



Notice of a public meeting of

Learning & Culture Overview & Scrutiny Committee

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

Date: Wednesday, 22 January 2014

Time: 5.30 pm

Venue: The George Hudson Board Room - 1st Floor West Offices (F045)

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. **Minutes** (Pages 3 - 10)

To approve and sign the minutes of the meeting held on Wednesday 20 November 2013.

3. **Public Participation**

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Tuesday 21 January 2014**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

Please note that this meeting, including public speakers, will be sound recorded to allow members of the public to listen to the proceedings without having to attend the meeting. The sound recording will be uploaded onto the Council's website following the meeting.

4. York Theatre Royal: 2013/14 Part Year Performance Update (Pages 11 - 22)

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).

5. Bi-Annual Safeguarding Update (Pages 23 - 54)

At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on key children's safeguarding issues. This is the fourth report that updates the Committee on key local and national safeguarding developments since July 2013.

6. Work Plan including a verbal update on ongoing Reviews (Pages 55 - 56)

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

7. 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 and 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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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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City of York Council

Committee Minutes

Meeting	Learning & Culture Overview & Scrutiny Committee
Date	20 November 2013
Present	Councillors Reid (Chair), Fitzpatrick (Vice-Chair), Barnes, Brooks, Potter, Taylor and Scott
Apologies	Mrs R Barber and Mr A Pennington

25. Declarations of Interest

At this point in the meeting, Members were asked to declare any personal interests not included in the register of interests, any prejudicial interests or disclosable interests which they might have in respect of the business on the agenda or any other general interests they might have within the remit of the committee other than those listed within the agenda.

Councillor Barnes declared a personal non prejudicial interest in agenda item 4 (York Museums Trust (YMT) Partnership Delivery Plan: Bi-annual Performance Update 2013-14) as a City of York Council representative on the YMT.

Councillor Scott declared a personal non prejudicial interest in agenda item 6 (Improving Evening Cultural Offer Review – Scoping Report) as his wife owned a property in the city centre which could potentially benefit, along with other city centre businesses, from an increase in tourism.

Councillor Taylor declared a personal non prejudicial interest in agenda item 6 (Improving Evening Cultural Offer Review – Scoping Report) as he works for an organisation which is involved in the provision of entertainment in the city centre.

26. Minutes

Resolved: That the minutes of the last meeting of the Learning and Culture Overview and Scrutiny held on 18

September 2013 be approved and signed by the chair as a correct record.

27. Public Participation

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

28. York Museums Trust Partnership Delivery Plan: Bi-annual Performance Update 2013/14

Members considered a report which updated them on the current progress of the York Museums Trust (YMT) towards meeting the targets agreed in the partnership delivery plan for the period 2013 to 2018.

The report informed Members that YMT had successfully addressed its initial targets which were concerned principally with stabilising visitor figures, delivering new income streams, creating new exhibitions and interpretative services, creating an education strategy, increasing use and involvement by residents, achieving high visitor satisfaction and cataloguing of the collection. The report also outlined the key targets and objectives which the Council required YMT to work towards over the next five years to 2018 and detailed the specific activities and outcomes under the five main headings.

- Income improvement- to further develop YMT financial sustainability
- Capital Project – to ensure the delivery of key capital improvements to the YMT estate
- Public programmes – to promote the collections, buildings and gardens ensuring visitors and residents have leisure and learning opportunities
- Working in Partnership – to delineate the specific areas where YMT support out corporate priorities
- Governance – to ensure the continued security of the collections and the appropriate governance of the business.

Details of how YMT had addressed those issues in the period to September 2013 were set out in annex 1 along with an outline of what would be developed moving forward.

YMTs Chief Executive and Commercial Director were in attendance at the meeting in order to present the report and answer any questions from Members. They updated Members on progress on the two major developments namely the York Art Gallery development and the development at York Castle Museum which would create a refurbished Debtors Prison creating new exhibition spaces, better learning spaces and a visitor lift. They advised Members that the first exhibition to be held in these new spaces would be 1914: When the World Changed Forever which would open to the public at the end of June 2014. They also advised that the Richard III exhibition at the Yorkshire Museum had been a success.

YMTs Chief Executive addressed concerns raised by Members regarding the drop in visitor numbers to York St Marys and explained that this was in part due to the change in programming and the reasons behind this.

Members expressed pleasure in the general increase in the number of schools visiting York museums and noted that this was in part due to the extra attendance at the reworked and refreshed Yorkshire Museum workshops. Members were advised that a proportion of the YMTs budget was allocated to marketing to schools.

Resolved: That the update on the performance of the York Museum's Trust be noted.

Reason: To fulfil the Council's role under the partnership delivery plan.

29. 2013/14 Second Quarter Financial Monitoring Report

Members received a report analysing the latest performance for 2013-14 and forecasting the outturn position by reference to the service plan and budgets for all of the relevant services falling under the responsibility of the Director of Children's Services, Education and Skills and the Director of Communities and Neighbourhoods.

The Head of Finance reported that the Communities and Neighbourhoods Directorate was reporting a forecasted overspend of £177 which related mainly to one off redundancy costs which were partly offset by savings, mainly in relation to

Yearsley Pool operating costs. Members raised concerns that these redundancy costs were being classed as “unforeseen”. The Director of Communities and Neighbourhoods explained that the service area in question had had a significant number of planned redundancies as part of a transformation programme but the seniority and length of service of those staff in question had resulted in higher than expected costs as the costs used in the budget proposals were based on average levels of redundancy costs. Members were assured that these costs were being managed in year.

The Head of Finance advised that the Children’s Services, Education and Skills directorate was reporting net financial pressures of £958k, mainly due to unachieved savings, however this was an improvement compared to the figures reported at quarter 1.

With regard to the continuing overspend in relation to looked after children, the Head of Finance explained that while numbers of looked after children had decreased significantly, the council had yet to see a corresponding reduction in costs due in part to legacy costs and the fact that children with the most complex needs continued to need highly specialised care which accounted for a significant portion of ongoing care costs. Therefore despite a significant reduction in expenditure in 2013-14 compared to the previous year, this budget remained under considerable pressure. Members noted that the Council was reviewing the most expensive out of city placements and further reductions in cost were expected as the overall looked after population continued to reduce.

With regard to performance, the Head of Finance advised Members that the number of schools classed as good or outstanding was expected to increase due to recent Ofsted inspections, the results of which had not yet been made public. Members commended the work of the school improvement team.

Resolved: That the report be noted.

Reason: To update the committee on the latest financial and performance position for 2013-14.

30. Improving Evening Cultural Offer Review - Scoping Report

Members considered a report which presented information in support of a proposed night time economy related scrutiny review and asked them to agree a suitable review remit.

The report explained the background to the review and provided information on tourism in York, the membership of York Consortium and York's new Tourism Strategy as well as the proposed timetable and remit for the review. The scrutiny officer advised members that paragraph 29 should refer to **York's** new Tourism Strategy and not Visit York's new Tourism Strategy and apologised for this typing error.

Members discussed the proposed remit as set out in paragraph 34 of the report. They made the following comments:

- Majority of families visiting York for the day are from Yorkshire. In current economic climate, they are unlikely to stay in the city overnight if they live within an hour's journey of home.
- Accommodation in York is not cheap. Unless accommodation is affordable, many families will not consider staying overnight.
- Need to ensure there are sufficient things for people to do in the evening to encourage them to stay overnight.
- Reluctant to focus solely on families exclusively. There are other groups of people and single people are also looking for things to do at this time of the day.
- There is no real cafe culture in York where woman can meet and feel safe in the early evening.
- Need to investigate opportunities for increasing signposting of cultural events in the city.
- Information needs to be made available by cultural providers to hoteliers etc.
- Concern about extending remit to include other groups of people other than families, due to tight time frame of review.

It was agreed that the remit of the review be amended as follows:

Aim:

To identify an improved cultural offer up to 8pm in order to extend the tourist day and encourage more to stay for longer or overnight, with a particular emphasis on families.

Objectives:

- (i) Identify best practice internationally and nationally.
- (ii) Investigate barriers to increasing the availability of York's existing family based cultural and entertainment offer.
- (iii) Identify other new cultural and entertainment activities suitable for York and investigate the possibility of their introduction.
- (iv) Investigate how best to signpost tourist activities, and encourage those providers to work with accommodation providers to jointly promote their offer.

It was agreed that a task group be set up to undertake the review and this would comprise Councillors Barnes, Reid and Taylor. The Head of Culture, Tourism and City Centre asked that the task group be involved in progressing the strategic strands set out in York's Tourism Strategy, alongside the Culture, Tourism and City Centre team, Economic Development Unit and Visit York in order to avoid duplication of work.

Resolved: (i) That a task group, comprising Councillors Barnes, Reid and Taylor be set up to undertake the review on behalf of the Committee.

(ii) That the remit for the review set out above be agreed.

Reason: To ensure compliance with scrutiny procedures and protocols and support the Committee's work plan.

31. School Meals Scrutiny Review - Interim Report

Members considered a report which presented an interim update on the work on the agreed scrutiny review of school meals which was being undertaken by a task group of the committee.

The Chair of the task group advised the committee that members of the task group were in the process of carrying out visits to schools. She reported that they had recently visited All Saints RC School which operated a cashless system and it had been interesting to see this in action.

Members discussed the daily allowance for each pupil receiving a free school meal which was between £2.30 and £2.40. They acknowledged that pupils in receipt of free school meals were able to top up this amount and noted that there may be pressure on pupils and parents to spend more than the allowance. Members suggested it may be useful to speak to some parents at a future meeting of the task group to obtain their views on this issue.

Resolved: That the report be noted.

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

32. Workplan

Members considered the Committee's work plan for the 2013-14 municipal year.

Resolved: That the work plan be noted.

Reason: To keep the Committee's work plan updated.

Councillor Reid, Chair
[The meeting started at 5.30 pm and finished at 7.15 pm].

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Learning & Culture Overview & Scrutiny Committee

22 January 2014

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

York Theatre Royal: 2013/14 Part Year Performance Update**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).

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. The key partnership requirements covered in the SLA are:
 - To maintain and develop York Theatre Royal as a local, regional and national theatre provider, creating productions of quality, daring, delight and accomplishment for the citizens of York and the region, and for visitors to the city.
 - To continue to develop local and nationally significant programmes of work with partnerships across the UK and internationally, that contribute to making York a vital and vibrant city and extending our reputation for world class culture.
 - To encourage creative expression and engagement with the community, through a diverse programme of work, both on and off stage, that offers a cultural mix of entertainment, innovation, participation and enjoyment.

- To develop work and activities that promotes the enjoyment of Theatre with older people and diverse communities.
 - To work in active partnership with business, education, community and arts organisations, and local authority service providers to extend both the range and reach of the Theatre's work.
4. Reports are brought to Scrutiny Committee twice a year to report on performance against the outcomes agreed in the SLA. Annex 1 sets out in detail the work undertaken in the last 6 months and the plans in development for the future.

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 developing opportunities for residents and visitors to experience York as a vibrant and eventful city, improving opportunities for learning, and in strengthening York's economy through investment in the tourism infrastructure.

Implications

8. **Finance:** The Council's funding for 2013/14 is £273,600 and will reduce to £203,600 in 2014/15.
9. The report has no additional implications relating to:
- Human Resources
 - Legal
 - Crime and Disorder
 - Information Technology
10. **Equalities.** Annex 1 sets out the contribution the Theatre makes to support our Equalities agenda. In particular their discounted theatre Tickets for Young people have been particularly well used as has the provision of an audio description service for each main house production.

Risk Management

- 11. In compliance with the Council’s risk management strategy there are no risks associated with the recommendations of this report.

Recommendations

- 12. The Scrutiny Committee is asked to note the report and comment upon the progress that the Theatre has made in the last 6 months

Reason: To fulfil the Council’s role under the Service Agreement.

Contact Details

Author and Chief Officer responsible for the report:

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

**Report
Approved**

Date 15.1.14.

Wards Affected:

All

For further information please contact the author of the report

Background Papers: None

Annexes

Annex 1: York Theatre Royal Performance report

Abbreviations

SLA - Service Level Agreement

AHRC - Arts and Humanities Research Council

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Annex 1

York Theatre Royal: Service Level Agreement report

January 2013

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 from July 2013 to December 2013 with cumulative quantitative measures from April 2013 to December 2013.

The total audience attendance from April to December 2013 was 85,166.

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 July 2013 to December 2013 York Theatre Royal has presented 232 performances in its Main Theatre and Studio of 42 different productions.

York Theatre Royal produced eight new productions over this period including **The Legend of King Arthur, See How They Run, The Boy Who Cried Wolf, Can't Stand Up for Falling Down, Cinderella, Richard III** and **Aladdin & the Twankeys**. York Theatre Royal also worked with Pilot Theatre to present a very successful community production of **Blood & Chocolate** that toured the streets of York.

This season also included another TakeOver Festival week which was 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 a newly commissioned play and production called **The Only Way is Chelsea's**. This was written in conjunction with young people in the city of York with the majority based a York High School and the play was set in Acomb. It attracted an audience of young

people from across the city including all of the young people who had contributed to the script storyline. It also toured to Live Theatre in Newcastle and Soho Theatre in London. This work has been funded by two national Foundations: Paul Hamlyn and Esmée 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 **TakeOver** Board of young people have the ambition to work with other organisations in the city of York to introduce the idea of York being the first **TakeOver** city. The Board is currently conducting an evaluation with a professional research company to agree the hallmarks of a **TakeOver** organisation. They met Cllr Sonia Crisp to discuss the idea and interest her in the City of York Council considering becoming part of **TakeOver** York.

National visiting companies added to the theatre programme giving high quality variety to the performance programme in York. This included **The Private Ear, The Public Eye**, English Touring Theatre with **Ghosts** and Phoenix Dance Theatre amongst a full and varied programme of small scale theatre in the Studio Theatre. York Opera were also part of the season with an outstanding production of Verdi's **Nabucco**.

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 Autumn term over 300 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

The youngest members of the theatre do not work towards a production in this season but they will be performing in February. They are working towards a production about Bees called What's the Buzz?

8-10 year olds

The 8-10's have spent this term working on building their performance skills to work towards a new production in June 2014 of a newly commissioned play.

11-14 year olds

These groups performed at the Arts Award Conference in York in November. It was a very interesting and challenging commission for the young people and our youth theatre directors but it was a successful expression of the imagination of the young people and entertained delegates at the conference.

14-16 year olds

These groups have been working with Shakespeare's plays as part of the range of Shakespeare productions at the theatre. They are working towards three Shakespeare productions in March of **The Tempest**, **Julius Caesar** and **Macbeth**.

16+

During this period the 16+ groups produced a production of **Twice Upon a Time** by Neil Duffield which played in the Studio Theatre for a week.

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 now offering regular weekly activities with **Storymakers** for 3-5 years olds, **Singamajigs** for 1 – 4 year olds and **Sing and Sign** for babies from 6 months old.

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 18 months, running training, which will culminate in a schools festival at York Theatre Royal in 2015.

We held our inaugural secondary schools festival, the *ReAct festival* during November with four York secondary schools performing a response to Richard III on the set of the production. The four schools were Manor Academy, Huntington, Joseph Rowntree and York High School.

Our Playhouse Festival of new theatre especially written for 8 -10 year olds to perform took place at the end of the Summer term with teachers and pupils from Park Grove, Archbishop of York Junior School, Sand Hutton, Clifton Green and Knavesmire Primary directing and performing in the Studio Theatre.

Our production of **The Boy Who Cried Wolf** was accompanied by a series of Theatre Days with primary schools throughout September and October.

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 secured an AHRC Collaborative Doctoral Award fund for a PhD studentship on Storytelling and Adolescence with York St John University and together we appointed a storyteller who will be working in the city with students for the next three years.

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 has also launched the new International Centre for Arts & Narrative and we will be working with schools through this joint initiative with York St John University in the new year.

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, a new piece of theatre was directed and produced with the Company in November.

We also ran a new programme of adult education classes 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.

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 July and December included 22 different productions.

This included York Theatre Royal productions of **The Boy Who Cried Wolf** and **Can't Stand Up for Falling Down**. One a new version of the classic fable for 3-8 year olds that then went on a national tour of theatre venues and was the Christmas show for Sheffield Theatres. The other a contemporary piece of theatre, set in Yorkshire, of the effects of domestic abuse. Both pieces of theatre received and attention and reviews from nation theatre critics. Both were praised for the quality of the productions.

15 different national touring companies performed in the Studio across this period. The variety included a production about the life of **George Formby**, a theatrical performance lecture about value called **The Price**

of Everything and a children's show **Sita's Story** from south Asian company Tara Arts.

We also held a **Family Arts Festival** in the Ballroom of the De Grey Rooms during half term as part of a national Family Arts week with a range of workshops and performances.

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.

We continue to offer creative and artistic placements on our productions with Assistant Director roles on *See How They Run* and *Can't Stand Up For Falling Down* and through the TakeOver Festival week in October on the newly commissioned piece *The Only Way is Chelsea's* we offered assistant director and designer roles. In addition during the week more young people joined the core TakeOver team to play host to the audiences at the theatre and at other sites in the city. Roles for placements attached to the TakeOver Festival include Festival Producer, Artistic Director, Head of Communication, Press officer, Production Manager and Head of Creative Creative Engagement.

We continue to offer short placements for school-age children throughout the year. These are always over-subscribed.

We worked with lots of new young volunteers in the Production and Hospitality teams as part of *The Legend of King Arthur*. They supported work with delivering workshops for young people throughout the summer and supporting our craft departments in making and painting sets and props as well as welcoming and looking after audiences who came to the theatre for an all-day Arthurian experience.

We continue to offer the normal carousel placements.

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

The range of activity in the De Grey Complex is constantly changing as we add new public activities and create new education partnerships.

In this last period we reached an agreement with York College to use the Rooms for the teaching of their performing arts students. The students are now in the De Grey Rooms for three days of the week. Also during this period we launched the first schools workshops of the International Centre for Arts and Narrative with York St John University.

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, Flying Cloud Theatre, The Flanagan Collective, Telling Tales Theatre Company, Pilot Theatre, Slung Low, TongueTied, Mud Pie Arts, The Eboracum Quartet, Ensemble Theatre Company and Bad Apple Theatre Company.

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

Following a successful bid to the Arts Council for Development Funds to support the theatre in making progress on its Capital Re-Furbishment, York Theatre Royal appointed an Architectural Design Team in September. The London-based architects De Matos Ryan have since been working with the theatre on a full masterplan of capital investment to improve all areas of the main theatre building. The theatre is on track to conclude its designs up to RIBA stage D by the beginning of March. This will form the basis of a further application to the Arts Council for £2.9 million and the theatre will make applications for Planning permission and Listed Building Consent in March. The theatre has been successful with a number of Fundraising bids to match this corner stone funding and has a further £650,000 to raise in the next 18 months.

The theatre is on track to commence work at the theatre in March 2015.

Liz Wilson Chief Executive

York Theatre Royal 12 January 2013.

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Learning and Culture Overview and Scrutiny
Committee

22 January 2014

Report of the Assistant Director for Childrens Specialist Services

Bi-Annual Safeguarding Update

Summary

1. At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on key childrens safeguarding issues. This is fourth report updates the Committee on key local and national safeguarding developments since July 2013.

City of York Safeguarding Children Board [CYSCB]

2. Our Local Safeguarding Children Board is responsible for overseeing the quality and robustness of the multi agency safeguarding children arrangements for the city. In previous updates the independent chair of this Board provided an overview of activity and developments. However this review period has seen significant change to our local arrangements including the resignation of Roger Thomson as the long standing chair of the Board.
3. In these circumstances, this report takes the opportunity to update members on the details of the above changes and it is hoped that there will be an opportunity to introduce the new independent chair to the Committee when it meets on 22nd January.

Changes to CYSCB arrangements

4. The July 2013 update informed members of a peer review commissioned by the local authority and its partners to consider the effectiveness of our local board arrangements. This review was prompted by a significant shift in national policy (set out in a revised Working Together 2013), a new Ofsted inspection framework and a need to ensure that the Board is fit for purpose in this new operating environment.

5. Details of the key lines of enquiry for this review were included in the July 2013 update.
6. The review confirmed some key strengths in the city including good partnership working, strong workforce development and examples of good practice at the front line. However, the review also found some areas for further development and improvement. These included the need to:
 - strengthen the Board's performance monitoring arrangements
 - strengthen independent challenge from the Board
 - improve the Board's public profile
 - improve the Board's engagement with children, young people and their families
 - ensure sufficiently senior representation on the Board
7. It is worth noting that all of the above issues, strengths and areas for development are identified as the key lines of enquiry set out in the new inspection framework for LSCBs introduced in April 2013.
8. In response to the above findings a detailed improvement plan was promptly agreed by the Board. Since August 2013 this improvement plan has achieved rapid and significant progress against all of the above areas.
9. Of particular significance are the development of a new qualitative performance management framework and the introduction of an involvement strategy for the Board. Progress reports on both of these work streams are appended to this report [Annex 1 and 2]
10. In August 2013 and unrelated to the above developments, Roger Thompson the then independent chair decided to resign. Mr Thompson had occupied the role for six very successful years and took the view that it was time to step down. Mr Thompson also took the view that in the new operating environments for LSCBs the appointment of the independent chair should be reviewed on a two yearly cycle.
11. A recruitment process led by the Chief Executive of the local authority and chief officers from the Board's key statutory partners saw the appointment, in November 2013, of Mr Simon Westwood to the role of independent chair for the Board. Mr Westwood, a retired experienced senior manager in childrens social care, took

up this role in December 2013. Following his current induction he will chair the January 2014 meeting of the CYSCB.

12. A more detailed briefing on the CYSCB improvement plan will be presented in the July 14 update.

Update on Serious Case Reviews

13. There are currently no ongoing Serious Case Reviews [SCR] commissioned by the CYSCB. However, the board's serious cases panel continues to review and monitor the implementation of any recommendation arising from previous SCRs and learning lessons reviews.
14. This issue is addressed further within the Childrens Social Care update

Multi Agency [Section 11] Audit of Safeguarding Arrangements

15. Local Safeguarding Children Boards are required to co-ordinate a biennial multi agency audit of local safeguarding arrangements. This process involves each of the agencies represented on the Board undertaking a self audit and sharing their findings to produce a composite picture of their individual and collective effectiveness in safeguarding children. The outcome of this process will be the subject of a regional challenge event in mid January 2014 and the outcome will be available when this report is presented on 22nd January.
16. Other Childrens Safeguarding Developments

Thematic Inspection of York's Early Help Offer

17. The local authority and its partners have received notification that Ofsted will inspect the local arrangements for Early Help. This inspection conducted under section 136 of the Education and Inspections Act 2000 will look to identifying common themes and to highlight good practice and areas for developments across all of those authorities included in this process.
18. Ofsted inspectors make no judgements regarding the quality of work in individual local authorities although they will provide verbal feedback at the end of the process. A copy of the letter of

notification is included [annex 3] and this letter provides more detail on the process of the inspection.

Changes in Childrens Social Care

Contacting us about children

19. New information and signposting for professionals who wish to contact the local authority about a child / young person has been published. This refreshed information sets out in very clear format how to make a referral about a child. Behind this new signposting sits some significantly strengthened referral and assessment arrangements. These arrangements ensure that that every referral receives an effective and proportionate response. The materials described will be presented to the meeting.
20. A more detailed briefing on these changes will be presented to the July 2014 meeting.

Responding to Lessons Learned

21. As part of a continuous improvement process managers within childrens social care have developed a detailed practice improvement plan [PIP] which incorporates all of those lessons learned from both local and national case reviews. This PIP makes explicit links between lessons learned and local practice standards and expectation. Although quite a detailed and operational document it is included at [annex 4] for members information and review.
22. The implementation of this plan is further supported by the introduction of the Principal Social Worker role within the authority.

Looked After Children

23. The review period has continued to see a reduction in the number of Looked After Children. At July 2013 there were 223 children looked after by the local authority. On 31st December this number had further reduced to 215.
24. A brief analysis of this cohort of children and young people highlights:
 - there are 15 children placed for adoption who are likely to leave care in the first 6 months of 2014

- the number of children placed in external independent foster placements (with an average annual cost of £55k) has reduced from 16 in September 2013 to 8 on the 31st December 2013
 - the number of young people placed in external residential placements (with an average annual cost of £162k) went from 10 in September 13 to 11 at 31st December 2013
25. These figures broadly reflect the projections set out in the Keeping Families Together strategy.
26. The progress of our Looked After Children is routinely reported to the Corporate Parenting Board.
27. **Recommendations**
- i. The Committee is invited to acknowledge the long standing contribution of Mr Thompson as the chair of the CYSCB.
 - ii. A more detailed report on progress against the Board's improvement plan is presented as part of the July 14 update.
 - iii. The Committee receives a verbal update on the outcome of the Section 11 audit regional challenge event.
 - iv. A report on the outcome of the thematic inspection is included in the July 14 briefing.
 - v. A detailed update on developments within childrens social care is presented to the July 14 meeting.
 - vi. A further update on the progress of the Keeping Families Together strategy is presented to the July 14 meeting.

REASON: To allow Members to be fully informed on key childrens safeguarding issues in York

Report Author:

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Annexes:

Annex A - Safeguarding Development Officer (SDO): Progress report
October - December 2014

Annex B- Involving children and young people in the work of the
CYSCB

Annex C - Ofsted thematic inspection – early help – Notification Letter

Annex D - Practice Improvement Plan Dec 2013 – Feb 2014

Safeguarding Development Officer (SDO): Juliet Burton**Progress report****October - December 2014****The brief:**

To ensure that the Children's Safeguarding Board and other key partnership boards are supported through the development and delivery of an effective multi agency performance and outcomes framework, ensuring it is efficient, effective and responsive to organisational and partnership needs and underpinned by legislation, best practice and guidance.

To support the Chair of the Safeguarding Board and senior managers in implementing the new Working Together safeguarding guidance and in meeting new Ofsted safeguarding inspection standards.

City of York Safeguarding Children Board:

A draft **CYSCB Learning and Improvement Framework** has been created, incorporating all elements and tools of quality assurance: audits, surveys, reviews, SCRs, the CYSCB data set and other methods of assessing and evaluating impact and outcomes. This, along with an executive summary and a draft performance reporting cycle will be considered by a newly created CYSCB Performance & Learning sub-group in January. The sub-group will also finalise draft terms of reference.

Discussions have taken place with partners at senior level including: Health (Trust, public health and commissioners), North Yorkshire Police, voluntary sector, Children's Social Care, IROs, Integrated Family Service, Children's Centres, Youth Support, YOT, MIS, Customer Feedback Centre, etc. and agreements reached about named contacts to provide information and data on a quarterly (or annual where appropriate) basis. A monitoring score card will go out to the named contacts at the end of each quarter for data, information and analysis. Partners have also agreed to provide information to the Board on findings from relevant internal audits, surveys, inspections and reviews along with any evidence of children and young people's voices being heard. Information is also being provided from the CYSCB multi-agency case file audits and the findings from these. A full report is expected on this from the CYSCB Manager when the current theme of neglect is completed. Early findings suggest that systematic robust collaboration on assessment processes (both early help and statutory) would avoid the occurrence of duplication, overlap or even, at times, unrelated assessment of single issues, and would enhance the experience both for children and for practitioners.

The **first 'data run' in January 2014** will provide information which will be evaluated and analysed for issues, trends and exceptions, by the Safeguarding Development Officer (SDO) along with the safeguarding Unit.

In the meantime the framework and discussions have shown up **data, issues and trends in regard to:**

- children who go missing from home
- the increasing number of reports re children who witness domestic violence
- the necessity for the creation of robust data around Child Sexual Exploitation (CSE)
- the necessity for further data and information around CIN and CP including information around health needs and the categories of referrals (e.g. domestic violence, parental substance misuse etc.)
- systems to record the 'voice of the child' and service development in response to these.

The SDO has highlighted these to the Unit and reports to the Board on the first two have been commissioned for January.

Other gaps in available data and information and areas for development will be further highlighted after the first 'data run' in January 2014 and will be followed up by the SDO.

The maintenance of these agreements from partners to keep the CYSCB informed, will be supported, challenged and monitored by the **newly established CYSCB Performance & Learning sub-group** in line with a **reporting cycle** which includes the Safeguarding Board, the Executive and the Unit. This group will be supported by the Unit and the SDO.

A Section 11 challenge event, organised by the Safeguarding Unit from CYC and NYCC, is due to take place jointly with North Yorkshire Safeguarding Board on 14th January 2014. Section 11 audits have taken place individually on behalf of each Board and partners (many of whom service both local authorities) will meet to discuss the outcomes of this audit and to share their responses and good practice. The rationale for the joint event is in terms of the commonality of several key partners and in the spirit of cross boundary co-operation. This event will give further information in regard to partners safeguarding practice and possible areas for attention.

Early Intervention:

An **Early Intervention Outcomes Framework** has been developed which will support and complement the new Early Help Strategy. Data and information discussions in relation to the requirements of the Safeguarding Board has provided some useful data on outcomes from

early help interventions and further data and outcomes information is being sought.

Surveys:

Two 'state of the sector surveys' have been carried out. One was with the V019CE community supported by CVS and the other with all individuals from agencies signed up with FIS and YorOk. The questions range from safeguarding policies, confidence in regard to concerns about children and confidence in regard to integrated working and the lead practitioner role. Further questions have been asked about how services evidence outcomes for their interventions and respond to the 'voice of the child'. A full analysis and report on both of these will be forthcoming in due course but in the meantime, where merited, individual responses are being followed up with the offer of training and with the request for more information on outcomes, impact and the 'voice of the child'.

JSNA:

Research and a draft report on the **Safeguarding Children Profile section of the JSNA** has been completed. Again research into this has highlighted key areas for attention such as domestic violence and children missing from home, along with correlations between areas of economic deprivation and children with a child protection plan.

Challenges for 2014:

Tasks and challenges for 2014 include (among others):

- Finalisation and adoption of Learning & Improvement Framework and reporting cycle by CYSCB.
- Full establishment of Performance & Learning sub-group, agreement on terms of reference and identification of chair of this group.
- Introduction and active support to the new chair of the CYSCB in his efforts to implement significantly enhanced levels of accountability and a change in the culture of the Board.
- Further embedding of a robust reporting cycle from all partners and reporting between the elements of the CYSCB, namely: Unit, sub-groups, Board and Executive.
- Continuing ongoing evaluation and analysis of reports, information and data from partners with trends, issues and exceptions highlighted for follow up by the Board.
- Further collection, evaluation and analysis of early help outcomes and impact data
- Readiness for possible (and inevitable) Ofsted Inspection of Children in Need of Early Help and Safeguarding (including LCSBs)

- Support and challenge to partners to enable/encourage them to report on key issues such as health and education needs of children with a CAF, CIN and CPP.
- Support to project engaging partners in the development of systems to hear the voice of children, young people and parents and to design services in response to these.
- The creation - with partners – along with support to partners in using surveys to ascertain staff and customer satisfaction with services support and supervision.
- Further case file audits both multi-agency and support to partners to carry out single agency case file audits and report on the findings.
- Broader developmental activity designed to improve the coordination and provision of support to a wider range of partnership Boards through the Children's Trust Unit.

and support and involvement in:

- Thematic reviews, 'deep dive' exercises and other research and learning activities as requested.

Juliet Burton
Safeguarding Development Officer
December 2014

City of York Safeguarding Children Board

Report

Title: Involving children and young people in the work of the CYSCB

Author: Niall McVicar, Family Information Service Manager, CYC

Date: 30/10/13

Related items: Eoin Rush / Judy Kent (Performance)

Introduction

In April the CYSCB received a paper providing a broad overview of existing children and young people's involvement arrangements across York and options for how this work can be developed in the arena of safeguarding.

This paper provides an update on work in this area and related recent messages from children and young people.

The key drivers underpinning this work include:

- The "Framework for the inspection of local authority arrangements for the protection of children" published by Ofsted:

"As well as listening directly to children, young people and their families, inspectors will take into account any available evidence held by the local authority that demonstrates how the views of children, young people and families or carers have been taken into account in the evaluation, development and design of early intervention and child protection services."

- Previous Ofsted inspections and peer reviews have consistently challenged us about the involvement of children and young people in their individual case planning, service development, strategy and commissioning; and more specifically have challenged us to provide evidence that our involvement/ engagement activity has had an impact / made a difference;

- New shared Safeguarding Board/ YorOK Board priorities in respect of strengthening the voice and influence of children and young people;
- The new performance framework for the Safeguarding Board places the views and experience of children, young people and families at the centre.

Actions taken so far

Since the April CYSCB approved work to develop this area, a number of actions have already taken place.

- One-to-one meetings – Niall McVicar has held a number of one-to-one meetings with key practitioners who will need to contribute to the Safeguarding Involvement Action Plan. The aim of these meetings was to understand the current strengths and weaknesses of how the system operates in relation to children and young people's voice.
- YorOK Involvement Group – At two YorOK Involvement Groups discussions have been held with partners to identify strengths and weaknesses within existing systems. The group has also reviewed the Ofsted descriptors for what "good" looks like in relation to children and young people's voice.
- YorOK Involvement Action Plan (safeguarding) – An initial set of actions has been drawn together to look at what steps need to be taken to develop this work. Key actions from this plan are explored in this paper.

Future actions

Future actions can be thought of as falling under these four broad headings:

- **Getting the right coverage** – Involvement should form a patchwork that covers all children and young people in York. For children and young people in need of help and protection this coverage is uneven.
- **Getting better quality** – Too often where good quality involvement work is taking place this is a result of dedicated

individuals rather than a systematic approach to good quality involvement.

- **Using knowledge more systematically** – Where involvement work is taking place often the impact of this work is limited to a particular project or interaction. A more systematic sharing and use of messages from children and young people is essential.
- **Understanding outcomes** – An area in need of much greater development is “is anyone any better off”.

Some key planned actions are explored below. It should be noted though that at this point some of these actions are at an early stage of development and some may not be feasible or appropriate.

- **Project Group** – As part of the initiation phase of addressing planned actions a project group will be established. In time this group will be discontinued and the work amalgamated into the overall work of the YorOK Involvement Group. The aim of the project group is to bring together a partnership of key players who can help establish a “think involvement” approach?
- **Benchmarking exercise** – A short term option would be to carry out a benchmarking exercise of existing social care cases. This would be a simple paper based on and online survey. Although there are limitations to the effectiveness of this approach it could provide a helpful baseline of information. A similar base lining exercise is being carried out by Darlington Borough Council.
- **Sampling experiences** – East Riding Council is carrying out telephone based samples of a proportion of children and young people in care. This is something that could be explored further as an option for York.
- **Distance travelled measurement** – This action would be a longer term plan to use a standard set of well-being questions to measure where children and young people are at the beginning of a package of support and at the end of an interaction. The attractiveness of this model is that it provides a level of evidence to demonstrate the impact of working with families.
- **Remodel and extend advocacy provision** – Currently advocacy is only provided to Looked After Children and demand for this service is rising (thanks to better awareness). As part of the

remodelling for how advocacy is accessed and facilitated the long held aspiration of extending this offer to children on the child protection register should be explored.

- **Better capturing of existing work** – It is clear that there are examples of good involvement of children and young people but that more could be done to capture this and demonstrate it.
- **Complaints process and promotion** – The number of children and young people using the complaints processes is very low. Some of this will reflect on service levels and the effectiveness of advocacy but it also needs to be considered in the context of awareness and accessibility of these processes.
- **Workforce Development** – Training packages on how to listen to children and young people needs to be developed so that practitioners are able to engage children and young people and capture messages appropriately.
- **Trends and reporting** – Common methods need to be agreed between partners for drawing together information on trends and themes from children and young people so that these can be reported upon to a more strategic level.

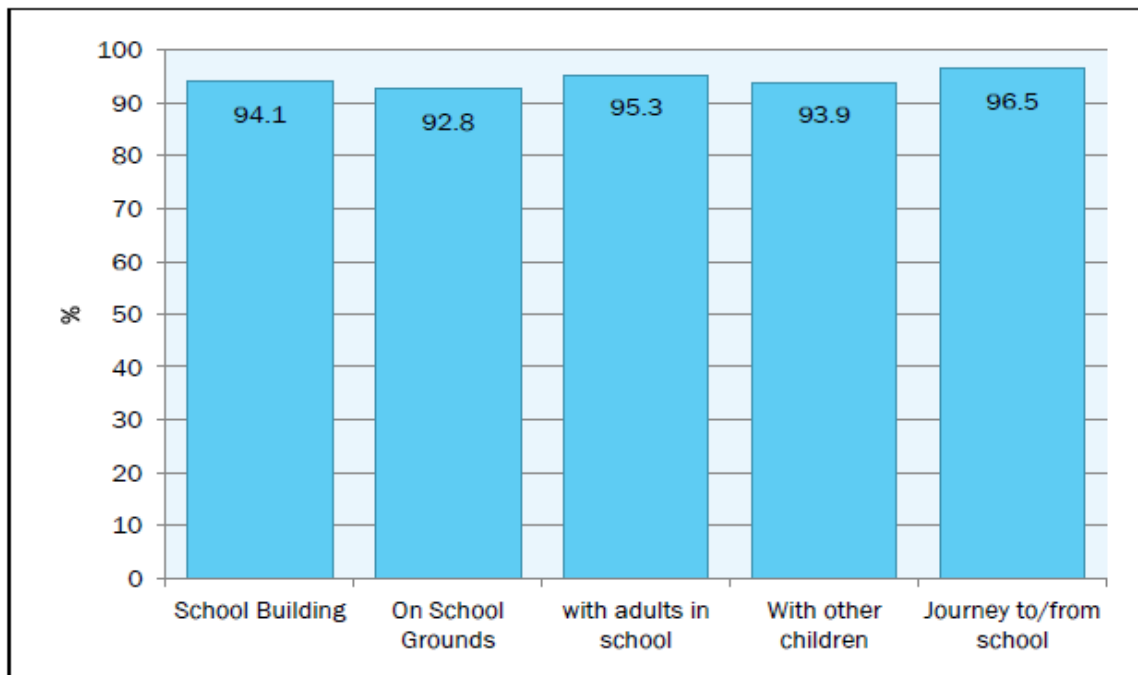
Recent work – Stand Up for Us 2013

The Stand Up for Us survey has been running since 2011 and aims to monitor the prevalence and nature of bullying behaviour in primary and secondary schools in the City of York. In 2013, the survey was developed further to explore in more detail, aspects of physical health and emotional wellbeing. In particular, and in alignment with the previous study, the Stand Up for Us survey aims to:

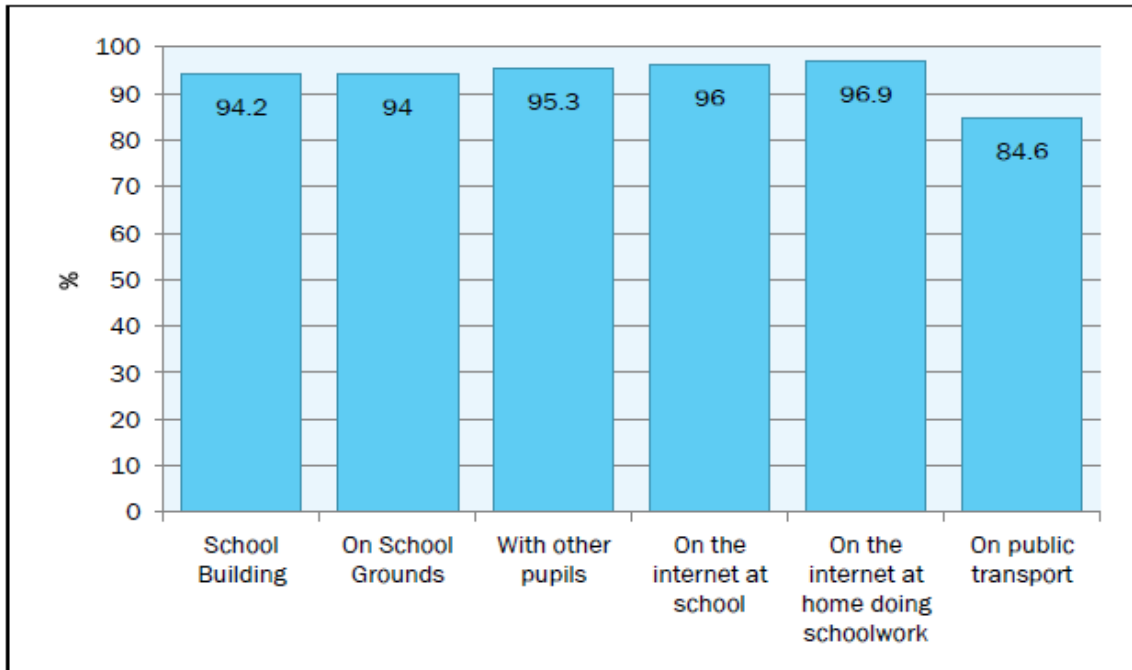
- Identify the prevalence of bullying in the primary and secondary schools within the City of York.
- Identify the nature and location of bullying in and outside school.
- Document the nature and prevalence of bullying, and compare schools data with the citywide data.
- Identify and explore patterns of behaviour over time.
- Document and monitor aspects of physical health and emotional wellbeing in primary and secondary school pupils.

Data collection took place between March and May 2013 and data were collected from 30 (58%) primary schools and all 10 secondary schools in the city. Some high level messages from the 2013 survey are explored below.

The chart below shows how safe primary school pupils feel in different areas around school.



The next figure shows how safe secondary school pupils feel in different places in and around school.



A new section for the 2013 survey was exploring pupils' use of technology and e-safety. Some key facts and figures include:

- 59.3% of primary school pupils and 83.0% of secondary school pupils have a mobile phone.
- 23.2% of primary school pupils and 68.9% of secondary school pupils have a social networking profile. For secondary school pupils:
 - 40% of pupils have their social networking profile set to private.
 - 20% of pupils reported making friends with someone online who they did not know offline.
- 7.9% of primary school pupils and 10.8% of secondary school pupils reported having no one to talk to if they are worried about something.

Recommendations

Board members are asked to:

- Support the development of the Involvement Project Group and encourage relevant partners to actively participate.
- Comment on actions taken so far in relation to children and young people's voice.
- Receive an update report at a future meeting.

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30/10/2013

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6 January 2014

Ms Sally Rees
Interim Director Children and Education
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Dear Ms Rees

Ofsted thematic inspection – early help

Ofsted is currently planning to undertake a thematic inspection examining early help arrangements. We plan to visit local authorities across the country and we would like to visit York on 4 and 5 February 2014. The lead inspector will be myself, Pauline Turner and I will be accompanied by a team inspector, Lolly Rascagneres.

We conduct thematic inspections under section 136 of the Education and Inspections Act 2006. We will not be making judgements regarding the quality of work in individual authorities, although we will give you informal verbal feedback at the end of our visit. Instead, we will be identifying common themes and highlighting good practice and possible thematic areas of development in a published report. The final report is due to be published in the summer of 2014.

The thematic inspection will contribute to the growing body of knowledge on this subject and showcase and disseminate good practice nationally. We hope and expect that local authorities who participate will find the process useful in their work with children.

Key questions that the survey will be asking are:

- Is there a clear offer of early help understood by the family?
- Identification - how do the local authority and partners ensure that children who would benefit from early help are identified at the earliest point?

- Assessment – is assessment used consistently with children and families to engage with them and to analyse their needs?
- To what extent do professionals seek to understand the individual experiences of the child living in the family?
- Planning – do multi-agency plans to support children and families clearly identify risk, next steps and do they set out what needs to change, with clear escalation response if they do not?
- Is there a named professional supporting the early help plan and offer?
- Review – is early help provision routinely reviewed to ensure that individual children's outcomes are improving and risk is reducing?
- How do LSCBs assure themselves that robust arrangements are in place to ensure that all professionals working with families appropriately work to locally agreed thresholds and provide effective early help?
- Does the early help offer, involve professionals in direct and regular engagement with families?
- Does the locally agreed threshold document set out a clear framework for giving an effective response to concerns about children?
- Do other professionals working with families understand their role and how to escalate their concerns? Is this effective?
- Have local authorities with their partners agreed an early help strategy that results in an effective early help offer to children and their families?
- How do local authorities and their partners monitor and evaluate the impact of early help services for individual children and how is this information used to inform strategic plans?
- Does the local strategic analysis (eg. JSNA) identify the needs of vulnerable children and are those needs reflected in commissioning arrangements for early help service provision?
- What are the current pressures on resourcing early help that local authorities and partner agencies face and is there evidence of long term financial savings for providers from effective early help?
- Do social work professionals receive training to help identify early concerns? Is this effective?
- What enables or prevents children and families receiving effective early help?

Two inspectors would undertake the survey fieldwork. The programme will involve, depending on availability:

- Case tracking and sampling (a minimum of 5 tracked cases in each local authority area and sampling of referrals to the local authority) via case records and interviews with named professionals, managers, children and parents
- Interviews with key stakeholders including those involved in the quality assurance of early help work, multi-agency commissioning managers, LSCB multi-agency senior managers

We are mindful of the need to keep any burden on the authority as light as possible and would not expect you to produce any new or additional documentation to present to us. We can tailor the programme to the availability of staff on the planned dates.

I am the overall lead for this thematic inspection. If there is anything you would like to clarify, I will be happy to assist. My contact details are:

- pauline.turner@ofsted.gov.uk
- Telephone 03000 130 987
- Mobile 07876 650521

We would be grateful if you could identify an appropriate link person for this thematic inspection and let me have their details as soon as possible. I will then contact the link person to discuss the inspection in more detail and answer any questions that you may have. We will also send you an indicative timetable and more details about the questions that we will be asking.

All Ofsted inspectors undergo regular enhanced CRB checks and therefore you do not need to ask individuals for proof of this. All Ofsted inspectors carry photo identification which you will wish to check, on their arrival, in accordance with your own security procedures. Further details can be found by following [this link](#).

We will look forward to hearing from you.

Yours sincerely

Pauline Turner
Her Majesty's Inspector

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CYC CHILDREN'S SOCIAL CARE

PRACTICE IMPROVEMENT PLAN 01 Dec 2013 – 28 Feb 2014

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
1.	Ensure that there is a Supervision Policy which supports reflective supervision and that practice is compliant with the Policy	Baby A: 5 C Family: 4 F Family: 4 Child: O: 3&4	New Supervision Policy	Nik Flavell	02/12/13	All staff to receive regular reflective supervision using Morrison's Supervision Cycle, accurately and promptly recorded using a consistent approach. Regular auditing by PSW/PA of Supervision files to ensure quality of Supervision for practitioners, inc. Professional support and development needs
			New Supervision Record	Donna Barnes	02/12/13	
			Audit of child's case files to identify recording of Supervision	Carolyn Ford	02/12/13	
			Regular audits of Supervision to ensure compliance with new Policy and to inform ongoing training and support to Supervisors	Donna Barnes & Nik Flavell	31/01/14	
			Mandatory Training for Managers in reflective Supervision	Donna Barnes	28/02/14	

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
2.	Ensure robust and effective Management oversight of cases	Baby A: 6 C Family: 5 Baby A: 7	New Single Assessment Record to include section for Manager to record rationale for decisions and actions Audit of child's case files to identify recording of management oversight of cases Regular audits of cases to ensure management oversight of cases	Donna Barnes Carolyn Ford	02/12/13 02/12/13	Every case open to Children's Social Care has regular Management oversight recorded on the child's case file All significant decisions for a child made by a Manager has decision recorded with clear rationale and agreement on the child's case file All written Reports authorised by Managers Regular systematic auditing by PSW/PA of case files to ensure regular management oversight on all open cases
3.	Ensure regular, systematic auditing of cases to quality assure services to children and young people and their parents and carers	Baby A: 8 Baby A: 11 C Family: 5 Child O: 6	Case File Audit tool to be developed Audit Policy to be developed and	Donna Barnes & Nik Flavell Donna Barnes &	20/12/13 20/12/13	Managers to be aware of 'what is happening' at the frontline through regular systematic auditing Audits findings to inform

Annex D

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
			implemented Regular Auditing to commence across Safeguarding Management Group and Senior Management Team	Nik Flavell All Managers	 02/01/14	service improvement Audits to inform Senior managers of service deficits
4.	Ensure that the voice of the child is obtained and recorded in all assessments and care planning activities	Baby A: 11 C Family: 1 Child O: 1	New Single Assessment Record to include section to record child's voice Training for all CSC staff in direct work with children and young people Developing a resource library of tools to support direct work with children and young people	Donna Barnes Donna Barnes Donna Barnes	02/12/13 28/02/14 31/01/14	All children open to Children's Social Care have their views, wishes and feelings recorded and considered as part of ongoing work with them Staff supported in their use of a range of tools to engage children and young people
5.	Ensure that all staff are skilled in undertaking assessments, including obtaining the views and	Baby A: 11 HC Family: 5 Baby A: 14 HC Family: 1	Training for all CSC staff in assessment skills	Donna Barnes	28/02/14	All staff proficient in assessment, with assessments informed by the appropriate use of

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
	wishes of parents and carers, incorporating historical context and exercising risk analysis in decision-making	HC Family: 8 F Family: 1	Introduction of new evidence-based assessment tools such as Signs of Safety, Framework for Assessment Family Pack, Three Houses etc.	Donna Barnes	28/02/14	assessment tools
6.	Ensure that Children's Social Care is able to record Child Sexual Exploitation at the point of referral and at conclusion of assessment to better understand local prevalence and the development of effective responses	Child B: 2	<p>RAISE database to be developed to include CSE concerns within a 'pick list' at point of referral to ensure Management Information can run return on this information</p> <p>Children's Social Care to attend and actively participate in Regional and local CSE Working Groups developing the effectiveness of responses to CSE</p>	<p>Nik Flavell</p> <p>Nik Flavell</p>	<p>31/01/14</p> <p>02/12/13</p>	<p>Children's Social Care to contribute data to CYSCB understanding local prevalence of CSE</p> <p>CSC to provide an effective response to CSE concerns across the safeguarding continuum</p>

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
7.	Ensure that Children's Social Care work force are aware of the legal framework of their work and understand how to effectively escalate concerns to Legal Gateway Meeting, Public Law Outline and applications for Orders of the Court	C Family 2 Child O: 2	Training for all CSC staff in legislative framework for children and young people and their parents and carers New Policy to define purpose of Legal Gateway Meeting	Donna Barnes Philippa Gowland Nik Flavell	28/02/14 02/12/13	Children's Social Care staff effectively use legislation to safeguard and promote the welfare of children
8.	Ensure that all work with children and young people and their parents and carers respects, values, takes into account and is informed by relevant issues of diversity	C Family: 6 Child O: 5	All children, young people and their parents and carers open to Children's Social Care have relevant issues of diversity recorded on RAISE including age, gender, ethnicity, language, religion, sexual orientation and disability Training for all CSC staff in working with issues of diversity	Nik Flavell Donna Barnes	28/02/14 28/02/14	All work with children and young people and their parents and carers is undertaken with dignity and respect All assessments, plans and interventions are informed by and reflect issues of diversity

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
9.	Ensure that Children's Social Care responds effectively to referrals involving sexual harmful behaviour perpetrated by children and young people against others	HC Family: 2 HC Family: 3	Tender for specialist training for Social Work staff on assessment and intervention of children and young people who are alleged to be or found to be perpetrators of sexually harmful behaviours	Donna Barnes WDU	28/02/14	Referrals relating to sexually harmful behaviour responded to by staff trained in working with children and young people who are perpetrators of sexually harmful behaviours
10	Ensure that at the conclusion of work by Children's Social Care with a child or young person, there is a record of the outcomes achieved (Closure Summary)	HC Family: 6	New Closure Summary form on RAISE	Nik Flavell	31/12/13	Every case closed by Children's Social Care has a Closure Summary form completed on RAISE
11	Ensure that Chairs of Conferences appropriately apply threshold criteria when exercising professional judgement in the assessment of risk when deciding whether	HC Family: 7	Guidance to be issued to Conference Chairs about application of WTG 2013 thresholds in decision-making around de-listing children subject to Child Protection Plans	Nik Flavell	02/12/13	Children and young people subject to Child Protection Plans will only be delisted at the first Review Child Protection Conference if threshold to maintain listing is clearly not met and

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
	to agree to de-list at first RCPC		Training for Chairs on ensuring Plans that result from Conference (TAC, CIN and CP) are SMART compliant and manage the risks identified	Donna Barnes	02/12/13	where de-listing does occur, a clear plan to manage identified risks is established
12	Ensure that all Child in Need cases have a clear Plan and such plans are systematically and regularly reviewed by involved multi-agency professionals	HC Family: 9 F Family: 3	<p>New Child in Need Plan form</p> <p>New Child in Need Plan Review Record</p> <p>New Guidance for the review of children subject to a Child in Need Plan</p> <p>All cases open to Children's Social Care assessed as Children in Need to have an accompanying Child in Need Plan</p>	<p>Nik Flavell</p> <p>Nik Flavell</p> <p>Nik Flavell</p> <p>All Managers</p>	<p>31/12/13</p> <p>31/12/13</p> <p>31/12/13</p> <p>28/02/14</p>	Children and young people assessed as Children in Need have a clear plan to support their health and development which is regularly reviewed by the multi-agency professionals involved with them

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
13	Ensure that all staff are able to easily access and reference relevant, up-to-date Children's Social Care procedures and forms	HC Family: 10	<p>CYC to renew licence for Tri.X to provide web-based procedures for Children's Social Care</p> <p>December 2012 version of Tri.X procedures to be reviewed and updated in light of national and local changes to policy and procedures</p> <p>All Children's Social Care staff to have a hyperlink on their desk-top to enable quick access to procedures</p> <p>All Children's Social Care staff to be trained on accessing and navigating online procedures</p> <p>Regular review of procedures by relevant Managers to inform</p>	<p>Dot Evans</p> <p>Nik Flavell Debra Lane Mary McKelvey</p> <p>Nik Flavell ICT</p> <p>Nik Flavell</p> <p>Nik Flavell</p>	<p>31/01/14</p> <p>02/12/13</p> <p>31/01/14</p> <p>31/01/14</p> <p>28/02/14</p>	Children's Social Care maintains up-to-date and nationally compliant procedures on-line, easily accessible to all staff who are trained in navigating the procedures to inform and underpin their practice with children and families

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
			annual update process			
14	Ensure that the Children's Social Care policy in relation to Residence Orders is clear in the support to be offered to families, compliant with legislation and statutory guidance	F Family: 2	New Policy Guidance to be issued	Nik Flavell Debra Lane Philippa Gowland	31/01/14	Children's Social Care clear in its communication of the support it offers to those affected by Residence Orders
15	Ensure that Children's Social Care have clear referral pathways based on CYSCB thresholds and Working Together 2013 where concerns are raised about a child	F Family: 5	Review of referral pathways Child in Need Assessment Teams staff trained on thresholds and referral pathways Child in Need Assessment Teams allocated dedicated Business Support to enhance timely response to referrals, including notification to	Nik Flavell Donna Barnes Dot Evans	02/12/13 02/12/13 02/12/13	All enquiries to Children's Social Care dealt within a timely manner with thresholds consistently applied so children get the help they need when they need it

	Recommended Action to Children's Social Care	Source	Actions Required	Lead Officer	Timescale	Outcomes
			referrer of initial determination			

Recommendations Sources:

C Family: Single Agency Review, November 2013
 F Family: Single Agency Review, January 2013
 Child B: Serious Case Review

HC Family: Single Agency Review, July 2013
 Baby A: Serious Case Review
 Child O: Single Agency Review

PIP Author: Nik Flavell, Principal Advisor

Practice Improvement Plan endorsed by:

..... Dot Evans, Head of Service

Date:

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

Meeting Dates	Work Programme
24 June 2013 @ 5pm	<ol style="list-style-type: none"> 1. CYC Equalities Assessment – Consideration of Self-Assessment Exercise 2. Introductory presentation on the Council’s Consultation Process (in support of the scrutiny topic proposed by a member of the public) 3. Workplan 2013/14 including list of other topics proposed at the Scrutiny Work Planning Event
17 July 2013 @ 5:30pm	<ol style="list-style-type: none"> 1. York Theatre Royal – SLA Performance Bi-annual Update Report 2. Bi-annual progress report on Safeguarding & Looked After Children 3. Year End Finance & Performance Monitoring Report 4. Scoping Report for School Meals Scrutiny Review 5. Workplan
18 Sept 2013 @ 6:15pm	<ol style="list-style-type: none"> 1. School Improvement and Ofsted Update (KH) 2. Review of the Costs of Looked After Children (ER) 3. First Quarter Finance & Performance Monitoring Report 4. Attendance of Chair of York @ Large (arriving approx 6:15pm) 5. CEIAG Review - Draft Final Report 6. Workplan inc. verbal update on ongoing review of School Meals
20 Nov 2013 @ 5:30pm	<ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 2. Second Quarter Finance & Performance Monitoring Report 3. Scoping Report on Night Time Economy Scrutiny Review 4. School Meals Scrutiny Review – Interim Report 5. Workplan
22 January 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. York Theatre Royal – Service Level Agreement Performance Bi-annual Update Report 2. Bi-annual progress report on Safeguarding & Looked After Children 3. Workplan inc. verbal update on ongoing Reviews
19 March 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Education, Children & Young People's Services – Update on priorities and challenges for 2013/14 & Priorities for year ahead 2. Attendance of Chair of Learning City (Alison Birkenshaw – invitation sent) 3. Third Quarter Finance & Performance Monitoring Report 4. Draft Final Report for School Meals Scrutiny Review 5. Draft Final Report for Night Time Economy Scrutiny Review 4. Workplan

30 April 2014 @ 5:30pm	<ol style="list-style-type: none">1. Attendance of Cabinet Member for Leisure & Culture – Update on priorities and challenges for 2013/14 & Priorities for year ahead2. Draft Workplan for 2014/15 & Discussion re Possible Topics for Review in 2014/153. Workplan 2013/14
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