Kirklees Children and Young People Plan

2013 - 2016 Edition
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Welcome to the Children and Young People Plan for 2013-2016. The Children’s Trust continues to be the partnership forum responsible for delivering the plan and working to improve life chances for children and young people. The core principle has to be that working in partnership will lead to the best outcomes and offer the most efficient way forward; no one agency or service can operate in a silo.

The previous plan moved towards looking at specific priorities that would benefit from a partnership focus to improve life chances for specific children and young people. The plan for 2013-16 continues to do so, with the continuation of some of the previous priorities and the inclusion of some new ones.

The needs of children and young people and their families are varied and sometimes complex and cannot be tackled in isolation of the family unit. There are challenges for both families and public services in these austere times, with the reduction in public money and services impacting on those most vulnerable in our communities.

This plan focuses on those priorities that can affect children and young people at all ages and aims to put interventions in place to help children, young people and their families with both the physical and mental health and wellbeing issues to enable them to be able to cope as well as possible in these changing and sometimes difficult times. The plan sets out what actions will be undertaken and makes clear links to commissioning intentions which will enable the partnership to deliver the agreed outcomes.

Over the coming years of change and uncertainty the Children and Young People Plan will endeavour to remain relevant to the needs of children, young people and their families with achievable priorities reflecting the present time and resources. It will take into account the current budget and economic climate and ensure the principles of the plan have the freedoms and flexibilities to adapt to the changes ahead.

Kirklees can demonstrate effective partnership working in key areas such as infant mortality, NEET, teenage pregnancy and domestic abuse. The partnership knows itself well and readily undertakes improvement, for example work that is on-going regarding employment and skills.

Signed by:

Councillor Cath Harris,
Chair of the Children’s Trust and Joint Cabinet Lead for Children and Young People

Councillor Peter O’Neill,
Joint Cabinet Lead for Children and Young People

Alison O’Sullivan,
Director for Children and Adults
The Children’s Trust and what it does

The Children’s Trust is the partnership forum with strategic responsibility for the development and implementation of the Children and Young People Plan which identifies the priorities. The trust is able to make recommendations about how resources are used to meet these priorities. The trust looks to improve wellbeing and life chances for the most vulnerable children in Kirklees and to create local environments where all children can flourish.

The Children’s Trust oversees the performance of the priorities and looks to challenge and influence the partnership to ensure the best outcomes for the priority.

As well as the identified Children and Young People Plan priority areas, over the past two years the trust has looked in-depth at:

- anti-bullying work
- Calderdale and Huddersfield Health and Social Care Strategic review
- child sexual exploitation
- Common Assessment Framework
- early intervention
- findings from NEET research and the draft Raising Participation Age strategy
- Integrated Youth Support Services review
- mental and emotional health and wellbeing
- resources in children’s social care and early intervention
- skills agenda
- Stronger Families Programme
- tackling poverty
- teenage conceptions.

Vision and values

The Kirklees Children’s Trust has been established by all partners working with children and young people in Kirklees because we believe that working together is essential if we are to improve life chances for children and families. This plan sets out our vision and priorities for action. We are committed to partnership working as the foundation of achieving our ambitions. We remain committed to listening to the voices of children and young people and ensuring that this engagement is included in the way we work.

We recognise the difficult economic climate and the challenges posed by the very significant reductions in public spending over the next three years. We need to create new ways of working to improve outcomes for children and families as well as managing reductions in our funding. This will impact on the way that the partnership and individual agencies work.

We will continue to work on our understanding of the needs of children and young people and to focus on the identified priorities. Services will need to be reviewed and realigned as appropriate over time to ensure that we continue to address needs but within available resources.

**Strategic vision for the Kirklees Children’s Trust:**

Kirklees is a great place to grow up where every child and young person:

- is safe and loved, healthy and happy and free from harm, and
- has the chance to make the most of their talents, skills and qualities to fulfil their potential.
Principles by which the Kirklees Children’s Trust operates are:

- **working together** - essential if the life chances for children and families are to be improved
- **commitment to the Kirklees Children’s Trust** - as the partnership through which need will continue to be identified, action planned, resources aligned and progress reviewed
- **leadership** - the trust will provide strategic leadership and direction to the area-wide system of children’s services
- **integration** - a commitment to seizing the opportunity to make closer integration a reality for the strategy and the planning and provision of services to children and families
- **creativity** - creating new ways of working and to seize opportunities to make a reality of closer integration to improve outcomes for children and families as well as managing reductions in funding
- **adaptability** - to respond to changes and reductions in resources, to continually review priorities and the focus of partner organisations
- **prioritising children** - the commitment to children and young people remains at the forefront.

The work of the partnership is driven by the following values:

- **young people** have a positive part to play in their communities and we want Kirklees to be a place where children and young people are able to participate fully alongside adults in the life of their community
- **children and young people** are actively involved in the planning and delivery of services from all agencies
- **children and young people should get the best positive start in life** and have the opportunity to achieve their full potential
- **services provided** should be holistic, flexible and work in an integrated way in localities with all agencies, communities, children and young people and families
- **values** should, in some way, touch the lives of all children, young people, their families and carers in Kirklees and address issues of equality, diversity and community cohesion.
New priorities

The priorities for 2013-2016 as identified by the Children’s Trust are:

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<td>1</td>
<td>Mental, emotional health and wellbeing</td>
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<td><strong>A joint priority with the Kirklees Safeguarding Children Board</strong></td>
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These priorities have been chosen as areas that the partnership as a collective can make a difference to improve the life chances and outcomes for these particular groups of young people.

The priorities are brought together by:

- preventative approaches
- the responsibility of everyone to contribute
- there is identified capacity to lead on the priority and deliver agreed actions.

Linking areas of work

The **Stronger Families Programme** for Kirklees will work with 1,115 families over three years to address the national priorities of crime, anti-social behaviour, poor school attendance and unemployment.

The programme aims to build strong and resilient communities, where families are encouraged and supported in bringing up their children responsibly, so that all members of the family realise their full capabilities and strengths to contribute positively to society and the economy.

The programme will develop an integrated and innovative approach to working with some of the most complex families in Kirklees which will enable individuals and families to participate fully in society and economic activity. It will develop interventions which encourage families to find their own solutions and to become self-reliant as well as providing early help to prevent problems from escalating and strengthen resilience. By improving collaboration across sectors and agencies to use resources effectively this will ensure continued focus on sustaining and developing effective interventions. As we start to embed new ways of working into wider plans this should enable the partnership to respond to the complex needs of families by commissioning new services and training and developing staff. If we can change what we do by increasing investment in proven approaches this should bring about smarter commissioning of services and support.

There is further information on the work of the programme via the following link:

www.kirklees.gov.uk/strongerfamilies

**Early intervention:** is another area of work that links to the priorities within the plan and is set out in more detail on page 43.

**Safeguarding:** an important link is with the Kirklees Safeguarding Board to ensure that safeguarding and promoting the welfare of children and young people is a primary consideration for the trust and that appropriate challenge is offered to the partnership. To support this aim the Chair of the Safeguarding Board is a member of the Children’s Trust and the Head
of Children’s Trust Management is a member of the Safeguarding Board Business Planning group and the effectiveness and evaluation workstream. Attendance ensures the maintenance of effective agenda setting and communication between boards, as well as contributions to this plan and the Safeguarding Board Business Plan. There are a number of explicit safeguarding activities detailed within the priorities.

**Commissioning**

The partnership commissioning cycle:
Commissioning cont’d

Across the partnership there are staff who are responsible for overseeing strategic commissioning and planning. Developing and delivering effective commissioning is everyone’s business. It is crucial that there is effective commissioning of services to ensure that priorities and actions are identified as commissioning intentions and then delivered through appropriate contracts for services. As part of the work on commissioning, there will be on-going evaluation and review of services and delivery.

The Strategic Health and Social Care Review in Calderdale and Huddersfield and also the Mid Yorkshire Transformation Programme will also require commissioning plans.

A commissioning plan for children and young people will be produced and the Children’s Trust priorities contribute to this plan in terms of key challenges and partnership delivery. The commissioning plan will be managed by lead commissioners.

As part of arrangements to support the commissioning offer for the Clinical Commissioning Groups there will be an Integrated Commissioning Unit working across the council. Joint commissioning arrangements are in place for the following areas of service delivery across Kirklees:

- Tier 3 emotional health and wellbeing – Children and Adolescents Mental Health Services (CAMHS)
- Tier 2 Children’s Emotional Wellbeing Service
- children with disabilities
- substance misuse
- therapy provision
- teenage pregnancy.

Workforce development

Work across the Kirklees Children’s Trust to meet agreed priorities for children, young people and families has created an increasing need for integrated services, with new models of service delivery and collaborative working.

As priorities change, the skills and knowledge requirements of the Kirklees children’s workforce are also changing and so we need to ensure that workforce development resources across agencies are managed to enable us to meet these priorities. We need to create a collaborative process that will enable us to identify future workforce skills need, to inform planning and joint provision where appropriate.

We need to ensure that where there are common learning and development needs for staff, these are identified and plans to meet these needs are made in a joined up way in order to:

- meet common needs in the most economical way
- help to grow levels of understanding and relationships across agencies
- ensure planning of learning and development provision takes account of operational requirements for all agencies
- recognise when needs form part of a set of core skills, and when more specialist training is required.

We will work towards a position where provision of learning and development is always joined unless there are strong reasons for it not to be, instead of the opposite.

Huddersfield University contribute to this part of the plan by supporting the development of the health, social care and education workforce via provision of higher education programmes. This brings students into direct contact with children and young people within Kirklees via placements within local organisations.

Workforce development is facilitated by both initial training and education and on-going learning via continuing professional development (CPD) provision for teachers, nurses, allied health
professionals, early years practitioners, social workers and youth and community workers. For example in the School of Education specific CPD is available for teachers, support workers and administrative staff. Specialist health and social care provision includes safeguarding and public health nursing. The local health, social care and education workforce have access to master classes, seminars and study days throughout the academic year. The university works in collaboration with local statutory and voluntary health, education and social care organisations on curriculum development. Close links with local organisations ensure that Kirklees Children and Young People Plan priorities are reflected in health, social care and education curricula.

For more details see: Facebook.com/CPDHealthSocialCareHuddersfield Twitter: @CPDHealthSocCare and www.hud.ac.uk/edu

How priorities are chosen

The Children’s Trust agreed that the plan needs to focus on a short list of priorities. There were six in the previous plan.

The multi-agency group is a sub group of the trust board that works on the revisions for the plan. It has brought forward proposals for the priorities to be considered by the Children’s Trust Executive which agreed the final priority list which was then signed off by the trust board.

A working definition

An issue designated as a priority for the Kirklees Children’s Trust is one identified as a multi-agency issue and requires the contribution and specific additional actions by two or more partners on the Children’s Trust in addition to on-going core delivery/activities in order to improve delivery. It is expected that any priority will be supported by specific managed action plans and resources with time limits for the date when performance will have improved and can be managed through core business.

Issues to be considered

It is proposed that for an issue to be considered as a priority the following conditions need to be met in part or full (these are not in order or importance):

- performance data on an issue collected by an agency or strategic board indicates that there is an issue with poor outcomes where there are identified partnership contributions. This would be triggered by performance over a significant period of time such as a year when measured against local targets/expectation and that the fact of poor outcomes is reinforced by comparison with regional and national data
- an issue needs the resource contribution of the partnership
- an issue is identified for action by an inspection or and requires a partnership response
- an issue is identified for action by a local report/study/investigation and requires a partnership response
- an issue identified as one of local/national concern requiring collective action in Kirklees
- an issue(s) raised through consultation and engagement work with children and young people and requires a partnership response
- it is considered by staff that delivery of the improvements cannot be managed by an existing strategic approach or one service but requires additional contributions which could include resources and the board’s sign off.
Priorities for 2013 - 2016

Mental, emotional health and wellbeing
A joint priority within the Joint Health and Wellbeing Strategy overseen by the Health and Wellbeing Board

Why this priority matters

Local and national evidence and experience shows that emotional health and wellbeing are important issues for children and young people. On average one in ten children needs some extra help with their feelings or behaviours. Without this support the difficulties can escalate and continue into adulthood.

There is a need to help young people to understand their emotions and how they deal with these emotions in good times and bad times, giving them the resilience to cope and access to the tools and information to be able to do so. The Children’s Trust has agreed that there needs to be a particular focus on prevention and early intervention.

Mental, emotional health and wellbeing is not only a priority for the Children and Young People Plan but also the Joint Health and Wellbeing Strategy. This affects the whole family unit and by working in collaboration we can ensure this priority has the best outcomes for children and young people as well as adults.

This is a multi-layered area with lots of work going on at different levels. These include services that are linked to Child Mental Health Services which are targeted and specialist provision. Then there are the less visible areas of work aimed at the general population where needs are not as acute but children and young people need to know where to go to access services.

Work to be developed in this area:

- needs assessment has identified it as a priority in the Joint Health and Wellbeing Strategy
- the Children’s Trust has identified concerns in specific areas of need such as Child and Adolescent Mental Health Services (CAMHS), parenting skills, raising aspirations, anti-bullying work and resilience
- the Children’s Trust agreed that partnership actions are needed to improve outcomes
- it was also identified as an area for development and concern by the Safeguarding Board.

Outcomes and performance

Key performance information:

- data from the tier two and tier three contracts
- maximise the use of data from health intelligence such as health surveys, Joint Strategic Needs Assessment and young people’s views
- revised performance indicators will be monitored and reported to the Children’s Trust.
Key issues and challenges

- develop broad understanding of the terms and underlying factors
- the trust making the phrase ‘make mental and emotional health and wellbeing everyone’s business’ real
- ensure anti-bullying work is effective and implemented
- develop a universal level of service and support
- ensure young people are involved to help each other and develop their own solutions/personal resilience
- ensure services for children and young people and adults are joined up and co-ordinated
- to ensure delivery of high quality care, develop a Single Point of Access (SPA) for all new referrals which offers streamlined access to services through a clear pathway
- reducing the number of referral routes and providing a consistent response to referrers
- maximise the contributions, engagement and involvement of schools to provide a nurturing environment for children and young people.

Challenges to partners:

- providing appropriate levels of support to develop an awareness of early identification of issues
- recognising where there is a problem, deal with it appropriately and signpost where necessary
- ensure appropriate workforce development for the partnership is in place and resourced.

Young people say:

- involve us in planning and delivering services/activities, for example as peer information mentors and educators.
- have the right adults working with us (people we can trust, who we can talk to in confidence, who are not judgmental, who like young people)

Commissioning intentions

Jointly commissioned contracts are in place for tier two and tier three Children and Adolescents Mental Health Services (CAMHS) managed by the council and Clinical Commissioning Group’s to meet the identified needs of young people who require targeted support which can include specialist services.

How people are contributing

Early discussion with the Youth Council April 2013

Young people made some suggestions including:

- wanting to see good practice from schools shared across the whole system
- have a buddy system for people who are being bullied
- mediation system that is run by young people
- a confidential email system that can be used to get help
- drop in spaces that are easy to access
- being able to trust others to help you
- use trusted young people to help with IT systems so they are harder to exploit
- supporting families who are having difficulties.
This is the start of an on-going dialogue with a range of young people. It has been agreed with lead members of the Children’s Trust that youth councillor’s will develop their top three issues for discussion later in the year.

Some of the outcomes from the emotional health and wellbeing workshop that are linked to the children’s agenda were to build emotional wellbeing into the children and young people’s workforce development, link projects and services to school programmes and to consider action to improve safe, valued transport provision. The links with schools and education establishments was to be utilised better by encouraging greater buy in for emotional wellbeing across the school environments and to work with strong school headteachers to help drive the agenda forward learning from what works.

Locala

Locala health visitors and school nurses are notified when children live in circumstances that are likely to make them vulnerable to mental health and emotional problems. They are notified by partner agencies such as the police, Kirklees housing solutions team, substance misuse services when children are living in the context of domestic abuse, parental substance misuse, when they experience homelessness, or are resident in refuge accommodation. These notifications prompt widened assessment by the health visitor or school nurse of a child’s circumstances. Assessment strategies include review of health records, discussion with other professionals concerned with the child’s welfare, and direct contact with the child. Assessment of these children’s health needs may identify problems with emotional health and wellbeing.

Speech, language and communication difficulties (particularly those with Specific Language Impairment, autistic spectrum disorder or dysfluency) may result in a child having poor mental and emotional health and wellbeing, for example low self-esteem and confidence, which in turn can lead to a child becoming withdrawn and/or often presenting with behavioural problems.

Following referral, we would assess such children (formal assessment, observation, liaison with parents, teachers and other relevant professionals) and ensure an accurate diagnosis. We would then offer support and therapy/intervention as appropriate.

Intervention would include ensuring a communication friendly environment (be it home or school) to reduce pressures on the child and improve their access to communication and learning, thereby reducing their anxieties. Direct therapy may result in improved communication, which may increase self-esteem and therefore improve emotional health and wellbeing and often behaviour.

Often with older children, it’s important that they have an understanding of their difficulties, so that we can work with them to learn strategies, again to reduce their anxiety and improve their emotional wellbeing.

Early Intervention and Targeted Support Service

Through one-to-one family support, early intervention and targeted support staff provide, and can direct families to a range of services to support their mental, emotional health and wellbeing. The service also commissions both parent and young people’s counselling sessions, the latter for children and young people experiencing sexual, emotional, physical abuse, domestic violence, mental health, substance misuse, family break up; whereas the former supports parents experiencing domestic abuse, historical abuse and facing issues with their parenting capacity.
West Yorkshire Probation Trust

There are a disproportionate number of adult offenders on probation case-loads experiencing mental and emotional wellbeing issues across the continuum. The impact on dependent children of these adults is a key dimension for Think Families work promoting in assessments and signposting is one of our key activities - particularly the negative effects for children whose parent/s receive custodial sentences and explaining options with partner agencies regarding this so that this dimension can be addressed. Presentations are being made to the Children’s Trust to consider the multi-disciplinary responses to this.

Safeguarding Board

The board identified a focus on teenagers for 2013/14 and undertook a range of actions. This included work on the understanding of high school staff’s response to mental health/emotional wellbeing in young people and the plan to undertake an audit exploring multi-agency response to teenager vulnerability.

Kirklees Active Leisure

Taking part in positive sport, exercise and other forms of physical activity greatly helps to improve individual’s self-confidence, self-esteem, sense of belonging and overall wellbeing. KAL provide a huge range of opportunities for young people to take part in sport and exercise, with, for example young people taking part in swimming lessons every week across the KAL managed sites, which are also home to the majority of the school swimming sessions held in Kirklees. KAL also provide a wide range of sports courses and holiday activities for local young people to take part in, as well as pay-and-play activities for children and their families to enjoy, all of which contribute towards positive mental health and wellbeing.

South West Yorkshire Partnership NHS Foundation Trust

The trust provides a range of specialist services [Tier three] for children and young people to support emotional and mental health wellbeing.

Northorpe Hall

Northorpe Hall Child and Family Trust deliver the Children’s Emotional Wellbeing Service (ChEWS).

The following activities contribute to this priority:

- telephone support for parents, professionals and young people who have concerns about a child’s emotional well-being
- one-to-one support to children and young people
- group sessions to raise awareness of common emotional and behavioural difficulties to reduce stigma and provide self-help tips.
- group and individual support for young carers and their families, increasing their confidence, resilience and celebrating their achievements
- training and support for school staff, enabling them to respond well to common needs and issues and work with children individually and in groups
- recruiting, selecting and training volunteer mentors and volunteers to work in children’s centres and in the council’s family support service
- sharing learning and good practice.

Library and Information Centres

The network of Library and Information Centres (LICs) across Kirklees are safe, welcoming places where children and young people are respected and treated as individuals. We provide an opportunity for children to interact with other children and adults in an environment outside of the school or family. All staff are aware of their role and responsibilities with regard to safeguarding. LICs provide access to books, films, music, information and the internet, all of which can directly refer to the issues an individual is dealing with or can be used as recreational or education purposes.
Fusion Housing

Fusion Housing provides a one-to-one housing support service to 16–25 year olds across Kirklees. Within the generic service targetted support to Asian young women is provided. Also provided is a young parent’s service and a resettlement into the community project for offenders, some of whom are young people. The support planning is based on the Every Child Matters criteria which includes a ‘Be Healthy’ section including mental and emotional health and wellbeing. This ranges from supporting young people with mild depression to those accessing or needing to access community mental health teams. Fusion Housing is part of the V6 Consortium and so have close links with Northorpe Hall.

Kirklees Neighbourhood Housing (KNH)

KNH Young People’s Tenancies Team manages the tenancies of 16-18 year olds. The housing officers in this team carry out three visits to each of these tenants within the period of their introductory tenancy (the first 12 months). The first visit has a focus on health and wellbeing. There are specific questions about mental health and the housing officers know who to signpost to if issues are identified. They also have printed information to give out regarding stress, anxiety and depression. The team has completed mental health first aid training.

KNH’s community engagement team run dance clubs, gardening clubs, the KNH Kids scheme and have some play area champions. The main identified outcome of these activities is improved emotional and mental wellbeing of children.

Other

Partner agencies will be contributing to the emotional health and wellbeing action plan which is being led by Public Health.

Support for the anti-bullying work which is overseen by both the work of the Children’s Trust and the Safer Stronger Communities Partnership. The work includes the hate crime strategy group, LGBT steering group (both groups are multi-agency) and also supporting the young people’s LGBT group Yorkshire Mixtures. Plans are being developed for activities for anti-bullying week in November. Schools are key partners in anti-bullying work.

Appropriate links are being made to the health strategic reviews in terms of emotional resilience and the involvement of a range of health, social care and voluntary sector partners.
Looked after children and care leavers – improving life chances

Definition

This priority remains in the plan but is sharper and better focused to reflect the current picture and enable the partnership to respond to the challenge of the specific outcomes and opportunities available to these young people.

The four challenges that will be the focus of this priority are:

- early intervention review
- sufficiency of accommodation - placements
- attainment – education – employment
- accommodation.

The population of young people who are looked after is growing at a fast rate in Kirklees with approximately 650 children being looked after. Although the numbers are stabilising this is a massive pressure on resources in the system.

Attainment

There is lots of work to do on the current outcomes with regards attainment with 6.7% of looked after children achieved GCSE grade C in English and maths last year, however, the figures are better at earlier key stages. As a partnership work continues to need to be done to understand why this is.

Placements

We need to ensure that young people get the right placements for them. The fostering and adoption routes need to be more efficient as there are currently not enough foster families available in Kirklees. This highlights the barriers to fostering and volunteering in general and work needs to be done to improve the situation. A more holistic approach as to how we work better as a partnership to things like housing, sports and activities would be beneficial to these young people. As part of this approach a ‘placement desk’ is in operation which is co-ordinating all placements requests.

Partnership

Changes have been made to the allocations policy to ensure that foster carers have priority access to properties with extra bedrooms enabling them to care for young people.

Commissioning intentions

- placement desk – this is in its early stages and we will assess the success of the strategy
- a collaborative approach has been undertaken for the set of framework contracts for foster placements and residential care through the White Rose Consortium. The success of this collaboration will continually be reviewed.

Outcomes and performance

- provide a range of services in partnership to ensure stable, secure, safe and effective care for all children and young people - this includes high quality placements, placement support (including the provision of a range of placement options for Looked After Children), and support for care leavers and adoption services
- provide services that enable children who have entered the care system to achieve permanency in a timely fashion via adoption, arrangements with connected persons, long term placement options and services that support families to effectively care for their children
• maintain or improve the good performance in Kirklees against measures of placement stability, both in terms of length of placements and number of placements
• continue the reduction in the percentage of looked after children who are placed outside Kirklees boundary and more than 20 miles from where they used to live
• improve performance for looked after children reaching level 4 in maths at Key Stage 2, reaching level 4 in reading at Key Stage 2 and achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)
• reduce the percentage of young people who were looked after aged 16 who are not in education, employment or training
• improve the percentage of young people aged 19 who were looked after aged 16 who attend higher education courses
• ensure that all care leavers who are living in suitable accommodation where possible
• implement new IT systems across children’s workforce to provide an IT system that supports the children’s workforce and better reflects the child’s journey working in conjunction with IT services and learning and development
• an update on the review of the placement desk and collaborative working will be taken to the Children’s Trust as appropriate.

Key issues and challenges

• reducing the numbers coming through the system who then need to be looked after
• explicit link to the Emotional Health and Wellbeing priority
• developing effective early intervention as part of the way we reduce demand - this links to developments in the strategic reviews with health to enable more care nearer home and more confident / resilient families
• continue to work on the CAF and get full engagement across the partnership. The Children’s Trust is signed up to this and has a sub group which reports back

• all agencies and schools/colleges ensuring support for Looked After Children in place to improve outcomes
• improving outcomes overall in all areas of their lives
• post care support which includes housing/employment/managing to live independently.

How people are contributing

Family support and child protection

Family support and child protection brings together the statutory elements of social care provision and a wide range of family support services into one overall management arrangement. The service is responsible for:

• assessment and intervention activities to ensure the timely implementation of child protection plans, child-in-need plans and care plans in line with legislation and statutory guidance
• longer term social work support and intervention, including work around care proceedings
• provision of a range of accommodation options and support for children and young people in care and care leavers including fostering and residential placements and supported accommodation
• support for connected persons who look after children and young people in Kirklees (for example Residence and Special Guardianship Order holders)
• adoption services for children who cannot return to live with their family of origin.
Locala

Locala’s co-located health advisors with the looked after children’s team work with children and young people, and colleagues in other elements of children’s services to make sure health assessments are carried out promptly for looked after children. The health advisors coordination work ensures that identified health needs are addressed, and that relevant health information is shared at important transitions in children’s lives.

Children’s speech and language therapy

- contribute to and attend looked after children reviews
- liaise with teams in other areas to ensure a smooth transition for children who move out of area
- work with children and families, supporting communication and ensuring access to communication is maximised, so as to enable children and families to build attachments and relationships
- work with babies who are experiencing feeding and swallowing difficulties and their families - success with early feeding is critical to encourage attachment.

Locala Homeless Service

Children living in temporary accommodation have increased vulnerability, Locala Homeless Service works very closely with Kirklees Housing Solutions in Huddersfield and Dewsbury, sharing information regarding families who are living in temporary accommodation or make a homeless application. This enables health professionals to provide targeted work for vulnerable children.

Working to agreed safeguarding procedures, within ten days of receiving a referral from the homeless service, health visitors carry out a face-to-face visit with every child under five years, school nurses make contact with school age children with in the same time frame. Midwives are alerted to the change in circumstances.

Locala is open and honest about the joint working and at the point of contact with housing solutions information is given to the family explaining how and why health services will be in touch, then when the family leaves the temporary accommodation they are asked to complete a joint housing and Locala survey that asks if they have been happy with the service they have received, and if they have any comments how the service could be improved.

As a direct result of this survey changes are now being made to the way we work, it has involved the youth service, facilitating workshops between school children and school nurses and children attending a safeguarding board meeting (the work is being put forward for a national award!).

Early Intervention and Targeted Support Service

Early intervention and targeted support works alongside colleagues in social care services to provide targeted family support, both in relation to early intervention, but also when families are de-escalated from higher tiers of care. This coming year, early intervention and targeted support will pilot a link officer role within Kirklees schools. The aim of this is to support schools to identify needs at a much earlier stage, routing increased referrals through the CAF and family support co-ordination processes, rather than to social care when needs become more significant. This support will help to ensure that identified family needs are addressed in the community, which should ultimately reduce the numbers of children coming into the care system.

Kirklees Safeguarding Children Board

The board ensures a detailed business agenda on all aspects of safeguarding practice, audits and reviews; this work is detailed in the business plan and progress documented in the annual report. The evaluation and effectiveness workstream reviews multi-agency performance information and oversees practice reviews and audits and is responsible on behalf of the board for undertaking the Section 11 audit which examines and challenges the contribution of all partner agencies in delivering their safeguarding responsibilities. The audit undertaken in 2013 included the involvement of young people in the challenge event. Work has also been completed with some partner agencies identified in the
previous Section 11 audit to develop processes to consult more effectively with children and young people. Serious Case Reviews are undertaken by the board and recommendations and lessons learned are disseminated to partner agencies and included in training for staff.

**West Yorkshire Probation Trust**

Children of adult offenders are more likely to be taken into care as a result of custodial sentences. Presentations are being made to the Children’s Trust to consider the multi-disciplinary responses to this.

**Kirklees Active Leisure**

KAL is working with Kirklees Council to offer cashless accounts to young people in foster care and looked after children. The foster care service provided a lump sum, which KAL provided a further “in kind” contribution towards helping the funding go further. This enables the children or the carers to access activities for free, up to a certain predefined limit.

**Northorpe Hall**

The following activities contribute to this priority:

- providing counselling to parents whose children have been adopted or taken into care
- looked after children receive support as appropriate
- providing counselling, therapy, one to one emotional health support and mentoring to help looked after children.

**Fusion Housing**

Involvement with care leavers is back on the agenda and work with this group of young people is again based on the Every Child Matters criteria and the support includes:

- family and neighbour mediation
- accessing a tenancy including a private tenancy through our own Bond Guarantee Scheme
- furnishing (through our own recycling project) and managing a tenancy
- support in relation to the CAF
- health and safety
- maximising income, accessing benefits and dealing with debt
- support into education, employment and training through our learning and employment teams, see below under ‘Young People-improving life chances by being ready for and have opportunities for work’
- parenting skills
- being healthy including mental, physical and sexual health
- addressing offending behavior
- drug and alcohol issues.

Housing advisors and solicitors are also employed who can advocate on behalf of the young person if they are in danger of being evicted.

**Kirklees Housing**

There is provision for supported accommodation for up to nine young people, including care leavers. This service will provide accommodation and support to enable young people who are vulnerable to move onto independent living and successfully maintain a home where it is not appropriate for them to return to the family home. The service will specifically provide emergency accommodation to resolve the problem of immediate homelessness for young people aged 16-21 years. Provide support and links into education, training and employment as well as debt advice, and substance misuse advice and help with access to health and support services.
In the previous plan the focus for the young people’s priority was jobs, opportunities and money. A considerable amount of work has taken place with young people over the last year to improve young people’s access to jobs, opportunities and money.

After consulting with young people from the Youth Council one of the areas of focus for this year will be on being “ready for work” and having the necessary “skills” for the labour market, looking at what this involves and the expectations of employers and young people.

The priority will also focus on some of the wider issues affecting young people such as mental health and wellbeing and the impact this has on young people looking to enter into the job market. Links are made here to the Joint Health and Wellbeing Strategy priorities and the skills agenda.

Consultation with Youth Council in April 2013 highlighted the importance for young people about provision of volunteering opportunities and well organised work experience placements. The discussion produced the following ideas that all agencies can contribute to.

**Volunteering:**
- volunteering is good for building confidence in young people to enable the transition from school to work
- need to promote the positives of volunteering to other young people
- linking volunteers into schools and promoting the Volunteering Centre
- agencies that run specific volunteering schemes to provide information.

**Work experience:**
- a more creative approach is needed to enable young people to develop work readiness skills - All Children’s Trust partners could offer a range of opportunities which might include a work experience placements, a shadowing opportunity or an advice session about a specific career
- young people identified the value of workshops and said it would be good for employers to come into schools. This would also benefit from opportunities for young people to visit local employers.
Outcomes and performance

- number of work related opportunities
- number of young people volunteering.

Key issues and challenges

- the number of volunteering opportunities provided by all partner agencies
- partner agencies to provide shadowing opportunities
- bring volunteering organisations into the school environment promoting what is available to young people
- for trust members to consider their own organisations capacity and to offer volunteering/work experience opportunities.

How people are contributing

- the police offer opportunities through the Young Explorers Scheme
- the council offer a number of apprenticeship placements
- local authority and college partners now have additional responsibilities about Raising Participation Age (RPA) and will need to respond to recently published Department of Education guidance. This will contribute to ensuring young people will be able to access appropriate education and training opportunities up to the age of 17 years and continued focus on supporting those young people 16-18 years old who are not in education, training or employment
- the Employment and Skills Board brings together a coherent approach to challenges and has membership from business and partner organisations
- Calderdale and Kirklees involvement of young people in business planning
- town centre developments which have worked with young people in developing ideas and opportunities.

Locala

Locala clinicians work with children and families, partner health providers and colleagues in school to ensure that children are healthy, and able to benefit from educational opportunities. They also work with children and families and partner children’s services, when vulnerabilities are identified as likely to reduce the chances of children benefiting from educational opportunities, to make improvements, under CAF plans, child in need plans and child protection plans.

Locala school nurses are working with the Our Voice team to understand how young people would like aspects of school nursing service delivered. This work has included welcoming young people to Locala Safeguarding Committee. We hope the young people have gained experience of influencing adult decision making, which will contribute to their confidence and skills in the world of work.

Children’s speech and language therapy

We strive to ensure children reach their potential and understand their difficulties, where appropriate, thus improving their opportunities.

We offer support groups for teenagers who are dysfluent (for example they have a stammer) – these work on developing confidence and self-esteem and offer peer support as well as working on practical ‘life skills’ such as interview techniques, telephone skills and practicing social situations. There are opportunities for individuals to practice skills necessary to them in a ‘safe’ environment for example if an individual was required to do a presentation.
Early Intervention and Targeted Support Service

Early intervention and targeted support continues to support teenage parents through its provision in children’s centres, including targeted support to re-engage within education, training, volunteering and ultimately employment. With regard to volunteering, the service commissions a volunteer induction programme which young parents are able to access. Once completed, volunteers are then able to support delivery of activities within children’s centres, gaining valuable experience along the way.

West Yorkshire Probation Trust

Joint engagement with Youth Offending Team colleagues to focus on improved provision for young adults in transition age group to facilitate an increase in compliance and delivery for offender engagement and outcomes.

Kirklees Active Leisure

The KAL workforce is, overall, a generally young and a local workforce, with 351 of KAL’s 650 employees being 25 or younger, representing 54% of the charity’s overall workforce. KAL is actively involved in the Kirklees Jobs Fund, with five staff employed, two of which are from the stronger families programme, and is developing an emerging apprenticeship programme, which will further enhance the opportunities of local young people to gain employment.

Northorpe Hall

The trust provides a range of support – one to one and in peer groups – to improve emotional health and enable children to continue attending school and achieving good educational outcomes.

The Kirklees Young Carers ‘Growing Strong’ programme for young carers includes money management and consideration of work and employment options.

Library and Information Centres

Being ready for work requires a degree of skill in communication, language and literacy. LICs support lifelong learning for children and young people through a range of provision which includes:

- automatic membership of the library for each baby registered in Kirklees through Tell Us Once
- Bookstart initiative
- regular story times and holiday activities
- playgroup loan service
- class visits
- Summer Reading Challenge
- Carnegie and Greenaway awards shadowing groups
- commissioned Integrated Youth Support Service Our Voice project to consult on the future of the library service which has led to the group of young people securing funding for and organisation of activity sessions for young people in LICs; resulted in the achievement of a Youth On Board (YOB) British Youth Council Award
- opportunities to volunteer as Summer Reading Challenge Champions; through Duke of Edinburgh award scheme; work experience opportunities; two pilot places created as part of Council’s new work placement scheme.

Huddersfield University

Provision of access to high quality higher educational opportunities for young people in Kirklees ‘on the doorstep’: The university’s excellent record on graduate employment – 94% of graduates go on to work or further study within six months - coupled with its commitment to inclusion and diversity means that young people locally have access to education for a wide range of careers from drama and engineering, textile design and health, social care and education. For example the School of Human and Health Sciences has a foundation year for those wishing to follow a career in the health professions but who do not have the appropriate entry requirements. Collaborative events seek to
engage with young people locally for example an event was held at the university in February 2013 to celebrate the academic achievement of looked after children and young people in Kirklees and in July 2013 the HEART event ‘Word Power’ held at the university was aimed at children and young people aged 10-16 who may be hard to reach to encourage communication and self-expression via spoken and written word.

Schools and college visits are encouraged and are accessible via the Schools and College Liaison team contactable at schools.liaison@hud.ac.uk.

Open days are scheduled throughout the year.

Research relating to contemporary issues regarding children and young people: National and international research relating to children and young people is a priority within the schools of Human and Health Sciences and Education and Professional Development. The Centre for Childhood Studies and the Early Years, Childhood and Youth and Community Research Group are particularly relevant in regard to children and young people and provide seminars and public lectures. For example recent events have included topics such as ‘NEET and the Labour Market’ and research on engaging with marginalised young people. Go to the following link:

http://www.hud.ac.uk/research/

Fusion Housing

This area of work has been developing since 1998 and the Learning and Employment teams now hold contracts with both Kirklees Council and Kirklees College. Provision includes the following: for 16-18 year olds we have a European Social Fund Positive Futures NEET programme that now includes the leaving care contract; for this age group we also have a foundation learning programme which is a study programme tailored to the individual with a substantial work experience element. A large percentage of provision for 19 year olds upwards is geared to the 18-25 year olds and engaging the most disengaged young people.

We provide a young person friendly learning environment using tutors with considerable experience of working with these groups supporting them to build self-confidence, improve their self-esteem and to achieve and progress.

Three important elements integrated into each course are:

- the integration of information advice and guidance provision ensuring that progression is addressed throughout the course
- embedded maths, English and IT learning
- additional support through our volunteer programme.

Work Clubs are run in Huddersfield and Dewsbury linking into Job Centre Plus where our Information Advice and Guidance workers work on a one-to-one basis.

Kirklees Neighbourhood Housing (KNH)

16-18 year old tenants who are NEET are all given the opportunity to meet with the KNH Tenants into Work team who can support with identifying suitable employment vacancies, making applications and building CVs. Volunteering, training and employment opportunities are also regularly posted on the Young People’s Tenancies team’s facebook page.

The Community Engagement team supports Chickenley Community Centre with its Homework Club. They are also identifying young people and preparing them for a place on the Communities United Programme’s Play Leadership course.
Disabled children – improving life chances

Definition

Although this priority was in the previous plan there is still more work to be done in this area. It is a cross cutting issue for the Children’s Trust to focus on especially with the current and future financial issues. The role that the Clinical Commissioning Groups now have will see changes and challenges to delivering services for disabled children. The change agenda affects all partners and the implications of these changes will be a challenge for future working arrangements.

It is still early days for this priority with considerable work to do to effectively embed the Disabled Children’s Strategy, which is now complete and available on-line at http://www.kirklees.gov.uk/you-kmc/kmc-policies/disabledchildrenstrategy.pdf

The strategy has been a challenge to write, linking with existing strategies but keeping the focus for children and young people. Integrated services will be the most difficult part of the strategy to deliver with a multi-agency approach that encompasses the partnership with health and education, but also considerations related to service redesigns within the council. This is timely and links with the Integrated Youth Support Service review, that for Early Intervention services and also the anticipated implementation of the Children and Families Bill, currently set for September 2014.

Outcomes and performance

The work against the six priority actions within the Disabled Children Strategy are moving on apace. The Kirklees Additional Needs Register will be implemented using an on-line process and is expected to go live in late 2013.

The work towards achieving an integrated approach to assessment of children with special educational needs and disabilities is still progressing in line with government timetables and taking account of sector-led work and pathfinder outcomes in this region and more widely. Implementation by March 2014 is still the target and there is much more integrated work taking place on the ground that we aim to consolidate across the partnership by future service redesigns that are including co-location and multi-agency teams as part of this.

The development of the parents’ forum arrangement continues. Parents of Children with Additional Needs (PCAN) continues to build its profile and membership as the conduit body representing parents/carers voices in strategic developments. They are becoming an integral part of strategic groups and more investment by the council into this group will ensure this is set to grow and develop further over the next crucial period.

The implementation of the redesign and review of specialist education provision for disabled children and young people is nearing completion. The short breaks statement has been reviewed in 2013 and currently work is being completed on the short breaks offer following a consultation exercise with young people, parents and carers.

The Transitions Delivery Plan was reviewed at the end of April 2013 and is in the process of being updated. There has been an increase in social work resources from Disabled Children’s Service in the last period that is dedicated to working with the Transitions team and the information for young people and parents/carers has been significantly improved.
Key issues and challenges

Clinical Commissioning Groups have the role to plan and commission local health services. The new duty will mean that they will by law have to secure services in education, health and care plans for children and young adults. This will include specialist services like physiotherapy and speech and language therapy.

How people are contributing

There is now a project plan to assist the implementation of personal budgets for disabled children in 2014. The project team involves social care, health and learning, a project manager from the policy team and a consultant from In Control, central government’s contribution to championing the implementation of personal budgets and self-service for disabled children and their families and carers.

There is also recognition that our data about needs, current and future, arising from disability is not currently accessible or accurate and a working group across Directorate for Children and Adults, health and learning are considering how to rectify this.

The Disabled Children Commissioning Group has become the Disabled Children Strategy Group and incorporated a wider membership drawn from adults social care. This group meets regularly to review the progress against the Disabled Children’s Strategy and the related strategic actions. All agencies will follow through on the agreed eligibility criteria.

Locala

Locala clinicians and named nurses facilitate and participate in shared reflective learning work, with colleagues from other health providers, who provide care to children with complex health needs. This work is helping to ensure that care to disabled children is well coordinated, and consistent, and maintains a focus on improving the child’s health, safety and circumstances.

Children’s speech and language therapy:

- contribute to assessment of the ‘whole child’ to help develop appropriate care packages
- aim to maximise communication and communication opportunities and may introduce AAC (Alternative and Augmentative Communication systems) where appropriate for example Makaton sign language, use of symbols, visual timetables, use of electronic communication devices for example switches
- again, advise on and encourage ‘communication friendly environments’ to maximise their access to communication and learning
- assess, advise and treat children with feeding and swallowing difficulties (dysphagia). This results in improved nutrition for children, which in turn improves their medical wellbeing and therefore their life chances. By ensuring that they are eating and drinking safely, risk of illness is reduced.
- Improved medical wellbeing (due to better nutrition) is more likely to result in improved ability to communicate, thus improving access to learning and educational attainment.

Early Intervention and Targeted Support Service

Through universal provision, early intervention and targeted support is well placed to support the early identification of children with additional needs. The service engages with a significant proportion of the under-five population in Kirklees, with significantly higher levels of engagement in areas of highest deprivation.

Accessible Homes team:

- adapt the family home to ensure the child can be cared for safely, increasing their independence
- adaptations to support others in the home environment so that they can safely care for the disabled person
- adaptations to enable longer term foster placements/adoption
• close/joint working with the Children with a Disability Team around assessing for and provision of advice, equipment and adaptations for the disabled person
• provide advice and assistance with re-housing where a person’s existing home cannot be made suitable for their needs
• provision of adaptations for disabled parents to enable continued safe care of their family in the home.

Kirklees Active Leisure

A “directory for sport and physical activity for disabled people in Kirklees”


was produced in June 2013 and provides a useful summary of the wide range of opportunities available for local disabled people. This includes a large number of activity sessions and groups that take part at KAL managed facilities or from clubs based within KAL sites. The guide also includes a useful summary of the accessibility of KAL managed sites for use by the disabled. KAL also provides, via the KAL Card, considerably reduced cost access to many activities for disabled children wanting to attend outside of these organised sessions.

KAL is represented on the KSPAP (Kirklees Sport and Physical Activity Partnership) disability group and FLAME club steering groups. Working closely with the new West Yorkshire Sport/Council “Creating Connections” Sport Development officer and the FDSO (Federation of Disability Sports Organisations) to implement some of the recommendations from the FDSO audit into improved accessibility to Kirkeles leisure facilities, including staff training.

Northorpe Hall

Northorpe Hall Child and Family Trust run a weekly and term time creative activities group for children with additional needs to build confidence, communication and social skills.

The trust supports parent self-help groups including parents of children with additional needs, families with eating disorders and provides a venue for SPROUT gardening activities for families with children with additional needs. The trust provides land and a venue for young adults with learning disabilities in partnership with Ambitions4Kirklees.

The Trust provides, in partnership with Chevin Housing and Ambitions4Kirklees, supported accommodation for young adults with learning disabilities.

Library and Information Centres

All aboard collections of children’s books are in range of accessible formats for example spoken word, large print, Braille for children with special educational needs, promoted via Sensory Impairment Team this includes school visits.

Transcription service offers support to visually impaired children and their families.

There has been a successful pilot project with Learning Service Early Years Consultant to support children with learning and language disabilities which will be rolled out to targeted schools in 2013/14.
Child sexual exploitation – improving life chances of those at risk
A joint priority with the Kirklees Safeguarding Children Board

Definition

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive something (for example food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child Sexual Exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person’s limited availability of choice resulting from their social/economic and/or emotional vulnerability.

A number of high profile criminal cases have led to a national focus on safeguarding children from sexual exploitation. In light of this, the Safeguarding Children’s Board have made this one of their priorities and in support of this the Children’s Trust has agreed to make it a priority within the Children and Young People’s Plan.

Work is going on nationally, with an All Party Parliamentary group looking at the issue centrally as well as work going on across West Yorkshire and Kirklees. There are significant partnership operations taking place across the region with a national reporter commissioned to write about child sexual exploitation in the West Yorkshire area. Locally there is a strategic group that deals with policy and procedure and an operational group that looks at risk assessments and the effects on the people involved. This is all crucial to the development of multi-agency working, covering all aspects from health and social care to the police issues.

Outcomes and performance

This year the Safeguarding Children Board plan to:

- finalise the updated West Yorkshire Consortium procedures and protocol in respect of child sexual exploitation to bring them into line with current guidance
- for the board to receive a report on the partnership programme in which social workers have been co-located with the police in a safeguarding unit and have been active in providing support and interventions to those thought to be at risk - this will enable the board to have oversight of the impact of this project and be aware of further challenges to be addressed
- develop a clear understanding of child sexual exploitation within Kirklees and an associated action plan to address the challenges identified
- consider the best approach to prevent primarily young men engaging in sexually exploitative behaviours - the workstream will seek to explore if there are any links to specific ethnic groups and consider an approach to this
- develop the workforce by raising the awareness of child sexual exploitation issues and providing training to essential groups via conferences, briefings, multi-agency and single agency training courses.
Key issues and challenges

- to develop preventative approaches involving all agencies
- working with young people who are potential victims which includes working with schools who have a critical role
- the partnership has identified the need to focus on public places and licensing arrangements as locations where young people may be at risk
- young people as potential perpetrators
- to set up and maintain a children’s partnership wide workforce development programme.

How people are contributing and the role of the trust

The trust has a strategic role to oversee the preventative work and will ensure connections are in place with the Safeguarding Board.

All Board members to consider how their agencies/groups they represent can contribute to the preventative agenda and what their staff need to do to help keep children and young people safe. To support these strategic discussions with senior managers, briefing information and a presentation from a member of the child sexual exploitation strategic group will be made available.

The Children’s Trust Board to consider resources from agencies in terms of staff time and budgets to deliver the preventative strategy and training programmes.

Locala

Locala named nurses are members of Kirklees Safeguarding Children Board child sexual exploitation workstream, and have contributed to work focused on improving our community response to children at risk of sexual exploitation.

Locala named nurses attend monthly child sexual exploitation operational meetings led by police colleagues to ensure that work to reduce risks of child sexual exploitation to individual children and to our community are well coordinated, and involves contributions from Locala clinicians.

Locala health visitors and school nurses attend specialist training offered by Kirklees Safeguarding Children Board to ensure that they are skilled in identifying and responding appropriately when risks of child sexual exploitation are identified.

Children’s speech and language therapy

- attend safeguarding training to heighten our awareness of these issues
- at times, attend safeguarding training sessions of other teams to broaden our knowledge of such areas
- seek 1:1 supervision there were concerns which required further support
- promote the development of social skills (for example what is appropriate behaviour, body language etc) to improve a child’s awareness of right/wrong. Often advise schools or help them to set up appropriate social skills groups
- support and contribute to the decision making around relevant post-16 setting, to reduce the risk of exploitation where a young person is vulnerable.
Early Intervention and Targeted Support Service

Early Intervention and Targeted Support will play a role in supporting this priority through the on-going provision of family support services to Kirklees families.

West Yorkshire Probation Trust

The primary probation contribution is to manage the rise of adult perpetrators convicted and seek to prevent the exploitation of new victims. It will be critical to ensure that when prosecution of the index offence is unrelated to child sexual exploitation that intelligence around areas of risk is communicated to offender managers in probation.

Kirklees Active Leisure

KAL have a clear Safeguarding Children Policy in place, with related training provided to those employed by KAL. KAL also sit on the Kirklees Safeguarding Board’s Voluntary Sector workstream group.

Northorpe Hall

Northorpe Hall Child and Family Trust provide therapeutic services to children who have had traumatic experiences or who may be engaged in risky sexual behavior, and contribute as appropriate.

Library and Information Centres

- all LIC staff are attending E-Safety training
- all LIC staff have been provided with current guidance on spotting signs of sexual exploitation and what action to take.

Learning and development

In order to help workers in the Integrated Youth Support Service understand and recognise the issue of child sexual exploitation, be able to implement local procedures and respond appropriately, a course was designed together with safeguarding that would suit the service. This was rolled out to staff between April and December 2012. In total 12 courses ran across the nine months with approximately 180 members of staff accessing the training. The course helped staff recognise that many young people (both boys and girls) are vulnerable or involved in sexual exploitation.

The safeguarding level 2 Working Together course has been rolled out to all staff who work 18.5 hours and above. In total 116 staff members needed to access this course, and by continuing to work closely with safeguarding all the needs were met. This training was rolled out from April 2013 with 65% of staff being trained already with the rest booked on courses in the future. The aim is to have the entire workforce trained to this level by February 2014.
Performance monitoring

Across the partnership systems are in place to monitor objectives, strategies and plans showing how organisations look to achieve improvement in the short, medium and long term. Services are managed and held to account through performance management frameworks with an aim to maintain a good standard of service provision.

Progress is measured against the priorities within the Children and Young People Plan looking at how improvements to the service can be made, the effectiveness of the delivery of these priorities and how we achieve the best results. By monitoring performance through activities and performance indicators it ensures we demonstrate whether we are achieving maximum impact and positive outcomes for children, young people and families.

The partnership focus on performance ensures that all agencies can contribute to achieving the priorities and that any blockages can be resolved through the partnership structures. The Children’s Trust has a process of exception reporting to consider and challenge services when outcomes are not being delivered.

Outcomes

Each priority has agreed outcomes that it will achieve by being a priority within the Children and Young People Plan. There are action plans focussing on the areas for improvement underpinning each priority with robust performance measures to ensure continuous improvement as a collective partnership.

If a priority is under pressure to achieve the set outcomes the Children’s Trust has mechanisms in place to hear exception reports from lead officers when there are issues and challenges to areas of work which are reflected in performance information which indicates that priority outcomes are not being met or performance is raising questions.

This is really important for the trust as it enables direct challenge to those staff working on strategies and provides the opportunity for the trust to challenge board members about actions but also to agree corrective action where needed.

Consultation and engagement with young people

Kirklees has a long-standing, proactive approach to seeking the views of children and young people in the development of services to address their needs. An important element of the consultation and feedback on the plan has been engagement with the Youth Council and the Children in Care Council as well as a review of themes and messages from a wide range of engagement with children and young people through both formal and informal means.

Within Kirklees we already have a substantial track record of involving children and young people in influencing matters which are of concern to them, and a strong determination to build practice in this regard. We believe that children and young people should have the opportunity to shape how the services they use are planned and delivered.

Our approach to the engagement of children and young people in Kirklees has always been underpinned with a belief that that children and young people are experts in their own lives and given the opportunity they will share their ideas.

Children and young people are some of the heaviest users of public services – education, youth services and social care services. It is important that the voice of children and young people continues to be supported and strengthened, irrespective of the current economic climate to enhance service delivery and influence service redesign. The Children’s Trust works to understand what young people are asking for through different means of intelligence collection which can include surveys, specific consultation sessions, talking with young people and other creative approaches.
Through formal structures for example the Kirklees Youth Council, Our Voice and the Children in Care Council and informal engagement activity, for example youth forums and issue based consultation; children and young people have played a key role in identifying themes, issues and solutions within this Children and Young People Plan.

Resources

The Children’s Trust holds overall responsibility for strategic planning and commissioning for all support to children and families in the Kirklees area. The trust has the responsibility to promote the welfare of children and to ensure that appropriate services and support are in place to help the most vulnerable.

The Children and Young People Plan sets out the pattern of need and priorities determined by the Children’s Trust for actions across the partnership. The plan is reviewed on an ongoing basis which reflects the assessment of needs over time.

Joint commissioning arrangements are in place (and continue to be under development) and enable partners to collaborate in securing appropriate services to address priorities for the district.

The trust also has responsibility to ensure that sufficient resources are available to meet the needs which have been identified. It is also part of the statutory responsibility for the Director of Children and Adults Services to ensure that sufficient provision is made by the council to meet the needs of vulnerable children.

Kirklees Children’s Trust Board partners previously took part in a resource mapping exercise in relation to the agreed priorities for 2010/11.

This work started to form a picture of the total resource available to the Children’s Trust Board and to compare how resources of each agency were aligned and allocated to the agreed priorities as well as core business.

The resource mapping updates provided by board members was the basis for useful discussions about how resources should be deployed across the partnership and identified some of the challenges with regards to delivery of priorities. Alongside the most recent revision of the Children and Young People Plan some work was done to map investment in children’s services across the system. It was agreed in 2011 that any further analysis on the budgets and resource allocations would not give a clear and realistic picture of where the resources were in relation to the priorities due to the national spending review and significant changes for public sector organisations.

During the 2011/12 public sector budget round the trust agreed to keep in view the proposals for major public service agencies for budget reductions in order to try and ensure that the cumulative effect of agency spending plans did not disadvantage particular groups or particular services disproportionately. This was achieved by reporting to the trust the significant changes under consideration by the major public service agencies and discussion of their impact at the trust board meetings.

The Children’s Trust Partnership continues to contribute towards the priorities identified by the trust within the Children and Young People Plan. This is more than just a budget contribution as partners contribute in unseen ways through the day to day work they undertake, sign-posting people to the correct services and intervention through the prevention and early intervention work undertaken by partners in their own organisations.

The Children’s Trust has no allocated budget of its own; it relies solely on the collective partnership arrangements with us all working towards one goal which is improving the life chances and outcomes for children, young people and their families.
Long term view

The next two to three years will bring about massive change to public sector services. We have already seen a number of changes with the reduction in central government funding to local councils and changes in the way central government sees public sector services in the future. The inspection process is just one area of change that has already taken place.

It is a crucial time for all public sector services and more important than ever that we continue to work in partnership with each other to ensure the best use of the resources available and ensuring that these resources are used to deliver services in the most effective and efficient way for children, young people and families across Kirklees.

Revised inspection arrangements

School inspections

As from April 2013 changes have been made to the inspection process of local authority services for supporting improvement in schools and other providers. Local authorities have a general duty to promote high standards and fulfilment of potential as set out in section 13A of the Education Act 1996; the statutory basis for inspection is section 136 of the Education and Inspections Act 2006.

Ofsted does not intend to inspect all local authorities to a regular cycle or interval; an inspection will take place where inspections of schools or other providers raise concerns, or where Ofsted becomes aware of other concerns – for example:

- the proportion of children who attend a good or better maintained school, pupil referral unit and/or alternative provision is lower than that found nationally
- there is a higher than average number of schools in an Ofsted formal category of concern and/or there are indicators that progress of such schools is not securing rapid improvement
- there is a higher than average proportion of schools that have not been judged good by Ofsted
- attainment levels across the local authority, or rates of progress relative to starting points, are lower than that found nationally and/or where the trend of improvement is weak
- the volume of complaints to Ofsted about schools is a matter of concern
- the secretary of state requires an inspection of local authority school improvement functions.

Notice of up to five days will normally be given.

What will happen during and after an inspection?

Inspectors will evaluate the effectiveness of functions to support school improvement and identify the strengths and weaknesses of support and challenge for schools and other providers; the grade descriptors of outstanding, good, requires improvement or inadequate will not be used. The evaluation will take account of a local authority’s statutory duties.

After the inspection team has reached its conclusions, the draft judgements will be presented and briefly explained to senior representatives of the local authority and Ofsted will publish the findings in a letter.

Social care inspections

Ofsted are developing a revised inspection process for a combined inspection framework (child protection, safeguarding and looked after children) and held a consultation on new proposals which ended on 12 July 2013. They propose to implement the changes from November 2013. There will be pilots running to test out the new framework following which all authorities will be inspected using the new framework. It is expected that all inspections will be unannounced.

They will be driven by a focus on outcomes and consider all aspects of a child’s journey through service provision. The health of children and young people will be a key consideration. The new inspections will replace separate inspections of fostering and adoption services and will include the role of the Safeguarding Board.
Preparation for an inspection is an opportunity to contribute to the process of the partnership knowing itself and should link with sector led improvements and peer review. The attention to outcomes is one that all agencies represented on the Trust Board will note and is an opportunity to take forward within their own organisations. Inspectors will challenge the trust on delivery on agreed priorities. Consideration of the Ofsted document underlines the value of an up to date self-assessment which is ready to be used and shared at any time. Work on this documentation as well as consideration of the inspection requirements will contribute to on-going work regarding improving performance monitoring and use of data across the partnership.

**What will happen during and after an inspection?**

The current inspection arrangements consider key aspects of a child’s journey through the child protection system, focusing on the experiences of the child or young person, and the effectiveness of the help and protection that they are offered.

The inspection will focus on the effectiveness of multi-agency arrangements: for identifying children who are suffering, or likely to suffer, harm from abuse or neglect; and for the provision of early help where it is needed. It will also consider the effectiveness of the local authority and its partners in protecting these children if the risk remains or intensifies.

The inspection will focus on the child’s journey through intensive and extensive case sampling and case tracking.

After the inspection team has reached its conclusions, the draft judgements will be presented and briefly explained to senior representatives of the local authority and Ofsted will publish the findings in a letter.

Further information is available by the following link:


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**Welfare Reform Act 2012**

The act introduced a wide range of reforms to make the benefits and tax credits simpler (introducing a single universal credit) and to create the right incentives to get more people in to work.

The following highlights some of the impacts that welfare reform will have for the residents of Kirklees:

- there is only 30% of the private rented property market available as an affordable option to housing benefit recipients in Kirklees.

**From April 2012**

- up to 2,000 Kirklees families have lost Working Tax Credits
- up to 44,000 households in Kirklees will see reduced Child Tax Credits.

**From April 2013**

- 2,200 council tenants and 1,000 registered social landlords will be affected by Under Occupation Charge
- 200 Kirklees households will be affected by the benefit cap in the next few years
- Kirklees will lose 29% of its localised council tax.
- 23,000 Kirklees residents will be affected by the move from disability living allowance to personal independent payments
- all working age benefit payments will increase by 1% for three years
- the localised social fund will have a shortfall
- up to 80,000 Kirklees residents will be affected by the introduction of universal credit by October 2013.

The changes will clearly impact on children, young people and families in Kirklees especially through the changes that Welfare Reform will bring to housing for both council tenants and private renting tenants.
In November 2012, Mark Burns-Williamson was elected by the public as the first West Yorkshire Police and Crime Commissioner and was given responsibility for the way in which policing is delivered in West Yorkshire. This includes setting policing priorities through a Police and Crime Plan and then spending the police budget in a way that addresses these priorities.

A number of challenges face all partner organisations across Kirklees and West Yorkshire and have an impact on children, young people and their families as well as the communities in which they live.

The new Police and Crime Plan that has been produced sets out a strategic vision for policing, both tackling and preventing crime in our county over the next five years. People living, working and volunteering across West Yorkshire know what we need to do together to achieve community cohesion and build community safety and the plan has been produced in partnership around shared outcomes and ambitions.

The commissioner will work with partners to make children, wherever they are, safer from those who exploit vulnerable young people, identifying and punishing those in groups and gangs sexually exploiting children. He will also work with communities and organisations such as schools and the voluntary sector to open up opportunities for young people that will put them on a path away from anti-social behaviour or crime.

Five promises have been made to young people and the commissioner will work with partners and young people to see how these promises can be full filled, these are:

1. For the Commissioner to make himself accessible to young people and provide appropriate ways for young people to express their concerns to him (for example face-to-face surgeries, social media, e-petitions).
2. Treat all young people as citizens, valuing their interests and opinions as much as any other group in the community.
3. Provide an equal platform for all members of the community, including minorities and those who are marginalised.
4. Establish a way of meaningful representation of young people’s views by creating, for example a young advisory panel.
5. Use influence as the Police and Crime Commissioner to support the police to engage positively with all young people.

A copy of the West Yorkshire Police and Crime Plan 2013-2018 is available at:

Section 2

This section of the plan shows the work undertaken to achieve the previous priorities for 2011-13 and gives details of some of the services provided across the partnership.

Previous priorities

- Improving life chances and outcomes for disabled children
- Improving life chances and outcomes for women of child bearing age at risk from infant mortality
- Improving life chances and outcomes for looked after children and care leavers
- Improving life chances and outcomes for teenage parents and those at risk of teenage pregnancy
- Developing an integrated approach to working with families with complex needs in Dewsbury
- Young peoples priority - jobs, opportunities, money

What we did …

By having an area of work as a priority within the Children and Young People Plan it receives intensive focus from across the partnership. This raises the profile of the issue and enables improvements to be made in reducing the impact it has on people’s lives.

Once an area of work ceases to be a priority within the next plan it does not mean that it is no longer important. The former priority now has a framework to operate within that all partners are signed up to. Updates on progress are brought to the Children’s Trust to ensure mutual action.

Activity and progress

This priority was chosen for a variety of reasons as there are many areas where the Children Trust approach can give “added value” due to the interdependencies of this priority and the cross cutting agenda. Historically there has been a lack of clear needs assessment information for disabled children and hence Kirklees lacks a coherent commissioning strategy for this priority. Resource allocation and subsequent spend for disabled children across the Children Trust Partnership is high and offers opportunities for reduced duplication in service provision and efficiency savings.

The disability commissioning group was set up in 2011 and agreed four main areas of focus:

- the redesign and review of specialist education resource for disabled children
- the development of integrated team around the child working for disabled children
- to develop an integrated multi agency commissioning plan and pathway for disabled children
- to increase parental confidence in services for disabled children.

Progress has been made on all of these areas and the draft strategy was presented to the Children’s Trust on 1 November 2012.
Key issues and challenges

The main challenge for the Children’s Trust is to create fully integrated services for disabled children and their families in partnership with health and other agencies. This provision needs to embed with the outcomes of AHDC Programme; SEN Green Paper; short breaks regulations and guidance; outcome of short breaks evaluation; personalisation and personalised budgets.

The challenges of developing this commissioning plan and integrated service provision across Kirklees include identification and utilisation of resources across the partnership, workforce reform and redevelopment and ensuring redesigned service provision meets the localism bill guidance and principles.

Improving life chances and outcomes for women of child bearing age at risk from infant mortality

This priority came to the attention of the trust five years ago as Kirklees had significantly higher infant mortality rates than either the national or the regional rates. A strategy was developed to reduce child deaths before their first birthday.

Key performance information

In the 2006-2009 period, the Kirklees infant mortality rate was 29% above the England average and 18% above the Yorkshire and Humberside average.

In 2008-2009, 45% of all child deaths in Kirklees were neonatal deaths (for example aged < 28 days) and 25% were aged 2 months – 12 months old.

The rate of infant death in Kirklees has been steadily reducing and the gap between Kirklees, Yorkshire and Humber and national rates has been narrowing.

In 2004-2006, the Kirklees rate was 40.3 infant deaths per 1000 live births. The provisional rate for 2009-2011 (latest figures) is 30.7 per 1000.

Activity and progress

A new infant death in Kirklees audit was published in November 2011. For the first time, the report covered the entire borough.

The report identified rates, trends, causes and actions that individuals, communities and agencies can take to reduce infant death. Its findings have been used to shape a variety of information and training resources and activities.

The programme has had a strong focus on awareness raising, both with affected individuals and communities, and with staff working with women of child bearing age. Information and training has been provided in both formal settings (such as genetic awareness training, training with community engagement staff and child death process training) and informal settings, with community groups, women’s groups and ESOL students.

Much of the work to address infant death has now become mainstream and incorporated into different services’ practice.

Key issues and challenges

The challenge now is to ensure that the work developed continues once the issue is no longer a Children’s Trust priority.

Improving life chances and outcomes for looked after children and care leavers

This remains a priority for the Children’s Trust – please see page 15.
Progress in reducing under teenage conception rates has been challenging and reflects the diverse factors frequently linked to teenage conceptions, attitudes to sexual health and risk taking behaviour. Conception rates have been falling nationally and Kirklees has mirrored that trend, for the first time since 2008 our rates at 32.3 per 1000 are just below the Yorkshire and Humber region of 33.8 and have drawn closer to the England rates of 30.9.

Conception rates for girls aged 15-17 in Kirklees remain high when compared against the UK rates. Most recent data shows there were a total of 255 conceptions in 2011; of these 53 were girls under 16 years of age.

Latest figures suggest Kirklees has achieved its ambition of a downward trend in rates, however, because of the data time lag an accurate picture for 2012 will not be known until 2015, but this trend is reassuring. Due to this sustained reductions of conceptions in Kirklees and the fact that there is an effective multi-agency plan in action, it has been agreed by the Children’s Trust that teenage conceptions no longer needs to be a priority, however it will remain an area of focus and continue to be monitored by the Children’s Trust.

Services have worked well to support the Children and Young People Plan priorities, examples of engagement and support in the last twelve months in teenage conceptions include:

- C-Card and Chlamydia training to services working with young people
- continued delivery of accessible sexual health services in Kirklees
- a midwife buddy scheme working with other agencies in North Kirklees
- chlamydia screening kits and specialist sexual health support available in Kirklees Connexions Centres
- Kirklees schools provided with copies of the Secondary PSHCE ed toolkit
- an annual Kirklees high school PSHCE ed conference and hot spot schools visited to identify opportunities to enhance delivery of PSHCE ed and relationships and sexual health education
• the further education wellbeing toolkit distributed to Kirklees 6th form schools, colleges and alternative providers

• Speakeasy courses delivered in children’s centres to targeted families with 10 to 15 additional courses planned for delivery in 2013-2014

• Tier 2 - ChEWS, (Children’s Emotional Wellbeing Service), commenced in December 2012 working with young people up to 19 years of age, where their needs cannot be met by Tier 1 services (for example mschools, GP’s, community links) also working with the new Tier 3 CAMHS service

• Kirklees young advisors review and feedback of north Kirklees contraceptive and sexual health services

• a pilot peer education programme across Kirklees delivered by Home-Start.

Office of National Statistics ward data for the period of 2008 to 2010 identified ward areas with the highest rates of under 18 conceptions and those which are in the top 20% across the UK. This included the Kirklees wards of Birstall and Birkenshaw, Cleckheaton (part of Spen), Spen Valley and Deighton (Huddersfield North).

Other wards were also identified as having significantly higher conception rates in the under 18 age group compared to the UK rates, for Kirklees these were: Dewsbury East (Dewsbury), Batley West (Batley), Birkby (Huddersfield North), Golcar (Colne Valley) and Newsome (Huddersfield South).

In 2011 the under 18 conceptions rates per 1000 leading to an abortion were 50.2% compared to 49.7% in 2010. Three year aggregate data analysis from 2009 to 2011 show there were 192 conceptions by girls aged under 16’s this equates to 8.4 conceptions per 1000. Of the 192 conception 63.5% lead to an abortion, this differs to the three yearly aggregate for 2008 to 2010 when the rates were 212 conceptions at a rate of 9.5 per 1000 with 59.9% leading to an abortion.

Under 16 conceptions, births and abortions remain a primary consideration for Kirklees. Recent discussions identified the need for a review of priority actions within the Children and Young People Plan with greater emphasis now placed on prevention of unplanned pregnancies, early intervention and support and improving the life chances for teenage parents and their children after birth.

In March 2013 the Department of Health released a new Framework for Sexual Health Improvement in England. The framework takes a life course approach and includes a number of ambitions for under 16s and 16-24s. Reducing teenage pregnancy remains one of their priority ambitions for local improvement.

The document sets out the new commissioning arrangements for sexual health and highlights that Health and Wellbeing Boards will play a key role in ensuring comprehensive needs assessments are undertaken and services are commissioned in an integrated seamless manner.

Key issues and challenges

Challenges remain around getting schools to deliver relationship and sexual health education programmes and financial and resource implications currently restrict implementation of open door services in schools which would need to be individually commissioned by schools.

Evidence shows comprehensive education about relationships and sex combined with easy access to effective contraception are two essential ingredients for reducing teenage pregnancy. Future actions need to consider the following:

• improve young people’s knowledge of the contraceptive choices available and increase the uptake of long acting reversible contraception for all ages

• services need to work in specific localities where the problem is the greatest and strive to meet the needs of the most vulnerable and at risk groups

• explore opportunities which encourage delivery of relationships and sexual health education and Personal, Social, Health, Citizenship and Economic education (PSHCE ed) in areas identified as having higher levels of teenage conceptions
• increase the support for the most vulnerable groups at risk of unplanned pregnancy for example looked after children and other at risk young people and at risk adults
• enhance access and young people’s perception of access to all local services providing contraception and sexual health advice
• focus on addressing reducing the numbers of unwanted pregnancies through concerted effort between sexual health services and services supporting specific groups or in high-risk areas
• develop approaches to help reduce the social stigma around teenage parents and termination of pregnancy.

Young peoples priority - jobs, opportunities, money

The decision was taken by the Children’s Trust last year to support the development of a young people priority for Children and Young People Plan.

Kirklees Youth Council carried out consultation with almost 700 young people aged 11-19 to identify that priority. The top priority was “jobs, opportunities and money” which was included in the plan (the priority underpins earlier work and priorities from the Children’s Trust around NEET, Raising Participation Age and issues for the 18-24 age group).

At the same time the Children and Young People’s Scrutiny Panel expressed a willingness to take on a young people’s initiated enquiry and given the recently identified young people’s priority it was opportune for the scrutiny panel to look at the support and guidance available to young people around careers, employment and training.

Developing an integrated approach to working with families with complex needs in Dewsbury

Soon after this priority was established the landscape and dynamics changed with the Early Intervention and Integrated Family Support Review taking place. The Stronger Families Programme is the vehicle for taking this priority forward. Changes have had to be made in the light of reduced government funding and the loss of agencies such as Yorkshire Forward.

The Stronger Families Programme was set up in 2012 and work has started with identified vulnerable families. The vision for the programme is “Strong and resilient communities, where families are encouraged and supported in bringing up their children responsibly, so that all members of the family realise their full capabilities and strengths to contribute positively to society and the economy.”

The work of the Strong Families Programme is covered earlier in this document under “linking areas of work”.

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Young people’s activity and progress

Scrutiny followed three lines of enquiry:
accessing careers advice; “Workabout” website mystery shopping and 16-19 Bursary leaflet. The scrutiny investigation has finished and a report is currently being pulled together. Once that is complete the scrutiny officer will meet with young people and agree/create recommendations.

Young people’s priority: separate consultation took place to better understand this priority and to look at young people’s perceptions of poverty and what they consider to be “enough money”.

A range of young people were consulted including targeted groups from areas of high and low deprivation, young people on apprenticeships, youth offending team and young parents. A total of 113 young people were interviewed.

Tackling Poverty in Kirklees: young people undertook a research project to map out the availability of loans and credit within Huddersfield Town Centre and produced a summary of their findings.

What did we learn?:

• there were mixed messages about the careers advice and guidance available in schools and the timing of this advice
• there was some good stuff on the web – which could be better used
• young people would find it useful to have clearer information about holiday/temporary jobs
• young people would like to have more information about apprenticeships as the current emphasis is often on going to university
• volunteering not seen as relevant to employment
• young people in Kirklees perceive poverty as being something far more extreme than it actually is
• whilst independent young people such as young parents and those earning their own money through work or training appear to have some financial/budgeting skills; generally young people would benefit from learning money management and other financial skills

• the young people involved in the research project, felt that the level of understanding they gained from carrying out this project highlighted a wider need to enable other young people to acquire valuable financial awareness and understanding. They felt the experience made them more able to make informed decisions about using financial services and they recognised the need for young people as a whole to develop the necessary skills needed to look more critically at goods and offers and establish the “true” financial cost of services.

What next:

• waiting for the scrutiny report: it has been agreed that this item will remain on the next scrutiny work programme in recognition of it being an ongoing concern for young people
• there are several young people money management resources available at the moment (Young NCB–Minted; Action for Children in partnership with Barclays launch money skills programme to help NEET young people; similar package supported by Lloyds), Kirklees Youth Councillors have expressed an interest/willingness to “test out”
• possible further work around holiday jobs/seasonal work and advertising
• Our Voice undertaking piece of work at the request of the commissioning manager to explore and comment upon the new national careers service website
• £3K funding identified for small grants scheme with the theme “money, jobs and opportunities” to be distributed by Kirklees Youth Council
• the Kirklees Youth Council has recently conducted a poll on behalf of the British Youth Council to determine what issues matter most for young people. Locally the top issue is “getting ready for work”.


Links to other strategies

The Children and Young People Plan does not operate in isolation and has close links with a number of strategies ensuring that work is joined up across the partnership. Listed below are some of those documents.

**Joint Strategic Needs Assessment** – provides an objective analysis of local current and future needs for children and adults and directly influences key strategies and plans such as the Children and Young People Plan.

**Joint Health and Wellbeing Strategy 2012** – this is the first Joint Health and Wellbeing Strategy for Kirklees. It sets out our vision for improving the health and wellbeing of local people and reducing inequalities at every stage of people’s lives by 2020. A wide range of stakeholders were involved in developing this Strategy.

**Integrated Investment Strategy** – this strategy is a framework for investment which sets out Kirklees Council’s priorities for allocating resources and attracting investment to improve the lives of our residents. It draws together shared social, economic and environmental priorities and incorporates aspects of housing, transport and connectivity, economic development, spatial planning and environmental activity for the sustainable development and regeneration of Kirklees.

**Kirklees Neighbourhood Housing Young People’s Housing Strategy 2012-2017** – KNH’s mission statement is to provide quality homes and services in successful communities. Our vision for young people is that we help them, through providing quality homes and tailored services, to make a safe and successful transition to adulthood complete with positive aspirations for their future.

**Involving Communities Strategy** – this strategy sets out our common partnership approach to involving communities in Kirklees. It outlines why we need a strategy, what we are trying to achieve, the key principles and types of activity that will help us put the strategy into action, and how we will monitor progress on an on-going basis.
http://www2.kirklees.gov.uk/involve/document/involving_strategy.pdf

**Disabled Children’s Strategy** – the strategy outlines the vision for the transformation of health, education and social care services for disabled children and young people from birth to 19 and up to 25 years of age, where their needs require this. The strategy describes the desired outcomes for disabled children and young people and how it seeks to achieve these through its aims and objectives.
http://www.kirklees.gov.uk/you-kmc/kmc-policies/disabledchildrenstrategy.pdf

**Safeguarding Board Business Plan** – sets out the safeguarding objectives agreed by the partnership of agencies to make further progress on fulfilling agencies safeguarding responsibilities in Kirklees. It outlines actions required and how these will be completed within a set timescale. This is monitored by the Business and Development Planning Group of the board on a quarterly basis.
http://www.kirkleessafeguardingchildren.co.uk/business_plan.html
Service provision

The Children and Young People Plan highlights focused priorities for the partnership to tackle and improve performance on together. The definition of what makes a priority is detailed on page 9 of this plan. This does not mean that all other areas of work are not important there is a considerable range of interdependent work which takes place which is responding to and delivering the needs of children and young people. The service provision of the partnership agencies continues and includes safeguarding, policing, health, learning provision with education attainment at all levels, prevention and early intervention, vulnerable children and young people, as well as carrying out the statutory duties required of each agency that is part of the Children’s Trust Partnership. The intention of the identified priorities is to ensure that the partnership responses to provision is enhanced and strengthened.

Each agency manages its own functions through robust governance, accountability and performance management frameworks. However, by being part of the trust partnership the support and links with other agencies working towards the better outcomes for children and young people can be utilised to the best advantage. This enables shared resources, practices and joint working arrangements that can have a huge impact on resources and the delivery of services across the children and young people sector.

Careers information advice and guidance

Over the recent years, Connexions services have provided both universal elements and targeted elements of careers information advice and guidance services for young people 13 to 19 years of age (and up to 25 for those learners with learning difficulties and/or disabilities), funded by the local authority.

From September 2012, all state funded schools with secondary age pupils, including academies and free schools, were given a new statutory responsibility to secure access to independent and impartial careers guidance for pupils in years 9, 10 and 11. The duty is extended to pupils in year 8 and to students in school sixth forms and further education colleges from September 2013.

A national all age careers service was launched in April 2012. This national service however only offers young people access to its website and telephone advice service.

The local authority’s statutory duties to relating to participation of young people have been re-defined to help authorities plan for implementation of the raising of the participation age. Its duties to support participation include collection of information to identify those young people not participating or at risk of not doing so and to target our information, advice and guidance resources on those who need them most.

The local authority has collaborated with schools and colleges to commission services to meet their respective duties in 2012/2013. The local authority is working with school and college partners to plan for service delivery beyond 2013 and looking at options for collaborative commissioning arrangements where a joint approach offers obvious benefits in terms of better coordinated, quality assured and value for money service.

The branding of services will need to be considered ensuring those elements of school and college focussed provision are understood by all and that the targeted local authority service fully supports our Integrated Youth Support Service agenda. The Connexions brand has been retained for now where it applies to the delivery of its targeted support elements and the promotion of participation and reduction of young people who are NEET.

A new specification for delivery of services is being developed and it is envisaged that that services will be delivered in accordance with that new specification from April 2014.
Housing support and offers

Given the current economy, it’s becoming increasingly difficult for young people to find a job and to access a good quality, affordable home. Young people are disproportionately affected, as they have less opportunity to save up for a deposit or build up equity in an existing property. We are seeing more young people unable to afford to leave the family home, and this can cause tensions and problems within the family – sometimes leading to family breakdown and homelessness. Affordability of private renting may also be out of reach for many young people, if they are unable to raise the necessary bond, and they may be forced into the lower end of the rental market.

As a result, there are increasing numbers of younger people applying to social housing. Young, vulnerable people, including young people leaving care, may need more support to successfully manage and maintain their tenancy. The council, and its partners, are clear about the need to talk to young people about their housing options so that they can make informed choices and decisions and be prevented from losing their home.

Together, we’re committed to tackling the range of challenges that young people face, such as training and employment advice, benefit advice, money management and better health and wellbeing. The Kirklees Neighbourhood Housing Young People’s Strategy is supported in its overarching aims which contribute significantly to the clear vision of improved life chances for young people in Kirklees.

The priorities are to:

- offer a targeted housing management service to the most vulnerable young council tenants aged 16-18 which leads to successful tenancies and supports access to employment, education, training and volunteering
- provide advice and support to neighbourhood teams around the management of tenancies for young people aged up to 30
- promote and safeguard the health and wellbeing of children and young people on our estates
- arrange (with partners) activities for young people, on Kirklees Neighbourhood Housing estates which divert them from antisocial behaviour and improve their outcomes.

Homelessness: The only pathway for 16/17 year olds into permanent accommodation is to be accepted as homeless under the Housing Act 2002. This assessment is carried out by housing staff in the Young People’s Team in the Housing Options and Support Service. For a person to be accepted as homeless they must be homeless or threatened with homelessness within 28 days; in priority need for housing and deemed to be unintentionally ie their behaviour or actions has not caused their homelessness. All 16 and 17 year olds are deemed to be in priority need by virtue of their age.

It is generally accepted that the best place for a young person is at home with family, unless there are safeguarding issues which prevent this. The approach the service takes with potentially homeless 16 and 17 year olds is to try to prevent homelessness wherever possible; this can involve mediation with the young person and their families to enable them to return home.

The Young People’s Team also have Community Care Officer’s in the team with the initial assessment being under Section 17 of the Children Act 1989. If they are identified has a child in need they may be eligible for Section 20 accommodation, in such cases the community care officer will refer them to Duty and Assessment within Children’s Services. Those that do not fall within the criteria, and are considered to be potentially homeless, will be referred for an assessment under homeless legislation. Where necessary they will be provided with temporary accommodation.
**Supporting people:** This is housing related support began as a national programme on 1 April 2003. At its very heart this is a preventative programme: it exists to help vulnerable people (this includes young people and vulnerable families) avoid, leave or delay entry into institutional services, and to live as independently and as successfully as possible, for as long as possible. It provides funding for access to supported accommodation, works to develop the life skills people need to maintain their own homes successfully, helps to access other services and facilitates pathways to education, training and employment opportunities. In doing this, it arguably saves the public purse more than is invested in the programme; a report commissioned by the Department for Communities and Local Government showed that the £1.6 billion spent each year on supporting people saved the Exchequer £3.4 billion. Put another way, every one pound spent on the programme across England saved £2.11.

Supporting people services are largely delivered by voluntary and community sector service providers and housing associations under contract to local authorities. Approximately 7,500 Kirklees citizens are being helped at any one time by the supporting people scheme.

**Early intervention**

The Early Intervention Review has four strands: family support and children’s centres; early learning and child care; integrated youth support and the healthy child programme. The overall principles of the review are:

- an integrated service for children and young people minus nine months to age 19
- services more targeted at those children, young people and families with the greatest need of support
- all services should be available to all children, young people and families who need them
- governance arrangements should bring together local children, young people, families and communities with council services and partner agencies to agree priorities for meeting needs and reducing inequalities within the context of council and partnership strategies to tackle poverty and improve health and wellbeing.

The focus is on improving outcomes for children, young people and families, working with families early on in their child’s life through prevention and early intervention to give children the best start to their learning and development, which will minimise, and sometimes avoid, crisis interventions at a later point in the child’s life.

Equally, if problems arise in later childhood or teenage years, early intervention and targeted support may prevent an escalation of problems, reduce risk factors and increase protective factors for young people, providing them with a safer passage into adulthood and reducing the need for involvement of statutory services, criminal justice or health and social care agencies.
Early intervention aims to:

- develop individuals and families resilience to adversity and readiness to take advantage of social, learning and economic opportunities; and

- tackle problems emerging for children, young people and their families or with a population most at risk of developing problems.

Prevention, early intervention and targeted support all require the involvement and engagement of the whole family, taking account of the social and physical environment in which the family operates.

There are challenges to be addressed in reviewing and redesigning services as we all move to a new model of working. With the difficult economic climate and the challenges posed by the very significant reductions in public spending, it is imperative that changes are made to ensure services for the future are best placed to deliver improved outcomes and reduced inequalities for children, young people and families, whilst managing reductions in funding.

The difficult economic climate provides considerable challenges by the very significant reductions in public spending over the next three years. There is a need to create new ways of working to improve outcomes for children and families as well as managing reductions in funding across the partnership.

In order to achieve this, the different needs of children, young people and their families need to be better understood in order to focus more effectively on the priorities identified. Services will need to be reviewed and realigned as appropriate over time to ensure that needs continue to be addressed with the resources available.

The Children’s Trust has a vision, principles and priorities for action to ensure that early intervention services are effective, evidence based and accessible to families based on their needs and that build on the assets and resources available to them.

Family support and children’s centres

The review of family support and children’s centres highlighted the importance of providing timely support to local children and families. This enables access to opportunities and avoids damaging and expensive health and social problems in the future. The review sought to remodel the provision of universal services and target the children and families in greatest need of support, with a possibility of some services being reduced. A key component of the review was to allocate funding so that it has the greatest impact and provides the maximum value for money.

There are a significant number of on-going areas of development including:

- development of a 0-19 service offer
- implementation of a service menu which includes proven, evidenced based activities which achieve our desired outcomes
- implementation of Early Intervention Advisory Boards within each grouping
- increased use of CAF and Family Support Coordination Group as the pathway into and out of the service for targeted family support
- recruitment and training of a full staffing establishment which is flexible and responsive to the needs of our local communities
- evidence of value for money.

Key messages:

- redesigning the provision of effective early help through services which focus on children and families in greatest need
- the service is designed to have sustainable benefits that improve child and family health and life chances
- work with key partners to develop and implement an integrated 0-19 service offer
- services will be planned using national and local data and information to ensure evidenced based interventions support children and families
• the access pathway is clearly defined and supports the effective escalation and de-escalation of cases
• the service will support parents and prospective parents to increase parenting aspirations, self-esteem and parenting skills
• the service will support life chances by supporting improvement in child development, school readiness and attainment
• robust governance arrangements will be in place to agree priorities and oversee services
• we will have a fully trained and flexible workforce.

**Integrated Youth Support Service**

The Integrated Youth Support Service is currently being reviewed as part of the overarching review of early intervention. For the purpose of the Integrated Youth Support Service review, the age group of young people is from 8-19 year olds and up to 25 years for those with a learning disability but it also takes a wider view on young people aged 18 to 24 years old who come to the attention of services. Youth provision brings young people into contact with adults who impart knowledge and experience and offer a positive role model which aids development, informal learning and the transition to adulthood. Provision includes: youth work, community recreation, play, outreach, adventurous activities, holiday activities, partnerships with the voluntary and community sector, other statutory partners and the Youth Offending team.

The review has involved an independent Commission, chaired by staff from the University of Huddersfield, who looked at what we currently do and how we might do this more effectively and efficiently in the future. With reduced resources, it is inevitable that council services will be targeted at those in greatest need. The commission considered the strengths and weaknesses of current local practice and as well as best practice regionally and nationally.

The commission supported an ‘outcomes led approach’ and proposed possible outcomes to guide future youth provision. This information, provided in a report from the university, will assist the council in deciding on how to take the service forward. A key principle underpinning the recommendations included a continued need and support for open access/preventative youth provision, whoever provides/manages it. This recognises its contribution to general health and wellbeing, the positive effects on local communities and its potential for reducing the migration of young people into targeted and acute services.
Commission recommendations:

1. **A commissioning approach to youth provision:** should be developed irrespective of whether it is delivered ‘in-house’ or through external contracts, based on addressing a set of outcomes for youth provision in Kirklees.

2. **A new approach to governance and leadership:** there should be new arrangements for governance of what is essentially a partnership. This could be sited within the Children’s Trust but has yet to be agreed.

3. **The need for capacity-building within communities:** resources from across the partnership need to be directed towards enabling communities to build on their existing assets to address their local needs. This resource should include recognition that additional skills are needed for workers working with children and young people and that these skills need harnessing within community engagement teams working with whole communities. Much more effective information needs to be provided to communities on what youth provision already exists, and what training/support is available to help them if they do get involved in youth provision.

4. **The need for capacity-building within sectors and organisations:** it needs to be recognised that some voluntary and community organisations with a key role to play in improving outcomes for young people need support to develop their capacity to fulfill this role. There is a view that support for and dialogue with the voluntary and community youth sector is not well enough developed currently in Kirklees and progress needs to be made on further developing representative structures of consultation-dialogue with the voluntary and community sector alongside capacity-building. There also needs to be much more focus on purposeful dialogue with schools around use of premises/facilities by the community and stronger involvement of the business community within discussions around youth provision and strategy.

5. **A new role for Integrated Youth Support Service staff:** a clear implication here that Integrated Youth Support Service staff need to focus more as a matter of urgency on enabling, supporting and capacity-building, rather than just on direct service delivery; the university would be keen to support this.

Proposed outcomes for future Integrated Youth Support Service provision in Kirklees

(These proposed outcomes are taken from the Statutory Guidance for Local Authorities on Services and Activities to Improve Young People's Wellbeing under Section 507B of the Education and Inspections Act 2006. It relates to local authorities' duty to secure services and activities for young people aged 13 to 19, and those with learning difficulties to age 24, to improve their wellbeing, as defined in Subsection 13 - Department for Education):

- young people are connected with their communities, enabling them to belong and contribute to society, and have a voice in decisions which affect their lives
- young people have opportunities in safe environments to take part in a wide range of sports, arts, music and other activities, through which they can develop a strong sense of belonging, socialise safely with their peers, enjoy social mixing, experience spending time with older people, and develop relationships with adults they trust
- young people are supported in their personal and social development to enhance their capabilities for learning, work, and the transition to adulthood – communication, confidence and agency, creativity, managing feelings, planning and problem solving, relationships and leadership, and resilience and determination
- young people have good physical and mental health and emotional wellbeing
- more vulnerable young people will stay in learning and achieve their full potential to engage and attain in education or training
- young people will have increased aspirations, resilience and self-esteem to inform decision making and will be less likely to engage in risky behaviour such as substance misuse and early sexual activity, involvement in crime and anti-social behaviour.
Healthy Child Programme

The vision of the programme is that every child and young person and their family will feel in control over their choices and be fully informed and involved in the decisions about their lives. They will have equitable access to high quality integrated services and support, centred around them and their family’s needs, whenever additional support is needed, as early as possible, recognising and building on the existing resources and assets of the child, young person and their families.

The Healthy Child Programme is the universal prevention and early intervention programme for all children, young people and families that will enable them to achieve their optimum health and wellbeing. The programme is a progressive one for example offered to all with additional preventive interventions for those with specific needs and risks that may impact on future health and wellbeing.

The primary aims of the programme are to:

- achieve the best health and wellbeing outcomes for all children and young people through a programme of screening, immunisations, health and development reviews, health promotion and parenting guidance tailored to individual risks and protective factors
- to connect with parent’s motivation to protect and care for their child when they are most receptive for example in pregnancy and following birth and through important transitions
- take positive action and focus services so that the outcomes of disadvantaged or at risk children, young people and families are not compromised by poor early experiences and environment and to reduce problems and service costs in the short and long term.

The outcomes the programme should achieve are:

- reduced infant deaths through integrated, better quality, person centred services
- improved child health through changing health behaviours in pregnancy, childhood and adolescence
- improved child development and emotional wellbeing as a result of positive parenting
- improved emotional and social wellbeing through strong parent child attachment, and positive parenting and family relationships
- healthy eating and increased activity leading to a reduction in obesity
- increased immunisation rates which reduce vaccine preventable communicable diseases in the whole community
- reductions in smoking
- increased rates of initiation and continuation of breast feeding
- appropriate speech and language development and improved learning
- early recognition of growth disorders and risk factors for obesity
- early detection of and action to address developmental delay, abnormalities, ill health and concerns about safety
- early detection of and action to address mental health problems and complex social issues such as domestic violence, substance misuse, safeguarding.
Family support and child protection

Family support and child protection brings together the statutory elements of social care provision and a wide range of family support services into one overall management arrangement. The service provides clearly focused targeted interventions to take place within a context of integrated assessment and service provision. It also brings together the SureStart provision, the Youth Offending Team and Young People’s Service.

Family Support and Child Protection is committed to providing services to children in need and the wider community in Kirklees by:

- ensuring stable, secure, safe and effective care for all children
- protecting children from abuse and neglect
- giving better life chances for children in need and looked after children
- enabling young people leaving care to be ready to live successful adult lives
- meeting the needs of all children and their families by actively involving users and carers
- providing a range of activities for young people across all communities in Kirklees
- identifying the needs of each young offender by assessing them and addressing the specific problems that make the young person offend
- measuring the risk that young offenders pose to others.

By taking a leading role with partner agencies (for example health, police, education, voluntary and community sectors) through the Children’s Trust and Kirklees Safeguarding Children Board, and with a number of private providers we provide a range of services, including:

- services to meet the needs of early years children between the ages of 0 to 4 years
- social work assessment services to identify the needs of children and families
- information and advice concerning a range of social care services
- fostering and residential placements for looked after children
- family support services
- services for disabled children
- services for children who are at risk of harm
- adoption services for children who cannot return to live with their family of origin
- services for children and adolescents with emotional and behavioural difficulties
- services for young people leaving care
- programmes to deal with the needs of the young offenders with the intention of preventing further offending
- a variety of activities for young people including youth clubs and holiday play schemes.
Common Assessment Framework

Integrated working is a key theme in the review of early intervention services and the Common Assessment Framework is firmly embedded in the strategy as a tool to support this.

Key objectives acknowledge that the break-up of families has major, far reaching social and economic impacts and that we should aim to identify vulnerable families, in particular, those who do not currently access services, and to provide help at the earliest possible point. In Kirklees the framework for doing this is the Common Assessment Framework.

The Common Assessment Framework provides a simple means by which practitioners from across the strategic partnership can identify and meet a family’s needs and support better outcomes for children and young people.

Common Assessment Framework process

Stage 1
Providing preventative personalised services

Stage 2
Identifying needs early

Stage 3
Assessing those needs

Stage 4
Forming the Multi Agency Support Team (MAST)

Stage 5
Coordinating and delivering integrated services

Stage 6
Reviewing progress

The Common Assessment Framework has an implementation plan that is drawn from a number of key areas including, Ofsted inspections, Serious Case Reviews, local and national research. There has been some significant progress made on the action plan in the past year:

• the reinstatement of the governance framework for the common assessment through the Children’s Trust Sub Group
• the imminent migration to a more robust recording system in line with social care
• increased workforce capacity to both the Common Assessment Framework infrastructure and family support through the family support and children’s centre review
• improvements to the interface with social care
• the inclusion of responsibilities for the Common Assessment Framework in the commissioning arrangements for children and young people’s services
• the creation of a single assessment and access pathway into early intervention services
• development of a new assessment document to meet the needs of whole families
• provided comprehensive multi agency training through a multi-agency training pool drawn from the children’s workforce.

The Common Assessment Framework recording and reporting process has been the subject of research undertaken by University of Cumbria on behalf of the Association of Directors of Children’s Services as part of a regional review of early intervention services. Kirklees was found to have a robust system in place with a comprehensive reporting framework. Researchers reported favourably on the way in which the common assessment is managed in Kirklees. However, the implementation of the common assessment continues to provide challenges:

• the response from agencies across the strategic partnership remains inconsistent and patchy
• the quality of common assessments is inconsistent
• the quality of delivery plans is inconsistent
• the submission of paperwork continues to be a challenge
• lack of support and/or supervision for lead professionals
monitoring outcomes for children, young people and their families remains an area for development

there continue to be challenges in reaching target groups such as families from black and minority ethnic communities and disabled children.

Areas for development in the coming 12 months are:

• to make full use of the Children’s Trust Sub Group to drive forward the implementation of the common assessment
• consolidate position on recording on Carefirst system
• develop and establish quality assurance framework for common assessments
• develop outcomes based accountability framework for common assessments
• develop supervision framework for lead professionals
• promote use of common assessment to hard to reach groups
• ongoing development of training programme.

Learning services

The Learning Service provides strategic leadership for the education system, ensuring sufficient, diverse and good quality provision across the full age range and fair access to it for all.

The service:

• challenges, supports and quality assures schools and early years settings to ensure the very best possible outcomes for children and young people locally
• is at the forefront of developing partnerships and new approaches with schools as school autonomy increases, influencing the formation of increasingly robust and resilient partnerships with schools, settings and external partners: these partnerships will lie at the heart of the self-improving system we are working with schools and other partners to develop
• provides for the development of the wider role of education within communities and families, maintaining strong links with providers of early years, post 16 and adult and community education whether in the maintained, voluntary or independent sectors
• supports the leadership of the local partnership to develop and deliver adult learning
• leads planning and provision of school and early years places, and access to them through fair admissions
• provides a wide range of specialist support services for schools, families and individual children and young people to support access to and achievement within learning: these services include specialist provision, educational psychology, attendance and pupil support, support for the education of looked after children, leadership of the statutory system to meet special educational needs and substantial behaviour support services
• provides a range of learning services on a traded basis to schools and other settings.

The service leads and contributes to a very wide range of partnerships, which are central to its role and to achieving outcomes across the system. These include working in partnership with:

• services across the council which work closely with schools, including in the provision of traded services to schools
• council services working in the areas of skills and regeneration
• school headteachers
• leaders of other education settings, including for the early years, further and higher education
• statutory authorities, including other local authorities, agencies of central government and the government itself.

The service’s aims link directly to the Children and Young People Plan, and the council priority of enhancing life chances for young people, including the specific focus on improving educational attainment for under 16s.