

Kirklees Children and Young People's Services

Our vision, priorities
and expectations
for the future



Foreword

This publication sets out the arrangements for our children and young people's services, which includes family support, child protection, learning and skills.

We talk about our New Council approach, our core themes of early intervention and prevention, and economic resilience, and a different way of working with schools and communities.

Over the next three years, we will go on a journey to become a very different council.

To deliver our vision in a difficult financial climate, we need to change what we do – and how we do it in children and young people's services.

This is not to say that anything which has gone before was wrong. There has been a huge amount of excellent work to demonstrate the positive difference made to the lives of children, young people and their families across Kirklees.

We want to build on these solid foundations whilst developing a culture of a 'can do' attitude where people and communities do more for themselves, whilst we protect children most at risk of harm.

In children and young people's services, our work on early intervention and prevention, and economic resilience, cuts across all aspects of the New Council programme. There are two of our biggest and most important council themes.

We are changing the way we plan and deliver children and young people's services – it will be both a cultural and structural change, leading to a different way of working for all of us.

Early intervention and prevention is about reducing demand, preventing family breakdown and maximising independence. The aim is to address problems at the earliest opportunity before they escalate, working in partnership to improve outcomes for everyone and helping more families in the most appropriate way with the resources available.

We will focus even more on working with partners to deliver our vision for economic resilience to ensure that we prepare young people for significant changes in the future, especially around developing their skills and employment opportunities.

We need to think differently about how we intervene to protect or care for children too, shaping our services around what works for children and families.

"It is our aim that all children in Kirklees have equal access to and equal opportunities in education, regardless of where they were born or their start in life."

Cllr Erin Hill

We have many expectations for the future, including working more closely with schools on a community support model and increasing the number of good quality school places available across the district. Our children and young people deserve nothing less.

We value our schools as the foundation of support for children and their families in our local communities. We are committed to harnessing the energy and goodwill across our 'family of schools' to strengthen our strategic approach which sees them playing a central role in delivering our ambitions for children.

We have high expectations of our workforce, partners and councillors - we will all need to work together in order to make our vision a reality.



Erin

Cllr Erin Hill,
Kirklees Council, Cabinet Member
for Family Support and Child Protection



Shabir

Cllr Shabir Pandor,
Kirklees Council, Cabinet Member
for Schools and Learning



Adrian

Adrian Lythgo,
Kirklees Council, Chief Executive



Alison O'Sullivan

Alison O'Sullivan,
Kirklees Council, Director for Children
and Young Peoples Services

Together we can help more children and young people to achieve better outcomes - and equip them to develop into rounded, resilient adults that make a positive difference in their communities.

In order to do this, we need to create an environment where our staff can do the job they need to do whilst feeling fully supported and able to be as creative and innovative as possible.

"To improve and develop opportunities for our younger generation we must ourselves become innovators and create a new future of opportunities. To prepare our children for the real future that they'll face in a real world – our role is to make sure they have a better future than us and can compete in a global competitive economy".

Cllr Shabir Pandor

In Kirklees we start from a strong base; this is not down to luck, but sheer hard work and determination to do a good job.

We will continue to encourage people to speak out when things don't seem right and constructively challenge areas of concern. We are going to further develop a culture where we stay in close touch with our staff to make sure we understand the impact of the changes we are implementing both on them and their teams.

We have already achieved so much but, in such a challenging climate, we need to remain confident that we can achieve even more positive outcomes for our most vulnerable families and children.

We know that it will take time to get to grips with new ways of working, and that we all need to do things differently. This won't be easy for everyone. We appreciate that it will take time and patience to embed, but we know we have an excellent workforce, strong partnerships, councillors who care, and communities who want to make a positive difference.

This shared belief is what makes Kirklees strong and proud. Together, we will continue doing a great job.



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The vision for children's social care

"We work collaboratively with key partners, building on our collective strengths and making best use of resources. We are redesigning our service pathways and investing in new technologies but, above all, we are investing in our people and implementing a local, relationship-based model of social work practice"

Alison O'Sullivan,
Director for Children and Young People Services

Family support and child protection in Kirklees has a history of innovative practice and, with a reducing budget; creative ways of working must become the norm. We want to be known for good social work practice and robust, prompt challenge when practice can be improved.

"We will challenge and support whilst providing the foundations to build on our many strengths."

Paul Johnson,
Assistant Director - Family Support and Child Protection

As mentioned, our radical New Council wide approach to early intervention and prevention will impact on all aspects of our work. Reimagining the contribution of youth services and family centres is central to the emerging approach.



630

looked after children in Kirklees
which is below average compared
with statistical nearest neighbours



11,000

initial contacts
last year

4,093

referrals
last year

Our priorities for the next three years include...

- Implement integrated local care teams and a locality working model for early help
- Implement relationship-based working
- Redesign service pathways – reducing change and 'hands off' for children and families
- Develop our accommodation strategy for good quality, cost-effective local placements
- Modernise the disabled children's offer as part of an All Age Disability Service
- Implement a single point of assessment as part of the council's early intervention and prevention approach
- Ensure that the pathways into Education, Employment and Training for LAC are clear, and that the council is vigorous in fulfilling its Corporate Parenting responsibilities
- Develop and implement a robust data, intelligence and performance framework
- Undertake a workforce and management development programme to equip our staff.

Delivering our social care vision

Achieving our vision relies heavily on our teams having the right skills and support to do their jobs.

Our priorities include:

- Focus our work relentlessly on early intervention and prevention across all aspects of service
- Create the environment for all our staff to thrive and deliver the best possible service
- Increase our strategic management capacity and capability to manage change
- Provide good quality supervision and a “critical friend” support scheme for all staff
- Develop a more effective commissioning approach to the planning of future services, working collaboratively with commissioning partners to ensure that the needs of children and young people are central to strategic planning



Kirklees: a great place to live, learn and grow

In Kirklees we are ambitious for every one of our children. It's our responsibility to prepare them to be rounded, resilient adults, ready to cope with what life throws at them.

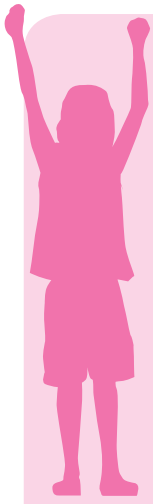
We have a large, growing population with around 5,000 children in each school year group.

Over the last 10 years there has been a significant increase in the numbers of children and young people requiring a school place. By the time this year's reception class has reached Year 11, there will need to be 31 more classes across Kirklees than there are now. We are doing all we possibly can to secure these places.

"We encourage every child to strive to reach their potential and to become kind, brave, compassionate, tolerant and reflective. Our quality of education compares favourably with the national picture – but we are not complacent".

Gill Ellis, Assistant Director for Learning and Skills





5 out of 6

special schools
in Kirklees

82%

primary schools
in Kirklees

70%

secondary schools
in Kirklees

Judged good or outstanding by Ofsted

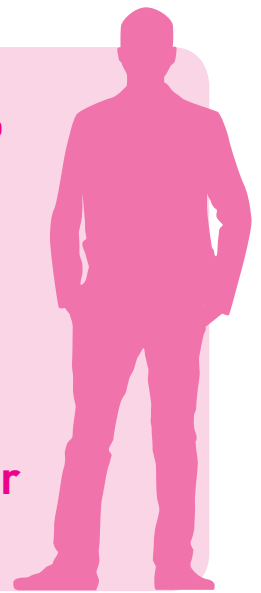
End of Key Stage results for 2015 show we are slightly below national outcomes at age 11 years, but above national at GCSE for 5 A*-C grades including English and maths.

We constantly strive for improvement and we aim to be in the top national quartile for quality of provision and learner outcomes by 2020.



Post-16 learning opportunities are rich and fruitful, with 87% of 16-18 year olds engaged in learning – well above the national average. In addition to Kirklees learners, a further 1,600 young people travel daily from beyond our borders to learn here.

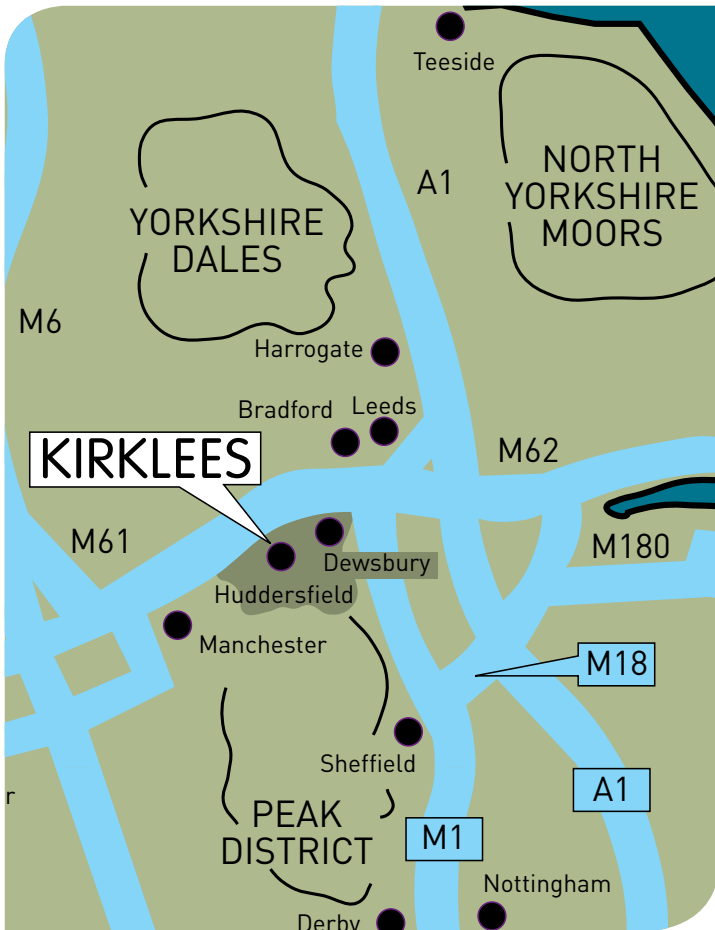
Apprenticeships are particularly popular, with 3,500 apprenticeship starts in 2013/14. Success rates for 16-24 year olds are well above the regional and national averages.



Kirklees is at the heart of the northern economy. It benefits from: strategic road, rail and IT infrastructure; innovative, technology-driven businesses; world-class learning and research; and a diverse and growing population. Yet we believe more can be done in making the most of these economic assets. We can: boost productivity; encourage more enterprises; improve employment rates; increase skill levels; and enable employers in key sectors to recruit talented staff.

A working population is likely to be a more resilient population, so more and better skilled jobs, will increase individuals and families independence, and contribute to wider society.





There is increasing collaboration from the council and its partners to address these challenges.

Working with the Leeds City Region Local Enterprise Partnership, we have established successful delivery programmes and are planning activity that will help to address our skills and economic challenges.

Our vision for Kirklees to be recognised as the best place to do business in the North of England and one where people prosper and flourish in all of our communities.



Delivering our learning and skills vision

Our statutory duties

There is more to do in growing the number of learning places. We will ensure our planning for sufficient learning places is carried out in line with the anticipated number of children in each year group, taking into account the Local Development Plan for houses, plans for '30 hours of free childcare' and what is happening in neighbouring authorities.

We will continue developing school governance to support collaboration and partnerships with a refreshed approach to the recruitment, retention, training and engagement of our highly valued school governors and clerks.

Along with schools and settings, we will look in detail at the admissions arrangements that are in place across the district and make sure they support families in securing a school place for their children in their local community.

Schools and settings

We will ensure that vulnerable learners are at the heart of the improvement agenda – this includes learners with special educational needs / disabilities; those identified as having English as an additional language; learners accessing support from Pupil Premium; and children who are looked after.

"We will ensure that all schools are providing exciting and effective education for all learners, resulting in evaluations that bring good or better judgements from Ofsted"

Gill Ellis, Assistant Director for Learning and Skills

We will respond effectively to our ADCS Peer Challenge of June 2015, which highlighted a number of significant strengths and also some areas for development: closing the gap; refocused and shared ambitions for learners; and effective communication.



Vulnerable people

We will work with health and social care to improve mental health and wellbeing support by implementing NHS Strategy 'Future in Mind' (2015).

We will ensure that children and young people receive the support and guidance they need in a timely fashion and in a way that supports their independence.

We will develop our support for children and young people with social, emotional and mental health difficulties that takes account of our current provision, and link this more closely with health and social care services.

"We will work across agencies to develop an all age disability team that provides early intervention to support independence and reduce transitions faced by disabled young people"

We will ensure that the skills which we have in our youth services, in our children's centres and in a wide range of family support settings, are used to best effect. Especially in the emerging early intervention and prevention approach which is being established, so that those children and families who require our help are able to receive it in a timely and proportionate way.

Partnerships and commercialisation

We will develop all services for schools in the context of New Council, using feedback from schools and settings.

We will work with providers and communicate about our journey towards a sustainable school-to-school improvement system. We will continue to support schools to develop productive partnerships that challenge and develop educational provision.

Economy and skills

We will address skills and recruitment challenges in key economic sectors including engineering and health and social care and prepare young people for the world of work, promoting opportunities for young people to combine earning and learning.



We will make best use of new and existing resources to develop an inclusive, business-led approach to enterprise and careers education.

"We will ensure that our most vulnerable communities and learners are able to take positive steps to an economically resilient future"

Schools as community hubs

We will continue to work with school leaders and partners to build the capacity, skills and knowledge to strengthen integrated working and to equip schools to commission local support for local children in partnership with others.

This will include finding solutions and removing obstacles to improving the offer for children and families.

We will do this by facilitating and helping schools to trial new ways of working with partners to support children and families. This will be coupled with clarifying and establishing clear governance and accountability arrangements for hubs.

"We need courage to focus on the whole child - our joined up thinking needs to be turned into connected action."

Melanie Williams - Executive Headteacher, Royds Hall Community School

"Local leadership is the glue."

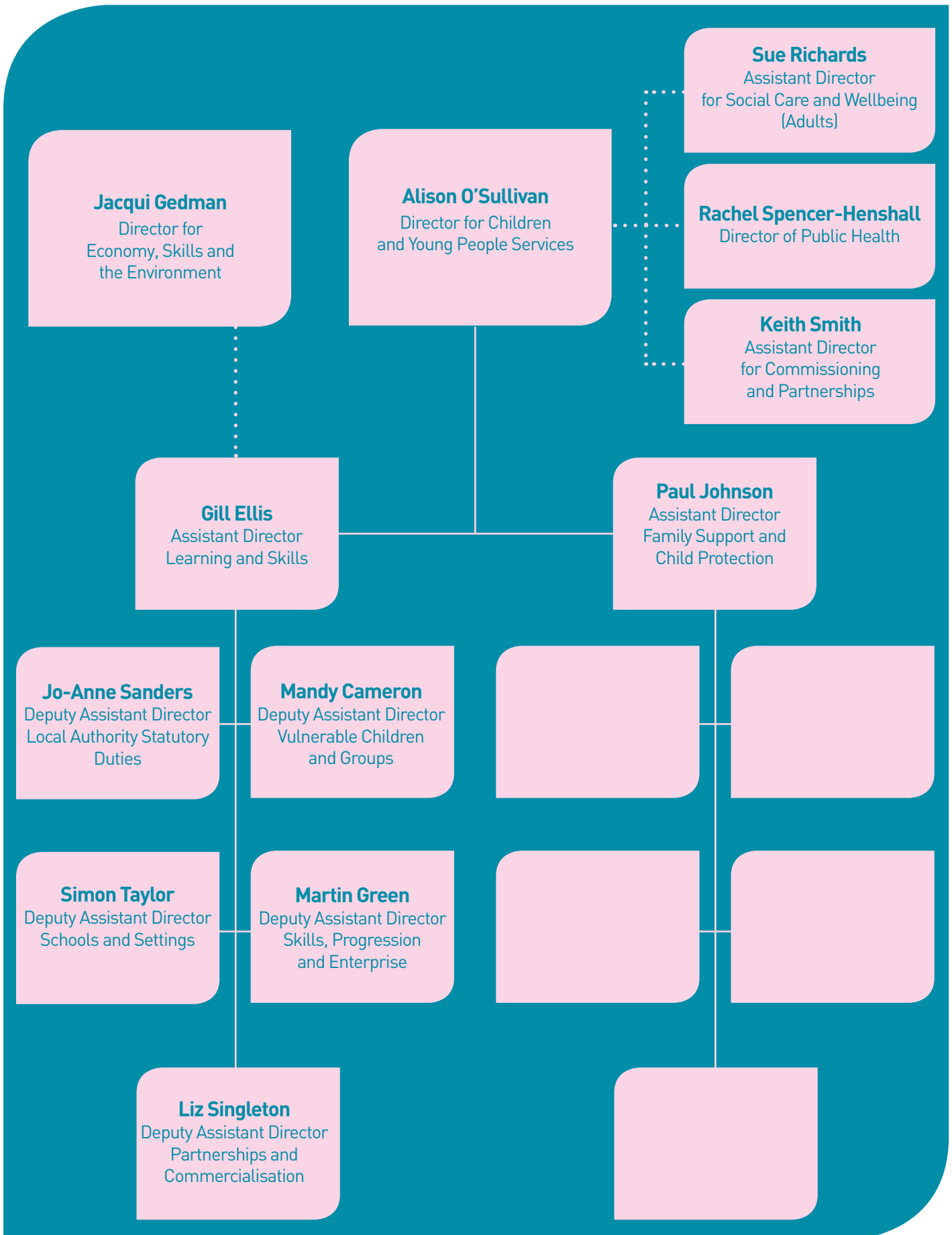
Peter Lawrence, Development Director, Brigshaw Co-operative Trust

"It's not so much about money; it's about sharing what we've got and making best use of it."

Lyndsay Gallagher, Headteacher, Carlinghow Princess Royal. Junior, Infant and Nursery School.



Children and young people services- our management structure



Developing the skills we need

We need to be clear about support for developing new skills which may be needed, not only now but in the future. This is not just around social workers and independent care providers – it's about all our workforce. Including a self-improving education system, where partnership, collaboration, and supporting and challenging each other, is the norm.

We are developing not only our managers through our own organisational development but through peer reviews and regional networks, such as Children's Social Work Matters (CSWM).

We want our social workers to be free to contribute to CSWM and the development of their profession and we are supportive of programmes such as Stand Up for Social Work and Step Up to Social Work.

Children in care

New approaches developed through the Step Up and front-line initiatives have introduced fresh momentum to the development of high-quality social work training. This is something we need keep an eye on if we are to ensure a supply of high quality social work staff in the future.

We need to continually improve outcomes for children in care, and specifically around care leavers' transition to adulthood.

This work in particular is driven by Kirklees adopting New Belongings, a Care Leavers Foundation initiative, to improve outcomes for care leavers.

We have pledged to provide the best support possible for our care leavers and the New Belongings project will help us keep on track. This will involve young people from the age of 16-21 overseeing the support we give to them. They will represent other young people in care, and cover issues such as how they raise concerns, the role of corporate parents, raising the profile of children in care and ensuring young people themselves are agreeing what the priorities are and setting the agenda.

Residential care

A young person in public care is just as talented, intelligent and has the same potential as any other young person. Yet, there is a strong correlation between being in care and ending up with poor educational results. Indeed it's not just education, many young people in care engage in self-defeating behaviours, have mental health problems and their opportunities in life are often limited.

We recognise that a positive relationship with an adult, who has day to day contact with a young person, provides the greatest potential to bring about positive change for the young person.

In order to support this we are adopting the Pillars of Parenting Programme. The Pillars of Parenting approach offers a theoretical explanation. This is backed up by evidence from science and child psychology research, which is that the often-poor life outcomes of looked-after children and young people result from the initial and continuing impact of abuse, neglect and parental rejection, which have occurred before any contact with the care system.

Kirklees Virtual School

The role of the Virtual School is to track, monitor and ensure support for the progress of every looked after child, as if they attend a single school, and also to support professionals who are working with looked after children placed in Kirklees by other local authorities. The Virtual School means we can better meet the needs of looked after children and ensure the best possible outcomes for them. Led by the Virtual School Headteacher, we are working to close gaps in attainment and progress and promote a culture of high aspirations.



Over to you

We are committed to providing the highest quality services to the children, young people and families of Kirklees. We know that this can only be achieved if we value and support our staff in the very challenging work they do. This document sets out our promise to do all we can to lead, support and provide the best possible working environment.

We will continue to support our staff through one-to-one meetings, appraisals, workload management, training and professional development.

If you have any feedback on this publication please don't hesitate to get in touch by contacting Communications on 01484 221000.



We will work with health and social care partners to improve young peoples mental health and wellbeing.



www.kirklees.gov.uk

This document was produced
by Kirklees Council