



Kirklees Safeguarding Children Partnership



## Kirklees Annual Assurance Statement 2019/2020

## Worried About a Child

Every child and young person have the right to be safe.

All reports or enquiries concerning the welfare or safety of a child must go to the Kirklees Front Door Service which operate Duty and Advice.

As a quick reference:

Professionals call: **01484 414960**

Member of the Public: call **01484 456848**

The team is available weekdays 9am – 5pm and there is 24 hours a day out of hours service available by contacting the relevant service. If a child is in immediate danger of being harmed or is home alone, call the police on **999**.

If you are a Child as well as calling the public line above, you can also contact Childline on **0800 1111**.



In Kirklees we are committed to working with families in a restorative way, we offer good Early support to families who are struggling, we recognise family strengths and are strong in the practice principles of open communication and honesty.

We ask professionals to talk to parents before making a referral, explaining to them why a referral is being made, unless to do so presents an increased risk to the child.

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# Foreword

## *Our Vision*

*“We want a safeguarding system that : Promotes safe and healthy resilient families , builds on their strengths rather than focusing on their defecits’ . We want to manage risk and reduce it – we will achieve this by our Partnership approach*

All three safeguarding partners have equal and joint responsibility for local safeguarding arrangements.

This is the first annual assurance report of the new Kirklees Safeguarding Children Partnership, it covers the first year of our operation as a partnership. We have taken the opportunity of the new arrangements to think about how we make this report more relevant to our senior leaders, practitioners and our safeguarding community, and to line up our planning with financial planning and commissioning priorities.

As a partnership we have in the past year supported significant improvements in the services offered to children and young people in Kirklees. We very much hope and believe we can evidence, that as a result of the improvement in the Children’s Social care offer and the work of partners across the system, outcomes for children involved with their families in safeguarding, are better today than they were at the time of the last Annual Report.

This assurance report is therefore both a look back at the year since the development of our new arrangements and a look forward to our priorities in the next year. Just as the timeframe for this report was ending, the world was hit by the COVID-19 19 outbreak, we cannot write this report without including some commentary on the impact of that on our community and on our workforce.

We want to begin by recognising the extraordinary efforts the people of Kirklees and of the employees of all our partner agencies, to continue to keep people as safe as possible during this time. This has genuinely been a time when the workforce has had to adapt quickly to new ways of working and respond to the capacity challenges created by COVID-19.

Working from home has presented lots of issues in the use of technology and for families, lockdown measures have in some cases increased isolation and risk. Despite those challenges the partnership has remained strong, providing support and challenge and developing new ways of working.

In March, overnight the council and partners had to change the way many services were delivered, this included keeping schools open for vulnerable children and the children of key workers, to working out how to keep services running without face to face contact, responding to the challenge of key staff in the NHS being redeployed, to ensuring key workers were able to operate safely within PPE and safeguarding requirements.

This report recognises the progress the Kirklees Safeguarding Children Partnership (KSCP) has made throughout the year and the challenges that remain that we will continue to address in our business planning process for 2021/2022.

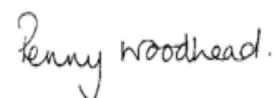
Mel Meggs



Julie Sykes



Penny Woodhead





# Principles and our approach to Safeguarding

## Principles of the KSCP

As a Partnership we have been clear in the approach to collaboration, both in the way we work as a professional network and our expectations of each other, but also in our approach to families. Our approach is based on building communities, developing resilience and networks locally where people live. Celebrating the diversity of Kirklees as a strength. As part of our approach to improvement we set clear aspirations that practitioners would share a common language and approach to working with families and young people. We believe that every child and young person should have the opportunity to reach their full potential and that they should be supported to grow and achieve within their own families wherever possible. When concerns arise relating to need and risk we are committed to working with families to identify solutions and to reduce that risk where possible. We encourage our practitioners to have early conversations to share concerns and worries and within our Framework for Making Good Decisions to plan effective interventions that are proportionate. These are the principles governing our approach:

1. **Empowerment:** People being supported and encouraged to make their own decisions and we act with informed consent.
2. **Prevention:** It is better to take action before harm occurs.
3. **Partnership:** Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues.
4. **Proportionality:** The least intrusive response appropriate to the risk presented.
5. **Protection:** Support and representation for those in greatest need.
6. **Accountability:** Accountability and transparency in safeguarding practice
7. **Restorative:** Strengths based approaches in work with families

## **Partnership working arrangements**

From the outset in responding to Working Together we were clear that Kirklees intended to maintain an inclusive partnership, a partnership in which all agencies, whether described as 'statutory' or 'relevant' saw the role they had in safeguarding. We have maintained that position which has been an important element of strengthening our approach to improvement. Safeguarding is and remains the responsibility of all agencies.

The Safeguarding Executive is the key decision-making body and consists of the executive leads of the three statutory partners, the Independent Person and the partnership business manager with relevant agencies invited as appropriate to the business. This supports us in ensuring the business of the Safeguarding Children Partnership is efficient and effective, that deadlines are met, and that work is strategically guided and overseen.

There are a number of subgroups, progressing activity based on the business planning, including Safeguarding Effectiveness, Practice Review and Audit, Contextual Safeguarding and Learning and Development. These have been supported by short term task and finish groups this year, concluding work on Neglect, Peer on Peer abuse and Early Support. We have worked collaboratively with other Partnerships on issues relating to Domestic Abuse and Sexual Violence – the latter being a key theme for the Police and Crime Commissioner in 2020.

In addition, the main partnership meets quarterly, discussing safeguarding themes and progressing key areas of policy and practice development.

The published arrangements can be found through the link below or on the website. It is planned to review these during 2020/21.

**Keeping  
children safe  
is everyone's  
responsibility**



# What do we know about children in Kirklees

Key Needs Data ([Kirklees Observatory](#))

The information in this part of the report is taken from the Kirklees Observatory, the link for which appears above. Kirklees is the third largest metropolitan authority, by area in the UK. It has a unique mix of urban and rural with around 11% being inside the Peak District National Park.

Population density figures illustrate the complexities this brings, with 2.7 persons per hectare in the rural areas compared to 47.3 in urban areas. There is a population of 440, 000 residents, with a roughly 50:50 split between male and female. Around 0.6% of the populations identify as transgender.

Almost a quarter of the population 100,174, are children and young people under the age of 18. 1 in 8 children have a special Educational need or disability.

Kirklees is an ethnically diverse population, 21% of the total population are from an ethnic minority, around 92, 000 and 15% are of South Asian origin. Pakistani is the largest ethnic minority grouping of South Asian origin with Indian making up the remainder. The remaining 6% of the BAME community, is made up of African, and African Caribbean in the majority, this grouping has grown faster than other comparable group in the last two decades.

Communities are clustered in key parts of the Borough, with South Asian settlement in Dewsbury, Batley and to a lesser extent Huddersfield.

There are significant inequalities across the communities of Kirklees, and those from ethnic minority background are more likely to experience inequalities when compared with the overall population. This includes issues relating to employment status, fuel poverty, and

health. As well as inequality this also creates issues relating to participation in the wider community.  
English is not the first language for three out of ten school aged pupils. In 2018 22% of new births were to non-UK born women.

In relative terms the Indices of Deprivation show that Kirklees is now more deprived than other comparator authorities.



The focus of improvement work over the last year has been not just to improve Kirklees position in relation to benchmarked data but to significantly improve the outcomes for children by offering the right help, at the right time and for the right duration. Front line practice and the quality of decision making through reflective quality decisions has been important.

In 2019 a major milestone in the improvement journey was achieved when Ofsted determined that Kirklees Children's Services were no longer 'Inadequate' in relation to the services it provides to the most vulnerable children. In July 2020 recognition of the continued improvement in Kirklees was confirmed by the lifting of the final element of Department for Education supervision, with the removal of the Improvement Notice by the Secretary of State. The review undertaken by Department for Education and Leeds Relational Practice Centre concluded that it *"found clear evidence that Kirklees Children's Services is committed to and has continued to improve and that the conditions set out for each of the six tests set out in Improvement Notice have been met. In the time since July 2019, Ofsted inspection of the authority has demonstrated its determination and ability to improve services and outcomes for children and young people."*

These six tests for the sustainability of improvement were outlined by the Children's Services Leadership Team. These were:

1. Well-functioning Corporate Services
2. Stable Leadership
3. Continued Improvement in the Quality and Effectiveness of Practice
4. Strong and Supportive Partnerships
5. A Compelling Strategy for the Workforce
6. Effective Performance Information and Quality Assurance

Progress and improvement were evidenced in each of these domains. Of particular importance to the developing Partnership

arrangements under the new Working Together Framework was number 4. Partners in Kirklees have sought to align activity with a shared determination to improve service delivery to children and their families, at the heart of which is an acceptance of relationships that include challenge and support.

The Partnership Learning and Quality Framework utilises a range of intelligence including, performance data, information from Enable audit, learning from serious cases and national reviews to support improvement. Intelligence and analysis from the Partnerships subgroups ensures a shared responsibility to drive continuous improvement activity and embed learning.

At October 2020, the numbers are as follows:

<b>Category</b>	CIN Only	CPP	LAC	Care Leavers
<b>Numbers</b>	886	272	264	264

This compares favourably with statistical neighbours and with England averages.

The strengths in partnership working are illustrated by the response to the COVID-19 pandemic and maintaining a clear line of sight to the Boroughs most vulnerable children. Through the development of strong locality based Early support and effective social work leadership, the partnership was able to receive high levels of assurance that the most vulnerable children were being seen.

The Table below from Children’s Services is a snapshot of assurance data provided to the Partnership.

October 2020	<b>Children that are looked after</b>	<b>Children on a child protection plan</b>	<b>Children with a child in need plan</b>
How many children do you have in the following groups	675	291	696
How many of the children in each group have been seen or contacted by their social worker in the last 4 weeks?	650 = 96.2%	291 = 100%	647 = 93%

## What do Young People say



### Making a difference in Kirklees

A key strand of improvement work in Kirklees has been to improve the voice of children and young people at all levels. This includes at front line practice, in the design and delivery of services and in engaging young people in shaping strategy, including the future of Kirklees as a place. As well as being a key strand in the Governance arrangements as outlined above, the work with young people in the Safeguarding arrangements has continued to contribute to the work of the safeguarding Business Plan. Building on the consultation work with young people in 2018 as part of the Business Plan we have continued to engage the same young people in monitoring progress against the plans they set with the Partnership.

This includes work on safety in the town centres, communication channels, healthy relationships, gang activity and peer education, domestic abuse and mental health, staff training on young people's voice and developing improved support to young people who are housing tenants. Some of this material can be accessed here:

[www.kirkleessafeguardingchildren.co.uk](http://www.kirkleessafeguardingchildren.co.uk)

Senior leaders from key agencies alongside the Independent person have continued to meet with young people as part of the scrutiny role. This work is important to the safeguarding partners and we have sought to follow a model that allows us to build and develop this going forward. As we embed the new arrangements, we have set out an intent to build on scrutiny activity with young people at the centre alongside finding new mechanisms to engage parents.

Young People have shared their time, views and ideas generously in great work with different services across Kirklees in agency consultations. The results of this have created change these are some examples:

**Developing a Youth Practice Model:** *Young people contributed to the development of a model of service provision to young people to support young people at risk. The development of a Youth Engagement Model, bringing a number of services together and unifying the offer to young people in a seamless way.*

**Sexual Health Services Development:** *Initially developed to support identified vulnerable young people, the services have expanded to offer a wider service. This includes outreach work, the development of community pharmacy support at a district level and signposting.*

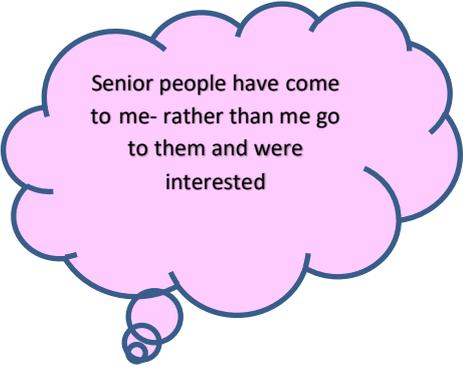
**Developing a young tenants Forum:** *Following consultation reported in last year's Annual Report, KNH developed a performance indicator for the Tenancy team to engage with tenants under the age of 25. This work has supported the development of work with Conscious Youth and Positive Stepz to redesign housing pathways. In addition, the 47 Tenant and Resident Associations have been supported through a Social investment fund to develop local projects, and this year 50% of those were aimed at young people.*

The voice and inclusion of children and young people are a key underlying principle of restorative work with families.

We have also heard the voices of children and young people through the corporate parenting work and the further development of the in care councils and through the work of our partners in the voluntary sector, including the work of the Brunswick Centre. The Brunswick

Centre have helped the Partnership ensure that the voice of young LGBT people is listened to and heard.

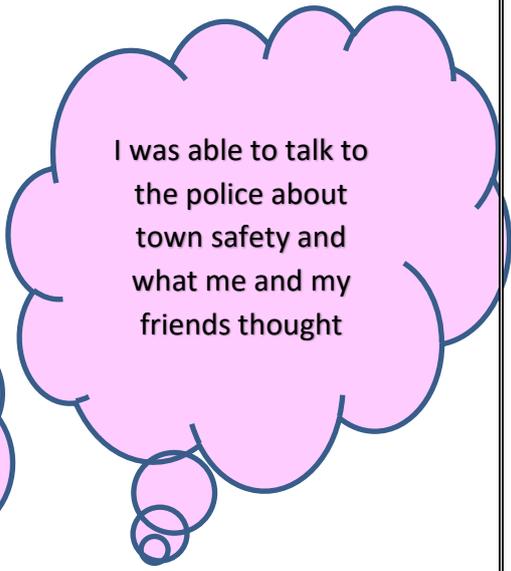
### **What Young People said about working with us**



Senior people have come to me- rather than me go to them and were interested



I know I've made a difference



I was able to talk to the police about town safety and what me and my friends thought



I've been treated with respect and valued



Senior leaders have listened and acted on feedback

## Engaging our workforce

The transition to the new arrangements in September 2019 opened up opportunities to engage differently as a safeguarding partnership with front line staff from all agencies. The multi agency system in line with the changes in partnership approach as a response to Working Together 2018, has looked at activity through a practice lens when we have been able to do so.

We have actively sought to engage, listen, discuss and learn with our workforce on safeguarding issues that are complex and to develop learning from their insight into key practice issues. The development of a more flexible approach to learning reviews for example, opened up the chance to engage practitioners in a number of key areas of practice areas this year. This has included:

- ✓ Serious youth violence
- ✓ Child sexual abuse
- ✓ Child and Adolescent Mental Health
- ✓ Contextual safeguarding and planning approaches

We have learnt a lot from this approach and it has enabled senior leaders to be aware of the challenges in dealing with cases at a casework level. As well as providing an opportunity to hear from practitioners about what works well and what doesn't. In a response to Covid much of this activity has been in a virtual world, nevertheless it has supported a building of multi-agency relationships and a

greater understanding of the practicalities in each agency. The learning from these events can be translated into a number of headings; ***Strategic asks, practical solutions, good practice and workforce development***. The case Study material later in this report gives examples and some insight on how these issues are being acted upon.

At the time of writing this report, further activities are already planned as we recognise that engaging our workforce, not only supports us in embedding learning on key themes but also enables us to support ongoing workforce training, facilitate a more collegiate approach to challenge and highlight areas of practice that work well.

The move to this approach is much welcomed by staff, who, particularly when working in a virtual world have wanted to contribute, learn and make a difference – We want more ! is the theme of feedback.

We firmly believe that working in this way has helped us to strengthen and to improve front line practice and in seeking to answer the Question – *Have we made a difference* , the evidence is clear and illustrated by the examples below:

- ✓ *I'm really going to focus on non-blaming practice with parents*
- ✓ *How we think about adolescents and safeguarding planning needs to be different- welcome a new policy approach and ownership of senior leaders in managing risk differently -Health practitioner*

- ✓ *This could have been very defensive – being challenged about something your agency has done – focusing on the child brought it back to what we are trying to achieve – Hospital safeguarding Lead*
- ✓ *The workshop on mental health and the challenge of seeing the child not just the behaviour- really made me think about how I see the child in my work I'm always going to paint that picture in my recording - Social worker*
- ✓ *This has made me reflect on the challenges of multi-agency working and mutual respect*
- ✓ *Ultimately this reflection opportunity will change our service delivery model – MH manager*



# Working with other Partnerships

## Inter-Board Working

There is a recognition that many of the issues and challenges we face are not solvable by the Safeguarding Children's Partnership alone. There is a requirement to recognise that some issues are complex and represent the challenges and complexities of life between children and young people, their families, peer group and neighbourhood.

In addition to the core partnerships, of Children's Safeguarding, the Adult Safeguarding Board, Community Safety and the Health and Well Being Board there are other specialist multi-agency boards and groups that co-operate and collaborate to ensure the well-being of the people of Kirklees. As a Safeguarding Children Partnership, we actively engage with their work, this includes:

- The Adult Safeguarding Board
- The Community Safety Partnership
- The Youth Justice Management Board
- Corporate Parenting Board
- The Children and Young People's Partnership

In Kirklees until recently we also had in place an Improvement Board, independently chaired, and with a focus on driving Improvement as highlighted above. Following the successful and demonstrable progress in implementing the ten-point Improvement Plan this has now ceased to operate and has been superseded by a new Ambition Board.

Collaboration and cooperation are enshrined in a joint working Protocol, developed together and agreed through the Health and Well-Being Board in its strategic leadership role. The establishment of the joint protocol has allowed a greater focus on cross cutting themes that have a role for each of the partnerships and which impact greatly on the quality of life for some of our residents.

In addition to the above the partnership with the Office of The Police and Crime Commissioner has also been strong, we have undertaken joint activity on issues such as Child Sexual Exploitation and working with the Adult Safeguarding Board to address issues raised by the PCC report into Sexual violence in West Yorkshire.

There are also strong links with regional colleagues, our Senior Leader representatives are involved in professional regional networks across Yorkshire and Humberside and in addition the Kirklees Partnership is involved in the Yorkshire network of Business managers and Independent Chairs/scrutineers. All these opportunities have created chances to share good practise and learning. The partnership has embraced the opportunity to network, share good practice and be outward focused to drive improvement and innovation.

### **Joint working opportunities some examples**

The Independent Person for the Children's Safeguarding Partnership, the Chair of the Adult Safeguarding Board and the Chair of Community Safety meet quarterly and consider issues and challenges in developing a coordinated response. Below illustrates the collective impact of working across traditional boundaries using two examples of services coming together to improve outcomes for children and young people.

**A focus on ensuring Domestic Abuse, across the Children`s partnerships, Adult Safeguarding Board and Community Safety: A focus on children living with victims and perpetrators.**

- Contacting schools and promoting engagement, discussing issues and finding resolutions.
- Working through how we involved other universal services such as health into these incidents of domestic abuse – GP`s and 0-19 service. Feeding information into early assessments
- Recognising that it is important for agencies to use consistent language; this links to learning from Domestic Abuse Homicide reviews.
- Using information to support the service specification for emotional and mental health wellbeing service. Linking our work on the impact of ACE`s

**A focus on serious youth violence- working across the Children`s Partnership with Community Safety and Youth Justice Management Board:**

- Learning together from Serious Case Reviews
- Joint audit activity
- Practitioner events, with a focus on prevention, assessing risk, improving planning
- Managing community issues
- Changing policy approach to draw learning from University of Bedfordshire national work

**Understanding sexual violence – working across the Children`s partnership with the PCC office, Adult Safeguarding and Community Safety:**

- Developing a joint response to the challenge of the PCC report
- Undertaking a joint audit of some sexual violence cases
- Undertaking learning activity to raise awareness of the issues and challenges
- Linking this response to work with adult survivors of CSE



## Key Practice Themes and Messages

We undertook a considerable amount of work, reported last year in relation to how we make decisions regarding safeguarding as a professional safeguarding system. We developed “A Framework for making Good Decisions” and have continued to work with Professor David Thorpe to improve contact and referral quality, to make the discussions between professional focused and sharp and to ensure that decisions reflect the best outcomes wanted for each child and young person as an individual. Building regular opportunities to reflect on decision making and encouraging discussions with practitioners from all agencies using case work examples has continued to maintain the quality of discussions around risk and need and supported good decision making in safeguarding practice. The Multi- Agency weekly referral meeting has facilitated effective and timely dialogue on cases at each stage in the safeguarding process, this has improved decision making, understanding and good escalation and dispute resolution in a timely way.

The work of the Partnership on Early support and the important link to community and neighbourhood working has developed and improved practice in this area. There is a greater understanding that early help and support to families is greater than that provided by the Local Authority Early Support service alone. The role of universal services, particularly schools and 0-19 Health practitioners and the third sector has become a vital element of what can support families at a community level. This has been evidenced in assurance to the Partnership in response to COVID-19.

In responding to the COVID-19 pandemic and ensuring a line of sight to our most vulnerable we will continue to monitor Early Support carefully going forward. There have been good levels of assurance

provided to the Safeguarding Partnership and many community-based services have gone above and beyond to support families in crisis at this time, as well as supporting families before a crisis occurs. This includes strong support on home learning, food poverty work, access to community support.

We have also in the last year:

- ✓ Developed the learning and quality assurance framework.
- ✓ Introduced tools and a pathway to with peer on peer sexual abuse
- ✓ Implemented tools to support safer sleeping
- ✓ Developed and implemented new tools to support management of neglect
- ✓ Implemented locality discussions re casework and Early Support
- ✓ Implemented a comprehensive case review process, including Rapid Reviews and Learning Reviews
- ✓ Increased learning opportunities through online briefings.

## Learning from Reviews

In the financial year 2019/2020 KSCP carried out four Rapid Reviews, and two CSPR. The main referral reasons for the Rapid Reviews differed quite widely and ranged from physical injury, serious youth violence, to murder.

Referral reason	2019 -20
Neglect	0
Physical abuse	1
Sexual abuse	0
Fabricated illness	0
Murder/attempt (CSPR)	1
Trafficking	0
HBV/FM (CSPR)	1
Suicide (Local Review)	1
Serious Youth Violence (Local Review)	1

Number	2018-19	2019-20
Serious incident referrals to KSCP	9	9
Rapid Reviews	3	4
Local Case Reviews (not referred to the Panel)	1	3
SCRs / CSPR	2	2

**Cost:** The average cost of paying a Lead Reviewer has come down significantly over the last three years. This has been helped by reviews being supported locally by the Independent person and by

greater support by members of the Practice Review and Audit subgroup and therefore no additional payment was incurred.

**Time:** The length of time taken to complete a review has also come down significantly in 2019-20. Once again, the use of Practice Review subgroup members has had an impact on reducing the number of days taken to complete a review as well as reducing costs.

**Learning:** Learning is shared via a range of methods e.g.: Seminars, 7-minute briefings, reflective discussions and E bulletins and we have reinforced as a partnership the need to disseminate key learning within agencies.

Learning from Reviews is captured and monitored in terms of single and multi -agency action on the learning points via the Section 11 audit process. This is no longer a static event in Kirklees, with agencies expected to regular update and maintain a record of learning activity alongside evidence.

Analysis of partnership recommendations from reviews over the last three years undertaken in preparation of this report identified that the practice areas highlighted in partnership recommendations were:

- Managing risk and effective decision making
- Information Exchange
- Children's Mental Health & Emotional Wellbeing
- The impact of Neglect in Families
- Resistant Families and disguised compliance

Recent referrals and reviews have highlighted the following new emerging issues:

- Planning for Young people as parents
- Neglect
- Serious Youth violence and exploitation
- Appropriate support for children who have suffered sexual abuse

## National Review - Sudden Unexpected Death in Infancy

Kirklees was one of the areas involved in the National Child Safeguarding Practice Review Panel - Review of sudden unexpected death in infancy (SUDI) in families where the children are considered at risk of significant harm. There was some strong practice shared at the interagency discussion group with the lead Reviewer, including local advice and support on co-sleeping and risk. The learning from this work has been shared with partners.

## National Review – Serious Youth Violence

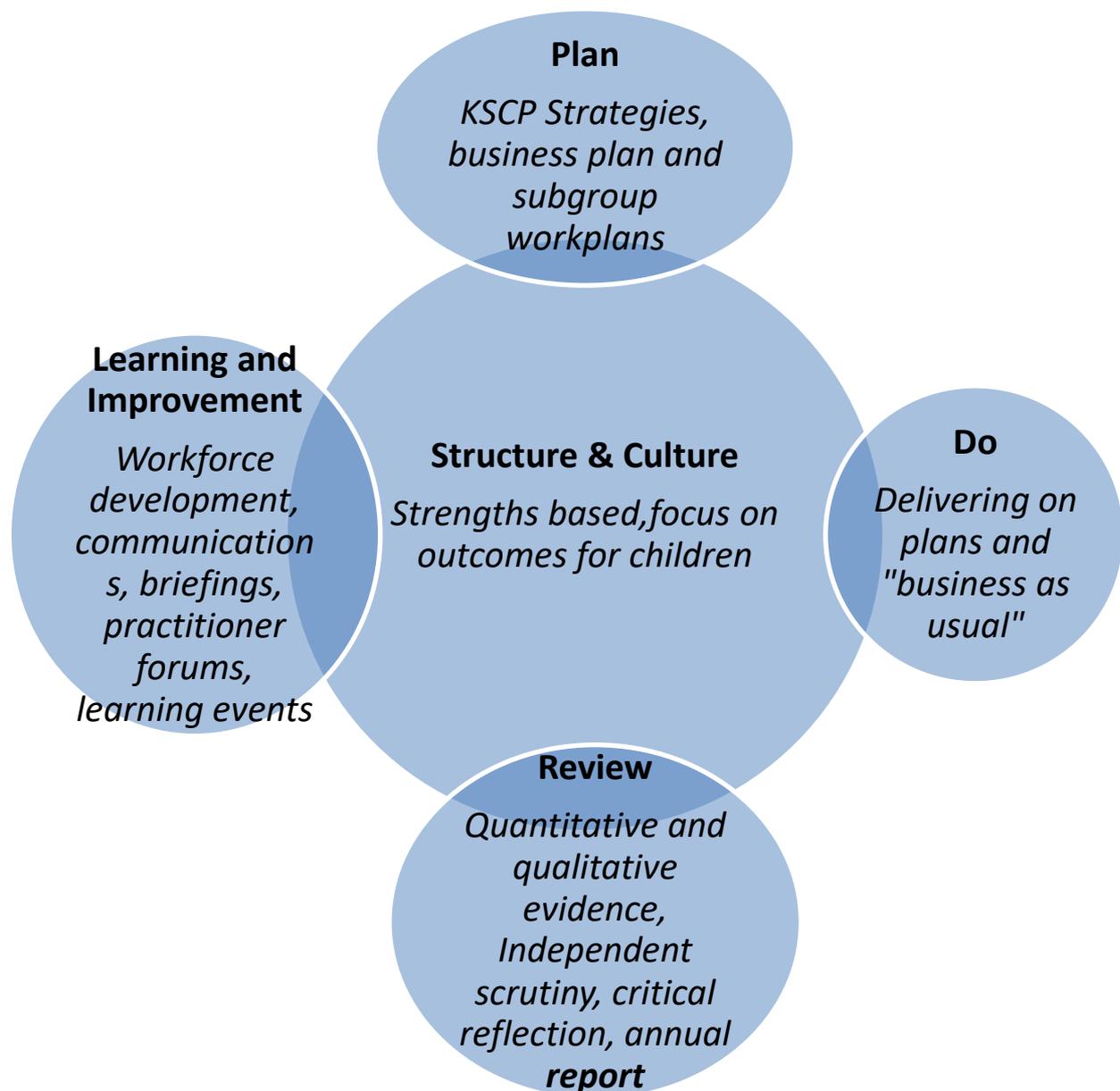
Although Kirklees didn't have cases included in this review. The final published report provided the basis for local audit activity and a learning event across the Safeguarding partnership with the Youth Justice Management Board and Community Safety. The National Review findings have been shared and disseminated and have formed part of our own action in relation to Serious Youth Violence.



## Evidence of Impact on Priorities

We have sought to enhance our understanding of performance and to link this closely to our learning capability as a partnership.

We have implemented our Safeguarding Effectiveness strategy and a Learning and Development Framework, and this is overseen by the work streams of the Partnership. The Diagram below illustrates how this works in practice and in the operation of the Partnership.



A copy of the safeguarding effectiveness framework can be found on the Partnership website.

There is a multi-agency scorecard of key performance measures, charts and a short narrative for each measure is produced on a quarterly basis. Health colleagues collaborate to produce an integrated report in relation to health performance of Trusts and this is linked closely to the CCG role in overseeing commissioning and quality. A summary of performance is captured and discussed at the Safeguarding Effectiveness Group.

## **An Example of linking performance, challenge and change**

Following consideration of the numbers of children subject to plans in relation to Sexual Abuse and considering the Joint Targeted Area Inspection findings Kirklees conducted a multi- agency audit in relation to the issue of CSA. The hypothesis being that numbers in Kirklees on a plan with a primary cause of CSA was too low. The resulting report and findings formed the basis for a multi -agency discussion group focused on the reasons why this might be the case. The result of the discussions – a report from the safeguarding Effectiveness group has resulted in coordinated actions as follows:

- Raising awareness amongst practitioners
- Improved training offer and work on a toolkit to support practitioners.

## **Exploitation and Contextual Safeguarding**

We know that good leadership and governance are critical to be successful. There are a range of boards, groups and people who have some aspect of contextual safeguarding as part of their remit,

with the KSCP taking a partnership lead.

There has been continued engagement with the work with the University of Bedfordshire this year. Providing an opportunity to link with other authorities and to exchange learning. The strategy to tackle Exploitation has been enhanced and rolled out across agencies. There is clear evidence of a joined-up approach with the strands of Prepare, Prevent, Protect and Pursue bringing together leads from the wider network of partners and partnerships. There has been work completed on early identification of young people at risk and this has included a pathway for those displaying characteristics of Harmful Sexual behaviour. Learning from work with adult survivors, new support packages have been developed and put in place, including good mental health support alongside practical support on day to day issues.

The CSE offer to support staff learning has been enhanced, reflecting current practice and take up is good. Police colleagues have supported awareness training on disruption activity, so that the focus on perpetrators is not lost. In addition, the link to intelligence sharing and local mapping has been emphasised across all professional networks.

## **Early Support**

The partnership established a short-term task and finish group to consider Early Support and to drive improvement. The service has worked hard to engage a wide network of professionals and to embed understanding that Early Support is more than what is offered by the Local Authority alone. The strategy has been rolled out and work undertaken on establishing clear performance indicators that measure engagement and impact. These now form part of the combined data set for the partnership. Locality referral panels are established and working, recognising the unique nature of Kirklees's communities and harnessing their strengths and diversity, highlighted in a previous section. The delivery of Early Help and support has supported individualised planning focused on

identified need and local challenges. This in turn led to work on supporting vulnerability and isolation during COVID-19 and supported more detailed analysis on Education at Home and children Missing Education.

## **Understanding Childhood Trauma**

Work in this area has focused on a number of key areas, these have included:

- Learning from case examples
- Considering the CAMHS offer
- Working to revise the offer for early identification and support

The Partnership has embedded the approach of Adverse Childhood experience into a number of key strategies, including the work on Neglect and the Practitioner Toolkit.

In all the work undertaken on priorities there has been an emphasis on learning from young people. The consultative work referred to earlier in this report has considered young people's views on the priorities and incorporated their direct experience into the learning.

### Case Study - Early Support

**Background:** Referral from school, single mum separated from father of her children. Father inconsistent in contact which the children aged 6, 8, 10 struggles with, acting out the frustration in behaviours at home. Mother is struggling with getting children into school regularly and with the bills. The washing machine has broken, and she can't afford to replace it and washing is piling up at home, with the children often appearing dirty and unkempt.

**What was done:** After screening case was referred with mum's agreement to early support. A meeting was held with school and with 0-19 practitioner. Support was offered in managing the contact with dad and in explaining the consequences of his inconsistency for the children. Through a local community group, a

second-hand washing machine was provided, and mum was directed to a local women's community group to support her – attending this led her to disclose she was struggling with her mental health. She was able to be supported to talk to her GP.

**What we learnt:** The Early support approach at a locality level supports the identification of local support. The quick response and focus on relationship building supported mum to disclose her poor mental health without fear that to do so might lead to her children being removed.

### Case Study – Serious Youth Violence

**Background:** Three serious incidents, involving youth violence, unrelated but with some commonalities. The cases involved young people involved in suspected gang related activity, with adults operating at the fringes. In each case the safeguarding and statutory responses had been followed, with CIN and CP planning processes in operation. The question asked, was what could we do differently?

**What was done:** A multi- agency audit was completed, and an outline report of emerging issues developed, this was the precursor to a practitioner event to discuss the issues, culminating in a final report highlighting areas to act upon.

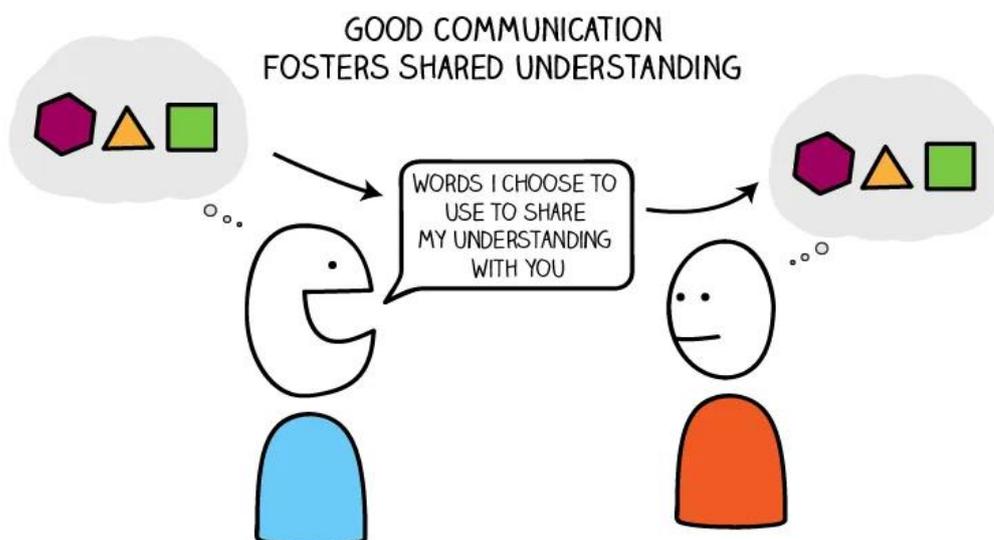
**What we learnt:** The critical role that education plays as a stabilising factor in children's lives was a common theme. The opportunity to reflect highlighted that in the cases with strong parental support that traditional safeguarding routes simply penalised and blamed them. In all the cases they had become exhausted by the behaviour of their children and were struggling to cope. The work re-emphasised the restorative approach and

highlighted the need to think differently, building trusted relationships with young people and putting them at the centre.

## Communication and Engagement

We have launched a brand new website and have agreed content to support that development. This platform has supported improved access to tools and resources to support awareness and learning.

We issue regular updates to our partners throughout the year and have organised special COVID-19 Briefings on Safeguarding Children. We are active in circulating learning from SCR and CSPR and in distributing learning from national work within the National Panel, NHSE, and DFE and from the Police. We regularly seek assurance from inspection activity both in seeing reports and in asking for progress on actions.



## Independent Scrutiny

Sheila Lock - Independent Advisor and Chair

**Scrutiny Activity** - I have attended and chaired Partnership and Safeguarding Executive Meetings. I have been accessible to senior officers between meetings. I meet regularly with senior colleagues from The Local Authority, CCG and the police and have also liaised closely with Trust colleagues. I have met with children and young people and read the reports from corporate Parenting board.

I have contributed to and provided feedback on key documents commenting on effectiveness and what has been working well; for example, the vulnerability toolkit, the Early Support Framework, the revised case review processes; and the swift and effective assurance response in March to the COVID 19 Pandemic.

I have provided advice and guidance where required to support the operation of the business unit and provided independent advice on case reviews including communication and liaison with the national Child Safeguarding Review Panel. I have scrutinised reports coming to all meetings. In addition, I have chaired rapid reviews and notes from the work streams I am not involved with. Providing feedback and challenge as appropriate.

I have completed four scrutiny exercises, building on multi -agency audit activity. These are: work in relation to Child Sexual Abuse; Serious Youth Violence; CAMHS, and effective planning involving young people. I have also worked closely with the LA in response to the Ofsted Inspection and was a member of the Improvement Board. This has included focus on key themes e.g., performance information, risk assessment and decision making, information sharing, late or no escalation of concerns, over optimistic thinking, and contextual work.

I also contributed to the work on the development of RHSE vision to be implemented by schools, with cognisance of the safeguarding implications.

Through this activity I have identified the following:

### **Evidence of Effectiveness**

- ✓ Effective progress and development of the partnership to a fully implemented partnership – initial transition implementation plans were completed.
- ✓ I have observed at first hand a positive partnership culture which is reflective and has high ambition for continuous improvement.
- ✓ Relationships are good and mutually supportive, including openness to challenge.
- ✓ Attendance at all meetings is consistent and regular, with a high expectation of contributions from all.
- ✓ This report includes strong evidence of engagement and listening to the views of children and young people and providing learning and guidance for practitioners.

### **Areas for Monitoring**

- ✓ There is a need to embed the performance monitoring further and the revised data availability will assist
- ✓ The timeliness of CPS decision making remains a concern, particularly given the uncertainty this creates.
- ✓ There is a need to embed and widen the scrutiny role to involve more young people and parents
- ✓ There is a need to embed young people led planning.
- ✓ Funding still brings uncertainty in the longer term and there remains a need to find a more equitable longer-term funding base.





## Strategic Priorities for 2020/2021

Action Priorities: These are the key areas that the Partnership will address in its business plan and why they are priorities

Priority 1: Domestic Abuse and children in households where DA is a feature	COVID-19 has highlighted the risk posed by isolation and Domestic harm and the impact on children. This includes all forms of abuse and the way in which we conduct multi -agency risk assessment work
Priority 2: Child Criminal Exploitation/Abuse	This remains a key priority as we know that children continue to be harmed. It is the core of the safeguarding work of the partnership and is expected to remain so on an ongoing basis
Priority 3: Young People and mental health including response to ACE	This is a recognised need arising from a number of areas where trauma early in childhood has long term consequences
Priority 4: widen the scrutiny function to include young people, parents and practitioners	We have strengthened the partnership and now want to develop scrutiny of safeguarding arrangements, so it is not vested simply in a person or role.

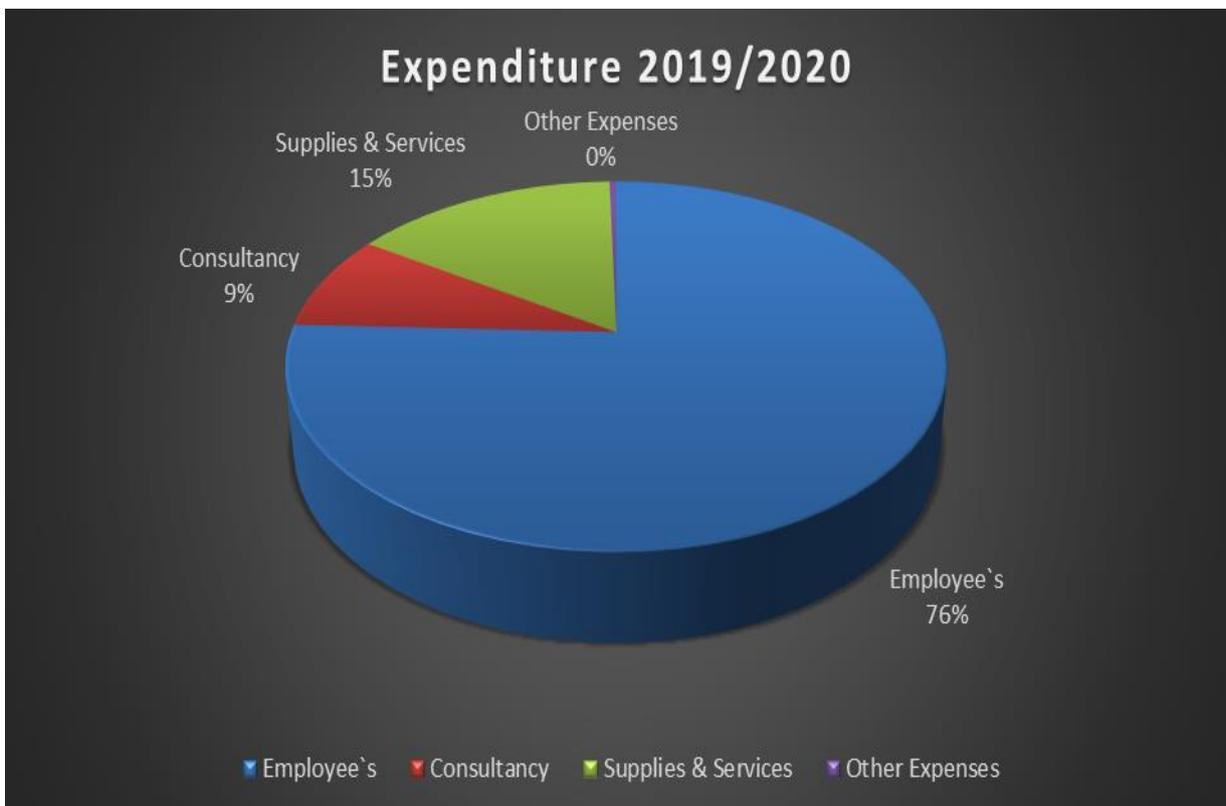
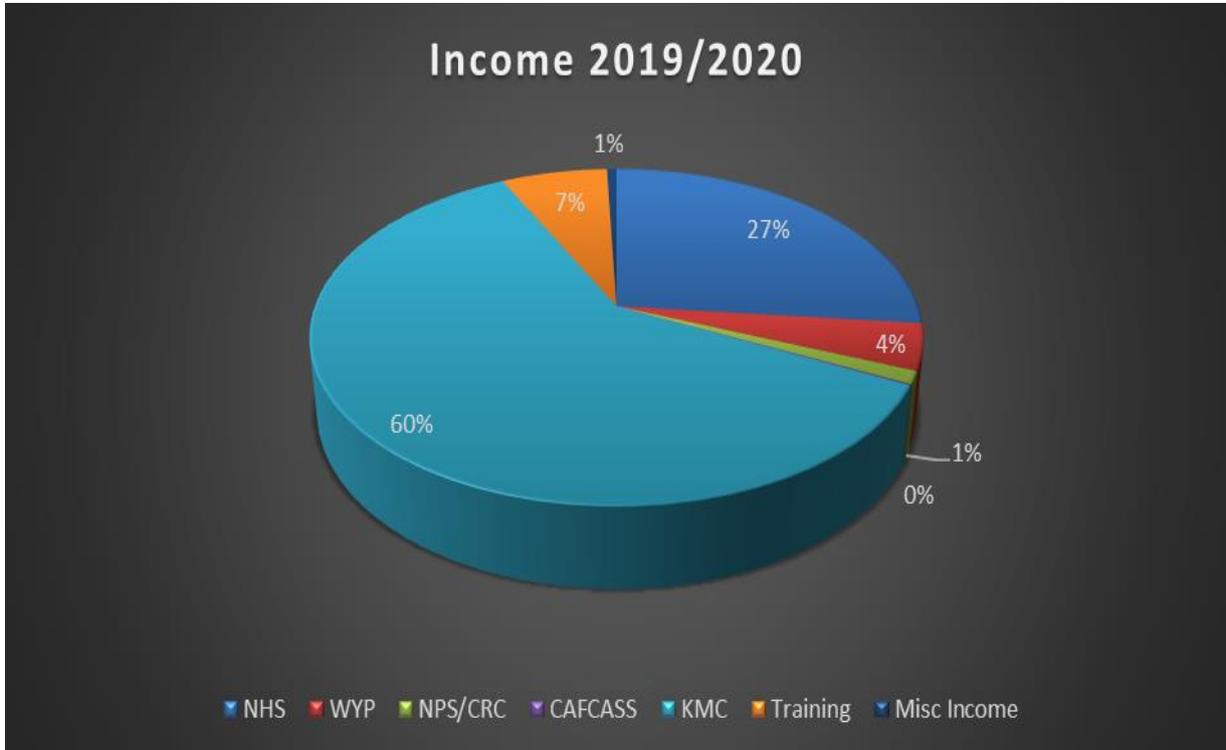
Assurance Priorities: These are areas that we will continue to assure ourselves of

Assurance Area 1: Performance

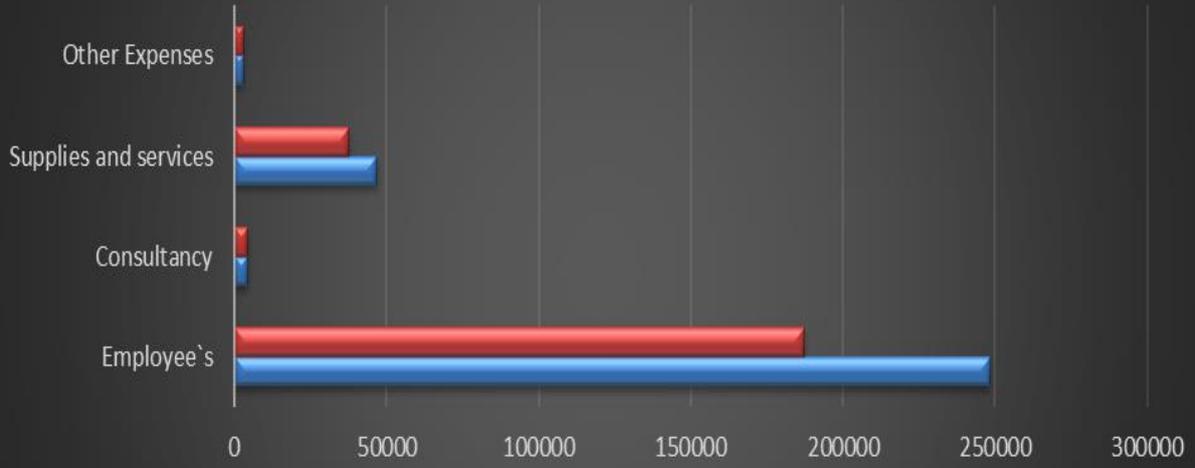
Assurance Area 2: Use of technology, and ensuring it is not a barrier to effective practice

# Appendices

## Appendix 1:



## 2020/2021 Forecast



	Employee's	Consultancy	Supplies and services	Other Expenses
Actual to 31/12/20	187246	4469	37638	3046
Forecast	248164	4469	46813	3046

## Appendix 2:

### Workforce Development - Key Achievements 2019-2020

- There is a well-established training offer and training pool with a strong team ethic and relationships with a range of partners: utilising each other's strength, role and influence. This has saved expenditure by utilising the skills and experience of trainers from partner agencies.
- We have developed additional training with using a key provider and experts to respond to specific training needs
- There has also been a significant Increase in attendance from the voluntary and private sector

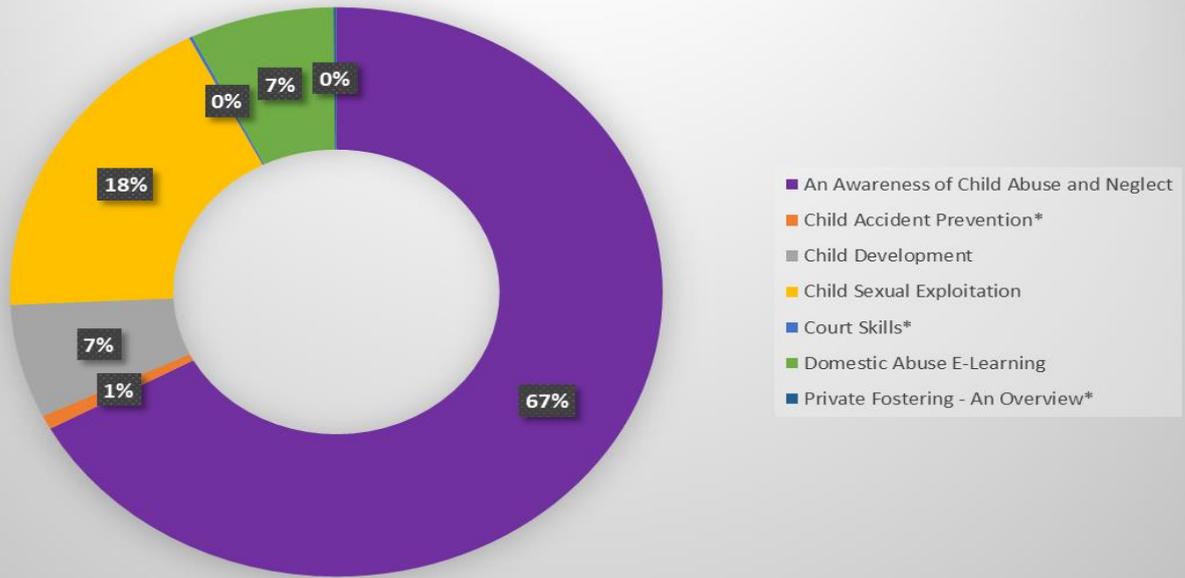
### E-Learning

E-learning Course	No. completed
An Awareness of Child Abuse and Neglect	4760
Child Accident Prevention*	56
Child Development	459
Child Sexual Exploitation	1298
Court Skills*	12
Domestic Abuse E-Learning	507
Private Fostering - An Overview*	10
<b>Total number of completed training</b>	<b>7102</b>

*\*Below E-learning on previous training system until 31.7.2019:*

- *Child Accident Prevention*
- *Court Skills*
- *Private Fostering - An Overview*

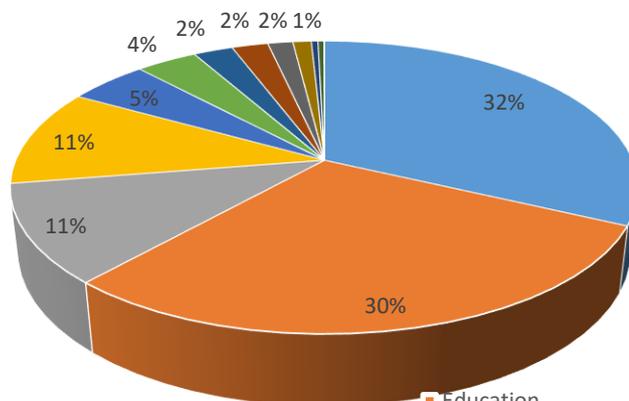
### Total E-learning completed 2019/2020



### Classroom Training

Breakdown of Agency Attendance for classroom training	Count
Kirklees Council	791
Education	729
Voluntary / Charity	268
Health	265
Private Sector	121
Housing	93
Justice/Offending/Public Protection	60
Outside of Kirklees Council Local Authority	55
Calderdale and Kirklees Careers	38
Other	28
Drug and Alcohol Services	10
Employment	9
Religious	1
<b>Grand Total of completed classroom training</b>	<b>2468</b>

## Breakdown of agency attendance for Classroom Training



- Kirklees Council
- Voluntary / Charity
- Private Sector
- Justice/Offending/Public Protection
- Calderdale and Kirklees Careers
- Drug and Alcohol Services
- Religious
- Education
- Health
- Housing
- Outside of Kirklees Council Local Authority
- Other
- Employment

	Number of sessions	Course Title	Number of Attendees
	1	Kirklees Safeguarding Week - Disguised Compliance	18
	1	Achieving Best Evidence - Train the Trainer	4
	3	Advanced Neglect	45
	2	Channel Awareness Briefing	9
	3	Child Exploitation: Using Contextual Safeguarding Approaches to Keep Young People Safe	66
	1	Child Sexual Exploitation for Practitioners	18
	2	Contextual and Complex Safeguarding	22
	1	Contextual Safeguarding Conference	9
	4	Domestic Abuse Level 2	34
	3	DRAMM and MARAC in Kirklees	28
	4	DSL - Refresher	122
	5	Forced Marriage, Female Genital Mutilation & Honour Based Violence	83
	2	Harmful Sexual Behaviour	33
	9	Human Trafficking & Modern-Day Slavery Workshop	327
	4	Impact of Domestic Violence	71

	4	Impact of Parental Mental Health	70
	4	Impact of Parental Substance Misuse	53
	4	Improving Assessments in Child Safeguarding	56
	3	Introduction to Child Neglect	43
	1	Lessons Learned: Using Reviews to Prevent Serious Harm to Children	12
	12	Making a Positive Contribution to Child Protection Conferences and Core Groups	190
	1	Masterclass - Pornography, Sex, Pressures and Social Networks	12
	2	Neglect	13
	5	Online Safety	52
	4	PREVENT WRAP Sessions	50
	4	Reducing Parental Conflict - Train the Trainers	56
	1	Reducing Parental Conflict Module 1 - Parental Conflict and Its Impact on Child Outcomes: Interpreting and Using the Evidence Base	10
	2	Reducing Parental Conflict Module 2 - Recognising and Supporting Parents in Parental Conflict: Applying Knowledge, Skills and Techniques	20
	2	Reducing Parental Conflict Module 3 - Working with Parents in Conflict: How do I support, refer or intervene?	15
	1	Reducing Parental Conflict Module 4 - Reducing Parental Conflict: The Role of Supervisors and Managers	3
	5	Roles and Responsibilities of the DSL	51
	1	Safeguarding Briefing: Keeping Kirklees Safe: Gangs, Domestic Abuse, CSE and Trafficking	24
	1	Safeguarding Children: Pornography, Sex, Pressures and Social Networks	15
	1	Safeguarding Newly Arrived Families and Unaccompanied Asylum Seeking Children	19
	5	Safeguarding Skills	60
	4	Safeguarding Skills for Managers	46
	1	Safeguarding Unaccompanied Asylum Seeking Children	6
	2	Sexual Abuse: Dispelling Myths & Reducing Risks	25
	1	Support for victims of Domestic Abuse to get "Do It Yourself" Civil Orders	20
	2	Train the Trainer	5
	5	Understanding Parental Learning Disability: Engaging Effectively & Managing the Risk	43
	1	West Yorkshire Train the Trainers	3
	24	Working Together to Safeguard Children	455
	6	Working Together to Safeguard Children - Refresher	108
	4	Young People and Substance Misuse	44

<b>Total Courses</b> 158	<b>Total attendees</b> 2468
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Examples of impact comments from practitioners:

*“More confident ..... Able to use appropriate resources to broaden discussion with clients. Greater understanding of decision making and referral protocols.”*

*“Gave me a great insight into parental mental which will assist in my practice and enable me to identify mental health issues.”*

*“The course was very strong on impact on children of DA and steps workers should take. I will look at how our projects can support more preventative work, influence greater use of DASH and safety plan tools.”*

### Key Challenges

- COVID-19 has meant all training has now moved online
- Evaluating the long-term impact of training on practice and outcomes effectively.
- Receive assurance of commitment from other Partnerships/Boards on their responsibilities related to workforce development and how they link with the Strategic priorities of the Safeguarding Partnership
- Some agencies not accessing the programme.
- Some courses cancelled due to low nominations despite being priority areas



## Appendix 3:

### Covid-19 Action

As a result of the national emergency in March the Partners identified that children and young people may now be spending significantly more time at home, potentially placing them at increased risk of harm and that opportunities to spot abuse and neglect may be reduced or for them to access support, in turn increasing their vulnerability. The Partners worked together guided by a command structure and quickly developed new ways of working and systems to support vulnerable children during this time. A few examples of what were done are:

KSCP circulated:

- ✓ A bulletin pulling together a range of information that all partners could access.
- ✓ A 7 Minute Briefing of Safeguarding Information for Volunteers.
- ✓ Updated national guidance on serious incident notifications, rapid reviews, serious case reviews and local child safeguarding practice reviews considering coronavirus.
- ✓ a variety of links to support Black, Minority Ethnic and Asian residents, including information on asylum seekers.
- ✓ The Children's Commissioner Children's guide to coronavirus to help explain the situation.
- ✓ Guidance developed by Trusts on Hidden Harm

Also, a detailed guidance note was provided to children's social care staff about new working arrangements. These continue to be update and included:

- ✓ Decision making flowcharts for face to face visits.
- ✓ Safety advice during visits.
- ✓ COVID19 risk assessment guidance.
- ✓ Guidance on virtual visits.
- ✓ Domestic Abuse.

Council staff were directed to public health advice on the Council intranet and staff in other agencies were similarly directed. Agencies responded with strong mental health and wellbeing support.

## Appendix 4:

CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CIN	Children in Need
CME	Children Missing Education
CPP	Child Protection Plan
CSA	Child Sexual Abuse
CSC	Children's Social Care
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CWD	Children with Disabilities
DA	Domestic Abuse
DASG	Domestic Abuse Strategic Group
DHR	Domestic Homicide Review
EHE	Elective Home Education
EHWB	Emotional Health and Wellbeing Board
ES	Early Support
FGM	Female Genital Mutilation
GCP	Graded Care Profile
HWB	Health and Wellbeing Board

JSNA	Joint Strategic Needs Assessment
KSAB	Safeguarding Adult Board
LA	Local Authority
LAC	Looked After Child(ren)
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-agency Risk Assessment Conference
MARAM	Multi-agency Risk Assessment Model
MFH	Missing from Home
NPS	National Probation Service
OCG	Organised Crime Group
PCSO	Police Community Support Officer
PRU	Pupil Referral Unit
SCR	Serious Case Review
SEN	Special Educational Needs
SUDI	Sudden Unexpected Death in Infancy
WYP	West Yorkshire Police
YPP	Young Person's Plan
YPVA	Young Person Violence Advisor