



Kirklees Safeguarding Children Partnership



Kirklees Safeguarding Children Partnership Business Plan 2019/2021 (V1)

Priority 1: To understand better the Child's Lived experience : not just to talk about participation or voice

Aim: To be confident that all professionals recognise and fully reflect the child's lived experience, including those who are non-verbal and that all children and young people have the opportunity to be involved in the work of the board and its partners.

Link to strategic aim: Learning is promoted and embedded

Objective		Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
1.1	Change our terminology to refer to the "Child's lived experience" rather than the child's voice	January 2020	All subgroups	A greater understanding and ownership across professionals of the need to reflect the experience of the child, irrelevant of whether this is communicated verbally	This will support practitioners to consider the experiences of a child rather than solely focusing on the verbal communication	
1.2	Continue to assess the child's lived experience via multi agency case evaluations and serious case reviews	March 2020	Safeguarding Effectiveness Practice review sub group	To ensure that the child's lived experience is reflected across all agencies' work	This continued assessment will lead to improved practice with the child at the centre of decision making.	
1.3	Support the development of new approaches to engaging children in system reform	March 2020	The Executive group /independent person	A holistic model of engaging young people that is owned	A consistent model will ensure that the voice of children and	

				and utilised by all partner agencies.	young people is at the heart of a model of co-production resulting in better outcomes for children.	
1.4	Explore opportunities to work with wider groups of children and young people to support the work of the Partnership	September 2020	Independent person	<ol style="list-style-type: none"> 1. Wide range of young people are involved in and are able to influence the work of the Partnership and its partners. 2. Consideration of role of Children and YP champions across agencies through the Youth Participation Group. 3. Development and use of 	A wider engagement with children and young people will ensure that we have a better understanding of the needs and wants of children and young people, leading to improved practice across the agencies.	

				<p>engagement tools across the partnership.</p> <p>4. Consideration of children and families engagement/ audit relative to experience through their Child Protection interventions.</p>		
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Priority 2: Embedding the new safeguarding arrangements for Kirklees.

Aim: To implement the new model of accountability for safeguarding children supported by relevant agencies identified with a role in safeguarding and promoting the welfare of children.

Link to strategic aim: The public feel confident that children are protected

Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress and Evidence RAG
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2.1	Monitor implementation through each sub group and the Chairs meeting and report to the Executive function over next six months.	March 2020	Sheila Lock	1. Regular joint chair discussion	This will ensure that key agencies are committed and contribute to a shared responsibility and accountability to deliver co-ordinated response to safeguarding children and young people from the start of the process.	
2.2	Review of progress coordinated through development ½ day	March 2020	Sharon Hewitt Business unit with Independent Person	Refreshed Business plan and interim report	This will clearly outline the role and commitment of safeguarding partners and relevant agencies to work together to achieve the best outcomes for children and young people.	
2.3	Independent scrutiny of arrangements	July 2019	Sheila Lock	Proposals will have been independently	This will ensure that the proposed arrangements for Kirklees are	This has been undertaken by

				scrutinised and open to challenge	effective in safeguarding and promoting the welfare of all children in the area.	the Independent chair of the KSCP. The process spans two business plans years as such will be picked up again in the review of effectiveness
2.4	Review of arrangements to support the partnership.	January 2020	Tom Brailsford	Revised structure proposed and consulted upon	To ensure that the Business unit is efficient and effective to support the discharge of responsibilities	
2.5	Publication of assurance statement by statutory partners.	June 2020	Sharon Hewitt	New style assurance report produced by key statutory partners	This will provide reassurance to children and young people that partners are working together to ensure the best outcomes are achieved in order to ensure high quality provision.	

Priority 3: Enhancing the partnership’s role in challenge and scrutiny through improved understanding of performance and Effectiveness
Aim: To continue to develop the Partnership’s learning and improvement process leading to improved practice across all partner agencies

Link to strategic aim: Partners hold one another to account effectively

Objective		Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
3.1	Develop the Safeguarding Effectiveness framework with a focus on quality and impact as well as data	June 2019	Phil Cross Safeguarding Effectiveness Group	A clear framework, is owned and understood by all key partner agencies, that enables the Partnership to fulfil its duty to understand its business and to challenge effectively	The framework will supports the Partnership challenge and scrutiny function ensuring that partners are working together effectively and achieving the best outcomes for children and young people in Kirklees	The Safeguarding Effectiveness Framework
3.2	Develop of a greater understanding across all agencies of “what good looks like”	January 2020	Practice Review Group Safeguarding Effectiveness sub group Learning and development subgroup	A consistent, multi- agency agreed vision of good practice	A consistent vision of what good looks like will support practitioners across the partnership to achieve the best	

					<p>outcomes for children and young people. It will also enable practitioners to effectively challenge each other if they feel that decision making and practice is unlikely to achieve a good outcome.</p>	
3.3	<p>Embed a culture of effective and confident challenge across safeguarding partners.</p>	March 2020	<p>Practice Review group. Safeguarding Effectiveness sub group. Learning and development subgroup.</p>	<p>Partners feel confident and competent to challenge and be challenged</p>	<p>Effective and confident challenge across the partnership will ensure that practitioners are able to reflect on decisions and seek to continuously improve practice resulting in the best outcomes for children and young people.</p>	

3.4	Invite and engage with independent scrutiny of the work of the Partnership and its partners	March 2019	Safeguarding Effectiveness sub group Practice review subgroup Learning and development subgroup	The Partnership receives independent evaluations of the work and drive improvement based on learning and recommendations. This will engage local academics where appropriate	Independent scrutiny supports partners to continually drive improvement in their response to safeguarding and promoting the welfare of children and young people	.
3.5	Support the development of a multi-agency supervision protocol for case holders working across the system, and pilot this - sharing the learning from the pilot and developing opportunities for training.	June 2020	Practice Review group with the Exploitation sub group	Professionals are given the opportunity to discuss cases and identify ways to improve the multi-agency response	Multi-Agency supervision provides an opportunity for a core group of professionals to reflection on a case they are working with. The aim of supervision is the improvement of the quality of work to achieve the agreed outcomes for children	

3.6	Development of further tools through the Learning and Development sub group that allows for a smarter offer of training.	July 2020	Learning and Development Sub group	Consideration of alternative methods for dissemination of training across the Partnership such as Ted Talk and Pod casts etc	Update of Learning and Development Framework to provide greater engagement with Partners.	
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Priority 4: Exploitation - Continuing to develop work around Child exploitation including , and to include arrangements to engage communities in developing the response

Aim: To have a clear understanding of the range of exploitation within Kirklees, with a clear multi- agency response to raising awareness with children and young people, assessing their needs and providing appropriate support.

To have a competent and confident work force who are able to recognise the early signs of child exploitation.

Link to strategic aim: Early identification of safeguarding issues

Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
4.1 Develop and share profile analysis for each of the elements of complex safeguarding: <ul style="list-style-type: none"> CSE 	March 2020	Performance subgroup to lead and task to:	Partners have a clear understanding of the profile of the issues and the	Understanding the profile of these new and emerging issues allows partners to	

	<ul style="list-style-type: none"> • Forced Marriage/ HBV/ FGM • Radicalisation • Modern day slavery • Organised and gang crime 		Exploitation silver sub group DV Partnership Prevent steering group	levels of concern within in Kirklees	develop a consistent and effective multi-agency approach to safeguarding children and young people All of the above available information will be fed into progress work on complex safeguarding.	
4.2	Implement the exploitation strategy action plan	March 2020	Elaine McShane /Jim Griffiths	Partner agencies understand and own a multi-agency approach to addressing exploitation	A clear strategy supports the development of a multi-agency response to new and emerging safeguarding concerns	
4.3	Identify existing groups across the Partnerships to own and progress work relating to the elements of exploitation	February 2020	Elaine McShane/Jim Griffiths	Each issue is placed with the most appropriate subgroup to progress the work	A clear structure for addressing issues of exploitation ensures that the partnership response is co-ordinated and effective	

4.4	Use the locality working arrangements developed in Early support to assess and map communities and engage in discussions.	March 2020	Elaine Mc Shane / with support from independent person	Communities understand the presenting issues and 'own' being part of the solution.	Early support in local communities to prevent difficulties escalating	
4.5	Embed clear lines accountability for reporting with regards exploitation.	February 2020	Elaine McShane /Jim Griffiths	Governance for exploitation is clear and partners understand where responsibilities for work streams lie.	Clear accountability allows the Partnership to effectively challenge and scrutinise the multi-agency response to exploitation resulting in improved provision for children and young people.	
4.6	Implement the peer on peer pathway for HSB and ensure professionals are aware of the process.	January 2020	Sharon Hewitt with support from Elaine McShane	A clear multi-agency process is embedded which allows agencies to develop plans to address instances of peer on peer abuse/ violence	A clear pathway ensures professionals are able to recognise and respond to peer on peer abuse effectively.	

4.7	Work in partnership with schools to support the delivery of key messages relating to exploitation.	July 2020	Jo Anne Sanders	Schools/colleges with have a clear and consistent process for the delivery of key safeguarding messages to children of all ages.	Delivery of key messages in schools highlights emerging concerns for children and young people and ensure children, young people, parents and practitioners are aware of and understand these issues and to respond effectively.	
4.8	All agencies to have a clear understanding of the intervention pathways available for perpetrators.	June 2020	Elaine McShane/James Griffiths			
4.9	A complete and comprehensive Multi agency training offer in respect of Child Exploitation.	January 2020	Learning and Development Sub group /Jo Anne Sanders			

Priority 5: Early Support- Embedding Early Support across all agencies and making it work to deliver tangible outcomes to families and the ‘system’

Aim: To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children and families requiring Early support. This will be led by a clear Early support strategy that is fully reflective of a partnership responsibility to delivery.

Link to strategic aim: Early support to prevent escalation of issues

Objective		Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
5.1	Develop a vehicle to oversee and drive a partnership response to Early support	September 2019	Michelle Wheatcroft	Early support is a key consideration for families in crisis and is a priority across all Sub groups.	Embedding early support and driving forward a framework in which it operates will get help targeted to children earlier , in their locality and prevent escalation	Task and finish group established
5.2	Develop a clear multi-agency pathway and panel process aligned to existing locality arrangements	November 2019	Early Support T&F group	A better understanding of how identify and support families.	Embedding Early Support across all agencies and making it work to deliver tangible outcomes to families and the ‘system’ this will	

					ensure Borough wide consistency and locality nuancing. It will make it clear that all agencies support families early and identify the best placed practitioner to do the work	
5.3	Develop the locality arrangement to enable administration of the system and support and enable the gathering of data.	December 2019	Early Support T&F group	Clear administrative boundaries to support professionals in implementation	The approach ensures that practitioners are supported to access the appropriate level of support for families resulting in a more competent response to early support.	Attendance against the competency framework to ensure appropriate training is being accessed.
5.4	Development of a competent training offer for Early support that allows for a common understanding across all	March 2020	Early Support Task and Finish Group			

	agencies including case studies that are relevant to specific agencies.		Learning and Development Sub group.			
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Priority 6: Understanding the impact of trauma on children and young people						
Aim: To have professionals appropriately trained to utilise a continuum of tools including the ACES toolkit and the TSCC in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.						
Link to strategic aim: Excellent practice is the norm across all practitioners in Kirklees, this links closely to the work on exploitation						
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG	
6.1	Work with partners from the local authority and health to understand the range of trauma tools available and how they can best be utilised.	January 2020	Learning and Development	A clear understanding by partners of the range of tools available to assess trauma in children and young people	The development of trauma tools will enable more effective support of children's emotional and mental wellbeing	
6.2	Provide cost benefit analysis for both ACES toolkit used within the Family Nurse Partnership and the trauma symptom checklist used within Children's Social Care, Healthy	March 2020	Learning and Development	An understanding of the benefits across agencies of using trauma tools to	This will support future commissioning of improved trauma responses for	

	Young Minds and Youth Offending Service.			appropriately assess need.	children and young people.	
6.3	Work with commissioning colleagues to develop a business case for continued workforce development in relation to ACES and use of the tools and techniques to ensure appropriate support is available to meet the needs identified.	October 2020	Learning and Development	Appropriate levels of support are available following trauma assessments	Increasing the range of practitioners trained to use trauma tools will increase the availability of the support for children and young people.	
6.4	Transitional development work to consider the lived experience of children and young people as they transition across to Adult Services.	June 2020	Elaine McShane/James Griffiths and Saf Bhuta.	A full transitional model that is consistent and is embedded into practice to secure support for young people as they progress into adulthood.		