This action has been completed. There are 17 NQSW's currently participating in the NQSW programme in 2009/2010. NQSW employed in 2010/2011 will join a further cohort commencing in September 2010.
<b>Serious Case Reviews</b>						
50	Make vigorous representations to oppose the requirement for both an independent author and an independent chair in the serious case review process	KSCB		Submitted in response to new Working Together Chapter 8 (KSCB & ADCS)		Vigorous representations made to Government. Working Together 2010 still contains provisions for both an independent chair and an independent author.
51	Ensure that good practice already achieved in disseminating lessons from SCRs promptly, and including these in	KSCB		SCR workstream monitors this		The SCR workstream monitors actions arising from Serious Case Reviews and how they are implemented in services. Training on Serious Case Reviews identifies good



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	training programmes, is maintained					practice.
52	Ensure through regular reports from KSCB to the Local Public Service Board that safeguarding is accorded appropriate priority in overall planning for services for children; and that the LPSB is encouraged to take a leading role in promoting safeguarding and the reputation of staff involved.	KSCB		Review the role and responsibility of the KSCB and LPSB regarding the stay safe element of CYPP.		Work in progress regarding implementing Working Together 2010 and legislation regarding the Children's Trust. Papers to KSCB in June 2010.
				Annual report from LPSB to KSCB regarding their work in relation to Safeguarding Children		Work in progress regarding implementing Working Together 2010 and legislation regarding the Children's Trust. Papers to KSCB in June 2010.
<b>Governance</b>						
53	Consider establishing annual consultation processes involving the Cabinet Portfolio Holder, and other elected members, with safeguarding staff in children's services. Also consider how the scrutiny function can be further strengthened in this area, for example through the Cabinet		PH			A lead officer has been appointed to progress this work.  Action has recommenced post-election

Ref	Recommendation	Assigned to	Lead Officer	Proposed Action	Timescale	Progress update
	Portfolio holder reporting annually on his/her review of safeguarding issues to the Council					
<b>National Implications</b>						
54	This report should be forwarded to the DCSF, Ofsted, Government Office and the Social Work Task Force, highlighting in particular the need for action at a national level to address training and recruitment issues, and issues relating to the professional role, status and reputation of social workers					This report has been shared appropriately and is published on the Kirklees website.

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January 2011



## SCRUTINY ACTION PLAN

**Project: Children and Young People Scrutiny Panel Safeguarding Commission Progress Report**  
**Lead Scrutiny Officer: Beth Hewitt**

			FOR COMPLETION			
No.	Recommendation	Directorate and Cabinet Member(s) asked to coordinate the response to the recommendation ?	Do you agree with the recommendation? If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?
1	The Panel recognise that the Lead Professional role is extremely important and recommends that work is done to both tackle the reluctance of people to take up the role, and that the level of support available to lead professionals in carrying out their role is consistent across the Council.	<p><b><u>Directorate for Children and Young People.</u></b></p> <p>Alison O’Sullivan</p> <p>Paul Johnson</p> <p><b><u>Cabinet Members</u></b></p> <p>Cllr Ken Smith Cllr Cath Harris</p>	Yes	By future targeted training on the CAF, and by promoting consultation opportunities within the partnership. Learning from current F.I.P. work will also assist.	Head of Targeted Support	July 2011

<b>2</b>	The Panel recommends that the information provided at Child Protection Conferences is in an accessible and understandable format so that parents and carers can have more involvement in the decision making process pertaining to their child/children.	As above	Yes	A review of the Child Protection and review Unit has been undertaken which incorporates proposals to simplify minutes of meetings. The Munro Review will also help in this regard.	CPRU Manager	Sept 2011
<b>3</b>	The Panel recommends that the Cabinet and Officers give greater thought to how a greater number of social workers could routinely consult chronologies and/or cases histories before assessing families.	As above	Yes	This matter is being picked up through the development of clearer IT processes, and a project plan is being produced	P Johnson L Rawnsley	June 2011
<b>4</b>	The Panel recommends that work is continued around improving information sharing practices, raising awareness and challenging cautious attitudes to address barriers to information sharing between professionals.	As above	Yes	As the result of a high profile local case, we have worked with WY Police and produced an information sharing strategy which we hope to disseminate sub-regionally.	P Johnson WY Police	June 2011
<b>5</b>	The Panel recommends a targeted piece of work is carried out to assess why Child Protection Social Workers feel unsupported and isolated, and to identify options to enhance this support.	As above	Yes	A recent regional project has been established, part of which relates to improving the media image of social work which Kirklees Comms are leading on.	S Tarbuck	Sept 2011