

# Public Document Pack



|                 |  |
|-----------------|--|
| <b>MEETING:</b> | Overview and Scrutiny Committee - Full Committee |
| <b>DATE:</b>    | Tuesday 12 September 2023                        |
| <b>TIME:</b>    | 2.00 pm  |
| <b>VENUE:</b>   | Council Chamber, Barnsley Town Hall              |

## AGENDA

### Full Meeting of the Overview and Scrutiny Committee

All Members of the Committee Should Attend.

Administrative and Governance Issues for the Committee

#### 1 **Declarations of Pecuniary and Non-Pecuniary Interest**

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

#### 2 **Minutes of the Previous Meeting** (*Pages 5 - 36*)

To approve the minutes of the previous meetings of the Committee (attached) as follows:-

- 25<sup>th</sup> April 2023 Full Committee
- 6<sup>th</sup> June 2023 Sustainable Barnsley Workstream
- 27<sup>th</sup> June 2023 Growing Barnsley Workstream
- 18<sup>th</sup> July 2023 Healthy Barnsley Workstream

Overview and Scrutiny Issues for the Committee

#### 3 **Barnsley Safeguarding Adults Board Annual Report 2022-23** (*Pages 37 - 64*)

To consider a report of the Executive Director Core Services (Item 3a) and the Barnsley Safeguarding Adults' Board (Item 3b) in relation to the Board's activity during 2022-23 and the plans for the current year.

#### 4 **Barnsley Safeguarding Children's Partnership Annual Report 2022-23** (*Pages 65 - 108*)

To consider a report of the Executive Director Core Services (Item 4a) and the Barnsley Safeguarding Children's Partnership (Item 4b) in relation to the Partnership's activity during 2022-23 and plans for the current year.

#### 5 **Strengthening Children's Services - Quarterly Update Report** (*Pages 109 - 116*)

To consider a report of the Executive Director Core Services and the Executive Director Children's Services on the steps taken to strengthen Children's Services.

**6 FOR INFORMATION ONLY - Children's Social Care Performance Report (REDACTED) (Pages 117 - 122)**

To note the redacted report of the Executive Director Children's Services on Children's Social Care Performance

**7 Exclusion of the Public & Press**

The public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

**8 Children's Social Care Performance Report (Pages 123 - 134)**

To consider a report of the Executive Director Children's Services on Children's Social Care Performance (Item 8a) and the explanatory document Understanding Children's Social Care (Item 8b).

Reason restricted:

Paragraph (2) Information which is likely to reveal the identity of an individual.

Enquiries to Jane Murphy/Anna Marshall, Scrutiny Officers

Email [scrutiny@barnsley.gov.uk](mailto:scrutiny@barnsley.gov.uk)

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors Ennis OBE (Chair), Barnard, Bellamy, Booker, Bowler, Bowser, Christmas, Clarke, Crisp, Denton, Eastwood, Fielding, Green, Hayward, Hunt, Lodge, Markham, McCarthy, Mitchell, Moore, Morrell, Moyes, Murray, O'Donoghue, Osborne, Peace, Pickering, Risebury, Sheard, Smith, Tattersall, Webster, A. Wray and N. Wright together with Statutory Co-opted Member (Parent Governor Representative)

Electronic Copies Circulated for Information

Sarah Norman, Chief Executive

Wendy Popplewell, Executive Director, Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement, HR and Communications

Sukdave Ghuman, Service Director, Law and Governance

Press

Witnesses

Item 3, 2pm

- Marianne Huison, Independent Chair, Barnsley Safeguarding Adults Board (BSAB)
- Wendy Lowder, Executive Director – Place Health & Adult Social Care, Barnsley Council
- Julie Chapman, Service Director – Adult Social Care & Health, Place Health & Adult Social Care, Barnsley Council
- Cath Erine, Barnsley Safeguarding Adults Board Manager, Place Health & Adult Social Care, Barnsley Council
- Cllr Jo Newing, Cabinet Spokesperson, Place Health & Adult Social Care, Barnsley Council
- Chief Superintendent Simon Wanless, Barnsley District Commander, South Yorkshire Police (SYP)
- Dawn Gibbon, Head of Safeguarding, Barnsley Hospital NHS Foundation Trust (BHNFT)
- Emma Cox, Assistant Director of Nursing, Quality & Professions, South-West Yorkshire Partnership NHS Foundation Trust (SWYPFT)
- Angela Fawcett, Designated Nurse Safeguarding Children, South Yorkshire Integrated Care Board
- Jayne Sivakumar, Chief Nurse, South Yorkshire Integrated Care Board
- Rebecca Slaytor, Named Nurse for Adults, Barnsley Hospital NHS Foundation Trust (BHNFT)

Item 4, 2.45pm (approx.)

- David Radford, Independent Chair & Scrutineer, BSCP
- Carly Speechley, Executive Director, Children's Services, Barnsley Council
- Matthew Boud, Service Director, Children's Social Care & Safeguarding,

Children's Services, Barnsley Council

- Annette Carey, Strategic Safeguarding Partnership Manager, Children's Services, Barnsley Council
- Cllr Trevor Cave, Cabinet Spokesperson – Children's Services, Barnsley Council
- Chief Superintendent Simon Wanless, Barnsley District Commander, South Yorkshire Police (SYP)
- Superintendent Emma Wheatcroft, South Yorkshire Police (SYP)
- Dawn Gibbon, Head of Safeguarding, Barnsley Hospital NHS Foundation Trust (BHNFT)
- Becky Hoskins, Deputy Director of Nursing & Quality, Barnsley Hospital NHS Foundation Trust (BHNFT)
- Angela Fawcett, Designated Nurse Safeguarding Children and Looked After Children, South Yorkshire Integrated Care Board
- Emma Cox, Assistant Director of Nursing, Quality & Professions, South West Yorkshire Partnership NHS Foundation Trust (SWYPFT)
- Jayne Sivakumar, Chief Nurse, South Yorkshire Integrated Care Board

Items 5 - 8, 3.30pm (approx.)

- Carly Speechley, Executive Director, Children's Services, Barnsley Council
- Matthew Boud, Service Director, Children's Social Care, Children's Services, Barnsley Council
- Cllr Trevor Cave, Cabinet Spokesperson, Children's Services, Barnsley Council

|                 |  |
|-----------------|--|
| <b>MEETING:</b> | Overview and Scrutiny Committee - Full Committee |
| <b>DATE:</b>    | Tuesday 25 April 2023                            |
| <b>TIME:</b>    | 2.00 pm  |
| <b>VENUE:</b>   | Council Chamber, Barnsley Town Hall              |

## MINUTES

### Present

Councillors Ennis OBE (Chair), Bellamy, Bowser, Cain, Clarke, Eastwood, Hayward, Lodge, Lowe-Flello, Moyes, Osborne, Peace, Richardson, Smith, Webster, Williams, Wilson and C. Wray

### 55 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

### 56 Declarations of Pecuniary and Non-Pecuniary Interest

Cllr Ennis declared a non-pecuniary interest as a he sat on the board of trustees for Barnsley Hospice 30 years ago.

### 57 Minutes of the Previous Meeting

The minutes of the following meetings were received and approved by Members as a true and accurate record:-

Healthy Barnsley Workstream – 29<sup>th</sup> November 2022

Full Committee – 10<sup>th</sup> January 2023

Sustainable Barnsley Workstream – 7<sup>th</sup> February 2023

Growing Barnsley Workstream – 7<sup>th</sup> March 2023

Healthy Barnsley Workstream – 21<sup>st</sup> March 2023

### 58 Barnsley Hospice and Palliative/End of Life Care

The following witnesses were welcomed to the meeting:

- Martine Tune – Chief Executive Officer/Chief Nurse, Barnsley Hospice
- Sarah MacGillivray – Director of Governance & Quality, Barnsley Hospice
- Stephen Hall – Director of HR & OD, Barnsley Hospice
- Jayne Sivakumar – Chief Nurse, South Yorkshire Integrated Care Board (Barnsley)
- Siobhan Lendzionowski – Head of Transformation, Integration and Delivery, South Yorkshire Integrated Care Board (Barnsley)

M Tune the Chief Executive Officer at Barnsley Hospice introduced the report to Members, explaining that she started working for the Hospice in 2021 where it had been rated inadequate. Following this the team worked hard to improve the service, in January 2023 the Hospice achieved the best possible rating of 'outstanding' from the Care Quality Commission.

Out of five categories there were three awarded as outstanding:

- Safety
- Caring
- Well-Lead

M Tune continued that very few organisations in the country received an outstanding award for safety, so this was a huge achievement for the service. The other two categories were Effectiveness and Responsiveness, and these were rated as good, however verbally staff were told they were close to an outstanding award – there are hopes for all five categories to be outstanding in the future.

There are high ambitions for the Hospice and the people of Barnsley – the Hospice teams are striving to do more and be the best of the best. Significant investment has been pumped into the structure of the organisation, the structure is ever changing to adapt to the environment and with the upcoming 30-year anniversary it needs to keep evolving as times and needs change.

The main challenge going forward for Barnsley Hospice is related to finance (it always has been). As Barnsley Hospice is a charity it has always relied on fundraising to allow it to operate but due to the cost-of-living crisis the needs have heightened. Additionally, inflation is the highest it's ever been in over 40 years at 10.4% meaning the rates of goods and services cost more which will affect the Hospice drastically.

M Tune provided Members with an example, the insurance costs for the building were previously a lot lower than they are now. This is due to the increase in demand for technology (laptops, etc). The service has moved away from paper so that information can be shared and stored correctly – previous years insurance was £18k whereas insurance for 2023 was £28k.

Overall, in 2024 it will cost £5.4million to run the Hospice, part of this will be funded by an NHS grant which has increased by 20% compared to previous years making it £1.8million. Another third will be generated through a variety of different fundraising

activities which the service relies on to pay the bills. Any additional running costs will be covered by reserves – however this is a short-term solution and will not work long term.

M Tune thanked the people of Barnsley for their continuous support and welcomed any fundraising suggestions for increasing income to the service.

J Sivakumar, Chief Nurse for South Yorkshire Integrated Care Board provided Members with a wider picture of palliative and end of life care in Barnsley.

There has been a working group for end-of-life care for a number of years but now an executive group is needed to drive change and improvement in this field – Martine and other senior colleagues are all members that drive the change.

J Sivakumar continued that dying well is a priority for all ages, the service has undertaken a self-assessment for what is provided to patients. Following this work is being undertaken in areas such as additional support and early identification. Work to support the homeless population is also underway, providing better end of life care and helping those that may find it hard to access services is being considered a priority.

Members raised concerns over funding and queried whether patients ever had to pay the Hospice. Officers explained that patients do not have to pay for any Hospice services, additionally families and loved ones do not pay for anything (this includes food, etc).

Members also asked whether people outside the area were able to use the facilities at the Hospice and were told that it is only for people registered with a GP in Barnsley.

Members questioned whether funds were received from Barnsley Council. Officers started that although the Council do not directly give the Hospice money, there has been a meeting with Wendy Lowder the Executive Director of Place Health and Adult Social Care at Barnsley Council to discuss possible ways in which the Hospice can reduce costs in different areas and support to help access grants, etc.

A discussion took place around staff turnover since the Hospice Improvement Plan was implemented. Officers explained that in the last 5 years the turnover had been 25-28%, it did increase during the start of the COVID-19 pandemic, but it has reduced again. Since November 2021 a lot of work has taken place around engaging staff to ensure information is passed to all areas of the service, this is done via the staff newsletters, staff forums, monthly leaders briefing and the team briefings.

Officers continued that last summer a thank you event was held for all staff alongside a staff away day. Results from the staff survey showed that there were overall good levels of engagement and the teams felt proud to work for the Hospice. Additionally,

an employee assistance programme is available to staff with a 24/7 support helpline, counselling and psychological debriefs.

Members asked if the employees assistance programme had received any feedback, Officers explained that there hasn't been any direct feedback, but it was an improvement on the previous employee's system.

Officers continued that it is actively encouraged for patients and loved ones to provide the Hospice with feedback – this has been central to responding to any criticism from the CQC and the CQC action plan. So far there have been very few negative patient feedback forms, in the previous year 5 were received.

In response to questioning around the volunteers that live outside the borough, Officers explained that there are 7 volunteers working in the gardening team that live in Doncaster but choose to help out as they had a relative that passed away in the Hospice.

Further discussions were taken around the finances as Members queried how long the reserves would last the Hospice. Officers explained there is an upcoming board meeting in May where a 3-year forecast will be presented which will include a fundraising and retention strategy. If nothing was to change the Hospice would run out of money in 2027 however that is not the intention.

Members expressed their thanks to the Hospice for caring for family and friends, they stated it was an excellent support service and Barnsley would be lost without it. Members added that they believe the Hospice should be fully funded by the NHS and asked about lobbying groups and MP involvement. Officers thanked Members and explained that their current funding model is not sustainable long term, there is currently an organisation called Hospice UK that is campaigning for Hospice's to be fully funded by the government.

A discussion took place around bed occupancy, it averaged out over the year at 75% and there are only 10 beds available. In March the bed occupancy went up to 90% with the average length of stay being 16 days – the majority of patients then went home or to other facilities. Officers added that the age range is a majority of over 65's and the general split is almost even between men and women.

In regard to staff qualifications Members asked how many formally qualified staff/nurses are employed by the Hospice and what are the rates of pay. Officers answered that there were roughly 115 members of staff, all of which are qualified and are paid a competitive wage.

Further discussion took place around the fundraising and the Hospice Shops around the borough, Members questioned whether any more shops would be opening in the Town Centre. Officers explained that currently the retail hub is an excellent source of



income for the service bringing in between £8k to £10k each week (not deducting staff costs). Officers continued that following the meeting with Wendy Lowder there are hopes that the local authority could provide the Hospice with a rent-free space potentially on the marker floor where residents could bring their goods.

Further discussions took place around the Hospice collection service, Officers explained that details were available on the Hospice website highlighting what items will and won't be taken alongside the opening times and a phoneline.

When questioned about wider end of life care, Members also heard that the South-West Yorkshire Partnership Foundation Trust (SWYPFT) Neighbourhood Team provides for people who chose to die in their own homes, District Nursing and Specialist Nurses. The service is commissioned by South Yorkshire Integrated Care Board (SY ICB).

Following further questioning from Members, officers explained that there were plans to roll out training for Domiciliary Care Workers.

Councillor Ennis thanked the witnesses for attending and the Hospice for their hard work.

**RESOLVED** that:-

- The witnesses were thanked and the reported be noted;
- Members of the committee to consider a volunteering session at the Hospice Retail Hub;
- Members to promote the message that the hospice was not just about end-of-life care, it also offers palliative care to help with life limiting conditions; and
- Members to consider writing to MPs to lobby for fiscal support for the Hospice sector.

## **59 FOR INFORMATION ONLY - 2021-22 Task & Finish Group Progress Reports**

Members were invited to consider three reports relating to the 2021-22 Task & Finish Group Progress.

**RESOLVED** that the reports be noted.

## **60 FOR INFORMATION ONLY - Children's Social Care Performance Report (REDACTED)**

Members were invited to consider a cover report relating to the Children's Social Care Performance Report. The redacted report was provided for information only.

**RESOLVED** that the report be noted.

## **61 Exclusion of the Public and Press**

**RESOLVED** that the public and press be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of the Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

## **62 Children's Social Care Performance Report**

The following witnesses were welcomed to the meeting:

- Carly Speechley – Executive Director, Children’s Services, BMBC
- Councillor Trevor Cave – Cabinet Spokesperson, Children’s Services, BMBC
- Michael Potter – Service Director, Business Improvement HR and Communications

C Speechley introduced the report to Members explaining that it was still in the development stages however progress had been made.

Members queried whether there were issues with regards to the capacity of social workers visiting children. Officers explained that currently there are not any particular issues with the capacity as significant progress in relation to this had been made which allowed staff caseloads to reduce. Visits are also manually tracked which means data can be quantified in the future.

There was discussion around the support that the Council had provided to the service, the current focus is based on recruitment and retention strategies to encourage applicants to make Barnsley the place of their career.

With regards to increasing care needs, Members questioned whether there were certain patterns over the seasons. Officers answered that there were no specific patterns to note, however there has been an overall increase of children in care especially when it comes to those aged between 14 and 16. Out of the 420 children currently in care 97 of those are teenagers which is likely to have a negative impact on their future outcomes – there is a focus on investment in this area.

Members queried the reasons behind an increase in school exclusions, Officers explained that the increase is not just related to children in care it likely to be a general increase. However due to the number of older children/teenagers in care it is common for their behaviour to be very challenging, many schools would struggle to deal with this. The main struggles were based around attendance and exclusion rates, particular schools were discussed, and concerns have been raised with OFSTED and the Department of Education.

Members sought assurances following the high-profile issues with some regional private care homes. Officers confirmed that no children from Barnsley were affected, and any children based outside the locality are being closely monitored – currently the results are showing that the children are well cared for.

**RESOLVED** that the report be noted.

### **63 Strengthening Children's Services**

The following witnesses were welcomed to the meeting:

- Carly Speechley – Executive Director, Children’s Services, BMBC
- Councillor Trevor Cave – Cabinet Spokesperson, Children’s Services, BMBC
- Michael Potter - Service Director, Business Improvement HR and Communications

C Speechley introduced the report explaining that it was the second paper following on from the first in November 2022.

Members queried how the workforce had been engaged in the improvement journey the service had undertaken. Officers responded that the investment wasn’t needed with regards to the culture as a lot of work had been done across the board, including SEND and Education departments. There are regular fortnightly communications in the form of newsletters and staff events which have received positive feedback.

A discussion took place around the budget and the accountabilities in place. Officers explained that the service has a development plan in place which stretches 80 pages, it shows where and how the money will be spent alongside the expected impact it will have. Additionally, there is an independently chaired development board alongside several workstreams – including finance which is chaired by the Director of Finance.

Questioning took place around caseloads and the timescales involved with them reaching the desired levels. Officers explained that it was a work in progress as most teams have now got caseloads to a manageable level. The children and young people teams have a higher caseload as they are often the most challenging – also making those teams harder to recruit to. Officers added that the service is currently reaching out to different providers to help with interim recruitment as one of the biggest concerns is around staff retention. As part of the South Yorkshire Teaching Partnerships the service attendees’ sessions at Barnsley College to develop their children’s services academy plan.

Further discussions took place around additional funding and the impact it will have on the adult care sector once children move to adult status. Officers stated that the teams are working with the Executive Director – Place Health & Adult Social Care to

ensure all children are tracked in the system. However, it would be ideal if young people were prevented from entering the care sector in the first place, therefore reducing their chances of needing adults' services.

Members asked if there is any provision to help parents dealing with children that have problems, officers responded that there have been 27 family support worker roles created to combat the issue which reduces the chances of children coming into contact with social workers.

Councillor Ennis thanked the officers and members for the attendance and highlighted the importance of the work Childrens Services are doing.

**RESOLVED** that the report be noted.

-----  
Chair

|                 |   |
|-----------------|---|
| <b>MEETING:</b> | Overview and Scrutiny Committee - Sustainable Barnsley Workstream |
| <b>DATE:</b>    | Tuesday 6 June 2023   |
| <b>TIME:</b>    | 2.00 pm   |
| <b>VENUE:</b>   | Council Chamber, Barnsley Town Hall                               |

## MINUTES

### Present

Councillors Ennis OBE (Chair), Bellamy, Booker, Christmas, Denton, Eastwood, Fielding, Hayward, Lodge, Moore, Morrell, Murray, O'Donoghue, Osborne, Sheard, Smith, Tattersall, Webster and A. Wray

### 64 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

### 65 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Tattersall declared a non-pecuniary interest as a Member of the Berneslai Homes Board and also as a Disabilities Champion at BMBC.

Councillor Lodge declared a non-pecuniary interest as a Member with family that work within the authority.

Councillor Osborne declared a non-pecuniary interest as a Member of the Berneslai Homes Board.

Councillor Sheard declared a non-pecuniary interest as a public Member of the Hospital Board.

### 66 Minutes of the Previous Meeting

The minutes of the meeting held on 25<sup>th</sup> April were received.

### 67 Employee Survey 2022

The following witnesses were welcomed to the meeting:

- Sarah Norman – Chief Executive, Barnsley Council
- Michael Potter, Service Director, Business Intelligence, Human Resources & Communications, Barnsley Council

- Phil Quinn, Head of Service, Human Resources & Organisational Development, Barnsley Council
- Cllr Robin Franklin, Cabinet Spokesperson, Core Services

M Potter presented the results of the Employee Survey 2022 to the Committee and highlighted the plans in place to address responses raised by staff.

The survey ran throughout September 2022 and closed in the first week of October, the questions were focused on the three main themes surrounding the People Strategy:

- Leadership, Values & Culture
- Maximising Capacity & Capability
- Employee Experience

In total there were 1,913 responses which equated to a 59% overall response rate, this was deemed as very good and only slightly lower than previous rates for the full surveys (2019 – 64% and 2017 – 61%).

A breakdown of response results in each directorate is highlighted below:

- Core – 70.7%
- Public Health and Communities – 56%
- Place Health & Adult Social Care – 55.5%
- Children’s Services – 53.3%
- Growth and Sustainability – 45.3%

The feedback relating to Leadership, Values & Culture was overall very positive with 45.1% of employees either agreeing or strongly agreeing that the Senior Management Team provided effective leadership.

With regards to Maximising Capacity & Capability 70.2% of staff felt encouraged and supported by their manager with regards to new skill development and 65.8% felt that they had opportunities to learn new skills within the Council. Again, positive feedback was shown around questions relating to effective discussions with managers around performance with 70.1% of employees agreeing those conversations took place regularly.

Finally, when focusing on the Employee Experience, the survey asked what the single best thing was about working for the Council, the 1,450 responses were coded from their raw form into the emerging themes below:

- 31.72% stated the best thing was the team – this included co-workers, managers and leaders.
- Almost 25% highlighted that flexibility was essential – mainly in relation to flexible working, flexi time scheme and working from home.
- 19.1% said that the employee benefits, pensions, leave entitlements, rates of pay and sick pay were among the best factors.

- Culture, staff development and location were also cited, however to a much lesser extent.

M Potter continued that in February 2023 a dashboard of the full survey results was made available to all employees. This was the first time that full transparency of the results had been provided, enabling anyone to view the results of any area across the Council. This important improvement tied in with the ongoing work around employee engagement, demonstrating values of Trust and Excellence and allowing colleagues to compare the results in their area with those of other services, business units and the wider Council.

Business Unit Action Plans were also produced in April 2023 and submitted centrally to the HR & OD Team for review. Additionally, employees across the council were asked to volunteer for the Employee Experience Group to champion engagement activities and address key themes highlighted in the survey. There are hopes that the group will work alongside directorates to aid action plan development and consider key topics including change, health and wellbeing, work-life balance and communications.

Members raised concerns around the list of questions being shared and that some staff may be reluctant to provide their personal information for fear of the consequences. P Quinn responded, explaining that the survey was completely anonymous and that teams across the Council had briefings around the results being aggregated for anonymity. Holistically the question was based around culture, which the Council is seeking to improve and make sure staff feel comfortable providing feedback without worrying there may be a detrimental impact if they raise concerns.

In response to questioning around the high refusal rate of some survey questions (such as sexuality), officers explained that there were some concerns around staff in the organisation not wanting to be identified. P Quinn continued that these types of questions relate to organisational culture, and it would be helpful if the team knew that staff would prefer not to be put into specific categories rather than leaving fields blank.

Further discussion took place and Members queried whether it was possible to see how the information was broken down as a whole. Officers explained that in terms of the survey and data collection it was possible and further communications could be put in place if required.

Members expressed their concerns over the 59% response rate and asked what was being done to engage staff. P Quinn responded that when benchmarking the BMBC survey with other authorities, 59% was very good. However, in terms of the 40% non-completion the current survey was being used as a starting point to develop new ideas. Work with business units to develop action plans and collaborate with all staff was underway and deemed essential to ensure wider engagement is prioritised.

S Norman added that the response rate was also lower where staff were not regularly using the network meaning those employees were not logging on or using computers as part of their everyday role. It was much more difficult to reach those members of staff in comparison to office-based roles. Ongoing work is being done with the Service Director of Environment and Transport to see how this could be improved.

Officers responded to questioning around the timings of the surveys explaining that they would usually take place on a 2-yearly cycle but during the pandemic it wasn't possible due to the requirement of significant resources. Pulse surveys were shared with staff in that time period which focused specifically on staff wellbeing. Members added that although there were challenges with delivering surveys on a regular basis it may be a false economy continuing as they have done in previous years.

P Quinn explained that current research was steering organisations in the direction of shorter and more regular questionnaires instead of whole scale organisation research. This method would produce immediate responses and reduces the resources needed which could be a solution.

Members were reassured that inclusivity is a top priority for the authority. P Quinn informed Members that the Equality and Diversity team had now moved directly under the Chief Executive, this area of work had been under development for a number of years however every employee has a responsibility for equality and diversity. P Quinn continued that on a minor level inclusivity relates to the accessibility of buildings.

A new employee recently started work with the Council and it had been a fantastic opportunity to see what could be done to meet their needs and make the transition as smooth as possible. One of the main aims is to make Barnsley Council an employer of choice and show people that they can have a successful career regardless of their disability.

The conversation turned to mental health and the high number of people suffering with anxiety or depression, Members asked what the Council plans to do to support those individuals. Officers announced that the Council had received the Gold Well at Work award and it was a fantastic testament for the work and the varied range of programmes available to employees. One essential factor for success is great line management and the conversations managers can have with their staff to ask if they are okay or need additional support. The Employee Experience Group will hopefully assist with this, and regular feedback can be used to track progress.

Further discussion took place around equality and diversity and the problems trans and non-binary employees may face in the workplace. P Quinn explained that he chaired the Council's Proud Network and there will be an upcoming trans awareness



session being brought to employees as part of Pride month. This will also include one of the Council's trans employees telling their own story.

A key line of enquiry was around social media and the abuse some council employees may face in their day-to-day roles. Members asked if there was any correlation between the type of work and sickness, officers explained that there were a range of varied interventions that were in place when dealing with mental health. Currently, there is focus on a piece of work surrounding trauma informed support and having the correct intervention and support in place for all staff.

M Potter added that there is not a correlation between the two factors. It had been noted that the Comms Team had very low sickness rates, but they had the correct tools in place to enable them to step away if necessary.

Additionally, the Contact Centre Team previously had a high rate of sickness however now the correct steps are in place - it is hard finding a correlation as staff have the right support in place. P Quinn stated that resilience was essential and having the right tools and techniques in place.

Questioning arose around the systems in place for employees with personal problems that may affect their ability to work. P Quinn responded, highlighting the employee assistance programme available to staff 24/7 with a variety of tools and counsellors which support both staff and their family members on a range of topics (not just work-related issues).

A discussion took place around the investment into Council buildings and asked officers if they felt that the investment had been worthwhile. Officers explained that the investment had been fantastic during the pandemic for smart working. Additionally, Level 1 in Westgate is now very different to the other floors – this went down very well with staff. A 12-month review was undertaken, from these findings the other floorplates are undergoing adaption.

Members expressed concern over the high percentage of employees stating that they would leave the authority in the next 12 months and asked how the figure could be reduced. Officers reassured members explaining that it was a new question added to the survey, however there were no problems to report in terms of turnover and retention.

Discussions took place around the topic of performance reviews, officers stated there was a 70% completion rate of PDRs across the council, it would be near impossible to get 100% due to sickness, maternity leave, etc. Emerging data shows that the idea of performance reviews is quite outdated, sitting down after 6- or 12-month periods is often too long. Managers are being encouraged to have more regular feedback conversations with their team and become more agile, this will enable prompt responses to any concerns and praise at the appropriate time rather than months

later. One aim is for the conversations to be led by the individual rather than management it is both important and beneficial for the individual to have the talking space rather than it being a box ticking exercise. Further work on the PDR process is planned for 2023/24.

Members discussed communication methods and asked officers if they deemed it appropriate for staff to review corporate communications for 30 minutes each week as advised. P Quinn explained that a one size fits all approach would not work in this case, the reasoning behind the 30-minute message was to reassure staff that it is okay to take time out of the day to view corporate messages. Additionally, the implementation of Let's Talk sessions over the years has been successful in terms of providing updates to staff and allow a direct line of questioning.

**RESOLVED** that:-

- (i) Witnesses be thanked for their attendance and that the report be noted.
- (ii) Officers investigate the reasons why some employees didn't respond to the survey
- (iii) Officers investigate the possibility of, and options for, conducting more frequent surveys/engagement activity

## **68 Exclusion of the Public and Press**

**RESOLVED** that the public and press be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of the Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

## **69 Cyber Security**

The following witnesses were welcomed to the meeting:

- Dave Robinson – Service Director Customer, Information & Digital Services, Barnsley Council
- Sara Hydon – Head of Service Design & Compliance Manager, Barnsley Council
- Simon Marshall – Governance & Compliance Manager, Barnsley Council
- Shaun Waddington – Security & Information Specialist, Barnsley Council
- Rob Winter – Attending in his capacity as Data Protection Officer
- Cllr Robin Franklin – Cabinet Spokesperson, Core Services

Members were invited to consider a cover report addressing cyber security risks and the resilience required to prevent a cyber-attack.

S Marshall & S Hydon provided Members with an update on the work done with regards to Cyber Security. Following the introduction from witnesses, a full and frank

discussion took place to understand the policies and processes for cyber security, including those relating to a cyber-attack; training and development for employees and elected members; the management of risks and assets, including finances; and the results of recent reviews and audits, including how Barnsley compares to other local authorities.

**RESOLVED** that:-

- (i) Witnesses be thanked for their attendance and that the report be noted
- (ii) Officers provide additional development sessions as discussed in the session
- (iii) Officers ensure that processes for removing obsolete information is robust and adhered to

---

Chair

This page is intentionally left blank

|                 |   |
|-----------------|---|
| <b>MEETING:</b> | Overview and Scrutiny Committee - Growing Barnsley Workstream |
| <b>DATE:</b>    | Tuesday 27 June 2023  |
| <b>TIME:</b>    | 2.00 pm   |
| <b>VENUE:</b>   | Council Chamber, Barnsley Town Hall                           |

## MINUTES

### Present

Councillors Ennis OBE (Chair), Barnard, Bellamy, Booker, Bowler, Christmas, Denton, Eastwood, Fielding, Hayward, Lodge, Markham, Mitchell, Morrell, Osborne, Peace, Sheard, Tattersall, Webster, A. Wray and N. Wright

### 70 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

### 71 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Tattersall declared a non-pecuniary interest as a member of the Berneslai Homes Board.

Councillor Lodge declared a non-pecuniary interest as a member working within the Third Sector in Barnsley.

Councillor Osborne declared a non-pecuniary interest as a member of the Berneslai Homes Board.

Councillor Sheard declared a non-pecuniary interest as a member of the Hospital Board.

Councillor Peace declared a non-pecuniary interest as an employee of the Department for Work and Pensions.

### 72 Minutes of the Previous Meeting

The minutes of the meeting held on 6<sup>th</sup> June were received.

## 73 One Inclusive Economy Strategy Report

The following witnesses were welcomed to the meeting:

- Kathy McArdle – Service Director Regeneration and Culture, Barnsley Council
- Tom Smith – Head of Employment & Skills, Barnsley Council
- Ken Coupar – Economic Policy Officer, Barnsley Council
- Sarah Cartwright – Head of Strategic Housing, Barnsley Council
- Mark Hempshall – Place, Policy & Equalities Manager, Barnsley Council
- Dr Andy Snell – Public Health Consultant, Barnsley Hospital NHS Foundation Trust
- Carrie Sudbury – Chief Executive, Barnsley & Rotherham Chamber of Commerce
- Sarah Harrison – Chair of More & Better Jobs Sub-Group of the IEB and Careers Advisor at Horizon Community College, Barnsley
- Ben Hindley – Keep Moat (Housing Developer)

K McArdle presented the Committee with the One Inclusive Economy Strategy and the Action Plan for Barnsley including the proposed strategy, partners involved, and objectives identified. The Barnsley Involved Economy Board (IEB) was set up following a Peer Review in 2019 of the Barnsley Economic Partnership which subsequently disbanded.

The role of the IEB specifically focuses on delivering an Inclusive Economy for Barnsley, it will ensure opportunities are maximised and inequalities are reduced to allow everyone in Barnsley to benefit from its economic growth and prosperity.

Councillor Eastwood asked if there were any opportunities or development in the upcoming years that Barnsley would benefit from. K McArdle explained that in the current economic climate there would be both opportunities and challenges due to the danger of recession and rising interest rates. Winning Council of the Year with the LGA has put Barnsley on the map, the focus is on maximising the accreditation and gathering momentum for Barnsley 2030 work with a variety of partners. Additionally, Enterprising Barnsley will continue operation and have a flexible funding model to support even more business types.

Members expressed concerns around the housing market and the need for affordable housing. S Cartwright explain that the local plan included areas for growth in Barnsley which would ensure housing was created in the right areas linking to demographic need and job opportunities. There are strong partnerships in place with developers to address the areas of need in terms of housing. The assessment from 2021 showed that some areas of the borough have an oversupply of housing and other have an undersupply, there are hopes that housing applications will align with the needs in each area. Work with Berneslai Homes was underway to focus on a future council housing strategy and the funding available to those in need.

B Hindley added that the housing market had currently slowed but there was a clear vision in terms of the Council working closely with developers on projects including shared ownership properties and affordable rent.

Councillor Denton queried the information on page 14 of the report relating to the membership of the Inclusive Economy Board. K McArdle explained membership review was underway as it was essential that a mix of perspectives were included to create disruptive thinking across the business matrix.

C Sudbury added that diversity was key and that the IEB retention rate was at 92%. Overall engagement with local businesses was very positive but on reflection it would be beneficial to include more sole traders, start-up businesses and 2–3-year-old businesses which often fall into a grey area as they are not classed as established or a start-up businesses.

Dr A Snell explained that the current economic landscape was challenging, synergy should also be focused on the health and wellbeing of individuals in the borough alongside job opportunities and finance.

Councillor Fielding queried the support for start-up/new businesses and asked what support was already available. K Coupar answered that the Enterprising Barnsley Service was an essential tool for new businesses, it is a core service within the Council. The service has an open-door policy and is based in the DMC, it supports businesses across the whole of South Yorkshire.

Councillor Denton asked what the growth ambition was for Barnsley going forward. K McArdle explained that the strategy had a three-pronged approach, growing the current businesses in the borough, attracting new businesses to the borough and also investing in skills. S Harrison added that it was important that businesses know that more opportunities are available in Barnsley.

A discussion was taken around the redevelopment of the town centre, officers explained that Barnsley being a market town would always be a fundamental factor in its identity. In previous years footfall had increased which put Barnsley on the map, additionally collaborative work was ongoing with Wakefield Council on the Barnsley Wakefield Economic Partnership. M Hempshall added that town centre footfall was a third higher than pre-pandemic, the local aspiration was to continue with the growing trend.

Councillor Christmas asked how closely the IEB was working with academic institutions to ensure vacancies would be filled and new businesses started. T Smith explained that there are strong relationships in place with the school's alliance. The aim was to help young people in schools and post 16 to push the jobs available and encourage good qualifications. Results were showing that more young people in Barnsley were surpassing the Level 3 and 4 qualifications, this was also down to

good quality careers advice which highlights the opportunities available to students. S Harrison added that although there had always been a statutory duty to give independent careers advice it was now taken very seriously in schools.

Dr A Snell added that the hospital celebrates the fact that a high percentage of its workforce are Barnsley residents, the health and social care sector has a huge role within the community. There are people in the borough with fantastic lived experience which can contribute greatly to a variety of areas.

T Smith continued that not all young people engage with learning, key areas of focus include the successful transition from school to post 16 in Barnsley and how to assist students with special educational needs.

Councillor Fielding queried the challenges faced by young people and the high unemployment rates in the borough. T Smith explained that Covid-19 had proved challenging for students coming out of education and not feeling prepared for the working environment, there are ongoing issues around confidence and wellbeing.

Councillor Haywood asked if people were leaving Barnsley due to a lack of opportunities. K Coupar highlighted that both graduate retention and return rates were being monitored and communication with universities was ongoing.

Councillor A Wray queried the need for more bungalows in the borough for residents considering downsizing. S Cartwright explained that working closely with developers was essential, creating the right products at that right price for residents was key in the affordable housing strategy.

Councillor Fielding asked how deprived communities would be supported to improve the lives of residents. K McArdle explained that ensuring the employment and skills services across the borough was essential. Councillor Osborne added that in Barnsley there were some stark differences in terms of unemployment in the differing wards which highlighted a clear need for skills in the borough.

**RESOLVED** that:-

- (i) Witnesses be thanked for their attendance and that the report be noted.
- (ii) Whilst the committee appreciates that there is a limit to the number of members on the IEB, they would like the Board to consider input from a more diverse group of people to include, but not limited to entrepreneurs, sole traders, SME's, so that a wider range of experience, opinions and views can be gathered which can then contribute to the development of the One Inclusive Economy and the work of the Board.
- (iii) Witnesses to consider expanding the I Know I Can project over two days and also to consider the introduction of a similar programme for working age adults.



- (iv) Witnesses to deliver an All Member Information Briefing on Apprenticeships, both those employed by the Council and other organisations so that members can understand:-
- How the Strategy will support Apprenticeships and how they are involved in shaping the strategy.
  - What organisations (including the Council) are doing to grow their own workforce.
  - How successful the apprenticeship scheme has been in securing employment for residents.
  - How Barnsley compare to other authorities.
- (v) Witnesses to provide a written response to the following:-
- What are the key elements that need to be considered to become a 'business-friendly' town?
  - With regard to inclusivity and the Armed Forces Charter, what consideration is being given to homes for disabled ex-service personnel as well as mental health support and retraining?
  - What is being done to improve the skills and education/training needs for those within the most deprived areas? How is support being targeted?

---

Chair

This page is intentionally left blank

|                 |  |
|-----------------|--|
| <b>MEETING:</b> | Overview and Scrutiny Committee -<br>Healthy Barnsley Workstream |
| <b>DATE:</b>    | Tuesday 18 July 2023   |
| <b>TIME:</b>    | 2.00 pm  |
| <b>VENUE:</b>   | Council Chamber, Barnsley Town Hall                              |

## MINUTES

### Present

Councillors Ennis OBE (Chair), Barnard, Bellamy, Booker, Bowler, Bowser, Clarke, Eastwood, Fielding, Green, Hayward, Lodge, Mitchell, Morrell, Osborne, Sheard, Smith, Tattersall and Webster together with co-opted member and

### 75 Apologies for Absence - Parent Governor Representatives

No apologies for absence were received in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

### 76 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Osborne declared a non-pecuniary interest as the Cabinet Support Member for Environment and Highways and as Board Member for Berneslai Homes.

Councillor Lodge declared a non-pecuniary interest as a Trust holder for The Mill Academy in Worsbrough.

Councillor Bellamy declared a Non-Pecuniary interest as Cabinet Support Member Place Health and Adult Social Care and also as a member of the Corporate Parenting Panel.

Councillor Eastwood declared a non-pecuniary interest as a member of the Corporate Parenting Panel and Fostering Panel.

Councillor Tattersall declared a non-pecuniary interest as a member of the Berneslai Homes Board

Councillor Webster declared a non-pecuniary interest as he has a personal connection to someone accessing the CAMHS Services.

### 77 Minutes of the Previous Meeting

The minutes of the meeting held on 27 June 2023 were received.

### 78 Children & Young People's Mental Health Services (CYPMHS)

The following witnesses were welcomed to the meeting:

- Jamie Wike, Deputy Place Director (Barnsley) South Yorkshire Integrated Care Board (ICB)
- Alicia Sansome, Head of Public Health, Barnsley Council
- Teresa Brocklehurst, Children & Young People's Emotional Health & Wellbeing Lead, Public Health, Barnsley Council
- David Ramsey, Deputy Director Children's Services, South-West Yorkshire Partnership Foundation Trust (SWYPFT)
- Lucy Hinchliffe, Commissioning & Transformation Manager, South Yorkshire ICB
- Marie Ellis, Barnsley Hub Manager, Chilypep
- Vick Hanley, Service Manager, Compass Be
- Laura McClure, Service Manager, Barnsley Child & Adolescent Mental Health Service (CAMHS)

Jamie Wike introduced the report and thanked colleagues for their joint effort in pulling it together and thanked the committee for providing the opportunity to update members and answer any questions.

Members were provided with details of the work undertaken since 1 April 2022 up to 31 March 2023 by a number of agencies and organisations including the South Yorkshire Integrated Care Board, Compass Be, Chilypep (Children and Young People's Empowerment Project) and CAMHS (Barnsley Child and Adolescent Mental Health Service's). Following on from discussions held at a Task and Finish Group, an approach had been set out for providers across Barnsley to improve mental health services of all ages with starting elements of a range of actions and work specifically targeted at children and young people.

Members heard of the priorities going forward which were detailed in the report and also the challenges faced. It was acknowledged that there were challenges that needed to be opened up around waiting times which needed to be resolved, however, it was noted that this issue was not specific to Barnsley.

In questioning, members praised the partnership with third sector organisations and statutory organisations. However, concerns were raised as to the impact on the provision in Barnsley and the wider county, if already stretched corporate entities were to decrease donations to charitable organisations and there was a decrease in informal volunteers. In response, members heard that the impact would inevitably be felt across South Yorkshire. However, work was being undertaken to engage with community and voluntary sectors to be in a position to be able to attract good investments as well as other options such as match funding. At a regional level there were a number of initiatives through the Children & Young People Alliance, all of which represented each sector. In Barnsley there was a strong group working with recognition to support Barnsley organisations to reach the opportunities available to them.

Members asked a question on behalf of the Barnsley Youth Council who asked what was being done to ensure all children across Barnsley lead happy and healthy Lives. Members were provided with a comprehensive list of services that were available to engage and help children and young people. A consultation had been held with young people in order to identify gaps in the services offered going forward. In addition a new digital service called Kooth was launched on 1<sup>st</sup> April 2023 which

would provide children and young people with counselling 365 days a year up until 10pm in order to provide a wrap around care for those in need.

Members queried whether there was a higher demand for support from less affluent areas compared to affluent areas. In answer to the question members heard that the information from the data was unable to ascertain a specific difference in demand due to demographics but that circumstances showed an increase in demand at certain times of the year such as exam times when stress and anxieties were at a high. It was acknowledged that different areas of the Borough had different varieties of needs and what support they required. Whilst there was some evidence around deprivation, a lot of the issues affecting young people were not always to do with affluency. There was evidence of a high need of mental health support associated with gender identity, school achievement and transitions.

Members asked what support was available for young people self-harming. Members heard that it would depend on the age of the child and severity of the self-harm as to the support that would be required and they were provided with details of some of the pathways and organisations available and details of a digital platform providing information and online help. There was a variety of training programmes on offer which had been developed by a number of organisations in how to manage and support young people with self-harm which was available for schools, teachers and families.

Members enquired as to what evidence the service had that they were successfully improving the outcomes for children and young people. Positive feedback from a variety of sources had been received from service users of Chilypep who had a holistic approach to working with young people, schools and parents. Compass Be received their feedback via questionnaires filled in by schools, parents and children and were able to consider and develop services or make any necessary changes in processes based on whether they had been effective in supporting a child to produce change.

A question was asked as to what work was being undertaken in schools to help tackle self-harm as some Area Council's had funded a service from Ad Astra in order to help young people. In answer to the question, it was unknown the true extent of self-harm and what the root cause was, particularly in the age bracket of 10-25. Discussions were needed with schools and their workforce in order for them to understand trauma and work was required to encourage schools across Barnsley to take up workshops and free training in order for them to become Mental Health First Aiders. It was confirmed that a training programme around self-harm had been delivered in a number of schools across Barnsley.

Members asked as to why mental health issues in the LGBTQ plus community had not been included in the report. In answer to the question members noted that this information was included in the emotional health and wellbeing delivery plan which was cited in the report presented to the committee. Barnsley as an organisation have a specific support group for the 16-25 year olds to access and any young person was able to join weekly support groups. Work was being undertaken to help raise awareness in the community of the provision available.

Members raised concerns around the confusing messages of what provision to access when a child has self-harmed or in a mental health crisis. They were informed that this would depend on the circumstances at the time, in normal hours CAMHS could be accessed but out of hours it was suggested, dependent on the circumstances and severity, that A & E would be the best place to seek help.

Members questioned what services were on offer for children and young people presenting with eating disorders and whether any statistics were available from across Barnsley to show gender, age or demographics that could indicate what was happening in the Borough. Members were informed of the positive work being undertaken on eating disorder pathways and the collaborative working of various services involved in trying to tackle this issue and keep young people out of specialist mental health services at a lower level. It was noted that during the pandemic there was an increase in referrals and demand for eating disorder services which resulted in the expanded service now established. Pathways are now in place to support CAMHS in case of a significant increase in demand and can be stepped up or down effectively.

It was asked what the understanding was as to the root causes for poor mental health in children and young people in Barnsley. Members were informed that a vast number of issues could be the root cause and some of the issues presenting themselves included the pandemic, adverse childhood experiences, family issues, substance misuse and social media among many other things. Members commented that young people needed empowering to manage mental health and wellbeing and parents needed support to identify issues, it was recognised that poor mental health in parents could also be a cause of mental health issues presenting in their children.

Members enquired whether the pandemic had improved some children and young people's mental health with them being away from issues in schools that affected them prior to the lockdown. In response members were informed that people were affected in different ways during the pandemic and that Covid highlighted some additional issues but also that some children and young people did thrive away from the school environment. It was recognised that the approach and delivery of any help had to be individually focused to their specific needs and their family's needs in order to get them to a better and healthier place.

Members asked what the social media presence was of the services available to children and young people. In response they were informed that Compass Be had a good presence on a number of social media platforms and used it to send out mechanisms for self-help resources. Work would be undertaken with services and the Council to carry out a marketing campaign on the Mental Health Strategy. Chilypep had included young people in the co-creation and design of their social media posts and included their voice in campaigns. It was positively received that some social media could be used as a solution rather than a cause.

**RESOLVED:-**

- (i) that the witnesses be thanked for their attendance and the report be noted;

- (ii) that services ensure that messages being given to parents about where to take children and young people experiencing a crisis, particularly out of hours, are consistent and accurate
- (iii) that the Task and Finish Group take forward recommendations from the LGBTQ plus needs assessment

## **79 Special Education Needs & Disability (SEND) Provision in Barnsley**

The following witnesses were welcomed to the meeting:

- Nina Sleight, Service Director Education, Early Start & Prevention, Barnsley Council
- Sue Day, Head of Service SEND and Inclusion, Barnsley Council
- Councillor Trevor Cave, Cabinet Spokesperson Children's Services
- Anna Turner, Head of Education and Partnerships, Barnsley Council
- Lee McClure, Headteacher Springvale Primary School and Joint Chair of Barnsley School Alliance
- Kwai Mo, Head of Service Mental Health and Disability, Barnsley Council
- Cllr Newing, Cabinet Spokesperson Place Health and Adult Social Care
- Jamie Wike, Deputy Place Director (Barnsley) South Yorkshire ICB
- Neil Wilkinson, Projects and Contracts Manager, Barnsley Council
- Hermione Rostron, Designated Clinical Officer, Barnsley Integrated Care Board
- Beverley Bradley, SEND Improvement Manager, Barnsley Council
- Steve Harrison, Head of Service for Children's Commissioning, Barnsley Council
- Richard Lynch, Service Director for Commissioning – Children's and Adults Services
- Donna Taylor, Head of Children's Social Care and Safeguarding, Barnsley Council
- Ashley Grey, Strategic Finance Business Partner, Barnsley Council
- Antony Devenport, Head of Service for Bereavement, Environment, Sport & Travel Assistance, Barnsley Council
- Cllr Higginbottom, Cabinet Spokesperson Environment and Highways

Nina Sleight, Service Director Education, Early Start & Prevention, provided members with a brief update of the progress and improvement made in the local area to support children with special educational needs. Members were informed that Barnsley had possibly the widest partnership representation at the committee which was a real reflection of how education, social care and health came together for children with special educational needs and showed the partnership required for the breadth of need and the complexity of challenges. Part of the key measures set out how to plan and deliver ambitions for SEND children in order for them to achieve positive educational outcomes and prepare for adulthood.

An update had been provided since the previous inspection showing positive progress had been made setting out priorities and measures to take as a partnership

in order to improve lives and develop the evidence bank to demonstrate we are making a positive difference.

Anthony Devonport, Head of Service for Bereavement, Environment, Sport & Travel Assistance, reported that although they are a separate service, they work hand in hand with colleagues and were strengthening as a service as they moved through the improvement plan.

Members enquired whether another phase would be added to the SEND Hub in Worsbrough which had capacity for 24 children. Members were informed that there would be a phase 2 with a provision for 16 children and young people.

In addition, members asked whether in the future there would still be a need to place children and young people out of the Borough for specialist provision once the additional Hubs were up and running. They were informed that it was the intention as part of the strategy to develop additional places in Barnsley so that more children and young people could be educated in their local area.

Members asked about how effective the current diagnosis pathways are and what could or needed to be done better. In response members were informed that there were a number of services in place to support diagnosis pathways by different providers. Whilst it was recognised that there were differences in processes for assessments in adults and children. Improvement needs had been identified for ways to work better between services and pathways. There was an awareness to the variation in waiting times which had been identified as a priority. There had been a number of actions taken to ensure that people on the waiting list received the support they needed whilst they were waiting to be assessed and treated. The increase in demand for assessments and diagnosis was having an impact on the support services, processes and pathways which required a joint focus in order to address the situation going forward.

Members requested timescales for waiting lists in both adults and children waiting for a diagnosis into ADHD and Autism and were informed that some young people were waiting up to 2 years for assessments, but this information would be clarified and circulated to members.

The Youth Council had asked how the services were working towards ensuring all young people have a successful transition or discharge from the service. In response, members heard that transitions were supported by a variety of providers from starting school by transitioning from nursery, primary, secondary, Post 16 on to adulthood. A number of specialist services were also involved in helping children with additional needs such as those who were visually impaired or with hearing impairments. Schools and settings were encouraged to work together for transitions.

Transition into adulthood was where Adult Social Care became involved from the age of 14 upwards respecting carers and families' voices and incorporating them in providing a wider opportunity in how to support them to be part of a community and have friendships. It was acknowledged that everybody involved had a part to play in terms of supporting all transitions. Children with ongoing health needs would not be discharged from health services but their pathways would be transitioned between the services received as children and the ones required going into adulthood.



Members were informed that some schools were aiding the transition from primary to secondary in two levels of visits of whole class and additional visits for children with SEND. More schools were buying into this approach in order to settle children quickly.

On behalf of the Youth Council a member questioned what Barnsley job opportunities for people with SEND were available, how the offer could be improved and what services do to ensure they are ready to go into a job.

In response members were informed that every child with an EHCP has a personal information, advice and guidance adviser who stays with them through the progress of their educational journey and pathways through training to employment. Independent travel training was going from strength to strength in referrals and the number of young people who were able to travel independently was critical to gaining employment in the future.

Members were provided with details of the numbers of people with SEND and EHCPs who had received work placements with Barnsley Council, the NHS, Berneslai Homes and other agencies which were above national averages. GXO had held a recruitment day for those with SEND in order to create more opportunities and routes into employment. The message for school aged children was that employment is for everyone from all walks of life.

Members enquired whether there would be provision to access learning past GCSEs in full time education. In response it was reported that qualification requirements in accessing particular courses could vary dependent on the course applied for. This was something to be picked up with Barnsley College so that children and young people with SEND could maximise opportunities for further education.

Members questioned the number of SEND pupils that had been lead through formal job interviews with GXO and what the plans were to work with other large employers in Barnsley. In response members heard that job offers were being processed and numbers could be shared once known. The interviews had been overseen by the Charity 'Employment is for Everyone' who had provided extra support in the recruitment and selection process. Members were provided with details of the work being undertaken by large employers through an Employer Forum which had been established. An emotional health and wellbeing toolkit had been created and approved by the Council and commissioned to help businesses and employers to help individuals to train and also aid them to know what could be done to help someone with SEND to feel comfortable in work.

After questioning, members were informed that SEND audits were being carried out by the Council in Local Authority maintained schools and Academies through a partnership approach. There were plans to audit all of the schools in the Borough, including some revisits, in the next 18 months.

Questions as to how schools managed their budgets to ensure that funding received was being used correctly were asked. In response members were informed that clear evidence had to be submitted to seek resources and spending in a school setting had to be validated and supported for the children who need it.

Concerns were raised as to the additional pressures created for other facilities due to the decision to close the respite facility at Robert Ogden School and the challenges for the children who attended this provision. In response members were informed that the decision had been made by the Trustees of the National Autistic Society due to economic pressures. The committee were assured that there would not be a significant impact on Barnsley Children as most travelled home. However, as soon as the Authority knew it was closing, arrangements were made to go and have discussions regarding alternative arrangements for the children who did access the respite provision.

Members questioned the councils decision not to sign a memorandum of understanding with any local groups applying for DfE parent/carer participation grants. In addition members questioned what was being done to resolve the complaints received from parents/carers of children with SEND and other groups.

Members were informed that the DfE were fully aware of the recent changes and situations raised. The Service had taken a decision along with Contact to take a different approach to working with parents and carers and that it was not the right time to re-establish formal parent carer forums in Barnsley. A local questionnaire had been carried out with 250 responses which had indicated a need to reset arrangements of what people want and how they want good working to look like. Steps were in place for community drop ins for parents and carers to be involved as this could not be done without their input.

The Cabinet Spokesperson Children's Services informed the committee that there had been a number of sensitive confidential emails raising concerns from some parents and carers involved. Cabinet had been updated on the SEND Improvement Plan which included the challenge highlighted and how best to ensure that the voices of parents and carers is heard. Members were reassured that they continued to do the best to ensure the voices that needed to be heard were heard, which was not always easy and that work continued in the best interest of the children.

The Committee questioned what was being done to support parents in sensitive and difficult situations who may or may not accept that their child has additional needs, or even that the parent themselves may have SEND. Members heard that every child and family have different circumstances and needs and it was a case of listening and understanding and providing support specifically to the family situation. It required being reactive to challenges and barriers and making the process as easy to understand as possible and ensuring the right care package was in place. Continued support was provided through family services and the Family Hubs going forward.

It was acknowledged that some families could sometimes struggle with the additional pressures having a SEND child creates in terms of suddenly having multiple professionals in their lives that they may not have anticipated. There was a responsibility for the Services to have accessible and useable information as to the help and services that were on offer to families.

Members asked what family support was available to help educate children at home who are SEND. A Support Worker was available in every school in the Borough and schools also had the extended offer of Compass Be. They were able to work with

children not in an educational setting and provide a support package to make sure they were working to get back into full time education.

The Chair thanked the witnesses for attending and updating the Committee and commended the serious work that Barnsley Council, NHS, Care Board and volunteers carried out in working for the benefits of the children and young people with the most need in the community.

**RESOLVED:-**

- (i) that witnesses be thanked for their attendance and that the report be noted;
- (ii) that witnesses provide the number of people with SEND who have been lead through formal job interviews with GXO and other large employers and the number of those who have been offered a job;
- (iii) that witnesses ensure there isn't a mismatch between the maximum number of qualifications attainable at Direct Entry level (Barnsley College Park Road Campus) and the number required to secure a place within post-16 education; and
- (iv) that witnesses provide requested timescales for waiting lists in both adults and children waiting for a diagnosis into ADHD and Autism

**80 Adult Social Care Performance Report - Quarter 4 2022-23**

The following witnesses were welcomed to the meeting:-

- Cllr Newing, Cabinet Spokesperson Place, Health and Adult Social Care, Barnsley Council
- Wendy Lowder, Executive Director, Place Health & Adult Social Care, Barnsley Council
- Dominic Armstrong, Service Manager, Improvement & Quality Assurance
- Richard Lynch, Service Director, Adults & Children's Commissioning
- Emma White, Health & Wellbeing Principal, Barnsley Council

Members enquired when the Service expected to complete the actions identified as a result of the findings of the safeguarding consultant. In response members were informed that all actions, including those that require collaboration with partners, were expected to be completed in October 2023.

Members questioned how confident the Service was in the effectiveness and sustainability of services in Barnsley given the pressures on the care market. Members noted that there were gaps in understanding a richer picture and that analysis surveys were taking place across the care market in order to gather more intelligence. This was due to conclude at the end of July 2023 and would provide the service with a richer picture to develop a delivery plan to shape the care market going forward. Barnsley's care market did not always delivery and the quality ratings were not at the highest level in comparison to neighbouring authorities. Around 75% of care homes in Barnsley had a 'good or outstanding' rating with a number of

providers with a 'requires improvement' rating. More work alongside the care market was to be carried out in order for it to become sustainable so fees paid are comparable and enable providers to deliver high quality services.

A query was raised as to how the pay in the care sector compared to supermarkets. In response the committee members were told that work had been undertaken to try and increase wages so they were comparable with the NHS banding of support workers. However, it was acknowledged that more detailed work was required in order to carry out a comparison with logistics centres such as Amazon.

A question was raised as to the work being undertaken to retain trained staff as there was a seemingly high turnover in the care sector. In response the committee was informed that the onus was on the owners of the companies and that staffing turn over could never be stopped, particularly in providers who continued to deliver services under requires improvement. It was one job to shake the market into paying good wages and another to encourage the delivery of good quality services.

Following more detailed questioning of the Adult Social Care Quality Commission Inspection readiness, members were provided with a detailed explanation as to the work being carried out. Details of which included mock interviews with all managers in adult social care, staff focus groups, a visit from a secret inspector and welcome packs for roles and responsibilities of staff and managers. It was acknowledged that regardless of the framework, the summary could not be anticipated but they had done all they could to be in the best possible position to be the best rated providers.

In further questioning members were informed that there had been a lot of work into the adult social care front door by adopting learning from a multi-agency approach which helps those in need to receive assessments more quickly.

**RESOLVED** that witnesses be thanked for their attendance and the report be noted.

-----  
Chair

# Item 3a

## Report of the Executive Director Core Services to the Overview and Scrutiny Committee (OSC) on 12 September 2023

### Barnsley Safeguarding Adults Board (BSAB) Annual Report 2022-23 – Cover Report

#### 1.0 Introduction and Background

- 1.1 Local Safeguarding Adults Boards are a statutory requirement of the Care Act 2014 and require organisations to come together to agree on how they will cooperate with each other to safeguard and promote the welfare of adults. The Barnsley Safeguarding Adults Board (BSAB) has been operating since 2000 but was originally known as the Adult Protection Committee. The Care Act gives the Board the power to place a “duty to enquire” on statutory partner agencies (Local Authority, the Police and the Integrated Care System).
- 1.2 The Government recognised that even though local authorities had been responsible for adult safeguarding for a number of years, there had never been any clear laws to support this. Therefore, under the Care Act 2014 there was a statutory responsibility for SABs to be in place from April 2015, enabling local partnership working amongst key organisations to hold each other to account and to ensure safeguarding adults remains high on the agenda across the area. The Care Act 2014 recognises that local authorities alone cannot safeguard individuals, it requires joint-working with other agencies supported by increasing the awareness of adult safeguarding amongst the wider public.
- 1.3 The BSAB is a multi-agency Board with an independent Chair, comprising statutory, independent, voluntary organisations and service user/carer representation which have a stakeholder interest in safeguarding adults. The overarching purpose of the Board is to help and protect adults with care and support needs and to do this, the partnership has to make sure that:
- Local safeguarding arrangements are in place
  - Safeguarding practice is person-centred
  - They work together to prevent abuse and neglect
  - Agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
  - Their safeguarding practice is continuously improving and enhancing the quality of life for adults in the area

#### 2.0 Current Position

- 2.1 The BSAB Annual Report 2022-23 (Item 3b - attached) outlines the work of the Board and its local and regional partners from April 2022 to March 2023.
- 2.2 The Board have identified four ambitions within their strategic plan (2021-24) and progress against these ambitions are detailed within the report. Those ambitions are:-
- To ensure that collectively they all work hard to prevent harm and abuse across Barnsley
  - To develop citizen-led approaches to safeguarding
  - To continue to develop safe transition experiences for young people

- Learning together and continually improving

2.3 The governance structure is also outlined within the report, with the work of the Board being taken forward by the following five sub-groups:-

- Performance Management & Quality Assurance sub-group chaired by Healthwatch
- Safeguarding Adults Forum by Experience (SAFE) sub-group chaired by a member of SAFE
- Pathways and Partnership sub-group chaired by Adult Social Care
- Learning & Development sub-group chaired by Barnsley Council
- SAR and DHR sub-committee chaired by the Independent Chair of BSAB

### **3.0 Future Plans & Challenges**

3.1 During the current year (2023-24) the Board intend to continue to work towards achieving their four core ambitions. Specifically, they intend to:

- Review and update the strategic plan with a development event being held later this year
- Improve the quality of data available to the board to provide the necessary assurance about how well they are keeping people safe
- Improve their knowledge of the quality of training provided within the independent care and voluntary sectors
- Use the learning and impact of the temporary customer engagement post to inform the ambition to increase public knowledge of and confidence to share concerns about themselves, their families, or neighbours
- Support the new chair in their role to benefit from their experience in West Yorkshire
- Complete audits and challenge events etc, to test the impact of their work in practice

### **4.0 Invited Witnesses**

4.1 At today's meeting, a number of Board representatives have been invited to answer questions from the Overview and Scrutiny Committee regarding their work over the last annual reporting year (April 2022-March 2023), as well as work being undertaken currently and future plans:-

- Marianne Huison, Independent Chair, Barnsley Safeguarding Adults Board (BSAB)
- Wendy Lowder, Executive Director – Place Health & Adult Social Care, Barnsley Council
- Julie Chapman, Service Director – Adult Social Care & Health, Place Health & Adult Social Care, Barnsley Council
- Cath Erine, Barnsley Safeguarding Adults Board Manager, Place Health & Adult Social Care, Barnsley Council
- Cllr Jo Newing, Cabinet Spokesperson, Place Health & Adult Social Care, Barnsley Council
- Chief Superintendent Simon Wanless, Barnsley District Commander, South Yorkshire Police (SYP)
- Dawn Gibbon, Head of Safeguarding, Barnsley Hospital NHS Foundation Trust (BHNFT)
- Emma Cox, Assistant Director of Nursing, Quality & Professions, South-West Yorkshire Partnership NHS Foundation Trust (SWYPFT)
- Angela Fawcett, Designated Nurse Safeguarding Children, South Yorkshire Integrated Care Board

- Jayne Sivakumar, Chief Nurse, South Yorkshire Integrated Care Board
- Rebecca Slaytor, Named Nurse for Adults, Barnsley Hospital NHS Foundation Trust (BHNFT)

## 5.0 Possible Areas for Investigation

5.1 Members may wish to ask questions around the following areas:

- How successful has the board been in achieving the plans for 2022/23? What went well, what could have gone better, and what learning can be taken from this?
- What do you consider to be the greatest risks for the partnership and how can these be mitigated?
- What evidence do you have that safeguarding practice is continuously improving and enhancing the quality of life for adults in the area?
- Is the Safeguarding Adults Board (SAB) effective in leading and holding individual agencies to account and ensuring effective multi-agency working? How do you know?
- How does the Safeguarding Adults Board perform its quality assurance role? What evidence do you have that this leads to service improvement at system and frontline practitioner level?
- How confident are you that the improvements made to track 'people in a position of trust' and communication between Adult Social Care and SYP on 'shared' cases have been effectively implemented and embedded? What more needs to be done?
- What is in place to support those who report that risks of further harm remain?
- What are the implications of not having robust safeguarding data and when do you expect to have accurate, reliable and comparable datasets available?
- Can you give an example of how you are using the experience of adults and their carers/families to drive improvements to safeguarding arrangements and what more needs to be done to amplify 'lived experience' in the work of the board?
- What more needs to be done to ensure effective joined up working of front-line services so that all agencies have a full picture of what is happening in the lives of individuals and that safeguarding opportunities are not missed?
- How do you ensure that learning from safeguarding incidents is used to improve outcomes and that this is done quickly to prevent future harm?
- How do you know that training theory is being put into practice and what evaluation is being done to determine whether it is improving outcomes?
- Are the right people on the Board to get things done, are there any areas that need strengthening, and what mechanisms are in place to report to the respective organisations?
- Have actions identified as a result of the peer review been implemented? If so, what difference have they made?

- What is being done to ensure the 'Right Care, Right Person' initiative is being embedded locally across the appropriate frontline services and how is this being communicated with the public?
- What actions could be taken by elected members to assist in the work of the SAB?

## 6.0 Background Papers and Useful Links

- BSAB Annual Report 2022-23 (Item 3b - attached)
- BSAB Strategic Plan 2021-24  
<https://www.barnsley.gov.uk/media/18850/safeguarding-adults-board-strategic-plan-v4-optimised.pdf>
- Social Care Institute for Excellence – Making Safeguarding Personal Principles:  
<https://www.scie.org.uk/care-act-2014/safeguarding-adults/safeguarding-adults-boards-checklist-and-resources/making-safeguarding-personal.asp>
- The Care Act Easy Read Summary:  
<https://inclusionnorth.org/uploads/attachment/600/care-act-easy-read-summary.pdf>

## 7.0 Glossary

|        |   |
|--------|---|
| BHNFT  | Barnsley Hospital NHS Foundation Trust                |
| (B)SAB | (Barnsley) Safeguarding Adults Board                  |
| CQC    | Care Quality Commission                               |
| DHR    | Domestic Homicide Review                              |
| MSP    | Making Safeguarding Personal                          |
| OSC    | Overview & Scrutiny Committee                         |
| SAFE   | Safeguarding Adults Forum by Experience               |
| SAR    | Safeguarding Adults Review                            |
| SWYPFT | South-West Yorkshire Partnership NHS Foundation Trust |
| SYP    | South Yorkshire Police                                |

## 8.0 Officer Contact

Jane Murphy / Anna Marshall, Scrutiny Officers

[Scrutiny@barnsley.gov.uk](mailto:Scrutiny@barnsley.gov.uk)

04 September 2023



## Safeguarding Adults Annual Report 2022/23

### Contents

- Page 1 -Foreword from Independent Chair.
- Page 2 - The role of Barnsley Safeguarding Adults Board.
- Page 3- 8 - Safeguarding activity - what it tells us about the safety of adults.
- Page 9 – 10 - Case studies – the voice of the adult.
- Page 11 – 17 - Key achievements and impact.
- Page 17 – 21 - Safeguarding adults’ reviews (SARs) and lessons learnt.
- Page 21 – 22 - Ambitions for 2023/24.
- Page 22 - Board budget.
- Page 23 - Structure of the board.
- Page 24 - Barnsley Safeguarding Adults Board partners.

### Foreword from the Independent Chair of Barnsley Safeguarding Adults Board

It is important that the Safeguarding Adults Board reflects upon the last year's work and makes that information available to the public.

This annual report provides information showing that the board has continued to progress in its goal to keep adults safe and free from harm. You can read more about what's happened during the last twelve months to progress the board's strategic objectives.

Some projects that are worth mentioning are:

- the creation of the 'Preparing for Adulthood Team,' which is helping to improve the transition to adulthood for young people who need extra support.
- the creation of a customer engagement post is actively working with customer groups across Barnsley, increasing knowledge of safeguarding and the work of the Board. The feedback from customers will be used by the Board to inform our plans in 2023/24
- the creation of a part-time training administrator post, freeing up the time of the trainer and the board manager to concentrate on their core roles.

Those achievements have been made possible by the support and commitment of our statutory safeguarding partners, healthcare services, the council, and the Police, who provide the funding for the board and take a lead role in governance.

In addition to the board, I have also chaired the Safeguarding Adults Review sub-group, which commissions and manages any case reviews that meet the criteria set out in the Care Act. Based on the review findings, the group strongly desires to learn and improve practice. In the last year, which has included introducing a 'Was Not Brought' policy for adults at risk of missing health appointments and the quality assurance of annual health checks for adults with learning disabilities. Both have led to improvements in working practice.

After nine years in the role, I stepped down as the independent chair at the end of May. I do so confident that the board has made considerable progress, that there is a strong commitment by all partners to the aims of the board and knowing that the board will continue to work hard to protect adults in Barnsley.

I very much appreciate the support that I have received from partner agencies during my time as chair. I particularly want to thank the board manager, Cath Erine, who has done so much to organise the board and its sub-groups, to bring new ideas to fruition and to be relentless in promoting safeguarding.

Bob Dyson QPM, DL

### **The role of Barnsley Safeguarding Adults Board**

Barnsley Safeguarding Adults Board (BSAB) is the statutory body that brings together organisations working across Barnsley to promote wellbeing and reduce the risk of harm to people with care and support needs. This includes health, including general practitioners, housing, Adult Social Care, education, the council, and the Police. The board is responsible for leading safeguarding arrangements across the borough and for overseeing, co-ordinating and challenging the effectiveness of the work of our members and partner agencies.

Our responsibility is to create and encourage a culture among our members, partners and communities that values and follows the principles of 'Making Safeguarding Personal.' Together, we have a duty to make sure that procedures are in place to promote the reporting of suspected abuse and take necessary actions to stop it.

The board's role is to make sure that those who work to protect adults follow a coordinated and consistent approach when it comes to referring, assessing, planning, intervening, and reviewing cases for people who have experienced or are at risk of abuse, keeping the adult at the centre using the principles of Making Safeguarding Personal.

<https://www.local.gov.uk/our-support/partners-care-and-health/care-and-health-improvement/safeguarding-resources/making-safeguarding-personal>

Under the Care Act 2014, we must:

- Develop and publish a [strategic plan](#), setting out how we'll meet our objectives and how our member and partner agencies will contribute.
- Publish an [annual report](#) detailing how effective their work has been.
- Commission [safeguarding adults reviews](#) (SARs) for cases where an adult dies or is seriously harmed as a result of abuse or neglect.

### **Our vision is to make sure that Barnsley is a safe place for all adults.**

To achieve this, we will work together to:

- Prevent abuse and harm by promoting dignity and respect, delivering high-quality services.
- Empower adults and communities to prevent abuse and be part of the solution if abuse or harm does occur.

- Protect adults by working with them to reduce the risks they face and establishing a culture that does not tolerate abuse.
- Deliver proportionate responses to abuse and harm, working with people.
- Deliver high-quality partnership working to prevent and respond to abuse and harm.
- Hold each other to account for the quality of our safeguarding work and report this to the residents of Barnsley.

The Care Act requires safeguarding boards to have an Independent Chair. Our long-standing Chair, Bob Dyson, stood down earlier this year, and a new Chair was appointed to replace him. We thank Bob for his commitment to keeping adults in Barnsley safe and his work driving the board's work forward.

Marianne Huison started in June. Marianne also chairs a safeguarding board in West Yorkshire, which will support the sharing of best practice.

### **Safeguarding activity during the year**

The information in this report has been gathered by local government on behalf of the partnership board. While reporting on safeguarding activities that are required by law, they found some inaccuracies in how data is collated and organised.

As a result, the council cannot guarantee the accuracy of the data. There is therefore a possibility that it might differ from other publicly available sources of safeguarding data.

To address this issue, a project has been initiated to develop locally maintained datasets for adult social care. They will start by focusing on improving the accuracy and efficiency of safeguarding data. This way, the data used by the council to support the board's main objectives will be reliable and comparable to other safeguarding data reported at both local and national levels.

### **Concerns**

In 2022/23, our Adult Social Care services received 3,129 safeguarding referrals, marking a significant increase when compared to the 2,231 referrals received in 2021/22.

This 33% increase was mainly due to care homes and community services submitting notifications of all falls and medication errors with safeguarding. These referrals do not meet the threshold for safeguarding, and an alternative route, including the Contracts Team and CQC involvement, will be explored in the coming year.

29% of concerns received required a safeguarding enquiry (Section 42) in 2022/23, down from 31% of the concerns received in 2021/22. 71% of concerns did not require a safeguarding response. Work has begun to reduce the number of inappropriate referrals as this is time-consuming for safeguarding and Adult Social Care, who triage all referrals.

The Safeguarding Adults Board aims to make sure that adults are aware when workers and volunteers have concerns about their safety. To achieve this, workers and volunteers are encouraged to directly communicate with the adult, supporting them to share their worries

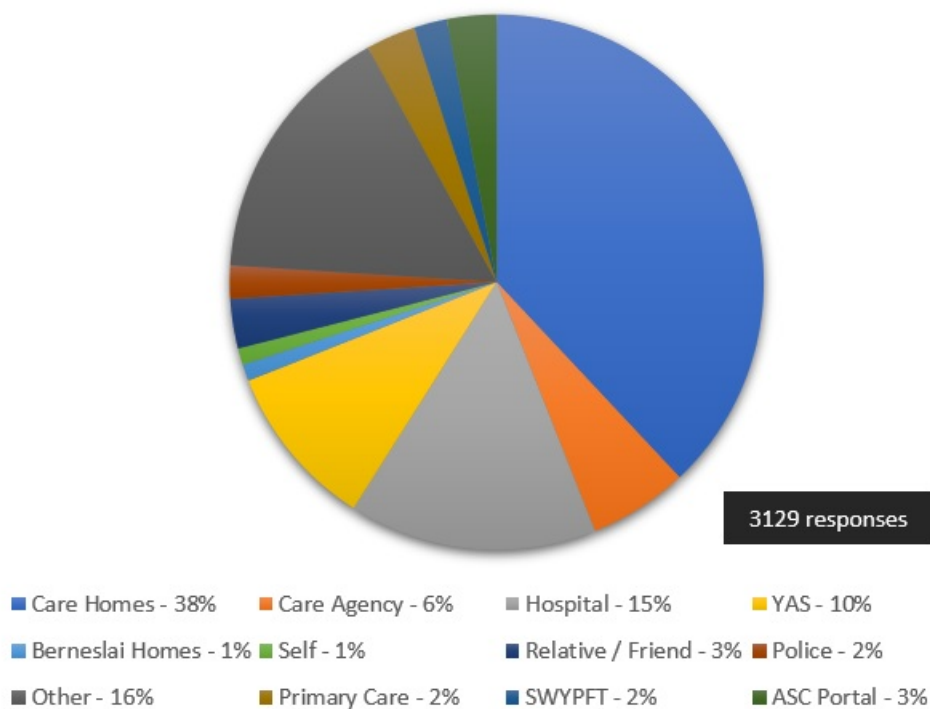
and explaining what actions will be taken to help keep them safe if they share their concerns with Adult Social Care.

We are ambitious and want to see 90% of all concerns shared by workers and volunteers to seek the adult's consent if they are able. During the year, 77% of concerns received either had consent or were related to adults who could not give permission.

We are completing an audit in 2023/24 to clarify which organisations are not seeking permission and why to support them as part of our commitment to person-centred practice.

### Which organisations sent in concerns?

#### Concerns Received - Organisation



The 6% increase in referrals from care homes is linked to quality concerns which do not require a safeguarding response. Work is underway to provide an alternative method of sharing quality concerns with us. We anticipate that as new reporting processes go live in 2023/24, the numbers of referrals will reduce, and the percentage that requires a safeguarding response will increase in line with other referrers.

The 6% decrease in the number of referrals from the Police is positive and has resulted from the following:

- Introduction of a new safeguarding adults App on mobile equipment, which assists police colleagues in providing better quality data to support screening by Adult Social Care.

- Co-location of a police officer in our Front Door team, who triage concerns. The officer provides feedback to police colleagues to deliver continuous improvement.

Barnsley Hospital has an established safeguarding team who are actively working with all departments to identify and report safeguarding concerns. The 4% increase from 2021/22 to 2022/23 is a testament to the impact of this work.

We aim to support the public to tell us about their worries about themselves, their family, friends, or neighbours. We have a target of 10% of referrals coming from this area.

While the increase to 4% is positive, we need to continue working with customer groups and our communications colleagues to empower the public to feel confident to share concerns. Most referrals received from the public do result in a safeguarding enquiry.

The appointment of a Safeguarding Customer Engagement post within Healthwatch will increase the number of referrals in 2023/24. More details of the role of the Safeguarding Engagement Worker are included later in the report.

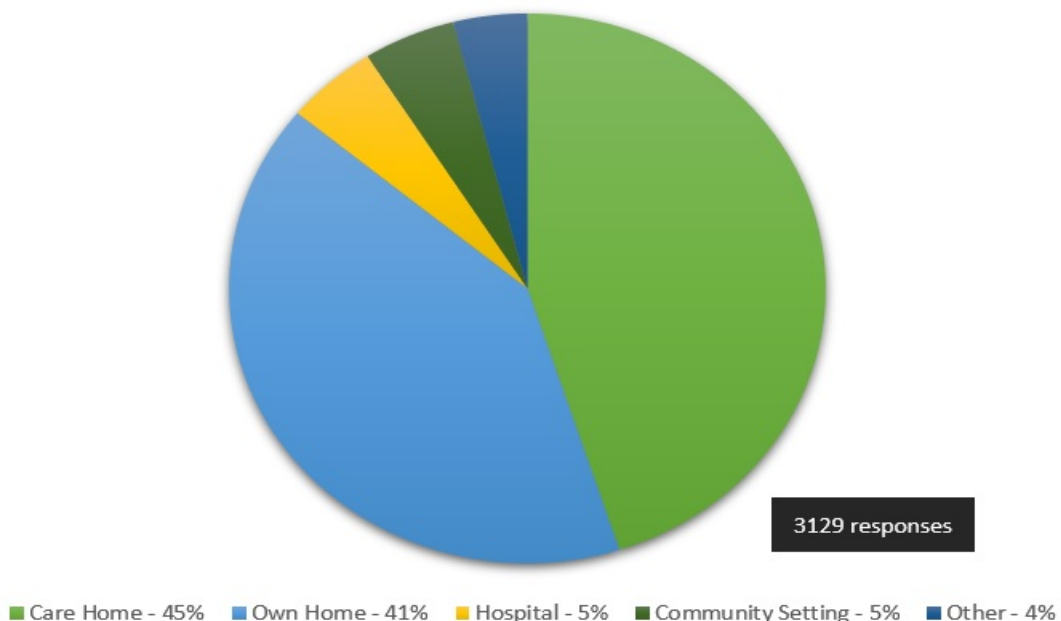
The absence of referrals from housing associations and private landlords is a concern and will form part of our communications strategy in 2023/24.

Reporting accurately on referrals from primary care and the South West Yorkshire Partnership NHS Foundation Trust (SWYPFT), which provide a range of community, therapy, and mental health services, is challenging due to the fields provided by the Department of Health and Social Care. However, we know that Adult Social Care has received more referrals from primary care.

This increase is a direct result of the work from the Integrated Care Board’s safeguarding team and multiple inputs from the board’s multi-agency trainer.

**Where did harm take place?**

**Concerns Recieved - Location**



The 5% increase in reported abuse cases in care homes is evidence that more cases of alleged harm have been reported in line with the new advice to report everything. This includes:

- Witnessing falls of adults with a fall risk management plan.
- Medication errors that do not result in harm.
- Tissue viability concerns managed by both robust care plans and the active involvement of nursing and other health colleagues.

The percentage of concerns from this sector requiring a safeguarding response is less than 15%. The Safeguarding Adults Board is committed to supporting all staff and volunteers to raise appropriate, high-quality concerns, as shown by our offer of free training for everyone.

**Who needed help?**

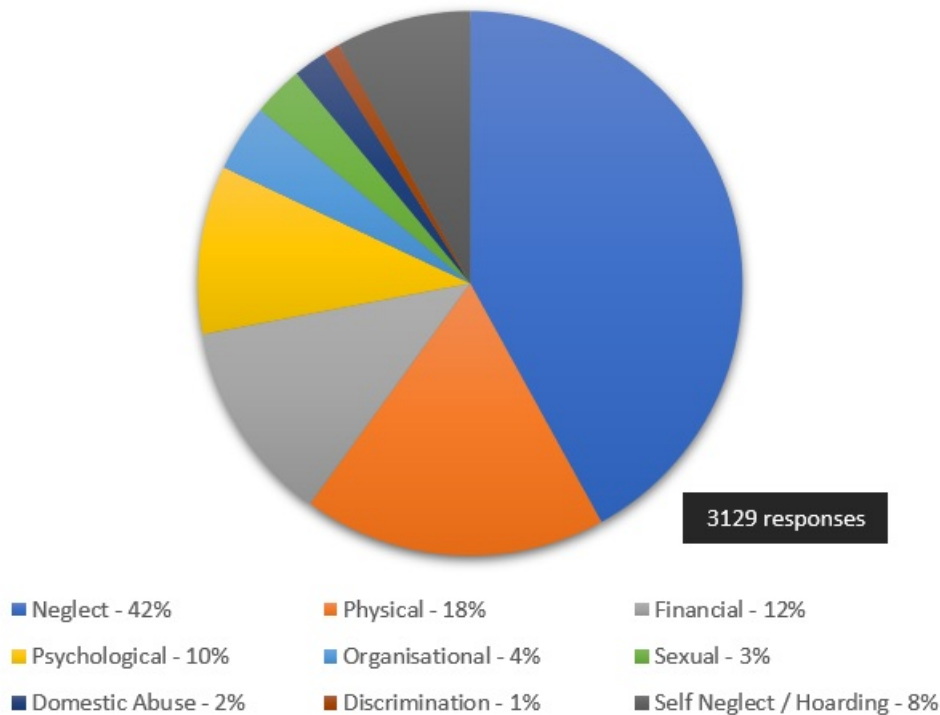
62% of adults who needed support to stay safe were aged sixty-five and over.

86% identified as White British and 2% as Black or from other minority ethnicities, which aligns with our demographic data for Barnsley. 10% of adults did not provide ethnicity data.

The gender of adults needing help to stop harm remained the same as the previous year, with women at 57% and men at 43%.

**Types of abuse reported.**

**Concerns Recieved - Types of Abuse**



The types of abuse reported in the year are like those reported in the previous year.

Neglect is the most reported abuse in both care settings and in an adult's home. Most financial abuse occurs in someone's home, with family and friends being the most likely to be causing the harm.

The number of self-neglect and hoarding cases has risen slightly, evidencing the work we are doing locally. Research indicates that between 4% and 6% of the population are likely to struggle with hoarding and/or self-neglect, showing we need to continue our efforts to equip workers, volunteers, and the public to identify and report their concerns.

The case study Rosie included later in this report demonstrates the positive impact joint work with the adult can bring.

### **How did we support adults to feel safe?**

We are committed to working with adults to identify solutions. In line with 'Making Safeguarding Personal,' this means working to the below principles:

- Talk to me; hear my voice.
- Work with me to support me to be safe.
- Work together with me.
- Work with me to resolve my concerns and let me move on with my life.
- Support me to be safe now and in the future.
- Work with me, knowing you have done all you should.

To do this, we may

- Agree on a set of outcomes with the adult and work with them and other organisations to reduce the risk of further abuse or harm and help them feel safer. This allows us to support them in choosing what they would like to happen when they can do so. During the year, we worked with 907 adults.
- Offer a Care Act assessment to identify the support they need, including a care package via Adult Social Care.
- Refer them to other organisations for support, including specialist domestic abuse services and teams who can help with drug or alcohol dependence.
- Agree that we will offer adults advice and support to help them to resolve issues or risks for themselves.

The Care Act requires us to act without consent from the adult if:

- The person alleged to have caused the harm may pose a risk to other adults in their role as a worker or volunteer, defined as a person in a position of trust (PIPOT). Our data is incomplete in this area, and work is underway to resolve this in the coming months. Appropriate dismissals and referrals to the Disclosure and Barring Service and other professional registration bodies have been made.

If the adult is unable to consent to work with us because of dementia or a learning disability, we will make sure that a decision is made with them, their family, friends, or advocates. We will agree on how best to keep them safe in line with the Mental Capacity Act 2005.

### Did we keep people safe?

92% of adults supported through a safeguarding enquiry (Section 42) reported that safeguarding support had delivered their outcomes or safeguarding needs.

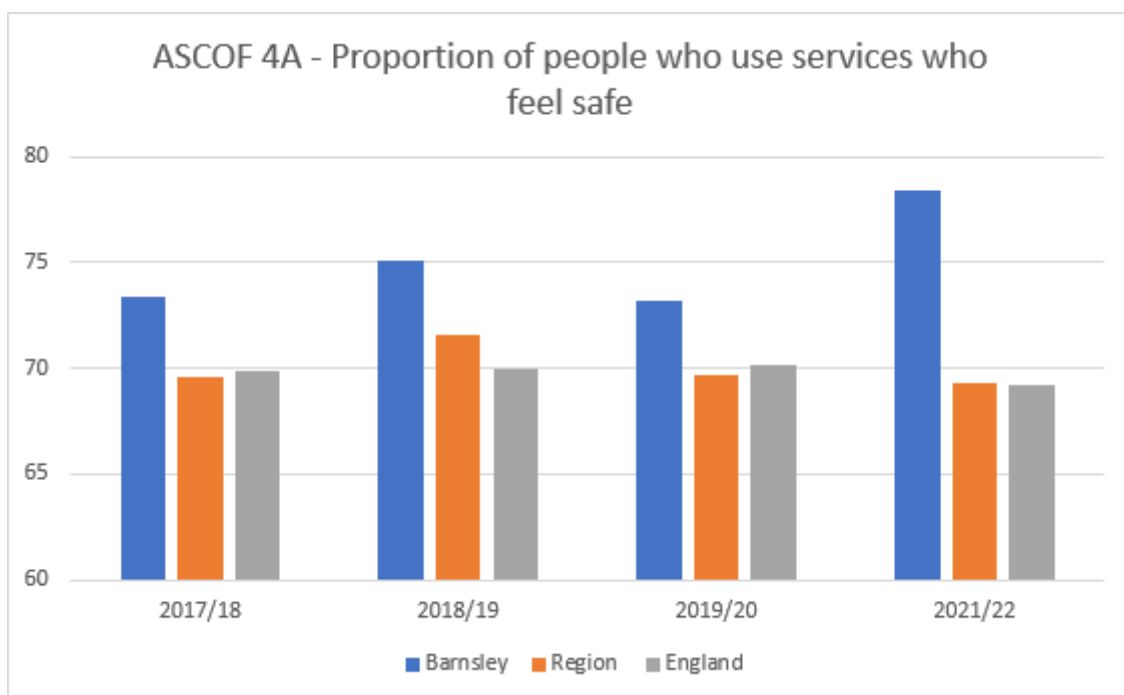
### Did we help remove the risk of further harm?

- 37% reported that safeguarding support had removed all the risks of further harm.
- 56% reported that safeguarding support had reduced the risk of harm.
- 7% reported that risks of further harm remain.

Removing all the risks may result in the adult not seeing family members or friends or having to move home, and some adults are not prepared to make these choices.

### Comparisons with regional and national data.

It is notable that Barnsley continues to provide safer services than our regional and national neighbours. It should be noted that no data is available for 2020/2021 due to Covid-19.



### Partner data

Partner organisations, such as hospitals, police, etc, provide data about the number of workers who have received training, the number of people in positions of trust enquiries completed outside of a section 42. A new data set will be agreed within the first quarter of 2023 to increase our ability to assure the quality of safeguarding within partner organisations.



## Case studies

### Case study 1 – Rosie (name chosen as a pseudonym by the adult)

Rosie, a forces veteran, lives in an owner-occupied home. She needed support with hoarding, which affected all the rooms in her home. Rosie lives with bipolar disorder and struggles with agoraphobia.

Sadly, over the last four years, Rosie has lost her husband, a fellow veteran, and twin brother. Her son lives overseas and is not aware of her struggles.

Adult Social Care and private housing officers visited Rosie's house, but they were denied access. Rosie finally allowed the workers in and agreed to attend a multi-agency meeting with all relevant organisations to make a plan to reduce the risks linked to the hoarding. Weekly social or community safety worker visits helped build a strong relationship with her and supported Rosie in addressing the issues. Rosie has been provided support to sell on many of the goods to recoup the cost of new items that have yet to be worn or used.

Rosie has become a regular attendee at the people-led D' Clutter group and enjoys these events. Rosie told us:

**“It has dragged me from a very bad place, and I have had endless support from housing and social care to move on slowly. I have moved on from that place and wouldn't be where I am now without their support. I wasn't aware of the support available from the council; it has changed my life.”**

This case reinforces the need to:

- Work with people in a way and pace that helps them to be in control.
- Be persistent and persuasive.
- Be creative and persistent when the adult refuses suggested actions and approaches.
- Be committed to a long-term approach.

### Case Study 2 – Simon (pseudonym)

Simon lives in a supported living project with 24-hour 1 – 1 support to enable him to manage his cerebral palsy and other health issues; Simon uses both a motorised and manual wheelchair to mobilise/provide him with some independence.

Simon had requested support to use the toilet, which was refused by the allocated worker; another worker, who was working from his home, offered to assist him but was told by the allocated worker that she could not do this as “Simon was not on her hours.”

The worker was overheard saying, "If he wets himself, we can move him into his manual wheelchair.”

Two hours after the initial request, the male worker aggressively started removing Simon's clothing in the hallway in front of other workers. Simon was very distressed, and the worker eventually took him into his bedroom to allow him to use the toilet.

The worker, who was refused permission to assist Simon, reported this to managers, who suspended and completed an internal investigation, including reporting to safeguarding.

The worker was dismissed and referred to the DBS (Disclosure and Barring Service), and adult social care recorded that harm had taken place by a worker (Person in a position of trust)

Simon confirmed he was happy to continue living at the service now that the worker would not be supporting him.

**“I am happy with the end result and feel relieved that it is over, and I won’t have to deal with that worker again.”**

## Progress linked to our strategic plan for 2022/23

| Ambitions  |  |  |
|--|--|--|
| <b>Ambition 1: To ensure that collectively we all work hard to prevent harm and abuse across Barnsley.</b>   |  |  |
| Achievements   | Impact   | Completed or ongoing   |
| <p>Safeguarding training - From April 2022 to March 2023, 732 people attended workshops and/or completed e-learning. It is a dynamic programme, and key achievements include:</p> <ul style="list-style-type: none"> <li>• A series of workshops highlighting the support available to people impacted by the cost-of-living challenges. Thanks to Yorkshire Water, the Citizens Advice Bureau and the Department of Work and Pensions.</li> <li>• Safer recruitment sessions aimed to equip managers to support them to recruit high-quality workers into the care sector. The police outlined how to share concerns about Police Officers abusing their position for sexual purposes, demonstrating their commitment to high-quality policing.</li> <li>• Strategies and approaches to help workers and volunteers to provide support to adults who are “challenging to work with.” Thanks to South Yorkshire Police, the South West Yorkshire Partnership NHS Foundation Trust and the Disclosure and Barring Service.</li> <li>• Co-delivering joint Safeguarding Adults and Safeguarding Children workshops with the Safeguarding Children’s Partnership for workers with limited contact with adults or children.</li> </ul> | <p>Evaluations show that courses are meeting needs. Limited uptake from the independent care sector remains a concern.</p> <p>Most of these courses were oversubscribed, and workers reported how they supported their practice.</p> <p>Reduced duplication and support, sharing best practice across adult and children’s services.</p> <p>Courses reflect the needs of workers and volunteers.</p> | <p>A priority area for 2023/24 will be the engagement of the independent and voluntary sectors to improve knowledge of adult safeguarding. Additional sessions will feature in the 2023/24 training programme.</p> <p>Active review will continue to deliver a high-quality, responsive programme.</p> |

|  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Reviewing our courses and updating the format and timings based on feedback gathered from delegates.</li> <li>• Launching a new e-learning course on the Mental Capacity Act and the Deprivation of Liberty Safeguards.</li> <li>• Gathering and analysing information about the impact of the training on practice. This is to make sure that the training we deliver leads to improvements in the way we work as agencies.</li> </ul> | <p>Learning from local and national SARs indicates that competing Mental Capacity Assessments remains challenging. The course includes a knowledge check to demonstrate the impact on learning.</p>        | <p>Work is ongoing to test the impact on practice. Planned changes to the council’s learning platform (POD (Personal Online Development)) will require a reflective learning piece to be completed before receiving certificates.</p> |
| <p>Funding was identified to create a training administration post to support the board's work.</p>  | <p>Additional data is available to evidence uptake and impact of training.</p>   | <p>Completed.</p>   |
| <p>The existing bi-monthly newsletter for workers and volunteers will increase to a monthly format. This is based on research that suggests the average read time is less than five minutes.</p>   | <p>New software will allow us to track engagement with the newsletter. We will use this to inform future content and length. More people have subscribed to the newsletter since we switched software.</p> | <p>Pathways and partnerships will receive this data at future meetings from May 2023.</p>   |
| <p>Review of the BSAB webpages commenced, helping workers find resources and access learning opportunities more efficiently.</p>   | <p>Early data indicates that creating a new training ‘tile’ is helping access in addition to a QR code.</p>  | <p>Plans are in place to complete the website review before September 2023.</p>   |
| <p>Regular reflective sessions feature at the Pathways and Partnerships sub-group meetings to cascade best practice and identify areas for improvement.</p>  | <p>New or revised guidance tools and policies have resulted from these sessions. Partnership working and professional relationships have improved.</p>   | <p>Quarterly.</p>   |
| <p>Performance Management and Quality Assurance sub-group collaborates with all safeguarding partners to develop a data dashboard. This will improve oversight of trends and data relating to safeguarding and making safeguarding personal.</p>   | <p>Due to pressures on key partners, the improved dashboard needs to be implemented. To provide robust analysis, we may need to examine individual cases thoroughly.</p>                                   | <p>Quarterly, the importance of data is on the board’s risk register.</p>   |

| <b>Ambition 1: To ensure that collectively we all work hard to prevent harm and abuse across Barnsley.</b>  |  |  |
|---|--|--|
| <b>Achievements</b>   | <b>Impact</b>  | <b>Completed or ongoing</b>  |
| A consultant assisted our Care Quality Commission (CQC) preparations, funded by the Local Government Association. Their report identified the need to improve our ability to track “people in positions of trust” via Adult Social Care records. Communication between Adult Social Care and South Yorkshire Police on ‘shared’ cases also required improvement.  | Work commenced to resolve both these issues in advance of the CQC inspection, with a projected completion date of September 2023.<br>The co-location of a police colleague in the Adult Social Care Front Door has positively impacted both triaging and active case management.   | January 2024.  |
| Implementation of the Integrated Care System. In July 2022, the Integrated Care Board (ICB) came into being and replaced the previous Clinical Commissioning Group. At the same time, the Integrated Care Partnership (ICP) was created.<br>An ICB is a statutory NHS organisation responsible for developing a plan to meet the local population's health needs, managing the NHS budget, and arranging health services. The ICP is a statutory committee jointly formed between the ICB and local authorities that fall within the ICS (Integrated Care System) area. It brings together a broad alliance of partners concerned with improving the population's care, health, and wellbeing. The ICP is responsible for producing an Integrated Care Strategy to meet the health and wellbeing needs of the local population. | There has been a clear commitment, as part of the reorganisation, that safeguarding remains a priority. Whilst working collectively on a bigger footprint provides an opportunity to do some things collectively at a regional level, the commitment to safeguarding locally (at Barnsley place) remains strong. This means that locally, personnel and support have remained the same. The Executive Partner from Health remains unchanged, as does the representation of the partnership sub-groups, which remains a priority. | Quarterly updates.   |
| Creation and active use of a public-facing hoarding postcard. Delivered to homes in Barnsley by Community Safety colleagues, this has increased awareness of hoarding and self-neglect  | Early evidence indicates that using the postcard has resulted in adults struggling with hoarding and their neighbours’ contacting services. The postcard has been identified as a best practice example and adopted by other Safeguarding Adults Boards nationally.  | November 2023, as we have not identified the four to six per cent of the population that research indicates are likely to be struggling with hoarding and/or self-neglect. |

| <b>Ambition 1: To ensure that collectively we all work hard to prevent harm and abuse across Barnsley.</b>  |   |  |
|---|---|--|
| <b>Achievements</b>   | <b>Impact</b>   | <b>Completed or ongoing</b>  |
| Our annual Safeguarding Awareness Week (SAW) took place in November 2022, including a 'take over' of Barnsley Market to share messages with the public.   | Adults accepted referrals to services and took advice on how to self-refer.   | The markets have agreed to host stalls for this year's Safeguarding Awareness Week.                          |
| We have updated our public-facing leaflet in partnership with the SAFE (Safeguarding Adults Forum by Experience) customer group.  | The temporary Safeguarding Engagement post reports that the leaflet is popular with customer groups.  | Ongoing – we will continue to evaluate impact and change as required.  |
| Bi-monthly public-facing minutes summarising the board's work and its sub-groups are available on our webpages and shared directly with customer groups.  | Impact data is not yet available.   | December 2023. The 2023/34 annual report will include this data.   |
| Communications colleagues have produced animations of safeguarding cases, which are available on the website and social media.  | Positive feedback from both the public and workers. Requests from other Safeguarding Adults Boards to use them.   | Support to produce further resources from all communications teams is required.                              |
| Building on best practice in other parts of the region, funding to appoint a Safeguarding Customer Engagement post was secured. The position is based within Healthwatch and actively links with existing customer and voluntary groups to increase knowledge of staying safe and well. | <p>A local mosque has taken up the offer of a health check session from health colleagues at Friday prayers.</p> <p>An insecurely housed young man was offered support from Children's Social Care and returned to his family in Portsmouth.</p> <p>A local foodbank has accepted safeguarding training.</p> <p>A jointly produced resource pack supports customer groups to make appropriate referrals to a wide range of organisations.</p> | Funding is in place until 2024. Funding to extend the post will be explored to build on its positive impact. |

| <b>Ambition 2 - To develop citizen-led approaches to safeguarding</b>   |  |  |
|---|--|--|
| <b>Achievements</b>   | <b>Impact</b>  | <b>Ongoing or completed</b>            |
| The Safeguarding Adults Board supported the SAFE group to produce a patient-held Universal Health Passport, which covers support needed across all health settings.   | The pilot evidenced that the passport was popular with adults and young people and accepted by all health workers. The Safeguarding Adults Board approved the document, with training for adults and their families, workers, and volunteers now underway. | Completed, pending further evaluation. |
| Barnsley Safeguarding Adults Board is keen to work towards active co-production but recognises that requests for people's time are duplicated across boards. The joint-board strategy will attempt to reduce duplication and improve communication between boards on shared issues. | Not available at this stage.   | Ongoing.                               |

| <b>Ambition 3: To continue to develop safe transition experiences for young people</b>   |  |   |
|--|--|---|
| <b>Achievement</b>   | <b>Impact</b>  | <b>Ongoing or completed</b>                       |
| Adult Social Care has established a "Preparing for adulthood team." The ambition is to expand it to include children's social care, mental health etc. | The service is still in its infancy, and its impact is not yet known. Regular updates will be provided to the Safeguarding Adults Board. | Updates bi- annually. First update December 2023. |
| Workers supporting young people in preparing for adulthood will have increased access to jointly run courses and resources.                            | There is limited data on the impact of this change at this point. Further evaluation is ongoing.   | January 2024.                                     |
| Learning events to cascade the messages from SARs involving young adults have been delivered to staff in Barnsley.                                     | Positive evaluations.  | Completed.  |

| <b>Ambition 4 - Learning together and continually improving</b>   |  |  |
|---|--|--|
| <b>Achievement</b>  | <b>Impact</b>  | <b>Ongoing or completed</b>  |
| Barnsley completed more learning lesson reviews than comparators. A thematic review of all SARs and lessons learnt reviews completed in the previous eight years showed that practice has improved. This included increased professional collaboration in managing self-neglect and hoarding, our commitment to work with the adult or their advocate and developing ASIST meetings to involve family and friends in resolving hoarding and/or self-neglect concerns. | <p>The learning from the thematic audit will inform our training programme moving forwards and our priorities for the work plans of the board and its sub-groups.</p> <p>Use of the Mental Capacity Act, professional curiosity and persistence were all identified as areas requiring additional scrutiny. National reviews of SARs identify the same challenges.</p> | Ongoing.   |
| Learning from Lola, a Safeguarding Adults Review, and Gillian, a non-statutory lesson learnt identified the need for a 'was not brought' policy for adults with learning disabilities or other cognitive impairments. The Safeguarding Adults Board has approved the new policy, with training underway for health and social care staff.   | Primary care now has a specific code to record adults who were not brought to health appointments. Repeated non-attendance will generate a referral to adult safeguarding.   | The number of patients not brought to appointments or referred to safeguarding adults will be part of the performance data shared with the Safeguarding Board. |
| The Safeguarding Adults Board has committed to be involved in two pieces of research. One exploring responses to self-neglect and/or hoarding, led by Professor David Orr. Malcolm Irons led another to improve medication safety in care settings. Both are in the early stages.   | Limited impact at this stage. The self-neglect research is a three-year programme.   | Ongoing.   |
| The appointment of a part-time training administrator on a three-year, fixed-term contract will enable us to evidence the impact of training on practice.   | The postholder started in early 2023, so limited data on the impact of training is available at this point.  | September 2023.  |
| We are actively involved in partnerships with South Yorkshire and wider regional colleagues across health and social care to share learning and best practice. This   | Barnsley has shared and obtained best practice examples for use locally.   | Ongoing.   |



|  |  |  |
|--|--|--|
| includes regional safeguarding forums in health and social care and specific meetings for Independent Chairs and Board Managers. |  |  |
|--|--|--|

### Learning from Safeguarding Adults Reviews and Lessons Learnt

The Care Act 2014 requires Safeguarding Adults Boards to consider a Safeguarding Adults Review (SAR) when:

- An adult at risk dies (including death by suicide), and abuse or neglect is known or suspected to be a factor in their death; or
- An adult has sustained a potentially life-threatening injury through abuse, neglect, serious sexual abuse or sustained serious and permanent impairment of health or development through abuse or neglect.

#### And one of the following has taken place:

- Where procedures may have failed, and the case raises serious concerns about how local professionals and or services worked together to safeguard adults at risk.
- Serious or systematic abuse occurs in an institution or when multiple abusers are involved. Such reviews are likely to be more complex, on a larger scale and may require more time.
- Where circumstances give rise to serious public concern or adverse media interest about at-risk adults.

During 2022/23, the Safeguarding Adults Review Panel, chaired by the Independent Chair of the Safeguarding Board, considered eight cases:

| Case number | Cause for concern  | Outcome  |
|-------------|--|--|
| 1           | Choking in hospital  | Single agency enquiry with report and action plan shared with SAR panel.   |
| 2           | Choking in hospital  | As above.  |
| 3           | Neglect by an adult child where the individual did not die | Did not progress. Adult child cannot care for their parent and did not know how to access support.   |
| 4           | Suicide  | No failure in partnership working. Referred to suicide panel.  |
| 5           | Self-neglect/neglect by adult child. The adult did not die | Did not progress to review. The adult was placed in a care setting, was unable to make decisions for herself and support to address mental ill health was provided to her adult child. |
| 6           | Self-neglect. Concerns about lack of access to services    | Learning review completed, with strong evidence of effective working by all organisations involved with this adult.  |

|   |   |  |
|---|---|--|
| 7 | Self-neglect, concerns about the quality of communications between agencies | The joint review between relevant organisations was shared with the SAR panel. |
| 8 | Suicide   | Referred to suicide panel.   |

In 2022/23, Barnsley Safeguarding Board signed off two Safeguarding Adults Reviews into the deaths of Harry and Richard, both of which started in the previous year. Summaries of these reviews are included below:

## **Harry**

### **What happened?**

Harry died when he was 34 years old. He died because of sepsis, cellulitis, and non-alcohol-related liver cirrhosis. Harry was known as someone who could be challenging to work with. He was often threatening and abusive to workers and his parents. He would sometimes refuse to engage with assessments and refuse the support offered. In the final 18 months of his life, Harry was suspended from accessing services from the South West Yorkshire Partnership NHS Foundation Trust. However, crisis services remained open to him through Accident and Emergency. Harry had spent time in prison. In his final days, Harry was arrested again and detained under the Mental Health Act.

### **Terms of reference**

The review focused on the period from 1 June 2018 until Harry's death on 21 September 2021. The review period was chosen to understand the impact that Barnsley Safeguarding Adult Board's Self-Neglect and Hoarding Policy and procedures may have had on practice with Harry. In particular, the review was to understand how effectively agencies worked together. The review also reflected on the experience of Harry's parents when they adopted him and missed opportunities for support throughout Harry's childhood.

### **Key learning when working with adults.**

There was good evidence of joint visits between practitioners, but there needed to be strategic joint working between agencies. There were no joint risk assessments or joint risk management plans. No single agency had all the information.

Each agency struggled to support its workers experiencing abuse, but opportunities for joint responses were missed. There was evidence of agencies being 'played off' against each other as there was no joint plan. Workers did not recognise that Harry was neglecting himself. Harry had likely never really cared for himself and depended on others for his cleaning, managing his money and support to access the community. Opportunities to offer his parents support as his main carers for many years were missed.

It is possible that Harry's mental and executive capacity to make and carry through decisions was "overestimated," as he could articulate himself well and appeared to understand information. However, there was much evidence about his impulsive behaviour and its negative impacts, which raises the question of how well he could weigh up information when making decisions.

## **Learning from Children's Services**

Understanding Harry's childhood and the challenges faced by his birth mother could have assisted the practitioners involved with managing his behaviour. Harry's behaviours may have resulted from Foetal Alcohol Syndrome Disorder (FASD). Early diagnosis and support for the child and their families is essential to limit the impact of the condition. Harry's parents were offered limited support when he was excluded from several schools under the age of ten. During the last 20 years, there have been changes in practice which may address some of these challenges. However, do people have access to services that can support the diagnosis of FASD?

### **Good practice**

There was a collaboration between workers when conducting joint visits. Some agencies' workers identified Harry's inability to meet his needs and attempted referrals to statutory services. Some workers developed clear boundaries with Harry, enabling them to continue working with him despite his challenging and aggressive behaviour. There was recognition from managers that some of Harry's behaviours toward workers was unacceptable, and they sought to protect them from these.

## **Richard**

### **What happened**

Richard died, aged sixty-nine, in Sheffield Teaching Hospital from sepsis. Richard's family reported that he was impulsive and very gregarious. He liked cars, holidays, and houses. Richard "disappeared" in 2004, and despite his son reporting him missing, he did not know where he was until 2021 when he discovered him in a care home in Barnsley. Richard's family were able to talk to him on the phone. However, visits angered Richard, who did not recognise them as his family.

Richard had developed Korsakoff Syndrome (alcohol-related dementia), and while he had stopped drinking, he was a very heavy smoker. As a result, Richard had significant issues with ischaemia and leg ulcers but was resistant to treatment in care settings and in the hospital. Richard was under the care of specialist vascular services at Sheffield Teaching Hospitals, who advised a lower leg amputation which Richard refused. This decision was not challenged, despite his diagnosis of Korsakoff and the Deprivation of Liberty Safeguards order in place at the care home where he lived. Later that year, Richard informed Barnsley Hospital that he would consider the amputation as he had not appreciated that he might die without it. They shared this information via a telephone call, but sadly this was not recorded, and Richard's decision was not reviewed by the medical staff.

### **Terms of reference**

- How did your agency 'access' Richard's voice to make sure his wishes and views were obtained and considered. This includes any past and present wishes and feelings as well as 'beliefs and values.'
- How did organisations share information to support holistic risk assessments and treatment plans?

- How did organisations use the legal frameworks to safeguard Richard, including the Care Act, and was this in line with internal policies and best practice?
- How did organisations use advocates and family members to support Richard and any decision-making?
- How did the use of health services in different local authority areas impact his care?
- What support was provided to front-line practitioners working with Richard?
- What learning will your organisation take from this review, and how will any changes be implemented?

### **Key learning**

- Assessments into Richard’s capacity were not completed, despite his diagnosis of Korsakoff Syndrome and his history of self-neglect in care settings and in hospitals.
- Deprivation of Liberty Safeguards, which should have been put in place, were absent.
- The care home did not actively monitor his self-neglect and complete assessments to establish his ability to make decisions or escalate concerns to Adult Social Care.
- Health and social care organisations failed to tell family members about his many hospital admissions or health status. Richard had not stated he did not want them involved, nor was it based on a best-interest decision.
- Whilst he benefitted from a strong relationship with an advocate in Barnsley, Sheffield did not secure this support for him whilst in hospital.
- The absence of a shared health care record between Barnsley and Sheffield hospitals increased the risk of information being “lost” and impacted the ability to complete risk and capacity assessments.

### **Good practice**

- Richard had a strong relationship with his advocate and social worker, who supported each other despite a Section 21A appeal against his Deprivation of Liberty.
- The district nurse’s persistence in meeting his needs in the care home, despite his resistance.
- The well-recorded capacity assessment and decision about his willingness to consider an assessment completed by Barnsley Hospital.
- The advocate’s support of Richard whilst in Sheffield Hospital, as he had no other advocacy support.

### **Recommendations**

- Recommendations aiming to embed the use of the Mental Capacity Act in practice for health and care settings.
- Recommendations aiming to improve communication between agencies, especially between Barnsley and Sheffield hospitals.
- Recommendations to clarify family members' role and access to information when adults are accessing health or social care settings. The Mental Capacity Act is to be used if the adult is unable to make decisions about contact with family or friends.

- Recommendations to reinforce a multi-agency approach to the care of people with complex needs, including the use of the new Universal Health Passport.
- Recommendations addressing points raised by the family to make sure their voices and views are considered when working with an adult who may be unable to make decisions about contact with family.

### **Putting the learning into practice**

- Make sure that organisations involved in the care of adults with complex needs or with a history of self-neglect have robust information-sharing processes in place.
- Escalation routes are in place when messages are not received and recorded, including to legal services.
- Clear processes are in place to keep family and friends informed of key events unless they are excluded from contact with the adult.
- Do you know how and when to appoint advocates for people in Barnsley and when they are out of the area?

We extend thanks to the families of Harry and Richard, whose involvement provided a picture of the person. This information helps us embed learning more effectively.

Full copies of the report can be located here –

<https://www.barnsley.gov.uk/services/children-families-and-education/safeguarding-families-in-barnsley/safeguarding-adults-in-barnsley/barnsley-safeguarding-adults-board/safeguarding-adult-reviews-sars/>

Action plans are produced for all Safeguarding Adults Reviews and lessons learnt. These are monitored monthly by the relevant sub-group to prove that learning has been embedded in practice.

The combined action plan for four adults who died of self-neglect and hoarding in previous years was signed off as completed in 2023. A challenge event aimed at checking that the required changes have been made will take place before the end of this summer.

### **Ambitions for 2023/24**

Our core ambitions will remain the same, with a development event being held later this year to inform our strategic plan for 2024 to 2027.

#### **Core ambitions**

- To ensure that collectively, we all work hard to prevent harm and abuse across Barnsley.
- To develop citizen-led approaches to safeguarding.
- To continue to develop safe transition experiences for young people.
- Learning together and continually improving.

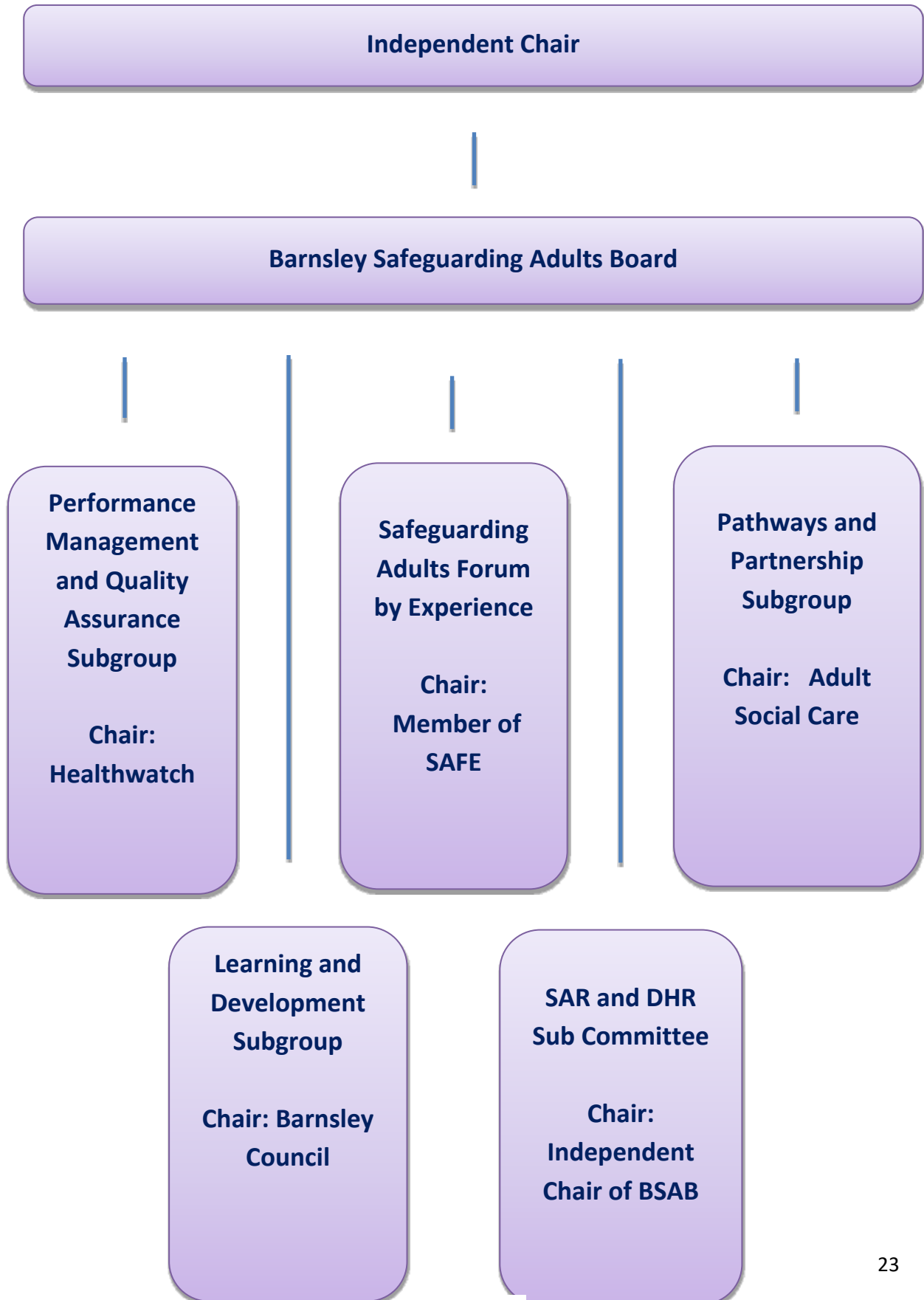
Specifically, we will work to

- Review and update our strategic plan.
- Improve the quality of data available to the board to provide the necessary assurance about how well we are keeping people safe.
- Improve our knowledge of the quality of training provided within the independent care and voluntary sectors.
- Use the learning and impact of the temporary customer engagement post to inform our ambition to increase public knowledge of and confidence to share concerns about themselves, their families, or neighbours.
- Support the new chair in her role to benefit from her experience in West Yorkshire.
- Complete audits and challenge events etc, to test the impact of our work in practice.

### Board's budget

|   | £              |
|---|----------------|
| Employee costs                                  | 142,230        |
| Supplies and services                           | 21,165         |
| <b>Total expenditure</b>                        | <b>163,394</b> |
| NHS Barnsley CCG (Clinical Commissioning Group) | 26,642         |
| Police and crime commissioner                   | 20,429         |
| Uncommitted resources from 21/22                | 40,994         |
| Barnsley Council budget contribution            | 113,850        |
| <b>Total funding / income</b>                   | <b>201,915</b> |
| <b>Budget underspend 22/23</b>                  | <b>-38,521</b> |

## Barnsley Safeguarding Adults Board Structure





Thanks to all our partners who have worked with us to demonstrate what they are doing to prevent harm and abuse every day.



# Item 4a

## Report of the Executive Director Core Services to the Overview and Scrutiny Committee (OSC) on 12 September 2023

### Barnsley Safeguarding Children's Partnership Annual Report 2022-23 - Cover Report

#### **1.0 Introduction and Background**

- 1.1 The Barnsley Safeguarding Children Partnership (BSCP) is the organisation responsible for agreeing how services and agencies work together to safeguard and promote the welfare of children and young people in the borough and ensuring that they do so effectively. The Children and Social Work Act 2017 and Working Together to Safeguard Children 2018 places the responsibility on the three 'Safeguarding Partners', the police; the local authority; and health, to formulate the local arrangements for partnership working to safeguard children in their own geographical area.
- 1.2 The aim of the partnership is to be more effective together than they are as separate agencies in their shared and equal duty to safeguard and promote the welfare of children and young people of Barnsley.
- 1.3 The role of the Partnership is to:-
- Ensure that safeguarding children and young people is at the centre of everything they do
  - Hold Partnership members to account, making sure they are doing enough to keep children and young people safe
  - Collect and share information about how well they are keeping children and young people safe and identify what more can be done
- 1.4 Since January 2023, David Radford began in the newly created combined role of Independent Chair and Scrutineer for BSCP. This involves undertaking the chairing of partnership meetings as well as acting objectively, as a constructive and critical friend who promotes reflection to drive continuous improvement.

#### **2.0 Current Position**

- 2.1 The Barnsley Safeguarding Children Partnership's Annual Report 2022-23 (Item 4b - attached) outlines the work of the Partnership and its sub-groups over the last year and indicates its priorities and plans for continued improvement.
- 2.2 The governance structure of the Partnership has been reviewed and is outlined within the annual report, showing the seven sub-groups who ensure the work of the Partnership is carried forward. These groups are: -
- Bullying, Harassment & Online Harms (BHOH) subgroup
  - Strategic Integrated Front Door (IFD) subgroup
  - Child Exploitation (CE) subgroup
  - Child Neglect (CN) subgroup
  - Local Child Safeguarding Practice Review (LCSPR) subgroup
  - Policy & Workforce Development (PWD) subgroup

- Child Death Overview Panel (CDOP)

2.3 The Partnership identified four strategic priorities for 2022-25, progress for which is reported on within the annual report: -

- Child neglect - improving outcomes for children and young people at risk of neglect and harm
- Child exploitation - improving outcomes for children and young people at risk of exploitation and harm outside of home
- Bullying, online harm, stalking and harassment
- Service development and improvement (a cross-cutting priority and lead theme in all partnership work).

### **3.0 Future Plans and Challenges**

3.1 The strategic priorities for BSCP for 2023-24 are to: -

- Continue to develop and build on the four strategic priorities begun this year, of service development, child exploitation, child neglect and bullying and online harms.
- Hold a development session (August 2023) to inform and update the strategic plan. This will build on the Partnership's joint work this year, in response to inspections, reviews and learning, with focus on evidence, impact, assurance and learning.
- Continue to improve the availability and quality of data available to the Partnership.
- Continue to develop a Quality Assurance framework that measures the impact of performance through data, audits, feedback from practitioners and the lived experiences of children and their families, to assure that children and young people are protected and safe from harm.
- Tailor the multiagency training programme and evaluate results, to support the Partnership's strategic priorities.
- Learn from national and local reviews and best practice. Encourage positive challenge so that commissioned child safeguarding practice reviews provide partners with the information required to provide learning from serious incidents.

### **4.0 Invited Witnesses**

4.1 A number of Partnership representatives have been invited to today's meeting to answer questions from the Overview and Scrutiny Committee regarding their work over the last annual reporting year (April 2022-March 2023), as well as work being undertaken currently and future plans: -

- David Radford, Independent Chair & Scrutineer, BSCP
- Carly Speechley, Executive Director, Children's Services, BMBC
- Matthew Boud, Service Director, Children's Social Care & Safeguarding, Children's Services, BMBC
- Annette Carey, Strategic Safeguarding Partnership Manager, Children's Services, BMBC
- Cllr Trevor Cave, Cabinet Spokesperson – Children's Services
- Chief Superintendent Simon Wanless, Barnsley District Commander, South Yorkshire Police (SYP)
- Superintendent Emma Wheatcroft, South Yorkshire Police (SYP)
- Dawn Gibbon, Head of Safeguarding, Barnsley Hospital NHS Foundation Trust (BHNFT)

- Becky Hoskins, Deputy Director of Nursing & Quality, Barnsley Hospital NHS Foundation Trust (BHNFT)
- Angela Fawcett, Designated Nurse Safeguarding Children and Looked After Children, South Yorkshire Integrated Care Board
- Emma Cox, Assistant Director of Nursing, Quality & Professions, South West Yorkshire Partnership NHS Foundation Trust (SWYPFT)
- Jayne Sivakumar, Chief Nurse, South Yorkshire Integrated Care Board

## **5.0 Possible Areas for Investigation**

5.1 Members may wish to ask questions around the following areas:

- What area of work has had the greatest positive impact on safeguarding children and young people in the borough during 2022-23?
- What evidence is there of the added value of the partnership rather than just the efforts of individual agencies?
- The voice of education providers has been incorporated into operational safeguarding practices during 2022-23, what plans are there (if any) to incorporate this at a strategic level on the board?
- How confident are you that staff have the time and capacity to have professional curiosity around cases, to ensure they are fully identifying the risks to children?
- What has been put in place to improve the voice of the child within cases, to ensure they are being heard and their lived experiences are being fully understood by professionals?
- What impact has the newly created 'Independent Chair & Scrutineer' role had on the work of the partnership?
- How will the partnership positively contribute to addressing the issues identified in the inspection of Youth Justice Services in March 2023?
- To what extent have you achieved the Partnership's aspiration to become a fully 'integrated front door' and providing an effective contextual safeguarding response?
- How is the Partnership ensuring a smooth transition between Children & Adults safeguarding services?
- What evidence is there of BSCP incorporating learning from national safeguarding reviews and good practice evidenced by other areas?
- How do you ensure that respectful challenge is provided amongst officers working across the partnership at both a strategic and operational level to ensure the best outcomes for our children and young people?
- What is being done to address the challenge of recruitment within all agencies? What (if any) joint working has been undertaken on this?

- How confident are you that staff have skills and access to relevant IT systems and are able to obtain information they need amongst partners?
- What actions could be taken by Members to assist in the work of Barnsley Safeguarding Children Partnership?

## 6.0 Background Papers and Useful Links

- Barnsley LSCP Annual Report 2022-23 (Item 4b - attached)
- Barnsley Safeguarding Children Partnership New Arrangements and Implementing the Requirements of Working Together 2018:  
<https://www.barnsley.gov.uk/media/10311/barnsley-safeguarding-children-partnership-implementation-document.pdf>
- Barnsley Safeguarding Children Website:  
<https://www.barnsley.gov.uk/services/children-families-and-education/safeguarding-families-in-barnsley/safeguarding-children-in-barnsley/>

## 7.0 Glossary

|        |   |
|--------|---|
| BHOH   | Bullying, Harassment & Online Harms                   |
| BSCP   | Barnsley Safeguarding Children Partnership            |
| BHNFT  | Barnsley Hospital NHS Foundation Trust                |
| CDOP   | Child Death Overview Panel                            |
| CE     | Child Exploitation                                    |
| CN     | Child Neglect   |
| CSE    | Child Sexual Exploitation                             |
| DSL    | Designated Safeguarding Lead                          |
| IFD    | Integrated Front Door                                 |
| LCSPR  | Local Child Safeguarding Practice Reviews             |
| MASH   | Multi Agency Safeguarding Hub                         |
| OSC    | Overview & Scrutiny Committee                         |
| PWD    | Policy & Workforce Development                        |
| SWYPFT | South West Yorkshire Partnership NHS Foundation Trust |
| SYP    | South Yorkshire Police                                |

## 8.0 Officer Contact

Jane Murphy / Anna Marshall, Scrutiny Officers

[Scrutiny@barnsley.gov.uk](mailto:Scrutiny@barnsley.gov.uk)

04 September 2023

## Barnsley Safeguarding Children Partnership (BSCP) Annual Report 2022/23

### Contents

#### 1. Who we are

|   |        |
|---|--------|
| Introduction and Welcome .....                                      | Page 1 |
| Chair’s statement and Independent Scrutiny .....                    | Page 3 |
| Role of the Barnsley Safeguarding Children Partnership (BSCP) ..... | Page 5 |
| How the Partnership works together: .....                           | Page 5 |
| Governance Structure .....  | Page 6 |

#### 2. What have we done this year?

|   |         |
|---|---------|
| Joint Targeted Area Inspection (JTAI) ..... | Page 7  |
| Childrens Services Development Board .....  | Page 12 |
| Strategic Priorities .....                  | Page 16 |
| Child Death Overview Panel (CDOP) .....     | Page 19 |
| Education .....                             | Page 20 |

#### 3. Are we making progress on protecting children?

|   |         |
|---|---------|
| Safeguarding Data: What does it tell us about the safety of children and young people in Barnsley ..... | Page 22 |
| Quality Assurance .....   | Page 27 |
| Children and Young Peoples Voices .....   | Page 29 |

#### 4. Implementing Learning and Raising Awareness

|   |         |
|---|---------|
| Local Child Safeguarding Practice Reviews ..... | Page 32 |
| First Year of Life .....                        | Page 34 |
| Multiagency Training Programme .....            | Page 34 |
| Safeguarding Awareness Week .....               | Page 36 |

|   |         |
|---|---------|
| 5. Strategic Priorities 2023-2024 ..... | Page 37 |
|---|---------|

|                   |         |
|-------------------|---------|
| 6. Accounts ..... | Page 38 |
|-------------------|---------|

|                       |         |
|-----------------------|---------|
| 7. Our Partners ..... | Page 39 |
|-----------------------|---------|

### 1. Who we are

#### Introduction and Welcome

Welcome to the annual report covering the work of Barnsley’s Safeguarding Children Partnership (BSCP) undertaken 2022/23. The report provides an overview of this year’s multi-agency safeguarding activity and reflects the hard work and dedication of all our partner agencies as they’ve worked to safeguard and promote the welfare of Barnsley’s children and young people. Our shared [Healthy Barnsley 2030](#) ambition is that children and young people have the right support, with early help at the right time, so that everyone has the resources they need to look after themselves and their families.

The national context has been an evolving landscape as services continue to adapt after the global pandemic. The legacy of lockdown continues to affect the lived experiences of children and young people: greater numbers of adults find themselves parenting in hardship, the cost-of-living crisis continues, and Health, Education, Police and Children’s Services are faced with national recruitment challenges.

Our lead Partner’s representatives changed when Carly Speechley was appointed as the new Executive Director of Children’s Services in July 2022 and Simon Wanless was appointed as Chief

Superintendent, Barnsley District Commander of SY Police in September 2022. Jean Imray, our Independent Scrutineer, departed and was replaced by David Radford in the combined role of Independent Chair and Scrutineer in January 2023.

This year’s annual report begins with a look at Service Development, outlined in last year’s report as one of our new strategic priorities. A Joint Targeted Area Inspection in May 2022 recommended seven areas for development in the Partnership’s work. These, alongside the findings of a Local Government Association peer review in March 2022, findings from an Ofsted children’s home inspection, and a commissioned independent review in Children’s Social Care in summer 2022, led to a request to the new Executive Director of Children’s Services (from the Leader and cabinet representative) to conduct a review of Children’s Services’ current operations and effectiveness.

The review, and a resultant action plan, are overseen by a Children’s Services Development Board. Membership includes Barnsley Council leaders, Education representatives and Health and Police partners. The BSCP is fully supportive of the work of the Board and the governance of the Development Board and Safeguarding Children Partnership has been coordinated to avoid duplication and ensure joint working across shared areas. The additional funding to Children’s Services and focus brought through the presence of the Development Board have made a positive contribution to furthering the Partnership’s strategic priorities and our shared aims.

Health has also seen significant organisational change with the introduction nationally of Integrated Care Boards in September 2022. During this challenging time, Health agencies have maintained their commitment to both regional and local partnership working to safeguard children. Our third statutory Safeguarding Partner, South Yorkshire Police, has been given independent endorsement of the way they have developed their response to vulnerable adults and children, including safeguarding. In February 2023, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection findings for South Yorkshire Police for 2021 – 22, which described its work with children as highly effective.

Our annual report recognises the progress that has been made in working together to keep children safe from harm, the challenges that have been met and the work ahead of us. We are grateful to all of our partners and their dedicated front-line staff for their support and steadfast commitment to safeguarding children in Barnsley.

|   |   |  |
|---|---|--|
| <p><b>Carly Speechley</b><br/>Executive Director of<br/>Children's Services, Barnsley<br/>Council</p> | <p><b>Jayne Sivakumar</b><br/>Chief Nurse (Barnsley), NHS<br/>South Yorkshire Integrated<br/>Care Board</p> | <p><b>Simon Wanless</b><br/>Chief Superintendent<br/>Barnsley District Commander,<br/>South Yorkshire Police</p> |
|                    |                          |                             |

## Foreword from the Independent Chair and Scrutineer, David Radford

I am pleased to provide this foreword in my role as Independent Chair and Scrutineer for the Partnership.

This report covers the period from April 2022 to March 2023. However, safeguarding children does not begin and end at the start and finish of financial years and the report recognises this in the way it includes some work already started which continued into the year under review and new work that has been established and continues beyond April 2023.

I began this role in January 2023 and so my involvement in the year under review has been primarily by way of introduction. However, my predecessor, whose role was solely as scrutineer, undertook a considerable amount of work examining areas of practice and strategy and I am able to draw on her reports to inform this foreword.

The purpose of the Annual Report, as set out in the government's guidance 'Working Together to Safeguard Children - A guide to inter-agency working to safeguard and promote the welfare of children' - July 2018, is to *bring transparency for children, families and practitioners about the activity undertaken to safeguard children, and its effectiveness*. To do this, I hope the Statutory Partners will consider how best to disseminate the Annual Report for its messages to reach the intended audience.

Working Together describes independent scrutiny as part of a wider system which includes the independent inspectorates' single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections. This year has seen inspectorates visiting Barnsley, or wider organisations that include Barnsley in their service provision. The feedback from these inspections has been acknowledged by the Partnership in evaluating the effectiveness of services.

South Yorkshire Police received a grading of 'Outstanding' for protecting vulnerable people in an inspection report published in February 2023 and The Public Health 0 -19 Children's Service also received an Outstanding grading, updated following the inspection report published in December 2021. The vast majority of Health providers in Barnsley are also recognised by the CQC to be doing a good job.

The Safeguarding Children Partnership was subject to a Joint Targeted Area Inspection of the multi-agency response to identification of initial risk and need in Barnsley in May 2022. This inspection is carried out jointly by the relevant inspectorates. It concluded that 'Most children in Barnsley receive the right support at the right time to identify risk and meet their needs across the 'front door' However, it also highlighted some key areas for improvement and the Partnership responded to this with a detailed Action Plan. The Annual Report provides a summary of progress.

In January 2023 Ofsted undertook a Focused Visit to examine the Local Authority's work with and arrangements for Care Leavers. The visit highlighted what was already known to a new senior management team, that 'Workforce challenges and workload pressures since Barnsley's last inspection in 2018 have weakened the quality and impact of frontline practice'. However, the report also concluded 'A new senior leadership team in place since the last inspection has a good understanding of what needs to be improved. Its members have secured significant investment and launched a comprehensive programme of development across the council's children's services'. 'Leaders know their services well; their self-assessment and substantial development plan reflect an accurate understanding of what needs to be improved'.

The Safeguarding Children Partnership has worked closely with the Children's Services Development Board, overseeing the programme of development. As a result, key elements of multi-agency practice, such as a review of the multi-agency 'Front Door' arrangements, and Child Neglect and Child Exploitation services, are being progressed. There has been good work done on re-examining the formal reviews of cases previously undertaken to ensure the learning has been implemented and our Partnership training offer is widely accepted as being of a high quality. There are some other areas which have been more challenging and where progress has been too slow, such as implementing the JTAI recommendations concerning the Out of hours Emergency Duty Service and the provision of a reliable data set of performance information from the new Children's Services client information database.

There is no disagreement amongst the Safeguarding Partners that good progress is being made on establishing the standards, processes and culture that underpin effective safeguarding. But across agencies and in the Partnership, it is understood that quality assurance, performance data analysis, feedback from children and families and other ways of helping us understand if we are improving children's lives must receive more of our attention. My predecessor shared this view of the progress being made, but also of the need to better understand outcomes.

My own focus in these early weeks has been to ensure that going forward the Partnership has a sufficiently robust governance structure and resources to enable it to fulfil its statutory responsibilities effectively. I will also want to ensure that where my predecessor made recommendations these have been given due consideration for implementation. The Partnership must also be ready to respond to changes in national guidance and requirements, which will impact upon how work locally.

I would like to give my personal thanks to practitioners and managers across all agencies who are working so hard to make a difference for Barnsley's children.





## **Role of the Barnsley Safeguarding Children Partnership (BSCP)**

Barnsley's Safeguarding Children Partnership brings together three statutory partners (Children's Services, Police and South Yorkshire Integrated Care Board (ICB)) to plan and collaborate with all partner agencies who work with children and families. Our partnership was established in 2019 following the Wood Review and the revised Working Together to Safeguard Children (2018). Our aim is to be more effective together than we are as separate agencies in our shared and equal duty to safeguard and promote the welfare of children and young people of Barnsley. The purpose of our annual report is to reflect upon the effectiveness of services and the impact we have made together in the past year.

## **How the Partnership works together**

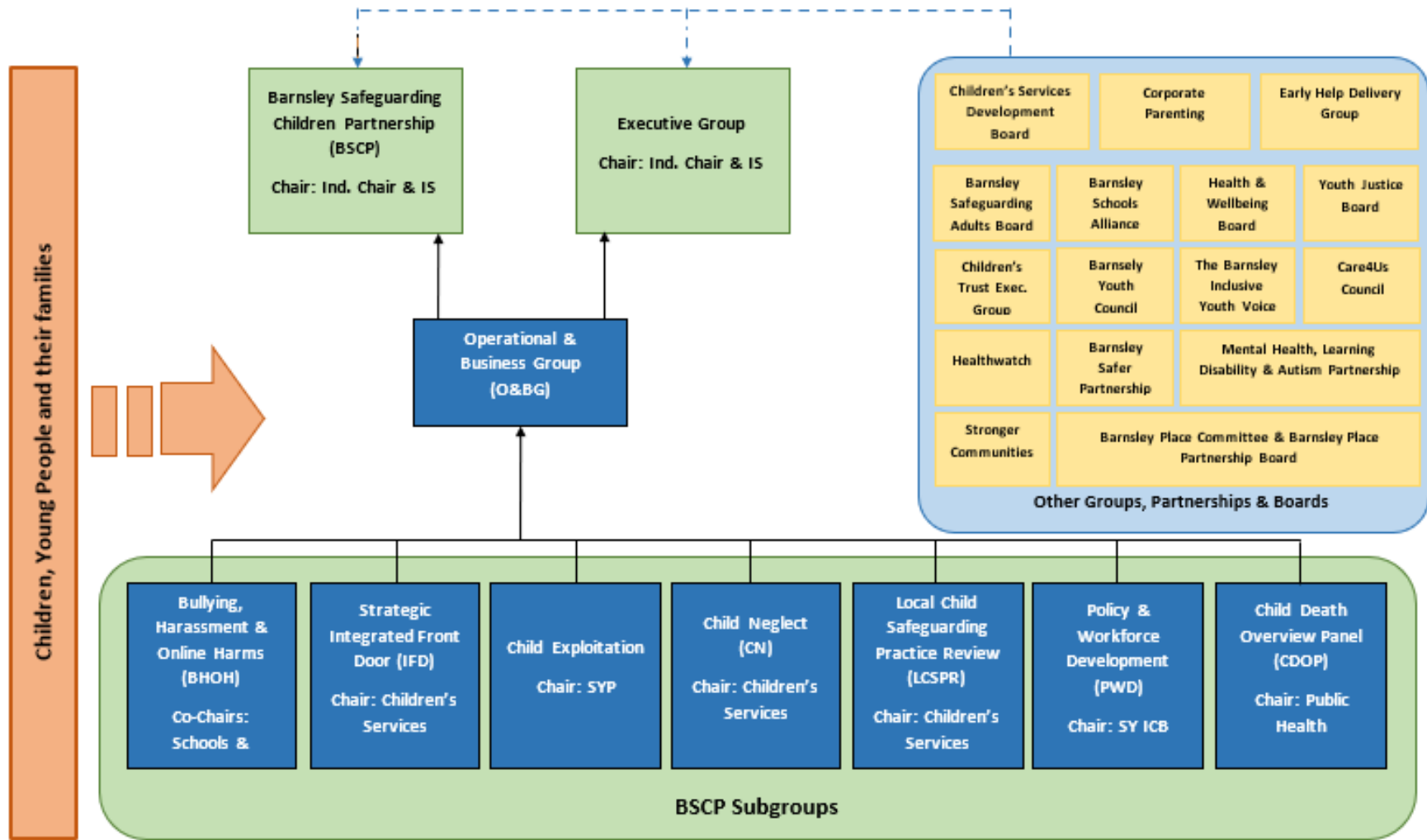
This annual report sets out national and local contexts; it includes what has been achieved in our strategic priorities and workplans (outlined in last year's report) and summarises internal partner activity across the Early Help to Care Leavers spectrum. It includes key findings from external inspections, scrutiny reports and the steps we have taken in response. Recommendations from child practice reviews have been scrutinised. It links in with the important work of other partnerships and boards across Barnsley and brings forward the voices of children and young people. Our quality assurance work is informed by single and multiagency audits, training evaluation and the work of our subgroups. Performance data helps identify where we are doing well and where we can do better. Data for this year's report is affected by the transition between Children's Services case management systems and will be at full strength by summer 2023, enabling us to finalise our partnership performance scorecard.

The Children's Services Development Board (CSDB) has brought oversight to Partnership work, where workstreams that are part of regular BSCP business also had challenge from the development board's senior leaders, including statutory partners, in monthly meetings from November 2022. The reorganisation and work of the Integrated Front Door, plans for the wider multiagency Contextual Safeguarding strategy, quality assurance and ambitions for performance data have been common areas of work.

This is in addition to usual Partnership governance, where we have aligned workstreams to avoid duplication of work. Some governance structures changed temporarily to align the two boards, which led to the disbanding of the Performance, Audit and Quality Assurance subgroup (PAQA) in November 2022. A new BSCP Operational and Business Group starts in 2023 – 24 to drive delivery of BSCP's business plan.

# Governance Structure

Page 74



## 2. What have we done this year?

### Joint Targeted Area Inspection (JTAI)

In May 2022, the JTAI reviewed how services across Barnsley work together in our Front Door services to identify the risk of harm in children and young people. It also looked at how we work with them and their parents and carers so they get the right support at the right time. The Front Door describes the services that may be contacted if someone is concerned about a child and require support from health, social care, the police, a school or one of our specialist services. The inspection was carried out by Ofsted, the Care Quality Commission (CQC) and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to see how effectively we work together as the Barnsley Safeguarding Children Partnership.

**The inspection identified several areas where the Partnership works well. It found that:**

*Most children in Barnsley receive the right support at the right time to identify risk and meet their needs across the 'front door' services. The recently formed Barnsley Safeguarding Children Partnership (BSCP) demonstrates ambition and commitment to improve outcomes for children and their families. However, it is too early to evidence consistent progress to improve services for all children.*

It identified **7 recommendations**. We provided inspectors with an action plan (which they have agreed) and these have been a key area of Partnership work in the past year. The report is available on [Ofsted's website](#).

The Multiagency Safeguarding Hub (MASH) has been re-organised with the ambition to create an Integrated Front Door (IFD). It is changing how services work together and how work is organised. Organisational changes are supported with thorough inductions and a programme of multiagency training for all staff. Processes have been updated and simplified to better support the work of practitioners and meet the needs of children and their families. An education representative is co-located with the IFD team to improve communication between schools and the IFD. They join Early Help, Health, social workers and police. A probation service representative joins in summer 2023 and there are plans for domestic abuse, adult mental health and substance misuse specialists to join the team. Staff are now sited in one location to support effective decision-making and strengthen team working. A purpose-built venue at Wombwell is planned for next year.

A strategic Integrated Front Door subgroup has been established this year to bring greater oversight in the Partnership, which reports to BSCP's board and Executive group.

## **Recommendation 1**

### **The quality and consistency of all agencies' gathering, recording and responding to the expressed wishes and feelings of children with whom they work**

- Social Care has reviewed its practice standards to ensure consistency in recording, capturing all key events and decisions. Social work recruitment and reduction in caseloads has generated more time for face-to-face conversations with families and relationship building. Independent reviewing officers have introduced a family survey at conferences from March 2023 to ensure children's wishes and feelings are visible and not lost in narrative.
- The police QATT process quality assures 20 cases each month (for vulnerable people including children and young people) which identifies individual training needs or changes to systems and scrutiny. Children are spoken to directly in safeguarding cases where appropriate.
- Every Child Matters training equips new police recruits with a consistent standard of reporting and recording, including the lived experience of children and young people. As well as a steep rise in referrals in 2021, the initial impact evidenced some disproportionate responses in use of protection powers. Referral figures this year suggest this is now being rebalanced.
- Barnsley Hospital plan a single agency audit in summer 2023 to measure progress in capturing children's lived experience in clinical records.
- All multiagency audits include voice of the child as a key line of enquiry.
- All multiagency training has consideration of children's lived experience in course content.
- The Policy & Workforce Development subgroup asked all agencies to review their policies and procedures to ensure that children's voices are included and assured us in December 2022 these are in place. Several agencies have provided pen portraits or video stories for this annual report to demonstrate responses to children expressed wishes and feelings.

Multiagency audit findings show that the capture of children's lived experiences and wishes has improved significantly across agencies but there is still room for growth and it remains a priority.

## **Recommendation 2**

### **The quality of referrals to the multi-agency safeguarding hub (MASH), including the timeliness of those from general practitioners (GPs)**

This recommendation was echoed by the Independent Review of Practice in summer 2022. It found that referrals varied in quality, analysis and detail, so that IFD teams spent too much time researching further information to fully understand concerns. An internal review found that high numbers of contacts required no further intervention from social care. Thresholds were not consistently applied by referring agencies (or by screening itself) and consent from families was a significant area for improvement.

It is essential that we make timely, appropriate, and proportionate decisions for children, so that they are not left at risk or overly intrusive interventions are made which are disruptive to the child and/or family. There is a commitment to “getting it right” for children and recognition that change is required.

- Posts have been increased in Early Help and Social Care and the addition of an Information referrals officer has increased information gathering capacity.
- The triage system, in place from January 2023, has enabled swifter response and improved turnaround of contacts and referrals, with increased provision of advice where there are consent or quality issues that impact on progress and decision making for children. This has also enabled a more timely and targeted response by screening social workers in relation to those children requiring further consideration and multi-agency information checks.
- Hub partner meetings enable multiagency discussions where there is a difference of opinion regarding proposed next steps in referrals. This has improved partnership relationships and strengthened decision making for children.
- The new interim structure (Triage Team and Screening Team) has delivered significant improvements in timeliness. Contacts processed to conclusion within 24hrs were at 32% in December 2022, 48% in January, increasing to 75% in February 2023.
- Feedback from multi-agency colleagues making referrals has been positive and those working in the IFD have noted that the working environment is less chaotic, and new processes support improved quality and reflective practice.
- The timely submission of police referrals is monitored through Force Daily Management meetings. There is further work to do to ensure consistency and work is in hand to explore speedier communication.
- In a change of practice, GPs now refer directly to the IFD, rather than through other health routes, reducing delay in getting children help and support at the right time.
- Multiagency audits have evidenced improvements in quality of referrals, which will continue as a measure of continuous improvement in 2023 – 24.

### Recommendation 3

**The timeliness of the local authority sharing information with partner agencies, including the outcome of referrals and the minutes of child protection strategy meetings**

**Child Protection Strategy meetings:** Increased business support has supported timely and effective communication of strategy meeting outcomes and minutes.

**Direct education representation** has had a positive impact. The representative has access to systems and is in close communication with schools, facilitating accurate and timely information sharing. Screening time is reduced and combined with accurate information sharing, enables agencies to contribute to proportionate decision-making, so that right service at the right time is more available to children and their families. It demonstrates the potential for wider direct agency representation in the IFD team.

**Escalations:** As part of JTAI recommendations, we reviewed the escalation policy. It has been promoted through familiarisation briefings to encourage timely resolution of professional

disagreements and remove barriers to support for children. More multiagency conversations take place, which progress to positive and timely outcomes for children and young people. The new approach has brought transparency to decision-making and recording that was not evident when escalations relied previously on informal resolution.

- The policy is accessible, with easy-read pictorials and online reporting.
- Education settings, Social Care, Barnsley hospital, police, Early Help, health visitors and children’s mental health services have used the new process.
- The impact has been a four-fold increase in escalations. 85% are resolved at stage one.

Escalation themes include the application of thresholds, timely communications with schools, families and services, invitations to conferences and meetings, and health pathways.

**Learning has led to the following improvements:**

- An improved process for reporting between police and Return Home Interviews for children who go missing.
- A refresher session how to report FGM concerns at the January schools’ Designated Safeguarding Leads forum.
- Clarified police attendance at child protection conferences.
- Clarified decision-making processes for child protection medicals between the IFD and Barnsley hospital.

## **Recommendation 4**

### **The consistent application of thresholds for children stepping down to early help services**

The thresholds of intervention guidance booklet and request for service form have been completely revised through extensive multiagency consultation with schools, health, CAMHS, GPs and commissioned services. It supports everyone working with children to ensure families receive the right support at the earliest opportunity from the right service. It was launched in March with training to support delivery. Feedback has been very positive. Early indications show a higher percentage of acceptance. Reviews and quality assurance work this year will evidence whether we have the correct thresholds and whether they are consistently applied. See guidance [here](#)

## **Recommendation 5**

### **The provision of an appropriate adult when children are arrested by the police**

Appropriate Adult provision was previously ineffective because the service relied upon volunteers and focused on those children where release from custody could be expedited. To ensure that all detained children receive appropriate support, the contract with the South Yorkshire Appropriate Adult service was renegotiated in June 2022 at the request of the Youth Justice Service. There are now revised contract arrangements with the existing provider which ensure this service can be provided on a full 24hr basis (Change, Grow, Live). The contract now requires 24/7 AA cover for children for all interviews during the custody period, aligning it to PACE 1984. This will continue to be the model at the point of re-tendering. The service is now fully compliant and fit for purpose.

## Recommendation 6

### The timeliness of the police response to all incidents when there is an identified risk to children

Some children have previously not been seen quickly enough where there has been a reported police incident, which has left those children at risk of harm.

- All incidents receive a THRIVE assessment, which is repeated if deployment is delayed, or the incident remains unresolved. Domestic abuse and child concerns are flagged and are identifiable.
- Police increased force management updates from once to twice daily in December to better track progress. Whilst the new process has brought closer management of incidents, feedback from the IFD confirms that whilst some are timely, some delays remain. If timeliness in all cases is not operationally deliverable, the primary concern is that instances of serious risk are prioritised, and CSC or EDT are alerted immediately. The IFD has planned quality assurance work to identify scale and risk.
- Police training is in place to improve coordination with social workers prior to use of police protection powers, through bespoke police training days, quarterly sergeants' away days and one to one supervision.
- Performance data will test the effectiveness of these measures in future.

## Recommendation 7

The review of the Emergency Duty Team (Out of Hours service) took place in March 2023 and has an action plan with the purpose of creating a dedicated children's service to ensure the needs of children and young people are prioritised.

- An Achieving Change consultation is in hand which will create a permanent staff team of specialist practitioners.
- The Children's Services social work team has been increased to ensure the service is fully resourced in the interim.
- Risks associated with internal telephony and data capture are recognised and have been escalated through the Development Board and have leadership oversight.
- Review of management sign off arrangements has commenced and will be included within a practice handbook, currently in development.
- The launch of the new model is scheduled for late September 2023

The EDT will be based at Churchfields with police teams, enabling improved links and joint decision-making. Police colleagues provide regular operational feedback to ensure partnership working

### Summary

Cross-board work between BSCP and the Development Board has significantly progressed JTAI recommendations and strengthened working together in Front Door services to identify risk of harm to children and young people.

Capacity has increased and there is a focus on improving relationships between partners through a collaborative approach where all professional opinions are shared. The IFD team is co-located and has the ambition to be a fully Integrated Front Door that delivers good outcomes for children and their families. The centrality of children and young people's lived experiences is reflected in all

processes. Results show improvement in quality and timeliness at screening. Numbers of strategy meetings have reduced. New thresholds for intervention and guidance are in use in IFD teams. A fit-for-purpose Appropriate Adult service is in place and the EDT is working towards a permanent dedicated children's service. There is still further to go and our focus in the months ahead will be on the impact of the work of the past year.

## **Childrens Services Development Board**

The work of the Development Board focuses on the Executive Director of Children's Services' review of current operations and findings from recent inspections and independent reviews.

Summary findings from the review of current operations confirmed that:

- Staff are committed and loyal to Barnsley and work hard to make sure that children, young people and families receive the support and help they need.
- There are significant recruitment and retention challenges in Barnsley (a national issue) which makes it difficult to meet demand across the service.
- Caseloads were high, leading to fewer opportunities to build relationships with families and undertake direct work with children and young people.
- Staff sickness and turnover was higher than the norm and morale was low.
- Practice was variable, with children not always receiving timely support.
- Timely and effective multi-agency decision making was not always evident.
- Gathering and recording information and acting on the voice of the child was inconsistent across individuals, agencies and the multiagency partnership workforce.
- Thresholds of need were not understood by partners and not consistently applied within the Council or across the partnership.
- Our performance framework and quality assurance mechanisms required strengthening.
- There are not enough local placements to support local children and young people.

## **Financial Investment**

In response to the review, the Council has agreed an additional financial commitment of £13.5m to enable the service to respond to the review findings and improve outcomes for vulnerable children in need of help and protection.

## **Progress**

### **Development Board / Governance**

The Development Board commenced in October 22 and put six workstreams in place:

- Workforce
- Performance and Data
- Quality Assurance and Practice improvement
- Sufficiency
- Enabler and Infrastructure
- Contextual Safeguarding



Additional scrutiny is given to specific areas including contextual safeguarding, the Integrated Front Door (IFD), workforce and performance.

## Our Vision

Colleagues worked together to develop a vision for Children’s Services; that Barnsley is a place of possibilities: We are one service with one goal, working together to build a brighter Barnsley for every child. We will achieve this by:

- Putting children & families first
- Working together in partnership to deliver joined-up care.
- Delivered by a strong & valued workforce

## Caseload levels

One of our most immediate concerns in November 2022, and prior to the investment into Children’s Services was the high caseloads of our Early Help practitioners and social workers. It meant fewer opportunities to build relationships with families and undertake effective direct work with children and young people. To address this, we set a clear expectation of maximum caseloads:

- 20 children for experienced social workers
- 14 children for newly qualified social workers
- 12 for Targeted Family Support workers

We know that there is more work to do, as caseload levels still fluctuate due to demand and social care teams still find it difficult to recruit experienced social workers. However, since June 22, caseloads have reduced.

| Caseload                                 | June 22 | March 23 |
|--|---------|----------|
| Average FTE caseload for Assessment Team | 37.3    | 17.2     |
| Maximum FTE caseload for Assessment Team | 38      | 23       |
| Average FTE caseload other teams         | 22      | 19.6     |
| Maximum FTE caseload other teams         | 35      | 26       |

*(note: - ‘other teams’ include Children and Young Peoples Social Care Teams, Disabled Childrens Team Children in Care Teams and Future Directions Teams)*

## Communication and engagement with staff

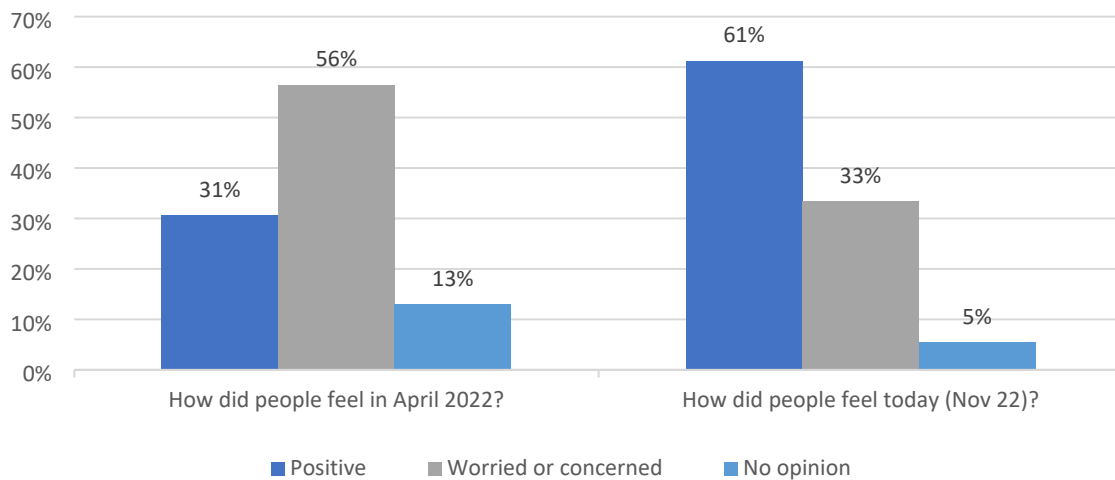
A primary goal to improve the operating environment for our staff is achieving a culture of open communication and engagement. A monthly practitioner forum supports the development of the recruitment and retention strategy, improves communications and engagement, and shares open and relevant feedback. Regular information sharing and engagement activities through team meetings, extended leadership meetings, whole service events, social care forums and Early Help conferences ensure dialogue continues.

Staff surveys tell us that the changes are having a positive impact.

## Short Survey April to Nov 22

In April 2022, 56% of colleagues felt worried or concerned about the future of Children’s Services, 31% of respondents felt positive and 13% had no opinion. By November 2022, this has shifted

significantly with 61% of respondents feeling positive about the future and 33% feeling worried or concerned.



Further surveys in 2023 continue to confirm that workers feel positive about children’s services.

### Staff recruitment

Whilst recruitment remains a challenge, we have made progress. The Leadership of Children’s Services has stabilised, and all senior roles will have permanent post holders in position from July 2023. Our recruitment and retention strategy includes a rolling advert for social workers (our hardest to recruit group), alongside targeted recruitment adverts and a dedicated recruitment officer to support our activities. We know that our agency numbers are still high at 22%. We are showing positive changes with fifteen agency workers transferring to permanent posts across the service. Our retention rates of case-holding social workers have improved and absence levels have reduced or maintained across the service.

### Performance and Quality Assurance

A new Practice Development Hub supports workforce development. It is responsible for the development and launch of Practice Standards across Children’s Services and has updated the Quality Assurance Framework. The comprehensive professional development offer for social workers includes ‘back to basics’: bespoke training for specialist areas of practice and more experienced practitioners. A team manager training programme starts in June 2023 to lead a positive culture across the service and drive good outcomes for children.

Feedback shows a positive impact:

- *“It was food for thought. This was really beneficial to my role and helped me to understand how to make my recording more purposeful and it helped me know what I need to do. (Recording Expectations)”*
- *“Excellent course. All children’s practitioners and managers need to do this course to ensure consistency in decision making and better outcomes for children. (Good Practice in Section 47 Training)”*

Signs of Safety is a widely recognised collaborative practice model that has been chosen to deliver a consistent, evidenced based approach to assessing and managing risk. The model uses a

questioning approach that involves the wider family and practitioner network, driving better decision making that keeps the needs of the child central.

Our challenge is to change the culture of how we work with children and their networks. The model affects all aspects of partnership safeguarding work to share a common approach and language. Introduction sessions were held in early 2023. Advanced multiagency leadership training is due in May 2023 and a launch across Children's Services, with partner briefings, in early 2024.

The Quality Assurance programme focuses on improvements in practice to drive better outcomes for children, young people and families. It considers findings from case audits within an annual programme and in line with ILACS auditing requirements. A key element is a training offer to improve auditor confidence, comprising of 'understanding what good looks like', support and guidance to improve audit work

### **Looked After Children Commissioning / Sufficiency**

The purpose of our sufficiency strategy is to provide sufficient, safe, secure, and appropriate placements for Children in Care and young people over the next 3 years and support children and young people to stay with their families where it is safe to do so.

The implementation group is looking at properties to expand Barnsley's own provision, including sixteen plus accommodation, specialist residential care and investigation options to 'block book' suitable provision.

Our Children in Care and Care Leavers have taken part in Bright Spots' online surveys, sharing their lived experience of living in care. Results will be shared at the Development Board in September 2023 and will help to shape and improve future services for children and young people.

### **Partnership working**

Our aspiration is to become a fully Integrated Front Door (IFD). The work plans of BSCP and the Development Board have aligned to take our ambition forward. The IFD, Social Care and the Vulnerability Hub are working together to develop a Contextual Safeguarding Response which will hold its first cases in June 23. Clear pathways will be developed into this service for Missing Children, Children exhibiting Harmful Sexual Behaviour and Children on the Edge of Care.

### **Next steps**

The development plan is continually reviewed through the Development Board and quarterly reports to BSCP. Whilst progress has been made and 'green shoots' are now evident, more time is needed until frameworks that support practice to flourish are thoroughly embedded. Moving forward the service will continue to:

- Prioritise recruitment, retention and workforce development.
- Focus on improving compliance and quality of practice.
- Embed the QA framework and use audit findings to improve practice.
- Further develop the Performance Framework.
- Utilise modern technologies to reduce duplication and streamline practice.
- Develop a collaborative culture with effective support and challenge at its core.
- Collaborate with partners to effectively help and protect children and young people.

## Strategic priorities

This year's strategic priorities were identified at three BSCP leadership development sessions between February and June 2022: Child Neglect, Service Development, Bullying Harassment & Online Harms and Child Exploitation. We originally planned to have a subgroup to lead on each priority, however capacity limited us to three. Service Development is a cross-cutting priority and is taken forward into the JTAI action plan, the Development Board plan, and is a lead theme in all partnership work.

### Child Neglect

**Why:** Neglect is a consistent and frequent reason for referrals to Barnsley's Integrated Front Door. Local Child Practice Reviews have themes of child neglect and there has been a rise in reporting post-pandemic lockdown. We recognise a clear distinction between poverty and neglect and recognise that both are major adverse childhood experiences in young people's lives that can affect their futures.

We recognise that the impact of the pandemic and cost of living crisis on families, and the turnover of staff, had meant that our neglect strategies (and significant investment in training 2 years ago) needed to be refreshed.

**Our aims** are to reduce child neglect and harm at an early stage, so that there are fewer Child Protection referrals. We aim for the partnership to be assured that our approach to child neglect is effective, and for children (and their families) to tell us that they feel safer, and that life has improved, due to receiving the right care at the right time.

### Activities/Deliverables/ What worked Well

- Development of the refreshed Child Neglect strategy.
- Learning from multiagency audits evidenced that early intervention work in child neglect is key to good outcomes for children and families. There is multiagency agreement that the Graded Care Profile 2 is the preferred tool in neglect work. Our multiagency training has offered 100 places this year. The number of courses and one-hour refreshers have been increased.
- NSPCC Child Matters training is delivered to all new police staff. Police reviewed their safeguarding referral form to ensure it aligns with the Graded Care Profile and the police SHARRD neglect tool.
- Launch of the refreshed thresholds for intervention, based on the i-THRIVE framework: a person-centred and needs-led approach to delivering services to children, young people and their families. *View the refreshed thresholds document [here](#).*
- A deep dive and learning review of the severe neglect of a child has been conducted. Learning has been included in BSCP's multiagency training programme. We have produced a 7-minute briefing for frontline teams to share learning across the partnership. *View the 7-minute briefing [here](#).*
- The removal of the 'multiple' category clarified the prevalence of neglect in referrals for children and young people, giving clearer insight of children's lived experiences.

### Our Next Steps

- Implement a five-point check system in the IFD so that plans are specific and transparent, are reflective, measure the quality of the care given to children and measure that change is taking place and can be sustained.
- Develop a joint Children's and Adult's protocol to ensure coordinated multiagency working with a 'Think Family' approach. To include Social Care, children's and adult's mental health services, CAMHS, SWYFT and domestic abuse services.
- Complete the Child Neglect Strategy action plan.
- Expand multiagency training for Graded Care Profile and ensure it is embedded in early intervention work.
- Develop our domestic abuse response as a partnership priority.
- Develop the neglect element of our partnership performance scorecard.

### Bullying, Harassment and Online Harms (BHOH)

**Why:** Barnsley Youth Forum and BSCP s.175 school's self-assessment audit told us that Bullying and Online Harm are consistently high areas of activity and concern. Online Harms reporting has escalated as a post-pandemic safeguarding area.

**Our aims** are to ensure that children and young people feel safer, are confident that bullying is addressed and know how to keep themselves safe online.

#### Activities/ Deliverables/ What worked well:

- Sign-off of the Anti-bullying Strategy 2022 – 25.
- Refresh of the Anti-bullying Commitment and roll-out to schools.
- Collaborative work with the DSL forum and Schools' Alliance.
- Collaborative work with Barnsley Youth Council, Care4Us and Inclusive Youth Voice Barnsley on the Anti-bullying Strategy and Anti-bullying Commitment.
- Creation of self-audit questionnaire video by youth groups to help schools launch their involvement in the commitment.
- An increase in our multiagency training offer relating to BHOH, including bullying and links to trauma, online harms and harassment.
- Promotion of support services such as Compass Be and Spectrum in schools.
- Mapping of related resources for professionals, parents and carers to empower them to support children.
- Informed and shaped questions for the s.175 self-assessment audit.
- Linked with services to address Hate Crime and promote diversity and inclusion.

#### Our Next Steps:

- Continued implementation of the Anti-bullying Strategy 2022 – 25.
- Roll-out of the Anti-bullying Commitment.
- Youth voices: arranged for school student groups to join all BHOH meetings from June 2023, to lead a discussion on working together on their chosen safeguarding themes.
- Provide definitions of incident descriptors for the s.175 audit around bullying and online harms to ensure that data collected from schools is consistent and accurate.

- Support schools to tackle bullying and online harms through the creation of Anti-bullying and Online Harms 'toolkits' for staff, parents and students. This includes promotion of accredited programmes such as the Diana Award.

## Child Exploitation

**Why:** National and local reports inform us of a significant increase in all areas of Child Exploitation as communities emerged from the pandemic lockdown. We identified risk of harm outside of home as a priority in Barnsley, based on local findings.

**Our aim** is to improve outcomes for children and young people at risk of exploitation and harm outside of home. We aim for the partnership to be assured that we have clear governance and strategies in place, and that children and their families tell us they feel safer outside of the home. This commitment is reinforced through the additional investment this year from Childrens Services and SY police to fund specialist posts in a vulnerable adolescents Hub which will focus on risk in relation to contextual safeguarding.

The subgroup is aligned with the Development Board contextual safeguarding workstream to ensure co-ordinated multiagency working across all areas including child exploitation. As it develops, our remit will include the wider contextual safeguarding agenda.

### Activities/Deliverables/ What worked Well:

- A multiagency stakeholder workshop was held in December 2022 to agree a shared vision and commitment in Barnsley and to scope and shape future contextual safeguarding arrangements.
- Plans are now in place for a stronger multiagency response, including the Vulnerability Hub, to support to children and young people at risk of harm outside the home.
- Existing resource within Childrens Social Care, Youth Justice Service and Early Help have been realigned to form the basis of the Vulnerability Hub and other specialist roles have been developed and recruitment is underway.
- The police introduced the Child Exploitation Tasking Group (CETG), a multiagency operational group that tackles the threat, risks and harm around Child Sexual Exploitation and Child Criminal Exploitation, including County Lines. It takes an intelligence led approach, focusing on the highest risk victims, suspects and locations to share information, challenge colleagues and generate actions. The group has been operational from January 2023 and has evidenced positive results, with an 130% increase in intelligence reporting in comparison with the previous period. Disruption activities include risk reduction of 4 suspects who pose a risk to children and the issue of 20 child abduction notices.
- The role of SYP's Child Exploitation link officer (SPOC) has been highly effective and linked across BCSP subgroups and DSLs.
- South Yorkshire Police launched a regional Child Exploitation Public Awareness Campaign in March 2023, which will be evaluated later this year.
- Multiagency Brook Traffic Light Tool training, which helps professionals to identify and respond appropriately to sexual behaviours in young people, was launched in June 2022 with two well attended courses, and continues in 2023.

- We carried out three audits which reviewed the effectiveness of the MACE process, the effectiveness of the Return Home Interview process (for children who go missing), and the effectiveness of our multiagency response in keeping children safe who are on CP plans due to harm outside of home. For more details, see the Quality Assurance section on page 27.
- A governance review of meetings that report into the strategic CE subgroup showed areas of duplication and a gap in escalation routes. A review of operational meetings and reporting routes is underway to ensure children at risk of contextual harm receive the right support at the earliest opportunity.
- We reviewed the findings of the Independent Inquiry into Child Sexual Abuse to inform future data capture, to make sure that it is specific and includes geographical and protected characteristics. The basis for a CE data scorecard was mapped, and is to be triangulated between Children’s Services, health and police with specialist information being provided by other services, such as Barnsley Sexual Abuse and Rape Crisis Services (BSARCS) and Young Peoples Substance Misuse Service (YPSMS).

#### **Our Next Steps:**

- Realisation of the Vulnerability Hub. Specialist posts will be in place in summer 2023, including a team manager and advanced practitioners, specialists in Harmful Sexual Behaviour, Child Criminal and Sexual Exploitation and serious youth violence
- Launch of SYP’s Child Exploitation team, in place from September 2023, to be co-located with the IFD team and led by a subject matter expert in MACE, County Lines and CE. It will allow us to improve engagement with victims/potential victims, focus upon problem solving, targeting perpetrators and more holistic protective/prevention work, such as education/diversion work in schools. A positive impact of this will be closer working with the contextual safeguarding team, focusing on our most high-risk victims. The team will drive the work that comes out of CETG/MACE.
- Commerce House to be launched as a child friendly delivery space for Youth Justice, Care Leavers and Future Directions in August 2023.
- Develop the Contextual Safeguarding Strategy and Harmful Sexual Behaviours Pathway.
- Develop a contextual safeguarding multiagency scorecard.
- Finalise MACE guidance, contextual safeguarding screening tools and a referral pathway.

A development session is planned for summer 2023 to review and build upon the results of our strategic priorities work this year.

## **Child Death Overview Panel (CDOP)**

### **What we do:**

The Child Death Overview Panel (CDOP) helps the Safeguarding Children Partnership to develop a better understanding of how and why children die and informs our prevention work. It is the role of the CDOP to look at all deaths of children and young people in Barnsley, to identify learning from them and anything that might help us avoid such deaths happening in the future.

Between 1st April 2022 and 31st March 2023, 2 Barnsley CDOP meetings were held, and 6 cases were reviewed where 4 cases were identified as having at least one modifiable factor.

Age at time of death ranged from <32weeks to 17 years. Most deaths reviewed were infants aged under one year. Two of these occurred at or under the 32 weeks gestation period and one at 4 months of age. All ethnicities were recorded as White British. Most deaths occurred in hospital: one on the hospital ward, three in the Neonatal Intensive Care Unit and one in the Paediatric Intensive Care Unit. One death occurred at home.

What worked well and outcomes for children and families:

- A review of the multi-agency pathway to equip staff to deliver support for mothers and babies.
- A Standard Operating Procedure has been developed for women and babies in care proceedings, to provide staff with guidance of expected care.
- A training plan to give all community midwives read-only access to SystmOne GP records.
- Agreement for Compass to provide bereavement services in Barnsley for a second year.
- Yorkshire Mentoring delivers sessions to young people in primary and secondary schools and trains school staff in knife crime prevention, with the 'Wrong Look, Wrong Time, Wrong Place' (WLWTWP) programme.

**Next steps:**

- Alignment of the Perinatal Mortality Review Tool (PMRT) and CDOP processes and procedures.

## **Education**

### **Designated Safeguarding Leads Forum**

The Barnsley Schools Designated Safeguarding Leads Forum is an informal, well-attended meeting of school DSL representatives held every term. The purpose is to support Leads with information, advice and guidance and strengthen networks to ensure effective safeguarding practice in schools and colleges. It takes place after school to maximise participation.

Recent key topics include:

- The BSCP Escalation Process: Progressing Professional Disagreements.
- South Yorkshire Police: Reporting Child Concern incidents guidance.
- Compass UK: Healthy Peer Relationships introduction and programme offer.
- Spectrum: RESPECT Programme, a Child Sexual Exploitation early intervention offer.
- 'My Body is My Body': introduction and programme offer.
- Reducing Parental Conflict: Council training offer & toolkit.
- New thresholds for intervention consultation.
- Education Welfare Service: role of the service and new attendance guidance.
- Additional meeting to discuss the findings of the Section 175 safeguarding audit.
- Introduction to the new Education Link Officer at the Integrated Front Door.



## Feedback from DSL forum:

*"I wanted to thank you and the wider team for the content that you are covering within the DSL forums. The 2 hours fly by and the information you share is very relevant and contextual to our schools. Barnsley have developed a really good model for DSL support - I have taken so much from today's session which I will be sure to share with our Safeguarding Leaders."*

## School's s.175 self-assessment audits

Safeguarding partnerships have a statutory duty to prepare a self-assessment safeguarding audit for schools and colleges, governed by the Education Act (2002). It assures schools and the partnership there is a good standard of compliance, a safeguarding culture and that they are alert to emerging themes. This year's audit achieved a 100% return from all settings.

The audit told us:

- There is a high level of compliance. Schools and colleges update their safeguarding policy annually, follow safer recruitment guidelines for staff and have procedures in place to report safeguarding concerns.
- Use of the Escalations Policy to resolve professional disagreements has increased.
- Early Help Assessments have increased.
- Whilst schools train staff in safeguarding, there is scope for more detailed training in key areas, such as online harms. The partnership has created a training action plan to address these gaps.

Findings were published in a booklet format for ease of use and went to DSLs for consultation before being finalised. Schools had individual feedback from the partnership to develop their own action plans, with progress being tracked to ensure every school follows best practice guidelines.

## Local Authority Designated Officer (LADO)

The Independent Review of Children's Services identified the Local Authority Designated Officer service as an area for increased development. Additional investment has seen capacity quadruple from January 2023, enabling a more proactive service for managing allegations against adults who work with children. There are strong relationships between the LADO and schools, where greater capacity has led to increased face-to-face visits.

There has been a 34% increase in requests for advice in the past year due to increasing awareness and reach of the LADO provision. Regular themes are physical contact, children who struggle to settle in educational settings, and advice to foster carers.

The training offer to those working with children has been extended and includes prospective taxi drivers, school transport assistants and Early Years settings.

## Barnsley Schools' Alliance

This year, the Schools' Alliance has sourced safeguarding governors training with a high uptake and has worked with the Partnership to track and monitor schools' safeguarding action plans. It offers

a new secure online platform, GovernorHub, which is available to schools who subscribe to support services. Impact will be measured through responses to this year's section 175 audit.

An Alliance priority is attendance, Elective Home Education and school exclusions. The Alliance and the Education Welfare Service are working together with schools to identify students that require additional support - a new Early Intervention Panel is being established to wrap services around pupils with high levels of suspension, which should lower figures in future.

### **Elective home education (EHE)**

The Education Welfare Service works in partnership with schools, families, and agencies to understand why parents chose to electively home educate and records reasons in line with DfE guidance. They strive to ensure that all children receive a suitable education through attendance at school or otherwise, and strongly believe that engagement in education provides the best possible outcomes for young people, significantly reducing their risk of harm.

Resources are focused on working with families who have chosen EHE because they feel dissatisfied with the school system, and those that have additional vulnerabilities which may be identified by the need for a social worker. Our focus is the welfare of pupils and ensuring EHE is chosen in the best interests of the child. Investment in staffing and resources enables us to effectively track these pupils and understand the needs of the family; this includes focused work with families to remove barriers to returning to school-based education, capturing the views of the pupils and building positive relationships. This work had resulted in 66 pupils returning to school-based education between April 22 and March 23.

### **SEND Improvement Service**

The Special Education Needs and Disabilities (SEND) improvement service has undergone significant development in the past year, increasing capacity by recruiting a team of 6 SEND Improvement Officers and 2 Social, Emotional and Mental Health (SEMH) specialist teachers. This will ensure that every school in Barnsley will be allocated an officer to be the designated contact in joining up partnership services to better support young people with SEND. 85% of schools have had a baseline meeting so far, and over the next 12 months every school will have a whole school SEND audit to improve provision. It is predicted that these developments will have a significant impact in reducing the number of suspensions, exclusions and partial timetables, as well as increasing the attendance of pupils with SEND.

## **3. Are we making progress on protecting children?**

### **Safeguarding Data: What does it tell us about Barnsley C&YP's safety?**

#### **Referrals**

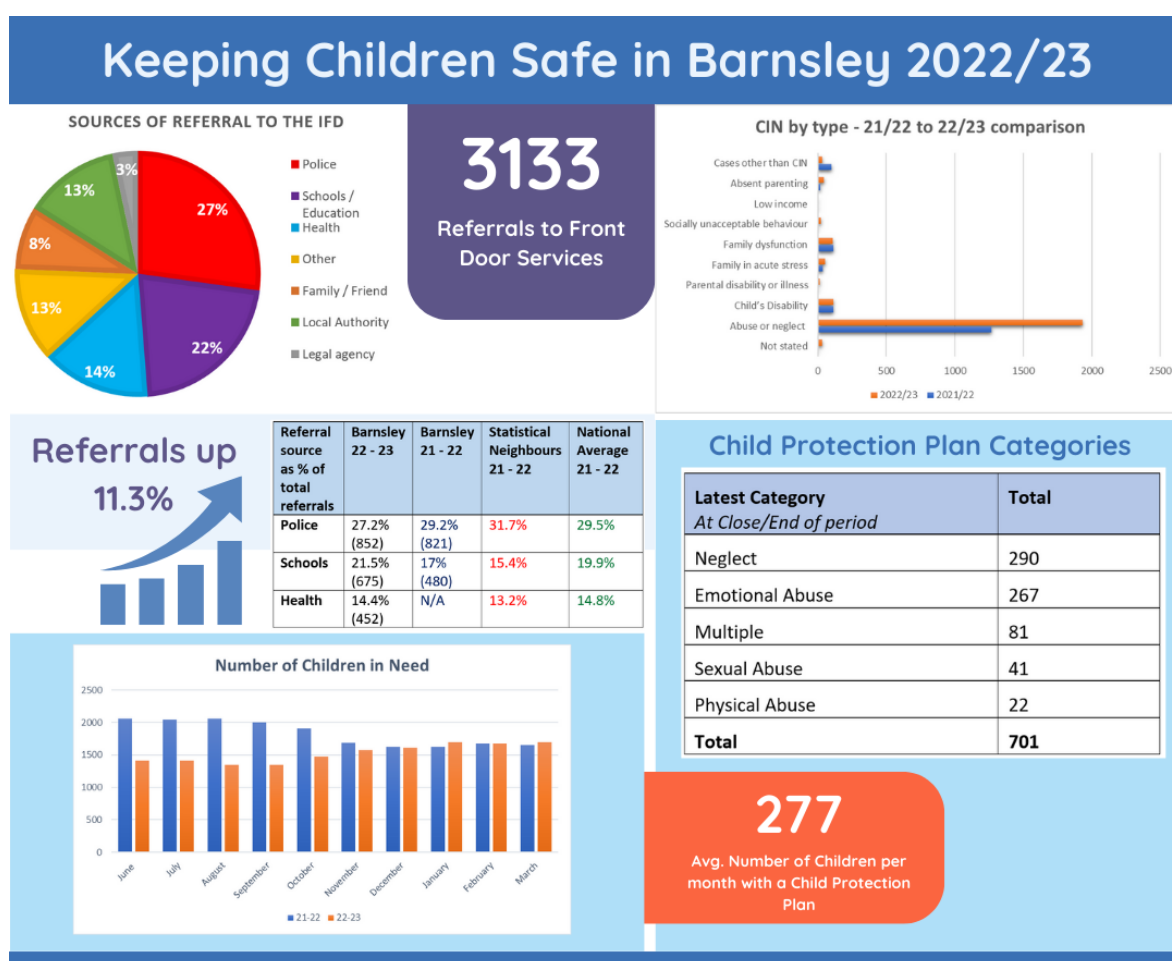
The Barnsley Borough profile 2019 has approximately 52,000 young people aged 0 – 18 years living in Barnsley. In 2022/23, 3133 referrals were received into the IFD - an increase of 11.3% from 2021/22 (2815 referrals), which is explained in part by changes in recording.

Re-referrals within 12 months have risen slightly from 18.2% in 21-22 to 20.6% in 22-23 and remain below a national average of 21.5%.

Referrals from schools have increased by 28% and reflects the increased uptake in schools of our multiagency training offer. Referrals for contextual safeguarding have doubled in secondary settings which was noted in the section 175 audit findings report.

## Early Help

Children’s services has changed its system for recording and reporting social care data to Mosaic. The previous TED system did not track Early Help cases, which is recorded on EISI (Synergy). As of March 2023, we will be able to gather data relating to the number of contacts who request Targeted Early Help support. This will allow us to address trends in next year’s report and make meaningful comparisons between Early Help, Child in Need and Child Protection data. However, more broadly accurate recording of the volume of partner led early help intervention is reliant on partners proactively notifying of instigation and closures.



## Children in Need

Child in Need numbers have dropped this year from 1834 to 1525. Some variation must be allowed due to data migration, however the overall reduction fits with a picture where higher numbers of children and young people in the borough are supported at an earlier stage through Early Help measures. The variation in results for abuse or neglect is due in part to recording changes, as we now capture all cases that are live, rather than completed, in the period.

## Child Protection

The average number of children subject to a Child Protection Plan has fallen from 308 to 277 per month in 22-23. Overall, this represents a decrease compared to the previous 12 months and is an area of work that receives a high level of scrutiny to ensure that the right help is given to children at the right time for their needs. As with Child in Need results, we have taken a more inclusive approach to data capture, to include those that have been live to service at any point. The 'multiple' category has been discontinued as it does not help us to understand the lived experience of children. Emotional abuse remains extremely prevalent in 22-23 and was the leading factor in CP Plans in 21-22. Emotional or psychological abuse describes the continual emotional mistreatment of a child including exposure to domestic abuse and substance misuse.

## Children in Care and Care Leavers

Numbers of children in care have risen by 15.8% during 2022-23, this year-on-year rise bringing challenges in identifying suitable care arrangements. Whilst every effort is given to identify wider family and friends as carers, demand remains for placements predominantly for older children and sibling groups.

Children in care and care leavers need strong, stable relationships with their allocated workers. A workforce review has increased the numbers of team managers, social workers and permanent personal advisors, so care leavers can be allocated a personal advisor much earlier and reliance on agencies is reduced.

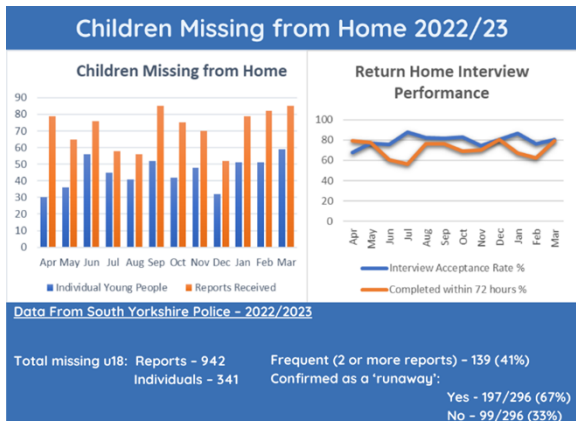
An Ofsted Focused Visit in January 2023, on the progress and experience of young people leaving care, acknowledged the commitment of the Council's leadership and management to continually improve its care leavers 'offer', finding no serious weaknesses or urgent recommendations.

A multi-agency 'Operational Group' was formed in November 2022, to deliver the Children in Care and Care Leavers Strategy 2022-2025, focussed on health, education, participation, and sufficiency. The group has:

- Launched children's participation in Bright Spots' surveys *Your Life Your Care* and *Your Life Beyond Care*. Results are published in summer 2023.
- Introduced monthly Emotional Wellbeing Intervention Meetings, bringing together specialists from partners to coordinate early intervention for children in care.
- Secured bespoke multiagency training on low-level emotional wellbeing techniques that support children and carers.
- Revised the care leavers health offer to include health passports, emotional support, CAMHS Pilot until 25 years, and support for young parents.
- Changed the Personal Education Plan system, enabling the Virtual School to engage directly with school data and collaboratively monitor at risk pupils.
- Introduced the 'Motional assessment' package to support mental health - available to all children in care and those with a social worker in Barnsley schools.

Fostering and Special Guardianship Order assessments for children placed with connected family carers have increased over 2022/23, but only 11 mainstream fostering households were approved. A full review is underway to improve foster carer recruitment and retention and deliver service improvements to strengthen the fostering panel.

BMBC is part of One Adoption South Yorkshire. The numbers of children in Barnsley adopted in 2022/23 reduced from 31 to 16 children compared with 2021/22. However, as of 31st March 2023 there were 8 children placed for adoption, 4 children who were matched to prospective adopters pending transition, and 7 children placed with Early Permanence Foster Carers who could adopt the child in future.



## Children Missing from Home

The number of individual young people reported missing remains relatively consistent with some seasonal variation and numbers are small enough to be affected by circumstances behind individual missing episodes.

As is shown in the data from SYP (where 1/3 of cases are not 'runaways'), some young people do not regard themselves as missing and absence may be due breakdown in

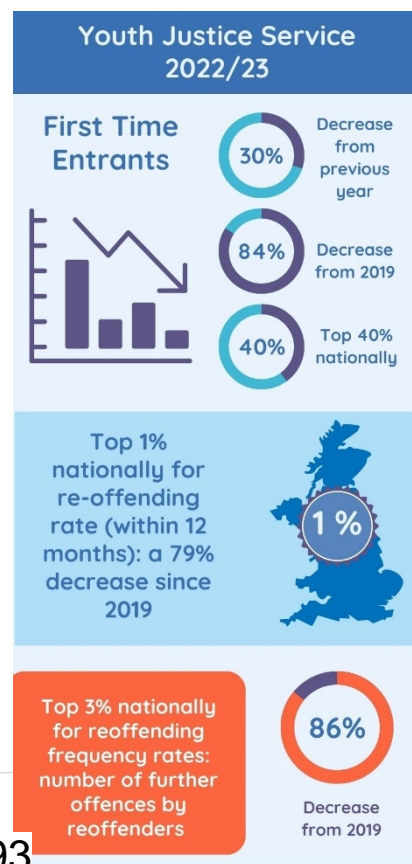
communication or conflict at home. 41% of missing reports reflect a small number of young people are repeatedly reported missing and are potentially at high risk.

Barnsley's Return Home Interview (RHI) Team are part of the wider Targeted Youth Support Service who work together with mental health, schools, police and specialist services to prevent and reduce missing episodes. Most young people who go missing accept a return home interview and the majority are conducted within the statutory 72 hours timeframe. The RHI Team work closely with SYP in multi-agency daily briefings, MACE and contextual safeguarding forums to identify broader themes around missing children and to support tactical responses based on intelligence and information.

## Youth Justice Service (YJS)

The 2022-23 period focused on driving continuous service improvement through our strategic priorities. These included:

- Working to reduce youth violence.
- Improving educational outcomes and reducing the disproportionate number of children entering the criminal justice system with SEND.
- Improving the group and drop-in offer for service users, underpinned by the launch of the new core delivery location at Commerce House.
- Locally, we have used Turnaround funding from the Ministry of Justice (MoJ) to develop a prevention delivery model with practitioners for an evidence-based 'whole family'



approach. This pilot will run until March 2025.

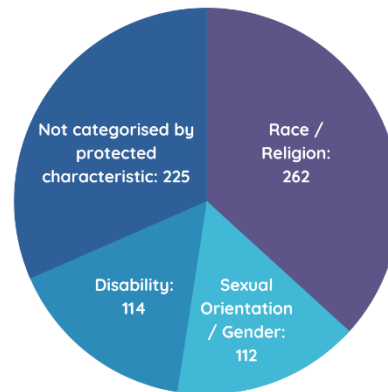
In March, the YJS were notified of HMIP inspection and the report will be published on 19<sup>th</sup> July.

Recommendations and learning from this will be embedded into this year's YJ Plan and wider service improvement.

## Hate Crime

Race or religion is the most prevalent form of Hate Crime in the borough, with sexuality, gender and disability being notable occurrences. 65% of the 713 incidents recorded had multiple categories or descriptors. 74 incidents were flagged as having an online factor or being cyber enabled.

Hate Crime Incidents 22/23 with Child Victims



## Online Harms

In all Barnsley crimes where victims were under 18 years old, 492 took place online, with a **month-on-month increase from 28 to 71 victims from April 2022 to March 2023**. Whilst this is a wide crime range, protecting children and young people from Online Harms continues to be a priority.

It is recognised that figures may rise as the partnership continues to raise awareness of online harms with practitioners or families and services support more young people to disclose incidents of online exploitation or abuse.

## Domestic Abuse

SYP recorded 7,527 incidents of domestic abuse in 2022/23 where 40% had a child or young person under 18 years old in the household. The exposure to domestic abuse incidents is a clear factor when investigating trauma in children and young people.

[Safelives](#) state that “exposure to abuse has an effect on children of all ages... Children’s Insights data reveals that over half (52%) of children exposed to abuse said they found it difficult to sleep, and almost a third (30%) felt the abuse was their fault. The same children exhibit higher rates of behavioural problems than their peers, and engage in more risk-taking behaviour, making them vulnerable to other forms of abuse, exploitation and harm”. SYP recorded 312 survivors of domestic abuse aged 16 – 18 years old in Barnsley. Partnership representatives attend the Safer Barnsley Partnerships’ newly formed Domestic Abuse Board. Early Help services are currently undertaking a needs assessment as part of the Family Hubs development, which includes mapping domestic abuse services across Barnsley, and we are part of commissioning discussions for development of services who work with children where domestic abuse is present in their lives.



## Quality Assurance

Quality assurance is provided through single and multiagency audits including biannual section 11 partner agency audits and yearly s.175 self-assessments in education. This year we have added new partnership and joint boards risk registers to our quality assurance work. We have worked together with the Development Board quality assurance workstream since its launch in February 2023, to ensure a coordinated approach.

We take a proactive approach and review our audit schedule throughout the year, to reflect areas where we’ve identified risk from Barnsley case reviews, outcomes of national reviews or to assure that processes are well embedded and working effectively. Using this criteria, we have carried out 5 audits and a deep dive review.

### Themes were:

- Impact of parental mental health, domestic abuse and substance misuse on children and young people was an audit recommendation of BSCP’s Child E rapid review.

- A Missing Episodes and Return Home Interviews audit was agreed as assurance to an earlier audit, which evidenced improvements in practice.
- An audit of the Multi-agency Child Exploitation (MACE) process was conducted by the Child Exploitation subgroup.
- An Elective Home education (EHE) audit was completed in response to the increased numbers of children being electively home educated in Barnsley, in line with the national post-pandemic trend.
- The new Bruising in Non-Mobile babies' protocol was audited 6 months after implementation to assure it was embedded.
- A deep dive review of a case of severe neglect identified recommendations for 11 agencies. Multiagency learning themes were professional curiosity, information-sharing to include siblings and family, capture of children's lived experiences and greater use of the Graded Care Profile 2.

#### **What did we learn?**

- Improvements in accuracy and timeliness of information-sharing and closer joint working in areas of Hidden Harm is required to ensure effective working with families and to keep children safe.
- Attendance of all relevant teams at conferences and reviews supports a Think Family approach.
- Interventions in MACE process are not always effective in keeping children safe and would benefit from further consideration as part of broader contextual safeguarding.
- BSCP to have EHE cited as an area of vulnerability, due to increased numbers in Barnsley and the limits of the legislation regarding EHE oversight.
- Where the Bruising protocol is applied, babies were safer and their lived experiences were recorded and understood.
- There is scope for further multiagency learning in professional curiosity, information-sharing to include siblings and family, capture of children's lived experiences and greater use of the Graded Care Profile 2.

#### **What did we do?**

- Plans for a joint Children's and Adult's protocol to ensure coordinated multiagency working with a 'Think Family' approach. To include Social Care, children's and adult's mental health services, CAMHS, SWYFT and domestic abuse services, to be developed in 2023 – 2024.
- Revised the Barnsley Safeguarding Children Partnership and Integrated Front Door Information-Sharing Agreement, signed by 33 agencies.
- Schools, mental health and Return Home Interview teams invited to conferences and strategy meetings to ensure richness of information and children's lived experience.
- MACE audit findings led to independent scrutiny of existing processes and have informed the development of the Contextual Safeguarding Response and Vulnerability Hub.
- Creation of Electively Home Educated practice guidance, to ensure all services are sighted upon the potential additional vulnerabilities for children who are EHE and their role in identifying and responding to them.



- An additional post to support families where children are electively home educated.
- Barnsley Hospital to conduct a single agency audit of the Bruising protocol and a follow-up multiagency audit to take place in 2023.
- Learning from the Deep Dive informed the refreshed Child Neglect Strategy and the requirement that Graded Care Profile 2 be used by all agencies as an early intervention tool.
- Professional Curiosity training resources were shared in team meetings.
- A New process is in development for schools to share sibling concerns.
- Produced and circulated a 7-minute briefing of the Child K deep dive review.

The impact of these actions will support coordinated, multiagency working and consistent practice that supports good outcomes for children and their families.

## Children and Young People’s Voices

### Youth Voice Groups

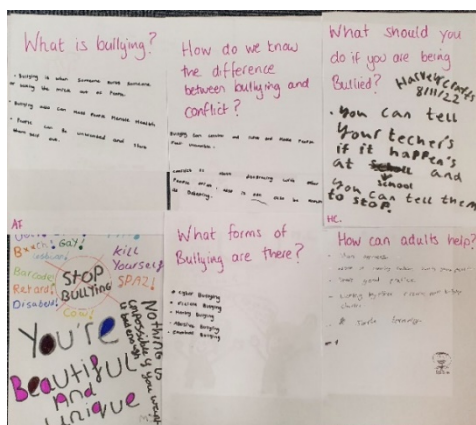
Barnsley has several well-established youth voice groups that help to keep the voices of children and young people at the heart of partnership work. Barnsley Youth Council, Care4Us and Inclusive Youth Voice (IYV) groups consult with their peers in schools, college and the community to bring their voices to the Partnership.

In Safeguarding Awareness Week, the IYV created questionnaires for schools to provide check and challenge to the Anti-Bullying commitment and a video to help launch in schools. They promoted the ‘Safeguarding and Safe Places’ consultation in December and raised awareness for #CEADay23 (Child exploitation) in March.



Groups informed the Engagement Charter with Chilypep, the re-design of CAMHS services for what an ideal mental health service would look like and promoted the #NoPlaceForHate campaign.

Youth Councillors also ran a joint Relationship Health Sexual Education consultation with Barnsley Council’s Public Health Team; it uncovered key concerns, such as there not being enough information around sexual health and wellbeing in lessons. Learning will be used to inform future work.



You can hear about their activities and safeguarding working their annual reports videos here:

- [Barnsley Youth Council](#)
- [Annual Report 22/23](#)
- [Care4Us Annual Report 22/23](#)
- [Inclusive Youth Voice 22/23](#)



### Supporting Young People

Barnsley Public Health hosted the Healthier Futures ‘Let’s hear your voice’ survey in 2022. This is health and lifestyle survey for pupils in years 4, 6, 8, 10 and post-16s. It will help shape future services and school curriculums, to improve the health and wellbeing of children and young people in Barnsley.

The Partnership brings together commissioned services to support children and young people.

Chilypep (the Children and Young People’s Empowerment Project) provides support through H.O.M.E (Helping Our Mental ‘Ealth), an early support mental health hub for young people aged 11 – 25. It runs a weekly wellbeing programme and Talk@HOME, a 1:1 counselling service.

In a survey earlier this year, 80% of young people said that H.O.M.E had helped them to build and maintain relationships and support systems, and 91% said that they feel their voice is heard at the service. 74% said that H.O.M.E had helped them at a critical point or when they were in crisis.

*“HOME has given me almost family-like support”.*

*“Being part of HOME helps my confidence and I feel able to deal with things more”.*

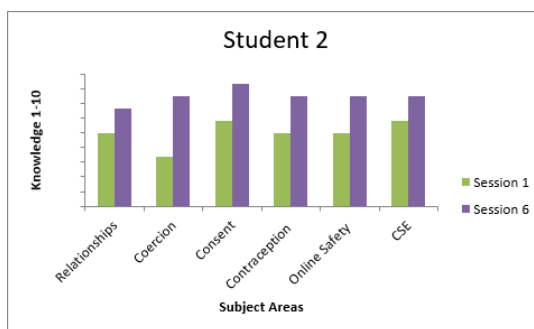
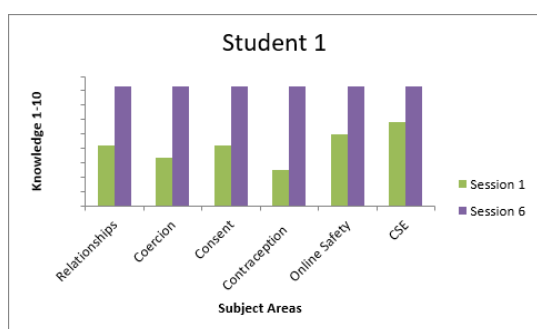
This year, they have created the ‘Open Up Interactive Map’ which lists wellbeing and youthwork organisations, working alongside Branching Minds Barnsley - a single point of contact for Compass Be and CAMHS.

Compass Be offer workshops to parents, assemblies to pupils, and 1:1 sessions around a range of topics, at both primary and secondary schools. They measure impact through the feedback they receive.

*“The lessons about group chats were good and how to leave groups - it has helped - there are now less arguments”.*

*“The workshop was very useful in preparing Y6 children for potential peer pressure issues as they transition into secondary school”.*

Spectrum Community Health delivers Relationship and Sex Education to secondary-age pupils in schools across the borough, and an educational programme (RESPECT) designed to support young people (on a referral basis) who are at potential risk of child sexual exploitation.



To measure impact, students are asked to assess their knowledge at the beginning and end of the programme, with positive results.

### Feedback from a Residential Children’s home in 2022/23:

*“The programme has been amazing for X; they have learned so much about sexual health and other important topics such as consent and coercion. After each session they have passed on their knowledge to staff; very eager to share this and saying each time they learned things they had not previously thought about. The whole staff team believe that X now has the skills to keep themselves safe and minimise their risk of CSE as much as possible”.*

From April 2023, Kooth will offer a digital mental health support service for Barnsley children aged 11+

### Barnardo’s Young Carers and Sibling Support Service

Barnsley Young Carers Service is provided by Barnardo’s. The following is an account given by a young carer, aged 13, who recently used their Advocacy service when going through Child Protection measures.

## Young Carers

*“When I did Young Carers, it was good because K came to school to see me and help me and I also went to the group where we played lots of games and did nice creative things. We could talk about things that we were worried about. After that I got to go to Young Carers Council. It’s really good fun, there’s always something to do, you’re not just sat there. Everyone’s in the same situation as me, they understand what I’m going through – it makes it easier to talk to them.*

*Because I am a member of the YCC now I always have something to look forward to even if it is a month away. It gives me something to focus on, especially if you don’t go anywhere much and have got a really boring life. I have friends I didn’t have before.”*

*“When it all happened, I thought I was going to be taken away from my Mum. It felt very scary sometimes. I wanted it to go away.*

*Not being involved in the meeting [was good] when everyone would have been talking about me but I’d said how I feel to D (advocacy worker).*

*Me and my Mum are getting better [now] and back to normal, it’s not like it was when it happened. It’s better.”*

## Advocacy

**Children and Young People stories.** Hear their experiences of services in these short films:



## 4. Implementing Learning and Raising Awareness

### Local Child Safeguarding Practice Reviews (LCSPR)

The purpose of LCSPR subgroup is to carry out arrangements for Rapid and Child Practice Reviews, in line with requirements of Working Together 2018, in order to identify learning from themes in local and national findings. It reviews action plans from completed reviews to ensure that all learning points are implemented, to improve our approach to safeguarding children in Barnsley and achieve better outcomes.

In May 2022, the National Panel published its report into the murders of Arthur Labinjo-Hughes and Star Hobson. We considered the strengths and challenges of our own safeguarding arrangements

in relation to the findings and recommendations of the report. A key theme was how we respond to concerns about children's safety, raised by families and through anonymous referrals.

The Performance & Quality Assurance (PAQA) subgroup completed an audit of family and anonymous referrals in spring 2022 and were assured that the response in the cases audited, is as thorough as it is to those referrals made by practitioners and agencies.

The JTAI findings in May 2022 observed that whilst our partnership is 'proactive responding to local and national issues . . . . that the commissioning of child safeguarding practice reviews does not always provide partners with all the information they need to provide learning from serious incidents.'

In response, we reviewed recommendations of two earlier child practice reviews to ensure recommendations had been implemented and to identify any additional learning to improve practice not captured in the original review.

Our review of Child W and Child X recommendations identified that specialist training was required to support better assessment around substance misuse and a conversation with commissioned services to assure they are sufficient to support risk assessment and planning. An ambition of the subgroup is to develop a joint protocol with adult social care, mental health, GPs and substance abuse services, for a co-ordinated 'Think Family' approach.

No new practice reviews have been undertaken. Child E, which began in 2022, was finalised, with recommendations focused on specific practice shifts that will lead to improved outcomes. Its action plan is agreed and in progress. We identified that two completed local Child Practice Reviews in 2021 had not been shared with the National Panel, which has been remedied. We have updated and shared BSCP's Serious Incident Notifications to the National Safeguarding Panel for a Rapid Review process.

A National Safeguarding Practice Review into safeguarding children with disabilities and complex needs in residential settings was published in October 2022. The National Panel asked all Directors of Children's Services to undertake their own internal safety and quality reviews of Children Looked After placed in residential school settings. The group considered the Child Safeguarding Review of Children with Complex Needs and Disabilities placed in residential settings in Barnsley, which identified no safeguarding issues for the children subject to Barnsley's review.

The Child Safeguarding Practice Review Panel held a Yorkshire and Humber round table event to consider their recent review of bruising in non-mobile infants. The themes linked with our refreshed bruising policy, and a multiagency audit by the PAQA subgroup in December 2022, assured us that where the policy was embedded, it was effective in reducing risk of harm in non-mobile babies and that their lived experience was recorded by practitioners.

The subgroup considered the NSPCC report on Education and Child Practice Reviews and presented the recommendations to the Schools' Alliance and Designated Safeguarding Leads forums. The National Panel's Multiagency and Safeguarding Domestic Abuse briefing paper prompted a discussion about partnership work in relation to domestic abuse and improvements in development across Barnsley. There is mapping work taking place to ensure best understanding of services and support.

The annual report of the National Panel summary was discussed and reminded the subgroup of the breadth of work undertaken by the panel in the last 12 months. The group has shared the learning from National Panel events and publications with the partnership.

## **First Year of Life**

### **Safe Sleep**

Sadly in 2020, 5 babies died in Barnsley from sudden unexpected death in infancy (SUDI). This figure was statistically high and one as a partnership we were determined to reduce. It is therefore extremely pleasing to report we have had no SUDI deaths since 2020.

The partnership has taken a pro-active and multi-agency approach to prevention. Drawing on learning from local and national reviews, agencies have worked collectively to look at how they assess risk and work with families to promote safe sleep. This has been supported by the development of multi-agency guidance, and training. Taking the approach that 'every contact counts', whether this be detailed information/support provided by a health visitor or contact with a substance misuse worker. We have also run several public health awareness campaigns.

In the last year we have shared our work with other areas and the radio campaign has been shared in several parts of the country including the Northeast, Yorkshire and Humber. We are also leading work across the ICB to promote safe sleep and our work is being adopted across the region. For more information on safe sleep visit [The Lullaby Trust - Safer sleep for babies, Support for families](#)

### **ICON**

We have taken the same multiagency approach with roll-out of the ICON programme. The aim of which is to reduce deaths and significant disabilities caused by abusive head trauma.

We have rolled out the programme to core partners and trained and promoted the programme to all those in contact with families. We have also run several media campaigns, which again have been adopted around the country and a new digital media campaign is currently being developed. As with SUDI we have had no deaths relating to abusive head trauma since the work began in 2020.

It is hard to show a direct correlation between the reduction in infant deaths and that our ICON and safe sleep campaigns made the difference. We are not complacent in the work we have done. Consequently, we have champions identified in partner agencies that are supported to keep the momentum going and training and awareness raising continues. [Home - ICON Cope](#)

In the next 12 months we plan to develop a new campaign to support Drymester, the aim of which is to stop drinking in pregnancy and reduce the prevalence of foetal alcohol syndrome. All three issues – Safe sleep, ICON and Drymester, are being progressed collectively under the banner 'Safeguarding the first year of life'.

[Helping Parents-to-be Go Alcohol Free – #DRYMESTER | Helping Parents-To-Be Go Alcohol Free](#)

## **Multi-Agency Training Programme**

Barnsley continue to promote and offer a comprehensive and varied training programme *which is free to all partner agencies and the voluntary sector*. We want to thank all the fantastic trainers and organisations who support the Partnership's wide ranging training offer. The training is informed

by partners, local and national reviews, audits and inspections, and is responsive to emerging safeguarding issues. New courses introduced this year include:

- Motivational Interviewing.
- Young People and Sexuality.
- Safeguarding Elected Home Educated Children.
- Introduction to Migration and Working with Migrant Children.
- Harmful Sexual Behaviour and the use of the Brook Traffic Light Tool.

We monitor effectiveness of training through course evaluation and feedback from participants and their service leads.

#### **From Working Together To Safeguard Children and Young People:**

*"Best safeguarding training I've ever been on".*

*"Engaging and very knowledgeable trainer. Thank you"*

#### **From Graded Care Profile 2 (GCP2):**

*"I now understand the tool and I am confident to use it".*

*"This will make a difference with how I work with families in the future".*

The policy and workforce development subgroup oversee the content and the quality of the programme, ensuring it remains up-to-date and relevant; ultimately supporting practitioners to safeguard children and promote their wellbeing.

Moving into the next 12 months we will support the roll-out of Signs of Safety training, Safe and Together Training and increasing the numbers of Graded Care Profile 2 sessions.

[View our full training programme here](#)

This year has seen a focus on fathers and partners, with a regional conference, Ey Up Dad! as part of Safeguarding Awareness Week. The line-up included prominent speakers from national organisations and was attended by over 600 colleagues.

Another highlight was organising an in-person multiagency training event, led by Zoe Loderick, to 80 practitioners from over 20 organisations on domestic abuse and the impact of trauma on children and young people.

The voice of the child is a theme in all our courses, ensuring all workers are striving to listen, capture and act on children's views, wishes and feelings.

Partners also headlined multiagency learning: SWYPFT hosted a well-attended Safeguarding and Trauma Informed Practice conference in September, which covered Fabricated or Induced Illness, the Burnt Bridges Report and Trauma Informed Practice. 45 external agencies took part.

As many agencies continue to struggle with system pressures, we have inevitably seen a reduction in training attendance. Despite this, we remain in a good position with 2,106 staff accessing 45 courses. This is in addition to a comprehensive multi-agency e-learning offer and agencies own training programmes. We are acutely aware, however, of the role training plays in supporting staff to safeguard children. Consequently, attendance continues to be monitored, analysed and discussed.

We recognise training is only one part of the process and evidencing the impact in terms of how it translates into frontline practice (and ultimately improves the experiences of children and families) remains a challenge. We strive to do this by triangulating findings from audits, data analysis, inspections and learning from reviews, and continue to shape and improve our offer, supporting practitioners to provide the best service possible and ultimately improve the lives of children.

## Safeguarding Awareness Week 2022 (SAW)

Safeguarding Awareness Week (SAW) is a yearly event organised by Safeguarding Children Partnerships and Adult's Boards across South Yorkshire. This year the theme was looking out for each other, helping families and communities to keep themselves safe and well.

We delivered a packed training programme for practitioners and families. Schools offered Online Harms awareness to parents and children celebrated 'One Kind Word' activities. Barnsley Hospital led an ambitious public awareness programme throughout the week. Police ran Child Exploitation awareness webinars, partner agencies and youth groups ran stalls all week in Barnsley Market, promoting their service. Our social media campaign promoted headline messages that safeguarding is everyone's business; how to report concerns and how we work together to keep children and young people safe. We highlighted the wide range of local support, including dads' mental health, digital safety and private fostering. A partner campaign toolkit was produced for agencies to promote their activities on social media #SAW22. Barnsley Chronicle ran two stories and we were interviewed by two local radio stations to publicise activities and promote our message that safeguarding is everyone's business.

### Events included:

- South Yorkshire Fire & Rescue led training for Safer South Yorkshire referrals and raised awareness of risks with hoarding, emollients and airflow products.
- Barnardo's hosted an Open Day Event.
- Our Family Centres provided information sessions to parents about parental controls to restrict unsuitable content on a child's devices, and on sessions on CPR.





- IDAS hosted a Safeguarding Children and Domestic Abuse session.
- Spectrum held a Child Sexual Exploitation & coercion refresher and RESPECT programme.

Our highest attended event with 630 participants, was the ‘Ey’ Up Dad’ regional conference, organised by Partnership trainers in Barnsley, Sheffield, Doncaster and North

Yorkshire, which focused on the role of men in children’s lives. Speakers addressed men’s mental health, experiences of dads and male carers and the ‘Myth of Invisible Men’. Feedback was overwhelmingly positive, with participants agreeing to take inspiration and learning into their services and communities.

## 5. Strategic Priorities 2023 – 2024

- We will continue to develop and build on the strategic priorities begun this year, of service development, child exploitation, child neglect and bullying and online harms.
- A development session is planned for August 2023 to inform and update our strategic plan. We will build on our joint work this year, in response to inspections, reviews and learning, with focus on evidence, impact, assurance and learning.
- Continue to improve the availability and quality of data available to the Partnership.
- Continue to develop a Quality Assurance framework that measures the impact of our performance through data, audits, feedback from practitioners and the lived experiences of children and their families, to assure that children and young people are protected and safe from harm.
- Tailor our multiagency training programme and evaluate results, to support our strategic priorities.
- Learn from national and local reviews and best practice. Encourage positive challenge so that commissioned child safeguarding practice reviews provide partners with the information required to provide learning from serious incidents.

## 6. Accounts

### Safeguarding Children Partnership Income & Expenditure Statement as of 31st March 2023

|                                |         |
|--------------------------------|---------|
| Income                         |         |
| South Yorkshire ICB (Barnsley) | 49,000  |
| Police & Crime Commissioner    | 19,441  |
| National Probation Service     | 2,907   |
| CAFCASS                        | - 550   |
| BMBC's Contribution            | 102,092 |
| 2021/22 Underspend             | 39,351  |
| Total Income                   | 212,241 |

|                               |         |
|-------------------------------|---------|
| Employee Pay Costs            | 108,779 |
| Computers                     | 7,160   |
| General Expenses              | 9,032   |
| Professional Fees/Consultancy | 27,550  |
| Business Support              | 13,710  |
| Total Expenditure             | 166,231 |

|            |        |   |
|------------|--------|---|
| Underspend | 46,010 | Earmarking request has been completed to request carry forward to 2023/24 |
|------------|--------|---|

## 7. Our Partners

Our sincere thanks go out to all of our partners who work tirelessly to protect and keep children and young people safe in Barnsley



This page is intentionally left blank

## Strengthening Children Services Quarterly Report: April 23 to June 23

### 1.0 Introduction

1.1 Further to a comprehensive review and additional investment in Children's Services during 2022-23, this report provides an update to the Overview and Scrutiny Committee on the development work to strengthen Children's Services. The committee are invited to review the contents of this report and provide questioning and challenge to the officers and Cabinet Member in attendance regarding this work.

### 2.0 Background and Context

2.1 In September 2022, a comprehensive review was carried out across Children's Services to provide a clear picture of the level and quality of support and protection that was provided to children and young people across the borough and to assure the leadership team that children under our care were safe.

2.2 Evidence was gathered from a range of sources, which included: -

- Feedback from our workforce.
- A review of data not currently included within the Children's social care performance framework.
- External case sampling has been completed using the Ofsted methodology by a former Ofsted HMI Inspector.
- Findings from Spring Lane children's home inspection.
- Findings from the recent Joint targeted area inspection.

2.3 Summary findings from the review confirmed that: -

- Staff are committed and loyal to Barnsley and work hard to make sure that children, young people, and families receive the support and help they need.
- There are significant recruitment and retention challenges in Barnsley, (a national issue), which is making it difficult to meet demand across the service.
- Caseloads were high, leading to fewer opportunities to build relationships with families and undertake direct work with children and young people.
- Staff sickness and turnover was higher than the norm and morale was low.
- Practice was variable with children not always receiving timely support.
- Timely and effective multi-agency decision making was not always evident.
- Gathering and recording information and acting on the voice of the child was inconsistent across individuals, single agencies, and the multi-agency partnership workforce.
- Thresholds of need were not understood by partners and not consistently applied within the Local Authority or across the partnership.
- We needed to strengthen our performance framework and quality assurance mechanisms.
- There are not enough local placements to support local children and young people.

2.4 In November 2022 Cabinet approved a range of investments to strengthen children's services in the borough in response to an internal review of the quality of practice in children's social care. Investments were made at a time when children's services were impacted by rising demand, a significant workforce crisis, and its impact upon caseloads and staff morale, a slow recovery from a global pandemic and a cost-of-living crisis meaning many more people parenting in adverse circumstances.

2.5 The investments focussed on improving services through the following activities: -

- The introduction of a Development Board. Comprising of key decision makers across the council and partner agencies, providing strategic leadership and governance to the Development Programme.
- The establishment of a Children's Services Development Hub, a strengthened quality assurance and

performance function with responsibility for leading a workforce strategy that ensures practice improvement and effective recruitment and retention.

- The appointment of additional permanent and temporary roles, including social workers and managers, family support workers and managers to increase capacity, reduce caseloads and reduce spans of control.
- The procurement and implementation of a 'practice model' to provide a consistent framework for staff and partners to use with children and families, impacting on the quality of direct work and outcomes for vulnerable children in need of help or protection.
- An expansion of current commissioning capacity through the recruitment of a permanent Head of Service and additional commissioning roles to focus on increasing local placement provision for children in care.

2.6 In April 2023 Cabinet approved a further £3.4M to cover increased costs from the initial proposals in November, and to provide additional required investment identified through the continued review of services, demand, and from the Ofsted focused visit in January 2023 on the Care Leavers service.

2.7 The investments in April 2023 focussed on: -

- Covering the increased cost of Signs of Safety, the extension of the programme and project support roles and additional management resource to support capacity.
- The establishment of a re-modelled Emergency Duty Team specifically to support children's services with additional resourcing to manage increasing demand and through put.
- To respond to the findings of the Ofsted focused visit in January by improving the offer to Care leavers and increasing management and Personal Advisor resource.
- Expanding the corporate resource that supports children's services through increasing capacity in business intelligence, business support and HR.

### 3.0 Current Position

#### Development Programme

| Date Period          | New Activities | Total Activities | RAG Ratings |           |                         |               |               |                 |
|----------------------|----------------|------------------|-------------|-----------|-------------------------|---------------|---------------|-----------------|
|                      |                |                  | Not Started | Completed | In progress / on target | Minor concern | Major concern | Ceased / Closed |
| Oct 22 – 28 Feb 23   | N/A            | 145              | 12          | 35        | 69                      | 24            | 5             | 0               |
| 01 Mar – 31 Mar 23   | 6              | 151              | 13          | 45        | 71                      | 19            | 3             | 0               |
| 01 April - 31 May 23 | 35             | 186              | 9           | 59        | 75                      | 28            | 5             | 10              |
| 01 June – 30 June 23 | 4              | 190              | 8           | 65        | 67                      | 31            | 7             | 12              |

3.1 Since the commencement of the programme, 65 activities within the development plan have been completed and 67 are on target. 31 activities are being tracked as they are either outside of timescale, or they are continually monitored until we can see evidence of impact. 12 activities have been closed due to duplication or transfer to service improvement plans.

3.2 Performance data continues to be a significant challenge, although the performance framework is developing, with a current 68 indicators now in place. To address the risks, Business Intelligence continue to balance the data requirements for children's services. Performance is monitored across the service by fortnightly performance meeting with Heads of Service and a monthly Directors Performance Meeting. All areas of practice against the available key performance indicators are interrogated.

3.3 Recruitment is still challenging in some areas of the service, and focused efforts are in place to support this including the appointment of a dedicated recruitment officer and a partnership with Sanctuary which is an organisation specialising in the recruitment of social workers. However, due to the number of social worker vacancies, we continue to require agency staff which is placing an additional pressure on the budget.

## Development Board / Governance

- 3.4 The Development Board continues to meet monthly with good support and attendance from key representatives and partners. Updates across the plan are provided to Board members along with a specific update on the performance and data developments. The Board has maintained an oversight of all the workstreams, alongside more focussed scrutiny into specific areas including contextual safeguarding, the Integrated Front Door (IFD), workforce and performance.

## Communication and Engagement with Staff

- 3.5 Work has continued to shift the culture in children's services and improve the operating environment for our staff, including increased communication and engagement. A Practitioner Forum commenced in December 2022 and meets monthly. The forum has informed a number of key strategies.
- 3.6 The workforce has collaborated to develop a vision for Children's Services.

## Our Vision

- 3.7 Barnsley a place of possibilities: We are one service with one goal, working together to build a brighter Barnsley for every child.

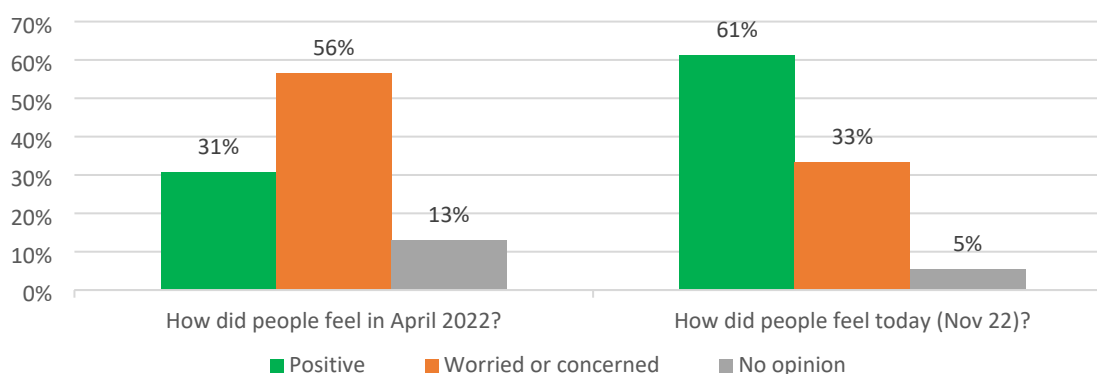
We will achieve this by: -

- Putting children & families first
- Working together in partnership to deliver joined up care.
- Delivered by a strong & valued workforce.

- 3.8 We have conducted regular information sharing and engagement activities through regular team meetings, extended leadership meetings, whole service events, social care forum and early help conference. Over the course of the year, we distributed staff engagement questionnaires and can see from the results that we are having a positive impact:

## Short Survey Nov 22:

- 3.9 In April 2022, 56% of respondents felt worried or concerned about the future of Children's Services, 31% of respondents felt positive and 13% had no opinion. By November 2022, this has shifted significantly with 61% of respondents feeling positive about the future, 33% feeling worried or concerned.



## Signs of Safety (SOS) Survey May 23:

- 3.10 A new senior leadership team is in place that appears committed and passionate about bringing about change in Barnsley. There has been a significant shift of late, more members of staff and much-improved communication. As a result, people are more supported and happier within their roles.

SOS survey May 23: I feel valued and know my work contributes to success and improvements for families.

## Social Work Health Check June 23:

- 3.11 89% of respondents said they had access to a manager to discuss issues outside of supervision with the remaining 11% saying they had access most of the time.

### Caseload Levels

- 3.12 One of our concerns and prior to the investment into Children's Services was the high caseloads of Social Workers. High caseloads meant fewer opportunities to build relationship with families and undertake effective direct work with children and young people. To address this, we set a clear expectation of maximum caseloads: -

- 20 children for Experienced Social Workers
- 14 children for Newly Qualified Social Workers

- 3.13 We know that there is still more work to do in this area, as our social care teams still struggle with recruitment and demand has increase which impacts on caseload levels. However, since June 22 caseloads have continued to reduce. There are still some services where caseloads are not at the desired level which include, Children and Young People Teams (CYPTs), Assessment but recruitment continues to be a key priority for the service.

| <b>Average Caseload</b>                  | <b>June 22</b> | <b>May 23</b> |
|--|----------------|---------------|
| Average FTE caseload for Assessment Team | 37.3           | 18.9          |
| Average FTE SW case loads                | 25.6           | 18.9          |
| Average FTE NQSW                         | 23.4           | 13.9          |

### Staff Recruitment

- 3.14 Whilst recruitment remains a challenge for the service, as for many other local authorities, we have made some progress. The Leadership of Children's Services is stabilised, with a new Service Director for Children's Social Care in post from 10<sup>th</sup> July. All Heads of Service and Service Managers have been recruited to permanently.

- 3.15 We now have a Workforce Development Strategy in place with a clear delivery plan. Recruitment approaches have been reviewed and improvements to processes are underway. There is a rolling advert for social workers, alongside, targeted recruitment adverts. The dedicated recruitment officer is supporting all recruitment activities across the service since May with positive feedback from managers. Performance in this area is being monitored.

- 3.16 We know that currently our agency numbers are still high due to the challenges of recruitment. From March 22 to June 22, we have seen an increase in worker agency numbers and a reduction in agency managers.

- 3.17 To address the recruitment challenges, we have several additional initiatives underway including: -
- Work with LinkedIn, another social media channel to attract more people to Barnsley. Additional features extend the reach of our job opportunities, showcase our opportunities more prominently and target the right candidates for our roles, using analytics to help tailor our recruitment campaigns.
  - Work has commenced to bolster our current recruitment marketing capacity and ensure that we are attracting the right candidates, The provision of a specialist recruitment service will support the appointment of social workers required for Children's services provision, helping to fill vacancies and replace agency staff with permanent employees.
  - June saw the launch of our Children's Service's Academy with Barnsley College, a collaboration with Barnsley College and a shared aspiration to support local people into careers in children's services. The aim is to grow our own employees by linking in early with the college, promoting us as an employer of choice.
  - Working with the South Yorkshire Teaching Partnership to maximise our opportunities for student placements at all intakes, a longer-term vision to 'grow our own' social workers. New apprenticeships start in September 2023.



- 3.18 Our retention rates of case holding social workers has improved and absence levels have reduced or been maintained across the service.

#### Performance and Quality Assurance

- 3.19 The Practice Development Hub has been created to support workforce development, improve the quality of practice and support the development of a robust performance framework.
- 3.20 The Hub has developed and launched Practice Standards across the service, providing clear expectations of practice. Alongside this they have reviewed and updated the Quality Assurance Framework, managing the audit process and ensuring all areas of identified practice improvement are addressed. We are supporting staff to make these improvements with a comprehensive continued professional development offer including 'back to basics' training alongside more specialist training.
- 3.21 Performance and practice quality remain challenging and managers across the service continue to audit cases to drive improvement in the quality and compliance of practice. The new audit scorecard has identified a slight positive shift in practice, but we are not yet where we want to be.
- 3.22 To further support this, reviews of practice have been carried out by a former HMI inspector and we have developed service by service specific improvement plans, which are routinely monitored through challenge sessions.
- 3.23 A dedicated team manager training programme commenced in June 2023; offering a bespoke offer to front line managers who are central to our improvement journey. Feedback from the annual training programme is collected regularly and confirms that the training is having a positive impact.
- *"It was food for thought. This was really beneficial to my role and helped me to understand how to make my recording more purposeful and it helped me know what I need to do. (Recording Expectations)"*
  - *"Really good at making me focus on the language in plans and make me focus on goals (Pathway Planning and Needs Assessment training June 2023)"*
  - *"Excellent course all children's practitioners and managers need to do this course to ensure consistency in decision making and better outcomes for children (Good Practice in Section 47 Training)"*
- 3.24 The service is currently preparing for the roll out of Signs of Safety the practice model that will be used across the service and with partners to ensure a consistent, strength-based approach when working with children, young people, and their families.

#### Looked After Children Commissioning / Sufficiency

- 3.25 Our Sufficiency Strategy is agreed, and our implementation group is underway. The purpose of the group is to ensure there are sufficient, safe, secure, and appropriate placements for children in care and young people over the next 3 years and support children and young people to stay with their families where it is safe to do so. This is also a key element of our financial strategy.
- 3.26 The implementation group has 8 specific priorities to deliver against including: -
- Review of high-cost placements,
  - Planning for permanency
  - Review health funding contributions
  - Developing the local market
  - Fostering Service Review
  - Development of Edge of Care services
  - Improving Contract Management
- 3.27 Properties are already being identified to expand Barnsley's own provision including sixteen plus accommodation, specialist residential care and investigation options to 'block book' suitable provision. The Edge of care service is developing with the introduction of a Family Group Conferencing team in July which will support families in PLO (pre proceedings) to keep families together where possible and it is safe to do so.

- 3.28 Our children in care and care leavers have recently responded to the Bright Spots online survey sharing their experience of living in care. Results will be share in September and will help to shape services in the future.

#### Practice Improvement/Partnership Working

- 3.29 Partnership working is integral to safeguarding children and young people and is central to our development programme.
- 3.30 Capacity in the Integrated Front Door (IFD) has increased and there has been a focus on improving relationships with partners - the aspiration is to become a truly Integrated Front Door. Weekly partnership audit meetings are showing improvement in the quality of the screening, with a more collaborative approach so that all professional opinions are shared. A short-term accommodation review is underway so that partners can be co-located better with a longer-term plan to move the IFD. The new Thresholds of Need document is launched and work is underway to embed a consistent understanding and application of thresholds.
- 3.31 We are in the early stages of implementing our Vulnerability Hub for adolescents experiencing extra familial harm The service has started work with young people and we will be increasing this offer as staff are appointed. There will be an official launch of this service in October.

### **4.0 Financial and Risk**

- 4.1 The Director of Finance (and S151 officer) and his representative have been consulted in drafting this report.
- 4.2 The 2023/24 budget included recurrent investment (£7.0M) aimed at strengthening and improving Barnsley's Children Services. This investment supports the ongoing implementation of the Development Plan with specific focus on the following priority areas: capacity / caseloads; governance / leadership; service quality & improvement, early help and the LAC sufficiency plan.
- 4.3 In addition, the Phase 2 Development Plan report (April 2023) sought approval for further spend commitments (£9.2M) that relates to continuing rise in caseloads, quality of service, rising LAC sufficiency / placement costs and increased corporate capacity (e.g. business support, BI/Performance, etc). It was agreed that these should be recognised as cost pressures in 2023/24 and funded through reserves.

The following provide further explanation on the forecast spend on the key development plan priorities and LAC sufficiency: -

#### Caseloads / Staff Capacity

- 4.4 The forecast variance of £2.1M mainly relates to the additional staffing capacity agreed under the phase 2 development plan for addressing rising caseloads, service demand and spans of control issues in the following teams: Integrated Front Door, Assessment, Children & Young People Teams, Emergency Duty Team, Children Disability Team, etc.
- 4.5 The cost variance mainly consists of agency costs and reflects the increasing use of agency staff to manage caseloads and vacancies / absences – a consequence of the ongoing challenges in recruitment. Work is progressing to address the recruitment issues and reduce reliance on agency staff. However, it should be noted that there is increased risk of further deterioration in the forecast position due to the following: -
- agency staff are retained beyond their end date due to delay in staff recruitment;
  - extension to the duration of existing agency project teams;
  - recruitment of additional project teams to manage rising caseloads in case holding teams;

#### Service Quality & Improvements

- 4.6 The forecast variance of £0.6M covers additional requirements under the phase 2 development plan for the following: additional care leavers' personal advisers; enhancement of the care leavers financial offer;

advocacy support; strengthening quality assurance & audit capacity and LAC commissioning activity. In addition, it includes investment in practice hub / signs of safety – which is responsible for the development and launch of Practice Standards across the service, which provide clear expectations of practice.

#### Early Help

- 4.7 An underspend of £0.1M is anticipated against the investment in the Early Help team due to slippage and delay in recruitment to established family support worker posts.

#### Corporate Capacity

- 4.8 The £0.6M variance forecast mainly covers identified spend commitments (highlighted in the phase 2 development plan report) across the following: Business Support; Business Intelligence; and Human Resources.

#### LAC Sufficiency Plan

- 4.9 A financial pressure of £7.2M is forecast against the LAC placement budget for the year - this compares unfavourably to the £5.8M previously highlighted. This pressure reflects an increased number of placements in foster and residential care as well as the continued competitive pressures in the children's care home provider market. The Council continues to face challenges (increasing numbers and costs) in placing young children, especially those with complex / multiple needs.
- 4.10 Implementing the commissioning actions set out in the refreshed LAC Placement / Sufficiency Plan continues to be the focus for managing demand pressures over the medium term. The Sufficiency Plan will ensure that the right children are placed in care and in the right placements to meet their needs (in family type placements where possible).

#### Managing the Financial Risk

- 4.11 The above cost pressure needs to be considered within the context of the overall financial risk / pressures currently forecast for Children Services for Q1 of £10.9M – which mostly relates to LAC placement costs. This is in excess (£2.3M) of the reserves level previously agreed by the Council in support of the budget pressures for 2023/24.
- 4.12 In the short term the Executive Director of Children's Services is working closely with the Director of Finance to formulate an immediate Financial Recovery Action Plan to address the increased LAC placement pressure in 23/24 including: (1) review of recent 16/17 year old placements in supported accommodation; (2) review of the process for residential care searches (3) managing the local residential care market; to help address the current cost pressures experienced. To coincide with this, the Director of Finance is also undertaking a full review of the Council's reserves should this plan not address the full cost pressures currently being experienced.
- 4.13 Furthermore the following are the key actions and outcomes within the LAC sufficiency plans over the medium term (2023 - 2026): -
- Reduction in LAC numbers over the medium term through the planning for permanency initiative, stabilising services and development of Edge of Care and / Family Group Conferencing services (which is envisaged would prevent escalation to children social care)
  - Increase in the number of in-house foster carers;
  - Reduction in numbers of children placed with IFA carers;
  - Accelerate the procurement or development of new Council owned children's homes;
  - Bring back into use a children's home;
  - Reduction in the number of residential care placements – through frequent reviews, step downs and planned moves;
  - Improve the level of continuing care funding for high cost looked after children placements (and those with disabilities);
  - Improved commissioning / contract management / procurement approaches of high-cost placements e.g., block booking of beds.

## **5.0 Next Steps**

5.1 The Council and Partners are committed to the development Programme, which is continually reviewed through the Development Board and reported quarterly to the BSCP and Cabinet. Whilst progress has been made and progress is evident, more time is needed for us to see this translate into consistently good outcomes for children.

5.2 The next stage of our improvement journey is to focus on evidencing positive impact on outcomes for children. We will: -

- Continue to prioritise the recruitment, retention, and development of the workforce.
- Continue to monitor and challenge performance across the services.
- Continue to focus on improving compliance and quality of practice.
- Develop a financial strategy to manage the change sustainably
- Thoroughly embed the QA framework and use findings from audit to continually improve practice.
- Develop the Performance Framework further.
- Utilise modern technologies to reduce duplication and streamline practice.
- Continue to develop a collaborative culture with effective support and challenge at its core.
- Continue to collaborate with partners to effectively help and protect children and young people.
- Review the current governance reporting framework to ensure a sustainable focus on continuous improvement through existing structures.

## **6.0 Invited Witnesses**

6.1 The following witnesses have been invited to today's meeting to answer questions from the OSC regarding the performance of and additional investment in Children's Services:

- Carly Speechley, Executive Director, Children's Services, BMBC
- Matthew Boud, Service Director, Children's Social Care, Children's Services, BMBC
- Cllr Trevor Cave, Cabinet Spokesperson, Children's Services, BMBC

## **7.0 Possible Areas for Investigation**

7.1 Members may wish to ask questions around the following areas:

- What area of investment has had the greatest positive impact on service improvement and why?
- What are the major concerns within the development programme and what solutions have been identified? What are the implications for children, young people and their families?
- What do you need to stop doing, start doing, do differently, and do more of?
- When do you expect to see consistently good outcomes for children?
- How confident are you that the additional investment will achieve the desired improvements in children's services? How will you know?
- What does quality look like and how will you know if it is being achieved?
- How have the voices of our children and young people been incorporated in the improvement work?
- When do you expect caseloads to be at the desired levels?
- What actions could be taken by Members to assist in the improvement work?

## **8.0 Officer Contact**

Jane Murphy/Anna Marshall, Scrutiny Officers, [Scrutiny@barnsley.gov.uk](mailto:Scrutiny@barnsley.gov.uk)  
04 September 2023

## **Children's Social Care Q1 Performance Report**

### **1.0 Introduction**

- 1.1 Data and intelligence around practice outcomes are key in driving continuous practice improvement.
- 1.2 This report is to provide Members of the Committee with an overview of performance in Children's Social Care. At this time, reporting has changed due to the move to a new case management system, Mosaic. Since the new performance framework is in the first phases of development, this report will use the data routinely provided to the Children's Development Board along with information from our operational reports. Previously, reports to the Overview and Scrutiny Committee have been based on monthly reporting from the now obsolete TED case management system.

### **2.0 Background**

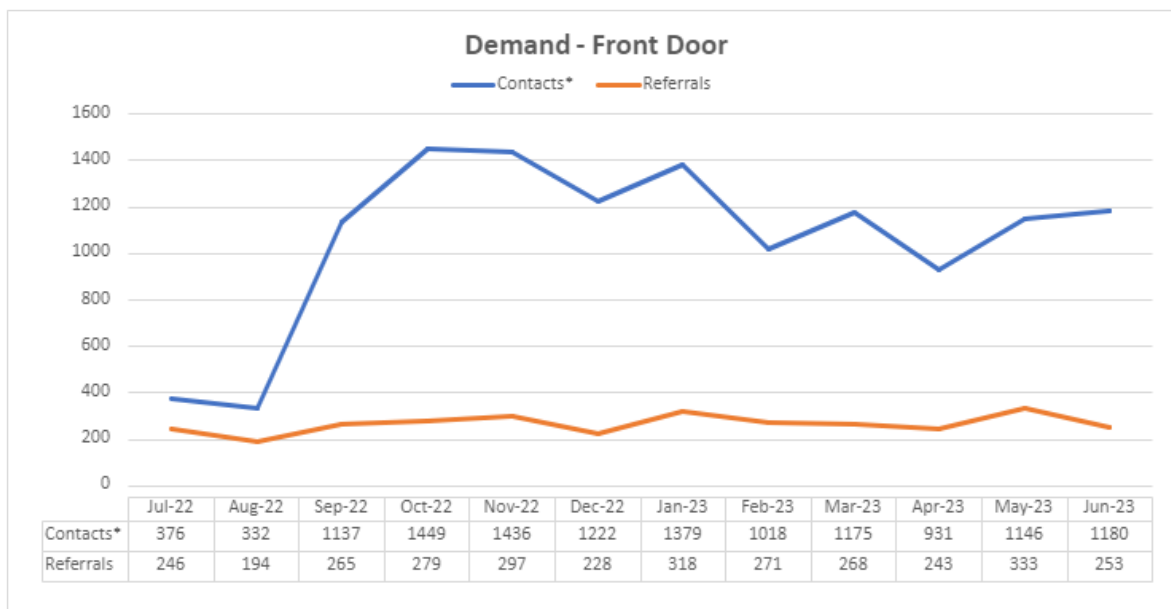
- 2.1 Children's Social Care migrated to a new case management system (Mosaic) on 14<sup>th</sup> November 2022 and are working with Business Intelligence to redevelop reporting across the board, encompassing Annex A and inspection readiness, statistical returns, operational reports, and the performance framework.
- 2.2 The programme of works is extensive, however, conversations with our peers in Local Authorities both regionally and nationally have assured us that Barnsley is not unusual in its position post-migration and that the timelines in place for the development and implementation of new reporting are in line with their experiences.

### **3.0 Current Position - Data shown for Q1 (April – June 2023)**

- 3.1 Whilst development is ongoing, Heads of Service and Service Managers maintain management oversight and assurance using a combination of highlight reports provided by Team Managers, and operational reports which report on information from Mosaic, which are reviewed and discussed at fortnightly Head of Service performance clinics.
- 3.2 A new operational tool is also being developed which allows workers and managers to have access to up-to-date information. This will enable managers to have oversight of their performance including current and forthcoming activity and enable them to identify areas of risk and monitor work undertaken.
- 3.3 We are identifying issues and alerting managers of any data quality issues, using various methods to target those individuals who need support and challenge.

#### **Demand**

- 3.4 At the Front Door, the number of contacts at the end of June is 1180, slightly higher than the end of May (1146), and April (931). There are also an additional 487 'Information Only Contacts' in June which deal with requests for information from partners.
- 3.5 The number of referrals is generally proportional to the number of contacts received. At the end of June, the number of referrals was 253, lower than the number in May (333) which was the highest figure in the 12 months previous.



3.6 The number of Children open to the Service increased again in June to 1871 from 1816 in May and 1696 in April. This increase in demand when compared with data from June 2022, shows there are an additional 453 cases now open and impacting on service activity and capacity. We know that from September 22 we saw a significant increase in contact to the front door from 333 in August 22 to 1148 in September 22. This increase was due to the process for recording contacts changing in September.

3.7 The number of Children in Care at the end of June is 410, a reduction of 1 from May, but significantly higher June last year (316).

The number of Care Leavers open to service is 102 at the end of June which is higher than the previous month (95). The number of Care Leavers open to service remains largely stable over time with small fluctuations.

3.8 At the end of June, the number of admissions of children into care is 18, increasing from 15 in May. Since April 2022 this figure has fluctuated between 10 and 26.

### **Performance and Compliance**

3.9 The percentage of decisions made on all contacts and referrals in one working day at the end of June is 51% against the target of 80%. This is an improvement on the previous Month (May 41%). The % outcome in 2 working days increases to 77% and in 3 working days to 89%.

3.10 The percentage of re-referrals within 12 months of a referral was 27.10% at the end of June, against a target of 20%, this is above the National Average of 21.5%. Because of the fluctuations in this measure month by month we will be introducing a year-to-date figure.

3.11 There has been another increase in the number of assessments undertaken in June (344), with 35 more assessments than in May. Compared to this point in 2022 assessments are higher by 130. 83.7% of assessments were authorised within 45 days in June, against a target of 80%. This represents a drop in performance compared to May (90.5%) that is mainly due to an increase in the volume of work.

3.12 In June, 43% of children who had an initial assessment were visited within 5 working days against a target of 80%. This is a decrease compared to May (69%). Children where visits have not been possible have management oversight recorded on file to account for the delay.

3.13 The percentage of S47 investigations leading to an Initial Child Protection Conference (ICPC) increased to 46.10% in June, from 38.7% in May. The % of children whose ICPC was held within 15 working days was 81%, a reduction on the figure of 93% in May but still above our target of 80% and in line with comparators.

- 3.14 Of the 47 Children starting a Child Protection Plan in June 2023, none of them had a plan within the last 2 years. Any children subject to a second or subsequent plan within 2 years are reviewed to understand the circumstances leading to the repeat plan.
- 3.15 Compliance for up-to-date plans in June shows some improvements but performance is still below our target of 80%. Investigations into the number of plans not up to date show these figures are not reflective of the number completed. It has been identified that workers are not saving plans accurately and work with front line workers is underway to address this.

| Up to Date Plan       | May 2023 | June 2023 |
|-----------------------|----------|-----------|
| Children in Need      | 64%      | 59%       |
| Children on a CPP     | 59%      | 53%       |
| Children Looked After | 50%      | 57%       |
| Care Leavers          | 60%      | 67%       |

- 3.16 The % of children visited in timescale shows some fluctuations over the past 3 months. We are making changes to Mosaic which will allow us to reflect the longer visit periods within our practice standards, this cannot yet be reflected on Mosaic. Team managers track visits to children and discuss this in supervision to ensure children are being seen and managers are assured that the majority of children are visited in line with statutory requirements, but we primarily have a recording issue. To improve recording there have been initiatives introduced such as protected time for recording.

| Visits                                   | May 2023 | June 2023 |
|--|----------|-----------|
| Children in Need within last 4 weeks     | 72%      | 61%       |
| Children on a CPP visited within 10 days | 68%      | 70%       |
| Children Looked After                    | 87%      | 76%       |
| Care Leavers within the last 8 weeks     | 31%      | 48%       |

- 3.17 Case Supervisions continue to be an issue across the whole of the service, all currently below the agreed target of 80%. However, there are pockets of good performance in parts of the service and an upward trajectory for case supervisions for Early Help, Children in Need, Children on a Child Protection Plan, Children Looked After and Care Leavers: -

| Case Supervisions     | May 2023 | June 2023 |
|-----------------------|----------|-----------|
| Early Help            | 41%      | 51%       |
| Children in Need      | 39%      | 54%       |
| Children on a CPP     | 35%      | 52%       |
| Children Looked After | 49%      | 59%       |
| Care Leavers          | 31%      | 48%       |

- 3.18 The percentage of children in care with an up to date and Quality Assured Personal Education Plan (PEP) was 79.3% in Q1, remaining below the internal target of 100%.
- 3.19 The percentage of care leavers aged 19-21 engaged in education, employment or training was 61.5%, against a target of 68% in Q1, this is a slight reduction from 62.3% in Q4, but remains above the national benchmark of 52%.
- 3.20 School attendance for children in care is measured cumulatively from the start of the academic year. Attendance at the end of Q1 was 96.2% for primary-aged children in care, decreasing from 96.6% at the end of Q4. For secondary-aged children in care, attendance decreased to 85.1% at the end of Q1, from 86% at the end of Q4.
- 3.21 Total persistent absence was 8.8% for primary-aged children in care in Q1 reducing from 10.1% in Q4. Total persistent absence was 31.1% for secondary-aged children in care in Q1, increasing from 24.2% in Q4.

3.22 1.1% of primary children in care had one or more fixed-term exclusion in Q1, reducing from 2.8 in Q4. 7.2% of secondary-aged children in care had one or more fixed-term exclusion in Q1, reducing from 11.4% in Q4.

3.23

#### **4.0 Future Plans & Challenges**

4.1 Children's Social Care and Business Intelligence will continue to work together on our agreed data and reporting priorities, with the performance framework. One of the key priorities in the Children's Development Plan is being at the forefront of that development work.

4.2 We will continue to focus on data quality and recording in Mosaic, providing a robust foundation on which to build our performance and intelligence reporting.

4.3 We will maintain the pace of ensuring inspection readiness, including Annex A reporting.

4.4 We will continue to develop operational reports to reflect what is currently happening in service, allowing Team Managers, Service Managers and Heads of Service to have management oversight, and will continue to embed these in the fortnightly Head of Service performance clinics.

#### **5.0 Invited Witnesses**

5.1 The following witnesses have been invited to today's meeting to answer questions from OSC:

- Carly Speechley, Executive Director, Children's Services, BMBC
- Matthew Boud, Service Director, Children's Social Care, Children's Services, BMBC
- Cllr Trevor Cave, Cabinet Spokesperson, Children's Services, BMBC

#### **6.0 Possible Areas for Investigation**

6.1 Members may wish to ask questions around the following areas:

- What area of performance are you most pleased with, and why?
- When do you anticipate the new reporting systems will be fully-developed?
- How confident are you in the accuracy of the data and reporting from the new system?
- What (if any) comparisons have been done with other local authorities on the data they collate and how it is presented in order to share and learn from good practice?
- To avoid unnecessary demands on services, is there ability to facilitate partners self-serving to obtain information, such as enabling read-only versions of records, to avoid 'information only' requests?
- What is in place to reward and support the workforce, given the increased demands on services?
- What was the reason for the sudden increase in contacts being recorded when the process for recording this changed? Did information previously being missed raise any particular concerns?
- What are the main reasons for children coming into care? Is this due to issues seen previously or are there newly emerging factors?
- What are the reasons for the increase in re-referrals? Has this been due to cases being stepped-down too early, or changes in circumstances?



- What actions could be taken by Members to assist in this work?

## 7.0 Background Papers and Useful Links

- Item 8b - Understanding Children's Social Care Explanatory Document

## 8.0 Glossary

|         |   |
|---------|---|
| Annex A | This consists of 11 lists of child-level data that Ofsted request from the local authority at the start of the inspection.  |
| CIN     | Child in Need   |
| CPP     | Child Protection Plan   |
| CIC     | Child in Care   |
| CL      | Care Leaver   |
| S47     | Section 47 of the Children Act 1989, allowing enquiries to be initiated where a child is suffering from or at risk of harm. |

## 9.0 Officer Contact

Jane Murphy/Anna Marshall, Scrutiny Officers, [Scrutiny@barnsley.gov.uk](mailto:Scrutiny@barnsley.gov.uk)  
04 September 2023

This page is intentionally left blank

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank