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## **Children's Services Scrutiny Committee – 17<sup>th</sup> March 2021**

### **Report of the Director of Children's Services**

### **Children and Young People's Plan: January 2021 – January 2022**

#### **Purpose**

1.
  - To share the Improvement Plan and update Scrutiny Committee on progress of delivery of improvements, in response to Ofsted's priority areas for improvement.
  - To update the Scrutiny Committee on all activity which is underway and / or is planned by Dudley Council, through the Children's Services Directorate and our partners to help safeguard and promote the welfare of children and young people across Dudley.
  - To highlight critical areas within the service where further work is needed.
  - To provide members with the opportunity to raise and be assured that Children's Social Care has taken swift and decisive action to provide a responsive service to children in need, in care and those in need of protection.

#### **Recommendations**

2. It is recommended that Scrutiny Committee:-
  - Note the Improvement Plan and progress on outcomes and performance against the delivery commitments and timeframes laid out in the Improvement Plan
  - Note the wider Children's Services Improvement initiatives within the Local Authority and partner organisations that embed the cultural and operational changes required to achieve sustained improved outcomes for Dudley children and young people.
  - Corporate leaders understand the Improvement Plan and drive changes to support improvement within corporate directorates and strategic partnership boards and support the development of frontline practice and engagement with children/young people.



## **Background**

3. The Improvement Plan has been developed following the Ofsted Focused Assurance Visit undertaken in October 2020, with a focus on how Dudley's Social Care has delivered child-centred practice and care within the context of Covid-19 restrictions.

Furthermore, the Improvement Plan supports the transformational changes taking place including several short term and long-term projects that are planned, which will be delivered over the next 18 months.

Robust arrangements have been put in place to track progress through fortnightly Children's Services Improve Programme (CSIP) Project Group sessions which are chaired by the Service Director for Children's Social Care. A progress report is produced to provide updates to the Improvement Board, which meets at 6-weekly intervals.

### **OFSTED Priority Areas for Improvement:**

4. Our recent Ofsted visit provided us with priority areas, which coupled with our own analysis will form our immediate priorities in the Improvement Plan;
  - Priority 1: Leadership
  - Priority 2: Multi-Agency Safeguarding Hub
  - Priority 3: Quality of Assessment and Plans
  - Priority 4: Pre-Proceedings – Public Law Outline
  - Priority 5: Permanency
  - Priority 6: Education at Key Stage 4 (Children in Care)
  - Priority 7: Case Transition
  - Priority 8: Non-familial abuse and Exploitation
  - Priority 9: Supervision, Quality Assurance and Management Oversight

### **Improvement Plan – What we have done and plan to do as well as our impact and evidence – Progress so far**

5. **Priority 1: Leadership – What we need to Improve**  
Instability in the senior leadership team and staff changes throughout the service, have contributed to the drift in the local authority's improvement journey.

### **What Ofsted said**

There are serious weaknesses in many service areas in Dudley. This is because of long-standing instability in the senior leadership team that has led to delays in addressing strategic and practice deficits.

## **Our Improvement Plan: Progress so far: What we have done, plan to do and our evidence and impact so far**

- We have appointed a permanent Director of Children's Services (DCS). The DCS commenced employment in Dudley on 22<sup>nd</sup> February 2021.
- We have appointed permanently to both the Service Director for Children's Social Care and the Service Director for Early Help/Schools and SEND. (October 2020)
- We have an almost permanent establishment in the Senior Leadership Team. We are recruiting to our final Head of Service role, that has been vacant since the end of January 2021. Each Head of service has lead responsibility for the Improvement Plan 9 priority areas.
- We have shared the Improvement Plan with staff in a series of staff workshops. 290 members of staff attended; they now have a greater visibility, understanding and involvement in the improvement journey. Staff have reported a greater understanding of our improvement priorities.
- The Service Director and the Director of the Children's Services continue to meet with staff across the service in 'Time to Talk' sessions, on a monthly basis to ensure that they have a good understanding of any issues that staff face and of what is working well. This will ensure their visibility and that staff feel supported with the tools to do their jobs well.
- We have re-invigorate our Social Work Recruitment Strategy with a plan to increase the number of permanent social workers in the service. At present, 73% of social work staff are permanent. Our objective is to have 85% permanent staff by Quarter 4 (31<sup>st</sup> March 2022).
- We are also working to ensure that alongside our permanent recruitment, we attract and recruit good, experienced agency staff to ensure that we continue to provide responsive support and help to Dudley children and young people.
- We have put in place robust governance to drive the improvement plan at strategic and operational level.
- We are currently reviewing our panels in order to streamline them and increase their effectiveness. Our objective is to ensure that outcome focussed panels, which make the right decision for our children /young people provide targeted cost-effective supportive packages that effectively match addressed needs.
- Practitioner and management core training, launched by Dudley's Centre for Professional Practice and is now underway with a focus on driving improvement and upskilling staff in all core and priority areas.
- 26 managers ranging from Team Managers, Service Managers across Children's Services will commence management core-skills training.

Our ultimate ambition is to engender within our managers, collective accountability, collaborative working, an understanding of what good looks like and a desire to continually improve our services to children and young people in Dudley.

6. **Priority 2: Multi-Agency Safeguarding Hub – Strengthening our Front Door: What needs to improve?**

Improve the Timeliness and quality of decision making in the Multi-Agency Safeguarding Hub (MASH)

**What Ofsted said**

Contacts with children’s services are not responded to quickly enough. Decision-making is too slow and not always appropriate in how best to respond to children’s needs. The RAG (Red Amber Green) rating system to prioritise children is not effective, meaning that an appropriate, timely response to needs and risks is not routinely achieved.

**Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- We have recruited a permanent Service Manager for MASH, Emergency Duty Team, Exploitation Hub. Service Manager for Family Solutions has been in post since December 2020.
- Our decision making in MASH is improving on a month to month basis. The percentage of Contacts progressed within one working day was 69% in November 2020. In January 2021 our performance improved to 76%.
- We have put in place regular improvement meetings with the MASH management team utilising a project improvement approach
- We have put in place simplified business processes and developed better understanding of our new systems amongst MASH staff.
- We have completed a baseline audit of approximately 400 September contacts, to identify areas of improvement across contacts from all partner agencies. This was reported to the MASH Strategic Board in December 2020. The findings from the audit have informed the improvement activity and multi-agency training within MASH.
- We have commenced monthly multi-agency audits to enable partners to understand Dudley’s thresholds and make good referrals (with consent where appropriate) to enable timely and appropriate response to risks and the support needs of children and young people.

7. **Priority 3: What needs to improve?**

Improve Quality of Assessments and Child Focused Plans

**What Ofsted said**

Assessments of children are overly descriptive and do not fully analyse the impact of children’s situations on their health and development and longer-term outcomes. The child’s voice and lived experiences are captured in assessments but do not always sufficiently influence planning. Child in need and child protection plans are not effective due to the lack of specific, child-focused and time-bound actions. This means that it is difficult for families to understand what changes are required to improve children’s circumstances, and what will happen should the changes not be made.

## **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- We have developed a child friendly 'Plan on a Page' for our children in care. Children and young people were involved in development of the plan. The plan is shorter, written in children/young person friendly language, which enables them to understand why they are in care and what we, as Corporate Parents and partner agencies will do to ensure their needs are met. This is now being piloted.
- We have reconfigured the way we measure assessment performance by separating out those resulting from new referrals and those from regular updated assessments. This change will ensure a clearer picture of how we are doing in relation to timely assessment of new and/or known families.
- Our Target for new Assessments authorised in a 45 working day target; 85% in line with stat neighbours.
  - o Target 75% April 2021
  - o Target 80% June 2021
  - o Target 85% August 2021
- We plan to evidence impact on children's experiences, through 'plans' and 'assessment' audits as part of the monthly audit cycle and during Practice Week in March 2021
- Developing SMART Plans' training commenced on 14<sup>th</sup> December 2020. More sessions are available throughout 2021. The right workers will be targeted. 36 social workers, 17% of workforce, have attended 3 workshops on 'SMART Plans' training from 14<sup>th</sup> December 2020 to 31<sup>st</sup> January 2021. More training is in place to ensure that 83% of the remaining staff access this much needed training in the next 3 months and all appropriate workers within the next 6 months.
- Assessment and Analysis training has been rolled out, being held on 8<sup>th</sup> & 14<sup>th</sup> January, 9<sup>th</sup> February 22<sup>nd</sup> April and 9<sup>th</sup> June 2021. All appropriate staff will receive this training within the next 6 months. The training cycle will consider the learning from audits
- A full audit programme, covering all 9 priority areas of the Childrens Services Improvement Plan commenced in January 2021.
- Audits of assessments have been undertaken in December 2020 by the Centre for Professional Practice (CPP) team; the learning has been incorporated into the Assessment & SMART Plans Training.
- We will increase the functionality to evidence partner agency involvement in all processes/reviews through our new Liquid Logic system. Partnership involvement will be reported into the Dudley Safeguarding Partnership Children's Group

### **8. Priority 4: What needs to improve?**

Timely application of the Pre-Proceedings stage of the Public Law Outline (PLO)

#### **What Ofsted said**

Where the circumstances of children on child protection plans do not improve, they are not considered at legal gateway panel (LGP) soon enough and the pre-proceedings stage

of the PLO process is therefore delayed. This means that children are left in situations for significant periods of time where risks are not reduced.

### **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- The Service Director has chaired Legal Gateway Panel (LGP) on several occasions in November as part of a review of LGP and to identify learning.
- The Court Progression Manager (permanent) is now back in post - as of 1st December 2020.
- The Interim Head of Children and Families/Chair of LGP has now incorporated the Family Group Conferencing Coordinator into LGP, as well as having FGC involvement in Child Protection Progress Panel.
- Liquid Logic is now able to track partner agency involvement in child protection core groups. In November 82% of core groups took place within timescales. This was an improvement on the October figure of 75%. We plan to implement robust business intelligence reporting on multi-agency involvement in core groups by 31<sup>st</sup> March 2021. Timely core groups which include partners with the right experience and skills will drive progression of child protection plans and identify where families should be progressed to pre-proceedings.
- Child Protection Progress Panel began on 12th January 2021. Panel will provide structure around child protection cases at 9+ months, with earlier recognition where pre-proceedings would be appropriate. Out of the 365 children subject to child protection plans in February, 94 have been on CP Plans for 9+ months.
- We have now implemented the pre-proceedings and care proceedings workspace (Public Law Outline) into the Liquid Logic System with a plan to have a robust system tracker by 31<sup>st</sup> March 2021. This will enable a more robust approach to the visibility and management of pre-proceedings. Number of CYP in pre-proceedings process 7 sibling groups as of February 2021.
- To engender a consistent multi-agency contribution to core groups, leading to more effective child protection plans, we have developed new multi-agency core group guidance – including expectations of all partners. This was shared in February 2021.
- We have completed an audit of 69 unborn (prebirth) children. The findings used to inform the developing PLO pre-birth pathway and training across Children's Services and partner agencies by 30<sup>th</sup> April 2021. This will enable a better understanding and clarity of the pathway, how it works and where to get information from. By end of September 2021 (Quarter 2), impact will be evidenced through staff surveys.

#### 9. **Priority 5: What needs to improve?**

Prioritising progression of Permanency plans for children where long-term fostering, adoption, special guardianship or reunification will secure the best permanent homes for them.

#### **What Ofsted said**

There is insufficient understanding, oversight and grip of permanence planning. Tracking systems are underdeveloped and do not help to effectively support timely decision-

making for children on their journey to achieve permanence. This means that many children with a plan for long-term fostering are not being formally matched soon enough. This has delayed family finding and matching timeliness for a small number of children whose plan has been for adoption. The delay in introducing a special guardianship policy and support offer means that too many children remain subject to care orders.

### **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- Our Permanency Strategy, together with permanency Terms of Reference have been completed; this was shared with all staff across the service in staff workshops – January/February 2021. We now have a structure around the area of permanence for practitioners and their managers to adhere to. This includes strengthened working arrangements with the Regional Adoption Agency (Adoption @ Heart) as well as strengthening the role of the Independent Reviewing Officers (IROs). There are robust arrangements to achieve permanency for existing cohorts of children and any new children, to be well embedded by Quarter 2 (30<sup>th</sup> September 2021). Impact will be evidenced through audit and performance analysis in a Head of Service led Performance Permanence Meeting.
- Our target for permanency planning of children by the 2<sup>nd</sup> Children Looked After Review is 90% by 30<sup>th</sup> April 2021. In December 2021, 71% of children who entered care had permanency plans by their 2<sup>nd</sup> Children Looked After Reviews.
- Within Practice Week in December 2020, training was delivered to staff on Life Story work for practitioners and foster carers. Adoption at Heart provided training on partnership-working, roles and responsibilities in permanence planning. 3 day - Achieving Permanency training is now underway since February 2021. Our plan is to ensure that targeted staff receive appropriate training and management support, so that they have the skills and understanding to progress children's permanency in a timely manner.
- The new Special Guardianship Order 'No Detriment' decision has been signed off by the Lead Cabinet Member for Children. Children are now being identified where an Special Guardianship Order (SGO) may be appropriate. The Policy will be produced by 31<sup>st</sup> March 2021. Managers and staff are aware of the decision and are now progressing SGO plans for children where carers have already agreed to the Order. Further work has been undertaken by Service Managers to identify other children for whom an SGO might be an appropriate permanence option. Currently there are 26 SGO assessments underway.
- An SGO Panel is now taking place on a fortnightly basis, reviewing and tracking SGO plans for children.

#### 10. **Priority 6: What needs to improve?**

Improve the Quality and Impact of Education for children in care at key stage 4 and post 16 qualification and attainment.

#### **What Ofsted said**

There is a lack of a strategy to improve pupils' outcomes in key stage 4. As such, there are still too many pupils leaving secondary education without formal qualifications. Consequently, their ambitions for post-16 education are limited by their prior attainment.

Not enough children and young people are successful in securing apprenticeships or moving on to university.

**Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- Since December, we now have a Connexions Personal Advisor linked to the Leaving Care Team, so that young people leaving care benefit from improved partnership working within the Council to increase chances of acquiring apprenticeships.
- We have delivered training to social workers to ensure that they provide aspirational support to children in care. On 7th January 2021, 6 social workers attended introduction to 'e-PEP' training. 11 Practitioners attended 'Education, Health Care Plans and Aspirations' training on 8th December 2021.
- The Education Attainment Strategy has been developed and implemented to improve all the outcomes of children in care; with a particular focus on pupils' outcomes in Key Stage 4 and post 16 qualifications.
- 8 young people have been supported with targeted tuition in functional skills. 2 of these have secured a level 2 qualification in numeracy. The remaining 4 are continuing with their training.
- Our target to increase the number of 19-25 care leavers in education, employment and training to 49.5% by Quarter 2. 41.7% of care leavers aged 19 – 25 are in education, training or employment as of February 2021.
- Within this strategy, we have developed a pathway programme that has targeted young people in care or leaving care who have left school with no qualifications. The percentage of 16 & 18-year-olds in care or leaving care who are not in education, employment and training (NEET) is 2.7% (5 children in total). These 5 children are receiving targeted support.
- Apprenticeship and Tertiary education strategy will be implemented by 31<sup>st</sup> March 2021, with the objective of increasing the number of children/young people in care or leaving care entering apprenticeships and tertiary education.
- The Dudley Virtual School (DVS) piloted a programme of children chairing their own Personal Education Plans (PEPs) in September 2020. This was successful and the DVS is now planning to roll this out in the Spring 2021 term. This will enable children/young people to have more influence on their PEPs. Young people spoke positively of this experience
- The Virtual School has also established connectivity with the Youth Offending Service (YOS), the Care Leavers Team and their networks to ensure all young people, including those in secure units and others over the age of 18, are offered the opportunity for a PEP. This will ensure that children/young people at risk of offending are supported in their education to reduce involvement in criminality and create more opportunities.
- To enable a system-wide approach to education, the development of the Dudley Education Strategy, developed by Education Services, specifically referencing



## Children in Care and Care Leavers

- Preparation for Adulthood Strategy has been developed by the SEND Improvement Programme, to be launched by 31<sup>st</sup> March 2021 and aligned the education of children in care and care leavers.

### 11. **Priority 7: What needs to improve?**

The Case Transition points across all service areas to prioritise the needs of children and reduce unnecessary changes of workers.

#### **What Ofsted said**

When assessments conclude, children experience further delays in the progress of plans due to another change of worker. A new transfer policy, implemented in July 2020, has not improved practice.

#### **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- We have reviewed and launched the Transfer Protocol and monitor the timely transfer of children's cases. The revised Transfer Protocol was signed off in January 2021 and shared with staff across the service. Importance of timely transfer to reduce drift and delays in children's plans continues to be emphasised in training and drop-in sessions for practitioners and managers. Liquid Logic data is being used to evidence the timely flow of work across the system.

As a result of this children will experience more timely and effective intervention because their plans are not stalled by transfer delays.

### 12. **Priority 8: What needs to improve?**

The pace of progression in the development of Non-familial Abuse and Exploitation

#### **What Ofsted said**

Children at risk from non-familial abuse or exploitation are not always supported well enough in order to reduce risk. The development of a hub model to improve children's experiences is beginning to help the local authority gain a better understanding of its local problem profile. However, services across the partnership are still disjointed. There is a lack of effective integration between children's services and the police in the response to children who go missing.

#### **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- Exploitation Strategy has been completed. This is now being implemented with progress monitored through the Exploitation sub-group chaired by DCI Lambert – West Midlands Police. As a result of this, children/young people at risk of non-familial abuse and exploitation will receive coordinated multi-agency response that will reduce the level of risk.
- A phase 2 scope (January – April 2021) of the Exploitation Hub, has been completed. This sets out the staffing/structural changes in this period. As a result of this, children

and young people at risk of exploitation are receiving a more dedicated service, from appropriate staffing expertise.

- Training has been rolled out across Children's Services and partner agencies to enable staff to have a well-developed understanding of the complexities of exploitation, feel confident and well trained. Evidenced through staff surveys by Quarter 2 (end of September 2021).
- Children who have been reported missing will receive timely Return Home Interviews; the information from the interviews will be used to support children/ young people to reduce risk of missing and exploitation.
- As the Exploitation hub continue to improve its robustness, this is enabling more children to receive support timely. In January 2021;
  - o 6 new children/young people's cases were referred to the Exploitation Hub
  - o 38 children were reported missing
  - o All 38 children offered return interview
  - o 30 agreed to be interviewed
- Our partnership bid for support under the TCE Tackling Child Exploitation programme has been successful, which will provide 7 days of expert consultation into transition to adulthood for young people in January/February.
- Between 1<sup>st</sup> and 14<sup>th</sup> February, the Police will led a County Lines Intensification Week. During that week a pilot on one aspect of Police and Social Care joint working was undertaken. The evaluation of this small pilot will be used to develop the service further.

### 13. **Priority 9: What needs to improve?**

Improve the effectiveness of Supervision, Quality Assurance and Senior Management Oversight

#### **What Ofsted said**

Social work supervision is variable in quality and impact. It is too frequently descriptive, task-focused, not reflective, lacking in depth and not directive enough to help social workers to prioritise their work. The quality assurance and advocacy element that the independent reviewing officer service should bring to the oversight of children's care and progress of plans is largely ineffective in resolving delays.

#### **Our Improvement Plan:- Progress so far: What we have done, plan to do and our evidence and impact so far**

- The Head of Safeguarding is leading on a piece of work to strengthen the senior leadership response to serious incidents, process into the DSPP for serious safeguarding cases and referral to the National Safeguarding Panel.
- As a result of this, all senior leaders are beginning to have a better understanding of processes around serious safeguarding incidences. Evidence will be through better, more timely responses and embedding the learning across Children's Services.

- The Supervision Policy has been revised following consultation with managers and Practitioners Forum. This was shared during the Improvement Plan workshops with practitioners and managers in January and February 2021.
- Supervision training for managers is forming part of the Core Skills for Managers 5-day Program, running from February to May 2021. Management oversight and supervision will be evidenced through scheduled supervision auditing.
- The performance for case supervision within the measure of one month was 45% in November. A review of approach and measure of supervision was completed in February 2021 meaning that we have more accurate performance data. We aim to achieve a target of 95% supervision by 30<sup>th</sup> April 2021

Case Supervision target profile:

- o 70% February 2021
  - o 85% March 2021
  - o 95% April 2021
- Where children are at the highest levels of risk and need, practitioners will have more frequent case supervision. This will improve the timeliness and quality of supervision.
  - The Quality Assurance and Learning Framework was completed and shared with managers and IROs in February 2021. Responses to Quality Assurance activities, particularly audits / Independent Reviewing Officer Dispute Resolutions will be timely and evidence improvement in the support and protection that children receive.
  - An audit of complaints was undertaken in November 2020. Lessons from audit has been incorporated into staff training. A programme of training/complaints workshops will be completed by April 2021 with an aim of improvements in responding to complaints in a timely manner;
    - o Quarter 2 - 71%
    - o Quarter 3 - 75%
  - Within Liquid Logic, we will be able to evidence more clearly, management responses to IRO Dispute Resolution and closing the loop activity on audits. This will result in better tracking and reporting of management responses to children's plans where the dispute resolution protocol has been initiated.
  - An analysis of training needs/achieved for Restorative Practice is underway. This includes requesting partners' commitment to Restorative Practice from March 2021
  - We will evaluate caseloads for social workers based on area of services with target caseloads of 18. Our figures for December 2020 were;
    - o Stat Neighbours – 18,
    - o West Midlands – 17.9
    - o National – 17.4
    - o Average Caseload per Social worker – 24.1
  - We will define and agree approach for multi-agency audits, Multi Agency Case File Audits (MACFA), to share learning and challenge across partners by March 2021. MACFA Days have been planned quarterly, with a minimum 5 children's cases audited. Learning and sharing events/engagement across partners will be scheduled



each quarter. This will lead to improvements in practice.

## **Finance**

14. As part of the Council's Medium Term Financial Strategy, Children's Services are to receive £6.150m growth in 2021/22 which will address current spending pressures mainly for placements for looked after children and home to school transport. However, saving targets of £1.340m in 2021/22 rising to £2.140m by 2023/24 are expected to be achieved, which needs to be considered as part of Children's Services overall context.
15. At the time of writing this report there is no specific funding identified to support the Children's Services Improvement Plan, except for £0.170m identified via the MTFS process to provide additional resource for the Children with Disabilities Team. Any further costs associated with the Improvement Plan must be met from within existing resources.

## **Law**

16. The Education and Inspections Act 2006, along with its associated Regulations, empowers the Office for Standards in Education, Children's Services and Skills (Ofsted) to, amongst other things, inspect and regulate children's social care services, in order to ensure those services are suitable for children in need and potentially vulnerable young people, as defined by the Children Act 2004, Childcare Act 2006, Education Act 2002, etc.
17. If a local authority fails to co-operate with Ofsted or its services do not improve, the Secretary of State for Education is entitled to intervene and take the action that they consider necessary, which could initially involve directing Ofsted to conduct further investigations.
18. By developing and implementing the Improvement Plan agreed with Ofsted, Dudley Metropolitan Borough Council is ensuring that children and young people in its area received a suitable service and complying with its duty to co-operate with Ofsted.
19. The swift implementation of the SGO no-detriment policy will result in an increased number of applications to the court for Discharge of Care Orders to be substituted by Special Guardianship Order. It is noted that circa 26 SGO assessments are underway, and this will have a financial and personnel impact of the delivery of such necessary change. Ongoing discussions will need to take place between the Service Director and Principal Solicitor around this impact.

## **Equality Impact**

20. The Improvement Plan is not a policy document. It sets out improvement priority areas which affects a number of policy documents that may require Equality Impact Assessments to be undertaken. The improvement plan is a framework with which improvement activities will take place. Where a specific policy or a change needs to be implemented, Equality Impact Assessment will be considered. No Equality Impact Assessment has been completed as a result. The improvement plan does not focus on designing new or redesigning existing services. As a result, no Equality Impact

Assessment has been completed. Any decisions made in respect of some processes within the Improvement Plan, will consider the importance of undertaking Equality Impact Assessments.

### **Human Resources/Organisational Development**

21. All Organisational Development/Transformation implications contained within the Improvement Plan have been identified and the HR/OD Business Partners for Childrens Services have been fully engaged to ensure all HR processes and procedures are followed. Recruitment to all positions within the staffing structure has been undertaken in accordance with HR policies and procedures.

### **Commercial/Procurement**

22. There are no commercial or procurement implications associated with this report.

### **Health, Wellbeing and Safety**

23. Improvements to supporting and maintaining the attachments children and young people make in their formative years are key for their health & wellbeing, stable positive attachments create more resilient young people who will eventually become our future community residents.
24. Keeping young people where possible within their communities will help with their connectivity.
25. All processes should be reviewed regularly to ensure they continue to meet the needs of this population and are fit for purpose, also checking they do not have a negative impact on wellbeing and safety.



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