



**Notice of a public meeting of  
Learning & Culture Overview & Scrutiny Committee**

**To:** Councillors Reid (Chair), Fitzpatrick (Vice-Chair), Barnes, Brooks, Potter, Taylor and Scott  
Mrs Barber (Co-opted Statutory Member) and  
Mr Pennington (Co-opted Statutory Member)

**Date:** Wednesday, 17 July 2013

**Time:** 5.30 pm

**Venue:** The Severus Room - 1st Floor West Offices

**AGENDA**

**1. Declarations of Interest**

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

**2. Public Participation**

At this point in the meeting, members of the public who have registered their wish to speak on an item on the agenda or an issue within the committee's remit can do so.

Anyone who wishes to register or who requires further information is requested to contact the Democracy Officers for this meeting, details of whom are listed at the foot of this agenda.

The deadline for registering to speak is 5.00pm the working day before the meeting, in this case **5.00pm on Tuesday 16 July 2013.**

**3. York Theatre Royal Performance Report: 2012/ 2013** (Pages 3 - 14)

This report is to inform the Scrutiny Committee of the progress and performance of the York Theatre Royal under the current Service Level Agreement (SLA) during 2012/13.

**4. Bi-Annual Safeguarding Update** (Pages 15 - 76)

At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on key children's safeguarding issues. This third report, jointly prepared by the Assistant Director for Children's Specialist Services and the Chair of the CYSCB updates the committee on national and local developments over the past six months.

**5. 2012-13 Finance and Performance Year End Report - Lifelong Learning & Culture and Children & Young People's Services** (Pages 77 - 82)

This report analyses the outturn performance for 2012/13 and the financial outturn position by reference to the service plans and budgets for all of the relevant services falling under the responsibility of the Director of Children's Services, Education & Skills and the Director of Communities & Neighbourhoods.

**6. School Meals Scrutiny Review - Scoping Report** (Pages 83 - 88)

This report presents information in support of the agreed scrutiny review of school meals, and asks Members to set up a Task Group to carry out the review, and agree review remit and timeframe for its completion.

**7. Workplan** (Pages 89 - 90)

Members are asked to consider the Committee's workplan for the 2013-14 municipal year.

**8. Urgent Business**

Any other business which the Chair considers urgent.

## Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email [catherine.clarke@york.gov.uk](mailto:catherine.clarke@york.gov.uk) and [louise.cook@york.gov.uk](mailto:louise.cook@york.gov.uk)

(If contacting by email, please send to both Democracy officers named above).

For more information about any of the following please contact the Democracy Officers responsible for servicing this meeting, as listed above.

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

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### **Holding the Cabinet to Account**

The majority of councillors are not appointed to the Cabinet (39 out of 47). Any 3 non-Cabinet councillors can 'call-in' an item of business following a Cabinet meeting or publication of a Cabinet Member decision. A specially convened Corporate and Scrutiny Management Committee (CSMC) will then make its recommendations to the next scheduled Cabinet meeting, where a final decision on the 'called-in' business will be made.

### **Scrutiny Committees**

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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**Learning and Culture Overview and Scrutiny Committee** 17 July 2013

Report of the Assistant Director (Communities, Culture and Public Realm)

**York Theatre Royal Performance Report: 2012/ 2013**

**Summary**

1. This report is to inform the Scrutiny Committee of the progress and performance of the York Theatre Royal under the current Service Level Agreement (SLA) during 2012/13.

**Background**

2. The SLA is a joint agreement between the Council and the York Theatre Royal. The SLA sets out:
  - The key objectives of the partnership and partnership arrangements
  - Performance targets and indicators to be met by the Theatre
  - Performance information to be provided, review and reporting procedures
3. Reports are brought to Scrutiny Committee twice a year to report on performance against the outcomes agreed in the SLA. In order to achieve the aims set out in the SLA the Council requires the Theatre to:
  - Provide a year round programme of work which shall include in-house productions, including a pantomime, youth theatre productions, touring drama productions, and hires to local amateur companies.
  - Provide sign language interpreted and audio described performances, and touch tours.
  - Provide a regular Youth Theatre for at least 250 young people annually.

- Provide educational activities related to each main house production, including special matinees, talks, teachers' packs, workshops and visits to schools.
  - Provide a range of activities to engage older people in activities connected with the Theatre.
  - Develop The Studio programme promoting new and culturally diverse work: using the space to provide opportunities for local voluntary arts organisations and to develop the creative infrastructure of the city.
  - Provide student placements and careers advice to support the development of a strong local creative sector.
  - Develop the De Grey Complex, along with the Theatre, as a creative production hub for the city
  - Work with key stakeholders on the Cultural Quarter developments as well as other developments as appropriate.
4. The Theatre has exceeded its target for annual ticket sales, made significant progress in its capital development work and provided a strong programme in both their Main House and Studio. Full details of their work in relation to the SLA have been provided at Annex 1.

### **Consultation**

5. This report is for information only and there is no consultation to consider.

### **Options**

6. This report is for information only and there are no options to consider.

### **Corporate Objectives**

7. York Theatre Royal contributes to a number of corporate objectives including creating a world class culture under Jobs and the Economy and strengthening community participation under Stronger Communities.

### **Implications**

8. **Finance:** The Council's funding for 2012/13 was £304k. This reduced from April 2013 to £274k per annum with a further reduction due in 2014/15 to £204k.



9. The report has no additional implications relating to:
- Human Resources
  - Legal
  - Crime and Disorder
  - Equalities
  - Information Technology

**Risk Management**

10. In compliance with the Council's risk management strategy there are no risks associated with the recommendations of this report.

**Recommendations**

11. The Scrutiny Committee is asked to note the report and comment upon the progress that the Theatre has made in the last 3 months  
Reason: To fulfil the Council's role under the Service Agreement.

**Annexes**

Annex 1: Chief Executive's report

**Contact Details**

**Authors:**

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Ext. 4671

**Chief Officer Responsible for the report:**

Charlie Croft  
Assistant Director (Communities, Culture  
and Public Realm)

**Report Approved**  **Date** 2.7.13.

**Wards Affected:**

**All**



**For further information please contact the author of the report**

**Background Papers: None**

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## **York Theatre Royal: Chief Executive's Report – 2012/13**

This report will give an update of delivery against the Service Level Agreement (SLA) between the City of York Council and York Citizens' Theatre Trust Ltd. The report covers the period to June 2013 with final figures against the quantitative measures for the financial year 2012/13.

### **Full financial year figures**

Total audience for April 2012 to March 2013 was 165,074. Total participant attendances were 24,243. The theatre presented 545 performances during the year of 113 different productions.

### **PARTNERSHIP DELIVERY 2012/2018**

SLA conditions are noted in bold with the details of how the theatre has been working to achieve them underneath.

- 1. Provide a year round programme of work which shall include in-house productions, including a pantomime, youth theatre productions, touring drama productions, and hires to local amateur companies**

Over the period from February 2013 to June 2013 York Theatre Royal has presented 250 performances in its Main Theatre and Studio of 56 different productions.

York Theatre Royal produced 6 new productions over this period including **ishandy, Angels & Insects, Moon & Genie** and **Bin Men**.

This season also included two TakeOver Festival weeks which were programmed and managed by a team of under 25 years olds. **The TakeOver Vision and Mission** is to programme top quality national touring work and showcase talent from young aspiring professionals, giving young people a chance to develop their skills and discover their talents by having a variety of opportunities to take part in the organisation and running of the festival.

The programme included visiting companies who presented theatre, performance poetry, comedy and children's theatre and a home produced studio production of **The Mercy Seat**. This work is funded by two national Foundations: Paul Hamlyn and Esmee Fairbairn who provide the theatre with the financial support to give young people the opportunity to manage a substantial programme of performance and participatory work and a budget of £50,000. The 3<sup>rd</sup> TakeOver week in this year will be in October 2013.

National visiting companies added to the theatre programme giving high quality variety to the performance programme in York. This included **The 39 Steps**, English Touring Theatre with **The Misanthrope** and Northern Broadsides with **Rutherford & Son**. The end of this period was marked by the opening of The Globe Theatre's productions of **Harry the Sixth**, **The Houses of York and Lancaster** and **The True Tragedy of the Duke of York**. These three plays that make up the first part of The Wars of the Roses will also be performed on the battlefield at Towton, the site of the bloodiest battle in the Wars of the Roses and the one that ensured the ascendance of the House of York and Richard III. York Theatre Royal will complete the story with a new production of **Richard III** in the Autumn 2013.

## **2. Provide sign language interpreted and audio described performances and touch tours**

All of the York Theatre Royal productions in the main theatre have both sign interpreted and audio-described performances. In addition the theatre also offers captioned performances. All theatre productions that tour to the theatre for a week in the main theatre offer audio-described performances. The theatre has a pool of dog sitters for guide dogs.

## **3. Provide a regular Youth Theatre for at least 250 young people annually**

Across the Spring and Summer terms 305 young people took part in the Youth Theatre in 14 different youth theatre groups from the ages of 5 to 18. They attended weekly classes, extra rehearsals and Youth Forum sessions.

### **5-8 year olds**

Two new plays, especially written for the theatre were performed by the youngest members of the youth theatre in February.

### **8-10 year olds**

The 8-10's have spent this term working on building their performance skills and all took part in performing 4 new plays at the end of June. All the young people in this age range were moderated for their Arts Award Explore and all successfully passed. York Theatre Royal was awarded **Yorkshire and Humberside Arts Award Centre of Excellence**.

### **11-14 year olds and 14-16 year olds**

York Theatre Royal commissioned two new plays as part of the theatre's Yorkshire season. They were set during The Baedeker raids carried out by the Luftwaffe that targeted York in April 1942. York was subjected to more than 84 tonnes of high explosives and incendiary bombs in a single night. In all, there were 92 fatalities, with hundreds seriously injured. **Where Shadow's Go at Night** was in two parts **Like A Thief** (11-14's) and **Chocolate Girls** (14-16's). Each story was a play in its own right but the action took place across two spaces: The Ballroom in the De Grey Rooms and the Studio Theatre.

### **16+**

During this period we were asked to contribute to two important cultural events in the city. We worked alongside Riding Lights Youth Theatre to create a piece for the Holocaust Memorial Day civic event at York St John University on January 24<sup>th</sup>. The group devised a very beautiful and thought provoking piece of theatre inspired by the logs on the 1938-1940, York refugee minute book. The other event was the York Art Gallery Open Day. The youth theatre devised a series of contemporary performance pieces inspired by works of art that have previously been displayed at the gallery.

## **4. Provide educational activities related to each main house production, including special matinees, talks, teachers' packs, workshops and visits to schools**

### **Early Years**

Early Years work also goes from strength to strength, and we are delighted that Mud Pie Arts has been successful with their Arts Council funding bid, so will be able to continue our weekly **Storymakers**. We have two additional early years activities running in the building, **Singamajigs** and **Parent & Baby Bookclub**.

### **Schools**

We are working with schools on many different projects.

We continue to have long-term, cross-curricula relationships with York schools including, Knavesmire, Joseph Rowntree and St Olave's.

As part of the Learning and Performance Network run in conjunction with the Royal Shakespeare Company and York High School as the Hub school we are working with seven cluster schools: Acomb primary, St.Barnabas CE primary, Poppleton Road primary, Woodthorpe primary, Westfield primary, Applefields School (specialist school for cognition and

learning) and Joseph Rowntree school. We will work alongside these schools for the next two years, running training, which will culminate in a schools festival at York Theatre Royal in 2015.

We have recruited four schools to take part in our inaugural secondary schools festival which we have named *ReAct festival*. The festival will use the production of **Richard III** as its starting point and we will be working alongside the schools to help them create a piece inspired by the story for the festival on November 25<sup>th</sup>. The four schools are Manor Academy, Huntington, Joseph Rowntree and York High School.

Our Playhouse Festival of new theatre especially written for 8 -10 year olds to perform will be part of the programme at the theatre in July. We have worked with teachers at Park Grove, Archbishop of York Junior School, Sand Hutton, Clifton Green and Knavesmire Primary to develop the plays with nationally-renowned playwrights which we support teachers to direct in the classroom.

We have held a series of workshops with young people in Manor Academy and York High School with a theatre company who have been commissioned to write a new play for production at York Theatre Royal. The subject of the play is what is it like to be a teenager in York in 2013. The play has been commissioned by the young people who manage the TakeOver Festival and will be performed in The Studio Theatre in October and then it will tour to Newcastle and London. This project has been funded by the Paul Hamlyn Foundation.

### **Higher Education partnership with schools**

The Associate Director at York Theatre Royal continues to teach the York St John performance students on their Acting to Performance module. We have been successful with York St John University in securing an AHRC Collaborative Doctoral Award fund for a PhD studentship on Storytelling and Adolescence: narrative, empowerment and writing one's own place in the world.

This practice-based studentship will explore storytelling with and for adolescent participants. It sets out to develop and evaluate practice that utilises storytelling as an empowering medium through which young people can take control of actively constructing their sense of self and their place in the world and their community. This is a prestigious award and the first time YSJ have been successful in a bid, the PhD student will start in October and be resident at YTR. This will form a new area of work with York schools and will be a programme of work that will attract national attention and profile.

**5. Provide a range of activities to engage older people in activities connected with the Theatre**

The new initiatives for older people that we introduced in the last six months continue and include Spotlight talks and a Playreading Group. The Friends of York Theatre Royal continue to offer opportunities for older people to volunteer to support the work of the theatre.

Other work with older adults includes a project with Out of Character Theatre Company for adults who access mental health services. We have just started work on directing a piece of theatre which will perform at York St John in November.

We have also set up a new programme of adult education classes which will run here as part of the CYC's Inspire programme.

In addition, we have been working with Creative Personalities, who are a visual art group, for people diagnosed with Personality Disorders. The group was based at York Art Gallery, but we have been housing them since the closure of the Art Gallery. Through their residency with YTR and with support from our Creative Engagement team they have made a multi-disciplinary installation for the York St John Arts Festival, CREATE13.

We continue to offer two Adult Acting classes on a termly basis that are consistently over-subscribed.

**6. Develop the Studio programme promoting new and culturally diverse work: using the space to provide opportunities for local voluntary arts organisations and to develop the creative infrastructure of the city.**

The Studio Theatre programme between January and June included 23 different productions.

This included productions from local voluntary arts group, Settlement Players, and a series of co-productions with York-based professional arts organisations, including Pilot Theatre, TongueTied and The Flanagan Collective.

We produced two children's theatre productions with new artistic partners, we had 3 storytelling shows including **Baba Yaga** and a week of young and emerging theatre companies during the TakeOver Festival in March.

York Theatre Royal produced work during this period including a new adaptation of A.S Byatt's **Angels & Insects**, Neil LaBute's **The Mercy**

**Seat** and a Young Actors Company production of the Yorkshire playwright, Tom Wells, performed by an ensemble of young people from the city. The Young Actors Company is a good breeding ground for young talent in the city.

**7. Provide student placements and careers advice to support the development of a strong local creative sector**

We have had a range of placements across this period.

Many of the placements across this period have been in artistic roles and attached to the producing work of the theatre. They include Assistant Directing roles on **ishandy**, **Angels & Insects**, **The Mercy Seat**, **Morgana Le Fey** and **The Legend of King Arthur**. Also assistant stage management roles on **ishandy** and **The Legend of King Arthur**.

We have offered a new opportunity to young people to work within the Youth Theatre alongside our practitioners, assistants and volunteer team. We have also developed our relationship with York High School through offering a placement to one of their students, outside of the usual NYBEP (North Yorkshire Business Education Partnership) arrangements. The feedback from this student was excellent. He commented "It was engaging and interactive and I loved getting involved in everything... The best thing about this experience is what everyone has made me realise, be yourself and anything is possible".

We have recruited lots of new young volunteers in the Production and Welcome teams to deliver the whole Summer show experience.

We continue to offer the normal carousel placements.

Finally the TakeOver initiative continues to offer extended placement and volunteer opportunities for young people from the ages of 13 to 25. Some of the young people involved will give over 300 hours to the project over the year and some will be on a placement for only a week. The target in the year is to work with at least 100 young people in roles that are all supported by members of staff at the theatre and with each role working within a written job description.

**8. Develop the De Grey Complex, along with the Theatre, as a creative production hub for the city**

The De Grey Rooms and House continue to offer creative production facilities for both the professional and voluntary arts.



Companies using the spaces included tutti frutti, ajtc theatre company, Half Moon Theatre, The Flanagan Collective, Telling Tales Theatre Company, The Globe, Pilot Theatre, Slung Low, TongueTied, Mud Pie Arts, The Eboracum Quartet and Ensemble Theatre Company.

University of York and York St John University have both used the Rooms for rehearsal and project-based work and we have very recently agreed with York College that A Level Performing Arts students will be based in the De Grey complex from the Autumn term.

The De Grey Complex continues to host events and functions and houses 4 creative organisations alongside York Theatre Royal.

### **9. Work with key stakeholders on the Cultural Quarter developments as well as other developments as appropriate**

York Theatre Royal has been successful with a bid for £2.8 million with the Arts Council capital fund to support a £4 million re-furbishment project. The theatre has been awarded an initial £200,000 from the Fund to support the procurement of an Architectural Design team and progress the design to RIBA stage D and planning permission. It will also support the theatre on building the business plan for a re-furbished theatre. It is likely that the theatre will submit Full Designs and technical drawings as well as a credible Fundraising Strategy and Business Plan in March 2014 to draw down the remaining funding. The theatre has set itself a fundraising target of £1 million to match these funds.

Work to improve the Theatre Royal café patio should begin in mid-July through a partnership with Bishop Burton College. This has been funded from a number of sources including The Friends of York Theatre Royal, York Civic Trust and The Noel Terry Charitable Trust.

Liz Wilson Chief Executive  
York Theatre Royal 1 July 2013

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**Learning and Culture Overview and Scrutiny Committee****17 July 2013**

Report of Assistant Director for Children's Specialist Services & Chair of City of York Safeguarding Children Board [CYSCB]

**Bi-Annual Safeguarding Update****1. Summary**

At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on key children's safeguarding issues. This third report, jointly prepared by the Assistant Director for Children's Specialist Services and the Chair of the CYSCB updates the committee on national and local developments over the past six months.

**2. City of York Safeguarding Children Board [CYSCB] – Chairs Update**

Our Local Safeguarding Children's Board oversees the quality and robustness of the multi-agency safeguarding arrangements for the city. An update from the Independent Chair – Roger Thompson includes:

*Updates on Serious Case Reviews*

There are currently no ongoing Serious Case Reviews, commissioned by the CYSCB. At the January briefing three reviews were highlighted including the lessons from a completed serious case review. A summary of the high level lessons learned included:

The serious case review found that the issue of child sexual exploitation (CSE) was not sufficiently understood and as a result the child although being seen as being 'in need' was not considered to be in need of protection. In effect the focus was often on the child's behaviour rather than on the possibility that she was being sexually exploited. Positively, the review recognised that awareness of CSE has improved significantly across all the agencies.

Two individual agency reviews were undertaken by Children's Social Care due to concerns raised around the quality of assessment in each case. The first case [Case 1] related to a family with a history of potential sexual abuse and neglect. The second [Case 2] related to a child who was found to have received non-accidental injuries following being returned home after previously been removed from her mother's care.

The individual agency reviews highlighted shortfalls in assessment practice with Case 1 stressing the need for assessments to fully *take full account of past history of the family and the nature of family engagement with professionals*. The case further highlighted the need of practitioners to understand the often complex issues associated with dealing with child sexual abuse.

Case 2 stressed the need for social workers in assessments to *understand what they are observing; using various tools of assessment; how to use the information gathered to inform planning and future intervention; and how to evaluate if that particular intervention/plan is working towards the intended outcome*.

A learning lessons review has recently been commissioned by the CYSCB exploring the circumstances surrounding a child who was returned to its parents care after being diagnosed with a brain injury and multiple fractures. The review will examine the actions of Children's Social Care and the hospital.

Recommendation:           The scrutiny committee to continue to receive summarised briefings of cases reviewed by the CYSCB

### *Neglect*

I have reported to this Committee in June 2012 the CYSCB thematic review of child neglect. This review was prompted by two learning lessons reviews of serious cases of neglect in York.

In January 2013 the committee asked to be kept apprised of the emerging practice implications from this work and how these will be implemented.

The challenge to all agencies working with children and families is to ensure the review's lessons are implemented.

To this end, in addition to the highly successful conference, the CYSCB Unit undertook a range of interagency briefings to disseminate the reviews key lessons.

The CYSCB has incorporated the lessons of the thematic review into its business plan and will act to monitor the effectiveness of interventions. Performance measures are being developed which will look to reducing the number of repeated interventions. Emphasis also needs to be placed on reducing the age at which the intervention is assessed as having a positive impact on the child's wellbeing.

Work is underway with the Police and Children's Social Care exploring the use of warnings with parents where there is evidence of neglectful parenting. The warnings are designed to act as a 'marker' to parents with the primary aim of motivating change. However, should the warning not be heeded, the approach will make it easier for the police to pursue a criminal enquiry under the Children and Young Persons Act 1933

### *Peer Review*

The Assistant Director, Children's Specialist Services and with agreement of the independent chair of the CYSCB invited a peer review of the Board's functioning, processes and support from specialist safeguarding colleagues in East Riding.

The key lines of enquiry for this review were set locally and were specifically targeted at those areas where national policy change, regulatory change and our own intelligence suggested we needed to consider.

These included:

- Quality Assurance Framework
- Business Planning
- Strategic Leadership and Development
- Public Interface
- Delivery of Local Authority Designated Officer function
- Workforce Development

Feedback from this process will inform the wider review of the CYSCB and its support arrangements agreed at the January Board meeting.

It is right to report that, given the intended focus on areas where we have identified vulnerabilities through self assessment, the early findings confirm some of our concerns. These findings are not published, however they will inform the overall Board review and a further update on this work will be the focus of the next briefing.

Recommendation: An update on the review of the CYSCB to be presented to the December 2013 scrutiny briefing.

### **3. Other Children's Safeguarding Development**

*Revised Working Together 2013 [came into force on 15 April 2013].*

This document provides guidance on effective multi-agency working to safeguard children. It represents a radical shift in the way that the child protection system will operate in England. This includes a new approach to the oversight of serious case reviews, new guidelines for assessing the needs of vulnerable children, and a huge reduction in the level of national child protection guidance.

#### Headlines:

The guidance is clear that "safeguarding is everyone's responsibility" and other headlines include:

- The reinstatement of statutory timescales for assessing the needs of vulnerable children, which had been removed from the consultation documents.
- A removal of the distinction between initial and core assessments, replaced by ongoing, locally developed, assessments of need.
- A change in the governance arrangements for independent Chairs of local safeguarding children boards (LSCBs), who will now be appointed and held to account by the local authority Chief Executive rather than the Director of Children's Services.
- The establishment of a national panel to hold LSCB Chairs to account on whether serious case reviews should be carried out, which independent reviewers should be commissioned to lead the

review, and to challenge any decision that the report should not be published.

- A requirement on LSCBs to develop a local framework for learning and improvement, including regular reviews of cases that may not meet the criteria for a full serious case review, as part of an ongoing process of learning and development.

### *New Ofsted Inspection Framework*

On 12<sup>th</sup> April 2013, the Chief Inspector of Ofsted announced plans to inspect local authority child protection and services for children who are looked after under a single, combined framework. This new framework will see a shift to a more outcome focused methodology and consequently requires a corresponding ability by the Local Authority and its partners to explicitly demonstrate effectiveness in terms of improved outcomes for the children they serve.

### Headlines:

From November 2013, the framework will include:

- A judgement grade of 'requires improvement' that will replace the current 'adequate' judgement
- Grade descriptors to describe 'good' in each of the following three key judgement areas:
  1. the experiences and progress of children who need help and protection
  2. the experiences and progress of children looked after and achieving permanence  
and;
  3. leadership, management and governance
- A review of the effectiveness of the Local Safeguarding Children Board and will include a graded judgement of this effectiveness.

### Recommendation:

A briefing setting out the preparation and planning arrangements for York's next inspection is presented to the December scrutiny committee.

### *Annual CYSCB Report*

This draft report [at Annex 1] sets out the progress and activity of the CYSCB over the last year.

When complete and following further consultation with partners this document will include a two year business plan.

Some key areas of work to highlight for today's meeting include<sup>1</sup>:

- New Quality Assurance Framework
- Allegations Against Professionals – Local Authority Designated Officer activity
- Child Sexual Exploitation – Local and Regional Collaboration

## **4. Changes in Children's Social Care**

### *Vision*

In light of the changing policy / regulation and financial landscape Children's Social Care has undergone a programme of very significant transformation over the last eighteen months.

Transparency and clarity have been the watch words in delivering these changes and a comprehensive vision document for staff and partners has been prepared.

[A copy is attached at Annex 2]

### *Looked After Population*

York's Keeping Families Together programme has driven systemic change across the children's services community. This programme seeks to maintain a relentless focus on preventative intervention. The impact of this work / approach has seen a sustained and significant safe reduction in the number of children becoming looked after. In the past twelve months the total overall population has reduced from 260 to 223.

Recommendation: An update on the trends in York's Looked after Children's population is presented to the December 2013 scrutiny committee meeting.

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<sup>1</sup> [Note: The independent chair will update on these issues at today's meeting.]



### *Front Door*

Arrangements for receiving and responding to any concern for a child or young person are currently being revised to reflect the changes set out in Working Together 2013.

These changes will see:

- The collocation of Police / Social Care (adults and children) / Health colleagues in West Offices.
- A revised threshold document setting out the response arrangements to differing levels of concern.
- Greater use of the Customer Services functions available at West Offices

Recommendation: A progress briefing on the above developments is presented to the June 2014 meeting of this scrutiny committee.

### *Troubled Families*

The government has announced a five year extension of this programme which provides a payments by results framework for local authorities to focus family support services on those families with specific characteristics of vulnerability.

The programme in York has recently been endorsed by the national programme monitors and is led in York by a programme Board chaired by the DCS.

## **4. Summary of Recommendations**

- i. The scrutiny committee to continue to receive summarised briefings of cases reviewed by the CYSCB.
- ii. An update on the review of the CYSCB is presented to the December 2013 scrutiny briefing.
- iii. A briefing setting out the preparation and planning arrangements for York's next inspection is presented to the December scrutiny committee.

- iv. An update on the trends in York's Looked after Children's population is presented to the December 2013 scrutiny committee.
- v. A progress briefing on the children's 'front door' developments is presented to the June 14 meeting of this scrutiny committee.

REASON: To allow Members to be fully informed on key children's safeguarding issues in York.

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**Annexes:**

**Annex 1** – Draft Annual CYSCB Report

**Annex B** – Vision for Children's Social Care in York

## Annual Report 2012-2013

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### CYSCB CHAIRPERSON STATEMENT

In the revised Government guidelines, 'Working Together to Safeguard Children' published in March 2013, a requirement is given to the Chair of the Local Safeguarding Children Board (LSCB) to publish an annual report on the effectiveness of child safeguarding in the area served by the Board. This is to be a public document. The report will outline details of the Board's activities, but more importantly it will provide an opportunity to provide a statement about the position of safeguarding in York.

There continues to be a strong national and local interest in the children's safeguarding agenda, and the level of public interest remains high. The intention of this annual report therefore is to indicate to a wider audience, the key messages in the safeguarding arrangements for children and young people in the City of York, and to reassure the local public that the commitment to provide the highest levels of service in this crucial area of work is maintained from all agencies in the city

that have a responsibility for the welfare of children and young people.

Safeguarding Children Board's have a number of responsibilities, which aim to ensure that there is a multi-agency approach and commitment to the safeguarding of children. They have responsibility for multi-agency training and for ensuring that all agencies provide training to their staff; they are responsible for common practices and procedures; for oversight of the Child Death Overview Panel (This is managed by the North Yorkshire on behalf of the two LSCBs); and for the commissioning as appropriate Serious Case Reviews and Learning Lessons Reviews so as to ensure that any lessons are learned from serious child protection incidents. In addition, the Board is responsible for the management of arrangements for the investigation of safeguarding allegations against professionals and volunteers working in child care; and importantly to the holding of all agencies to account about their standards for the safeguarding of children arrangements.

There can be no complacency in York about the need for continued high vigilance about standards, but it is pleasing to note the outcome of the most recent Ofsted Inspection of safeguarding and looked after children in March 2012. This inspection was wide ranging, and it is pleasing to record that the judgement given by the inspectors to the standards of safeguarding children in York was 'good'. The standards of partnership working and the work of the City of York Safeguarding Board were judged to be 'outstanding'.

The Board continues to carry out its work through regular quarterly meetings, which are well attended by all agencies; an Executive Group; a Serious Cases Panel; and two Lead Officers, who take the lead in respect of Training and Policies and Procedures. In addition there are

now two Groups in respect of Child Sexual Exploitation (CSE), whose work is described elsewhere in this report. Also where required the Board uses 'task and finish' groups to consider specific policy areas. There will be the re-establishment of the Quality Assurance and Performance Group in June 2013.

The Board currently has two outstanding Serious Case Reviews, and a newly commissioned Learning Lessons Review. Details of these cases are described in the report from the Serious Cases Panel.

There have been important new developments which are affecting the work of the CYSCB.

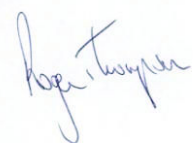
- The revised 'Working Together Guidelines' have now been published. There is a separate section in this annual report outlining the key changes and responsibilities for the CYSCB. The publication of the Guidelines has however given the opportunity to review the work of the Board and the Safeguarding unit which supports it. Necessary work is now in hand to ensure that the requirement of holding all agencies to account is under-pinned by work and information which provides reassurance to the Board. In particular, work is being carried out to develop a revised multi-agency management performance framework; to set up a regular monitoring of cases through a multi-agency audit process; and to seek the views of children and young people on the safeguarding agenda.
- The Safeguarding Unit is to limit its direct involvement with operational work, and move to the required quality assurance role expected in the revised Guidance. The Unit will still though need to be satisfied about the effectiveness of the standards of work from all agencies working in York. An important way in which this requirement will be carried out, arises from the decision to place the Independent Reviewing Service as part of the Safeguarding Unit and the Board. This

important Service has a significant quality assurance role in respect of the monitoring of safeguarding standards.

- The high national profile in respect of CSE needs to be emphasised and the Board has responded to this difficult and challenging area of work. One of the Serious Cases Reviews carried out by the Board relates to CSE, and a task in the immediate period ahead is to ensure that the recommendations arising from this Review are implemented and incorporated into practice.
- The Board hosted a very successful conference in, on the subject of neglect, and this was the opportunity to roll out across York, the Thematic Review of Neglect which had been set up following two serious cases in the City. The conference had as its key speaker Professor Eileen Munro, the author of the National Review into Child Protection and Safeguarding Services. The Board will ensure that the messages from the Thematic Review will continue to be promoted to staff of all agencies.
- The Board has to ensure that high priority is given to children's safeguarding at a difficult time for all agencies, which are facing financial restraint. Organisational changes have also taken place among key agencies, notably the Health Service, with the setting up of local Clinical Commissioning Groups. The Board must ensure that any changes do not affect local safeguarding arrangements.

The City of York Safeguarding Children Board must continue to ensure that the very highest standards of safeguarding are maintained in York among all agencies. It is grateful for the support and commitment of partner agencies to enable this to continue.

**Roger Thompson**  
CYSCB Independent Chair



## MEMBERSHIP OF THE BOARD

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Names in bold represent members of the CYSCB Executive

### CYSCB Independent Chair

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**Roger Thompson**

### City of York Council

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Kevin Hall (*Interim Director Adult, Children and Education*)

**Eoin Rush (Assistant Director, Children's Specialist Services)**

**Dot Evans (Head of Service, Children's Social Care and CYSCB Policy Lead Officer)**

Jill Hodges (*Assistant Director of School Improvement and Staff Development*)

**Melanie Perara (Deputy Head of Legal Services)**

Steve Waddington (*Assistant Director, Housing and Community Safety*)

Nick Sinclair (*Substance Misuse Pathways Office*)

Councillor Janet Looker (*Cabinet Member for Children*)

Simon Page (*Head of Integrated Youth Support Services*)

### North Yorkshire Police

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Sue Cross (*Acting Assistant Chief Constable*)  
represented by **DCI Nigel Costello**

### North Yorkshire Probation

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Joanne Atkins (*Area Manager Public Protection*)

### Health

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**Sue Roughton (Designated Nurse, Nurse Consultant Safeguarding Children, North Yorkshire & York Clinical Commissioning Groups)**

Carrie Woolerton (*Executive Nurse, Scarborough and Ryedale, and Vale of York Clinical Commissioning Groups*)

Jen Slaughter (*Associate Director Safeguarding & Child Protection York Hospitals NHS Foundation Trust*)

**Robin Ball (Designated Doctor Child Protection)**

Carol Redmond (Mental Health represented by Joanne James, Service Manager CAMHS,

NHS North Yorkshire & York Community & Mental Health Services (*Adult & Child*)

Claire Anderton (*GP, North Yorkshire Local Medical Committee*)

Norman McClelland (*Associate Director of Nursing, Leeds & York Partnership NHS Foundation Trust*)

### Children and Family Courts Advisory and Support Service

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Margaret Harvey (*Service Manager*)

### Askham Grange Prison

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Philippa Harding (*Women's Service Development Manager*)

### NSPCC

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**Debra Radford (Service Manager & CYSCB Training Lead Officer)**

### Children's Society

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Lynda Corker (*Programme Manager, PACT Project*)

### Independent Schools

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John Owen-Barnett (*Child Protection Lead Officer, St Peter's School*)

### Maintained Schools

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Lesley Barringer (*Head Teacher, Osbaldwick Primary School*)

Bill Scriven (*Head Teacher, All Saints School*)

### York Council for Voluntary Services

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Craig Waugh

### Laypersons

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Emma Langton

Barry Thomas

### CYSCB Unit

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Joe Cocker (*CYSCB Unit Manager*)

Dee Cooley (*Safeguarding Advisor, Children's Workforce*)

Caroline Williamson (*Safeguarding Advisor, Education*)

Amanda Dickinson (*CYSCB Unit Administrator*)

## WORK OF THE EXECUTIVE

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The Executive group includes Board representatives from the key statutory and other partner agencies.

During this period there were 4 meetings of this group as follows:

- 12<sup>th</sup> June 2012
- 26<sup>th</sup> September 2012
- 10<sup>th</sup> December 2012
- 12<sup>th</sup> March 2013

All of the meetings were well attended with the statutory member agencies represented. This is a well-established group charged with supporting and overseeing the Board's progress against its key priorities. It is a forum of lively debate and challenge, which serves as a source of intelligence for the Board on a wide range of local safeguarding children issues and has undoubtedly helped to make progress in key areas.

Throughout this review period the full minutes of each Executive Group meeting have been included for information at each subsequent CYSCB meeting. In these circumstances this report will only highlight some key issues including areas for further development.

### **Key issues considered by the Executive Group**

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#### *Governance*

The regular attendance of the Board's independent chair at the Executive Group meetings has achieved a sharper focus by this group on the delivery of CYSCB priorities.

A programme of sub group reports to the main Board has been established and is working well.

As part of the overall review of governance the Executive Group recommended to the Board that the CYSCB independent chair should chair the Serious Cases Panel meetings so that this responsibility did not lie with an individual agency.

It was further agreed that the frequency of these

meetings should be increased. Early indications are that these arrangements are working well.

#### *Budget review*

Through the work of the Executive Group, the Board's partners were able to negotiate a significant uplift in the respective contributions of the statutory agencies to ensure that the work of the Board is adequately funded through to 2015.

These new budget arrangements saw the implementation of a new tripartite funding arrangement for undertaking Serious Care Reviews.

#### *Learning lessons*

The Executive Group has maintained a continued focus on the work and findings of Serious Case Reviews and of the Thematic Review of neglect.

Recommendations from several learning lessons reviews, and reinforced by recommendations from the Safeguarding and Looked After Children inspection, the group agreed an approach for the review of assessments with a particular emphasis on pre birth assessments and the need for a more risk / outcome focussed model.

The group considered the outcomes of the Safeguarding and Looked After Children inspection and contributed to the subsequent improvement plan.

The Executive has also ensured the appointment of lay members to the Board. Following the successful appointment of two lay members the Executive also agreed an induction and mentoring approach to support the active involvement of lay members on the Board.

#### *Performance framework*

Although still not finally published, the various revised Working Together drafts suggest that the final guidance will greatly strengthen the role of LSCB's in monitoring the performance and effectiveness of local safeguarding arrangements. The Executive group prompted by the independent chair has undertaken an initial review of existing arrangements and a new

proposed framework has been developed.

### *Sexual Exploitation of Children [CSE]*

This issue has been the subject of considerable discussion and work, both nationally and locally, during the review period. Locally there have been considerable developments in information sharing and local intelligence gathering and a new process for dealing with specific cases has been introduced and used.

A Police led action plan has been presented to the Executive Group and discussions are ongoing about how each agency can most effectively engage with this work.

### Other issues

During the review period the Executive Group also considered the following issues:

- A review of the Independent Reviewing Service
- The reorganisation of Children's Social Care
- The Impact of Parental Alcohol Misuse
- The multi agency response to the tragic death of a child at a York Nursery
- The Introduction of a new Integrated Family Service for the City
- The effectiveness and quality assurance of CAF activity in York

### *Looking Forward*

The Executive Group will continue to maintain a sharp focus on the delivery of the Board's key priorities. Central drivers for this work will include the implementation of the Munro recommendations especially for social care colleagues. The final publication of a revised Working Together also provides a clear reference point for the group throughout 2013/14

**Eoin Rush (Assistant Director, Children's Specialist Services)**

### LAY PERSON REPORT

A relatively recent change to membership of CYSCB has been the appointment of two lay persons of whom I am one. The role of the lay members, though they may have some previous understanding of the requirements concerning the safeguarding of children, is to contribute to the discussions of the Board from the point of view of the non-professional. My first two years in the role have been highly informative. The Board meets four times a year. In addition to these meetings I have attended training programmes for the staff involved in child protection and attended the children's front door's daily meeting, where staff discuss the latest individual cases and decide on a way forward both of which have proved highly informative.

The overall impression is that York is fortunate in the capabilities of the staff dealing with the work covered by the Board. Its latest OFSTED assessment outcome reflects on the high standards achieved by all those involved in safeguarding. There is a risk, after such an OFSTED report, for complacency to set in. That has not been apparent to me. That is not to say that, with hindsight, all decisions are faultless. That will never be so when the best way forward in particular circumstances has often to be based on less than complete information, either because not all facts might be forthcoming or a rapid intervention needs to be made. Nevertheless my impression has been that the discussions between staff before a course of action is decided upon are responsible and balanced.

One difficulty that is apparent is that relevant information on a case may be held outside of the area of the City of York. This can be a particular problem in a small authority especially when the boundaries of other organisations, for instance health authorities, do not coincide with the city's administrative boundaries. The increasing mobility of the general population only exacerbates the difficulties of ensuring that all information is available to those who have to take decisions. Against this background one can

only praise the commitment of the staff involved when they know that there are those outside who are only too ready to criticise if an outcome is subsequently found to be less than ideal. When this is the case lessons must be learnt but we are never going to be able to say that all outcomes are faultless.

Having attended meetings of other bodies which drag on interminably I am impressed by the efficiency of CYSCB meetings. I never feel that discussion is being discouraged yet we seem to get through the business very efficiently. One minor niggle I have: coming to terms with the many acronyms used takes time!

**Barry Thomas (CYSCB Layperson)**

### **CYSCB UNIT REPORT**

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Working Together 2013 places increased emphasis on the quality assurance and performance management role of Local Safeguarding Children Boards (LSCBs). The guidance further stresses the independence of the LSCBs and their role in challenging partner agencies and improving outcomes for children.

Whilst graded as 'outstanding' in the last Ofsted inspection, the CYSCB along with the CYSCB Unit is currently undergoing a review to ensure it maintains its relevance, creativity and challenge in the rapidly changing child safeguarding landscape.

### **Independent Reviewing Service**

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One of the key changes to the CYSCB is the transfer of the responsibilities of the Independent Reviewing Service to the CYSCB. Independent Reviewing Officer's (IRO) primary role, both in chairing Looked After Children (LAC) Reviews and Child Protection Conferences is to oversee and assure the quality of practice with the aim of promoting and protecting the human rights of children within the LAC and child protection system.

Incorporating the IRO service within the CYSCB will ensure the independence of IRO who will be better placed to challenge interagency practice.

The move is also designed to strengthen the IROs role by providing them the authority in exercising their functions on behalf of the Board.

### **Quality assurance and performance management**

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The review of the CYSCB is appropriately placing increased emphasis on the quality assurance function of the Board. CYSCB members have recognised the need to challenge shortfalls in safeguarding practice and to drive up standards.

In future the CYSCB Unit will receive performance data via the Children's Trust Unit from a range of agencies. The Unit role will be to analyse the information with particular focus on those areas prioritised by the Board. Where questions arise, the Unit will be expected to explore the issue in detail and provide regular reports to the CYSCB.

A key aspect of the Unit's quality assurance function will be the case file audit. The Unit has developed an audit tool which focuses on the quality of practice unlike previous approaches which have concentrated more on adherence with a process.

The tool is based around a set of agreed standards dealing with each aspect of effective assessment, 1) problem identification, 2) assessment and analysis, 3) objective setting and 4) outcomes. Consideration is currently being given to using the standards as part of clinical supervision.

### **CYSCB Constitution**

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The CYSCB constitution was developed in 2006 following the Board's transition from being an Area Child Protection Committee. Although serving the Board well, the innovative constitution is in need of revision in order to meet the changing demands placed on LSCBs.

Although not yet finalised, the revised constitution will strengthen the independence of the Board and CYSCB Unit. In line with the new requirements in Working Together, the Board Chairperson will ultimately be accountable to the Council's Chief Executive. In turn, the CYSCB Unit Manager will have an increased accountability to



the Chairperson.

Other amendments to the constitution will include changes to terms of reference of the Serious Cases Panel and reconstituting of the performance management arrangements which will include significant changes to the Professional Practice Monitoring Group. The review will also consider the effectiveness of the Lead Officer arrangements.

#### Child Sexual Exploitation (CSE)

The Board identified CSE as a priority objective for its work over the last year. A multi-agency stakeholder group has been established with the CYSCB Chair and the Lead Council Member for Children.

This area of work has progressed rapidly over the last 3-4 years: successive governments have produced guidance; a number of bodies have published research covering various aspects of the issue; a number of LSCBs have undertaken serious case reviews into CSE cases in their localities; media attention has focussed on many of the high profile cases; raised awareness has led to far more vulnerable individuals being identified and to a rise in referrals to both national and local services.

Serious case reviews into cases of young people harmed by child sexual exploitation in both York and North Yorkshire have given extra impetus to this area of work. Early in 2013, a countywide strategic group was set up, chaired by Detective Superintendent Simon Mason, and reporting directly to the respective LSCBs. A strategic action plan has been developed, with plans for the York stakeholder group to act as a local delivery group for the plan.

CYSCB is now a member of the National Working Group, the recognised lead on the issue, and is being supported by the specialist team in developing plans for the future, including: dissemination of findings from the Child B serious case review, and learning lessons from other reviews, e.g. Torbay; identifying and supporting targeted learning for specific individuals and sectors; raising awareness in professional and

local communities to promote prevention and early intervention; and, identifying existing providers and developing capacity to engage in work with young people at risk of child sexual exploitation. Securing funding for a dedicated post to co-ordinate further activity will feature in the action plan for local agencies.

#### Domestic abuse

Domestic abuse, and its impact on children and young people, has continued to be a priority area of concern for the Board. In the year 2012-13, North Yorkshire police recorded 2476 incidents of domestic abuse (against 2218 for the previous year, a change of 11.6%) Crimes of domestic abuse also increased by 7.1% with the Independent Domestic Abuse Service (IDAS) receiving 642 adult referrals in this period.

Multi Agency Risk Assessment Conferences (MARAC) have continued to increase Year on Year with 142 MARAC cases in 2011/12 and 166 in 2012/13 an increase of 16.9%. The MARAC funding is vulnerable specifically around the framework supporting the Multi-agency Risk Assessment Conference (MARAC) process. Section 9 of the Domestic Violence Crime and Victims Act 2004 was implemented in April 2011 which made Domestic Homicide Reviews (DHR) a statutory requirement. The DHR guidance highlights MARAC as a specific area of interest to the review teams.

Perhaps the biggest change over this year has been the government's decision to reduce the age limit for recognition of domestic abuse from 18 to 16 years old. This reflects the presence of abuse in teen relationships, and offers the opportunity to access risk management and support services for vulnerable young people. The national organisation, Respect, has trained a number of practitioners in York to be able to work with young people who may be using abusive behaviours in their relationships. IDAS, as well as delivering the Respect programme, is continuing its work with young victims of domestic abuse, whether in their own or in parent/carer relationships. A range of campaign materials have been produced which aim to promote healthy relationships, and work is

ongoing to embed key messages in schools and other locations.

The service providing support to victims engaged with court processes, the Independent Domestic Violence Advocate (IDVA) will regrettably cease to be funded by the Home Office at the end of this year. The IDVA service is a crucial role in engaging and supporting victims through an often complicated process. The IDVA has been responsible for significantly reducing attrition rates and increasing guilty pleas. In 2012 the York IDVA was successful in supporting 164 Victims of Domestic Violence.

Domestic abuse continues to feature in relation to concerns for children, whether at early intervention or at child protection levels. The CYSCB and service providers remain committed to providing good quality, appropriate support in a challenging financial environment.

#### Home Office Safeguarding Project

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The Unit Safeguarding Advisors took part in this project funded by the Home Office, which sought to identify and promote innovative, new and good practice in multi-agency working in the light of austerity measures. The project was initiated by ACPO, and commissioned by the policing minister within the Home Office.

Visits took place in 40 locations around all regions of the UK (London and Wales will be dealt with separately), including York. Representatives from both children's and adult's safeguarding in each region, alongside a police officer seconded to the Home Office, interviewed representative in the host area and visited projects.

Emerging practice is scrutinised by research teams from Salford and Manchester universities, prior to being published as a report; additionally, a safeguarding community website has been established to support the development of multi-agency strategy and operations in adult and child safeguarding.

#### CYSCB SAFEGUARDING ADVISOR FOR EDUCATION

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The Safeguarding Adviser for Education has now

been in post for over two years. The post has a key role in promoting safeguarding practice in schools; to advise schools on safeguarding issues; to assist schools with the process of managing allegations against staff; to contribute to anti-bullying work in schools; and to participate in safeguarding training for schools. The Board remains grateful to the Education Community in York for the funding of this post.

In the last year the Safeguarding Advisor has been heavily involved in managing allegations against staff, including a number of high profile / complex cases which have attracted media interest. In this work, there has been excellent engagement and cooperation from schools.

The post will now play a key part in the Board's monitoring role of safeguarding practice in York, by developing work around an audit model for schools and reporting this into the Board.

Other development work is planned with partners to engage schools in the Board's work around vulnerable adolescents and provide advice and support to schools around Child Sexual Exploitation.

#### MULTI AGENCY TRAINING

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During 2012-13, a number of multi-agency training events have been delivered, including:

- 14 full day courses including the core Working Together training, Safeguarding Disabled Children and the Child Sexual Exploitation course;
- 15 half day briefings including those on Neglect (disseminating findings from the thematic review) for multi-agency audiences and specialist teams, e.g. adult mental health services; and,
- Commissioned work including St John University module and targeted early years training generating £2,300 income.

In November 2012, the CYSCB hosted a major conference on Neglect, which included key input from Professor Eileen Munro, and used drama and interactive techniques to involve 150 participants in considering the issues involved in working with chronic neglect. The review of

training (see below) will consider future and ongoing learning and development needs for multi-agency and targeted groups of practitioners.

Post course satisfaction for training, and delegate evaluation of the conference, were extremely good, with practitioners keen to engage in a wide range of learning opportunities. Feedback will be incorporated into the review of learning and development.

Peer Supervision

Integrated working has involved practitioners in the wider children’s workforce in managing outcomes for children. This has led to recognition of the need for reflective supervision to support staff in a range of settings. The CYSCB has co-authored and delivered training to two groups of prospective peer supervisors with the intention that they will establish networks. Evaluation and review will inform any further development.

Yorkshire and Humber Multi Agency Safeguarding Trainers (YHMAST)

The CYSCB is a member of the above regional group which brings together trainers from across the region to share practice, ideas, experience and resources. The inaugural conference, on Child Sexual Exploitation, was held in 2012, attracting 200 delegates from the region. Psychotherapist, Zoe Lodrick, a local authority licensing officer and voluntary sector support agencies offered opportunities to learn from practice elsewhere.

Future Plans

A review of review of learning and development was commenced at the beginning of 2013 with a temporary suspension of all but core courses. Drivers for change in terms of the training programme include:

- The influence of the Munro Review;
- The publication of the new Working Together;
- Restructuring of key services; and,
- In late 2012, 3 courses had to be cancelled - 2 due to trainer availability/illness, and 1

due to low delegate numbers suggesting an issue with releasing staff.

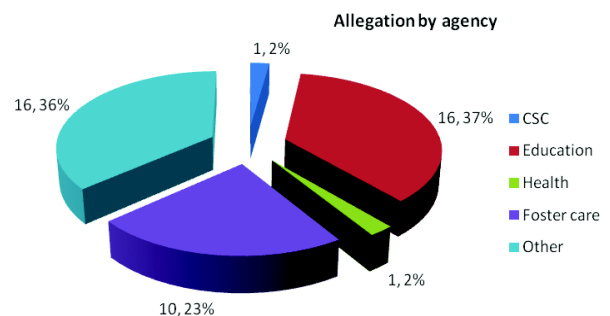
Currently, in addition to the core Working Together course, a number of new events are planned for 2013, including: a briefing to disseminate the lessons learned from the Child B serious case review; a master-class on Creating Safer Organisations to promote the CYSCB Arena of Safety model and safer recruitment processes; and, a briefing on the Toxic Trio of domestic abuse, parental substance misuse and adult mental ill-health. These events will include, where possible, input from national speakers and organisations, and offer larger numbers of participants to access learning which fits current styles and needs.

Future development of learning and development will be informed by:

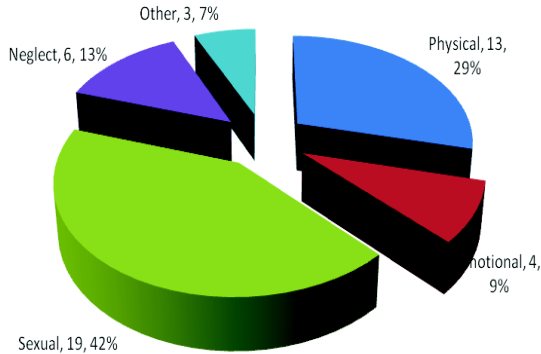
- The CYSCB Business Plan priorities;
- The emerging Performance Management framework;
- A survey of multi-agency safeguarding training needs; and of existing single/joint agency provision and quality assurance information; and,
- Partner involvement in supporting and promoting creative methods of delivering learning and development.

ALLEGATIONS AGAINST CHILDCARE PROFESSIONALS

The allegations against people who work with children process has been operating since 2006 with a yearly average of approximately 45 - 50 cases being referred into the process each year. During the period 2012 to 2013 a total of 45 allegations were received by the Local Authority Designated Officer.



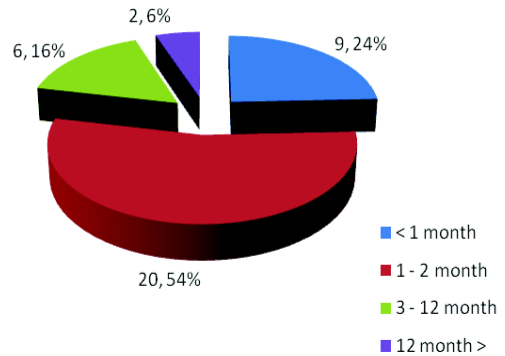
The majority of allegations (37%) were made against school personnel with 23% made against foster carers; figures which are broadly in line with the previous year.



The most significant change over the previous year relates to the nature of the allegations received with a substantial increase in sexual allegations (17% to 42%) and a decrease in physical ill-treatment (70% to 29%). Whilst the reasons for these changes are not understood, there is a possibility that the reduction in physical ill-treatment derives from the positive impact of the process and improved safeguarding practices. This view is supported by the rise in sexual allegations, indicating a continued confidence by schools in the effectiveness of the process.

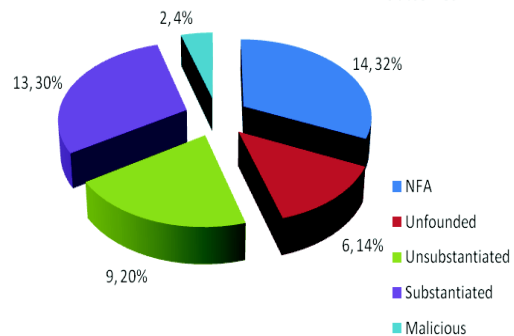
The reason for the rise in sexual allegations is unclear. However, a number of the cases involve concerns involving inappropriate conduct from teaching personnel towards pupils. Reassuringly, in the majority of the cases the concern was identified early which may correspond with a growing awareness arising from the CYSCBs work around the 'Arena of Safety' along with the impact of high profile media cases. Whilst the rise in such allegations could be viewed as concerning, there is no evidence of a rise in incidence; rather the evidence suggests an increased effectiveness in identification and intervention.

Timescale



The process aims to conclude with a clear outcome and avoid the category of 'unsubstantiated' due to the uncertainty this leaves. The majority of cases managed within the process result in a clear outcome (80%) with 45% of cases establishing that something happened albeit that in 14% of cases the event was misunderstood or misinterpreted by the child. Reassuringly, the number of malicious allegations is low (4%).

Outcomes



The emotional impact of an allegation both on the alleged person and victim should not be underestimated and therefore it is important to reach an outcome as soon as possible. The majority of cases are resolved within 1 to 2 months (78%) with those cases extending beyond 3 months usually being due to delays in the criminal justice process.

Overall, the figures should be viewed positively as they demonstrate the effectiveness of process along with the confidence partner agencies have in the way allegations are managed. The evidence of the past year, especially in relation to allegations of sexual ill-treatment is that such

conduct is identified at an early stage and that the interventions are effective in preventing more serious harm.

### CHANGES TO POLICIES AND PROCEDURES

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#### Procedural changes

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The introduction of the revised Working Together represents a radical departure from the trend towards increased prescription and volume. The statutory guidance has been reduced in size from over 350 pages to 97 with a focus on the core child protection process and a relaxation in rigid timescale.

As a result of the introduction of the new statutory guidance, the CYSCB is undertaking a significant revision of the local interagency procedures. To date, the Board has introduced a revised procedure for making a referral and responding to safeguarding concerns. In line with Working Together, this procedure represents the core process for responding to safeguarding concerns with the procedures for dealing with 'specific circumstances' now being regarded as guidance.

A procedure and guidance for dealing with child sexual exploitation was updated in March 2013, building upon extensive work undertaken by the Board Unit. The process has successfully identified a number of children at risk of being sexually exploited and ensured an effective interagency response.

#### Assessment of a Child under the Children Act 1989: Response to Working Together 2013

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Working Together (2013) Guidance sets out the single assessment process (which needs to be completed within 45 working days) that underpins this assessment, replacing initial and core assessments.

In response to the guidance along with responding to lessons emerging from case reviews and the Thematic Review of Neglect, Children's Social Care has developed a multi agency assessment process which, subject to the CYSCB's endorsement, will be introduced from

June 2013. At the centre of this process is the voice of the child, with a strong emphasis on multiagency engagement. CSC will seek endorsement for this new process from the LSCB in July 2013.

#### Work in progress

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Work is currently underway revising the interagency procedure dealing with child protection conferences. The revision will reflect the transfer of management of the conference chairs to the CYSCB along with the requirements in Working Together 2013.

Working Together 2013 states that an *LSCB can require a person or body to comply with a request for information*. In order to ensure information is obtained lawfully and expediently, a CYSCB information sharing protocol is currently out for consultation with key partner agencies.

The CYSCB has in place a procedure for dealing with professional disagreement and conflict although it is evident that the procedure is rarely used, at least in terms of the escalation mechanism. This issue was highlighted in a recent Serious Case Review and as a consequence the CYSCB is currently amending and re-launching the process.

### RESPONSIVE SERVICES: CHANGES TO PRACTICE AND PROCESSES WITHIN THE 'CHILDREN'S FRONT DOOR'

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#### The context

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Working Together 2013 (WT), in addition to the recent restructure in Children's Social Care (CSC), has led to a re-configuration of the Children's Front Door.

WT is clear in its requirement that:

*'Anyone who has concerns about a child's welfare should make a referral to local authority children's social care. Within local authorities children's social care should act as the principal point of contact for welfare concerns relating to children'*

Additionally, WT places a strong emphasis on

'early help' and on integrated working:

*'Children are best protected when professionals are clear about what is required of them individually and how they need to work together'*

Over the past two years the Children's Front Door has comprised the Children's Advice Team and the Children's Assessment Team; line-managed through CSC. The restructure takes the Advice Team and its line management out of CSC and into the Early Intervention section of Children's Specialist Services, enabling the service to be more focused on partners and to further strengthen and support integrated working and early intervention across all agencies.

The Assessment Team has been enhanced to become two Child In Need Assessment teams with not only the capacity to work with those children and young people at risk of significant harm (S47), to assess but also to co-ordinate services for children who are in need (S17) and to ensure that ongoing support is provided when CSC intervention ceases.

#### The changes

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Since the 'Children's Front Door' was first launched, all 'first contacts' have been taken by the duty Advice Workers. From August 2013, this will change, and all of these contacts will be received by social workers in the CIN Assessment Teams.

Practitioners and members of the public will be able to talk through their concerns with social workers, who will make a decision about whether the concerns reach the threshold for involvement of CSC. For those (on average, 70%) of contacts and enquiries which do not reach social care thresholds the Advice Team will continue to be on hand to provide advice, support and brokering.

The challenge remains substantial in supporting and enabling all agencies to have confidence in assessing, planning and working together in order to reduce the numbers of children becoming subject to statutory intervention. The Advice

Team will rise to this challenge by:

- delivering regular training in assessment and integrated working processes;
- rolling out the new 'Family Assessment'; promoting collaboration between agencies to meet the needs of the whole family;
- providing a link worker to every school and agency to offer advice and support and bespoke packages of training where required;
- co-ordinating networks for practitioners to use as learning forums and to share good practice;
- meeting regularly with partners as a multi-agency forum to ensure the best 'early help' service provision for the more complex cases.
- quality assuring assessment and planning across the workforce in order to further inform learning and build confidence.

The Advice Team will also continue to maintain the information hub (eTrack). The collected data provided from all partners will serve to identify issues and gaps in service provision and inform commissioning.

#### PERFORMANCE MANAGEMENT

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##### Having Confidence that Children are Safe in York

The CYSCB's primary responsibility is to ensure the quality and effectiveness of York's arrangements to keep children and young people safe and well. The proposed new performance framework will greatly strengthen the Board's ability to discharge this responsibility. At the heart of this framework is one simple question – are children in York safe and how do we know?

The CYSCB's performance management framework was last updated in 2006. However, the policy landscape and knowledge base for safeguarding children has changed considerably since 2006 and some updating of the CYSCB framework is now due.

Helpfully, as part of a wider programme of reforms to the child protection system the Department for Education (DfE) has published a

children's safeguarding performance information framework. The framework was developed in consultation with the sector is expected to be widely adopted throughout the country.

The new outcome focussed approach will improve the Board's ability to understand and learn from the experiences of those delivering and receiving services. The framework places a greater emphasis on qualitative data and will undoubtedly require and drive some new practices and systems in each agency.

#### Rationale

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This new framework is intended to move the focus of the child protection system from processes and indicators towards performance measures that improve professional understanding and drive improvements locally. This new framework describes key nationally collected data and also sets out key questions to be asked at a local level to understand the impact and effectiveness of local arrangements.

The DfE recommend that a combination of this national and local data should be used by LSCB's, Children's Trusts (where they have been retained) and Health and Well-being Boards as part of an overall performance monitoring framework.

#### The New Framework

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The new framework is broken down into 5 themes:

- Outcomes for children, young people and their families
- Child protection activity (including early help)
- The quality and timeliness of decision making
- The quality of child protection plans
- Workforce

For each of these themes there is national performance information available. Perhaps more importantly they provide an approach to local information gathering and analysis.

The DfE recognise that the current suite of national data to support this framework and available for benchmarking is as yet incomplete. A full data set is expected by autumn 2014.

#### The importance of Local Data

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In York, we recognise that national level performance only provides part of the picture. It is essential that we also ask questions about the quality of services and experiences of those who are part of (delivering or receiving) services locally. Finding the right ways to do this is a key challenge for the Board and its partners. The new framework includes questions agreed with the sector that local agencies need to ask users and service providers so that their experiences can help drive local improvement.

#### A Holistic Approach

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Developing the new framework requires that we work closely to the work of the YorOK Children's Trust. The benefits of both Boards working together on this issue are clear and will ensure a shared overview of how well our children in York are served.

#### Key components

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Alongside the collection and analysis of a range of agency data the CYSCB will be developing improved process for ensuring member agencies are compliant with statutory and local expectations through a revised Section 11 (Children Act 2004) audit tool.

Finally, we will be trialling a new 'live' multi agency case file audit approach focussing on the quality of inter-agency practice at key decision making elements within the child protection process. The audits will be based around agreed standards and will differ significantly from the previous process focussed approach.

#### CHILD DEATH OVERVIEW PANEL

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Legislation requires every LSCB to review the death of every child (up to the age of 18 years) in the area via a Child Death Overview Panel

(CDOP). This reflects the need to learn any lessons that may help other children and families in the future.

The CYSCB works in collaboration with our partners in the North Yorkshire LSCB who administer the CDOP on our behalf. The CDOP membership comprises of representatives from North Yorkshire and York Children's Social Care, health visiting and midwifery managers, police, consultant paediatricians and is chaired by an Assistant Director for Public Health.

Over the past 4 years the CDOP has reviewed over 230 child deaths across North Yorkshire of which 76 were children resident in York. In 2012/13, the Panel reviewed 15 cases of children resident in York.

<b>Category of death identified at CDOP</b>	
<b>Deliberately inflicted injury, abuse or neglect</b>	<b>1</b>
<b>Suicide or deliberate self-inflicted harm</b>	<b>0</b>
<b>Trauma and other external factors</b>	<b>3</b>
<b>Malignancy</b>	<b>3</b>
<b>Acute medical or surgical condition</b>	<b>3</b>
<b>Chronic medical condition</b>	<b>2</b>
<b>Chromosomal, genetic and congenital abnormalities</b>	<b>9</b>
<b>Perinatal/neonatal event</b>	<b>16</b>
<b>Infection</b>	<b>1</b>
<b>Sudden unexplained, unexpected death</b>	<b>3</b>
<b>Total</b>	<b>41</b>

In the reporting period, there have been more notifications of deaths in boys (54%) than girls (46%) mirroring data from England and Wales, where nationally 56% of deaths occurring in boys. Boys are more likely to die from all causes. This is particularly evident for sudden and unexpected deaths and trauma.

The majority of children reviewed by CDOP were aged 0 – 27 days at the time of death (61%) with 17% dying between 28 days and a year old. 70%

of children died within a hospital setting.

In 2012/13, the majority of deaths resulted from a perinatal/neonatal event, genetic abnormality or other medical condition (82%). However, 4 deaths resulted from abuse or other trauma with 3 of those cases having 'modifiable factors' which may have contributed to the child's death.

One case resulted from what the Panel considered to be deliberate harm which was later to be the subject of a Serious Case Review. Of the 3 cases classified as 'trauma and other external factors' each death resulted from a road traffic collision.

The issue of 'safe-sleeping' of infants continues to be prominent with the findings of the reviews confirm the already acknowledged risk factors of Sudden Unexplained Deaths in Infancy and Childhood (SUDIC).

For further details on the work of CDOP including copies of the annual report please visit: <http://www.safeguardingchildren.co.uk/cdop.html>

### **SERIOUS CASE REVIEWS, CURRENT AND PAST, AND LEARNING LESSONS REVIEWS**

The CYSCB Serious Cases Panel is chaired by the Independent Chair, and has members from Police, Health and Children's Social Care. The Panel meets on a bi-monthly cycle both to consider cases of concern, but also to monitor the implementation of the recommendations and action plans from agencies in respect of reviews carried out.

In 2012 one Serious Case Review and two Individual agency Reviews were commissioned. Also one Serious Case Review commissioned in 2011 is still outstanding. The publication of the Review has been delayed due to the protracted Criminal Justice process.

The new Serious Case Review was in respect of a case of child sexual exploitation (CSE). The Panel also considered at its meetings, a number of cases which gave rise to concern.



Whilst for legal reasons the details of the Serious Case Review have not been published, the case identified valuable lessons which have contributed to improving the identification and response to CSE. Whilst the review concluded that *it could not have been predicted ... that [the child] would be the victim of sexual exploitation... given [their] background and the presenting issues which became evident during [their] adolescence it was predictable that [they] was vulnerable and at greater risk of abuse.*

The review found that the issue of CSE was not sufficiently understood and as a result the child although being seen as being 'in need' was not considered to be in need of protection. In effect the focus was often on the child's behaviour rather than on the possibility that she was being sexually exploited. Positively, the review recognised that awareness of CSE has improved significantly across all the agencies.

The two individual agency reviews were undertaken by Children's Social Care due to concerns raised around the quality of assessment in each case. The first case [Case 1] related to a family with a history of potential sexual abuse and neglect. The second [Case 2] related to a child who was found to have received non-accidental injuries following being returned home after previously been removed from her mother's care.

The individual agency reviews highlighted shortfalls in assessment practice with Case 1 stressing the need for assessments to fully *take full account of past history of the family and the nature of family engagement with professionals.* The case further highlighted the need of practitioners to understand the often complex issues associated with dealing with child sexual abuse.

Case 2 stressed the need for social workers in assessments to *understand what they are observing; using various tools of assessment; how to use the information gathered to inform planning and future intervention; and how to evaluate if that particular intervention/plan is working towards the intended outcome.*

## Key lessons

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### *Child sexual exploitation*

- When dealing with young people who are engaging in high risk behaviours (drug taking, sexual activity, missing from home and school, in receipt of money or gifts without explanation etc), child sexual exploitation (CSE) should be considered
- Where there are indications that a child is being sexually exploited, the CYSCB CSE procedure must be followed
- Tackling CSE effectively demands the involvement of all the agencies involved with the child including, school, school health, sexual health
- CSE is a serious crime and therefore any response should involve the Police
- The Police must provide an appropriate response to CSE which involves where possible apprehending an offender or where this is not possible employing an approach which disrupts an alleged offenders involvement with a young person

### *Assessments*

- Assessments must always consider previous involvement and interventions
- Assessments should always involve and draw upon the expertise from the range of professionals involved with the child
- An assessment is more than a completed form or collection of information. Importantly, an effective assessment involves the analysis of the collected information in order to produce clear objectives whose aim are to bring about sustainable, positive change for the child

### *Miscellaneous*

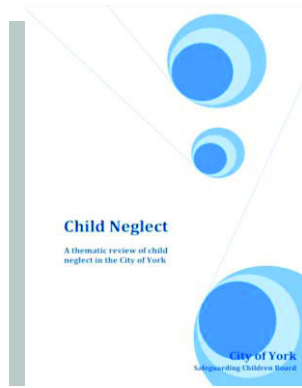
- Where a professional disagrees with another professional or agency or feels that their views have been unreasonably disregarded and where a child is felt to be at risk, the CYSCB procedure for dealing with professional disagreements must be used
- The Police should provide a dedicated

service which deals with all crime committed against children irrespective of whether the alleged person is a family member

'marker' to parents with the primary aim of motivating change. However, should the warning not be heeded, the approach will make it easier for the police to pursue a criminal enquiry under the Children and Young Persons Act 1933.

### THEMATIC REVIEW OF NEGLECT

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Further information about the thematic review along with a copy of the report can be obtained on the CYSCB website:

[www.saferchildrenyork.org.uk](http://www.saferchildrenyork.org.uk)

The thematic review of neglect was launched at the CYSCB's conference in October 2012 Eileen Munro as its key note speaker.

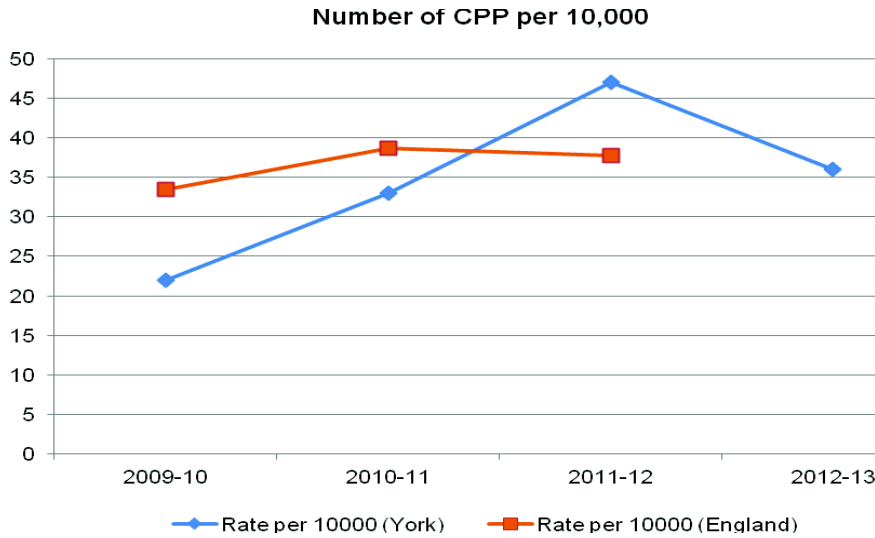
The review, whose key findings were outlined in last year's CYSCB annual report, highlighted the importance of identifying neglect early, ideally within the child's first year of life and in assertive interventions with the aim of addressing the factors underpinning the neglectful parenting.

The challenge to all agencies working with children and families is to ensure the review's lessons are implemented. To this end, in addition to the highly successful conference, the CYSCB Unit undertook a range of interagency briefings to disseminate the reviews key lessons.

The CYSCB has incorporated the lessons of the thematic review into its business plan and will act to monitor the effectiveness of interventions. Performance measures are being developed which will look to reducing the number of repeated interventions. Emphasis also needs to be placed on reducing the age at which the intervention is assessed as having a positive impact on the child's wellbeing.

Work is underway with the Police and Children's Social Care exploring the use of warning with parents where there is evidence of neglectful parenting. The warnings are designed to act as a

## TRENDS IN CHILD PROTECTION 2012/13



After a brief period where the numbers of children subject to child protection plans significantly exceeded the national average, the numbers of children subject to plan in York has fallen and is now in line with the national average.

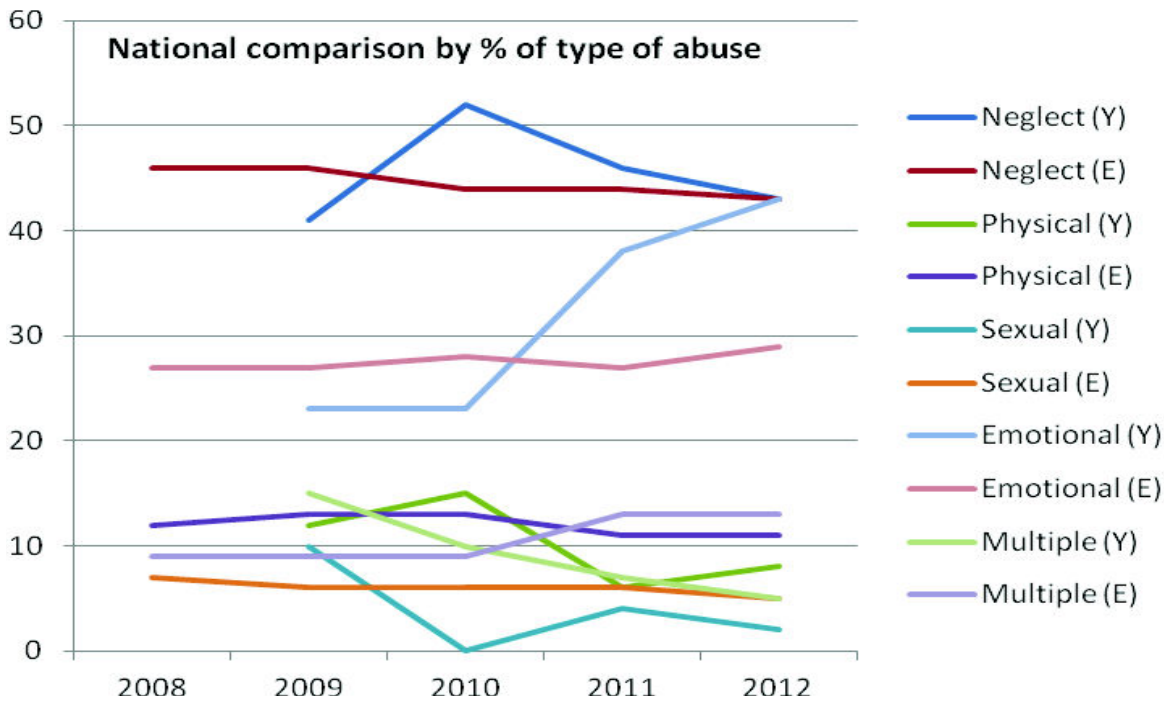
It is noted that the current downward trend possibly results from changes within Children's Social Care whose policy is to reduce the numbers of children subject to plans by the provision of early interventions. However, the impact of such interventions on the number of plans should be monitored to ensure those children most in need of protection are being effectively safeguarded.

	2009-10	2010-11	2011-12	2012-13
Number who had been the subject of a plan for 3 or more months (York)	62	65	110	108
Number who had reviews carried out within the required timescales (York)	58	61	98	101
Percentage who had had reviews carried out within the required timescales (York)	94%	94%	89%	94%

The percentage of children who are subject to plan who have had reviews carried out within the required timescales has increased to 94% representing a significant improvement on last year.

#### Children who became the subject of a child protection plan, by category of abuse (York)

	2009-10	2010-11	2011-12	2012-13
Emotional Abuse	22%	23%	38%	43%
Neglect	41%	52%	46%	43%
Physical Abuse	12%	15%	6%	8%
Sexual Abuse	10%	0%	4%	2%
Multiple Categories	15%	10%	7%	5%



Note: (Y) = York (E) = England

The number of children who are subject to a child protection plan under the category of emotional abuse has almost doubled over the past two years and is significant higher than the national average (29%). Children registered under the category of neglect have fallen slightly although when taking the last four years the numbers have remained stable. Neglect together with emotional abuse now accounts for 86% of all CP plans.

The numbers of children registered under the category of physical and sexual abuse have both fallen over the past 4 years. Physical abuse now accounts for 8% of all registrations compared to a national average of 11%.

The number of children registered under the category of sexual abuse has seen an 8% drop over the past four years to 2% whilst nationally the number of children registered under the category of sexual abuse has also fallen from 7% to 5%.

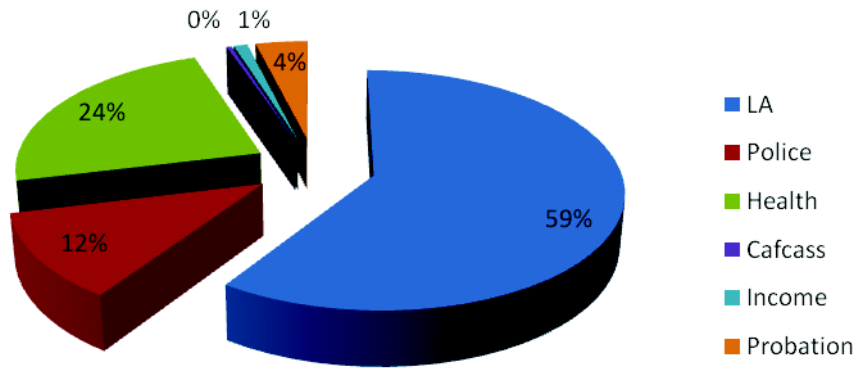
**BUDGET**

<u>Expenditure</u>	2011/12 Costs	2012/13 Projected Outturn (£)	<u>Income</u>	2011/12 Income	2012/13 Projected Outturn (£)
			<b>Balance B/fwd</b>	<b>17,069</b>	<b>13,313</b>
CYSCB Manager	65,017	65,651	Children's Services: City of York	62,070	66,430
Admin Assistant	11,002	10,991	Health: PCT	31,951	32,910
Safeguarding Advisor (Children)	36,693	38,896	Police: North Yorkshire Police	15,975	16,454
Safeguarding Advisor (Education)	45,909	47,501	Front Door: City of York	14,900	14,900
Temporary Staff	-	2,500	Probation: NY Probation Service	5,321	5,481
Training Budget	3,170	3,673	Schools Contribution for Safeguarding Advisor	50,000	50,000
Information/Miscellaneous	3,585	6,622			
Chairing	4,346	7,517	CAFCASS	550	550
Website	161	0	YPS Contribution	2,000	2,000
Recharges	18,840	18,840	Others:	2,200	1,450
Child Death Review Grant	12,000	12,000	Munro Report grant		8,000
Serious Case Review	13,500		Child Death Review grant	12,000	12,000
			Serious Case Review	13,500	
	214,223	214,190		210,467	210,175
<b>Balance C/fwd</b>	<b>13,313</b>	<b>9,297</b>			
	<b>227,536</b>	<b>223,488</b>		<b>227,536</b>	<b>223,488</b>

The CYSCB has stayed within its budget despite continuing to have an underlying shortfall (contributions / expenditure) of approximately £12,000; the year end budget shows a surplus of £9,297.

As can be seen from the budget statement, there have been increased demands placed on the budget. It can be seen that there are growing costs arising from increased expectations of the independent Chair with a 70% increase in the costs of Chairing.

Additional expenditure arose from the cost of the neglect conference, albeit that this was underwritten by national money made available following the Munro review. As such, and following the publication of Working Together 2013, there is a continuing need to review the Board's funding.



Without the schools contribution

The original funding formula for the Board was based on the local authority (CSC and education) providing 45%, health 30%, police 15%, probation 5%. It is interesting to note how over the years the percentages have changed with the local authority contribution now amounting to 64% (59% if accommodation costs are removed) of the budget (excluding the £50,000 contribution from schools).

### *Accessibility*

This report has been produced online, and is available to download or print at [www.saferchildrenyork.org.uk](http://www.saferchildrenyork.org.uk). If you require a ready printed copy, or larger text size version of this report, please contact the City of York Safeguarding Board unit as outlined below.

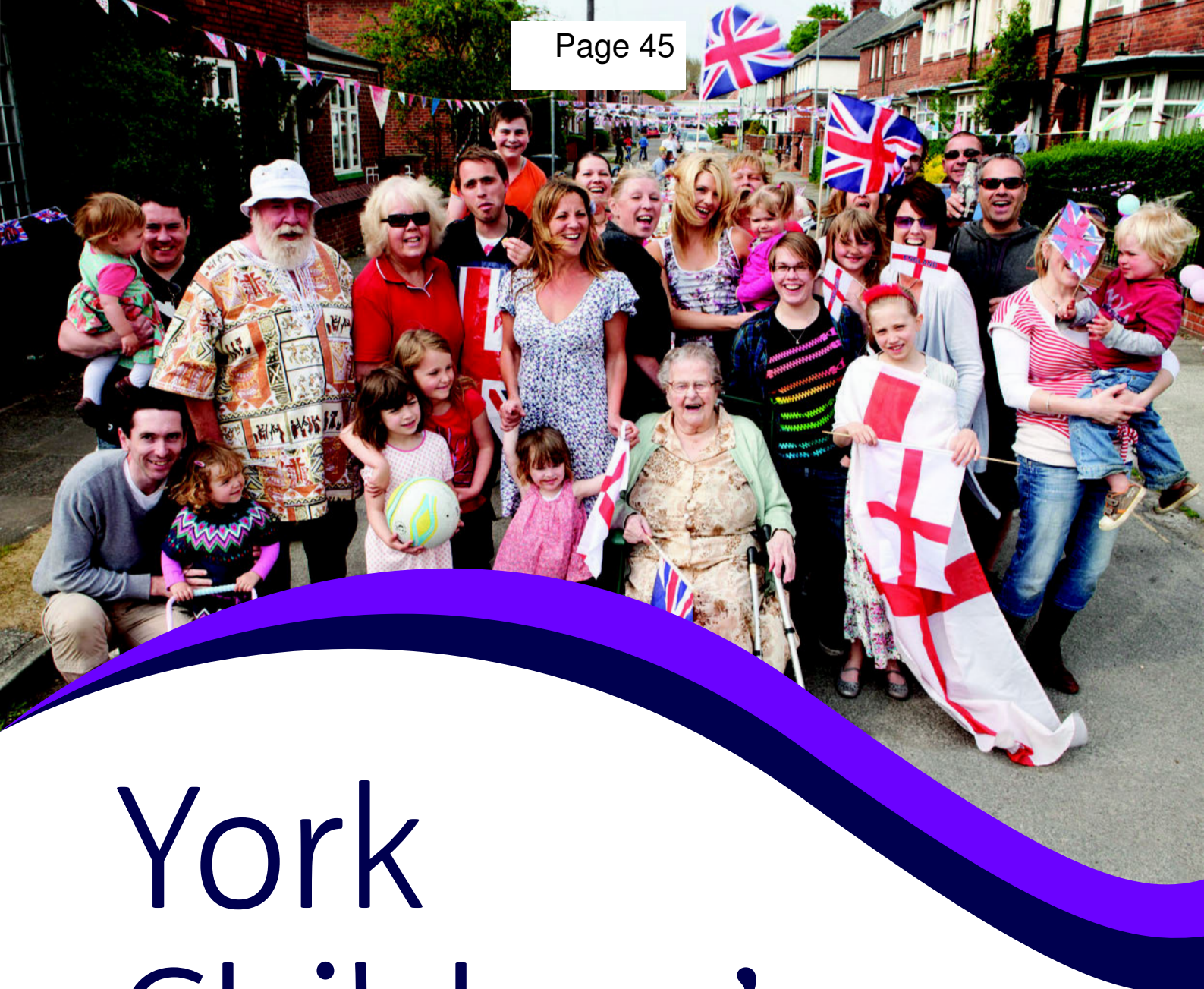
#### Contact details:

Address: City of York Safeguarding Children Board, West Office, York, YO1 6GA  
Email: [joe.cocker@york.gov.uk](mailto:joe.cocker@york.gov.uk)  
Tel: 01904 555650

**BUSINESS PLAN**

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# York Children's Social Care

Keeping Families Together – Keeping Children Safe  
Our Vision, Ambition and Expectations



Working together with Children, Young People and Families



# Foreword

June 2013

## Dear Colleague,

**In this document we set out the arrangements that we believe will deliver a new model of social work with children and families in York. This is a model that is fit for the world in which we now live.**

We have set out the outcomes we seek to achieve, the expectations we have of our professional workforce and the tools, leadership and resources we will provide.

The model we have developed and the cultural changes that we seek are driven by a belief that:

- we can, together, help more children and young people to achieve better outcomes and equip them to develop into responsible and participating citizens in their communities, and
- we need to create an environment in which, as staff, you can get on and do the job you want to do in the way you want to do it.

In York, we start from a strong base. We are not afraid to question or challenge our own practice and already we have achieved good outcomes for some of the most vulnerable children and young people in the city. However, we can do more and we can do it better. Our new model of working asks us all to do some things differently. We appreciate that it will take time and patience for this approach to become embedded.

Over the coming year we will stay in close touch with every member of staff to make sure we understand the impact of the changes we are implementing both on individuals and teams.

We want York to be a city where good social work practice is recognised and supported, and where weak or poor practice is promptly identified and addressed through peer challenge, supervision or management oversight.

Such a culture will not only further improve the outcomes we can achieve for those we serve but also ensure that children's social work in York is a safe and rewarding career choice.



A handwritten signature in black ink that reads "Eoin Rush".

Eoin Rush - Assistant Director, Children's Specialist Services

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# The York Vision

Together with our partners, parents and carers we can help more children and young people to achieve better outcomes and equip them to develop into responsible and participating citizens in their communities.

“ York is a city making history and its children are our future. Every child and young person in York deserves to live their dreams. We will stretch, support, nurture and release them to do so. Working with them and their families, York will be the best place in Britain in which to grow up.

(Dream Again - Children and Young People's Plan 2013 -16)

## **Ways in which we will work to help all children, young people and their families to live their dreams:**

- Striving for the highest standards
- Upholding truly equal opportunities
- Helping children and young people to always feel safe
- Intervening early and effectively
- Working together creatively
- Working in genuine collaboration with children and families: mutual respect and celebration
- Connecting with communities, within which our children live, and to the rich culture of our great city
- Remembering that laughter and happiness are important!

“ The new vision for children's social care is in the best interests of social work practice in York and an increased focus on social work practice outcomes is welcome

Social worker, Children's Social Care staff survey 2013

# The Vision for Children's Social Care

We have always recognised that children are best brought up in their own family. Where this is not safely possible, we will seek to ensure alternative and high quality care arrangements. For most, and when appropriate, this will be in a local family placement.

We must ensure we give extra help to any family experiencing difficulties and to those parents who may be vulnerable. We will continue to support our foster families, adoptive parents and extended family members who take on the care of vulnerable children.

We will know we have succeeded when we have safely reduced the number of children who are looked after in York and the number who are subject to protection plans.

## This means we will:

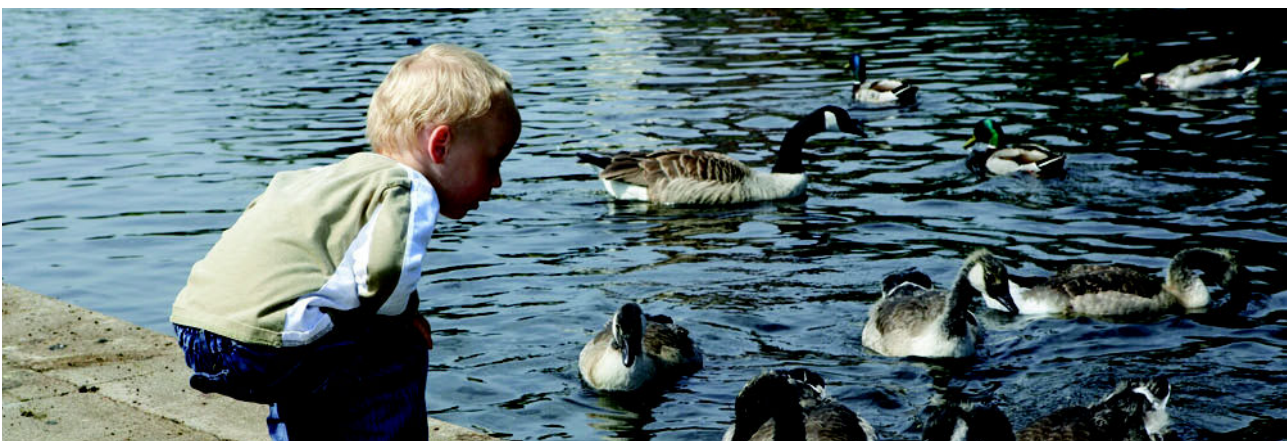
- spend **more time** working in partnership with families to effect positive change
- provide **strong professional development and professional support** for our social workers
- **manage risk**, understanding that uncertainty and risk is a feature of child protection work
- make a difference by **working together**.

These arrangements will allow social workers to provide a better service to, and work more effectively with families.

Social worker, Children's Social Care staff survey 2013

Making the social worker role more 'professional' is welcome.

Social worker, Children's Social Care staff survey 2013



# Delivering our Vision

The importance and value of children's social work in York is widely recognised and these services are consistently prioritised in Council planning.

Change is not just about structure. Changing child and family social work in York involves a whole system approach to deliver a new vision for our social work services.

By definition, our whole system approach to our change process means that everyone whose work contributes to, or is affected by, children's social care is included.

To deliver our vision we will work closely with our partners across all agencies and include our partners at every stage of our work with families. This means we will keep colleagues informed of our involvement with families, where possible collaborate on and share assessments, feedback on outcomes and notify all involved when we intend to end our involvement with a child, young person and their parents/carers.

Our commitment to partnership working will be strengthened further by the introduction of a Multi-Agency Safeguarding Hub (MASH). This will see the co-location at West Offices of key police personnel who will work alongside our single front door arrangements.

CAMHS and Children's Social Care in York have always worked closely in partnership. We share the vision of placing families and young people at the centre of services. This includes the developments within the service around recognising the expertise of families, listening carefully to, and working closely with, parents and providing accessible and speedy interventions. We look forward to the continued development of this partnership within this framework.

Chris Williams – Clinical Lead, Child, Adolescent and Mental Health Service (May 2013)



North Yorkshire Police welcome the approach set out in this vision statement – we share a determination to work together to keep children and young people in York safe. This commitment can be seen clearly in the development of a York MASH/CRU, which will improve our ability to make a proportionate and timely response to any concerns for children or young people in the city.

DCI Nigel Costello, North Yorkshire Police (May 2013)



# A Changing Policy Landscape

**The past three years has seen an unprecedented number of national policy changes that influence the way social work is delivered. These changes support and shape our vision for York. They include:**

- Changes to the regulation of social work - with all social workers now required to register with the **Health and Care Professions Council**.
- The introduction of the **College of Social Work** – responsible for the quality of social work programmes and the promotion of high professional standards.
- The work of the **Social Work Reform Board (SWRB)** – although the board has now ceased its work, it has left a strong and nationally supported legacy of improved social work practice. This includes, changes to the calibre of entrants to social work programmes; changes to the curriculum (including practice learning arrangements); and partnerships between employers and social work education providers.
- A **Professional Capabilities Framework** - developed by the SWRB and owned by The College of Social Work, this provides a framework for the way in which social workers should think about and plan their careers and professional development. It will serve as a backdrop to both initial social work education and continuing professional development after qualification.
- **Early intervention – the Allen Review** – at the heart of York’s Children and Young People’s Plan, early intervention is nationally recognised as the way to prevent the escalation of family problems and in this way improve the outcomes for all children and young people.
- The **Munro Review of Child Protection – Final Report** – Professor Munro’s report began a comprehensive process of shifting children’s social work from compliance to a learning culture.
- New **Ofsted Inspection Framework** – shifting the focus from process to outcomes.
- The **Family Justice Review** – speeds up the public law process and emphasises the voice of the child and the role of professionals working together.
- Revised **Working Together 2013** - streamlines previous guidance documents to clarify the responsibilities of professionals towards safeguarding children and strengthen the focus away from processes and onto the needs of the child.
- **Further Action on Adoption** - sets out our proposals for the next steps in tackling delay so that more children can benefit more quickly from being adopted into a loving home.

Our local learning from serious case reviews, learning lessons reviews, case file audits, staff surveys, customer feedback and inspection outcomes is also shaping our approach to delivering our service vision.

# A New Style of Delivery

**An important element of the change programme is changing the way we do things and we need to be clear what our new ‘style’ will be.**

**Our starting point is to:**

- be creative and **solution focused**
- undertake **proportionate assessments**
- implement **evidence based interventions**
- make **speedy interventions**, with depth and decisiveness
- create a system that optimises **a seamless journey for the child**
- act as **good corporate parents** for the children in our care
- ensure that Looked After Children are placed in **local family placements** whenever possible
- **spend time with children and young people** and listen to what they have to say
- **listen to parents**, respect them as parents and empower them to care for their children safely
- **place a high value on families’ expertise** and their own strengths and resources
- be **open and honest** with children, young people and their families
- **release social work professionals from bureaucracy** by streamlining processes and systems and providing appropriate support services.

In line with the Munro Review and the recommendations of the SWRB, each social work team will have an advanced social work practitioner (ASWP) who will play a key role in both practitioner and service development.

A principal social worker (PSW) will bring together the work of the ASWPs and will be responsible for ensuring that social workers have the opportunities to develop their skills and that service provision continues to reflect service need.

“ We need to improve on the communication of information to staff teams and make links between changes and how this impacts on practice.”

Service manager, Children’s Social Care staff survey 2013

“ CAFCASS, as a front line safeguarding agency, welcomes this vision. Relationships are strong with Children’s Social Care in York and we have a shared focus to achieve the very best outcomes for some of the most vulnerable children and young people in the area.”

Margaret Harvey - Service Manager, CAFCASS

# What We Have Done so Far

We have already developed a suite of services to support the outcomes we are seeking. These include:

## Front Door

A coordinated point of contact for all referrals to children's social care and early help services.

### **This service ensures that:**

Together with our partners, we can get the right early help to the right child at the right time.

### **We will see sustained good performance through:**

- An increase in the number and quality of CAF interventions
- A reduction in the number of Looked After Children

## Integrated Family Service

A family support service (incorporating York's 'Troubled Families' programme), which seeks to provide early help and support to families. This service is based in three localities across the city, co-located on school sites. The teams work in partnership with local services to ensure that early support is targeted at those families most in need.

### **This service ensures that:**

Families receive timely and effective help in their local community, tailored to their needs and circumstances, and which seeks to build on their strengths.

### **We will see sustained good performance through:**

- Achieving our target for the numbers of newly identified 'Troubled Families' engaging with the support in year
- Increasing the number of families who receive effective early support



### Looked After Children's Support Service

Provides a dedicated support service to Looked After Children including assessed and supervised contact and direct work with Looked After Children.

This team will move into a new, specially designed facility in September 2013.

#### **This service ensures that:**

Children who are looked after can enjoy safe contact with their parents/carers, their wishes and feelings are heard and understood, and they are helped to understand their histories as part of their journey to alternative care.

#### **We will see sustained good performance through:**

- A routine survey of users to evidence satisfaction
- The high quality of life story work

### Review and Re-procurement of Children's Home Provision

The provision of children's home beds in York has been contracted to Northern Care, a major provider of children's residential care in the north of England. This arrangement includes the block purchase of four beds at Wenlock Terrace in York and a further two external placements in Northern Care's other homes.

#### **This arrangement ensures that:**

We have sufficient local and out of authority high quality residential beds available for those young people who may require this provision.

#### **We will see sustained good performance through:**

- A sustained reduction in the total number of out of authority placements due to the delivery of enhanced quality local provision

### A New Deal for Foster Carers

In recognition of the key role our foster carers play here in York we have introduced a new fees and allowances scheme that is closely linked to a foster carer's development pathway. The new grading and remuneration structure provides an excellent platform for the effective retention and ongoing recruitment of foster carers.

#### **These arrangements ensure that:**

Our foster carers are recognised as important colleagues in the delivery of our vision and we maintain a sufficient supply and range of quality local placements for York children who need to be looked after.

The creation of a LAC team and an IFS team is welcome.

Social worker, Children's Social Care staff survey 2013



**We will see sustained good performance through:**

- A reduction in the percentage of children in care having three or more moves of placement
- An improvement in the percentage of children in care for over two and a half years and in one place for two years or more, or placed for adoption
- A sustained increase in the numbers of locally approved foster carers

**Strengthened Independent Challenge**

We have located our independent reviewing officers (IROs) within the City of York Safeguarding Children Board (CYSCB) to coincide with the implementation of a new comprehensive CYSCB performance framework. We have further strengthened this service with the addition of one new IRO post.

**These arrangements ensure that:**

The quality assurance and monitoring of single and multi-agency interventions with children, young people and their parents/carers are effective and contribute to a learning environment across the community of services in York.

**We will see sustained good performance through:**

- A sustained reduction in the percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time
- Sustained evidence of timely and effective decision making
- Evidence from case audits that lessons from reviews and research are understood and applied in practice

**Reconfigured Children's Social Care Teams**

We have reconfigured our children's social care teams to support the delivery of our vision. Each team will be led by an experienced service manager, include an advanced practitioner and, where possible, a newly qualified social worker. Details of the new structure are set out below.

**These arrangements ensure that:**

There is a clear focus on the delivery of high quality social work to the most vulnerable children and young people in the city.

**We will see sustained good performance through:**

- Evidence from case file audits demonstrates that children and families understand what is expected from them in any intervention
- Evidence of effective outcome focused 'child in need' support provided whenever appropriate
- Evidence from staff surveys that practitioner satisfaction with their role is good or better

**Creation of Separate Fostering and Adoption Teams**

In recognition of the critical importance of appropriate and timely alternative family placements for children and young people who cannot be supported within their families, we have strengthened both services. Each team will have a dedicated service manager and advanced practitioner to lead the delivery of these services.

**These arrangements ensure that:**

Children and young people can receive high quality alternative care without delay.

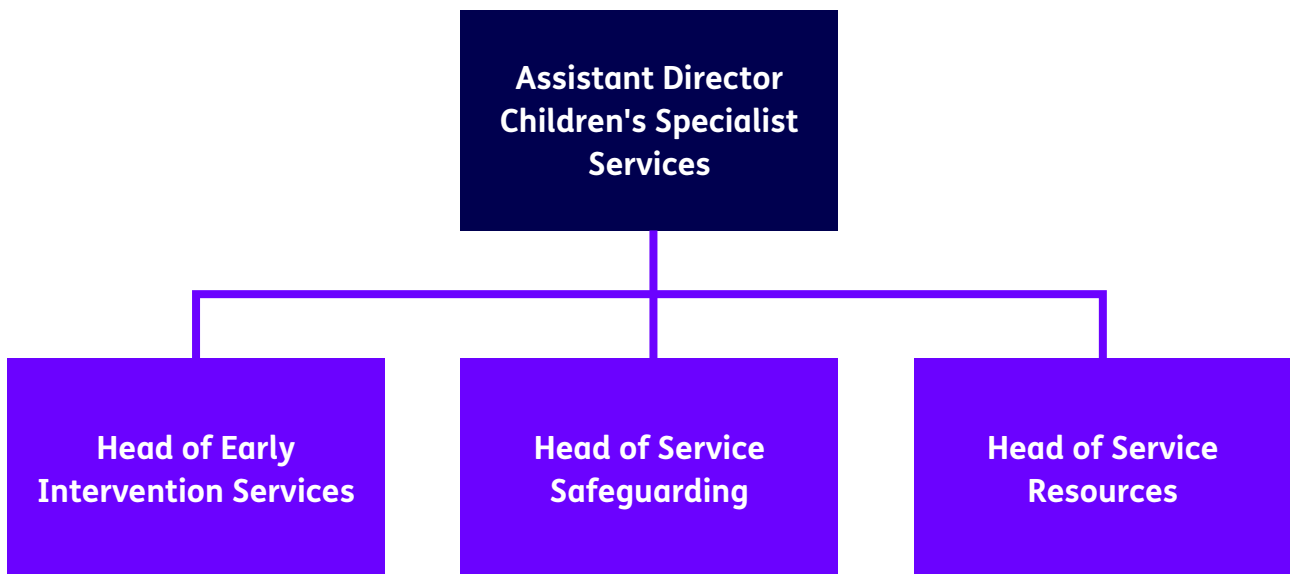
**We will see sustained good performance through:**

- An improvement in the percentage of Looked After Children adopted following an agency decision that the child should be placed for adoption (placed within 12 months of decision)

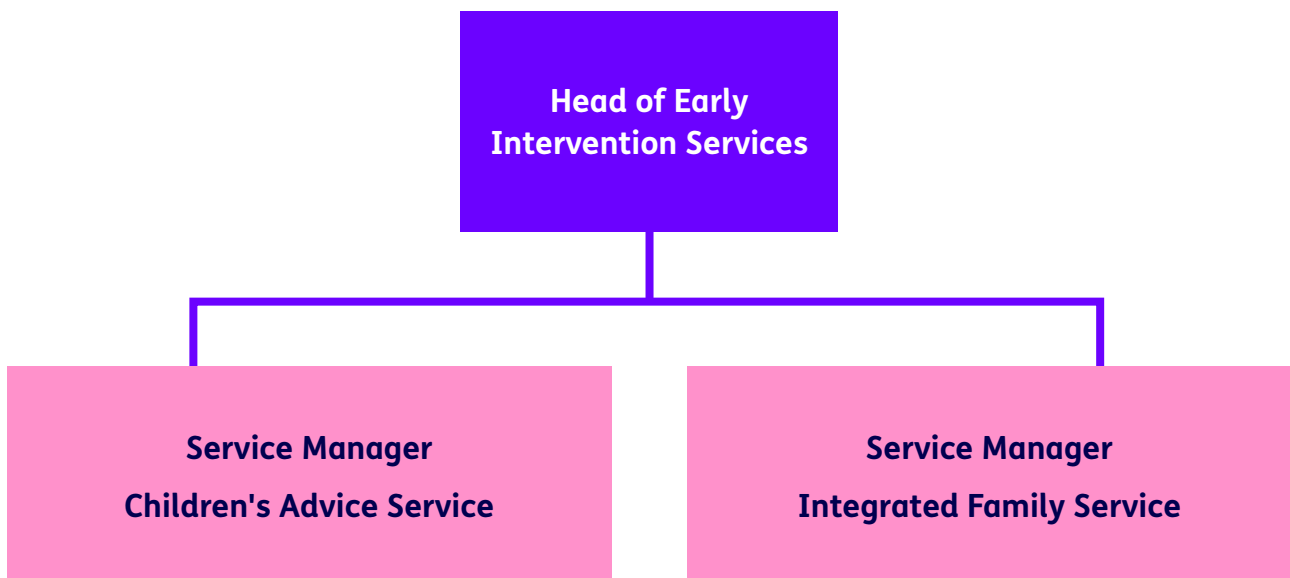
# The Structure

There are three main arms to the structure:

- Advice Service (within Children's Specialist Services - Early Intervention Services)
- Children's Social Care - Safeguarding Services
- Children's Social Care – Resources

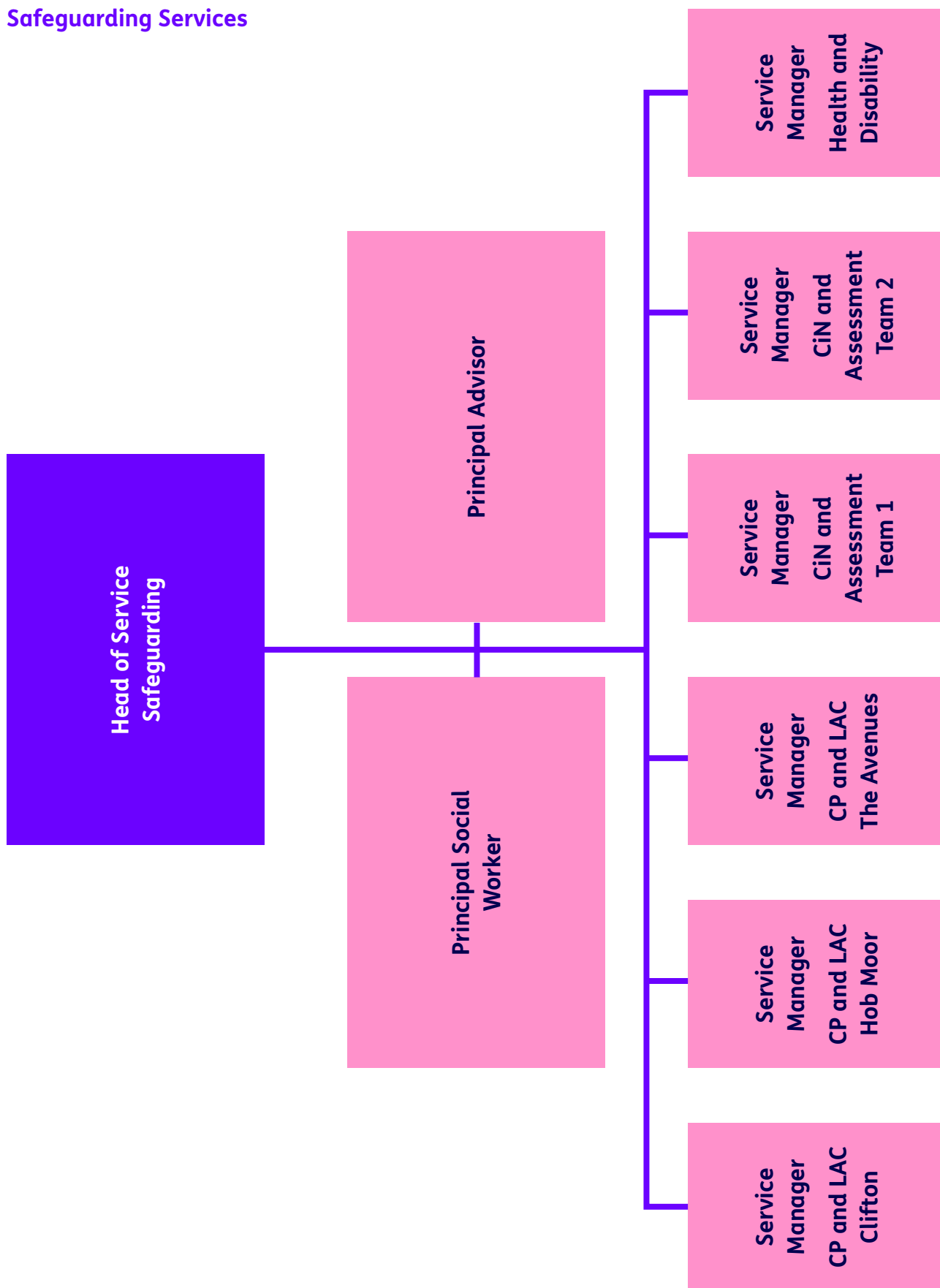


## The Advice Service

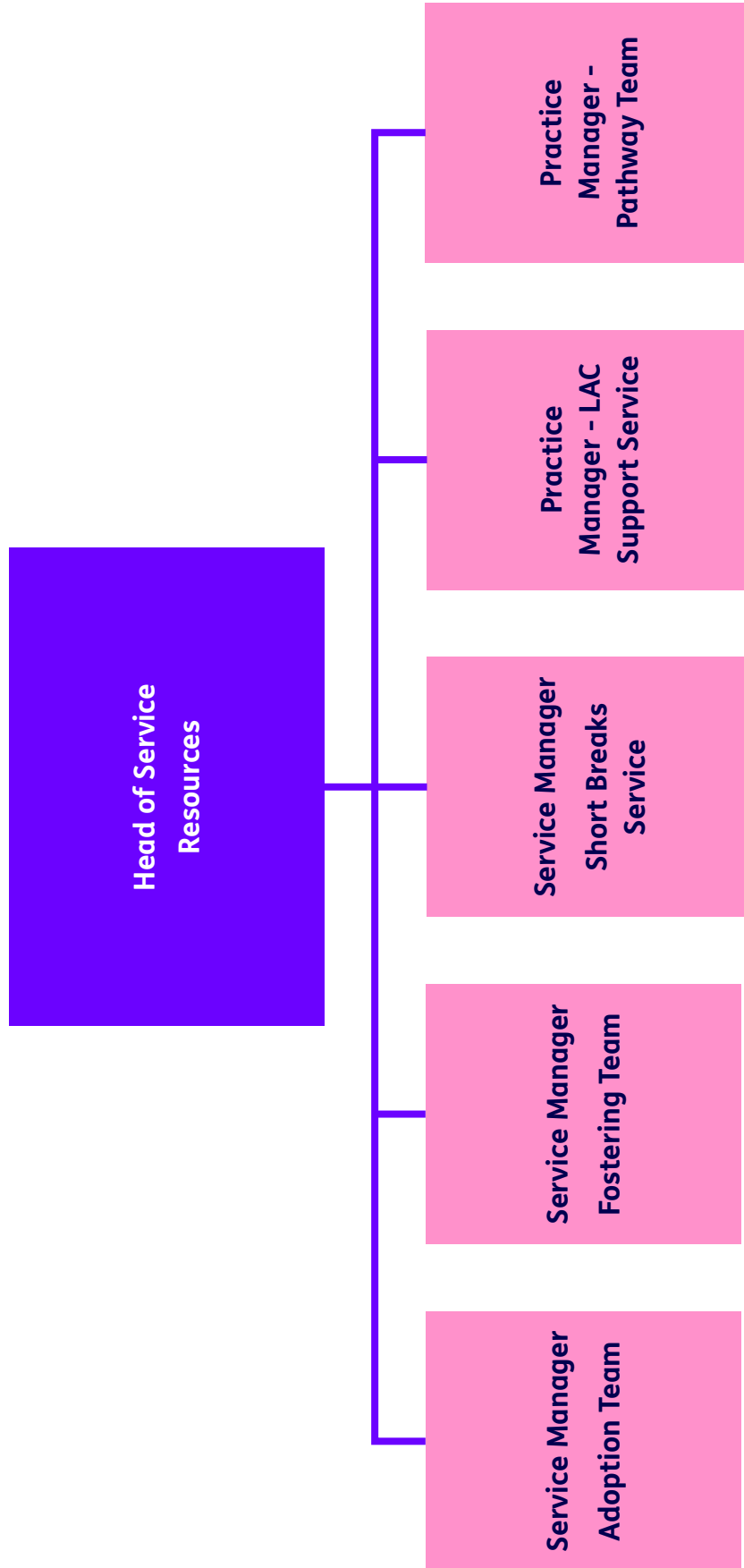




### Safeguarding Services



Resources



“ The new team structure is an improvement on the previous structure, as it offers opportunities for teams to support and learn from each other. ”

Social worker, Children's Social Care staff survey 2013

“ The expansion of the Assessment Team to cover children in need will fill current gaps in service provision and enable more time to sufficiently safeguarding children. ”

Social worker, Children's Social Care staff survey 2013



# Introducing New Teams

The implementation of the new “Assessment and Child in Need” and “Child Protection and Looked After Children” teams described above will further strengthen our ability to deliver our vision.

## **Assessment and CIN Service (ACS)**

The Assessment and Child in Need (CIN) Service will be delivered by two new assessment and child in need teams based at West Offices. These teams will be co-located with the North Yorkshire Police’s Vulnerable People’s Unit (PVP) and will work closely with the advice team and integrated family service.

### **Each unit will be responsible for children aged 0 to 18 years.**

The teams will, on receipt of a referral undertake an initial assessment. As a result of this assessment the teams will progress the cases in one of the following ways:

- case closure
- step down to integrated family support
- convene a child in need (CIN) meeting and provide appropriate CIN support, including intensive intervention work
- convene an initial child protection conference
- initiate immediate court action where required.

It is the aim of this service to provide families with effective and timely help that will divert them from child protection services and court intervention.

## **Child Protection and Looked After Children’s Service (CP/LAC)**

The CP/LAC Service will be delivered by three locality based teams.

The social workers in these teams will be supported to further develop expertise in undertaking assessments that will replace the historical need for expert assessments. The advanced practitioner social workers in these teams will develop expertise and knowledge around specific areas of risk (e.g. toxic trio<sup>1</sup>) and other types of abuse.

Once a permanence plan has been agreed for the child/young person the teams will continue to support the children and their families until that permanence plan has been achieved.

1) Domestic abuse, parental mental health, drug/alcohol misuse. Risk of maltreatment is escalated when there are two (or more) of the toxic three impacting on parental capacity.

# Introducing New Posts

To achieve our vision, and prompted by the drivers described on page 9, we have created two new roles.

## Principal Advisor Children's Social Care

This role will ensure that our systems and processes are integrated and aligned to the operational needs of the service and multi-agency partnerships.

## Principal Social Worker

This post holder will play a key role in driving up and maintaining the highest levels of social work practice.

“ There will be more social workers to assess and plan for children and families ”

Social worker, Children's Social Care staff survey 2013



“ We need confident, assertive, well-supported social workers whose expertise is valued and for whom partnership is second nature. These changes are vital to reinvigorating children's social care along the lines set out by the Munro Review. ”

Simon Page - Head of Integrated Youth Support Services

# Creating the Right Working Environment

## To ensure Children's Social Care in York is a good place to work we will:

- promote a culture that supports and develops good practice. (The introduction of advanced social work practitioner posts and the new principal social worker will promote challenge and support to improve practice)
- promote a practice culture in which staff are proud of the work they do, are willing to take responsibility and own the impact they have on families' futures
- support informed decision making as close to practice as possible with limited need for recourse to senior managers (this will be defined through a new scheme of delegation)
- work hard to get the right people in the right jobs so that they can bring about good outcomes for children and families
- have high expectations of staff and expect them to have high expectations of themselves to support good social work practice
- look for strong leaders who constantly identify what needs to be realigned in order to improve performance, manage change and who are resilient to the anxiety that this work can generate
- look for leaders who can balance improving service efficiency and effectiveness with the need to manage increasing financial pressures
- look for leadership behaviour at all levels of the organisation
- operate a robust selection process for all staff so that the requisite knowledge, skills and methodological interests that are needed are present, and all the recruits have the necessary personal qualities required to develop and learn
- take responsibility for developing the knowledge and skills of our staff in order to carry out effective assessments, implement evidence based interventions, understand the developmental needs of children, make positive relationships with families and other professionals and have strong report writing skills and good communication skills
- promote practice based career pathways so that those skilled in working with families have an alternative career path to the managerial route.

“ Increased time for working with families, lower case loads and clearer career development is very encouraging. ”

Social worker, Children's Social Care staff survey 2013

# Developing the Skills we Need

Whether social workers start in York as a newly qualified social worker or with a high level of skill and knowledge we will offer a development programme suited to their individual professional development needs.

All workers will receive a comprehensive induction programme that will help to orientate them within York's local procedures, its culture and its style of working.

A framework for social care development has been developed that will promote and support our social work model. The new framework will enable staff and their managers to plan individual career progression and development in line with the objectives of the Professional Capabilities Framework, the Munro Review, and related developments. (See Appendix A for workforce development pathways.)

A new feature of our strengthened professional development framework will be the introduction of observed practice visits and observed supervision by senior managers. This process will mirror the already established system of observed lessons in school settings.

As part of York St John University's highly valued partnerships with York City Council, we continue to support the development framework for York foster carers as part of the York's Children's Social Care Transformation Programme. This high quality partnership work is a model for those who wish to engage in innovative collaborative working, in this important area of workforce development.

Paul Smith, York St John University

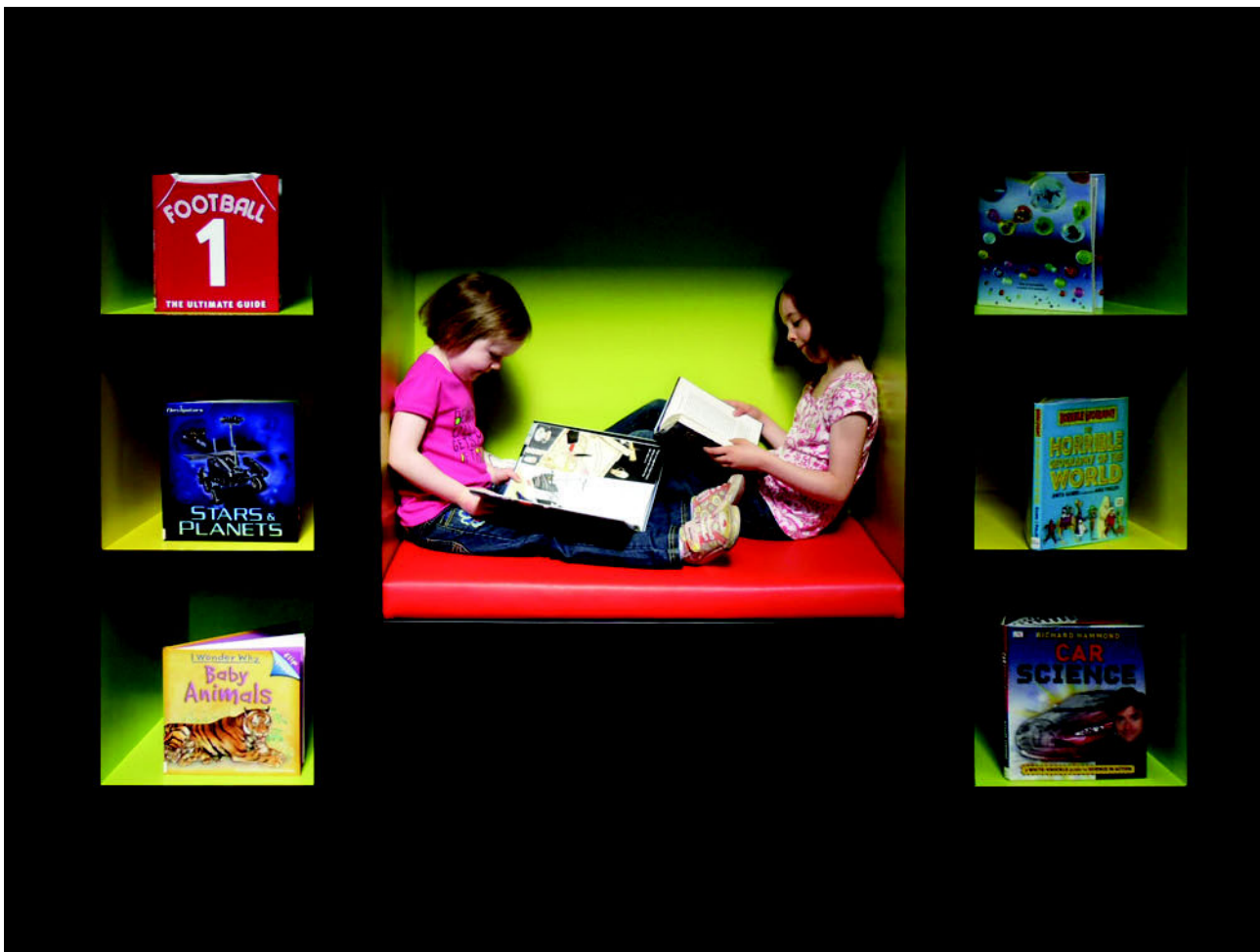


# Providing the Right Tools

We know that our staff are our most valuable resource. We have described our determination to create the right environment and to provide high quality leadership, supervision and support. We also recognise that we need to provide the right systems and tools to support the highest quality practice.

## With work already underway we will continue to:

- redesign our systems to ensure that, so far as is possible, they enhance professional practice
- create recording systems that maintain a systemic and family narrative
- make the most of new technologies including mobile working and client interface software.





# Service Planning and Review

To ensure we are focused on our priorities, clear about the outcomes we are seeking and routinely evaluating our impact, all teams within our service will work to an annual cycle of service planning.

The Children's Specialist Services service plan is the overarching plan for children's social care. Each head of service has a sub-plan from which will flow individual team action plans. Team action plans will be owned by individual service managers who will be expected to make quarterly progress reports against the actions in their plan.

**The diagram below illustrates the bookshelf of planning.**



“ I welcome the new vision for Children's Social Care. In York, joint working is one of our hallmarks that ensures we deliver co-ordinated support for children, young people and their families. I am delighted that this vision places children and young people at the heart of all our planning, not the processes, and that our joint working ensures we all work together to bring about the best outcomes for each child or young person. ”

Jess Haslam, Head of Integrated Services for Disabled Children

# Over to You

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

We will continue to survey all our staff at least twice per year but if you have any feedback on this document, please contact Eoin Rush, Assistant Director, Children's Specialist Services: E: [eoin.rush@york.gov.uk](mailto:eoin.rush@york.gov.uk)

At the end of the day it is your professionalism, skill and commitment that will make the difference ...

**over to you**

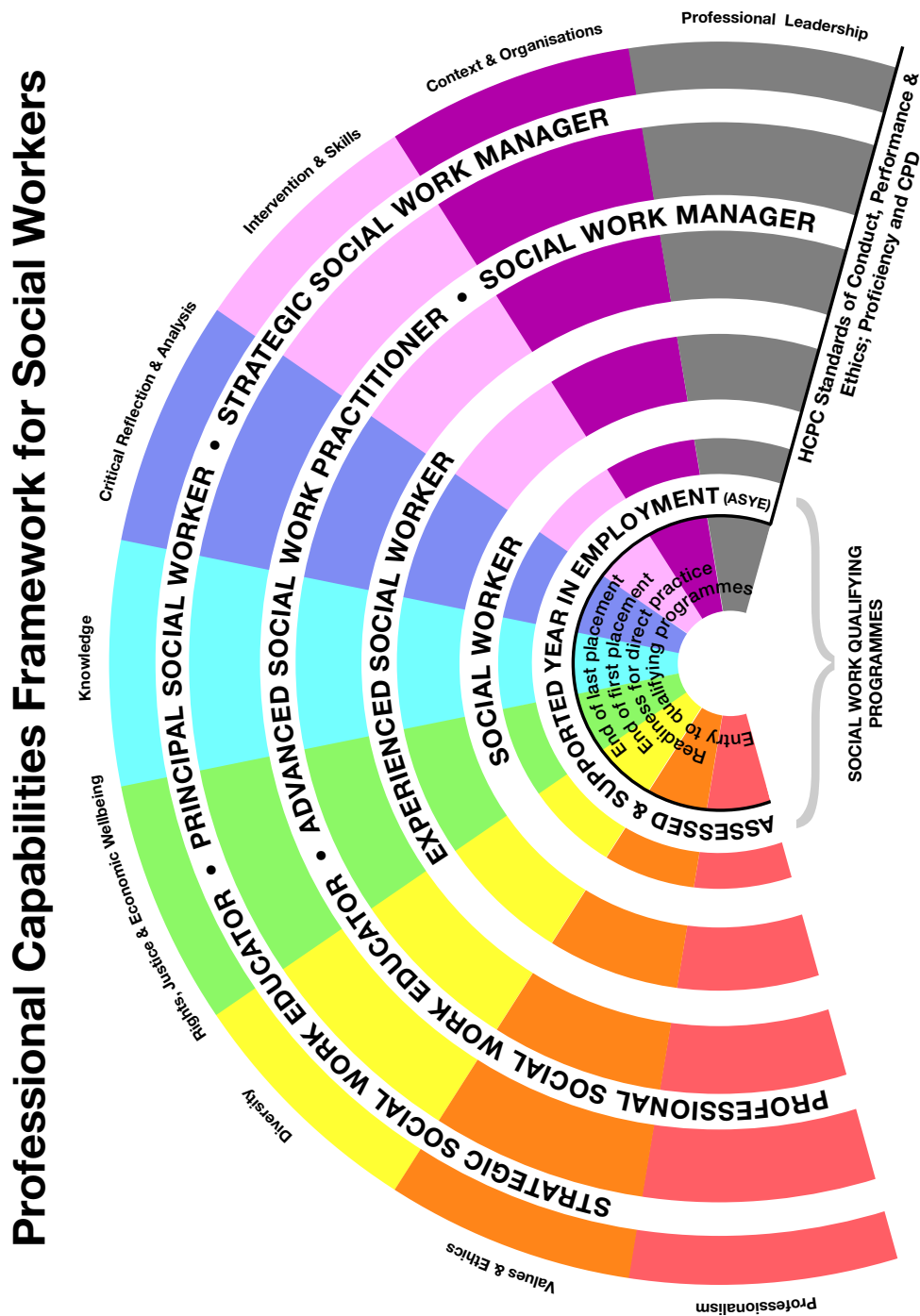
“ One of the problems is that in recent years too many social workers have come to feel undervalued, disempowered and de-skilled. Social workers are experts ... They are, and we must recognise them and treat them as such. ”

Sir James Munby, President of the Family Division



# Appendix A:

## Professional Capabilities Framework for Social Workers



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Source: [www.tcsw.org.uk](http://www.tcsw.org.uk)

Children's Social Care – Professional Capability – Workforce Development Pathway

Professionalism	Values and Ethics	Diversity	Rights Justice and Economic Wellbeing	Knowledge	Critical Reflection and Analysis	Intervention and Skills	Contexts and Organisations	Professional Leadership
Identify and behave as a professional social worker, committed to professional development	Apply social work ethical principles and values to guide professional practice	Recognise diversity and apply anti-discriminatory and anti-oppressive principles in practice	Advance human rights and promote social justice and economic wellbeing	Apply knowledge of social sciences, law and social work practice theory	Apply critical reflection and analysis to inform and provide a rationale for professional decision-making	Use judgement and authority to intervene with individuals, families and communities to promote independence, provide support and prevent harm, neglect and abuse	Engage with, inform, and adapt to changing contexts that shape practice. Operate effectively within own organisational frameworks and contribute to the development of services and organisations. Operate effectively within multi-agency and inter-professional settings	Take responsibility for the professional learning and development of others through supervision, mentoring, assessing, research, teaching, leadership and management
ASYE Programme Important links: www.tcsw.org.uk	www.tcsw.org.uk www.hpc-uk.org/	Equality and Diversity training	Legal Updates <a href="http://www.unicef.org.uk/UNI-CEFs-Work/Our-mission/UN-Convention/">http://www.unicef.org.uk/UNI-CEFs-Work/Our-mission/UN-Convention/</a>	Basic Child Protection Awareness Basic Child Sexual Exploitation Awareness	Individual Supervision Getting the Most from Supervision	Core Assessment Skills SHB Assessment Model (AIM)	ACE and YorOK Inductions LSCB www.saferchildrenyork.org.uk	Mentoring Practice Enabling Award

Professionalism	Values and Ethics	Diversity	Rights Justice and Economic Wellbeing	Knowledge	Critical Reflection and Analysis	Intervention and Skills	Contexts and Organisations	Professional Leadership
<p><a href="http://www.hpc-uk.org/">www.hpc-uk.org/</a></p> <p><a href="http://www.education.gov.uk">www.education.gov.uk</a></p> <p><a href="http://yorkchildcare-procedureonline.com/index.htm">http://yorkchildcare-procedureonline.com/index.htm</a></p> <p><a href="http://www.yorkworkforcedevelopment.org.uk">www.yorkworkforcedevelopment.org.uk</a></p> <p><a href="http://www.sdqinfo.com">www.sdqinfo.com</a></p> <p><a href="http://www.ccinform.co.uk/">www.ccinform.co.uk/</a></p> <p>Making Research Count</p>	Supervision including observed supervision	<p><a href="http://www.tcs.w.org.uk/standards-2col-lhm.aspx?id=6442451175&amp;terms=Equality%20and%20diversity">http://www.tcs.w.org.uk/standards-2col-lhm.aspx?id=6442451175&amp;terms=Equality%20and%20diversity</a></p> <p>Supervision</p>		<p>Single agency Child Protection Awareness Refresher CP</p> <p>Child Sexual Exploitation for Social Workers</p> <p>Risk and Resilience</p> <p>Toxic Trio and CP</p> <p>Domestic Abuse</p> <p>Parental Mental Health</p> <p>Child Development Training (0-18)</p>	Use of Chronologies Making Research Count	<p>DDP (Dan Hughes) Communication Skills</p> <p>Strengths and Difficulties: <a href="http://www.sdqinfo.com">www.sdqinfo.com</a></p> <p>Assessing and Promoting Attachment</p> <p>Solution Focused Interventions (Signs of Safety)</p>	<p>Raise (recording systems) Making Research Count</p>	Leadership and Management Training and Guide



If you would like this information in an accessible format (for example in large print, on CD or by email) or another language, please telephone 01904 552022 or email: [OCECommunications@york.gov.uk](mailto:OCECommunications@york.gov.uk)





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**Learning & Culture Overview & Scrutiny Committee****17 July 2013**

Report of the Director of Children's Services, Education & Skills and the Director of Communities & Neighbourhoods

**2012/13 Finance and Performance Year End Report– Lifelong Learning & Culture and Children & Young People's Services****Summary**

- 1 This report analyses the outturn performance for 2012/13 and the financial outturn position by reference to the service plans and budgets for all of the relevant services falling under the responsibility of the Director of Children's Services, Education & Skills and the Director of Communities & Neighbourhoods.

**Financial Analysis**

- 2 Communities & Neighbourhoods have reported an underspend within Lifelong Learning & Culture of £191k, compared to an underspend of £289k at the last monitor. There was an underspend of £173k in Sport and Active Leisure due to actions taken to reduce spend. This was partly offset by overspends in Adult Education (£52k) due to under achievement of income and Arts & Heritage (£38k).
- 3 Within Children & Young People's budgets a net overspend of £295k has occurred.
- 4 The strategy in York has been to invest in preventative services and to support greater early intervention in the belief that this will lead to a reduction in the overall population of young people in care over time. The latest Looked After Children (LAC) numbers for 2013/14 have reduced to 243 from the beginning of the year when it was 251. This is an indication that early intervention work is starting to impact with a significant reduction in new entrants, and a third less legal applications, especially when previous trajectory estimates were showing numbers were in line to rise to 290 by the end of the year. LAC numbers are targeted to reduce to below 200 by the end of 2013/14.

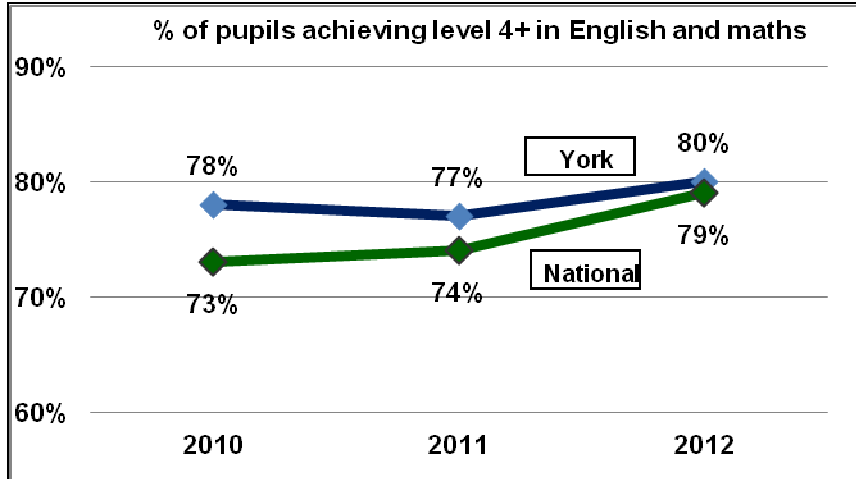
- 5 New services have been introduced which are impacting upon the increased number of cases being seen associated with drug and alcohol misuse and domestic violence, and our greater targeting of support and the expansion of services such as intensive family support teams specifically aimed at those on the edge of care, give ground for further optimism. We also know that the new front door arrangements are supporting early interventions, coordinated across multiple agencies.
- 6 However, the financial pressure on the budget for children's services was still evident in 2012/13, despite the additional resources of £500k provided in the budget. This reflects various costs associated with the increase in the total number of LAC which stood at 253 by the end of the third quarter of 2012/13
- 7 Most notably, local foster placements increased from 174 to 179 (£226k) and Independent Fostering Agency placements increased from 13 to 16 (£207k). This has had a corresponding impact on support budgets, including staffing (£221k), leaving care costs (£96k), adoption and special guardianship orders (£72k), adoption agency fees (£56k) and contact centre costs (£141k).
- 8 The council does continue to benefit from our ability to retain the significant majority of placements in local high quality family settings – compared to authorities with 30% of placements with (more expensive) Independent Fostering Agencies, York continues to have less than 10% in such placements.
- 9 Overall, our target of safely reducing the care population by the end of 2013/14 is ambitious but appears to be deliverable given the performance in relation to early intervention and managing those on the edge of care.
- 10 A higher than expected LACSEG Academy refund (£465k), due to a successful joint legal action with other LAs and the LGA, helps offset the overspend.

### **Performance Analysis**

- 11 Educational attainment results show a mixed picture with very strong performance at Key Stage 4 and an improving picture at Key Stage 2. Foundation Stage and Key Stage 1 show varying results but there are appropriate improvement strategies in place.

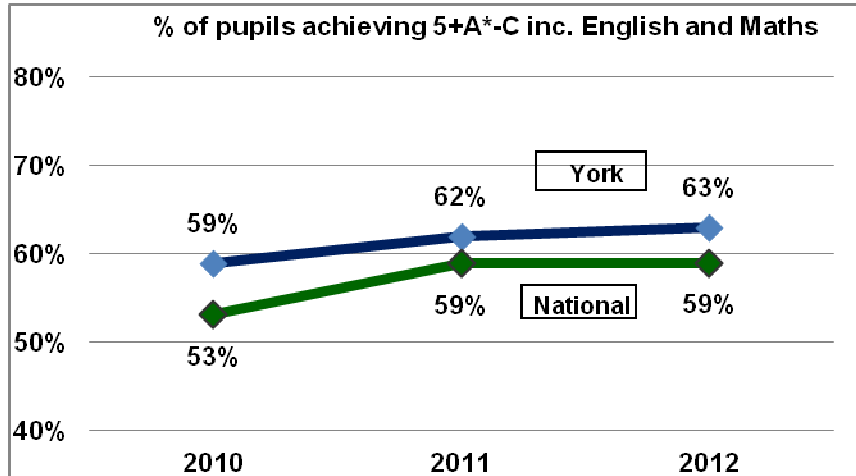
## 12 Key Stage 2

The percentage of pupils achieving the expected level, level 4 or above in English and mathematics shows an improving trend and is above the national result. York results at the higher level (level 5 or above) are well above the national results.



## 13 Key Stage 4

The percentage of pupils achieving 5+ A\*-C including English and mathematics shows an improving trend, is well above the national result and in the top quartile in England.



## 14 Narrowing the gap

At Key Stage 2 and Key Stage 4, the percentage gap between Free School Meal and Non-Free School Meal pupils has narrowed for the headline indicators. This is a strong result but the attainment of Free School Meal pupils, particularly at KS2, is a key improvement priority.

- 15 A final draft of the Bio Diversity plan has been completed to fit in with the Local Plan timetable, helping to establish a green wildlife network throughout the City. The council is also committed to plant 50,000 trees by 2015 via Treemendous and provide cleaner streets via the Smarter Charter. York maintained its 5 green flags for parks and open spaces and received a gold medal award for the Yorkshire in Bloom category.

### **Council Plan**

- 16 The information included in this report demonstrates progress on achieving the council's corporate priorities for 2011-2015 and in particular; priority 1 'Create jobs and grow the economy'; priority 3 'Build strong communities'; 4 'Protect Vulnerable People'.

### **Implications**

- 17 The financial implications are covered within the main body of the report. There are no significant human resources, equalities, legal, information technology, property or crime & disorder implications arising from this report.

### **Risk Management**

- 18 A number of budgets are under pressure, particularly within Children & Young People's Services. On going work within the directorate has identified efficiency savings in services that have been used to offset these cost pressures before the end of the financial year.

### **Recommendations**

- 19 As this report is for information only there are no specific recommendations.

Reason: To update the committee on the final financial and performance position for 2012/13.

**Contact Details**

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**Chief Officers Responsible for the report:**

Kevin Hall  
Interim Director of Children's Services,  
Education & Skills

Sally Burns  
Director of Communities & Neighbourhood  
Services

**Report  
Approved**

**Date** 03 July 2013

**Specialist Implications Officer(s)** None

**Wards Affected:** *List wards or tick box to indicate all*

**All**

**For further information please contact the authors of the report**

**Background Papers**

2012/13 Finance and Performance Year End Report, Cabinet 16 July 2013

**Annexes**

None

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**Learning & Culture Overview & Scrutiny Committee****17 July 2013****School Meals Scrutiny Review - Scoping Report****Purpose of Report**

1. This report presents information in support of the agreed scrutiny review of school meals, and asks members to set up a Task Group to carry out the review, and agree review remit and timeframe for its completion.

**Background**

2. At a meeting in June 2013, the Committee considered an introductory briefing provided by the Head of School Services & Directorate Support on the take up of school meals in general and the take up of free school meals. The committee agreed the topic was suitable for scrutiny review and tasked officers with providing a scoping report for the review, for this meeting.

**Introduction to the Provision of School Meals in York****Terminology:**

Entitled to free school meals – Pupils are entitled to receive fsm if they live in households claiming qualifying benefits

Registered and claiming fsm – This relates to those who meet the entitlement criteria and register with the LA to claim fsm. This is what is reported by the School Census and described in publications as “known to be eligible for and claiming fsm”

Taking fsm – This relates to how many of the pupils registered to claim fsm actually take the meal on any given day.

3. School meal take up across all York schools (approx 38%) has remained fairly static over the last few years with a small percentage increase since ISS (Education) became the main school meal provider across the city's schools. There are variations to this picture in individual schools.

4. 47 of City of York schools are in the Local Authority's school meals contract with ISS (Education). The Local Authority manages the contract on behalf of the schools. The remaining schools have their own contracts with other school meal providers.
5. The Local Authority currently provides a 17p subsidy for each meal provided for those schools within the contract. This allows the current school meal price to be set at £2.25. Compared to neighbouring Local Authority areas the price of a school meal in York remains high.
6. There are currently 2503 pupils in York schools whose parents/carers have registered and claimed for free school meals. 919 of these pupils attend secondary school whilst 1584 attend primary school.
7. A recent national Department for Education report (Data source: DWP December 2011) indicated that a further 400 pupils in York could be entitled for free school meals but whose parents had not registered and claimed for this benefit. This not only means that these pupils are missing out on a free meal but York schools are not receiving the additional funding that free school meals pupils attract currently £653 per pupil per year.
8. Recent data collected by the Local Authority's School Services team also suggests that on average a further 400 pupils per day whose parents/carers have registered and claimed for free school meals are not taking up the offer of a free meal. Further research is required to determine the reasons for none take-up but early indications suggest stigma of being on free school meals, quality, type and variety of food being served, many parents preferring to provide a packed lunch as well as pupils being absent from school and not taking a meal.
9. A number of schools within York, particularly in secondary schools have introduced cashless payment systems. Cashless systems allow parents to pay for school meals as well as other school costs (uniform, photograph, trips) on-line without having to bring cash into schools. Other benefits for schools include reduction in administration and less cash handling. These systems do allow all pupils to be dealt with the same and helps to take away the stigma of taking free school meals. The cost of installing and running these systems are expensive and do deter some schools from purchasing them.



### **Timetable for Review**

- 10 Please see annex A which sets out a proposed timeframe for the review and a breakdown of the proposed work to be covered.

### **Implications**

11. **Financial** – The report does refer to the following areas which may have implications on resources:
  - the current cost of subsidising the price of school meals
  - the potential increase in funding to schools by increasing the number of parents/carers applying for free school meals
  - The cost of installing and running costs for cashless school meals systems
  - **Human Resources (HR)** – There are no HR implications
  - **Equalities** - There are no equalities implications
  - **Legal** – There are no legal implications

### **Council Plan 2011-15**

12. Protect vulnerable people – by increasing free school meal take up will enable more low income families children to access a daily healthy meal.

### **Risk Management**

13. The risks in not carrying out a review are:
  - Schools could lose out on additional funding which is provided to them for every child on their roll who qualifies for free school meals;
  - Pupils entitled to free school meals miss out on eating a free meal every school day.

### **Recommendations**

14. Having considered the information provided within this report the Committee are recommended to agree:
  - i. A remit for the review with a number of objectives
  - ii. A timeframe for completing the work on the review
15. The Committee are also recommended to set up a Task Group to carry out the review on their behalf.

Reason: To ensure compliance with scrutiny procedures, protocols and workplans.

**Contact Details**

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**Chief Officer Responsible for the report:**

**Andy Docherty**  
Assistant Director, Governance & ICT

**Scoping Report**  **Yes**  **Date** 8/7/2013  
**Approved**

**For further information please contact the author of the report**

**Background Papers: None**

**Annexes**

**Annex A – timetable for review**

## School Meals Scrutiny Review - Suggested Review Methodology & Timetable

Area of Inquiry	Visits / Meetings	Suggest Method
<p>1. To consider how the Local Authority working with partners can encourage those parents/carers who are entitled to register and claim for free school meals for their children.</p> <p>2. To investigate why those entitled parents/carers do not register and claim for free school meals.</p>	Meeting 1	<ul style="list-style-type: none"> <li>• look at current free school meal application process and consider possible improvements by comparing the current process to those LA's where 100% of eligible parents/carers apply.</li> <li>• meet with parent/carers representative groups (Citizens Advice?) to look at barriers and reasons for not registering and claiming.</li> </ul>
	Meeting 2	<ul style="list-style-type: none"> <li>• meet with representatives of ISS (Education) catering contractors to consider options/solutions to non-take up of school meals from pupils who are entitled and whose parents/carers have registered. To explore reasons for relatively small increase in take-up of school meals across all York schools.</li> <li>• invite a representative from a York school where free meal take up is low. To explore reasons and options/solutions for improvement.</li> </ul>
<p>3. To investigate the reasons why significant numbers of entitled pupils whose parents/carers have registered and claimed do not take up the offer of a free school meal.</p>		

		<ul style="list-style-type: none"> <li>• Meet youth council representatives to look at reasons for low free school meal take-up from the young person's perspective.</li> </ul>
<b>iv)</b> To look at the effectiveness of cashless school meals and their impact on school meal take-up	School visit	To visit a school which has installed a cashless payment system to look at the impact and improvements. To meet with pupils, school staff and catering staff..
	Meeting 3	To consider a draft final report containing findings from all the information gathered and draft recommendations

## Learning & Culture Overview & Scrutiny Committee - Work Plan for 2013-14

Meeting Dates	Work Programme
17 July 2013 @ 5:30pm	<ol style="list-style-type: none"> <li>1. York Theatre Royal – SLA Performance Bi-annual Update Report</li> <li>2. Bi-annual progress report on Safeguarding &amp; Looked After Children</li> <li>3. Year End Finance &amp; Performance Monitoring Report</li> <li>4. Scoping Report for School Meals Scrutiny Review</li> <li>5. Workplan</li> </ol>
18 Sept 2013 @ 5:30pm	<ol style="list-style-type: none"> <li>1. Attendance of Chair of York @ Large</li> <li>2. First Quarter Finance &amp; Performance Monitoring Report</li> <li>3. CEIAG Review - Draft Final Report</li> <li>4. Workplan inc. verbal update on ongoing review of School Meals</li> </ol>
20 Nov 2013 @ 5:30pm	<ol style="list-style-type: none"> <li>1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report</li> <li>2. Second Quarter Finance &amp; Performance Monitoring Report (Richard Hartle)</li> <li>3. Scoping Report on Night Time Economy Scrutiny Review</li> <li>3. Workplan inc. verbal update on ongoing scrutiny review of School Meals</li> </ol>
22 January 2014 @ 5:30pm	<ol style="list-style-type: none"> <li>1. York Theatre Royal – Service Level Agreement Performance Bi-annual Update Report</li> <li>2. Bi-annual progress report on Safeguarding &amp; Looked After Children</li> <li>3. Draft Final Report for School Meals Scrutiny Review</li> <li>4. Workplan inc. verbal update on ongoing Night Time Economy Scrutiny Review</li> </ol>
19 March 2014 @ 5:30pm	<ol style="list-style-type: none"> <li>1. Attendance of Cabinet Member for Education, Children &amp; Young People's Services – Update on priorities and challenges for 2013/14 &amp; Priorities for year ahead</li> <li>2. Third Quarter Finance &amp; Performance Monitoring Report</li> <li>3. Draft Final Report for Night Time Economy Scrutiny Review</li> <li>4. Workplan</li> </ol>
30 April 2014 @ 5:30pm	<ol style="list-style-type: none"> <li>1. Attendance of Cabinet Member for Leisure &amp; Culture – Update on priorities and challenges</li> <li>2. Draft Workplan for 2014/15 – Discussion re Possible Topics for Review in 2014/15</li> <li>3. Workplan 2013/14</li> </ol>

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