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29 September 2014 / 9:00 am – 12.00
Committee Room 1, Wallasey Town Hall

(I) = Information
(D) = Decision

- | | | | |
|-----|--|---------------------------|------------|
| 1. | 09:00 Apologies and Introductions | Chair | (I) |
| 2. | 09:05 Declarations of interest | Chair | (I) |
| 3. | 09:05 Minutes of the last meeting and actions arising | Chair | (I) |
| 4. | 09:10 Alternative Provision
(PowerPoint presentation) | C Owen
P Smith | (I) |
| 5. | 09:25 Honour Based Violence & Forced Marriage
(Powerpoint presentation) | J. Barr | (I) |
| 6. | 09:40 WSCB Annual Plan (Powerpoint presentation) | B. Walker | (I) |
| 7. | 09:55 Link Forum Annual Report | L. Loughran | (I) |
| 8. | 10:05 Early Years and Children's Centre Review | D Gornik | (I) |
| | 10:25 Break | | |
| 9. | 10.40 YP Showcase – Children in Care Council
(PowerPoint presentation) | F O'Shaughnessy | (I) |
| 10. | 10.55 Foundation Years Project - Update | Z. Munby | (I) |
| 11. | 11:15 Wirral Children's Trust Future Direction of Travel | J Hassall | (D) |
| 12. | 11.30 Vision 2018 Children's Integration Workstream (verbal) | J Hassall | (I) |
| 13. | 11.40 Children's Trust Joint Commissioning Framework | J. Monty | (D) |
| 14. | 11.50 Performance Reports: Year End and Quarter 1 | N. Clarkson | (I) |

Reports for noting:

1. School Standards
2. Career Education Advice and Guidance
3. Wirral Parenting Programmes
4. Early Help Strategic Steering Group

Dates of future meetings:

17 November 2014 : 20 January 2015: 17 March 2015 : 19 May 2015 : 21 July 2015

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they must be delivered. Parents can request personal budgets e.g. speech and language or a teaching assistant in a school setting with funding being provided.

The Code is complex and has 11 chapters with an underpinning focus on preparing young people for adulthood. Working with other agencies is a must as is establishing partnerships. The main elements include practical work between children and adult services to bring joint work to support young people into adulthood.

The Board was also advised that joint planning and commissioning arrangements must be made between local authorities and CCGs. This should enable partners to make best use of resources to improve outcomes for children with SEND. Education, Health and Care (EHC) Plans replace statements. Wirral has 1500 statements and all must be converted within 3 years. Preparation for adulthood will involve workforce design training and workforce reform.

There are a number of key challenges for example involving families and young people in key decisions-choice and control. Action is needed between partners with the EHC Plans being agreed within 20 weeks.

J. Hassall noted the huge impact of this new directive and if embraced by all parties can make a big difference to the lives of children and young people with co-production being key. Partnership working will shape the future and drive the process to achieve outcomes. The opportunity was taken to note that the Board should evolve a 'call to arms; to ensure that joint decision-making is brought to the Board.

R. Longster noted that EHC Plans are education led although the health aspects are crucial but enquired who would take on the coordinating role. P. Ward advised that the lead professional/coordinator role would need to be established. In most cases it is the SEN coordinator in the school who flags up the issues and with the local authority commencing the project.

K. Podmore noted that one of the key challenges was the commitment between different groups and that everyone had to be in the loop. Information sharing was key and also building the capacity to ensure that all organisations respond appropriately.

J. Hassall noted that the feasibility of using an IT Case recording system (Liquid Logic) module to enable key sharing of information was ongoing. However there is no national agreement for data sharing in place and it was down to local authorities to ensure they are established. Also the local authority is responsible for the delivery of services and will be open to challenge. The importance of the full cooperation of other organisations cannot be over estimated. P. Ward suggested that a joint paper with health colleagues be submitted to further understand this area.

N. Currie noted that the joint working was underway and P. Ward commented that a strong joint working relationship with CCG health colleagues already existed. N. Currie noted that a joint funded post was in place, which would further help to drive change.

P. Sheridan noted that for LAC with SEND this was an opportunity to streamline processes that would deliver options for LAC. He further requested coordination of process in this area was kept on the agenda.

It was resolved that

- 1) **A joint paper with health colleagues to be submitted to the Board at a future date.**
- 2) **The Board receive regular updates on the Children & Families Act.**

6.0 Joint Inspection of multi-agency arrangements for the protection of children (Presentation)

The Board received the presentation, which highlighted a number of differences between old and new arrangements.

E. Taylor advised that Ofsted reviewed front line practice, quality and consistency with a strong emphasis on children in care. They will focus on a number of areas including the quality of housing and support for care leavers, the promotion of education and schooling, children and young people missing from care, education and at risk of sexual exploitation.

The overview message from Ofsted is that 'Good' is the minimum all children deserve with anything less requiring improvement. In line with the Munro review the focus will be on what is happening to the children as opposed to targets. To achieve this, three key judgements need to be considered: a) Children who need help and protection: b) Children looked after and achieving permanence – 2 graded sub-judgements adoption and experience and progress of care leavers: c) leadership, management and governance.

The framework outlines a number of areas for consideration, for example how well local authorities work and the difference made, and to provide the evidence. The quality of the work within the partnerships would be examined and what is being done to address any gaps, or what changes have been implemented.

Inspections will last for four weeks and will take on a forensic approach and follow cases through. Fostering and adoption will be part of the process. There will be a minimum of 80 cases to be tracked, sampled and audited.

Over the last few months a great deal of work has been undertaken to prepare for the changes with briefings and self-assessment exercises being completed. CADT has been redesigned and close working between MASH and the Targeted Services Gateway has been implemented to ensure that threshold decisions are consistent. This and other initiatives have enabled Wirral to prepare for a standard consistent approach across services.

Priorities for the future will include raising the profile from a partnership viewpoint – meetings to be multi agency including meeting with health and police colleagues to resolve specific issues and ensure a joined up approach. The qualitative aspect of work would also be considered together with the analysis of data to date.

J. Hassall noted her appreciation for the amount of work done to date and asked that the framework continue to be used to improve outcomes for the children. A copy of the Knowsley report was requested.

B, Walker advised the details of the Merseyside Peer Challenge day to be held in September, which would take the form of a challenge to partners in much the same way as Ofsted.

Councillor Smith thanked E. Taylor for the presentation and for the work to date. He requested regular updates be submitted to include information on audit work and performance data.

It was resolved that:

- 1) The Board receive an update at a future Board to include feedback on audit work and performance data.**
- 2) E. Taylor to circulate a copy of the Knowsley report to members.**

7.0 YP Showcase – ‘GIRLS’ Wirral Wide Project for vulnerable young people (Presentation)

The Board received the presentation from L Hawkins and C Drucker on the ‘Gorgeous Inspirational Respectful Loyal Sisters’ (GIRLS) Project.

The project was successfully piloted in 2013 and funding was received from Public Health to rollout the 12 week programme in 2014/15 across Wirral to work with 240 young women in need of additional support. The project offers an opportunity for vulnerable and at risk young women aged 13-19 to participate in a specialist personal development programme including a weekend residential at Oakland’s Outdoor Education Centre.

The first course has recently been completed in which over fifty young women participated. Part of the evaluation included filming by the group and follow up interviews. The programme is accredited through Open Awards and has helped the young women to increase their confidence and self esteem, identify their strengths and unlock their potential. Referrals/ selection come from a number of areas and centres and the STAR assessment tool is also used.

The Board was advised that an end of programme a ‘Red Carpet’ event was held, organised by the young women which showcased their achievements. This was attended by a number of councillors and officers and was considered a great success. J. Hassall said this was a good example of early intervention work and also linked with the Child Exploitation Strategy.

Councillor Smith extended his thanks for the excellent presentation and hoped the good work with vulnerable women was able to continue.

It was resolved that:

1) The Board note the work of the G.I.R.L.S. project

8.0 IFIP Interim Evaluation

The Board received the interim evaluation report from E. Hartley. She reported that following 18 months of project delivery an interim evaluation of IFIP had been undertaken. A half day evaluation session was held at which 4 case studies were considered together with reflections from practitioners and families, which identified the aspects of the programme which were having the greatest impact. Each of the 4 case studies was reviewed and it was confirmed that learning from the evaluation would continue to be embedded into services across the Children & Young People’s Department.

As at 31 May 2014 the programme had

- worked with 674 families;
- achieved positive outcomes for school attendance / anti-social behaviour and/ or youth crime 376
- Adults progressing into sustained employment or work programmes 32

As at 31 May 2014 the families receiving intensive support from an IFIP key worker had achieved the following outcomes.

- 88% of children’s school attendance had increased to over 85%
- 76% of families with a history of crime and/or anti-social behaviour had stopped offending
- 94% of families self-assessed that their parenting capacity had improved
- 51% of families with a history of domestic violence had issues resolved
- 68% of families with substance misuse issues received support to address their problem
- 82% of families reported improved mental health

- 60% of families were supported to register with a GP

E. Hartley noted that phase 2 of the programme would be commencing soon and that a target of 3400 families over the 5-year length of the programme had been set. It was also advised that the criteria would be changing which would give autonomy to the local authority but would maintain some key aspects.

D. Gornik noted the joint working with IFIP and the Family Support team via the Gateway. It was also noted that Wirral was well placed to move to the next steps.

In response to a question on level of support, Councillor Clements was advised that support workers are available from 7.00 am to 10.00 pm 7 days a week with regard to planned appointments. However it might be necessary to look at out of hours response. R. Longster asked if there was a resource issue but was advised that the family support service had merged with IFIP and was working well but that the flexible criteria has been challenging.

J. Hassall noted the excellent report and K. Podmore asked if there was any benchmarking of data with other projects. She was advised that comparative data was available and the data on Manchester had been reviewed.

Councillor Smith asked how the programme was addressing family finances. E. Hartley said that the initiative was beginning to see more families taking up employment, either part time or starting their own businesses and employment rates were higher than neighbouring areas.

D. Gornik noted that there was still the problem of accessing the banking system for some families due to historical issues of say poor debt etc.

Councillor Smith thanked E. Hartley for the comprehensive and excellent update.

It was resolved that:

1) The Board note the recommendation in the report.

9.0 Preventative Services Developments – Next Steps

D. Gornik updated the Board on the 1 May Strategic Stakeholder Event with over 70 delegates attending from key partner organisations. At the event, key partners committed to endorse the 6 agreed principles to deliver the Regional Early Help Strategy and to endeavour to ensure a preventative approach is embedded in all that is done.

The opportunity was taken to discuss the 6 key principles and agreed with the importance of the role of a single key worker (lead professional) to act as one point of contact. Three themes emerged from the session being

- Less focus on assessment and more on support, intervention and outcomes
- A strong focus on families
- Use all opportunities to identify need, thereby aiding early identification and support.

The main stakeholder event was followed up by 3 locality events, which covered the four constituency areas.

The next steps will involve the establishment of a multi-agency steering group, a local action plan and the development of a communication strategy.

The Targeted Services report was also reviewed. This indicates a positive step in the right direction but more referrals through early intervention rather than through strategy intervention would be the aim going forward.

It was resolved that:

1. The Board note the report.

10.0 Wirral Pyramid of Need - Update

The Board received the presentation from J. Hassall. This outlined the improved outcomes for children being: Children are ready for school; Young people are ready for work and adulthood; Children and young people feel safe and are safe; underpinned with the approach that children, young people and their families have their needs met as early as possible.

Children are ready for School: As an example, the Board was reminded of the work of the focus group on the Early Year's Foundation Trust project, which was established following the last Board meeting. Work is continuing to agree milestones and align budgets to achieve outcomes working to national and local drivers.

Young People are ready for work and adulthood: Work is underway with partners to determine what is meant by 'ready', and what we need to do to set goals and achieve.

Children and young people feel safe and are safe. Requires an effective child protection system whereby everyone understands their role if they are concerned about a child.

Existing frameworks would underpin actions. J. Hassall displayed the typical pyramid of need and the Wirral pyramid of need for 2013, which had seen a slight improvement over previous years.

The Board was advised of the work around early intervention, which was geared to providing additional timely and effective support to children who needed it. This would help prevent costly, harmful long-term consequences. It was acknowledged that there are challenges ahead but with the help of partners and the adoption of good behaviours and approaches a work plan could be developed. This could enable key commissioning areas to become established and for the Children's Trust Board to become involved in the decision making process.

Councillor Smith thanked J. Hassall for the update.

It was resolved that:

1. The Board note the update.

11. Child Poverty Update

The Board received the update report on the development of the school community hubs. J. Hassall advised that the two hubs are preparing for the school summer holidays and that activities for the children and families have been scheduled to take place during the majority of the summer break. It was also noted that evaluation work in both hubs is ongoing and work on raising the profile of the hub's work across the footprint is a priority.

Councillor Smith advised of a recent report from Save the Children from which seemed to suggest that child poverty was on the increase. It noted that although people were gaining employment it was either part time or low paid.

It was resolved that:

- 1) The Board note the recommendations in the report.**
- 3) Hub Headteachers to be invited to a future Board meeting.**

12. AOB

Councillor Smith requested that when reports are submitted to Board could they include a note of actions taken as it was important for the Board to know what is happening in the area and also the involvement of partners. This would help to clarify the role of the Board in overseeing the needs and development of children and young people.

CLOSE:

The meeting closed at 12.10 hrs.

DATE AND TIME OF FUTURE MEETINGS

9.00 am 29 September 2014

9.00 am 17 November 2014

9.00 am 20 January 2015

9.00 am 17 March 2015

9.00 am 19 May 2015

9.00 am 21 July 2015

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WIRRAL CHILDREN'S TRUST BOARD – 29 September 2014

Presentation of the Wirral Safeguarding Children Board Annual Report

1.0 Background

- 1.1 Working Together to Safeguard Children requires the Independent Chair of the WSCB to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.
- 1.2 The annual report should be published in relation to the preceding financial year and should fit with local agencies' planning, commissioning and budget cycles. The report should be submitted to the Chief Executive, Leader of the Council, the local police and crime commissioner and the Chair of the Health and Wellbeing Board.
- 1.3 The report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action

2.0 Introduction

- 2.1 The annual report for 2013-14 is presented in two sections; the report looking over the past 12 months and the business plan looking forward over the next 12 months.
- 2.2 In Section 1 the WSCB annual report sets out the priority areas for 2013-14, the individual targets within those priorities and the progress made. This includes an assessment of what remains to be done.
- 2.3 The report includes wider WSCB activity over the past year including:
 - Lessons learnt from Serious Case Reviews (SCR's)
 - An overview and assessment of multi-agency training
 - Findings from the Section 11 safeguarding audits from partner organisations
 - Performance information and activity within Targeted and Specialist services
 - Activity of the Merseyside Child Death Overview Panel (CDOP)
 - The management of allegations against professionals
- 2.4 The report also includes financial information including the contributions made by partner agencies and details of what the WSCB has spent. All member organisations have an obligation to provide the WSCB with reliable resources (including finance) that enable the WSCB to be strong and effective.

6.0 Recommendation:

That Wirral Children's Trust Board note the report.

Appendix 1 – WSCB Annual Report

Report Author:

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WSCB Business Manager

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**WIRRAL
SAFEGUARDING
CHILDREN BOARD**



Annual Report (13-14) and Business Plan (14-15)

Safeguarding is Everyone's Responsibility

Page 13

Foreword by the Independent Chair

There is no more important role within any community than ensuring children and young people are safe from abuse or harm. Wirral Safeguarding Children Board brings together senior executives from all agencies within the Borough with a responsibility for this. The purpose of our Annual Report and Business Plan is to provide a rigorous and transparent assessment of the performance of local services, identify areas of weakness, the causes of those weaknesses and the actions taken to address them, together with other proposals for future work.

Over the past year safeguarding has had an extremely high national profile. The publication of several Serious Case Reviews and concern about child sexual exploitation have been the focus of widespread media attention and public concern.

This Report describes the progress and achievements of the Board and its members in 2013-2014 and our Business Plan for 2014-2015. Board members have both personal and collective responsibility to hold each other, and their agencies, to account through constructive challenge and scrutiny. We can't do this in isolation so need to work closely with other bodies in the Borough including the Safeguarding Adults Partnership Board, the Community Safety Partnership and the Health and Wellbeing Board. It is also important that each member of the Board ensures that safeguarding is a priority in their own organisation and reflected in their governance arrangements. We work closely with the other Safeguarding Boards across Merseyside and the North West recognising that this not only results in efficiencies and consistency but is also a way to develop good practice.

A key role of the Board is to be confident that staff in all settings and situations where safeguarding is a factor have the confidence and skills they require. We also need procedures which are clear, widely understood and consistently applied. It is important that we share the lessons from Serious Case Reviews both locally and nationally. The Report illustrates how we do this, reproducing a poster which was circulated widely and providing details of a training day focussing awareness on the risks faced by teenagers. Other case studies include examples of the Intensive Family Intervention Programme and a tool to measure the impact of early help through Targeted Services.

The consequences of the current period of austerity cannot be ignored when considering the work of the Safeguarding Board. The Report refers to the fact that almost a quarter of children in Wirral live in families near or below the poverty line so will be affected by the Government's welfare reforms. All of the public sector agencies are having to deal with the impact of reductions in public expenditure which are expected to continue for the next three years. While up to now there has been a commitment that safeguarding should be a priority there is no certainty this can continue to be the case. Our financial report indicates that the Board has a deficit budget and the reserves are exhausted. This is a matter of concern.

We would welcome feedback on this Report and more generally on the efforts we are all making to ensure that, as far as is possible, children and young people in Wirral are safe.

*Most importantly of all we need to continually remember, both individually and collectively, **never be complacent and always hear what children and young people are saying to us.***



Bernard Walker
Independent Chair

Contents	Page
Foreword by Bernard Walker, Independent Chair	2
Contents Page	3
Executive Summary	5
Section 1 – Annual Report	
Local Background and the Context for Safeguarding	10
Progress and Achievement 2013-14	12
Priority 1 <i>Review, monitor and develop professional expertise in safeguarding practice</i>	15
Priority 2 <i>Undertake Serious Case and Critical Incident Reviews and embed learning from these</i>	16
Priority 3 <i>Ensure the development of early help is quality assured to improve impact and outcomes</i>	17
Priority 4 <i>Ensure children and young people continue to be safeguarded in light of significant national reform and local changes</i>	17
Priority 5 <i>Develop and implement an action plan to tackle child sexual exploitation (CSE)</i>	18
Priority 6 <i>Continue to monitor and improve the functioning of the WSCB and ensure there is appropriate challenge to the Children’s Trust to drive up standards</i>	20
Priority 7 <i>Continue to strengthen joint working between the WSCB and SAPB and develop common approaches to safeguarding</i>	21
Section 11 Audit	22
Multi-Agency Safeguarding Hub (MASH)	27
Serious Case Reviews	28
Child Death Overview Panel	31
Multi-Agency Safeguarding Training	39
Early Help and Family Common Assessment Framework	44
Safeguarding and Child Protection Performance Data	48
Intensive Family Intervention Programme	57
Managing Allegations	61
Governance Arrangements	66
Financial Report 2013-14	68

Section 2 – Business Plan

WSCB Action Plan for 2014-15		69
Priority One	- Domestic Abuse	70
Priority Two	- Child Sexual Exploitation	72
Priority Three	- Neglect	73
Priority Four	- Learning and Improvement	74
Priority Five	- Effectiveness of Early Help	75
Priority Six	- Signs of Safety	76
Priority Seven	- Supporting Safeguarding in Wirral	77

Section 3 – Appendices

Appendix One	- WSCB Structure	80
Appendix Two	- WSCB Membership	81
Appendix Three	- Committees and Achievements	82
Appendix Four	- Glossary of Terms	88

Executive Summary

Introduction

Working Together to Safeguard Children defines that the Independent Chair of the Wirral Safeguarding Children Board (WSCB) is required to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. The annual report for 2013-14 is presented in two sections; the report looking back over the past 12 months and the business plan looking forward over the next 12 months.

In Section 1 the WSCB annual report sets out the priority areas for 2013-14, the individual targets within those priorities and the progress made. This includes an assessment of what remains to be done.

Section 1 also includes the main findings from the Section 11 safeguarding audit undertaken by individual organisations, a summary of and the lessons learnt from SCR's and other reviews, headline performance information and reports which reflect and assess how the WSCB has fulfilled its responsibilities.

Section 2 of the report sets out the business plan for 2014-15 and details the priority areas and work to be undertaken through the WSCB over the next 12 months.

All of the WSCB's safeguarding activity across the partnership contributes to ensuring that:

“Children and young people in Wirral feel safe and are safe”

Section 1 – Annual Report

Priorities for 2013-14

The WSCB set seven priorities for 2013-14. A summary of the progress against each priority which is detailed in the report is presented below:

Priority 1 - Review, monitor and develop professional expertise in safeguarding practice

The WSCB undertook a successful training needs analysis (TNA) across the workforce to inform the training programme and it delivered a large programme of safeguarding training including briefings about Working Together 2013. The WSCB still has work to do with extending the TNA to reflect the needs of all partner organisations, and work remains to ensure all professionals have access to safeguarding supervision.

Priority 2 - Undertake Serious Case (SCR's) and Critical Incident Reviews and embed learning from these

Learning from SCR's and other reviews was embedded in WSCB training and delivered through briefings, posters, summary document resources and through a specific training event held for frontline practitioners called Who's Looking Out for the Teenagers? which was very successful. The WSCB needs to develop an evaluation strategy to enable it to assess the impact on practice of training.

Priority 3 - Ensure the development of early help is quality assured to improve impact and outcomes

Targeted Preventative Services, established by the local authority in August 2013 to co-ordinate the early help offer, presented a draft performance scorecard to show the scope and effectiveness of the early help offer. The WSCB also maintained oversight of the quality of the new CAF/TAF (Team Around the Family) process through the CAF Quality Assurance group. An evaluation of the impact of Targeted Services and the CAF/TAF model will need to be undertaken in the next year.

Priority 4 - Ensure children and young people continue to be safeguarded in the light of significant national reform and local changes

Discussion and briefings about the NHS reforms were established as a standing agenda item of WSCB meetings and the WSCB relationship with the Children's Trust Board and the Health and Wellbeing Board were developed and defined in a protocol. The WSCB needs to ensure it can demonstrate that it effectively holds the other Boards to account for the effectiveness of safeguarding.

Priority 5 - Develop and implement an action plan to tackle child sexual exploitation (CSE)

The WSCB through its CSE sub committee commissioned Catch-22 to deliver multi-agency training and developed and disseminated a wide variety of resource material including leaflets, posters, video links and resources for schools. It also developed briefings for the wider community. CSE remains a priority area into 2014-15 to ensure an adequate partnership response and services for young people are available.

Priority 6 - Continue to monitor and improve the functioning of the WSCB & ensure there is appropriate challenge to the Children's Trust to drive up standards

The 2012-13 annual report and discussion of priority areas was presented to the Children's Trust and a memorandum of understanding and relationship protocol exist. The Independent Chair attends the Children's Trust to offer challenge and provides safeguarding update reports. Work remains to ensure the WSCB has an effective performance information solution.

Priority 7 - Continue to strengthen joint working between the WSCB and SAPB and develop common approaches to safeguarding

Both Boards form part of a single Corporate Safeguarding function and are led by one Independent Chair. The Boards have resolved to establish a joint domestic abuse committee and work will continue on other initiatives such as developing a single learning and improvement framework.

Findings from Section 11 Audit

The Section 11 audit is designed to demonstrate the strength of safeguarding arrangements across the partnership following completion and analysis of a safeguarding audit form by individual organisations, including individual schools. In 2013-14 153 individual organisations completed the audit which provided a picture of good safeguarding practice across the partnership. Headline findings from the audit include:

- The WSCB can be assured that safeguarding practice is well embedded and of a high quality
- Commitment to safeguarding is very strong across organisations who without exception have a safeguarding lead and appropriate policies and procedures in place
- Partnership working is a strength
- Safer recruitment is well embedded
- Staff know what to do if they have concerns about a child
- Ensuring all staff have access to safeguarding supervision remains a challenge
- Understanding of the CAF/TAF process and the role of the LADO and agencies responsibilities to managing allegations are not clear in a small number of agencies.

Learning from Serious Case Reviews (SCR's)

The annual report includes a summary and the learning from the most recent SCR undertaken in Wirral in 2012. It also includes new and emerging learning from a recent and a newly published Critical Incident Review (CIR). Learning from recent Wirral reviews includes ensuring professionals:

- understand the importance of the timely sharing of information

- are aware of the pernicious and corrosive effects of long term neglect on children and young people
- don't underestimate the vulnerabilities of teenagers
- don't overestimate the resilience of teenagers, particularly those with moderate learning difficulties
- have a clear understanding of the Wirral thresholds of need
- always balance optimism with objective evidence

Safeguarding Reports

The annual report also includes several individual WSCB reports which set out:

- Work undertaken and achieved by the Merseyside Child Death Overview Panel (CDOP)
- A summary of the headline performance information for the past 12 months. This includes the number of referrals and repeat referrals into children's social care, the number of children in Wirral who are subject to a child protection or child in need plan and the number of children who are looked after. This also includes comparison with local and national data and highlights that Wirral has a much higher number of children who are looked after than in most other areas in England.
- The number of children who are managed in Team Around the Family (TAF), which has replaced Team Around the Child to provide a family focused solution following assessment through the Common Assessment Framework.
- An overview of multi-agency safeguarding training, including the role the WSCB plays in ensuring single agency training is of a good quality
- Report from the Local Authority Designated Officer for Allegations (LADO) providing an overview of the managing allegations process
- A summary of the Intensive Family Intervention Programme (IFIP) evaluation report which includes a detailed case study of how the programme successfully helped a family with multiple entrenched issues achieve positive outcomes

Section 2 – Business Plan

Priorities for 2014-15

The WSCB has set seven priorities for 2014-15. For each priority area the WSCB has stated what this will mean for children and young people in Wirral, as set out below:

Priority One - Domestic Abuse

Children and Adults will live in environments where they feel safe

The WSCB has established a sub-committee to lead on this priority following identification across the partnership of a need to identify and respond to domestic abuse in all its forms. The domestic abuse group will have strategic oversight of the partnership response to domestic violence, forced marriages, honour based violence and female genital mutilation.

Priority Two - Child Sexual Exploitation (CSE)

Children and young people have healthy and non-exploitative relationships and children who are vulnerable are identified early and receive help in a timely way

CSE continues to be a priority for the WSCB and the work set for 14-15 builds on the work already achieved in 2013-14. The multi-agency response to CSE is led through the CSE sub-committee and planned work includes continuing a strategy for awareness raising and for ensuring an appropriate response and support services are available for children who are victims of, or are at risk of CSE.

Priority Three - Neglect

Children and young people are protected from the pernicious and corrosive effects of neglect

The WSCB has published a multi-agency neglect strategy and has set neglect as a priority area in response to neglect being the most frequent reason for a child to be subject to a child protection plan. The work around this priority will be led by a recently established neglect task and finish group who will oversee completion of the published delivery plan. This includes a review of the training, practice guidance and use of the graded care profile tool and to ensure a response to neglect exists at the earliest opportunity across the continuum of need.

Priority Four - Learning and Improvement (including training)

People working with children and young people feel confident, competent and equipped to ensure all children feel as safe as possible

The WSCB published the Learning and Improvement Framework earlier in the year to provide a single framework for the undertaking, publication, learning from and dissemination of learning from Serious Case Reviews (SCR's), Critical Incident Reviews (CIR's) and other practice and learning reviews. This is a priority area to ensure the framework is understood and embedded across the partnership and to expand it to include all similar reviews undertaken by the Safeguarding Adult's Partnership Board (SAPB).

Priority Five - Effectiveness of Early Help

Children and young people have their needs identified and effectively responded to as early as possible

The WSCB is responsible for ensuring the effectiveness of early help across the partnership. This priority largely refers to the development and publication of a quality assurance framework to assure the Board of the effectiveness of early help services. This will complement development of an early help dashboard currently being developed by Targeted Preventative Services.

Priority Six - Signs of Safety

Children and young people in need of help and protection have their needs responded to through an effective framework for identifying strengths and risks and implementing plans which improve outcomes

The WSCB has resolved to introduce the Signs of Safety approach to child protection during 2014-15. The work towards achieving the priority will include commissioning of a provider to work with partners to introduce and roll out the approach. This will include providing training and developing a Signs of Safety model appropriate for Wirral.

Priority Seven - Supporting Safeguarding in Wirral

Children and young people benefit from a strong partnership approach which ensures that safeguarding is everyone's responsibility

As part of its wider role to promote good safeguarding practice the WSCB has set a priority to develop the 'public face' of the Board to ensure members of the wider community as well as children's sector professionals understand not only that safeguarding is everyone's responsibility, but how this responsibility can be understood and promoted. The priority area includes gaining feedback from community members, professionals and children and young people.

Section 1 – Annual Report

2013-14

Local Background and the Context for Safeguarding

The Metropolitan Borough of Wirral encompasses 60 square miles (160km²) of the northern part of the Wirral Peninsula and is bound by the river Mersey to the east, the Irish Sea to the north and the river Dee to the West. Major settlements include Birkenhead, Wallasey, Bromborough, Heswall and West Kirby.

Wirral is a place of great disparity in terms of social and economic indicators including health and predicted need outcomes. The western part of Wirral contains some of the wealthiest wards in Britain with very high educational outcomes reported from both grammar and state schools. In the eastern part of the borough, particularly in the built up towns along the river Mersey, there are high levels of poverty which impact upon children's lives and their development.

Approximately 24% of children in Wirral live near or below the poverty line, but almost 100% of these children live close to the eastern shore on a line from Liscard in Wallasey, through Birkenhead and into Rock Ferry. Wirral remains the 60th most deprived borough nationally in the Index of Multiple Deprivation (2010) but a number of the eastern wards are in the top 3% most deprived nationally.

The population of Wirral is 320,200 including approximately 70,500 children and young people (0-18). The population of Wirral is predominantly white British (93%) but significant ethnic minority groups exist, particularly Irish, Chinese and Polish. It is a key challenge for agencies working in Wirral to eliminate the differences in outcomes for children and young people and to ensure our most vulnerable families receive help at the earliest opportunity. All of the WSCB's safeguarding activity across the partnership contributes to ensuring that:

“Children and young people in Wirral feel safe and are safe”

The period 2013-14 in Wirral has continued to be a time of austerity and public sector change. Many partner public sector organisations such as health, probation and the police have undergone significant restructuring and loss of funding and the local authority continues to be remodelled in response to very significant cuts. However, the safeguarding agenda remains a priority area for all partner organisations and partners continue to deliver high quality services to children and families.

Similarly to other areas, the most vulnerable families in Wirral are being impacted by welfare reforms which are likely to result in a significant increase in stress and vulnerabilities in some families which in turn may lead to further demands being made on services, many of whom are struggling to maintain previous levels of service following cuts to public sector funding.

The local authority has remodelled children's services, partly in response to the findings from a Peer Challenge, and partly following a shift in focus towards providing a robust early help offer to families. This resulted in the launch of Targeted Preventative Services in August 2013. The simple raison d'être for Targeted Preventative Services is to prevent children and young people from experiencing disadvantage for too long by offering an effective early help intervention. Research tells us that effective early help interventions are less costly than social care interventions, when a family's situation may have deteriorated and problems may have become more entrenched. Early help interventions often require a focused approach in partnership with the family.

Wirral continues to respond to national safeguarding issues and challenges and has maintained a focus on protecting children from child sexual exploitation and providing an effective missing from home/ care service. The WSCB has also continued to expand its efforts

to ensure all professionals benefit from learning the lessons from local and national serious case reviews and other research.

Wirral continues to have very high numbers of children who are looked after (100 per 10,000) compared both to neighbouring areas (79 per 10,000)* and to England (60 per 10,000). It remains a challenge for the partnership to safely reduce these numbers in the future. Work is ongoing within the local authority to develop a strategy to reduce the number. The numbers of children subject to a Child in Need plan is also higher (401 per 10,000) than the England average (332 per 10,000), but over the past 12 months the figure has fallen following the launch of Targeted Services and as a result of work undertaken in the social care districts to safely step down cases to Team Around the Family.

The number of children subject to a Child Protection Plan (40.7 per 10,000) is lower than the north-west average (42.6 per 10,000) but is slightly higher than the England average (37.8) per 10,000.

A key challenge is for the partnership to correctly prioritise reduced resources, to ensure that support from specialist and targeted services are targeted effectively. The Intensive Family Intervention Programme (IFIP) is successfully working with families across the continuum of need to increase their resilience and reduce their reliance on numerous specialist services interventions.

*Quoted Wirral figures are from March 2014; comparative figures are averages for 2013.

IF WIRRAL HAD JUST 100 CHILDREN and YOUNG PEOPLE:

• 49 would be girls, 51 would be boys;

• 93 would be white British and 7 would be from ethnic minorities, most probably 1 or 2 would speak English as an additional language;

• 24 would be living at or below the poverty line

• 1 would get into enough trouble to be referred to the Youth Offending Team;

• 20 would be living in families in receipt of Child Tax Credit, (<60% median income), Income Support or Job Seekers Allowance and 19 would be living in lone parent families;

• 3 would have been allocated a social worker, 1 would have a Team Around the Family Plan, 1 would be in care and less than 1 would be subject to a child protection plan;

• 14 would have a special educational need, 2 of whom would have a statement, most probably for moderate learning difficulty;

Progress and Achievement 2013-14

Publication of an annual report is defined in Working Together to Safeguard Children (2013). The purpose of the annual report is to present an accurate picture of safeguarding across agencies for 2013-14 and to review the progress against the set priorities.

Since the publication of the 2012-13 Annual Report significant progress has been made in a number of areas. The WSCB continued to work towards developing excellent practice in the conduct, and dissemination of learning from Serious Case Reviews (SCR's). The WSCB have developed and published a Learning and Improvement Framework (as required under Working Together 2013). The Board contributed to the development of a north-west document which has been adapted to fit the desired process in Wirral.

There is a thread linking all aspects of the SCR process through the WSCB and its committees; establishment and conducting of reviews, and setting of action plans is the responsibility of the permanent SCR committee; the Performance Committee assumes responsibility for ensuring agencies complete their actions and quality assures the process and the Learning and Development Committee is responsible for ensuring lessons are learned, disseminated and embedded in training. Questionnaires for practitioners test that learning has reached, and is having a positive impact on front line practice, and ultimately on improving outcomes for children and young people.

There is an established WSCB Child Sexual Exploitation (CSE) action plan which is driven by the multi-agency CSE Committee and which links into the locally developed pan Merseyside and Cheshire protocol and identified priority areas. A focus of the committee this year has been awareness raising across organisations in respect of CSE and the WSCB has provided multi-agency training events and resources to promote this. Work undertaken across the Merseyside region has been identified as good practice by the Officer of the Children's Commissioner and the Board is building on this practice by joining and participating in the activities of the National Working group (NWG) for CSE.

WSCB has a responsibility to 'monitor and evaluate the effectiveness of what is done by the local authority and the Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve'. In order to fulfil its responsibility and as part of its commitment to continuous improvement WSCB developed a quality assurance framework for 2012 and a three year quality cycle. The framework is intended to drive improvement in outcomes for children and their families.

The Section 11 Safeguarding Audit undertaken over the past 12 months was completed by 153 organisations including health, education, police, local authority, housing, voluntary, community and faith organisations. The audit tells us that organisations in Wirral have robust safeguarding arrangements in place and contribute extremely well to multi-agency working across the continuum of need to ensure Wirral children and young people are kept safe. The audit findings acknowledge that whilst safeguarding is a strength, work remains to be undertaken to improve supervision arrangements for staff across all organisations and to fully capture the voice of the child.

The Board has also published a safeguarding competency framework and training needs analysis (TNA) for the children's workforce. The online competency framework and TNA allow for the first time to assess how competent and confident the workforce are with aspects of safeguarding but also to use the information to inform the training plan for next year. Results from the analysis are shared with individual organisations who can see the profile for their workforce.

The WSCB and the Safeguarding Adults Partnership Board (SAPB) have continued to develop opportunities for closer working. The two Boards have an established joint Learning and Development Committee and have resolved to develop a joint Domestic Abuse strategic group. Domestic abuse, in its widest sense is a priority area for the WSCB and a strategic plan has been developed to support training and the response to domestic abuse across the continuum of need. The WSCB have contributed to the development and introduction of the Merseyside Forced Marriage and Honour Based Violence protocol and are rolling out Operation Encompass in October 2014 which provides an early notification from the Police to schools where a domestic violence incident has been reported.

The two Boards benefit from having a single Independent Chair and have collaborated to produce a joint training needs analysis, a joint protocol for defining their relationship with the Health and Wellbeing Board and the Children's Trust and development of a joint Training Pool and delivery of corporate safeguarding training. The two Boards continue to explore ways to collaborate to improve safeguarding outcomes for children, young people and adults at risk.

The governance arrangements of the WSCB have been reviewed and updated in light of Working Together 2013 and the Independent Chair is now appointed by, and accountable to the Chief Executive of the Local Authority. The Independent Chair and the Chief Executive meet quarterly to discuss the safeguarding role and work undertaken by the WSCB and the elected member for Children's Services attends the WSCB meetings as a participating observer, on behalf of the Council.

Other notable work undertaken by the WSCB in 2013-14 includes:

- Introduction of a series of single item weekly Safeguarding Update email newsletters, including topics such as child sexual exploitation, learning from serious case reviews, introduction to Operation Encompass, use of the escalation procedure etc
- Production and dissemination of a series of safeguarding posters which emphasises that safeguarding is *everyone's responsibility*
- Completion of a joint development day with Wirral Children's Trust Board to consider development of an Early Help Offer
- Organisation of a practitioners day to explore '*Who's Looking Out for the Teenagers?*'
- Holding of a practitioners forum to explore the *purpose and effectiveness of core groups and CP conferences*
- Contributing to the Children and Young People's Plan
- Presentation of the Annual Report to the health and Wellbeing Board
- Undertaking of a comprehensive training needs analysis across the children's and adult's workforce supported by a multi-agency competency framework introduced through a series of managers briefings
- Undertaking of a Section 11 Audit of agencies safeguarding arrangements
- Completion of a series of multi-agency briefings detailing organisation's responsibilities under Working Together to Safeguard Children 2013
- Introduction of the Merseyside Child Death Overview Panel (CDOP) learning from local practice briefing sessions
- Establishment of a Domestic Violence committee
- Undertaking work with the families of children with disabilities to ascertain families views about the quality of the service they receive
- Implementation of the 'distance travelled tool' for children, young people and families

- Establishment of the Multi-Agency Safeguarding Hub (MASH);
- Undertaking a range of multi-agency audits including *the impact of Parental Mental Health Training; quality of child protection plans; review of the multi-agency escalation process; and*
- Development, revision and approval of a range of safeguarding procedures including the *CSE Protocol; Neglect Strategy; Managing Allegations Procedure; Single Assessment procedure*

The business plan for 2014-15 will set out the priority areas which the Board will focus on over the next 12 months. The plan for 2014-15 is underpinned by a strong emphasis on an integrated approach to early help and intervention underpinned by the Team Around the Family' approach to supporting families at the earliest opportunity. The plan also sets out the partnership's plan to introduce the Signs of Safety approach to children who are in need of help and protection, and to explore the possibility of extending the approach across the continuum of need.

The plan for 2014-15 also details two new priority areas highlighted from practice in Wirral; Neglect and Domestic Abuse. The Board has published a neglect strategy to support practitioners with the early identification and response to cases where neglect is suspected or known, prior to the families requiring intervention through the child protection process.

The Board has also established a Domestic Abuse committee to provide multi-agency strategic oversight of all approaches to combat and reduce the incidence of domestic abuse in all its forms. This will include responses to forced marriages and honour based violence as well as the adoption of initiatives such as the Operation Encompass early warning for schools of a domestic violence incident. A priority action for this committee will be to develop a co-ordinated multi-agency response to domestic abuse across the continuum of need.

Development and embedding of a coordinated multi-agency response to Child Sexual Exploitation (CSE) remains a priority area for the safeguarding board.

Priority 1: Review, monitor and develop professional expertise in safeguarding practice		
Action Set	Achieved	To be Done
Targeted provision of training informed by the training needs analysis will ensure the workforce is competent, confident and equipped to keep children and families safe	<ul style="list-style-type: none"> • Training needs analysis (TNA) undertaken across the children's and adults workforces • Analysis of TNA results by Learning and Development Committee informed training calendar for 14-15 • TNA identified difficulties in collecting information and simpler TNA designed for 2014 	<ul style="list-style-type: none"> • Revised TNA to be sent out to agencies in 2014 • Briefings set for multi-agency operational and strategic managers to support completion of questionnaire
Safeguarding practice including arrangements for access to safeguarding supervision and opportunities for reflection is monitored through Section 11 self-assessment and audits	<ul style="list-style-type: none"> • Supervision standards agreed across the partnership • Monitoring included in the Section 11 return • Schools highlighted as organisations where opportunities for safeguarding supervision are limited 	<ul style="list-style-type: none"> • Strategy for staff from schools and other identified organisations to access safeguarding supervision through the partnership to be devised and agreed
Core procedures are regularly updated and maintained through Tri-X and are accessible to the children's workforce	<ul style="list-style-type: none"> • Regular meetings with identified Tri-X held • Alignment between WSCB and social care procedures • Questionnaire undertaken with frontline practitioners about how easy is it to access the online procedures • Good attendance at regularly held Policy, Procedures and Practice (PPP) committee 	<ul style="list-style-type: none"> • Questionnaire highlighted difficulty with navigation of procedures website – to be addressed with Tri-X • Review of Tri-X contract undertaken in light of fees increase
WSCB ensures safeguarding practice meets the requirements set out in Working Together (2013)	<ul style="list-style-type: none"> • Well attended briefings held for multi-agency staff to highlight agency responsibilities in Working Together 2013 • Briefing papers distributed • Multi-agency meeting held to explore implications of changes to policies and procedures • PPP committee continues programme of review. 	<ul style="list-style-type: none"> • PPP committee to complete update of policies and procedures

Priority 2: Undertake Serious Case and Critical Incident Reviews and embed learning from these		
Action	Achieved	To be Done
The requirements for SCR's as set out in Working Together (2013) are implemented	<ul style="list-style-type: none"> Briefings held to highlight SCR changes in Working Together 2013 SCR panel established as permanent committee to develop resources and highlight agencies responsibilities Development and publication of Learning and Improvement Framework including processes and requirements for SCR's 	<ul style="list-style-type: none"> Embedding of Learning and Improvement Framework Development of a Children and Adult's Framework
Learning from recently undertaken SCR's and CIR's is disseminated across the WSCB	<ul style="list-style-type: none"> Learning embedded in multi-agency training Learning presented at WSCB and disseminated through the Board Learning resources (briefings/ posters etc) developed and disseminated across partnership Who's Looking out for the Teenagers? day held for practitioners to reinforce learning from local SCR Learning from local and national (children and adults) SCR's included in learning and development briefing to operational and strategic managers 	<ul style="list-style-type: none"> Use SCR committee to develop and deliver short briefings to staff highlighting learning from SCR's Deliver briefings to elected members and other identified groups
Systems are in place to measure the impact of learning from SCR's and CIR's	<ul style="list-style-type: none"> Process developed linking SCR, Performance and Learning and Development committees to ensure learning is disseminated and tested 	<ul style="list-style-type: none"> Introduction of new robust evaluation process for attendees at training to include a measure of the impact of learning

Priority 3: Ensure the development of early help is quality assured to improve impact and outcomes		
Action	Achieved	To be Done
The WSCB has oversight of the implementation of early help and intervention, particularly ensuring processes give due regard to safeguarding	<ul style="list-style-type: none"> • Draft early help scorecard developed and presented to the WSCB • WSCB supported development of the Family CAF and Targeted Services referral form • WSCB represented through CAF QA Manager on Targeted Services practice improvement unit 	<ul style="list-style-type: none"> • Development of early help quality assurance framework • Presentation of final early help scorecard
Thresholds for access to service for children and families are scrutinised and approved by the WSCB	<ul style="list-style-type: none"> • Staying Safe Strategy group scrutinise access to services through targeted and specialist services 	<ul style="list-style-type: none"> • Multi-agency review of thresholds to be undertaken
The need for children and young people to become looked after is reduced by identifying and addressing common risk factors	<ul style="list-style-type: none"> • Specialist services group established to address the high numbers of looked after children in Wirral 	<ul style="list-style-type: none"> • Effective strategy needs to be implemented to safely reduce the number of looked after children

Priority 4: Ensure children and young people continue to be safeguarded in the light of significant national reform and local changes		
Action	Achieved	To be Done
New NHS organisations and structures are securely embedded within the WSCB	<ul style="list-style-type: none"> • NHS organisations very well represented at the WSCB and across the sub committees • NHS developments have been standing agenda items at the WSCB over the past 18 months • Impact of NHS changes briefing delivered to WSCB members 	<ul style="list-style-type: none"> • Impact of NHS reforms continues to be reported at each WSCB meeting
The WSCB effectively challenges the Wirral Children's Trust Board, particularly with regard to commissioning arrangements	<ul style="list-style-type: none"> • WSCB Independent Chair sits on the Children's Trust • Memorandum of Understanding published • Commissioning arrangements scrutinised at the Board 	<ul style="list-style-type: none"> • Ensure WSCB challenge extends to the Health and Wellbeing board through publication of a new protocol

The WSCB scrutinises 'think family' practice to ensure the needs and wishes of children are central to planning positive outcomes for families	<ul style="list-style-type: none"> • WSCB instrumental in development of the Family CAF assessment • WSCB developed distance travelled tool to record experiences and journey of children and adults in the household 	<ul style="list-style-type: none"> • Collect and publish case studies of good practice detailing collecting and acting on needs and wishes of children and young people
WSCB continues to undertake regular multi-agency audits to ensure thresholds are consistently applied and practice improves outcomes for children and young people	<ul style="list-style-type: none"> • Audit programme developed and overseen by the multi-agency WSCB Performance Committee • WSCB contribution to single agency audits • WSCB undertake practitioner questionnaires to help triangulate standard of safeguarding practice • Audit reports including recommendations presented to the Board and disseminated across partnership 	<ul style="list-style-type: none"> • Complete audit programme for 14-15 • Introduce online Section 11 audit tool • Develop '<i>purpose of audits</i>' guidance

Priority 5: Develop and implement an action plan to tackle child sexual exploitation (CSE)		
Action	Achieved	To be Done
An infrastructure is developed to support an effective response to child sexual exploitation	<ul style="list-style-type: none"> • WSCB CSE committee established • Publication of action plan which is reviewed at each meeting 	<ul style="list-style-type: none"> • Completion of action plan • Embedded use of the CSE protocol
Children and young people who are experiencing or at risk of sexual exploitation are identified and provided with effective integrated services	<ul style="list-style-type: none"> • Establishment of monthly Multi-Agency CSE (MACSE) meetings chaired by the police to identify and plan intervention for young people • Attendance by specialist services and the safeguarding unit at the MACSE meetings • Catch-22 commissioned to support children and young people identified as at risk or a victim of CSE • Referral processes established for all suspicions of CSE to be referred into CSE 	<ul style="list-style-type: none"> • Embedding use of the CSE referral pathway

<p>Awareness of child sexual exploitation is raised in communities leading to a decrease in incidence</p>	<ul style="list-style-type: none"> • Catch-22 commissioned to deliver multi-agency awareness raising training • Attendance by specialist services lead, social workers and IRO's at multi-agency training • Leaflets, posters, briefing documents and other resources widely disseminated • CSE awareness raising training for identified groups completed by Barnardo's • Resources identified for schools • Briefings for wider community groups eg taxi drivers delivered 	<ul style="list-style-type: none"> • WSCB to join the National Working group for CSE • Briefing session for elected members (scheduled for Sept 14) • Commissioning of theatre group for multi-agency and wider community audience • Implementation of CSE 'readiness' measurement tool for organisations
<p>Activity related to child sexual exploitation is successfully disrupted leading to the successful prosecution of offenders</p>	<ul style="list-style-type: none"> • Police led MACSE meetings ensure relevant intelligence gathered and shared • Regular police led meetings held with CPS to discuss individual cases • Publication of Merseyside/ Cheshire protocol • Regular CSE chairs/ police meetings established in Merseyside • Strategies developed to raise awareness across wider community as tactic to disrupt exploitation 	<ul style="list-style-type: none"> • CPS attendance at CSE strategic group

Priority 6: Continue to monitor and improve the functioning of the WSCB and ensure there is appropriate challenge to the Children's Trust to drive up standards		
Action	Achieved	To be Done
The WSCB Quality Assurance Framework drives improvement by measuring, analysing and evaluating a range of performance information	<ul style="list-style-type: none"> Quality assurance framework updated Quality of performance information reported to the Board has been improved Task and Finish group completed framework for IT presentation of multi-agency performance information 	<ul style="list-style-type: none"> Presentation of IT solution for performance information Presentation of the Health scorecard
Regular audits of practice across the WSCB partnership measure the effectiveness of professional practice and identify targets for improvement	<ul style="list-style-type: none"> Audit programme established Performance Committee membership enhanced Regular audit reports produced 	<ul style="list-style-type: none"> Publication of auditing guide Closer scrutiny of single agency audits of safeguarding practice
The effectiveness of WSCB to keep children safe can be demonstrated in all aspects of local safeguarding	<ul style="list-style-type: none"> Annual report published Wide attendance at WSCB multi-agency training and events Section 11 safeguarding report reveals children and young people are kept safe in Wirral Auditing programme evidences positive multi-agency working to safeguard children and young people 	<ul style="list-style-type: none"> Develop website as a source of safeguarding information for children, young people, families and professionals
The WSCB sub committees have clear action plans and can demonstrate the effectiveness of work undertaken including learning from the child death overview process	<ul style="list-style-type: none"> Action plans created for relevant committees Progress reports presented by committee chairs at quarterly WSCB Executive meetings and summaries presented to the full Board CDOP quarterly and annual reports presented to the WSCB 	<ul style="list-style-type: none"> Include rigorous scrutiny of committees contribution to the WSCB's priorities at each quarterly Executive meeting

Priority 7: Continue to strengthen joint working between the WSCB and SAPB and develop common approaches to safeguarding		
Action	Achieved	To be Done
Shared service areas are identified and integration continues through sub-committee working	<ul style="list-style-type: none"> • Learning and Development committee established as a successful children and adults committee • Plan to establish a children and adults Domestic Abuse group developed • Joint children and adults protocol developed detailing relationship with Health and Wellbeing Board and Children's Trust • Regular progress and development meetings held with the Board Managers, the Corporate Safeguarding Manager and the Independent Chair 	<ul style="list-style-type: none"> • Establish joint children and adults domestic abuse group • Develop and publish a joint Learning and Improvement Framework
The IFIP programme and newly developed Team Around the Family approach are embedded and promote a holistic approach to working with families	<ul style="list-style-type: none"> • Progress reported into Staying Safe strategy groups on a quarterly basis • WSCB representation on IFIP steering group 	<ul style="list-style-type: none"> • Undertake evaluation of the effectiveness of TAF episodes to improve outcomes for children, young people and families

Section 11 Audit

The WSCB is the key statutory body for co-ordinating and ensuring the effectiveness of arrangements to safeguard and promote the welfare of all children in Wirral. It is the duty of WSCB to hold agencies to account in terms of their safeguarding arrangements and practices. The principle means by which this is achieved is via the Section 11 Safeguarding Audit.

Section 11 was issued under the Children Act (2004) and has been reinforced in Working Together to Safeguard Children 2013. Section 11 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children.

Section 11 places a duty on:

- local authorities and district councils that provide children's and other types of services, including children's and adult social care services, public health, housing, sport, culture and leisure services, licensing authorities and youth services;
- Schools and colleges (under Sections 175 and 157 of the Education Act 2002).
- NHS organisations, including the NHS Commissioning Board and clinical commissioning groups, NHS Trusts and NHS Foundation Trusts;
- the police, including police and crime commissioners and the chief officer of each police force in England and the Mayor's Office for Policing and Crime in London;
- the British Transport Police;
- The UK Border Agency (and under Section 55 of the Borders, Citizenship and Immigration Act 2009)
- Housing Authorities (and under Part 1 of the Housing Act 2004)
- the Probation Service;
- Governors/Directors of Prisons and Young Offender Institutions;
- Directors of Secure Training Centres; and
- Youth Offending Teams/Services (and under Section 38 of the Crime and Disorder Act 1998).

Paragraph 4, chapter 2 of Working Together states that organisations should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children. The Section 11 audit examines how these agencies are fulfilling their responsibilities and is the means by which WSCB ensures that arrangements are robust and effective.

2014 Section 11 Audit

The audit was fully completed by 153 organisations (an increase on the 85 who participated in the previous audit). The 153 organisations comprised:

- 124 education settings including early years/ infants schools, primary schools, secondary schools, independent schools and post 16 and vocational colleges
- 6 health organisations including NHS England, Wirral Clinical Commissioning Group, Wirral University Teaching Hospital, NHS Community Trust and the Cheshire and Wirral Partnership NHS Foundation Trust

- 15 organisations from the voluntary, community and faith sector
- Wirral Local Authority
- Merseyside Police, Merseyside Fire and Rescue Service, CAFCASS, the Probation Service.

The Section 11 audit form was undertaken using two similar forms; one form for schools (including colleges and early years) and one form for other organisations.

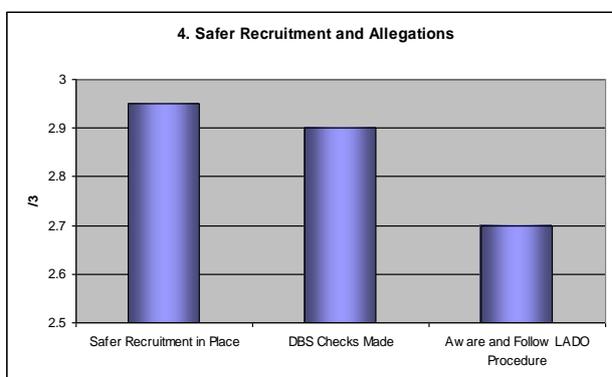
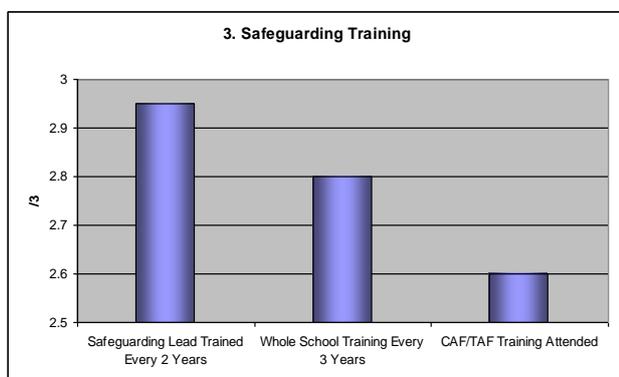
Schools

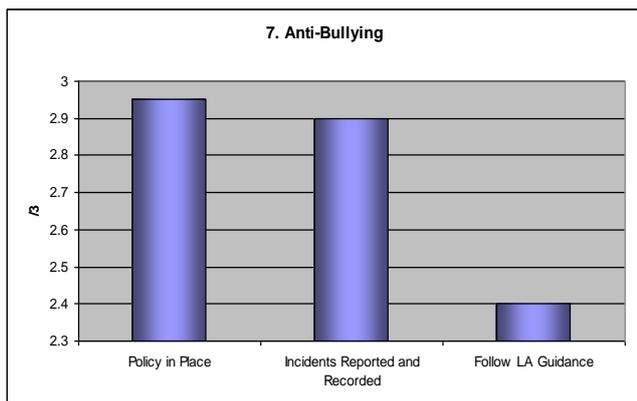
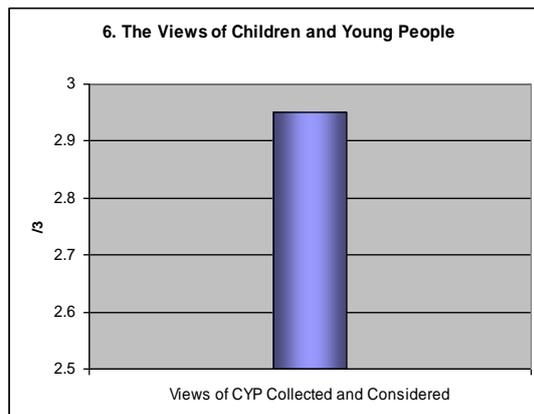
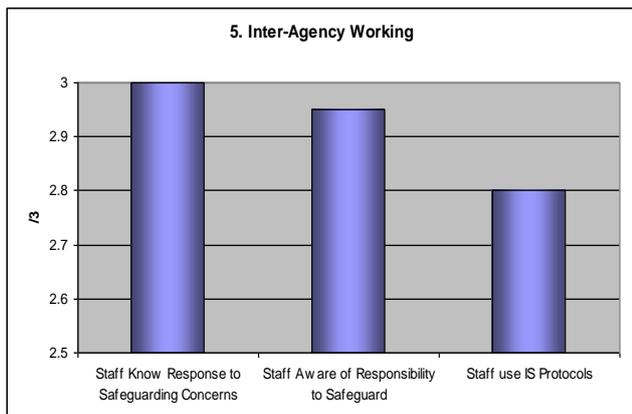
The Section 11 Audit form for schools contained seven sections:

1. Standard One – Senior Management Commitment and Accountability
2. Standard Two – Policy and Procedure for Safeguarding
3. Standard Three – Safeguarding Training
4. Standard Four – Safer Recruitment, Vetting and Managing Allegations
5. Standard Five – Inter-Agency Working
6. Standard Six – The Views of Children and Young People
7. Standard Seven – Anti-Bullying

The data from the audit was analysed for themes and trends. Responses to individual questions were scored out of 3: **3 = fully in place**; **2 = making progress to achieving target**; **1 = not making progress to achieving target**.

The highlight results for each standard are shown in the graphs below:





The main findings from the 2014 audit for education establishments (collectively referred to as schools) are:

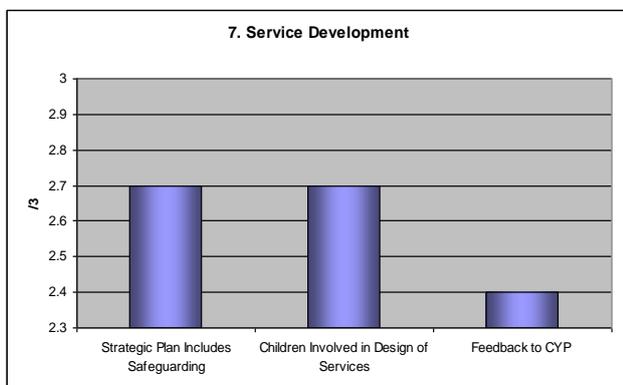
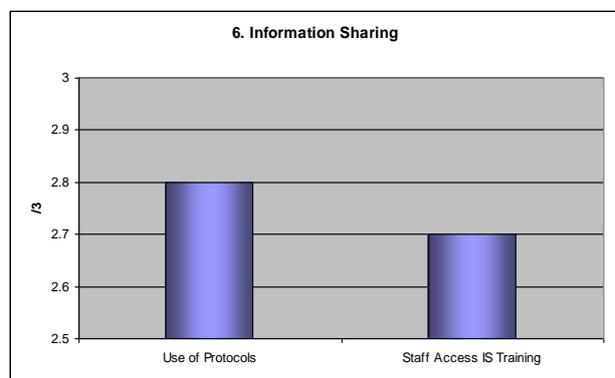
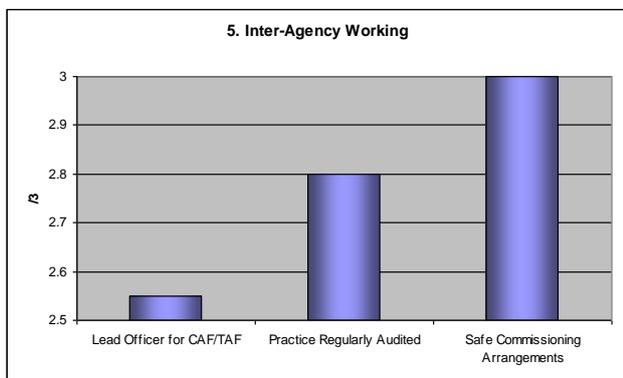
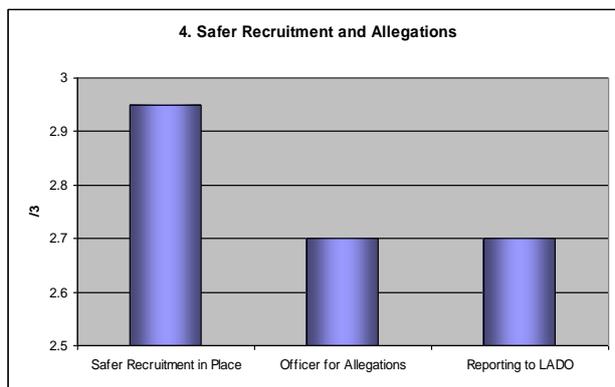
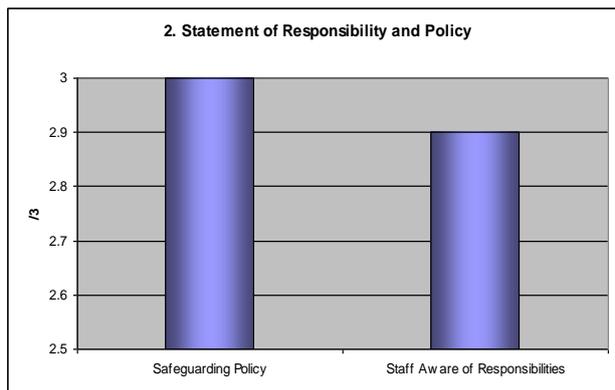
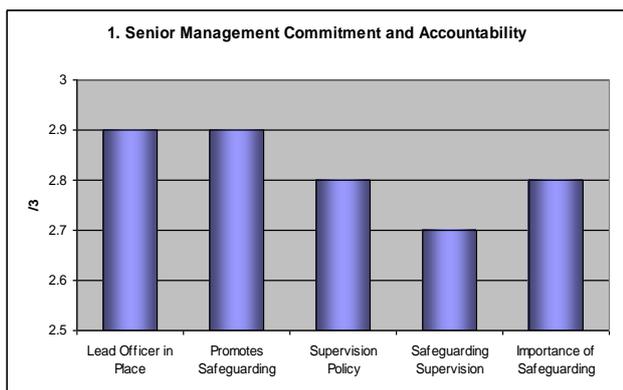
- The WSCB is assured that children and young people are safe in our schools
- There is universal commitment to safeguarding
- All schools have a safeguarding lead and attend safeguarding training
- Safer recruitment practices exist in all schools
- Partnership working to safeguard children is a strength of practice and staff know what to do if they have safeguarding concerns about a child
- The views of children and young people are routinely collected and considered
- All schools have an anti-bullying policy in place
- Access to safeguarding supervision is not well embedded
- Greater attendance at CAF/TAF training is required across all schools
- Greater understanding of LADO role and statutory requirements to report allegations are needed
- Staff understanding of all of their safeguarding responsibilities needs wide promotion in all schools
- Clarification of information sharing responsibilities and processes needed

Partner Organisations

The Section 11 Audit form for partner organisations also contained seven sections:

1. Standard One – Senior Management Commitment and Accountability
2. Standard Two – Statement of Responsibility
3. Standard Three – Safeguarding Training
4. Standard Four – Safer Recruitment, Vetting and Managing Allegations
5. Standard Five – Inter-Agency Working
6. Standard Six – Information Sharing
7. Standard Seven – Service Development

The highlight results for each standard are shown in the graphs below:



The main findings from the 2014 audit for partner organisations are:

- The WSCB is assured that Wirral children and young people are safe in partner organisations
- Safeguarding and promoting the welfare of children and young people is a priority area across partner organisations
- Safeguarding policies and procedures are published in all organisations and staff are well aware of their responsibilities to safeguard children
- Staff know what to do if they have safeguarding concerns about a child
- Safer recruitment practices exist in all organisations
- Where partners commission other agencies, robust safeguarding arrangements are in place
- A good understanding of information sharing protocols exists
- Mechanisms exist in many and are developing in all organisations to involve children in their design
- Access to safeguarding supervision is becoming embedded but needs greater work across a minority of organisations
- All organisations need to ensure that all staff have access to safeguarding training
- Understanding of the role of the LADO and the managing allegations process is poor in a number of organisations
- Commitment to CAF/TAF is variable and is not well understood in a small number of organisations
- Mechanisms to provide feedback to children and young people are developing but are not fully in place in all organisations

Support for Organisations

Where weaknesses were identified in the safeguarding provision of individual agencies the WSCB offered support through a consultation and agreed an action plan for improvement. Support from the WSCB is offered to agencies by:

- Identification of training needs
- Publication of the Findings from Section 11 Audit Report
- Sharing identified good practice across agencies
- Follow up accountability meetings to establish and monitor action plans
- Help with creating and reviewing agency safeguarding policies and procedures

Multi-Agency Safeguarding Hub

Partners in Wirral have agreed to establish a Multi-Agency Safeguarding Hub (MASH) at the Moreton Offices where staff from the Local Authority and the Police will be co-located. This will include staff from children's and adult's social care front doors (CADT), the early help Gateway and the Police Family Crime Investigation Unit (FCIU). The Wirral MASH is intended to:

- Improve safeguarding decision making at the point of referral
- Assist early identification of harm and risk
- Improve interface with early help services
- Support effective information sharing
- Improve harm identification and reduction

The MASH will be staffed with colleagues from Children's and Adult's Social Care CADT, the Family Safety Unit and police officers based there, the probation service, the missing from home service, and health and education colleagues.

The MASH will allow more robust decision making among professionals because decisions will be based on accurate, sufficient information which will be sought and shared quickly as required. Informed decision making at the MASH will help ensure cases are appropriately prioritised and managed at the right level. It will aid the processes for stepping up, down and across cases between children's social care (level 4) and the Gateway (Levels 2 and 3).

Co-location amongst agencies at the MASH will promote working together and help avoid duplication of work across agencies. Greater efficiencies in process can mean re-allocation of resources to other areas i.e. prevention work around Child Sexual Exploitation (CSE).

Other anticipated advantages of the MASH in Wirral are:

- An increase in the uptake of the use of family CAF early help assessments.
- A reduction in repeat referrals and cases ending in 'no further action' through earlier sharing of information leading to earlier intervention in cases.
- Better Information sharing across partners – enables better safeguarding of the children and young people involved as concerns which initially appear to be of a low level when seen in isolation, are sometimes recognised as part of a long standing pattern of abuse and neglect which needs a response when information is pooled together.
- Improved engagement of partners in helping to identify risks and intervene early.
- Improved knowledge management – partner organisations (and the staff within them) develop a better understanding of the work undertaken by each organisation.
- Reduces the risk of 'borderline cases' slipping through the net without any action being taken.

An agreed process has been introduced for analysing and assessing risk, based on the fullest information picture. All notifications relating to safeguarding and promoting the welfare of children will go through the MASH which will enable effective interventions at the earliest opportunity. This approach was strongly endorsed by the Ofsted report, 'Good Practice by Local Safeguarding Children Boards' and 'The Munro Review of Child Protection'.

Key outcomes include early identification and understanding of risk, victim identification and intervention and harm identification and reduction.

Serious Case and Critical Incident Reviews

Serious Case Reviews (SCRs) are initiated when abuse or neglect of a child is known or suspected; and the child has died or has been seriously harmed and there is cause for concern as to the way in which the agencies have worked together to safeguard the child. Critical Incident Reviews (CIRs) are undertaken when the threshold for initiating a SCR has not been reached but the WSCB believes that analysis of the case will bring significant learning to improve practice across the partnership. The SCR Committee of the WSCB uses a decision making matrix to calculate what type of review is the most appropriate in any case.

The WSCB is the statutory body responsible for undertaking reviews of serious cases in specified circumstances. In Wirral the process for undertaking a Serious Case Review is set out in the Learning and Improvement Framework and this includes appointing an independent reviewer, overseeing the publication of the SCR report and setting of an action plan to improve future practice which will help prevent a similar tragedy happening again.

Integral to the success of this approach is the sharing of learning on a wide area basis to ensure transparency, accountability and consistent improvement to practice.

The Serious Case Review committee are establishing a relationship with the Family Safety Unit for the undertaking and oversight of Domestic Homicide Reviews. This will ensure that learning relevant to children's services is captured from these reviews and used to improve practice.

Undertaking and Reporting SCRs and CIRs

SCRs and CIR's are considered by the WSCB SCR Panel with the final report being undertaken by an independent author.

A multi-agency action plan is produced for each SCR and CIR and progress against actions is monitored by the WSCB Executive Group who hold agencies to account for their identified actions.

Disseminating Learning

Learning from national and local SCRs and CIRs disseminated to agencies and practitioners in a variety of ways including:

- Presentation of findings and recommendations to the WSCB Board;
- Publication of the Overview report;
- Training events, such as the Who's Looking Out for the Teenagers? day;
- Safeguarding briefings (attached)
- Embedding in WSCB multi-agency training, particularly lessons learned in Working Together training
- Through multi-agency focus and discussion groups (approach to be developed);
- Through publication of learning posters (an example is included overleaf)

Additionally, the Performance Committee undertake follow up audits and case sampling as a mechanism to see whether lessons learned have been reflected in practice. The committee also evaluate the impact of actions completed and identify how these actions have contributed towards improving the outcomes for children and their families.

Learning from Wirral SCR's

The WSCB has not undertaken a SCR in the reporting period but has continued to disseminate learning in a variety of ways (posters, briefings, training event etc) from the most recent SCR – Child G. The main learning from this SCR is summarised below:

Child G SCR

The findings of the SCR Report identified 6 'ecologically related' elements which formed the basis of the recommendations and will be central to the learning from the SCR. These are:

- a) understanding the child's needs, characteristics and behaviours;
- b) providing services that positively promote the child's welfare as well as reacting to concerns about harm;
- c) ensuring that services are co-ordinated, targeted and delivered by the fewest number of professionals with any individual family;
- d) ensuring that national and local policies and procedures provide a guide to practice;
- e) taking personal responsibility for professional excellence, including issues relating to challenge; and,
- f) ensuring that the child's views are understood, recorded, and, where appropriate, influence service provision.

The learning for the WSCB and partner agencies resulting from this SCR involves ensuring:

- Child protection conferences effectively assess risks of harm, particularly for assessing and managing the needs of 16/17 year old young people;
- Ensuring agencies have a clear understanding of the thresholds of need and use them and the related level descriptors when consulting with children's social care;
- The process for de-escalating cases from children's social care to Team Around the Child/ Family is robust and transferring cases clearly identifies the outstanding needs of the child;
- Practitioner's are aware of their agencies escalation procedure and the WSCB multi-agency escalation procedure, and that they feel confident and supported to use them;
- All practitioners are aware of and have easy access to WSCB multi-agency safeguarding procedures, and refer to and use them in their day to day work;
- The multi-agency training from the WSCB, particularly the Working Together course includes local and national learning from SCR's and is regularly updated and informed by research;
- The children's workforce has access to training which specifically focuses on the needs of young people in the 16-18 age group, particularly those who have learning needs and are particularly vulnerable to being sexually exploited;
- Children's Social Care considers establishing a 16+ service to develop expertise and manage cases regarding young people in the 16-18 age group.

Learning from Wirral CIR's

The WSCB has one recently completed CIR (Child 1) and has recently undertaken another review (Child 2).

Child 1 CIR

The learning for the WSCB and partner agencies resulting from this CIR are to ensure:

- Children with disabilities in Wirral are identified as early as possible and an offer of support is made to parents/ carers;
- Specific children with disabilities multi-agency training for practitioners is offered by the WSCB and includes identification of vulnerabilities;
- Health agencies and children's social care establish a mechanism to ensure correspondence is recorded and responded to in a timely manner;
- Early Years services agree a common method for recording correspondence on children's files.
- The register of Children with a Disability is utilised as a method of providing support, and signposting to relevant agencies and services for parents and carers of children with a disability.

Child 2 CIR

The emerging learning for the WSCB and partner agencies resulting from this CIR is to ensure:

- Placements of children with kinship foster carers are subject to rigorous planning and review
- A rigorous quality assurance framework exists around LAC plans to ensure they focus on long term as well as short term outcomes
- Full multi-agency attendance at conferences and reviews is essential
- Professionals must be aware of appropriate responses to identified or suspected neglect, including the early use of evidence based tools such as the graded care profile
- Where entrenched parental substance misuse exists it is vital an assessment of parents' capacity to change is undertaken to inform that an appropriate course of action is followed
- A clear transition plan exists for young people who are leaving special schools to help maintain appropriate levels of support into adulthood
- Professionals do not overestimate the levels of resilience or ability to self assess risk of young people with moderate learning difficulties

CASE STUDY

Example of a Learning from SCR Poster shared with organisations across the partnership

Learning from Serious Case Reviews



Recent Teenager Case Reviews undertaken in Wirral tell us we must:

- Share information across agencies to ensure services are targeted and co-ordinated
- Be aware of the corrosive effects of long term neglect on young people
- Don't underestimate the vulnerabilities of teenagers, particularly those who have moderate learning difficulties
- Don't assume older teenagers are more resilient than younger children and therefore need less support
- Have a clear understanding of the Wirral thresholds of need and know where and how to access the WSCB multi-agency safeguarding procedures
- Ensure the views of young people are understood and recorded and where appropriate influence service design
- Always balance optimism with objective evidence

Safeguarding is Everyone's Responsibility....

For more information please visit the WSCB website:

<http://www.wirral.gov.uk/my-services/childrens-services/local-safeguarding-childrens-board>



Child Death Overview Panel

The Merseyside Child Death Overview Panel (CDOP), formed in April 2011 with member areas: Liverpool, St. Helens, Sefton and Wirral – Knowsley joined the CDOP in April 2014.

The CDOP analyses any deaths occurring in children, aged from newborn up to eighteen years old, and identifies any modifiable factors that could represent areas for future improvement.

During April 2013 to March 2014 Merseyside CDOP met 11 times and 74 child deaths were reported across the four areas.

Functioning of CDOP

The Merseyside CDOP protocol has been revised following the implementation of Working Together 2013.

The notification process via paediatric liaison and hospital/hospice staff continues to function extremely well and there is the ability to cross-reference with information received through the Registrars and Coroner's Officers, in addition to cross-referencing with the annual DfE return of notifications to them from Registrars.

The Rapid Response requirement of CDOP is fulfilled using the SUDI and SUDC multi-agency protocols that were revised in October 2012. It has been identified that this is a risk as the rapid response arrangements are not totally compliant with Working Together to Safeguard Children 2013 in that there are no joint visits occurring that involve a police officer and paediatrician. This has been raised with LSCB Chairs and Clinical Commissioning Groups across Merseyside.

A consent form has been compiled for blood testing of parents/carers involved in SUDI and SUDC. It has been approved by Merseyside Coroners and the Crown Prosecution Service and inserted into the respective protocols.

Sentinel Database

Merseyside CDOP has continued to use the Sentinel database system for initial notifications of any child death that occurs in Merseyside. During 2013-14 150 notifications were received, 76 of them were external to Merseyside, therefore converted to a word document and securely e-mailed to the respective CDOP contact for the LSCB area.

Bi-monthly meetings continue involving the CDOP team and the LSCB/CDOP administrators in the respective areas to address any emerging issues.

Historical information dating back to 1.4.2008 has been inputted into Sentinel. This will enable analysis of 6 years of data to be progressed, the outcome of which will be recorded in an additional report due later in the year.

Child Deaths Occurring in Merseyside during 2013-2014

In the period 1st April 2013 to 31st March 2014, there were 74 child deaths across the four LSCBs of Merseyside CDOP. Figure 1 shows the breakdown of these deaths according to the relevant LSCB area.

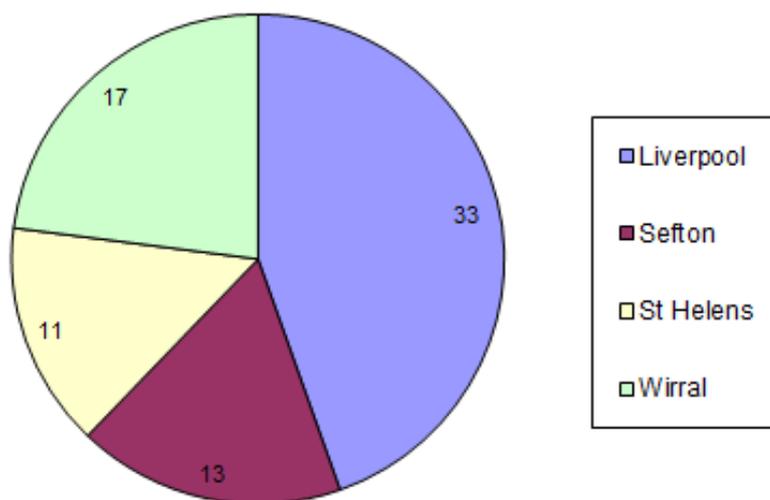
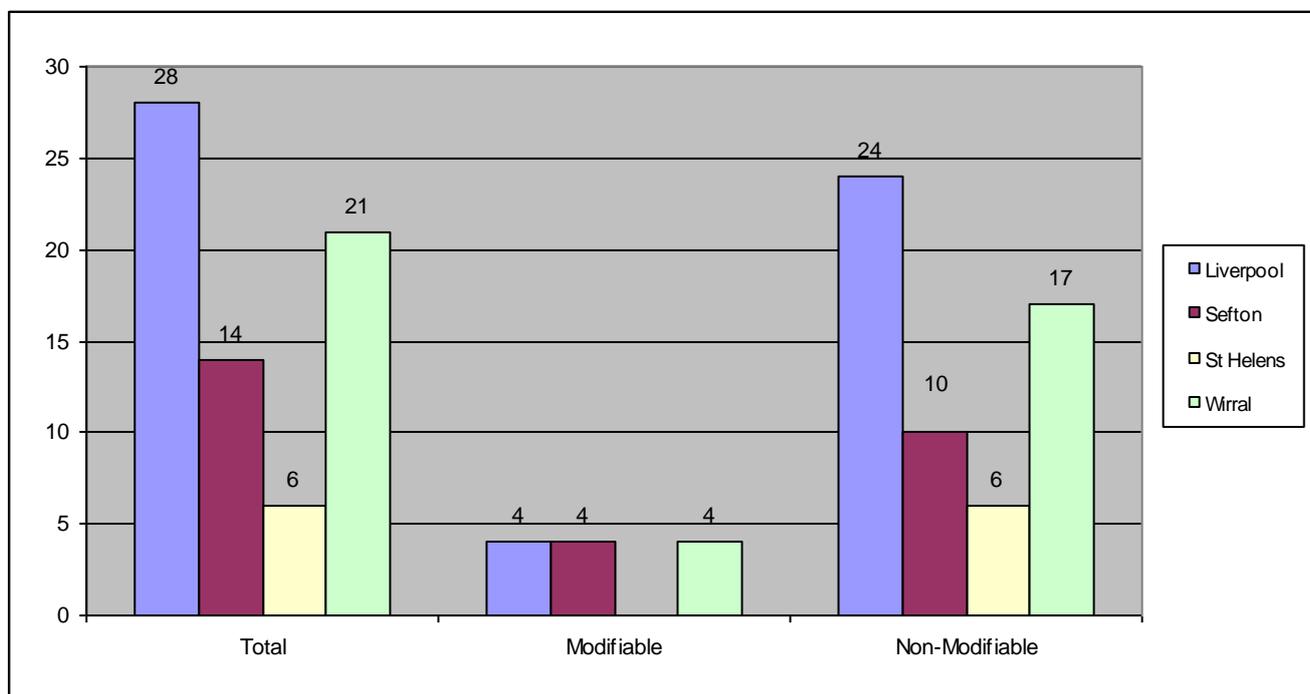


Figure 1: Child deaths occurring April 2013 – March 2014 by LSCB area

During the eleven panel meetings that Merseyside CDOP held they considered 86 and concluded 69 deaths; some of these related to deaths occurring in 2012-13 and one from 2011-12 .

Figure 2 below shows the number of deaths reviewed for each LSCB area, of the 69 deaths concluded 12 were considered to have modifiable factors.



The modifiable factors identified in the 12 cases included:

- Potential misdiagnosis with significant medical history;
- Poor service provision and delay in progressing required medical intervention;
- Appropriate warning signage and public awareness of hazards required;

- Recommendations for changes in practice identified in a root cause analysis report;
- Recommendations for changes in practice identified in a Serious Case Review;
- Delay in diagnosis;
- Co-sleeping and substance misuse;
- IVF x 2: exceeding NICE guidelines re number of eggs implanted;
- Smoking and alcohol;
- Co-sleeping;
- Securing of a heavy item and appropriate adult supervision.

On occasions panel members have not felt able to conclude that there were modifiable factors identified but felt the situation warranted issues being identified. Below is a summary of the issues raised:

- Delay in bereavement support;
- Admission/observation policy desirable for vulnerable patients;
- Auditing of practice requested with a resource when a child death in similar circumstances occurred despite a previous Root Cause Analysis report recommending changes to address;
- Dietary input for patients with low BMI;
- Difficulties obtaining post mortem reports;
- Care pathway for cardiac babies;
- Alcohol and parental responsibility;
- Medical record transfer;
- Risk taking behaviour;
- Flawed categorisation due to DfE documentation not being sufficiently specific;

The implementation of the Sentinel database has improved the time span for return of agency reports but this will continue to be focused upon for greater improvement. There is further scope to consider the quality of the reports and information shared once the historical data has been analysed. It is anticipated that reports will improve with the dissemination of the agency guidance to assist agencies in completing reports.

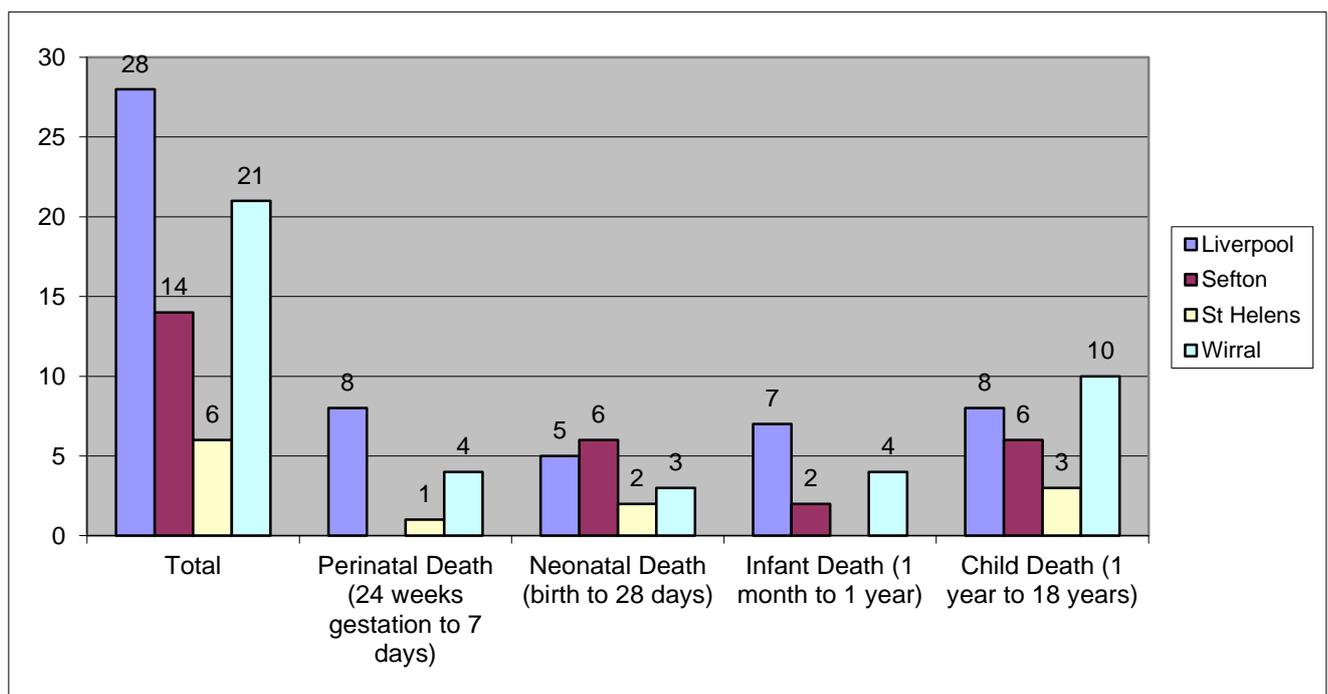


Figure 3.1: Child deaths reviewed 2013 – 2014 for respective LSCBS (Perinatal/Neonatal)

Figure 3.1 shows the total number of child deaths, further divided into the number of perinatal deaths, neonatal deaths, infant deaths and deaths of children and young people from 1 year old up to 18 years for each LSCB.

It can be seen that St Helens had no child deaths reviewed for infants and Sefton had no perinatal deaths reviewed during this year.

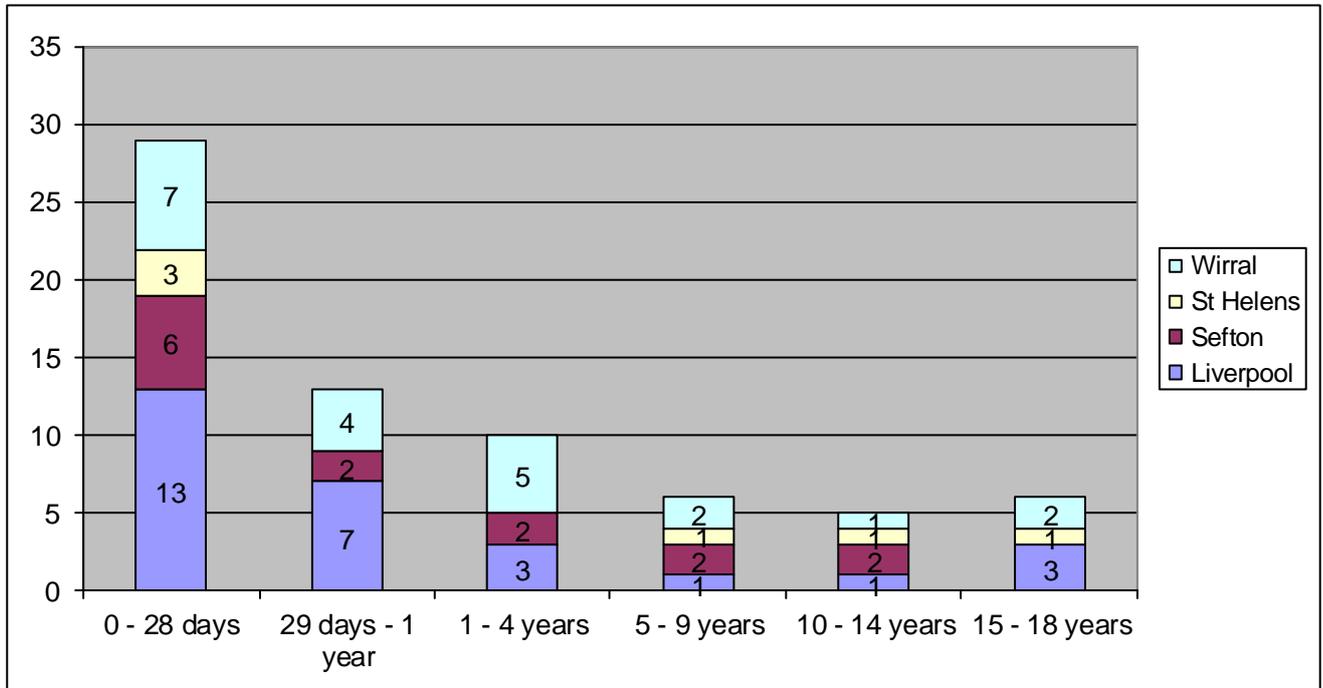


Fig 3.2: Child deaths reviewed for respective LSCBs 2013 - 2014 using DfE age categorisation

Figure 3.2 highlights that the highest proportion of deaths, 29 from a total of 69 reviewed, occurred during the neonatal period, this equates to 42%. This figure increases to 42 with the addition of the infant deaths up to 1 year, equating to 60.1% of all deaths reviewed.

Location in which Child Deaths Occurred

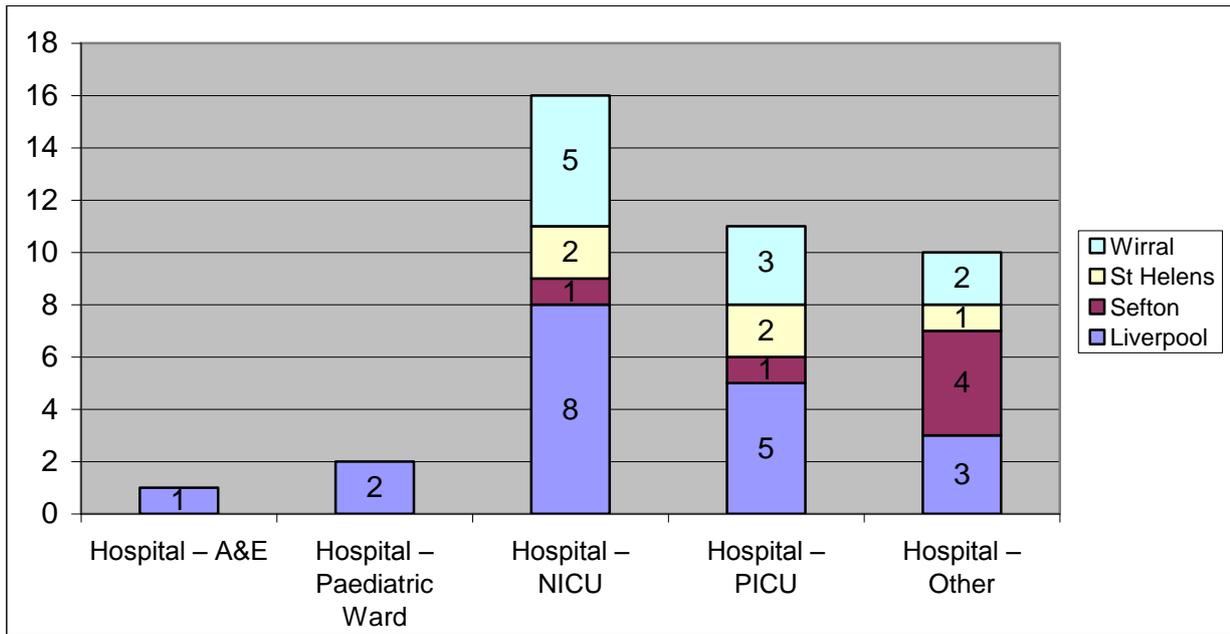


Figure 4.1: Location of child deaths within hospital by LSCBs 2013 - 2014

Figure 4.1 highlights that the majority of deaths considered occurred in the neonatal intensive care unit (NICU), 16 in total, with 11 occurring in the paediatric intensive care unit and 10 in hospital 'other' that would include the delivery suite.

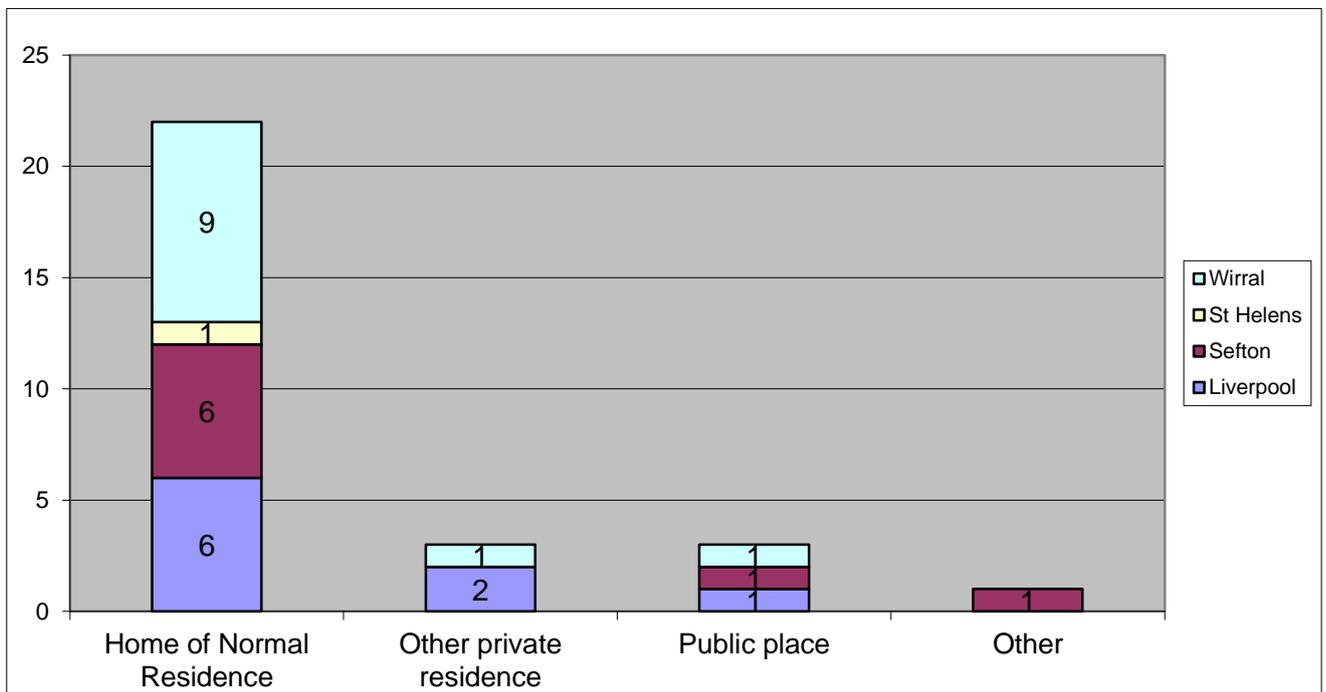


Fig 4.2: Location of child deaths outside of hospital by LSCBs 2013 - 2014

The second highest category of child deaths occurred in the child's home of normal residence, 22 in total. This would reflect sudden deaths and those children with life limiting conditions that have a pathway to die at home. There were no deaths occurring in adult intensive care units

(16-18 year olds); foster or residential care; school; hospice; mental health units, abroad or other.

Category of Child Deaths Reviewed

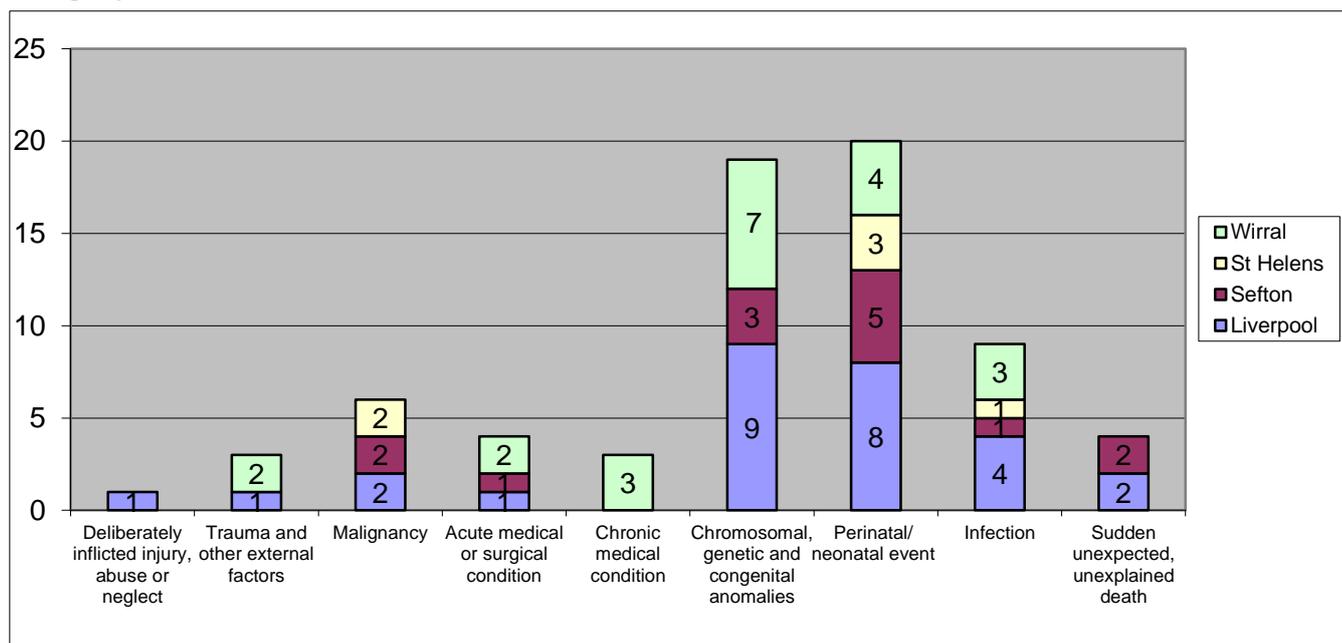


Figure 6: Category of child deaths by LSCB area 2013 - 2014

Figure 6 shows the total number of deaths reviewed in 2013 - 2014 under each category of child death, specific to the LSCB area where the death occurred.

There were no deaths from any LSCB area in the category of suicide or deliberate self-inflicted harm.

Cause of Death

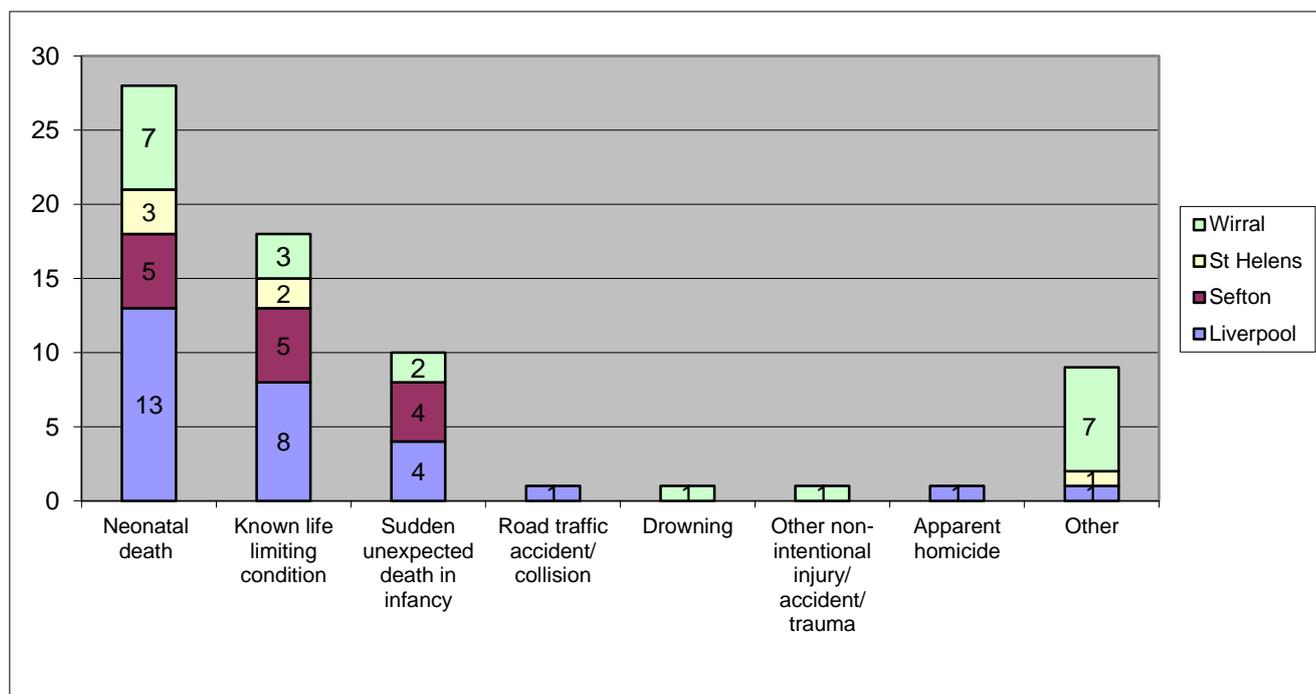


Figure 7: Cause of child deaths by LSCB area 2013 - 2014

Figure 7 shows the cause of the deaths reviewed by the Merseyside CDOP in 2013-2014, by LSCB area. Neonatal deaths form the largest group, there are four categories for which no deaths occurred in any area: fire and burns; poisoning; substance misuse and apparent suicide.

The child deaths occurring that feature under the heading 'other' relate to deaths caused by conditions for which there are no supplementary forms.

Safe Sleeping

During this time period the panel reviewed two deaths where co-sleeping was identified. Whilst it was only possible to highlight this as a modifiable factor in one child's death it remained a risk factor in the other. There has been no progress in response to lobbying for a national initiative to raise awareness of the risks of co-sleeping. However, in the absence of this, a safe sleeping campaign is being planned, possibly in conjunction with the Pan-Cheshire CDOP.

A safe sleep pathway that incorporates best practice and enables each area to adapt to meet their specific needs is currently being devised and will be disseminated in the near future. Initially, the pathway will be implemented across health agencies but will ultimately be 'rolled out' to all agencies having contact with families.

Risk Taking Behaviour in Teenagers

There have been a number of deaths of teenagers in the 16-18 year age group where 'risky behaviour' has been a feature, for example, engaging in risky or inappropriate activity without the necessary safety equipment. This has led to agreement that awareness raising of the risks is warranted.

Merseyside CDOP Finance

The funding made available to Merseyside CDOP for 2013/14 from Public Health was determined using a public health formula based on child population size:

Liverpool: £32,375

Sefton: £20,350

St Helens: £14,800

Wirral: £24,975

Each LSCB contributed £5,000.

The funding has been used to finance the ongoing CDOP process and the administrative costs. Additionally, some funding was used to progress the translation of 'safe sleep' messages to meet the needs of the Merseyside population. The translations were made available on the Lullaby Trust website.

Merseyside Developments

- Agency guidance for report writing
- Safe Sleep pathway incorporating core principles
- Amendment to SUDI/SUDC protocols to include blood testing consent form
- Revision of CDOP protocol
- Compilation of 'good practice' agency reports
- Access to external support for CDOP staff and panel members

Multi-Agency Safeguarding Training

Role of the WSCB Safeguarding Training Officer

The Safeguarding Training Officer's role is to manage and coordinate the training programme on behalf of the WSCB Learning and Development committee, organising presenters who will deliver or co-deliver interesting, up to date and lively training to increase knowledge and awareness of safeguarding issues.

Training Calendar

The Learning and Development Committee of WSCB and Wirral Safeguarding Adults Partnership Board (SAPB) is responsible for co-ordinating the multi-agency safeguarding training calendar; ensuring that courses are high quality and meet the diverse needs of the workforce. In 2013-14 the training programme offered 26 different courses, many appropriate to both adult and children's workers. Evaluations are undertaken following each course and the overall score for every course has been between 4 good and 5 excellent.

Throughout the year the training calendar was regularly updated to integrate and respond to learning emerging from SCRs and CIRs. Training available included Child Protection Conferences and Core Groups, Engaging Effectively with Resistant Families/Risk in Practice, Workshop to Raise Awareness of Prevent and Safer Recruitment all delivered with or by local colleagues with relevant expertise.

A multi-agency audience has been achieved at all courses which enhances learning across the partnership. 1,015 attendances were recorded in 2013-14. Staff attended from many different areas of the workforce and the third sector was regularly represented. There was an encouraging attendance from General Practitioners.

Senior Designated Person training for schools has been administered by Education Quality (EQ) since summer 2012 and in 2013-14 full day training has been completed by 83 senior school staff with a further 89 completing the refresher course. The 123 Schools involved in EQ receive three yearly basic safeguarding "Introduction to Safeguarding Children and Young People" training for hundreds of staff. This is also made available to Children's Centres.

Further "Introduction to Safeguarding Children and Young People" sessions were offered to the Voluntary, Community and Faith Sector at varying times of the day, including evenings and took place in different localities and faith/voluntary agency venues with the Wirral Link Forum administering the sessions and providing refreshments. 165 people have attended from 33 different organisations. Feedback has been excellent.

"Fantastic training and appreciated an evening session"
Voluntary, Community and Faith Sector Worker

Progress

The Learning and Development committee has continued to oversee the programme of training and addressed various issues especially of attendance. The action plan has been progressed and during this year we have developed a Competency Framework, Training Strategy, Training Programme, Impact Evaluation and an on-line Training Needs Analysis approved by both Boards. Previous efforts to evaluate training impact and survey the workforce's training needs have proved difficult. In an effort to gain the support of managers Learning and Development launch day has been arranged for May 2014. This consisted of presentations on three separate times during the day for managers from our multi-agencies across Wirral. Hopefully managers will be able to support and sustain a positive response to

the training needs analysis, understand the competency framework and ensure a commitment to the evaluation of impact of training on practice and therefore families.

In 2013 the WSCB delivered eight one hour information sessions over a number of days to promote the Working Together to Safeguard Children document published in April 2013. These were attended by 196 people from 30 different agencies.

A Training Pool workshop is to be held in May to bring current and future trainers together and to support those who already or wish to deliver multi-agency sessions. The inputs of knowledgeable, practising colleagues are invaluable to the learning process and well received by participants. A pack has been developed for members to include background information, where their knowledge could be used and a form to commit to a number of sessions each year with their manager's support. This group could also increase the number of training sessions where there is a greater need.

“I found all of the session relevant. It reflected some of the situations experienced in work in relation to challenging thoughts, attitudes and influences”

Community Mental Health Team worker

Quality Assurance

Due to the difficulties of the previous attempts to evaluate the impact of training the Learning and Development Committee decided to use the forthcoming launch to support this initiative. This more formal approach will link directly to WSCB's performance management reporting structure.

Course evaluations continue to be positive and comments are responded to if they will enhance learning by adding to the course programmes.

Single Agency Training

The Learning and Development Committee maintain oversight of the range and quality of single agency training offered across the partnership. The Safeguarding Training Officer supports organisations, particularly across the voluntary, community and faith sector, by providing basis awareness safeguarding sessions. This has also included sessions for domestic staff, leisure services staff and catering staff.

The WSCB also offer Senior Designated Person training for senior staff members in organisations and contributes to the 3 yearly whole staff training sessions for schools.

The Safeguarding Training Officer has also facilitated a day of training for over 60 social workers and managers to clarify the procedures for medical examinations in cases of child sexual abuse with presentations by senior colleagues from Health, Police and Children's Social Care.

“A really helpful session. I feel much more confident in how to approach cases of child sexual abuse”

Children's Services Social Worker

Future Developments

Feedback from the training needs analysis will be analysed and presented to the Learning and Development committee, and will be used to inform both the children's and adult's training plans for the coming year and to ensure that the WSCB offer needs led training. Impact evaluations will be undertaken and assessed on specific courses during the coming year. This will aim to assess the impact of training on worker's practice and on the families they work with.

An E learning Safeguarding Children package has been further developed and is planned to be available during 2014.

Development of a Training Pool continues to be an issue. There are many willing presenters supporting the programme and delivering excellent training but more are needed to reflect a truly multi-agency approach.

National and local issues from Serious Case Reviews and Critical Incident Reviews will continue to be incorporated into the training.

The Committee will continue to address issues of non-attendance as this can create difficulties in ensuring large enough groups to run exercises. A number of people have cancelled at the last minute or not attended and this is impacting on training.

“Excellent day. Very well presented with a great mix of trainers who are all very knowledgeable about their area of work”

Department of Adult Social Services worker

Priorities for the Committee for 2014-15 are:

- 1 Findings from the Training Needs Analysis (TNA) will inform internal and external commissioning of training.
- 2 Embed the multi-agency training evaluation strategy.
- 3 Devise and publish a children and adult's learning and improvement framework.
- 4 Embed flexible approaches to the delivery of safeguarding training for hard to reach groups.
- 5 Establish the training pool to be the lead delivery vehicle for high quality multi-agency training.
- 6 Improve effectiveness of communication to support learning and development.
- 7 Improve the quality and usage of performance information data to support safeguarding.

CASE STUDY



Who's Looking Out for the Teenagers?

A recent WSCB Serious Case Review highlighted the need for practitioners to have a greater understanding of the risks faced by older teenagers. A number of concerns were raised and it was felt that the WSCB should embark on a large scale workshop to highlight the main issues raised in the review. In response to this the WSCB held a development day on 7th March 2014.

The day involved more than 150 multi-agency practitioners moving from table to table at half hour intervals to experience eleven different presentations, sessions and discussions with each table hosted by specialist colleagues from Health, Youth Service, Children's Services, the Response Service, Adolescent Crisis Team, Youth Offending Service, Health Services, Wirral Metropolitan College, Transitions Team, Catch-22 and the Voluntary, Community and Faith Sector.

These were the topics for the day:

Child Sexual Exploitation and Runaways
Substance Misuse
Learning Difficulties and Autism
Relationships and Domestic Abuse
Leaving Care and Transition

Housing and Homelessness
Mental Health
Neglect
Offending Behaviour
Diversionary Activities

The workshops were vibrant and very well received. Teen Wirral were represented and one of the staff sat in on many sessions. The Wirral Youth Theatre gave a powerful performance to highlight issues of domestic abuse in teenage relationships and almost everyone stayed until the end of a very busy Friday!

Feedback



What should the Partnership now do?

- *inform everyone – information sharing essential on all level*
- *communicate more with other agencies and use their resources*
- *consider 16-18 year olds more*
- *develop the Gateway more so it is an even more effective system*
- *work smarter – be more thorough*

Feedback

- *need to listen to the young person – hear their voice – what's their story?*
- *familiarise myself with range of services available to children*
- *when concerned ask a question to relevant agency no matter how small the concern*
- *be more mindful of what neglect means on a daily basis*
- *look at the whole picture and do not make assumptions with teenagers*

What will Partners now do?



Feedback



Other Comments?

- *I have definitely learnt a lot and now know about services and who to contact – thank you, very well organised*
- *excellent day very informative*
- *excellent event – lots of information and gaps filled*
- *this was a brilliant way to see, meet and learn from relevant agencies*
- *realised how much work Wirral is putting in to support for teenagers*

Early Help and the Family Common Assessment Framework

In September 2013 the Children and Young People's Department launched a new Targeted Preventative Service to promote and support early intervention including both single and multi agency responses in order to meet additional needs of children and consists of four separate services coming together for effective early intervention. The service comprises Restorative Practice, Youth Service, Children's Centres and Family Support. From September 2013 requests for services have been made by completing a referral form. For referrals requesting a multi agency response the case is triaged by the Gateway Social Worker and sent to a weekly allocations meeting within the locality where the child resides.

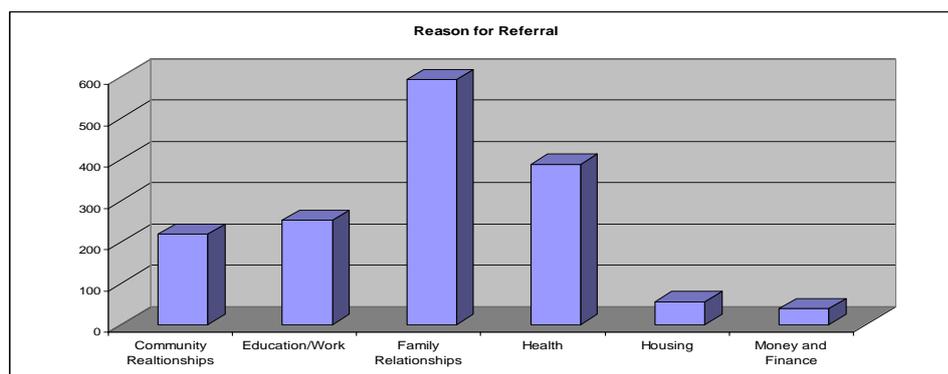
The Common Assessment Framework (CAF) and Team Around the Family (TAF) processes, as defined in Wirral's Guide to Integrated Working, have been established and developed over the past 7 years as the agreed multi-agency framework for delivering co-ordinated early intervention support for children, young people and families.

Since September 2013 there have been a total of 1,545 referrals into Targeted Services. Schools (23%), Health Visitors (10%), the Voluntary, Faith and Community sector (8%) and the Police (7%) made the most referrals. Support provided by the Locality Teams includes access to a social worker for consultations, help with undertaking the CAF or offering consultations in relation to safeguarding concerns, signposting to agencies, provision of training and attendance at TAF meetings if requested.

The Gateway database system collects data from the referrals into the Gateway and the subsequent journey of the child. This information is used as the basis of the Targeted Services Performance Management Dashboard report which details CAF activity. The report provides agencies and practitioners with data to help them monitor their own engagement in the CAF and TAF process. It also provides useful data highlighting particular needs and important local trends

Key Performance Data

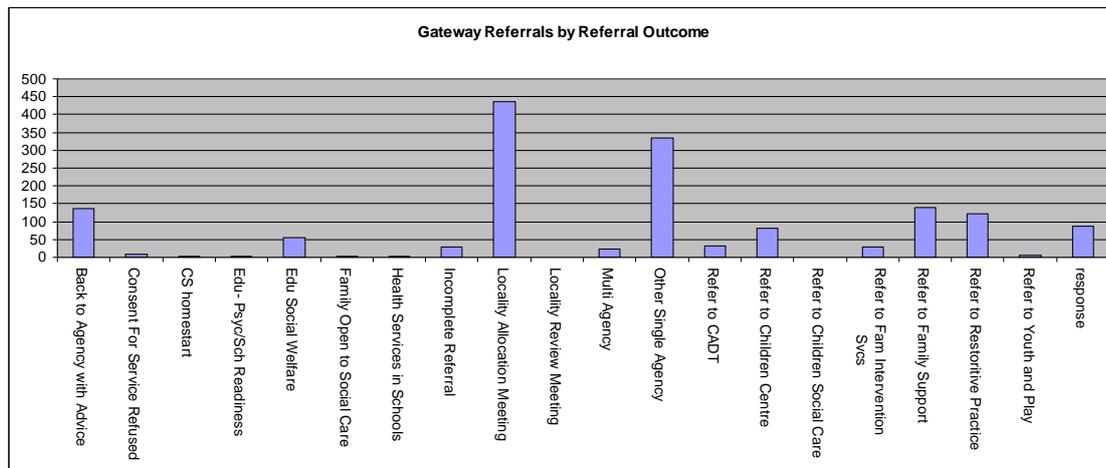
The primary reason for those referrals is shown in graph one. Family relationships account for 38% of all the referrals the Gateway received from Sept 13-March 31st 2014. Issues relating to health account for 25%



Graph One – Reason for Referral

This information can be further broken down as shown in graph two. Some referrals will come to the gateway and the referrer may be unsure as to whom to approach to meet the needs of the child and family. A Gateway social worker situated within the Gateway triages such referrals in order to identify not only threshold concerns and identify cases that may require

social care intervention but also sign post cases to the most appropriate agency. Some cases that are referred may request a single additional service to meet the needs of the child and family but following triage be identified as requiring a multi agency outcome (TAF) in order to coordinate support.

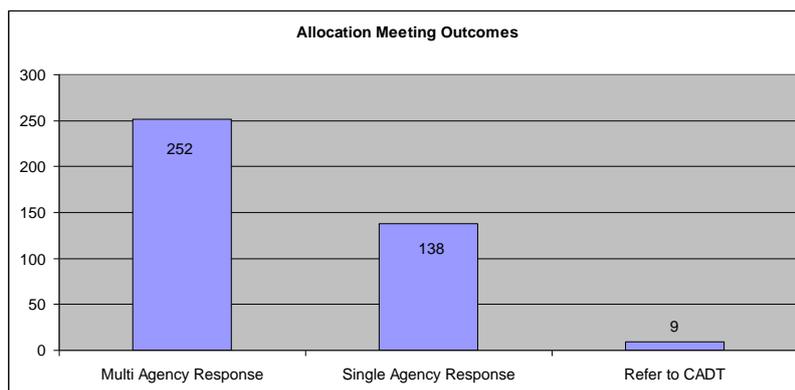


Graph Two – Referrals by Referral Outcome

Targeted Services launch in September also included the launch of a new Family Support Service. This was created by combining Family Support staff from within the previous structure into a single service to support families with children aged 0-19 years using a single point of access (the Gateway) This new service currently receives 9% of all the referrals.

As mentioned previously cases that are deemed as requiring a multi agency outcome go to an allocation meeting. These meetings are held within each Locality (Wallasey, Birkenhead and South and West Wirral) on a weekly basis. The meetings are chaired by the Senior Locality Manager and are attended by Targeted Services managers and partners. In the majority of cases (63%) the families require a multi agency response.

The outcomes from the allocations meetings since September are shown in graph three:



Graph Three – Allocation Meeting Outcomes

Step Down

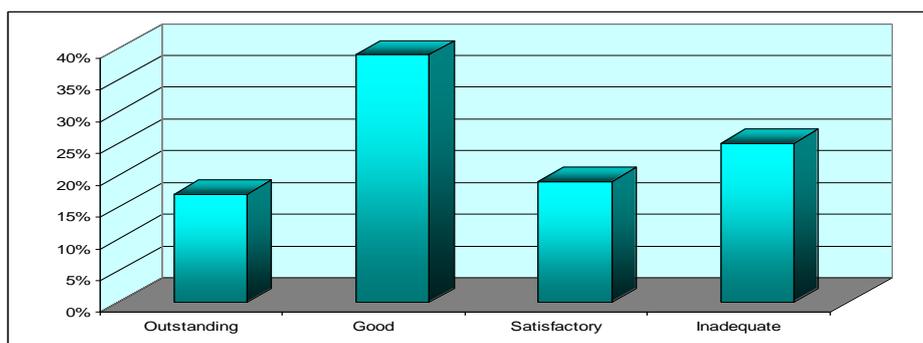
Targeted Services continue to work closely with Specialist Services (Children’s Social Care) to ensure a timely and smooth transition of services for families who no longer require a social worker in order to meet their needs.

For the cases that were stepped down into Targeted Services in 2013-14 the majority went into TAF (74%)

CAF Quality

Alongside the launch of Targeted Services in September was the introduction of the Family CAF. Prior to the launch the CAF was based on an individual child's additional needs. The Family CAF focuses on the needs of everyone within a family where a multi agency outcome is required and consent has been gained. A multi-agency CAF QA group sample a random selection of CAFs each month taken from the database. The CAFs sampled are CAFs that agencies send back to the Gateway. 54% of the Family CAFs QAd had been completed by Family Support followed by Health Visitors (14%) and Nurseries and Primary Schools (10%)

By the end of 2012 on average 90% of CAFs were rated as at least satisfactory (shown in graph four below):



In September 2013 the CAFs were replaced by new Family CAF Assessments. For the new CAFs QA'd from September 13 to March 14 75% were classed as satisfactory and above using a redesigned and updated tool. Anyone who completes an outstanding CAF receives a certificate and support is offered to agencies who receive an inadequate mark. As part of improving standards further and for quality assuring the entire CAF/TAF process the CAF Quality Assurance Framework (QAF) was updated in October 2013 and is available on the CAF website. The framework sets out how individual authors of CAFs, agencies, locality teams and families involved can be part of the process to monitor and record the quality of the experience. A key part of the framework is the toolkit which includes a wide variety of supportive tools.

CAF and TAF Training

CAF training has been comprehensively updated and is delivered free of charge to practitioners and includes two half day full training sessions and currently one hour overview briefings. From September 13 to March 14 a total of 543 professionals have applied for training. The sessions offered include Information Sharing, Family Common Assessment Framework, the Role of Lead Professional and how to chair a TAF meeting. The highest number of applicants have come from education (30%) and Family Support.

The CAF and TAF training courses were updated prior to the launch in September and have had two reviews, one in December and a further one in May. The trainers have undertaken peer observations to support each other and improve practice.

Distance Travelled Tool

Targeted Services evidence the impact Team Around the Family has on the families they support from the family's perspective. One of the ways of doing this is by using the Distance Travelled Tool. The tool consists of 20 questions relating to the Family CAF and the parents and/or young person scores their family depending on where they see the issues. Over time the **TOTAL** figure should **LOWER**. This will show an improvement in the family's situation

CASE STUDY

Initial Concerns

- Mother (18years) expecting her first baby, she lives with her parents.
- Two previous referrals- one to Targeted Services, one to CADT. Mother did not realise she was pregnant until 5 weeks prior to the birth. Baby was born at 33 weeks.
- Both parents are young and have expressed concerns about how they will cope. They plan to move in together

The Plan

- Allocations meeting- allocated to a Family Support Worker (FSW) to see if home is prepared and inform the hospital. FSW will support both parents access parenting course and engage them with local children's Centre. FSW will complete a CAF and initiate a TAF. Family Nurse Partnership will also work with the family and neo natal community nurse will visit the baby within the first 4-6 weeks.

Decisions

- Support, enable and empower these new parents to be able to look after their child in a safe way.
- This will include an assessment, when appropriate, if and when they are able to move into their own home. The grandparents should be a party to this discussion.
- In the event of any part of this plan not working then a discussion should initially take place with the Locality Social Worker or directly to CADT

Distance Travelled /Outcome

- FSW is the Lead Professional. All support is in place and the family are accessing any and all support necessary and the baby and family are making excellent progress. The family have completed the Distance Travelled Tool and the findings are set out below. Over time the **TOTAL** figure should **LOWER**. This will show an improvement in the family's situation.
- In the total score given following the first meeting the family felt that they scored **65** out of a possible 96. At the end of the intervention the family scored a much lower **19** points.

This is a decrease of 44.2% and clearly evidences a significant improvement in outcomes for the family.

Areas for Development in 2014-15

Over the next twelve months some key areas for development are:

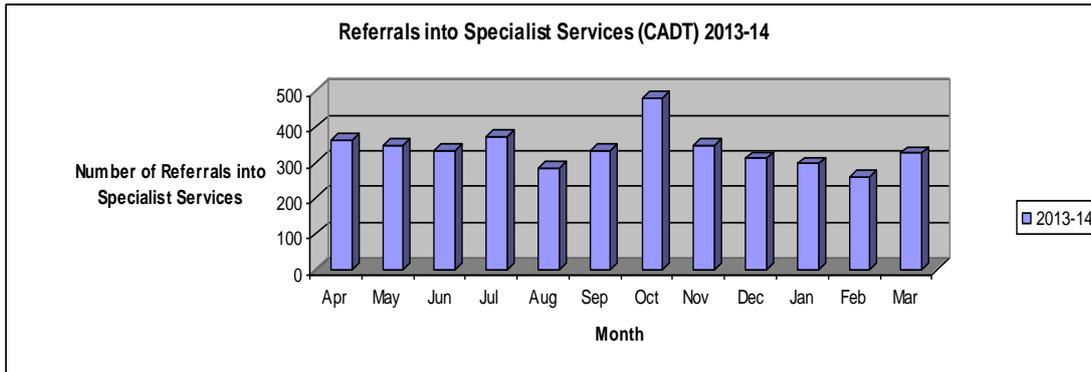
- A significant CAF audit will take place focussing on the TAF episodes that have closed focussing on the journey of the child and whether outcomes have been achieved
- Improving the quality of TAF episodes
- Review of thresholds across the partnership
- Development of an early help performance framework
- Development and sharing of resources including an example of an outstanding CAF
- Development of further training resources including an e-learning solution

Safeguarding and Child Protection Performance Data

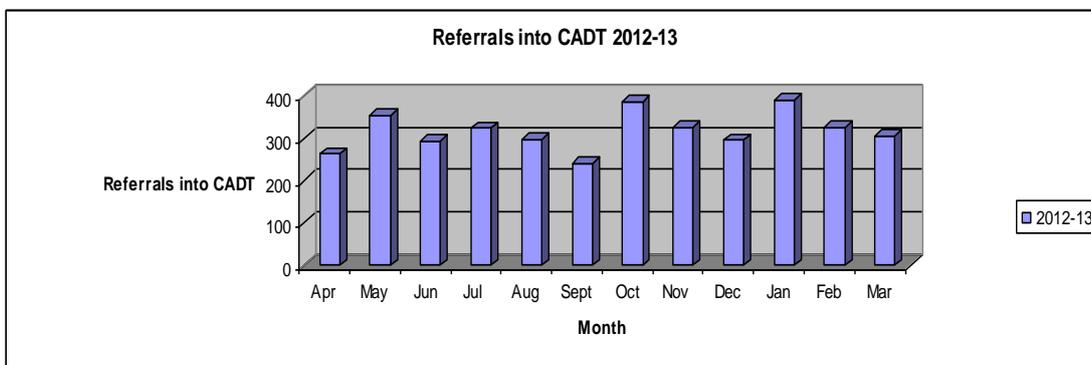
Referrals into Specialist Services (CADT)

A referral is a request for services to be provided by Children's Specialist Services. This is in respect of a case where the child is not previously known to the Local Authority, or where the case was previously open but is now closed.

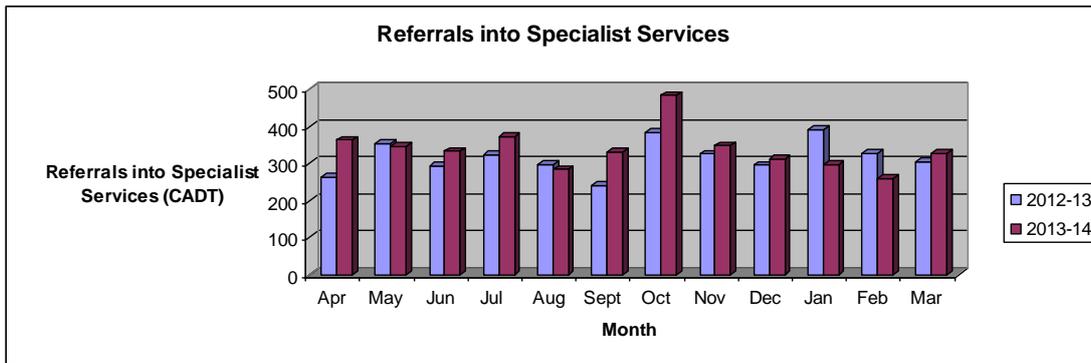
A contact can only be progressed to a referral when an assessment practice manager/ team manager decides that further information needs to be gathered to consider whether a child is in need and therefore requires a service. (This decision must be made within 24 hours of receiving a contact about the welfare and well-being of a child).



In 2013 -14 Wirral Specialist Services (CADT) received 11,299 contacts; a contact is an initial approach to Children's Specialist Services for advice, information or to request the provision of a service by Children's Specialist Services. Some, but not all, contacts will progress to referral. Out of these 11,299 contacts 4057 progressed to referral.

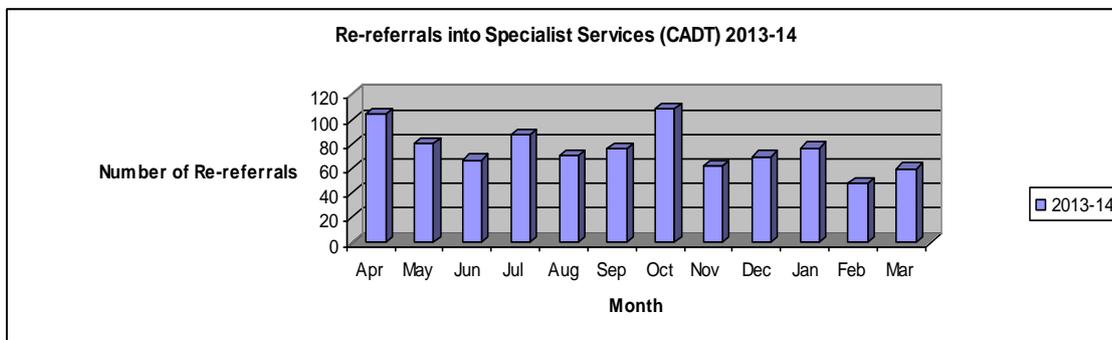


In 2012-13 Wirral Specialist Services (CADT) received 8,417 contacts out of these 4896 progressed to referral.



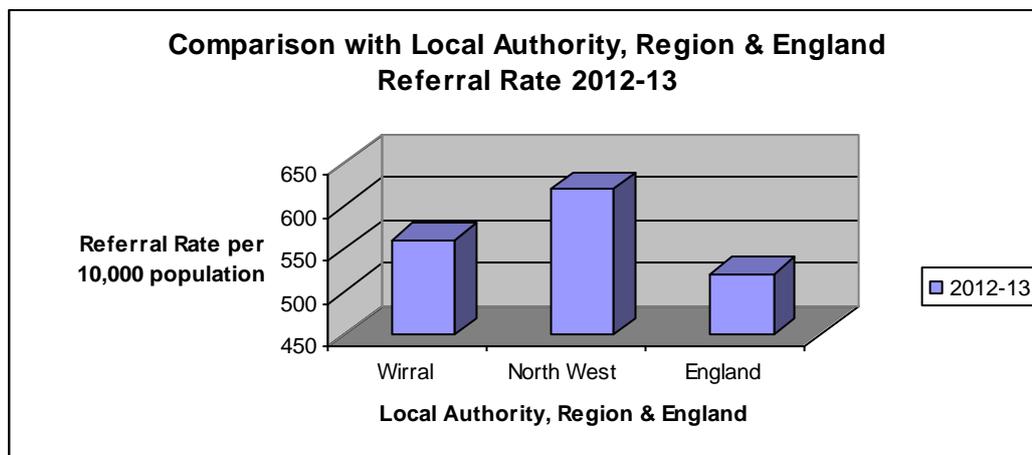
In comparison 2013 -14 to the previous year of 2012-13 there has been a decrease in referrals of 17%; this reduction is likely due to the launch of Targeted Services, which since September 2013 has been receiving referrals for level 2 (single agency) and level 3 (multi-agency CAF/TAF) services.

Re- Referrals into Specialist Services (CADT)



In 2013-14 Wirral Specialist Services (CADT) received 912 re-referrals into CADT this is an increase from 805 re-referrals in 2013.

Wirral's re-referral rate (550 per 10,000) is lower than the average for neighbouring NW authorities (600 per 10,000) but is higher than the average for England (505 per 10,000) as illustrated in the graph below.



Initial child protection conferences and reviews

An initial child protection conference brings together family members, the child who is the subject of the conference (where appropriate) and relevant professionals involved with the child and family, following a Section 47 investigation.

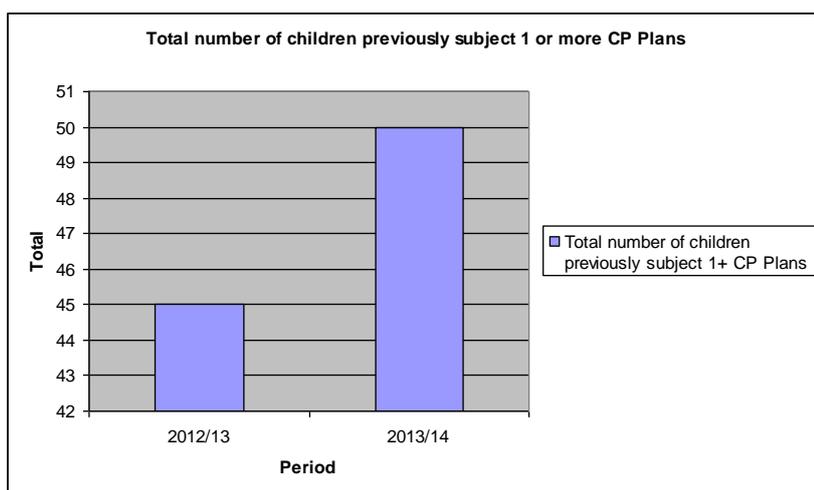
Child protection conferences are convened in all cases where Children’s Social Care has reason to suspect a child may suffer, or has suffered significant harm. The conference offers a robust multi-agency meeting to analyse information which has been obtained about the child’s developmental needs and the parents’ or carers’ capacity to respond to these needs to ensure the child’s safety and promote the child’s health and development within the context of their wider family and environment. The initial conference will also evidence and make a clear judgement about the likelihood the child is suffering or is likely to suffer significant harm.

During the period 1 April 2013 – 31 March 2014 the total number of children who became subject to Child Protection Plans is **391**.

Of these 391 children, 50 children had previously been subject to CP Plans. The breakdown is shown below:

Number of previous Plans	Total number of children
1	42
2	8
Total number of children subject to more than one Child Protection Plan between 1 st April 2013 -31 st March 2014	50

The chart below illustrates the comparison of 2012/2013 period total of 45 children who had more than one previous Child Protection Plan. Between of 1st April 2012 – 31st March 2013; and the same period in 2013-14 the figure has increased 11.1%.



Child Protection Plans by category

The data below illustrates the total number of children subject to Child Protection Plans and the abuse categories they have been recorded against. Children can occasionally be registered under multiple abuse categories depending on their circumstances.

Abuse Category	Total recorded
Emotional Abuse	21
Neglect	99
Physical Abuse	83
Sexual Abuse	16
Total number of children subject to CP Plans by category	219

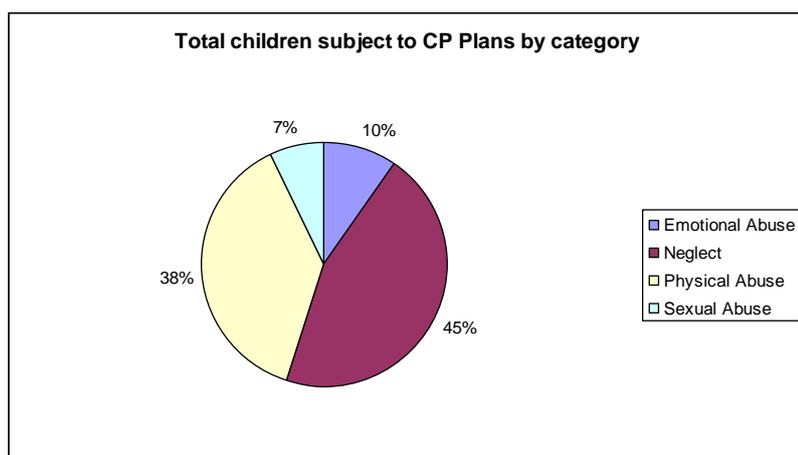
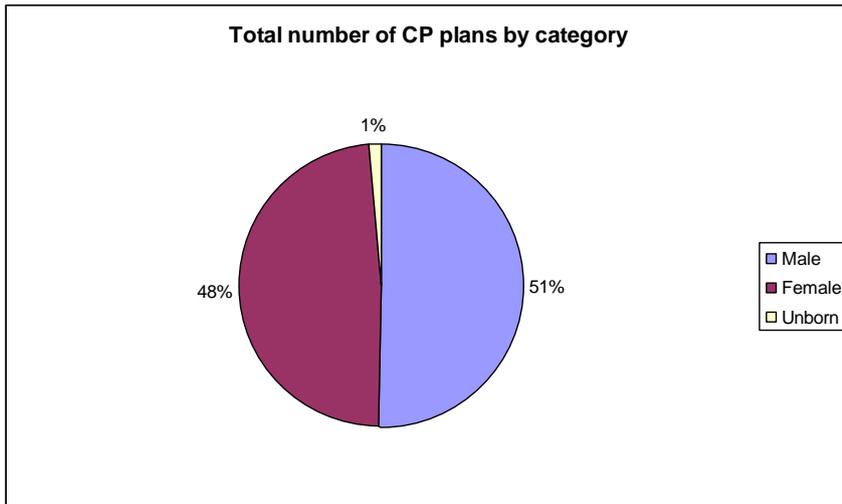


Figure: This data is a current count of children subject to CP Plans by category.

Child Protection (CP) Plans by gender

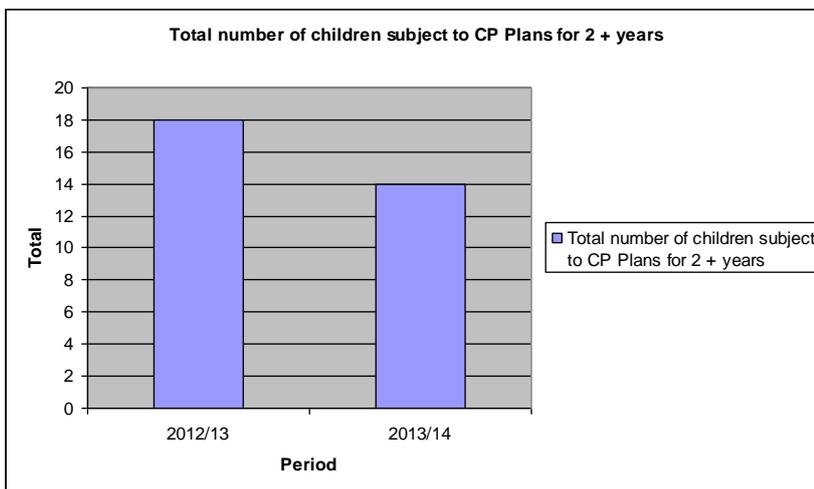
The table below shows that boys and girls are equally likely to be the subject of a CP plan. The graph shows that 1% of plans are for unborn babies.

Gender	Total
Male	110
Female	106
Unborn	3
Total number of children subject to CP Plans by gender	219



2 year Child Protection Plans

During the period 1 April 2013 – 31 March 2014 there were 14 children subject to Child Protection Plans for 2 years or more. This shows a decrease of 22% in comparison to last year.



Assessments

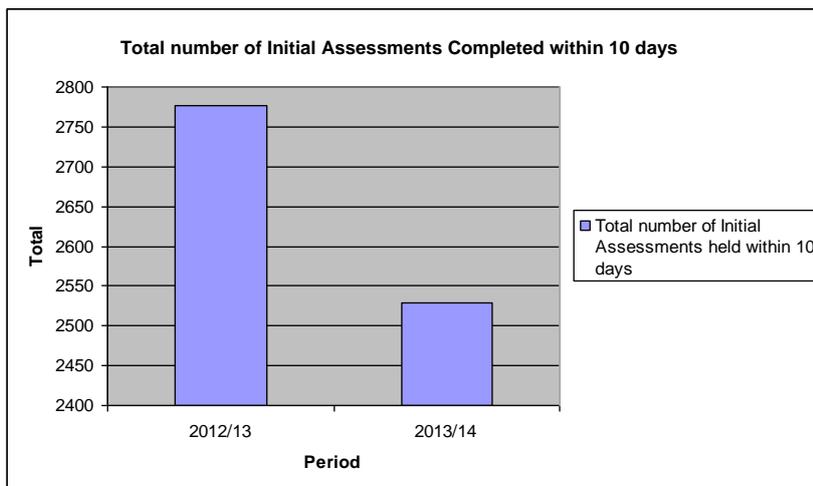
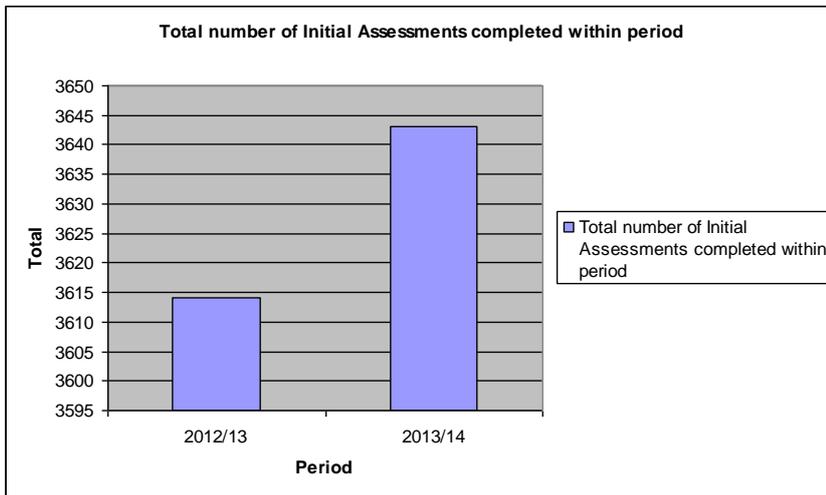
Working Together 2013 communicated a clear aim of the revised framework for assessment, which brought in the expectation of each local authority developing a single assessment. The single assessment was introduced in Wirral earlier in 2014, but as the reporting period for this annual report pre dates the introduction, figures for the previous initial and core assessments are included.

Initial assessments completed and within timescales

The purpose of Initial Assessments was to determine, quickly and accurately, whether a child was 'in need' and the nature of the services that the child and their family require.

During the period of 1 April 2013 – 31 March 2014, 3643 Initial assessments were completed and 2529 (70%) were completed within timescale (10 days)

This is an increase of 0.8% over the previous 12 month period (12-13) and is shown in the graph below:



Core assessments completed and within timescales

Core assessment were defined as; “in-depth assessments which address the central or most important aspects of the needs of the child and the capacity of his or her parents or caregivers to respond appropriately to these needs with the wider family and community context “. A core assessment can also be a means by which child protection enquiries are carried out.

Children’s Social Care was the lead agency with responsibility for the core assessment under section 47 of the Children’s Act 1989. In these circumstances the objective of the local authority’s involvement was to determine whether and what type of action was required to safeguard and promote the welfare of the child who is the subject of the section 47 enquiries.

In 2012/2013 period, 1968 core assessments were completed and 1380 were completed within timescales (35 days). During the period of 1 April 2013 – 31 March 2014 1836 core assessments were completed and 1201 were completed within timescales (10 days).

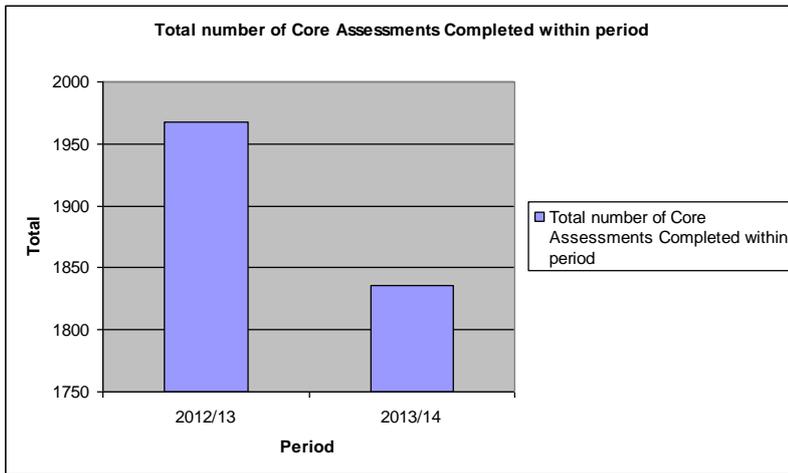
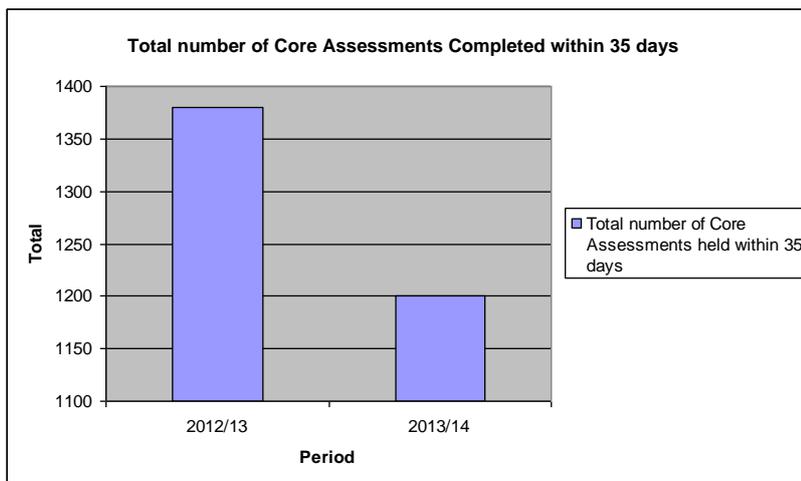


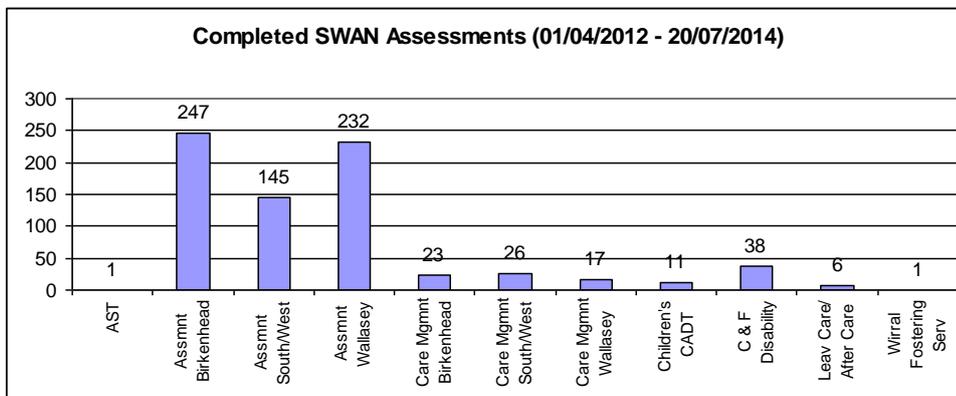
Figure: There is a decrease of 6.7% Core Assessments completed between the period of 2012/13 – 2013/14.



Wirral Social Work Assessment of Need (Single Assessment)

The Social Work Assessment of Need (SWAN) was introduced by Wirral Council in Feb 2014 (started being used on 1st April) in response to the recommendations of Eileen Munro and Working Together to Safeguard Children 2013. The Single Assessment has replaced the Initial Assessment and Core Assessment.

Between April and July 2014 747 assessments had been completed (shown by team in the graph below). 727 assessments (97.5%) were completed in timescale (45 days).



Child in Need

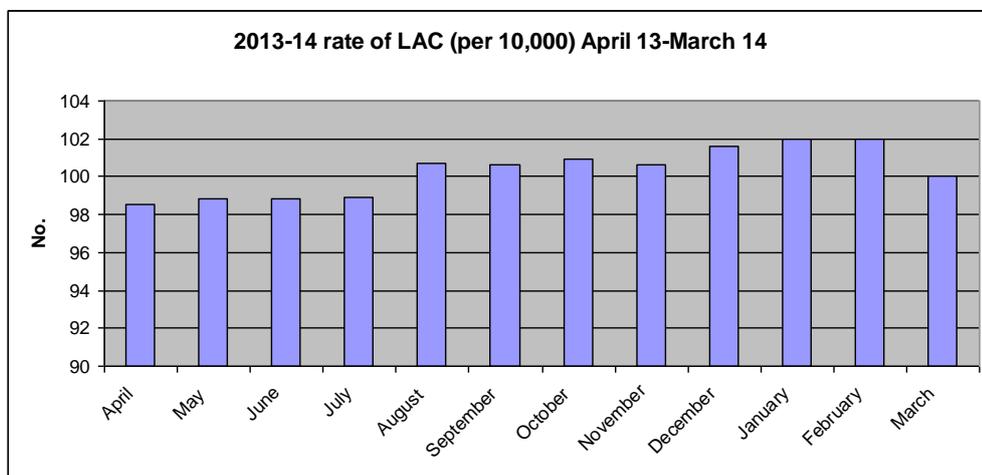
During the period 2013/14, there were a total of 2720 children subject to Child in Need Plans. In comparison to 2012/13 period total of 2814, this is a decrease of 3.5%. Again, it is likely that the introduction of Targeted Services and the single Gateway for level 2 and level 3 referrals had contributed to the reduction in the number of children on a Child in Need plan. Work has also been undertaken in the social care districts to review and step down (from level 4 to level 3) cases where it is safe to do so.

Children who are Looked After

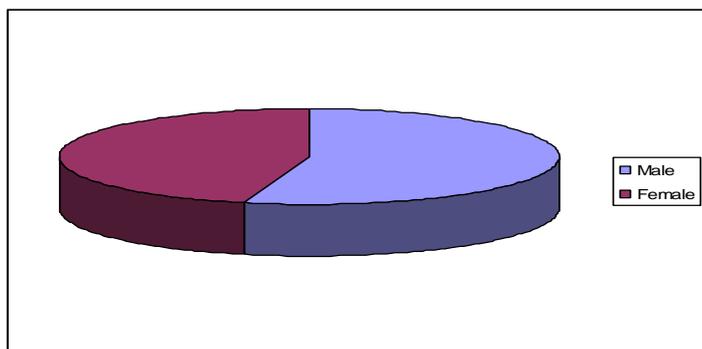
Wirral's Children and Young People's Department provides services for Children who are Looked After (LAC) which include support, placements and care of children within the Wirral. Children who are Looked After need a corporate approach to respond to their needs which includes all partners. Wirral Council is the 'Corporate Parent' to the children it looks after and it has a responsibility to ensure each child has the necessary help needed to ensure they achieve the best possible outcomes. This includes each child having a personal education plan, regular health checks and access to support and guidance for housing, finance, transition and other services.

Wirral provides support and placement in areas including adoption, foster care, residential care and young people leaving care. Wirral Council aims to assist children and young people by providing them with a range of placement options that will help them to be safe, secure and develop in order to meet their full potential.

As at 31 March 2014 Wirral had a total of 677 Children who are Looked After. This equates to 100 LAC per 10,000 of the child population. This is considerably above both the rate for England (60 per 10,000 in 2013) and for the North-West (79 per 10,000). Specialist Services within CYPD have established a strategic group and have a strategy in place to safely reduce the number of children who are Looked After.



The pie chart overleaf shows that in Wirral 54% of children who are looked after are boys and 46% are girls.



Children Missing from Education

Children missing from education in this report refers to children of compulsory school age who are not on a school roll, nor being educated otherwise (e.g. privately, in alternative provision or home educated) and who have been out of any educational provision for a substantial period of time (usually agreed as four weeks or more).

This includes Wirral children whose details have been posted on to the s2s Lost Pupil Database by their school as a missing pupil (whereabouts not established). Wirral children notified to ESWS as missing pupils (whereabouts not established) but who have not been added to s2s Lost Pupil Database.

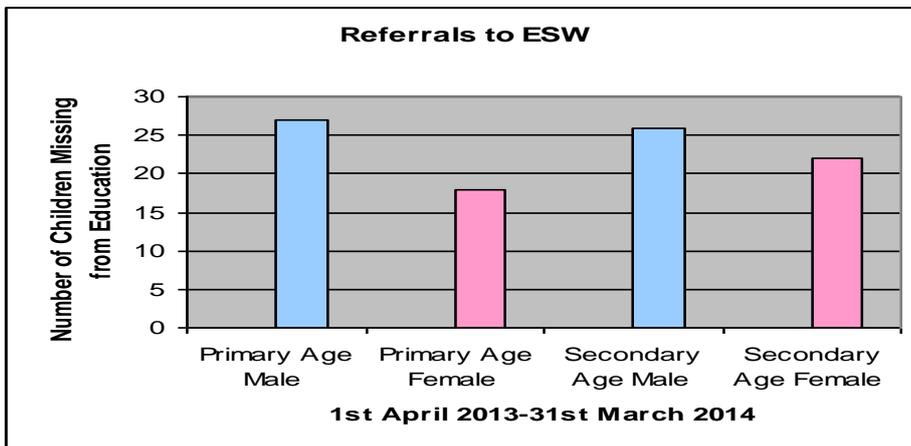
Out of Area children who are notified to ESWS as residing on Wirral and who are also not on a school roll elsewhere.

Referrals to ESWS				
	Primary Age		Secondary Age	
	Male	Female	Male	Female
April 2013 - March 2014	27	18	26	22
Total	93			
Missing Pupils Located (Whereabouts confirmed/In Admissions or Confirmed in Education)				
April 2013 - March 2014	68			
Missing Pupils Outstanding (Whereabouts unknown/Education not confirmed)				
April 2013 - March 2014	25			

From 1st April 2013 to 31st March 2014 the total number of children reported missing from education was 93; out of this number 68 children were located with 25 missing at the time of reporting (31st March). Since then the whereabouts of all children were established.

Some of the reasons recorded for pupils missing from education are:

- Children who are not British nationals and have returned to their home country, including China, USA and Slovakia.
- Children from families who are in the Armed Forces
- Children from Out of Borough and who have returned
- Children moving to another area of the country



The total number of males missing from education is 53, this includes both primary (27) and secondary (26) age groups; the total number of females is 40 this was made up of primary (18) and secondary (22).

Intensive Family Intervention Programme

Wirral's Intensive Family Intervention Programme (IFIP) is the local response to the national Troubled Families initiative. Launched in October 2012, the programme works with families from across the borough to improve school attendance, reduce anti-social behaviour and youth crime, and increase the number of adults entering employment. It is a payment by results programme which seeks to turn around the lives of some of our most vulnerable families.

Delivered in collaboration with Catch 22, Home-Start Wirral, and the Local Authority's Children's Services (CYPD), the model promotes a partnership approach with colleagues from a range of key services seconded onto the programme team.

Key drivers of the national initiative are to tackle intergenerational worklessness, reliance on public services and the high cost to the public purse these families generate. Research into the cost of supporting Troubled Families shows they cost approximately £75k each per year.

Beyond the costs which can be measured in financial terms are the human costs: the cost to family life, children's futures and to local communities. The value in helping a family turn their lives around, and giving them the skills to sustain those changes, will have further reaching benefits than balanced budget sheets.

In Wirral we have identified the families eligible for the programme against the government criteria, and report our results in the same manner, however, we recognise that the criteria often relate only to symptoms of more complex issues. Using a holistic approach with the whole family, and with the commitment of our multi-agency partners, we aim to promote independence and raise the aspirations of our most vulnerable families.

"I think of my role as trying to move families forward so that they can turn around their own lives. Turning their lives around takes a long time. What I do is plant a seed, show them what they are capable of doing."
IFIP Key Worker

Outcomes for Families

At 31st May 2014 the families receiving intensive support from an IFIP Key Worker had achieved the following outcomes:

- 88% of children's school attendance had increased to over 85%
- 76% of families with a history of crime and/or anti-social behaviour had stopped offending
- 94% of families self-assessed that their parenting capacity had improved
- 51% of families with a history of domestic violence had issues resolved
- 68% of families with substance misuse issues received support to address their problem
- 82% of families reported improved mental health
- 60% of families were supported to register with a GP

At 31st May 2014 the programme had achieved the following outcomes:

- Working with/worked with 674 families
- Achieved positive outcomes for school attendance, anti-social behaviour and/or youth crime: 376
- Adults progressing into sustained employment or work programmes: 32

The reach of IFIP in relation to the families identified is as follows:

- Percentage of families living in top 3% most deprived areas nationally: 35.1%
- Percentage of families living in the top 5% most deprived areas nationally: 43.0%
- Percentage of families living in the top 20% most deprived areas nationally: 75.1%

Cost Benefit Analysis

Using the DfE Cost Calculator tool the average saving/ cost avoidance per family is estimated at £76,557 , with the lowest saving at £2,400.91 and the highest at £147,420.10

Messages from the Evaluation

- Multi-agency collaboration works
- Sharing information across agencies works
- A multi-disciplinary approach to delivering the model works
- Providing flexible services works
- Pooling resources works
- Putting families at the centre of their support plans works
- Open, honest, simple communication with families works
- Utilising skills and resources within the voluntary, community and faith sector works
- Believing in families works

Next Phase

The first phase of the Troubled Families initiative will end on 31st March 2015. An opportunity to extend the programme for a further 5 years has been confirmed by government. Learning from IFIP will shape the delivery of the second phase and should significantly contribute to reducing the numbers of Children in Need, children subject to a Child Protection Plan and those at the 'edge of care'.

“Just don't give up on them. Making a difference to just one member of the family can eventually make a difference to them all.”
IFIP Key Worker

CASE STUDY

Will's Story...see me differently

Will is 15 years old and lives with his mother. His father, who is diagnosed with schizophrenia, has moved out of the family home but keeps in regular contact. Will was missing from education and concerns were growing about his involvement in anti-social behaviour through associations with an older group of friends.

Agencies Involved:

*IFIP Team Social Housing Provider Pupil Referral Unit Tranmere Community Project
Rocket Training/ Basetech Youth Service Art Centre GP IFIP Police Secondee*

THE ISSUES:

School attendance- Will's school attendance had been below 85% for 3 years. At the beginning of the academic term he had been moved to a Pupil Referral Unit, which after 2 months he hadn't attended.

Family health problems- Will is medicated for ADHD. His mother has mobility problems and finds it difficult to walk short distances. In addition to schizophrenia, Will's father suffers with Gulf War Syndrome. Their different conditions contributed to their sense of isolation.

Anti-social behaviour- Missing school left Will with a lack of structure to his week and concerns grew about his behaviour in the community. Will's family were worried about the influence the group were having on him but felt powerless to tackle it. Will had become known to the Anti-Social Behaviour Team.

At home- The family are tenants with a social housing provider. Their property was in need of refurbishment and despite numerous attempts by the provider to inspect the property and make arrangements for repairs mother would not engage or give them access to the house. Mother's inability to meet or work with services was contributing to the barriers and isolation the family faced.

WHAT WAS DONE:

Engagement- The Key Worker's first priority was to establish engagement with Will and his family. Knowing that Will's mother had avoided contact with services over several years, the Key Worker took a persistent and consistent approach.

Education- The Key Worker acted on behalf of the Attendance Officer. Working in close contact he negotiated a placement with an alternative education provider on Will's behalf. Initially the Key Worker met with Will everyday at his placement to ensure he participated. Over time they began planning how Will's education would continue.

Anti-social behaviour- Breaking links with the group involved in anti-social behaviour was vital to Will's progress therefore the Family Plan involved participation in local youth groups.

Relationships- Understanding the importance of the relationship between Will and his father, the Key Worker ensured that dad was an integral part of the plan and meetings.

Housing improvements- With mother's permission the Key Worker co-ordinated the inspection and supported mother to manage the arrangements for refurbishment

The hook...not giving up on Will was the key to helping him turn his life around. Dad wasn't ready to give up on him and neither was his Key Worker.

THE OUTCOME:

Education: Will's attendance at the alternative education provider was consistently over 85%. Will has now commenced a 2 year apprenticeship as a Motor Vehicle Technician.

Positive Engagement: Will regularly attends a local arts centre run by the Youth Service and there have been no further concerns about his associations or involvement in anti-social behaviour.

Improved home conditions: Improvements have been made to the family home, including new doors and windows, and mother is more confident in engaging with the housing provider. Will's mother has gained a lot from this experience and is more able to deal with problems when they arise.

Relationships: Will's father continues to play an active and positive role in his life. The Family Meetings gave dad the opportunity to positively reinforce the progress Will has made in taking control of his future.

Reflections on the role of the Key Worker

One of the key learning points from Will's Story, and a feature of most IFIP cases, is a history of non-engagement with services. Will's mother would not engage with her housing provider and after 3 years of pursuit by the Attendance Officer, there had only been one face-to-face contact. Gaining and maintaining meaningful engagement is vital to helping families turn their lives around. IFIP Key Workers have reflected on how this is best achieved:

"Make yourself useful."

"Be persistent...let them know you're not going to abandon them."

"Sometimes you need to be ready to interrupt their cycle of crises."

"Listen to them. Families feel everything is against them, even within their own family. They feel like there's nothing out there for them."

"Explain things to families without jargon. Sometimes the most useful thing I can do is help families navigate their way through services, so that they understand in plain language."

"Keep the momentum going."

"Help them have a voice. Let them experience something different."

"Families need to believe in the services they are offered. A lot of the time they think they have tried it already. Sometimes it's easier for families to stick to what they know and the minute you let them down you lose them."

Managing Allegations

The Role of the Local Designated Officer for Allegations (LADO)

The role is defined in Working Together to Safeguard Children (2013). This outlines the procedures for managing allegations against people who work with children in a position of trust and agencies responsibility to refer all concerns pertaining to professionals to the LADO.

The LADO must be alerted to all cases in which it is alleged that a person who works with children has:

- behaved in a way that has harmed, or may have harmed, a child
- possibly committed a criminal offence against or related to a child; or
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

The guidance states that all agencies should have clear policies in line with those from the LSCB for dealing with allegations against people who work with children. This applies to paid and unpaid employees, volunteers, casual, fixed term or agency staff who are commissioned to work for any agency, and those self-employed. The LADO is responsible for considering concerns, allegations or offences emanating from within or outside of work; this also includes issues that may question the suitability of the individual to work with children and young people.

During 2013-2014 significant improvements to the functioning of the LADO role on behalf of the WSCB included:

- Reviewing and amending the procedure of Managing Allegations to incorporate with new recommendations from national fostering regulations, Working Together to Safeguard Children 2013 and Keeping Children Safe in Education 2014.
- Training 25 multi agency professionals on the one day Managing Allegations against Professionals Course
- 98 Foster carers have received a half day training session on Managing Allegations and Safer Working Practices.
- 83 schools professionals were trained on the one day Senior Designated Safeguarding Person Training.
- Delivering 3 briefing sessions for groups of student social workers resulting in a further 32 individuals who have received an overview of the LADO role and Managing Allegations procedure

The LADO continues to be the single point of contact for Children's Services at Multi-Agency Public Protection Arrangement (MAPPA) meetings where an offence against an adult or a child/young person has been committed; this also includes all violent offences in the context of domestic violence.

The LADO also regularly meets with Children's Social Care to ensure appropriate attendance at Level 2 MAPPA's and to contribute to the risk management of offenders scheduled to be released into the community.

The work of the LADO also involves participating in all Level 3 and Level 2 MAPPA meetings without Social Care involvement. In the month ending April 2014, this involved participation in 12 active cases.

Data Collection

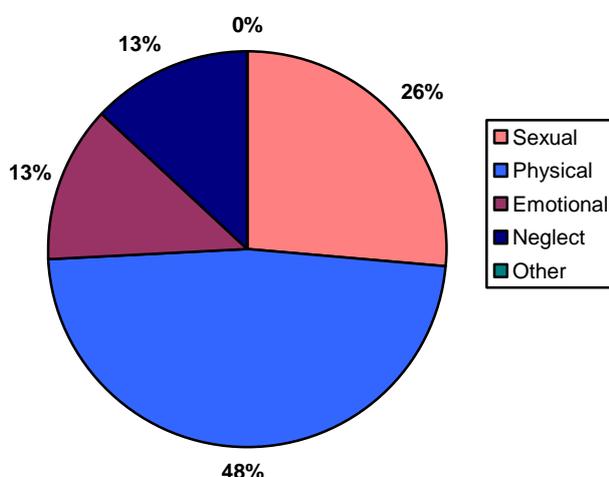
Data with regard to allegations against professionals has been collated by the WSCB since August 2006. During this period the following statistics have been recorded:

Period	Number of Allegations Recorded
August – December 2006	3
January – December 2007	16
January – December 2008	53
January – December 2009	50
January – December 2010	86
January – December 2011	93
January – December 2012	139
January – December 2013	179

As can be seen from the figures above, there is a steady increase in the number of allegations reported to the LADO. During the period 2012 to 2013 there has been a 28.7% increase in allegations which, following initial consultation, have met the threshold to be opened as an Allegation against a Professional case. These cases have been referred from 134 different agencies or departments and represent allegations in relation to Professionals from 159 different settings. It is suggested that this does not reflect an increase in instances of inappropriate behaviour, rather that awareness of the procedures and role of the LADO has significantly improved.

Agencies that have not previously referred allegations to the LADO and have managed allegations within their own setting are now becoming aware of the procedure and the need to consult with the LADO. For every referral that meets the threshold for an allegation against a professional and is opened as a case, there are over 4 cases that are closed after discussion with the LADO, initial consideration and preliminary investigation. This reflects the commitment of local agencies to work together to safeguard Wirral's children and young people.

During 2013, allegations managed by the LADO were categorised as follows:



It is noted that since the introduction of Working Together to Safeguard Children 2013 removed the role of the LADO in cases pertaining to suitability, there are no allegations which fall into the category of other during this period.

The total number of allegations managed by the LADO during 2012 were categorised as follows:

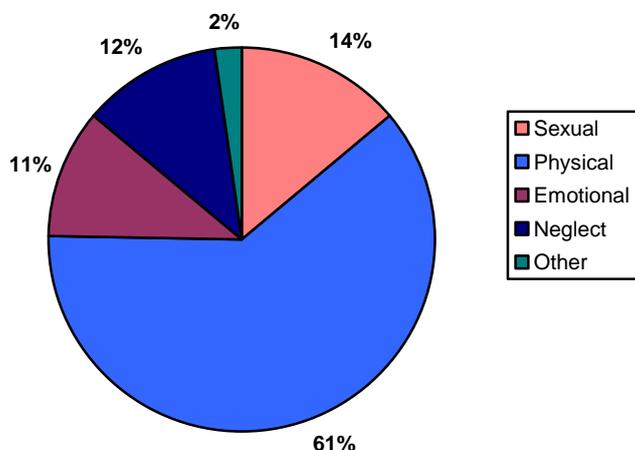


Figure 2: Categories of alleged abuse 2012

During 2011, allegations relating to physical abuse had increased by over a third, but in 2012 they remained static following ongoing training and briefings alerting agencies as to the risks of disproportionate physical intervention and safer working practices when working with children and young people. During 2013, awareness raising regarding proportionate physical intervention priority and as such allegations relating to physical abuse have decreased this year by 13%. It is noted that a number of schools have amended their physical intervention policy this year following the introduction of the Use of Reasonable Force guidance issued by the DfE in July 2013.

Allegations regarding sexual concerns have nearly doubled this year. Although the majority of these allegations relate to non contact offences such as inappropriate electronic social contact, this is concerning and will be a target area for 2014. It is noted that much of this increase has resulted due the increase in non statutory setting referrals.

Allegations recorded in 2013 have resulted in the following outcomes:

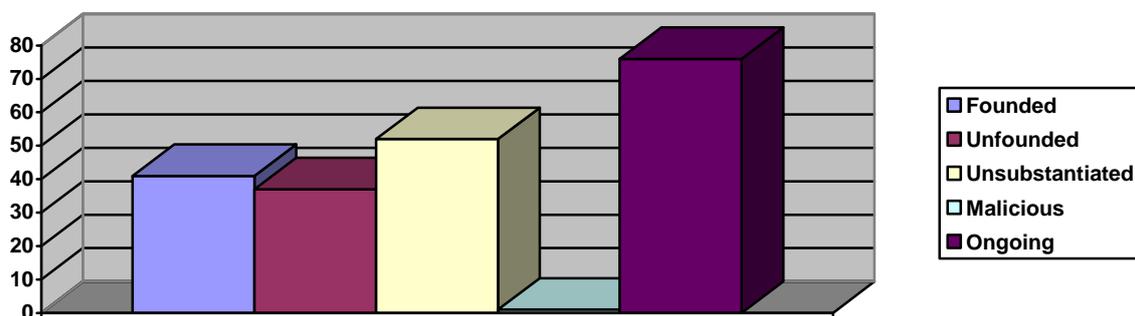


Figure 3: Outcomes of Investigations of Allegations

Those recorded as not ongoing relate to current allegations which continue to be investigated and also include long standing cases that are currently awaiting trial. Allegations, where police investigations are taking place and cases are being considered by the Crown Prosecution Service can result in allegations taking a number of months to conclude.

Following allegations of abuse concerning professionals who work with children and young people that were concluded within 2012, and recorded as founded, the following action was taken:

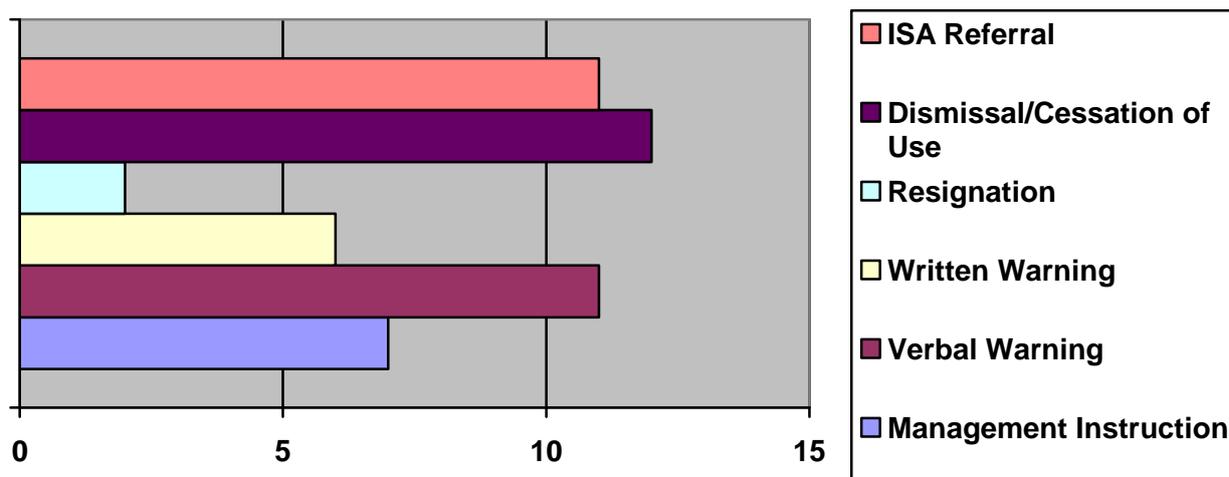


Figure 4: Action taken following investigations

It is noted that there may be further ISA referrals in relation to those where Dismissed/Cessation of use has been implemented whilst awaiting the conclusion of any court action. Also it should be noted the courts are able to auto bar an individual for working with children for life.

Multi Agency Risk Assessment

The LADO is the single point of contact for MAPPA (Multi Agency Public Protection Arrangements) and provides a set of statutory arrangements for managing sexual and violent offenders (principally those who have committed Domestic Violence). MAPPA is a mechanism through which agencies can better discharge their statutory responsibilities and protect the public in a co-ordinated way.

Agencies come together to help reduce the re-offending behaviour of sexual and violent offenders in order to protect the public, safeguard children including previous victims, from serious harm. They aim to do this by ensuring that all relevant agencies work together effectively to:

- Identify all relevant offenders – sexual and violent.
- Complete comprehensive risk assessments that take advantage of the co-ordinated information sharing across the agencies,
- Devise, implement and review robust Risk Management Plans and
- Focus the available resources in a way which best protects the public from serious harm through active multi-agency management.

MAPPA is the mechanism for ensuring that up to date information is shared in a timely manner between agencies which will inform any action that the agencies take as a whole or as individuals to ensure that appropriate safeguards are implemented to minimise risk.

The Ministry of Justice figures show that on 31 March 2012, 55,002 violent and sexual offenders were eligible for management under MAPPA nationally. This figure includes 40,345 sex offenders.

The Local statistics as at 31 March 2012 for Wirral are shown overleaf:

Wirral 2012	Level 2 Meetings	Level 3 Meetings
Jan – March	49	2
April – June	37	3
July- Sept	45	1
Oct- Dec	51	1

MAPPA Meetings are attended by professionals who are, have, or will be actively involved in the management of the individual upon their release from Prison. Such professionals can include Prison, Probation or Police Officers, Social Workers, Housing Providers, Health related professionals and any other service who can contribute to minimise the risk these individuals may present upon release.

The LADO represents Wirral LA at MAPPA meetings and is responsible for ensuring that any risks to children and young people across Wirral and beyond are the focus of this risk assessment. This is achieved by ensuring that the MAPPA always considers any risks to children and young people as a priority. Children and young people can be those who have been previous victims of the offender, who may be current family members, be the child of any current or future partners or those who may reside in the wider community. They can also include children who may be at risk from an offender’s activity, such as being employed in a position which would provide them with access to children or have access to technology which would increase their ability to abuse children through the internet or other such means.

During MAPPA meetings the LADO will ensure that risk assessments are made and actions agreed to protect children and young people. This can include restrictions that can be implemented to contribute to a reduction in the risk that any released offender may present to children and young people. Consideration may be give to the requirement of the offender to reside at a secure premise for a period of time, restrictions and curfews, signing in times, exclusions from geographical areas. It can also restrict an individual from making contact with a named child or young person or groups as a whole, such as those under 18 years of age.

Prohibitions can be set regarding the individual entering or residing in premises or establishments where young people are, preventions from working with children and young people or prohibiting an individual from having unsupervised contact with children and young people who may be members of their family.

Effectiveness of a coordinated approach

During 2013/2014, a total of 800+ MAPPA Meetings were held on Wirral as part of the multi-agency strategy to manage the risks posed to children and adults from the release of offenders.

WSCB Structure and Governance Arrangements

Statutory Objectives and Functions of WSCB

Section 14 of the Children Act 2004 sets out the objectives of the WSCB, which are to:

- (a) co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) ensure the effectiveness of what is done by each such person or body for those purposes.

Working Together to Safeguard Children (2013) requires the WSCB to publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in Wirral and to submit the report to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

The WSCB operates as an independent body under the direction of an independent chair and it is not subordinate to any other body. The structure of the WSCB is illustrated on page 80 and the multi-agency membership is shown on page 81.

Relationship between the WSCB, the Health and Wellbeing Board and the Children's Trust

The work of WSCB to safeguard children contributes to the wider goals of the Children's Trust, with particular focus on ensuring children and young people stay safe. The Children's Trust has a role in the planning and development of services for children and young people, whereas the function of WSCB is to quality assure the effectiveness and ensure services are sufficiently well co-ordinated across the partnership to deliver excellence in safeguarding children and young people.

The WSCB is not subordinate to or subsumed by the Children's Trust, it has a separate identity and an independent voice which allows it to challenge and scrutinise the effectiveness of the work of the Children's Trust and its partners. A Memorandum of Understanding exists to clarify and strengthen the relationship between the two bodies.

The relationship between the WSCB and the Safeguarding Adults Partnership Board (SAPB) and the Health and Wellbeing Board and the Children's Trust is defined in a single protocol. The protocol defines each bodies responsibilities and mutual reporting arrangements to help ensure alignment of priority areas of work.

Roles and Responsibilities

The WSCB is led by the Independent Chair. It is the responsibility of the Chief Executive of Wirral Council to appoint or remove the chair with the agreement of a panel including WSCB partners and lay members. The Chief Executive, drawing on other WSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the WSCB.

The Independent Chair holds regular set quarterly meetings with the Chief Executive and also with the Director of Children's Services.

Statutory guidance on the role of the Lead Elected Member and Director of Children's Services was issued by the Coalition Government in March 2012.

The Director of Children's Services and the Lead Elected Member for Children's Services have crucial roles in improving outcomes for children and young people in Wirral: the Director of Children's Services has lead organisational responsibility and the Lead Member is politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding children. The Director of Children's Services is a member both of Wirral Children's Trust and of the WSCB. The Lead Member is Chair of Wirral Children's Trust and is a 'participant observer' of the WSCB. The independent chair of the WSCB also sits on the Children's Trust Board.

All members of the WSCB are accountable to the Independent Chair and the Board for their contribution to the work of the Board, whether they are local authority officers, professionals or lay members. Professional members of the Board both represent and 'hold to account' their own organisations. New members receive induction training and an induction pack and are encouraged to attend WSCB training courses. Members of the WSCB, including all sub committee members attend a joint development day with the Children's Trust held each December. Recent training has included defining Wirral's Early help offer and developing a response to neglect.

WSCB's annual report will be presented to the Health and Wellbeing Board, the Children's Trust and Safeguarding Adults Partnership Board for information, and to the Chief Executive of Wirral Council and the Police and Crime Commissioner. It will be widely disseminated across the partnership and will be publicly available on the wirral.gov website.

Responsibilities of Agencies

Whilst the WSCB has a key role in co-ordinating and ensuring the effectiveness of local agencies in safeguarding children, it is not accountable for their operational work. Each member agency retains its own existing lines of accountability within its service. This means that each organisation is responsible for ensuring that its work is informed by the WSCB and safeguarding activity in undertaken in line with its guidance.

Individual agency responsibilities are defined in Working Together to Safeguard Children 2013. The WSCB monitors the quality and effectiveness of safeguarding in individual organisations, primarily through the Section 11 audit and the wider work of the Board and its committees. These are also the main mechanisms for ensuring agencies cooperate and work together to improve outcomes for children and young people.

Financial Report 2013-14

Expenditure	2012-13	2013-14
Staffing	188 500	171,700
Training	12,000	5,500
Serious Case Reviews	15,000	13,100
Advertising/ Marketing	0	0
Room Hire	9,000	5,500
Operating Costs/ General expenses	12,200	10,700
Total	236,700	206,500
Income	2012-13	2013-14
Children's Social Care	111,500 <small>(includes Child Death Grant)</small>	99,590 <small>(includes Child Death Grant)</small>
CAFCASS	550	550
Merseyside Police	10,000	10,000
Health	30,000	31,800
Connexions	0	0
Probation Service	5,000	5,000
Schools Budget	30,000	30,000
Child Death Grant	<small>(included above)</small>	<small>(included above)</small>
Total	187,050	176,940

The WSCB is supported financially by its member organisations and, when available, by government or other grants. Managing the finances of the WSCB is a difficult process as although *Working Together to Safeguard Children* (2013) states that all LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective, it does not prescribe a funding formula other than to say: “Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies”.

Amounts contributed by partners are agreed through negotiation and the commitment of the individual members that the contributions made remain consistent. Consideration of the finances of the WSCB is a standing agenda item at the Board and expected contributions are considered in light of the WSCB's agreed priorities.

For 2014-15 partner organisations have agreed to increase contributions to support the implementation of Signs of Safety training for the partnership and the introduction of an online Section 11 solution and to make up the shortfall from the budget reserve which has been utilised at the rate of £29,000 per year and is now depleted. The Local Authority is the largest financial donor to the WSCB and continues to ensure the WSCB can meet its financial obligations.

Section 2– Business Plan

2014-15

WSCB Action Plan for 2014-15

Priority One: Domestic Abuse

Children and Adults will live in environments where they feel safe

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> • WSCB and SAPB publish a joint children's and adult's domestic abuse strategy which improves partnership understanding, identification and response to Domestic Abuse • WSCB partners develop greater understanding of the impact of DV on children across the partnership • WSCB and SAPB have oversight of effectiveness of domestic abuse strategy across partnership, including early help and intervention 	<ul style="list-style-type: none"> • Establishment of joint WSCB and SAPB Domestic Abuse sub committee 	WSCB Business Manager, Family Safety Unit Manager	July 2014
	<ul style="list-style-type: none"> • Development of procedure and practice guidance for use across continuum of need 	Chair of Domestic Abuse Committee	December 2014
	<ul style="list-style-type: none"> • Development of tools to assess the impact of DV on children and adults 	Chair of Domestic Abuse Committee	December 2014
	<ul style="list-style-type: none"> • Review and evaluation of impact of training 	Chair of Domestic Abuse Committee	January 2015
	<ul style="list-style-type: none"> • Introduction of a launch event and multi-agency training to support the Forced Marriage protocol (including honour based violence and female genital mutilation) 	Chair of Domestic Abuse Committee and Chair of L and D Committee	January 2015
	<ul style="list-style-type: none"> • Sub committee ensures strategy links CADT, MASH and Gateway 	Chair of Domestic Abuse Committee	November 2014
	<ul style="list-style-type: none"> • Introduction of Operation Encompass across Wirral 	WSCB Business Manager	October 2014

	<ul style="list-style-type: none"> • Sub committee develops DV strategy with Public Health and other identified partners 	Chair of Domestic Abuse Committee	February 2015
	<ul style="list-style-type: none"> • Committee reviews MARAC process, governance and functioning, particularly the relationship between MARAC, the MASH, CADT and the Gateway 	Chair of Domestic Abuse Committee	February 2015

Priority Two: Child Sexual Exploitation

Children and young people have healthy and non exploitative relationships and children who are vulnerable are identified quickly and receive help in a timely way

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> • <i>Workforce and wider community have a greater understanding of signs, symptoms and impact of child sexual exploitation (CSE)</i> • <i>Multi-agency working to identify and combat CSE is effective</i> • <i>Appropriate support for young people at risk of or victims of CSE is available at the earliest opportunity</i> 	<ul style="list-style-type: none"> • Publication of the Protocol for CSE and Merseyside/ Cheshire strategy including referral pathways across continuum 	Chair of CSE Committee	September 2014
	<ul style="list-style-type: none"> • Establishment of relationship between MACSE meetings and statutory services 	Chair of CSE Committee and Police	September 2014
	<ul style="list-style-type: none"> • Review of multi-agency training and assessment of impact 	Chair of L and D Committee and Catch-22	January 2015
	<ul style="list-style-type: none"> • Assessment of readiness of partners to identify and tackle CSE 	Chair of CSE Committee	February 2015
	<ul style="list-style-type: none"> • Audit and review of available support to victims of CSE 	Chair of CSE Committee	February 2015
	<ul style="list-style-type: none"> • Development of resources to raise awareness of CSE 	Chair of CSE Committee	December 2014
	<ul style="list-style-type: none"> • Completion of CSE multi-agency action plan 	Chair of CSE Committee	March 2015

Priority Three: Neglect

Children and young people are protected from the pernicious and corrosive effects of neglect

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> WSCB improves partnership understanding and responsiveness to neglect through the published Multi-agency Neglect Strategy 	<ul style="list-style-type: none"> Publication of neglect strategy 	WSCB Manager and Chair of PPP Committee	June 2014
	<ul style="list-style-type: none"> Review and revision of multi-agency Neglect training 	Chair of Staying Safe	October 2014
	<ul style="list-style-type: none"> Review and revision of the Graded Care Profile tool and publication of revised tool 	Chair of PPP Committee	October 2014
	<ul style="list-style-type: none"> Implementation of the Neglect delivery plan 	Chair of Staying Safe	August 2014
	<ul style="list-style-type: none"> Audit of the effectiveness of the training six months after completed review 	Chair of L and D Committee	March 2015
	<ul style="list-style-type: none"> Audit of the effectiveness of the strategy to improve outcomes for children and young people twelve months after publication 	Chair of Performance Committee	June 2015

Priority Four: Learning and Improvement (including training)

People working with children and young people feel confident, competent and equipped to ensure all children are as safe as possible

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> WSCB publishes the Learning and Improvement Framework which supports the undertaking and learning from SCR's, CIR's and other reviews and audits WSCB evaluates the effectiveness of multi-agency training through the published Evaluation Strategy WSCB publishes an evidence based multi-agency training plan The WSCB can measure the impact of learning from SCR's 	<ul style="list-style-type: none"> Publication of Learning and Improvement framework and promotion through multi-agency training including process for referring cases for review 	WSCB Manager and SCR Committee	June 2014
	<ul style="list-style-type: none"> Implementation of training Evaluation Strategy 	Chair of L and D Committee	September 2014
	<ul style="list-style-type: none"> Formalising of relationship between SCR, Performance and Learning and Development committees to strengthen learning and dissemination of learning from reviews across the partnership 	Chairs of SCR, Performance and L and D Committees	June 2014
	<ul style="list-style-type: none"> Development of a joint SAPB and WSCB Learning and Improvement framework 	WSCB and SAPB Business Managers	March 2015

Priority Five: Effectiveness of Early Help

Children and young people have their needs identified and effectively responded to as early as possible

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> WSCB assesses the effectiveness of Early Help through a published Quality Assurance Framework 	<ul style="list-style-type: none"> Development and publication of an Early Help Quality Assurance Framework linked to revised Performance Management Information including Targeted Services Performance Information 	WSCB Business Manager and Targeted Services Performance Improvement Unit	September 2014
	<ul style="list-style-type: none"> Continued auditing of the quality of Family CAF assessments and outcomes delivered through Team around the Family interventions. 	Chair of CAF QA Group	March 2015
	<ul style="list-style-type: none"> Undertake audit of the quality of a selection of Team Around the Family episodes. 	Chairs of Performance Committee and CAF QA Group	March 2015

Priority Six: Signs of Safety

Children and young people in need of help and protection have their needs responded to through an effective framework for identifying strengths and risks and implementing plans which improve outcomes

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> WSCB introduces and implements the Signs of Safety approach to safeguarding children which demonstrates improved outcomes for children and young people 	<ul style="list-style-type: none"> Specification for contract developed and advertised 	WSCB Manager and Contracts Manager	July 2014
	<ul style="list-style-type: none"> Provider commissioned to facilitate implementation meeting and deliver multi-agency training Signs of Safety roll out plan developed and overseen by Learning and Development sub committee 	WSCB Manager and Chair of L and D Committee	January 2015 (for roll out)
	<ul style="list-style-type: none"> Impact of Signs of Safety added to 15/16 audit cycle (impact on practice, quality of plans and outcomes) 	Chair of Performance Committee	August 2014 (audit calendar finalised)

Priority Seven: Supporting Safeguarding in Wirral

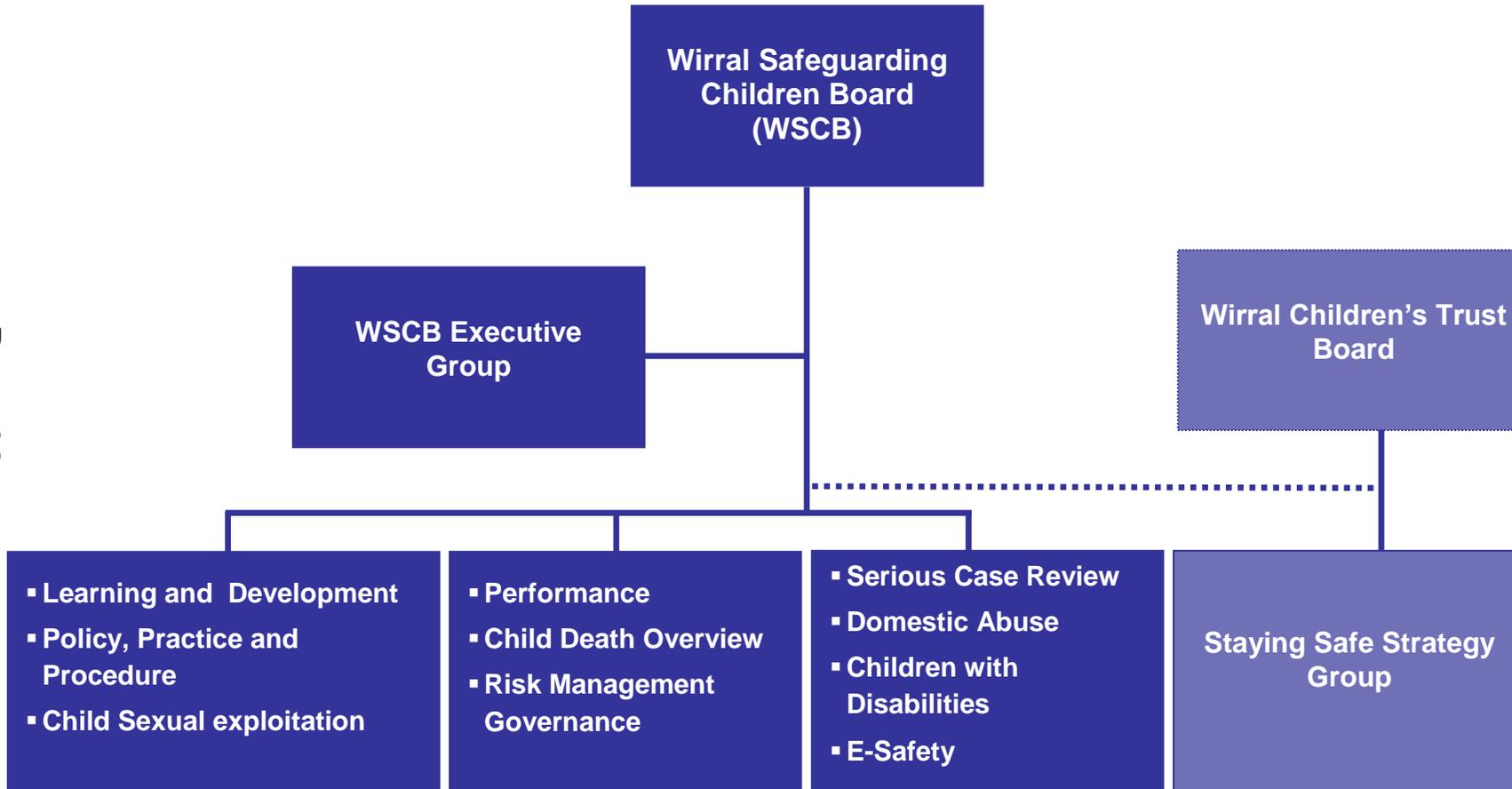
Children and young people benefit from a strong partnership approach which ensures that safeguarding is everyone's responsibility

DESIRED OUTCOMES	ACTIONS	LEAD	COMPLETION DATE
<ul style="list-style-type: none"> WSCB identifies safeguarding themes across partnership and focuses on areas for development which support professional practice and community awareness 	<ul style="list-style-type: none"> Contribute to partnership (Children's Trust, health and Wellbeing Board) strategies & plans 	Independent Chair	March 2015
	<ul style="list-style-type: none"> Measure safeguarding effectiveness across organisations through the new online Section 11 solution and engagement with non-statutory partners and community groups. Responding to the findings from the 13-14 Section 11 audit 	WSCB Manager	January 2015 (for launch of tool)
	<ul style="list-style-type: none"> Evaluate the establishment of the MASH 	MASH Implementation Group	December 2014
	<ul style="list-style-type: none"> Triangulate safeguarding competency through use of practitioner and young people and families feedback 	WSCB Manager	March 2015
	<ul style="list-style-type: none"> Establish a young person's safeguarding sub committee and ensuring the voice of the child is clearly heard throughout practice 	WSCB Executive	January 2015
	<ul style="list-style-type: none"> Develop the website as a community safeguarding asset through partnership with the LA and raise the profile of the WSCB 	WSCB Manager	September 2014 (updated website)

	<ul style="list-style-type: none"> identify opportunities to collaborate with the SAPB e.g. through establishment of a domestic abuse sub committee 	Corporate Safeguarding Manager and WSCB and SAPB Managers	March 2015
	<ul style="list-style-type: none"> Review the assessment and response to cases where fabricated illness is a significant factor 	Task and Finish group	January 2015
	<ul style="list-style-type: none"> Consider the response to the Saville report and review policies and procedures in light of findings and recommendations 	Chair of the PPP Committee	December 2015
	<ul style="list-style-type: none"> Continue to respond to safeguarding issues and themes including e-safety, vulnerable groups and child death overview 	Chairs of sub Committees and WSCB Manager	March 2015
	<ul style="list-style-type: none"> Evaluate impact of weekly safeguarding updates 	WSCB Business Manager	December 2015

Section 3– Appendices

Appendix One –	WSCB Structure
Appendix Two –	WSCB Membership
Appendix Three –	WSCB Committees and Achievements
Appendix Four –	Glossary of terms



- Bernard Walker Independent Chair
- Julia Hassall Director of Children’s Services, CYPD
- Simon Garner Corporate Safeguarding Manager
- Emma Taylor Head of Specialist Services, CYPD
- Amanda Bennett Designated Doctor-Safeguarding Children
- Sandra Christie Director of Quality and Nursing, Community Trust
- Debbie Hammersley Designated Nurse-Safeguarding Children (CCG)
- Lisa Cooper Assistant Director of Nursing, Quality & Safety NHS England
- Jill Galvani Director of Nursing and Midwifery WUTH
- Vicki Shaw Borough Solicitor
- David Robbins WSCB Business Manager
- Sheila Clark Area Service Manager, Connexions
- Deborah Gornik Head of Targeted Services, CYPD
- Bev Morgan Link Forum
- Steve Dainty Primary Schools Representative
- Paula Waring Special Schools Representative
- Phil Sheridan Secondary Schools Representative
- Lorna Quigley Interim Chief Operating Officer NHS Wirral CCG
- Paula Simpson Head of Quality and Nursing, Wirral Community NHS Trust
- Avril Devaney Director of Nursing, CWP
- Andrea Hughes Deputy Director of Nursing, CWP
- Mandy McDonough Lead Nurse for safeguarding Children and Adults, WUTH
- Tony Smith Councillor, Lead Member
- Jane Harvey Public Health Consultant, NHS Wirral
- Sue Blevins Strategic Service Manager-HR, CYPD
- Rosie Goodwin Assistant Chief Executive, Merseyside Rehabilitation Committee
- David Metherell Senior Manager, Merseyside Probation Trust
- Richie Davies Superintendent, Merseyside Police
- Catherine Court Deputy Principal, Wirral Metropolitan College
- Paul Murphy Group Manager, Merseyside Fire and Rescue
- Anne Steel Head of Housing, Wirral Methodist HA
- Michelle Evans Service Manager, CAFCASS
- Trish Jaggard Lay Member
- Mandy Hope WSCB Business Administrator

The Executive Group

Purpose

The Executive Group was formed in 2010 and brings together the Chairs of each of the committees, the Director of Children's Services and a number of senior representatives from key agencies. The group was formed to enable more effective communication between the committees and the Board and to reduce the growing number of responsibilities held by the WSCB.

Priorities

- To receive quarterly progress reports from each of the sub committees
- To ensure the Board progresses the WSCB Business Plan
- To set the agenda for the WSCB
- To undertake awareness-raising and public relations functions
- To support the links to the Children's Trust, the Safeguarding Adults Partnership Board, the Health and Wellbeing Board and other influential board's and forums.
- To closely monitor performance and resources in light of recent and on-going cuts

Performance Committee

Purpose

The Performance Committee monitors and evaluates the effectiveness of multi-agency safeguarding practice and has a responsibility for undertaking Critical Incident Reviews.

Priorities

- To oversee completion of multi-agency and single agency action plans in relation to Serious Case and Critical Incident Reviews To undertake Critical Incident Reviews as necessary
- To lead and complete the WSCB's annual audit plan and provide reports for the WSCB and partnership
- To develop a framework that has clear and measurable outcomes based on national and local performance indicators

Achievements 2013-14

- ✓ Completed follow up parental mental health and impact of training audit
- ✓ Developed and published the Learning and Improvement Framework with the SCR committee
- ✓ Reviewed multi-agency and single agency action plans
- ✓ Completed audit of quality of core assessments and child protection plans
- ✓ Developed frontline practitioner questionnaires including neglect and escalation
- ✓ Published new terms of reference
- ✓ Completed audit of use of the escalation procedure
- ✓ Published audit plan for 2014-15

Serious Case Review Committee

Purpose

The Serious Case Review Committee makes recommendations to the WSCB Chair on the need for SCRs. They are responsible for overseeing the production, publication and quality assurance of SCRs. If a SCR is agreed by the Independent Chair, an SCR panel is established comprised of core members of the Committee as well as Quality Assurance senior officers from the agencies involved.

Priorities

- To manage and oversee any arising serious case reviews
- To advise on appropriate levels for reviews
- To implement the Learning and Improvement Framework
- To improve learning from SCR's and CIR's
- To review the formal processes for SCR's and undertake regular committee meetings as well as case specific panel meetings

Achievements 2013-14

- ✓ Developed and published the Learning and Improvement Framework with the Performance committee
- ✓ Established the group as a permanent committee
- ✓ Oversaw publication of the Child 2 CIR
- ✓ Set the multi-agency action plan for the Child 2 CIR
- ✓ Developed and disseminated learning from SCR's

Policy, Practice and Procedures Committee

Purpose

The Policy, Practice and Procedures Committee have responsibility for providing staff with guidance in line with national and local requirements.

Priorities

- To oversee the management of the online procedures
- To continue to have lead responsibility for providing multi-agency guidance
- To approve new safeguarding guidance
- To monitor and report on the implementation of inter-agency procedures and processes

Achievements 2013-14

- ✓ Approved and published new and updated procedures including Forced Marriage Protocol; CSE protocol; Sexual Health Policy; Medically Fit for Discharge Policy; Learning and Improvement Framework; Single Assessment; Managing allegations guidance

Child Sexual Exploitation Committee

Purpose

The CSE committee is responsible for ensuring agencies work together to ensure children are protected from being sexually exploited. The CSE Committee also has responsibility for monitoring the effectiveness of the response to children who go missing from home or care and who may be the most vulnerable to sexual exploitation.

Priorities

- To develop an infrastructure to support an effective response to child sexual exploitation
- To ensure children and young people who are experiencing or at risk of sexual exploitation are identified and provided with effective integrated services
- To ensure awareness of child sexual exploitation is raised in communities leading to a decrease in incidence
- To ensure activity related to child sexual exploitation is successfully disrupted leading to the successful prosecution of offenders

Achievements 2013-14

- ✓ Commissioning of multi-agency training
- ✓ Membership of the National Working Group for CSE
- ✓ Contribution to pan Merseyside protocol and working – commended by the Office of the Children’s Commissioner
- ✓ Publication of learning resources
- ✓ Publication of awareness raising resources
- ✓ Contribution to the Who’s Looking Out for the Teenagers? event
- ✓ Awareness raising work undertaken with taxi drivers
- ✓ Roll out of agencies self check assessment

Domestic Abuse Committee

Purpose

The Domestic Abuse Committee has been established to support the Domestic Abuse priority area agreed by the WSCB. The committee will have strategic oversight of all aspects of work undertaken to combat domestic abuse. The scope of the group will extend across children’s and adult’s services and will include domestic violence, forced marriage, female genital mutilation and honour based violence.

Priorities

- To devise the multi-agency domestic abuse strategy across children’s and adult’s services
- To provide strategic leadership and co-ordination to all aspects of multi-agency working
- To ensure appropriate high quality services exist for victims and potential victims of domestic abuse in all its forms
- To work with other sub committees to develop and disseminate learning

Achievements 2013-14

- ✓ Committee is newly established

Child Death Overview Panel

Purpose

The Child Death Overview Panel collects, collates and evaluates information about the deaths of children in Wirral, seeking to identify learning through preventable or modifiable factors.

Priorities

- To review, in accordance with Working Together statutory guidance, all child deaths in Wirral
- To contribute to and ensure smooth running of the Merseyside CDOP partnership
- To produce an annual report on Child Deaths, which is submitted to the national review
- Chairs of Merseyside CDOPs to progress a joint CDOP panel in order to promote efficiencies and enable more effective analysis of trends. This will involve piloting new processes and structures.

Achievements 2013-14

- ✓ Held Safe Sleeping launch event which was very well attended
- ✓ Designed, as part of Merseyside CDOP, a series of multi-agency learning sessions
- ✓ Contributed to publication of quarterly and annual reports detailing work of the Merseyside CDOP

Learning and Development Committee

Purpose

The Learning and Development committee plan, designs, delivers and evaluated multi-agency WSCB training as well as monitoring the effectiveness of single-agency training across the borough.

Priorities

- To provide a comprehensive and relevant multi-agency training calendar
- To review the effectiveness of multi-agency training
- To develop the training competency framework
- To undertake quality assurance observations of both single and multi-agency training
- To ensure lessons from SCR's are disseminated through training
- To develop, oversee and manage the annual training needs analysis (TNA)
- To ensure a robust training evaluation strategy exists

Achievements 2013-14

- ✓ Developed safeguarding competency framework
- ✓ Developed IT based Training Needs Analysis
- ✓ Led briefings on competency framework and TNA for operational and strategic managers across the partnership
- ✓ Established learning from SCR's and other reviews as standing agenda item
- ✓ Developed multi-agency training pool
- ✓ Devised evaluation strategy

e-Safety Committee

Purpose

The e-Safety Committee monitors child safety issues related to Information Communication Technology, advising in respect of education, training and expectations of agencies and employees.

Priorities

- To develop a response model for partners to use when dealing with e-Safety incidents
- To use the response model to establish a system for monitoring e-Safety incidents across the borough
- To update policies/procedures/guidance available on the WSCB website
- To undertake projects related to social media, guidance, training and workshops for professionals, organisations, parents/carers and young people

Achievements 2013-14

- ✓ Reviewed e-safety in schools with professionals group of teachers
- ✓ Designed, with young people from a school, a keep IT leaflet and video
- ✓ Established pathway with Merseyside Police for sharing e-safety concerns
- ✓ Set work plan including activities for Safer Internet day

Children with Disabilities Committee

Purpose

The Children with Disabilities Committee ensures that the needs of those with complex needs are considered and accommodated in all aspects of safeguarding.

Priorities

- To scrutinise and test how existing policies, procedures and protocols address the needs of disabled children
- To identify gaps in service development and commissioning for children with disabilities
- To inform the WSCB of training needs of staff and support the development of training
- To provide advice and guidance to WSCB committees, as a 'critical friend'

Achievements 2013-14

- ✓ Completed audit of the quality of service received by children with a disability
- ✓ Reviewed and updated the WSCB Children with Disabilities training
- ✓ Designed and completed questionnaires with families
- ✓ Led completion of a learning action from a critical incident review
- ✓ Designed draft register for children with a disability and guidance

Risk Management Governance Group

Purpose

The Risk Management Governance Group utilises multi-agency partnerships to monitor and support cases where children and young people are identified as posing a high risk to others.

Priorities

- To continue to monitor and support individual cases as required, involving frontline practitioners in the review process

Achievements 2013-14

- ✓ Reviewed 25 young people who are at most risk of failing to achieve short term and long term positive outcomes.

Staying Safe Strategy Group – Joint sub committee with the Children’s Trust

Purpose

The Staying Safe Strategy Group serves both the WSCB and the Children’s Trust. Its function is to promote the availability of safeguarding services in Wirral and to ensure that all agencies understand their accountability in relation to safeguarding practice.

Priorities

- To participate in the local planning and commissioning of services for children in Wirral
- To ensure safeguarding is widely promoted across the partnership
- To ensure children are safe at home, at school and in the community
- To ensure children in care are safe and supported
- To review the effectiveness of early intervention processes and monitor thresholds across the partnership

Achievements 2013-14

- ✓ Completed actions from the Children and Young People’s plan
- ✓ Contributed to the 2014-16 Children and Young People’s plan and set partnership reporting schedule
- ✓ Contributed to restructure of the Children’s Trust

Appendix Four

Glossary

CADT	Central Advice and Duty Team – <i>‘front door’ into children’s social care</i>
CAF (FCAF)	(Family) Common Assessment Framework – <i>early help assessment</i>
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group – <i>commission health services</i>
CDOP	Child Death Overview Panel – <i>reports on every child death</i>
CIN	Child in Need – <i>social care intervention to ensure child’s needs are met</i>
CIR	Critical Incident Review – <i>review of a case to provide learning</i>
CP	Child Protection – <i>social care intervention to ensure child is kept safe</i>
CSE	Child Sexual Exploitation – <i>child(ren) exploited by adults for sex</i>
CTB	Children’s Trust Board – <i>set local strategy to help all children thrive</i>
CWP	Cheshire and Wirral Partnership NHS Foundation Trust
CYPD	Children and Young People’s Department – <i>local authority children’s services</i>
DA	Domestic Abuse – <i>wide term for all aspects of domestic oppression</i>
DBS	Disclosure and Barring Service – <i>undertake criminal record checks</i>
DV	Domestic Violence
FGM	Female Genital Mutilation – <i>illegal practice of female circumcision</i>
FM	Forced Marriage
FSW	Family Support Worker – <i>helps families who experience difficulties</i>
HBV	Honour Based Violence – <i>crimes committed to defend ‘honour’</i>
HWBB	Health & Wellbeing Board – <i>local body to set strategy to improve wellbeing</i>
IFIP	Intensive Family Intervention Programme – <i>helps most troubled families</i>
IRO	Independent Reviewing Officer – <i>ensure plans for children are robust</i>
JSNA	Joint Strategic Needs Assessment – <i>identifies health and wellbeing needs</i>
LADO	Local Authority Designated Officer for Allegations
LP	Lead Professional – <i>leads a multi-agency intervention for a child</i>
LSCB	Local Safeguarding Children Board – <i>statutory lead body for safeguarding</i>
MAPPA	Multi-agency Public Protection Arrangements – <i>management of offenders</i>
MARAC	Multi-agency Risk Assessment Conference – <i>to discuss risks to DV victims</i>
MASH	Multi-agency Safeguarding Hub – <i>enables rapid information sharing</i>
MFC/ MFH	Missing from Care/ Home
OFSTED	Office for Standards in Education – <i>inspects children’s services and LSCB’s</i>
QA	Quality Assurance
S11	Section 11 (of the Children Act) – <i>organisations safeguarding responsibilities</i>
S17	Section 17 (of the Children Act) – <i>criteria for Child in Need</i>
S47	Section 47 (of the Children Act) – <i>criteria for Child Protection</i>
SAPB	Safeguarding Adults Partnership Board – <i>adult services version of the WSCB</i>
SCR	Serious Case Review – <i>review undertaken by LSCB’s</i>
SUDC	Sudden Unexpected Death of a Child
SUDI	Sudden Unexpected Death of an Infant
SWAN	Social Work Assessment of Need – <i>social care led assessment</i>
TNA	Training Needs Analysis – <i>annual survey to assess training needs</i>
VCF	Voluntary, Community and Faith – <i>term for all non statutory agencies</i>
WT 2013	Working Together to Safeguard Children 2013 – <i>statutory guidance</i>
WSCB	Wirral Safeguarding Children Board – <i>our local LSCB</i>
WUTH	Wirral University Teaching Hospital NHS Foundation Trust
YOS	Youth Offending Service

WIRRAL CHILDREN'S TRUST BOARD – 29 September 2014

Wirral Link Forum – Report on Progress 2013-14

1.0 Background

Wirral Link Forum is a network of voluntary, community and faith sector organisations that work with Wirral children, young people and families. It's a practitioner-led organisation, coordinated by a paid worker, who was previously a practitioner in Wirral. The work of Wirral Link Forum and the Coordinator is directed by the needs of the members and partners in the Children's Trust. Our strength lies in our specialism and the member organisations' and paid worker's experience in delivering services to children, young people and families.

Between 2005 and 2011, the part-time coordinator post was funded from a combination of Health, Children and Young People's Department and Children's Workforce Development Council (CWDC) grants from. Since then, the post has been funded through the Children's Services commissioning budget (formerly Early Intervention Grant). The Service Level Agreement specifications are available at Appendix 2. These are summarised in our strategic aims, which are:

- to support and strengthen voluntary, community and faith sector organisations working with children, young people and families in Wirral
- to promote and support influential, effective partnerships with the statutory sector, within the voluntary, community and faith sector and with other sectors

The Coordinator is employed by a host organisation, which was Forum Housing Association for the period of this report.

This report is a summary of the Wirral Link Forum Annual Report for the year ended 31st March 2014, which is at Appendix 1.

2.0 Key Achievements 2013-14

- We have increased our membership by 19% this year, reaching 121 voluntary, community and faith sector organisations that are working with Wirral children, young people and families. Although this is a fraction of the Sector on Wirral, we are engaging a diverse range of organisations, from local branches of national charities and mid-sized local charities, to parent support groups, faith groups and community youth organisations. We've also seen an 8% increase in the number of organisations sending representatives to our monthly meetings
- Our free *introduction to safeguarding children and young people* training sessions, delivered by Wirral's Safeguarding Training Officer, Steve Withington, were well-attended, particularly by smaller local organisations and faith groups. We were able to facilitate 5 sessions this year, attended by 165 volunteers and paid staff. Feedback from the sessions is favourable and demand remains constant
- The Child Poverty Awareness eLearning module was made available for staff and volunteers from all sectors across Wirral. More work is needed to encourage

completion of the training across the Trust and plans are in hand for delivery of face-to-face sessions in various organisations

- We continue to provide representation across the structures of Wirral Children's Trust and Safeguarding Children Board, enabling the voluntary, community and faith sector to work together with statutory partners to improve outcomes for Wirral children and young people.

3.0 Key Issues and Challenges 2014-15

- Funding to the voluntary, community and faith sector has seen continued cuts, resulting in the downsizing or closure of some member organisations. This could result in reduced capacity to represent the Sector within multi-agency groups, and engage in Link Forum meetings. We need to ensure that we continue to encourage a diverse membership and support members to take up representative roles for the Sector.
- Statutory job losses, restructures and remodelling of statutory departments have led to the loss of established relationships with our statutory partners. Combined with the cuts to the voluntary, community and faith sector, this could impact on our ability to influence future services and outcomes for children, young people and families in Wirral. However, the remodelling of services also offers an opportunity to influence service delivery from the outset and we need to ensure that our representatives are supported to do this.
- Our own funding has had a substantial reduction, resulting in a reduction in the Coordinator's working hours and cuts to other spending, such as office costs, meeting room hire and staff training. The Children and Young People's Department have assisted by offering a desk for the Coordinator in Hamilton Building and member organisations have offered meeting space. The reduced capacity of the coordinator has pushed us to refocus our work and a new Strategic Plan has been developed to guide Wirral Link Forum through the next stage of our development.
- Competition for scarce funds could cause divisions in the Sector but it is important that we continue working together for the best outcomes of our children, young people and families. We need to have meaningful discussions about consortia development in Wirral and to encourage more partnership working.

4.0 Recommendations

That the Children's Trust Board:

1. Note the report
2. Acknowledge the vital contribution of the sector to the work of the Children's Trust Board
3. Consider the continued funding of Wirral Link Forum

Report Author: Lynn Loughran, Link Forum Coordinator

Contact: lynn.loughran@wirrallinkforum.org.uk 07531 909 999

Appendices:

- I. Wirral Link Forum Annual Review 1st April 2013 – 31st March 2014
- II. Service Level Agreement 2013-14 Service Specifications



Wirral Link Forum

Improving outcomes for children, young people and families

Annual Report **1st April 2013 – 31st March 2014**

Contact details

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Our Mission Statement

Wirral Link Forum will ensure that voluntary, community and faith sector organisations play an active role in influencing the shape and delivery of services for children, young people and families in Wirral, and will develop the workforce to meet the needs of Wirral's children, young people and families.

Introduction

Wirral Link Forum is a network of voluntary, community and faith sector organisations and groups working with children, young people and families in Wirral, Merseyside.

We are the representative forum for those groups and organisations and act as the link between the voluntary, community and faith sector and the statutory sector. We have worked extremely hard to ensure representation from the sector is valued within Wirral decision making, joint planning, commissioning structures and workforce development.

We learn from each other

Paid worker in local family support charity speaking about the value of Wirral Link Forum

Background

Wirral Link Forum was formed in 2005 in response to the requirement under the Children Act 2004 for greater involvement and participation for voluntary, community and faith sectors in the planning, decision-making and delivery of services to children and young people. Led by member organisations, with the support of a Co-ordinator, Wirral Link Forum provides information, support and a voice to local groups delivering services to children, young people and families. We enjoy good working relationships at all levels and are respected for our input and expertise as equal partners with statutory bodies.

We are a practitioner-led organisation, learning and supporting each other and the Link Forum Co-ordinator role has always been filled by an experienced practitioner from Wirral's children and young people voluntary, community and faith sector. We are able to use the knowledge and experience of members to complement the work of Wirral's local infrastructure organisations, VCA Wirral and Wirral CVS, who don't currently have a specialist structure for children and young people. We are one of the few specialist children and young people voluntary, community and faith sector

support services remaining in the North West, even though the demand for such a service exists throughout the region.

The current Government's austerity measures have impacted on our relationship with statutory partners, as budget cuts have led to the loss of staff within partner organisations and restructures and remodelling of statutory departments. Funding to the voluntary, community and faith sector has seen continued cuts, resulting in the downsizing or closure of some member organisations. We are determined to ensure that we have representation across the new structures in order to influence future services for Wirral children, young people and families.

The strategic aims of Wirral Link Forum are:

- to support and strengthen voluntary, community and faith sector organisations working with children, young people and families in Wirral
- to promote and support influential, effective partnerships with the statutory sector, within the voluntary, community and faith sector and with other sectors

Key Achievements this year

- Membership increased by 19%
- Engagement with Link Forum meetings increased by 8%
- 165 volunteers and paid staff attended our *introduction to safeguarding children and young people* training sessions
- On-line Child Poverty Awareness training made available for staff and volunteers from all sectors across Wirral
- Sector engagement across the structures of Wirral Children's Trust and Safeguarding Children Board, through representation.

Action and Impact

Our activities and achievements this year

Aim 1: to support and strengthen voluntary, community and faith sector organisations working with children, young people and families in Wirral

Ensuring that member organisations are better informed, resourced, skilled and managed, enables them to deliver high quality services to Wirral children, young people and families. We use a variety of methods to keep member organisations informed about changes to legislation and guidelines nationally and locally.

Our website is used to communicate news, initiatives and events, with news items added daily, and a weekly e-bulletin sent to member organisations and statutory partners to alert them to additions to the site. Feedback on the website and e-bulletin is universally positive but we continue to look for ways it can be improved.

The website is a useful resource to link with if there is any information that we want the wider partners across Wirral to be aware of or if we need to consult for any reason.
Statutory health partner

This year, the bulletin was emailed to 173 colleagues from 121 organisations delivering services to children, young people and families in Wirral, a 19% increase on last year. Over half of these organisations (56%) deliver services Wirral-wide, as can be seen in figure 1.

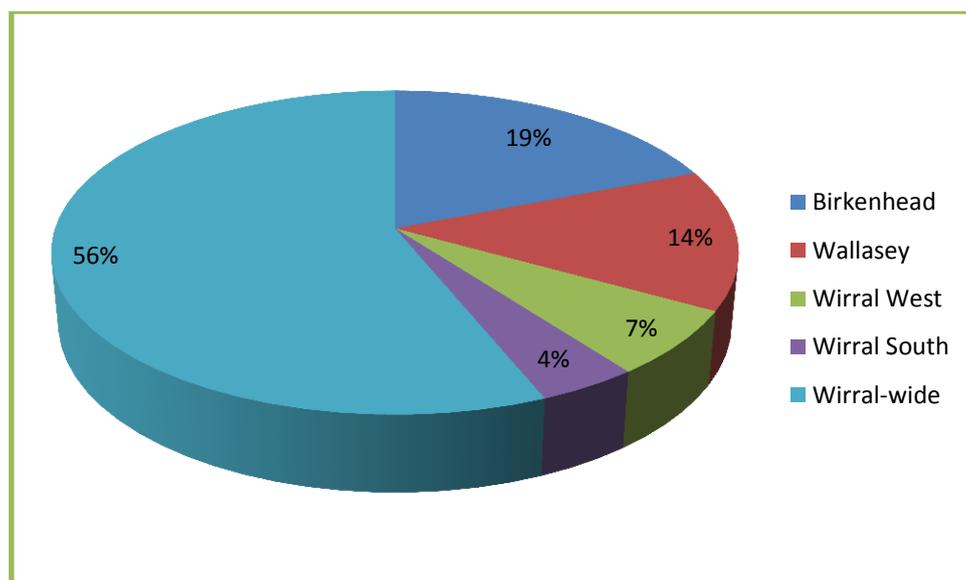


Fig. 1: Constituency area of service delivered by organisations on mailing list

Our monthly meetings give our member organisations the opportunity to share best practice across the sector and to hear about new initiatives and changes to procedures and processes from guest speakers from the statutory sector. For example, this year we heard about the new constituency committees, targeted preventative services gateway and locality teams and the distance travelled tool. Speaking at our meetings enables our statutory partners to circulate relevant information in a timely fashion, not only to meeting attendees, but to the wider sector through the meeting minutes and our website.

The Link Forum meeting was really valuable. I'll definitely look out for the date for the next one

New worker in charity running activity groups for children

Safeguarding children and young people is uppermost in the concerns of our Sector and is on the agenda at every Link Forum meeting. We held a Safeguarding themed meeting this year, with the Local Authority Designated Officer and Safe Network Regional Director giving presentations. We also had advice on completing Section 11 Safeguarding Audits from the Wirral Safeguarding Children Board Business Manager and shared policy documents and procedures with each other.

A standing agenda item at our monthly meetings allows members to share news and events in their organisations. We also have a Member Presentation regularly, which gives an individual organisation the opportunity to showcase the services they deliver. In this way, members are able to stay informed of the breadth of service delivery to Wirral children, young people and families. In addition, we held a Speed Networking Event, allowing individuals to get to know each other's organisations better in a less formal manner.

70 representatives from 34 voluntary, community and faith sector organisations attended our meetings this year, 10 of which were sending a representative to a Link Forum meeting for the first time. The range of services delivered by those organisations can be seen in figure 2 below, which shows 28% offering some aspect of family support, to parents or to children and young people.

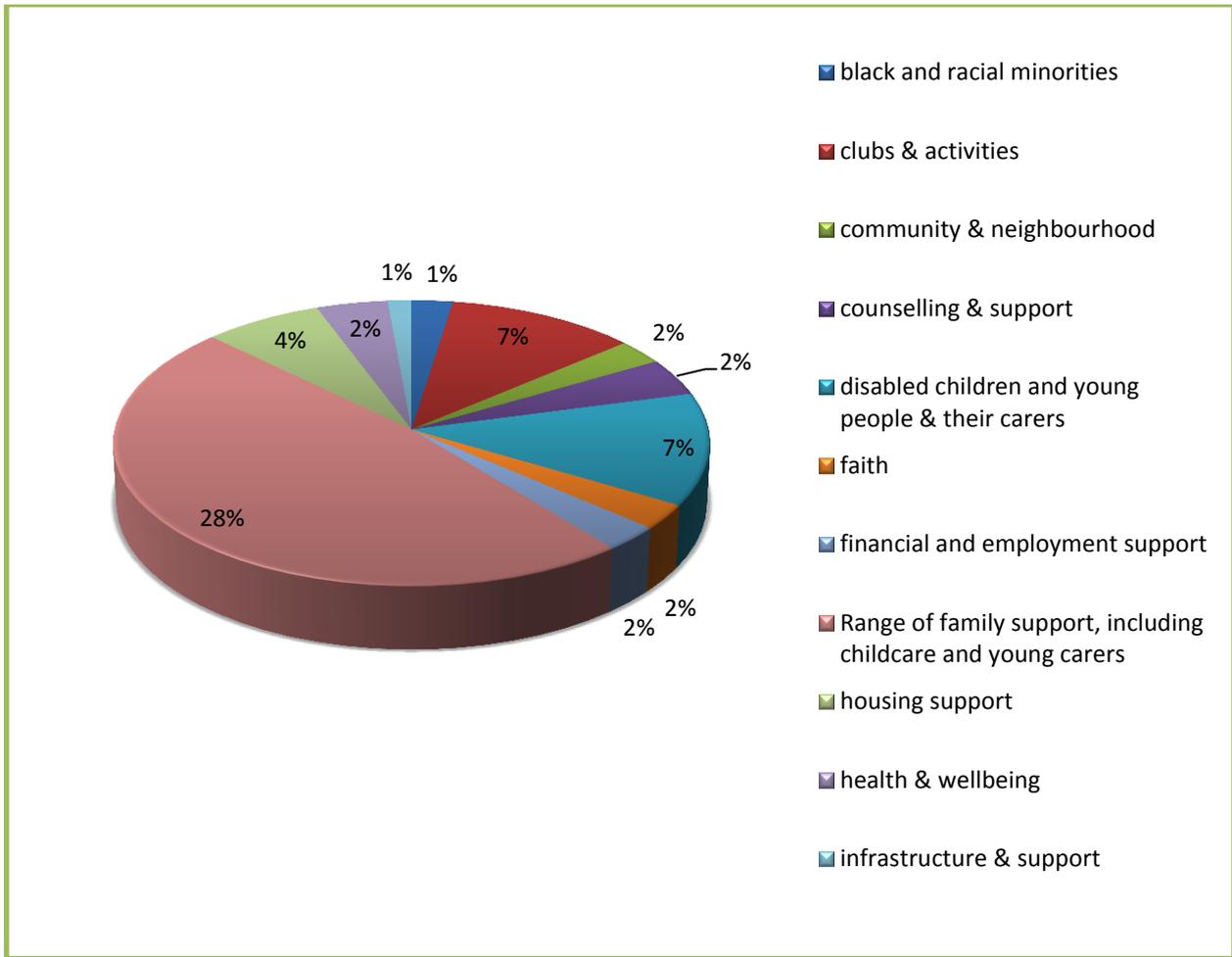


Fig. 2 type of services offered by organisations attending Link Forum meetings

We understand the importance of supporting workforce development across our Sector and we promote and encourage attendance at relevant training. Training opportunities, such as Wirral's Multi-Agency Safeguarding Training Programme, are circulated via the website and e-bulletin. We are able to share recommendations from member organisations for training providers and offer opportunities to share training with partners across the Sector.

A lot of smaller organisations struggle to source basic safeguarding training. We arrange and administer regular *Introduction to safeguarding children and young people* training sessions, delivered by Wirral's Safeguarding Training Officer. The sessions are offered free of charge to voluntary, community and faith sector organisations working with Wirral children and young people and are held at a variety of times and venues, to better suit volunteers and staff in the Sector. We can only do this due to the generosity of member organisations in offering us venues and refreshments without charge.

Fantastic training and appreciated an evening session. Thank you so much for organising and facilitating these sessions
Volunteer safeguarding lead in local church group

This year, we were able to deliver 5 training sessions to 165 staff and volunteers from Wirral’s voluntary, community and faith sector. Figure 3 shows the scope of organisations that have accessed the training this year. The previous year we delivered 3 additional sessions to 69 more staff and volunteers. The decreased delivery this year can be accounted for by the fact that the training hadn’t been available before last year, therefore demand was higher. We anticipate demand for this training will remain constant in future years.

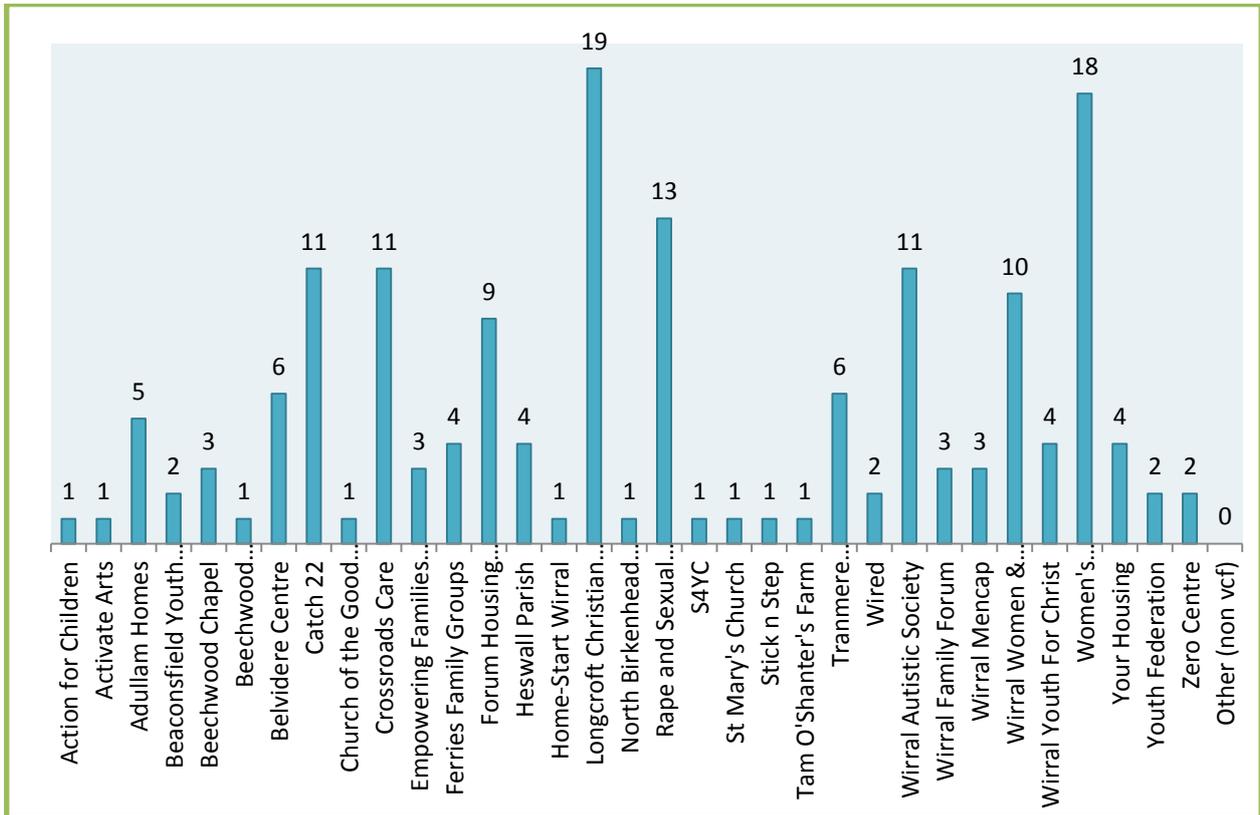


Fig. 3 attendees at intro to safeguarding cyp training sessions, by organisation

Our coordinator developed an e-learning module, in partnership with Home-Start Wirral and a Council Officer, available on the Wirral Learning Pool site aimed at all staff and volunteers across the Children’s Trust. 32 people have completed the module this year, with a further 43 people who have registered for the training but not completed it. This is disappointingly low, and it is hoped the planned relaunch of the e-learning site will help to encourage engagement. 76% of those who have engaged in the training are from the voluntary, community and faith sector.

We are represented on the Children’s Workforce Development Strategy Group and have an active role in the group’s Strategy and Plan.

Aim 2: to promote and support influential, effective partnerships with the statutory sector, within the voluntary, community and faith sector and with other sectors

We want a strong and influential voluntary, community and faith sector, which is appreciated as a key effective partner in the design and delivery of services to Wirral children, young people and families.

We work to ensure voluntary, community and faith sector organisations have influence within relevant statutory structures through representation on the Children's Trust Board, Wirral Safeguarding Children Board and subgroups, and ensure involvement in the design, planning and commissioning of children's services in Wirral. We have provided representation on several task and finish groups, including the Multi-Agency Safeguarding Hub (MASH) Delivery Group and Local Special Educational Needs and Disabilities (SEND) Offer group, and some Council Officer Interview panels.

We had representation at key multi-agency events this year, including the Wirral Food Plan scoping exercise and the Asset-Based Community Development events. Following these events, we have looked at ways that Wirral Link Forum can work with our multi-agency partners to embed an Asset-Based Community Development approach into our work.

Our representatives speak on behalf of Wirral Link Forum and represent the views and perspectives of the voluntary, community and faith sector. We ask them to ensure that recommendations which benefit the Sector and the children, young people and families we work with are included in discussions and in the work of the Children's Trust. They are expected to report back to Wirral Link Forum and written reports are posted onto our website. New representatives receive an information pack detailing their role and responsibilities and are given support from the Link Forum Co-Chair's, coordinator and other representatives.

Details of representatives this year can be seen in the table overleaf (figure 4). We are currently reviewing our representative structure, following the reconfiguration of the Children's Trust Board and Wirral Safeguarding Children Board. Some of the groups have other voluntary, community and faith sector members to represent their own service users, in addition to our representative.

Group/Committee	Representative's name(s)	Representative's parent organisation(s)
Children's Trust Board	Bev Morgan; Mary Kilcoyne; Lynn Loughran	Home-Start Wirral; Catholic Children's Society; Wirral Link Forum
Wirral Safeguarding Children Board	Bev Morgan	Home-Start Wirral
Staying Safe strategy group	Mary Kilcoyne; Zoe Helms	Catholic Children's Society; Barnardo's
Being Healthy strategy group	Sue Barker; Kim Connolly	Forum Housing; Home-Start Wirral
Enjoy and Achieve strategy group	Steve Vasey	Wirral Autistic Society
Achievement and Economic Well-being strategy group	Jill Quayle	Tranmere Community Project
Intensive Family Intervention Programme Board	Mark Woodbridge	Catch22
Children First strategic board	Bev Morgan	Home-Start Wirral
Teenage Pregnancy Steering group	Sue Barker	Forum Housing
Children's Workforce Development strategy group	Lynn Loughran	Wirral Link Forum
CAF Quality Assurance group	Mary Kilcoyne	Catholic Children's Society
Safeguarding Learning and Development committee	Chris McMahon	Arch Initiatives
Children's Social Care Equality and Diversity reference group	Susan Goligher; Bernie Chapman; Lynn Loughran	Wirral Multicultural Organisation; WEB; Wirral Link Forum
MASH delivery group	Bev Morgan; Lynn Loughran	Home-Start Wirral; Wirral Link Forum
Lifelong and Family Learning Steering Group	Lynn Loughran	Wirral Link Forum
Local SEND Offer group	Lynn Loughran	Wirral Link Forum

Figure 4: Wirral Link Forum representatives on multi-agency groups 2013-14

The size and diversity of the voluntary, community and faith sector makes true representation difficult but we have attempted to gather relevant information for our representatives periodically. A snapshot of information from 38 member organisations last autumn revealed that they had worked with over 20,000 Wirral children and young people that year, across all 5 of the ECM outcome areas. We also asked what areas of Wirral they worked in and what age ranges they worked with. A summary of the responses is below:

- Number of respondents: 38
- *Number of service-users (children, young people and families) this year: 20,873*
- Areas of delivery: Wirral-wide – 34%; Birkenhead – 33%; South Wirral – 12%; Wallasey – 10%; West Wirral – 11%
- *Age Ranges of service-users: 0-5 14%; 5-11 20%; 11-18 25%; 18-25 19%; Parents 22%*

This year we are gathering information, on a phased basis, relevant to each Strategy Group's Action Plan.

Our coordinator has helped evaluate tenders for several Wirral Council contracts this year and has reported feedback to the Commissioner.

We are active members of the Children and Young People's North West Network and the Regional Safe Network, facilitating partnership work across the region and the sharing of best practice to our members.

The Year Ahead

Following the news of a drastic reduction in our funding for the year 2014-15, we held a meeting of Link Forum members, asking for their views on the value of Wirral Link Forum, above the work that is being done by local infrastructure organisations, and what work we should endeavour to continue. The main points of the discussion were:

- It's practitioner-led, which the local infrastructure organisations can't be, allowing us to learn from each other.
- Facilitation by the paid worker, who is always a practitioner too, is essential.
- The information exchange is invaluable. The eBulletin and website spreads news easier and enables members to keep up to date with developments, allowing them to offer better services. There's so many changes occurring, it would be difficult to keep up without Link Forum.
- The networking opportunities are also invaluable, allowing members to get to know each other in a relatively informal and accessible way.
- Link Forum is a central resource, allowing us to find out what's available locally.
- The Co-ordinator is a good ambassador for the sector, has the respect of key people within the statutory sector and has built strong relationships with them.

- The basic safeguarding training sessions are really important, particularly to groups with no, or few, paid staff.
- Link Forum meetings should stay monthly as members can't always attend every meeting and, if meetings were bi-monthly, it would be easy to lose touch with developments if they miss one meeting.

Priorities in order of importance to members:

1. Information exchange
2. Membership support
3. Workforce development

Based on this meeting and previous discussions, we have developed a Strategic Plan for 2014-17, adding a third strategic aim, ***to develop Wirral Link Forum as an efficient, effective and sustainable organisation***, in addition to the two aims we were already working towards, as noted in this report. We need to continue to welcome and encourage a diverse membership of Wirral Link Forum and to source and secure funding to retain a paid worker and develop further services.

Due to the current financial situation, the coordinator's working hours have been reduced and we have looked at other ways to reduce costs, such as utilising member organisation's venues for meetings. We have been able to reduce office costs due to the offer of a desk in Children and Young People's Department for the coordinator.

We will continue to develop the website and e-bulletin to respond to the needs of our members and will look for greater involvement from members in the representation structure, to reduce the workload of the coordinator and those who currently sit on several committees and groups.

We will continue to encourage partnership working across the voluntary, community and faith sector and other sectors and will support the development of consortia within our sector.

Summary

We expect the year ahead to be difficult for Wirral Link Forum, our member organisations and statutory partners, with further cuts to funding and services already announced.

We need to continue to grow, develop and adapt in order to be able to support our members to continue to deliver the services and support Wirral children, young people and families need to thrive.

For further details about Wirral Link Forum, please visit our website

www.wirralinkforum.org.uk



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APPENDIX 2

SCH1 SERVICE SPECIFICATION

Service:

The Service Provided

Employment of the Link Forum Co-ordinator to act as the conduit between Wirral Link Forum and Wirral Council's Children and Young People's Department. The service will be reviewed every six months against the requirements of the service specification.

The purpose of the Service Provision is to:

1. To support the implementation and further development of the Common Induction Programme across the Wirral Children's Workforce
2. To support the development of Wirral Link Forum as a vehicle for multi-agency working within the governance structures of the Children's Trust
3. To increase the role and contribution the voluntary, community and faith sector have in service planning, commissioning, policy development and consultation
4. To develop mechanisms for disseminating information and good practice across the Voluntary Community and Faith and statutory sectors, contributing to the Health and Well-Being Board, Joint Strategic Needs Assessment and any other strategies/plans for children and young people
5. To support the voluntary and community sector in implementing Wirral Local Safeguarding Children Board's procedures and national safeguarding guidance
6. Provide advice and support to CYPD during the commissioning cycle
7. Report back to CYPD any concerns from the Voluntary, Community and faith sector, any concerns relating to policy development and implementation raised by or identified through dialogue with Link Forum members.
8. Represent the voluntary, community and faith sector at the Children's Trust Board and other relevant meetings, at the discretion of Wirral Link Forum Co-chairs

The service will be provided by:

The Link Forum Co-ordinator, employed by Wirral Link Forum and hosted for by Forum Housing Association

Sch 1.2 Service Level Outputs

Sch 1.2.1 Unless otherwise agreed as a variation under this Agreement then the Link Forum Co-ordinator agrees to achieve the following targets:

- Attend monthly Link Forum meetings
- Attend quarterly Liaison meetings with CYPD
- Attend Children's Trust meetings
- Meet monthly with Parenting and Prevention Commissioning Manager.
- Attend commissioning planning meetings
- Membership of commissioning panels
- Production of evaluation reports following all CYPD commissioning programmes and completion of programme contract extension arrangements
- Membership of Children's Workforce Development Strategy Group
- Delivery of four briefings for Link Forum on Children's Workforce issues
- Development of a clear two-way communication strategy to disseminate information to Wirral Link Forum members, ensure views of the third sector are represented to the Children's Trust and ensure communication from the Children's Trust to the sector

APPENDIX 2

- Establishment of agreed performance measures to underpin impact of Link Forum Co-ordinator's work plan
- Provision of quarterly report to Link Forum Liaison meeting reporting progress against performance measures

Sch 1.3 Specific Outcomes of the Service:

Sch 1.3.1 The Link Forum Co-ordinator will work with Staff in CYPD and help to meet the following outcomes:

Increased involvement by Voluntary, Community and Faith Sector providers in the planning, policy development, commissioning and delivery of services for children, young people and families.

Sch 1.4 Reviewing the effectiveness of the Service between the Council and the Service Provider

Sch 1.4.1 The Service Provider will:

- (i) ensure that appropriate records that conform to statutory requirements are kept in respect of all staff employed in the provision of the service (whether paid or volunteers) in regard of recruitment; references (including CRB checks and Enhanced CRB checks); training as required by the relevant Statute Laws
- (ii) keep appropriate records in respect of a full financial breakdown of how the funding was spent
- (iii) records of all complaints made by those in receipt of the service and the outcomes of any investigations carried out in respect of them
- (iv) monitor the provision of the service and provide evidence to the Council that service users are satisfied with the service. That any issues arising in respect of the provision of the service have been investigated and resolved; or what may still be required to resolve the issue. A formal report including this information to be available to the Council Quarterly in arrears.
- (v) Agree with the nominated Council Officer, the performance measures which will be monitored on a quarterly basis.

Sch 1.4.2 The Council will:

- (i) appoint an officer who will be responsible for the formal reviewing of the satisfactory functioning of this Agreement and the provision of the service
- (ii) appoint an officer who will be clearly responsible for day-to-day contact with the Service Provider
- (iii) assist the Service Provider in resolving any problems that arise in the course of the provision of the service
- (iv) ensure that the financial support dedicated to the provision of the service is paid on time
- (v) ensure that copies of any documentation required in respect of the provision of the service (statutory legislation or instruments, guidance, codes of practice or quality standards) are made available to the Service Provider
- (vi) make formal inspection/review visits to the Service Provider including observation of the service being provided
- (vii) carry out a formal assessment of the functioning of the service no later than nine (9) months after the commencement of the provision of the service. Formally advise the Service Provider that the outcome of this review has been satisfactory or otherwise.

WIRRAL CHILDREN'S TRUST BOARD – September 2014

Early Years and Children's Centre Review

1.0 Background

To update members of the Children's Trust on the outcome of the Early Years and Children's Centre Review.

2.0 Review

A review of the Early Years and Children's Centre offer was directed by the Cabinet Member for Children and Young People's Services in April 2014. This was to respond to both required finance efficiencies of £2m (agreed in December 2013) and changes to National Guidance (April 2013).

The Early Years' service which is responsible for the Children's Centres) has not been subject to a review since the inception of the children's centre offer 2002.

The review was progressed and managed as a consultative and inclusive approach, through a strategic multi-agency core group during April – August 2014. During this period four workshops were held to consider ways forward.

Service specific information was also considered and Local consultation activities with service users and partners took place to gather views to advise the review.

The report following the review was detailed in August 2014. It advises four recommendations that were detailed as findings from the review.

It is important to note that the extent of Early Years has a far wider sphere of activity than Children's Centres, much of which is legislative and is delivered as part of statutory duties levied at the Local Authority. This includes such as the Family Information Service, the 2, 3 and 4 year old early education offer and support for the wider early year's private, independent and voluntary sector.

3.0 School readiness – A single Outcome

Key to the review and its future implementation has been both the endorsement of one overarching outcome for early childhood services '**school readiness**' in that children are ready to learn and ready for school at age 5 years.

The core group advised on an outcomes framework (attached). It is anticipated that all early childhood services will align through the outcomes framework that will advise planning, delivery and future commissioning requirements.

4.0 Recommendations

1. The Children's Centre offer is developed to become an *integral part of the early help offer* through effective identification and support of children and families who need targeted early help. An overarching aim is to safely reduce the number of children referred to social care or accessing specialist/statutory services and who are at risk of resulting poor outcomes.

2. Work to establish strategic and operational policies and procedures to ensure that a joint service offer across the Borough's early childhood services develop – reducing duplication, and cost and improving outcomes. This will include agreements for effective and robust information sharing.

This will include more formal partnership arrangements drawn up between the Council and health visiting and the Council and Jobcentre Plus (as statutory partners).

3. Staffing Structures developed as outreach teams for four constituency areas, designed around need and population. A Central Business Support Team will also be developed to secure the wider Early Years and Childcare remit and offer essential support to the operation of delivery and activity.

4. To secure one main Children's Centre (which will be designated with DfE as full core purpose offer centres in each of the Constituency Localities [4]). This will give a named children's centre for every child and support the local authority to carry out its statutory function to evidence sufficient children's centre activity.

It is anticipated that all other current buildings will be preserved through partnership working with key stakeholders such as schools, health, and the voluntary, private and independent sector to offer an element of targeted support in those areas where there is a high local need identified. This will see the 18 Children's Centre buildings deliver as:

- 4 main hubs or designated children's centres
- 4 outreach or satellite of the main hubs
- 2 work as an extended nursery school to offer service delivery alongside the poverty hub schools
- 4 potentially transferred to be delivered by schools
- 4 to be further developed with schools and partners

5.0 Next Steps

Public consultation to progress the recommendations which will advise a future delivery approach for the early years and children centre service will be required and formal HR consultation will be applied for all staff affected by the resultant changes to the current position.

It is expected that the saving for 2015-16 will be achieved by:

- Implementing a staffing model delivered as outreach teams (based on need and demand) and an early year's business team.
- Retaining four designated Hub Children's Centres (the current position of sustaining 16 designated Children's Centres that all deliver the full core purpose offer is not viable)
- De-designated 12 children's centres – four of which will be retained as outreach provision of the Hub Children's Centres
- Supporting two of the 12 de-designated (Leasowe and Ganney's Meadow nursery schools) to offer extended services as part of the nursery school provision and alongside the poverty hub schools.
- Exploring the option for four of the de-designated children's centre buildings to be transferred to co-located school sites, to deliver the 2, 3 and 4 year old offer as part of the wider school offer.
- Explore with partners the potential to use the remaining four buildings differently as a wider partnership offer.

An early year's steering group is being developed and will oversee the implementation, developments and ongoing delivery.

It is anticipated that implementation will progress from April 2015.

Report Author:

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Appendices:

Early Years and Children's Centre Review – August 2014

Outcomes framework

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“Every single child without exception should be equipped, emotionally, socially and developmentally to start **school ready** to learn and to reach their own true potential, regardless of their ability, background or personal circumstance”

The ambition and expectation of this review is that proven best practice becomes common practice.

Contents

Foreword	5
Executive Summary	6
Introduction and Background	8
Current Position	
Children's Centre buildings and delivery	10
Partnership working	10
Statutory Partners	10
Health	11
Jobcentre Plus	11
Family Support	11
Outreach	12
Advisory Boards as Governance	12
Business support	13
Finance and Resource	13
Methodology	15
Findings	17
1. Outcomes	18
2. Children's Centre Buildings	18
3. Service Delivery	19
4. Partnership & collaboration	21
5. Resource, commissioning, outsourcing	22
6. Staffing and workforce considerations	23
7. Building on existing success	23
8. Marketing and rebranding	24
Risks	25
Recommendations	
1. Targeting the offer	26
2. Integration & collaboration	26
3. Staffing structures	27
4. Buildings	28
Conclusion	29
Moving Forward	29
Appendixes	30

Foreword

I am a great advocate of early year's services and have openly supported the developments over the last decade or so. However I also recognise that we still have a distance to travel to not only narrow the gap and improve school readiness for some of our most disadvantaged youngsters, but to eradicate the impelling intergenerational issues influencing and impeding our communities.

I am pleased to have led on the development of Wirral's strategic review of Early Years and Children's Centre services and although the current climate is one of significant austerity that has given way to significant challenge, reducing costs has not been the main driver in the process. The approach and purpose has been to ensure that the services on offer and the providers of those services for our youngest children remain progressive and fit for purpose.

Throughout the period of this review and the work undertaken to progress it, I can confidently report that there is a shared consensus across partners, the workforce and our communities that we must continue to strive to improve what will be available to our youngest children and their families going forward. Whilst the resource won't be comparable to what we have had in recent times, there is a genuine belief that it will be through our collective energy and shared resource, on our onward journey where we will have the biggest impact and make the biggest difference. Working independently or in silos is no longer an option that we can afford to let happen.

We need to challenge this position, ensure that we spend the Wirral pound wisely and ensure that our youngest children get the recognition, support and respect they deserve.

I also wanted to make explicit that the findings from this review do not dispute that there is strong and validated evidence of some outstanding practice and very effective partnerships across our early childhood services.

"I have made no secret of my own expectation that every single child without exception should be equipped, emotionally, socially and developmentally to start school ready to learn and to reach their own true potential, regardless of their ability, background or personal circumstance"

**Councillor Tony Smith,
Cabinet Member Children and Family Services, Wirral Council**

Executive Summary

A project brief outlined the scope of the strategic review of Early Years and Children's Centres in March 2014 and has seen it progress through a strategic group of cross organisational representatives. It has been directed by the Cabinet Member for Children and Young People's Services, led by the Director of Children and Young People's Services and progressed by the Head of Targeted Services from April to August 2014.

The strategic review of Early Years and Children's Centres has considered the local approach against a backdrop of internal (to Wirral) and national developments and the required financial efficiencies for 2014-16. It has reviewed available data to anticipate future need and has detailed options for a redesigned service offer, setting out the requirement of Children's Centre buildings. This will ensure ongoing borough wide coverage for a Children's Centre offer. Essential to this has been the requirement to review (as a parallel approach) and confirm future governance arrangements for the centres, in order to future proof the offer.

The review has considered changes to statutory guidance (2013) which gives much more flexibility to how services are offered and advises that the core purpose must relate directly to the wider duties that Local Authorities have to improve the well-being of and reduce inequalities between young children in their area.

It has reviewed the Childcare Act 2006, as amended by the Apprenticeships, Skills, Children and Learning Act 2009 (the ASCL Act) which places a duty on local health services and Jobcentre Plus to work together with Local Authorities to secure integrated early childhood services to improve the well-being of young children.

It has reflected available research and deliberated statutory partnership requirements and the wider stakeholder offer. Integral to the ethos is how we target the future offer as a fundamental component of the early help approach, - which is key to managing demand and improving outcomes for those children and families most in need and linking through a whole family approach to the Troubled Families programme (known locally as the IFIP or Family Intervention Service).

Fundamental to the review has been the requirement to consider and achieve financial efficiencies of £2m, agreed for the period 2014-16. These are in addition to previous budget cuts for the service which progressed through a remit to protect front line delivery and reduce layers of management. It is clear on a number of levels that this as an approach will not sustain or support further efficiencies and will splinter an already fragmented infrastructure for the service.

There is no doubt that the review has evidenced that the service offer requires significant transformation and strategic and political endorsement from across the range of organisations and agencies.

There is a need to challenge not only the Local Authorities approach, but those departments, organisations and agencies that are inter-dependent to making the wider offer effective and efficient to take the service forward.

However the overarching aspiration for the review was much wider, with an ambition to realise a context for future delivery that is comprehensible to service users, communities and professionals, regardless of who provides the service.

Key issues to come from the consultation sessions have been grouped into seven overarching concepts applied to progress the report and guided objectivity and to some degree supported a self-regulating role in the process. It is envisaged that each will require substantial consideration through the planning and implementation stage.

The approach taken to progress the review has considered the extensive range of information that has been made available. High level responses have been collated into eight themes that have progressed from the review, which are reflected on and advise the 4 high level recommendations; Targeting the offer, Integration and Collaboration, Staffing Structures and Children's Centres.

An outcome framework was developed and agreed as the most effective way to align delivery, services, agencies and organisations.

Outcomes Framework

Overarching outcome	School Readiness			
It is noted that school readiness will be measured by the age of five (the end of the foundation stage) and that contributory factors along the child's journey and developmental trajectory are reliant on and influenced by a child's family, the successful blending of the wider health, education and social offer and the child and its family's community environments.				
High Level Indicators	Health	Child Development	Parenting Capacity and Resilience	Parents ready to work and ready to learn
Targets	Low birth weight of babies	Early Communication, Speech and Language	Physical health	Jobcentre Plus. Return to work target 43% of income support customers to off flow by week 52
Breastfeeding prevalence	Physical development	Emotional well-being	Keeping your children safe	
Smoking status at time of delivery	Social & Emotional development	Social networks	Basic skills	
Under 18 conceptions	Intellectual development	Education and learning	Citizenship	
Excess weight at age 4-5 years		Boundaries and behaviour	Volunteering	
Vaccination coverage		Family routine	Peer and community advocacy	
Infant mortality and tooth decay in children aged 5		Home and environment	Qualifications	
Attendance at A&E Department for accidental injuries			Physical health	
			Access to Childcare	
Service deliverables		Health Weight Management Programmes including HENRY & cookery classes	2, 3 & 4 year old early education	Targeted parenting groups inc Solihull, Parenting Puzzle & ADHD
Breastfeeding Support	Active Tots	Young Parents' Group	Family & Community Learning Team inc ESOL, Literacy & Numeracy	
Smoking cessation	Child Health programme	Grandparents Group	Volunteer programme	
Antenatal support	Messy Play	Bumps to Babies	Work Clubs	
Now you are a Parent (practical workshops)	Baby Bounce & Rhyme	Parents to Be Ante-natal Group	Brokerage & support for childcare	
Infant Feeding support	Wiggles to Giggles	Home Learning programme	Confidence building programmes	
Baby Massage	MaKaton	Family Support	Budgeting support	
Home Safety Checks & funded safety equipment	Discovery Play	Parenting support in the home	Wirral Advocacy 1:1 support	
	Rainbow Group		Free Legal Advice	
	Child Development Service			

The work of the review has considered relevant and current research and the Wirral-based study funded by the Westminster Foundation & conducted by the Centre for Family Research & Psychometrics Centre, University of Cambridge agreed to adopt the school ready indicators it has produced.

Introduction and Background

From 2002 (like all other Local Authorities) the Sure Start Children's Centre offer in Wirral grew quickly. It was part of a comprehensive long term government strategy to develop integrated early childhood services for children pre-birth to five and their families. The national programme which was backed by significant grant funding (capital and revenue) saw Wirral achieve its target to develop and deliver 16 Children's Centres (which was originally delivered through 25 buildings). It very quickly became an established universal service offer locally, which continues to be highly valued by local families.

Wirral continues to have 16 designated Children's Centres, which now operate through 18 buildings (six buildings transferred to schools 2013, one condemned). More recent developments have seen them group together in to four clusters of Children's Centres (one group in each of the four constituency areas). However each centre continues to open for a minimum of 10 hours a day, offer services all year round and all still offer all elements of the service specification, which is despite a significant reduction in both grant and core funding over recent years.

This position is also regardless of changes to the statutory guidance (2013) which gives much more flexibility to how services are offered and advises that the core purpose must relate directly to the wider duties Local Authorities have to improve the well-being of young children in their area and reduce inequalities between young children in the area.

The core purpose of Children's Centres (2013) is noted as being to; improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in:

- child development and school readiness
- parenting aspirations and parenting skills
- child and family health and life chances

There is also a considerable and growing body of research and evidence (i.e. Wave Trust, Begins before Birth) that has highlighted the enormous influence that a baby and young child's earliest experiences can have on later life chances.

The impact on outcomes and the financial sense that this makes is a significant factor and the review recognises that Early Years has an absolutely vital role to play.

The Early Years' service, which is responsible for Children's Centres, has not undertaken or been subjected to a fundamental review since its inception in 2002 or completion of the Children's Centre programme locally (2010). Subsequently any changes and funding reductions have been managed in a silo and ad hoc way.

Considering this position the review of the Early Years and Children's Centres offer (2014) has therefore been directed by the Cabinet Member for Children and Young People's Services, led by the Director of Children and Young People's services and progressed by the Head of Targeted Services for the Council. The process has been undertaken and managed through a strategic core group of cross organisational representatives, during April – August 2014.

Outcomes of the review will be considered at a meeting of the Council's Cabinet in September 2014. This will allow sufficient time to progress a consultation on a new model of delivery and implement recommendations from April 2015.

This review makes it explicit that there is strong and validated evidence of some outstanding practice and effective partnerships. However, it conversely recognises that the service has become out of step with more recent statutory requirements (to deliver to a targeted offer for those most in need) and that the motivation to make explicit the requirement for statutory partners (namely health and Jobcentre Plus) to work together more efficiently and effectively has seemingly gone unchallenged across Wirral's strategic networks.

The ambition and expectation of this review is that proven best practice becomes common practice.

Current Position



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The map highlights the current number (16) of full core purpose offer Children's Centres and illustrates their geographical location and proximity to each other. The circles around the centres symbolise a one mile radius.

CHILDREN'S CENTRE BUILDINGS AND DELIVERY

Wirral to date continues to have 16 designated Children's Centres. 14 are directly delivered by the local authority and two are commissioned through a service level agreement with two maintained nursery schools.

In 2013 the 14 Children's Centres were clustered in to 4 groups - one in each of the constituency areas. This was in line with an ambition to work to the evolving neighbourhood approach and as part of Wirral's Targeted Service offer. This position is in line with the statutory guidance (2013) that advises that Children's Centres must relate directly to the wider duties Local Authorities have to improve the well-being of young children in their area and reduce inequalities between young children in the area.

Resource for the centres has reduced from £8.8 million to £6 million during the period 2012 - 14 and neither original grant funding nor ring-fenced arrangements have been sustained. There has also been changes to the statutory guidance (2013) and whilst a duty (Childcare Act 2006 the Apprenticeships, Skills, Children and Learning Act (ASCL) 2009) still applies to the Local Authority, to ensure there are sufficient Children's Centres to meet local need, it gives much more autonomy and flexibility in how services are offered.

Despite these changes each centre continues to offer services for over 10 hours a day, offer services all year round and provide all elements of the core offer service specification. This position can clearly not be sustained.

The statutory guidance (2013) stipulates that Local Authorities should ensure that Children's Centres offer differentiated support to young children and their families, according to their needs. However, most Children's Centre services are still offered on a universal basis to all families, within their reach area (children living in the boundaries of a specific footprint of each Children's Centre) and children and families can still access most services regardless of whether or not the child/ren or parent meet the requirements for the service.

Changes to the demographics regarding super

output areas has not been considered in planning to date. The allocation of resource not differentiated and Children's Centres continue to deliver a similar range of services regardless of their location.

Transformation to reflect local need and changing requirements will be considered.

0-5 year old population figures and need

Area	0-5	20%	80%
Birkenhead	6059	4192	1867
South Wirral	3359	474	2885
Wallasey	5034	2559	2475
West Wirral	4481	660	3821

The table above represents the 0-5 population by constituency areas. Highlights the 20% of children living in greatest need areas and also represents the rest of the 0-5 population by constituency areas.

PARTNERSHIP WORKING

The Local Authority values the extensive range of partners and acknowledges the significant contributions they make to the Children's Centres offer. The Council recognises the work carried out to improve the life chances and outcomes for young children and their families and that it will continue to rely heavily on them in the future.

Recommendations from the review will ensure that partners have a significant role both through delivery and as part of the decision making process pertinent through the advisory boards. Local Authorities should ensure that advisory boards have representatives from all interested groups and bodies, inclusive of local community, faith groups and childcare providers.

STATUTORY PARTNERS

This section of the report accentuates the role of those partners (commissioners of local health services and Jobcentre Plus), who are seen in statute as having a legal duty (Childcare Act 2006 the Apprenticeships, Skills, Children and

Learning Act (ASCL) 2009) placed on them, necessitating them to work together with the Local Authority, in its requirements to deliver integrated early childhood services. It goes on to state that wherever possible they must provide early childhood services through Children's Centres. This position will form a fundamental component of any future delivery model. The review has also considered the ongoing transfer of the 0-5 health visiting programme, to the Local Authority and the tender process to secure a provider. The review through the Head of Targeted Services will play an active role in the preparation for future delivery.

HEALTH

There is evidence of effective working with health and all Children's Centres have a named health visitor. There is a commended neo natal programme in partnership with midwifery services and Arrow Park Hospital and where relationships are strong a joined up approach is evident.

A jointly delivered antenatal parents programme is in place in the Children's Centres, with midwives, health visitors, Children's Centre staff and physiotherapists, taking an integrated approach to service delivery

However information sharing protocols between the Local Authority and commissioners of health services, to enable effective sharing of bulk data (such as live birth data), whilst ensuring that the requirements of the Data Protection Act 1998 and other relevant legal provisions are complied with, still requires a number of actions to be completed to effectively support improved results in this area of work.

The transition of Health Visitors to the Local Authority will also require infrastructure being put in place to support collaborative working arrangements.

JOBCENTRE PLUS

Children's Centres have a responsibility to and do encourage families to improve their skills, employment prospects and financial situation. However the reduction of child poverty has to

be given a higher priority for the Children's Centres, going forward and targeted to those families most in need. The review period has not hampered development in this area; arrangements for the Lifelong Learning service to become an integral part of each area offer and developing a closer working relationship and strengthening links with the Jobcentre Plus is underway. In turn, Jobcentre Plus have established training programmes with local skills and training providers to assist parents who will become eligible to move from income support to job seekers allowance in the near future.

This approach will enhance the statutory offer for targeted support to assist families in gaining access to employment support and advice, debt advice and volunteering opportunities. The current developmental work as advised through Guidance (2013) has also ensured that this is in conjunction with the Troubled Families programme.

FAMILY SUPPORT

In 2013 as part of the developments for Wirral's targeted service offer, there were considerable changes to the family support offer that sat as part of Children's Centre delivery. It was moved to become part of the newly developed Family Support Service, linked to the development of the Gateway (and the Troubled Families programme).

This approach has ensured that there is a collaborative offer of access to early intervention and targeted support, for those young children and their families who are at risk of poor outcomes.

It also ensures that those Troubled Families with young children have access to appropriate specialist support to meet their needs.

The overarching ambition will be realised as part of the wider demand management of services from critical and high cost interventions to the right support and as soon as a problem starts to emerge. The associated finance and staffing in respect of this area of business is in the region of £1.1m, currently part of the £6.0 million identified for Early Years resource.

OUTREACH

Each of the four Children's Centre groups has an established outreach team that focuses on parenting capacity and group work. Outreach delivery is a valued service offer that works closely with the family support service and wider partners to ensure services are made more accessible to those families whose children are vulnerable to poor outcomes, but who are less likely to attend Children's Centres.

Nationally

Outreach delivery was established early in Sure Start programmes and continues to be noted and renowned nationally for its effectiveness in its delivery.

The approach focuses on:

- Targeting Children's Centres services at young children and families within an area
- Targeting those who are at risk of poor outcomes
- Using data and analysis of local need to develop approach
- Using a broader range of buildings through which services are delivered. For instance this can be family homes, community buildings, church halls and schools.

This model of delivery has seen considerable success in improving contact, particularly with vulnerable children and families and those living in the most disadvantaged communities.

Locally

Whilst work locally shows a slight increase in take up it demonstrates that not enough of those children and families who fit the target groups are taking up the Early Years service offer. Further developing of delivering Outreach services will better support this position and enable the offer to be directed to those least likely to engage by working in and through a range of community buildings.

Children's Centre activity should not be wholly dependent on buildings and well developed outreach delivery is renowned for its effectiveness in:

- Supporting families before, during and after specialist programmes and/or interventions
- Providing opportunities to help families develop resilience to risk factors
- Promoting child development and early learning on a child's journey to school readiness

ADVISORY BOARDS AS GOVERNANCE

Changes that resulted in grouping Children's Centres together last year saw advisory boards move from 14 separate advisory boards to four. This inadvertently created disruption and the need to consider a different approach to meet the changing needs.

Advisory boards for Children's Centres are mandatory and changes to both Statutory Guidance (2013) and the Inspection Framework for Children's Centres (2013) further impacts the local position.

In addition, the methods used through the review have assessed the functions and remit of the advisory boards and evaluated them as needing to take a more crucial role in decision making and as commissioners of local services.

This initiated significant development requirements for the advisory boards to ensure that the Children's Centres can effectively and efficiently carry out their required statutory functions.

Both remedial action and longer term developments are now being put in place. This will ensure that arrangements are fit for purpose and flexible enough to respond to changing needs and priorities.

Outreach delivery was established early in the Sure Start programme and continues to be noted and renowned nationally for its effectiveness in its delivery.

BUSINESS SUPPORT

Fundamental to the review has been the requirement to consider and achieve financial efficiencies of £2m, agreed for the period 2014-16. These are in addition to previous budget cuts for the service which focussed on a requirement to protect front line delivery and reduce levels and layers of management. These earlier reductions to the service have adversely affected the ability to respond to a number of Early Years functions.

There is a wrongly held assumption by many that the extent of Early Years is through the remit of Children's Centre delivery. Early Years has a far wider sphere of activity, much of which is legislative and is delivered as part of statutory duties levied at the Local Authority.

This includes:

- Supporting all private providers, including child-minders, out of school providers and school holiday care through information, advice and guidance.
- Ensuring that appropriate training is available to all childcare providers
- Supporting new business start up including appropriate introductory training for childminders to ensure Ofsted readiness
- The provision of information, advice and guidance to all families with children aged 0 – 19 years (25 years if child has additional needs)
- A brokerage service to support and empower parents and carers to access appropriate childcare for their child
- Ensuring that there is sufficient childcare to meet local needs
- Administer and provide support to ensure that all eligible 2 year olds are able to access their legal entitlement of 15 hours funded early education, according to government criteria
- Administer and support all parents to access 15 hours funded early education for 3 and 4 year olds

Recommendations from the review will consider a representative staffing resource to effectively carry out the required functions.

FINANCE AND RESOURCE

Maintaining 16 full core purpose offer Children's Centres is already proving difficult to resource. The position will be impossible to sustain within the context of the Council's financial position and the need to make the additional savings required going forward.

Benchmarking data from 2013/14 from statistical neighbour comparators and Northwest region comparators, suggests that Wirral sits on the median line but the information shows a mixed picture and no clear correlation between levels of child poverty and spend on Children's Centres and is likely to be out of date.

Resources for the centres have reduced from £8.8 million to £6.0 million during the period 2012-14 and neither the original grant funding nor ring fenced arrangements have been sustained.

Previous savings in 2012-13 totalled £0.8m and in 2013-14 were £2.0m. These have been achieved through measures such as remodelling the Business Support and Quality assurance functions and transferring satellite centres to schools. In addition it is expected that £0.8m will be achieved through changes to Council operated day care.

The current budget of £6 million can be broken down as follows:

- Staffing: £3.8 million (including £1.1 million of family Support and Fixed Pension Costs of £0.5 million)
- Premises: £0.6 million
- Supplies & Services: £1 million
- Recharges: £0.6 million

Savings of approximately £2 million have been identified from 2014-16 which are part of the detailed review. The outcome will ensure savings from premises, supplies, services and Early Years Staffing. In addition there is an anticipated Council funding shortfall for the period 2015-17 of £45 million which indicates that further budget reductions may be required.

At this point in time there is a Children's Centre budget of £6 million this still needs to be reduced by part of the £2 million savings target in 2014-16 (£1.5 million). In addition the changes from a previous service review in 2013 to develop the Targeted Service offer by moving Family Support resources support the newly developed Family Intervention Service have still to be reflected.

Therefore at this stage the controllable budget for Early Years and Children's Centres going forward is likely to be £2.3 million as below:

2014-15 Budget	£6.0m
• Less: agreed savings to implement in 2015-16	£1.5m
• Transfer of Family Support	£1.1m
• Recharges and Fixed Pension costs	£1.1m
<hr/>	
Early Years and Children Centre available budget	£2.3m

The budget and resource identified for the review has not considered in detail the resource element that contributes to early help from wider partners.

It is important to note that spend on Early Years currently represents about 45% of Council spend on early intervention and prevention services. There are other services such as Family Support, Youth and Play and Restorative Practice which aim to support families early when additional needs emerge in order to prevent needs escalating.

A TABLE TO INDICATE THE AVERAGE RANK, DEPRIVATION PERCENTILE AND POPULATION OF THE 16 WIRRAL CHILDREN CENTRES

Children's Centre	Average IMD Rank	IMD %	Population 0-4 year olds	Population Total	
Brassey Gardens	800	2.46%	1060	3779	10%
Rock Ferry	1949	6.00%	1273		
Seacombe	2520	7.76%	1446		
Birkenhead & Tranmere	4665	14.36%	1441	1441	20%
Leasowe	7191	22.14%	1187	2384	30%
Liscard	7441	22.91%	1197		
Cloughton	10,727	33.02%	1157	3508	40%
Ganneys Meadow	11,210	34.51%	1175		
Bromborough	12,899	39.71%	1176		
Prenton	16,182	49.82%	1128	1128	50%
New Brighton	17,748	54.64%	1204	1204	60%
Eastham	19,902	61.27%	1164	3231	70%
Bebington	21,912	67.46%	1019		
West Kirby	22,336	68.77%	1048		
Greasby	23,111	71.15%	1096	2258	80%
Pensby	25,887	79.70%	1162		

Methodology

This section of the report will summarise the range of methods used to progress the strategic review and examine performance. The review has considered current research and statutory partnership requirements. Key will be how we target the future offer as part of the early help approach, to manage demand, improve outcomes for those children and families in most need and reduce the strain on the public purse.

The review of Early Years and Children's Centres has progressed through a strategic core group of cross organisational representatives.

The group is made up of:

- Health
- Public Health
- School improvement partners
- Schools
- Social Care
- Audit (Wirral Council)
- JobCentre Plus
- Commissioning (Wirral Council)
- Voluntary, Community, Faith sector
- Private Sector
- Human Resources(Wirral Council)
- Finance
- Early Years Managers
- Locality Managers
- Family support
- Planning and Performance
- PR and Marketing

A range of data was collected and analysed including high level performance indicator data but also statistics on centre usage and information about the most vulnerable families.

A financial breakdown of the allocation of finance for each Children's Centre was produced and used to support the rationale and attempts were made to produce a financial analysis comparative with other Local Authorities.

A sample of case studies of families supported by the family support service were scrutinised to assess the effectiveness of the service in enabling families with young children to return to universal services.

Desktop research was also undertaken during the same period to enhance the understanding held in relation to how other Local Authorities, faced with similar circumstances, have managed to mitigate against or manage budget and resource reductions.

Visits by our early year's managers to other Local Authorities and reciprocal visits were undertaken to share learning, which contributed to the review and subsequent findings.

The current work around the transition of 0-5 (0-19 for Wirral) health services to the Local Authority as a public health domain will be respected and duly considered.

If we started again what would our Early Years offer look like?

The strategic core group participated in four key workshops which considered:

1. Why review

- Statutory responsibilities and the changing landscape for Early Years
- The significant role of key partners
- Targeting the offer
- Early help
- The current local offer, numbers, needs and buildings
- World Café
- Planning for consultation

2. What are key considerations

- Making sense of the funding envelope
- Recent and compelling research to guide a local approach
- Commissioning requirements
- Raising expectations for the targeted cohort of young children

3. Considering wider determinants

- What does HMCI tell us?
- Agreeing outcomes to support a local approach – points of engagement
- What are we currently achieving for the Wirral pound and what does duplication look like?
- The role of Audit and Quality Assurance going forward
- The role of governance going forward

4. Starting with a blank canvas

- If we started again what would our early years offer look like?
- Use of buildings – accessibility, clusters, shared usage, affordability
- A targeted offer – evidence, impact and outcomes
- Brave and radical decisions, shared responsibility and accountability

(An additional session was held with the nursery schools, Children's Centres, head teachers and Children's Centre managers – to extend and explore ideas and consider particular views regarding individual Children's Centres).

The World Café technique was used to consult. The methodology is renowned for involving people in group dialogue and also provides representation for the way knowledge is generated. 107 events were progressed through the Children's Centres and involved advisory boards, service users, local community representatives, partners and staff.

The world café events started with the strategic core group, who were asked to discuss a specific question. The same question was asked across all events, quickly transforming individual knowledge into collective learning and intelligence.

'If we are to continue to give children and their families the very best start we can, what will a reduced Early Years and Children's Centre offer look like?'

Additionally over 20 one to one or small group meetings, progressed to engage with and involve those unable to attend the workshops, to ensure engagement and the voice of individuals or groups were represented or to support engagement at a very specific service level. Representatives were made up of internal and external partners as well as regional colleagues.

This consultation process has been fundamental in supporting progress against the strategic review of early year's services. The analysis noted seven key issues to come from the consultation sessions and eight emergent themes as key findings.

Findings

SEVEN KEY ISSUES

Seven key issues emerged from the consultation and have developed as overarching concepts applied to progress the report and guided objectivity and to some degree offered a self-regulating role in the process. It was envisaged that each will require substantial consideration through the planning and implementation stage:

1.	There was a plea from many to apply common sense - the cuts are significant and require careful and pragmatic management. Relying only on strategic thinking to accomplish the required outcomes, could hinder local decision making.
2.	Cross party political support - was deemed crucial by the core group and a range of participants, who communicated that unenviable and difficult decisions and which will be adverse will need to be made to progress the level of funding cuts. The impact would be far reaching for all communities.
3.	Workforce development -and the requirement for this to be considered at a cross organisational level, stronger collaborations and shared skill sets was a main finding.
4.	Findings also emphasised the need for Chief Officers and strategic representation across other organisations to explicitly sign up to the resultant change programme to ensure the service continues to flourish as a valued resource.
5.	Silo mentality - anxiety was raised in respect of organisations (potentially) looking inwardly during further austerity impeding partnership and collaborative practice.
6.	Regulatory and statutory practice which will have to be protected may be in contrary to what people would want to see retained as opposed to what has to be retained (local decision making opposed to central and prescriptive directive).
7.	The findings highlighted that a clear vision and planning will require key and crucial consideration across partners as soon as possible following decision making.

EIGHT THEMES

The following are the key themes to emerge through the review process, each will be given further consideration and advised recommendations:

1. Outcomes
2. Children's Centre Buildings
3. Service Delivery
4. Partnership and Collaboration
5. Resource, Commissioning, Outsourcing
6. Staffing and Workforce Considerations
7. Capitalising and Benefiting from Existing Success
8. Marketing and Rebranding

1. Outcomes

There was a strong suggestion (predominantly from the workshops) that induced the need to align delivery. The most effective way to do this is to agree outcomes and indicators that all services, agencies and organisations can align to – this in turn would enable clearer consensus against the impact services are having and allow change to be moderated based on impact. It will also support the delivery and direction of future commissioning arrangements and direction of the service.

Approval was reached (in line with the Children's Trust approach) that there should only be one outcome and four high level indicators to address needs across the early childhood portfolio. A draft Outcome Framework has been detailed (see page 7) for further consideration and sign off through the Children's Trust. It is anticipated that agreement for the Outcome Framework will be ratified as the recommendations from the review are endorsed.

2. Children's Centre Buildings

Throughout the review it was repeatedly noted that sustaining all the buildings on a full core purpose offer (delivering a full service offer all year round across a ten hour day) as is currently the case, is already impeding delivery.

A workshop 'starting with a blank canvas' used information available and local intelligence to detail ideas for further consideration.

- Whilst the Children's Centre buildings and the future use of the buildings generated significant interest, most respondents were pragmatic and wanted to establish and retain assets that would provide best result and best suit need, however there was also a level of sentiment (understandably) associated to buildings for some and for others a view that the centre/centres of personal interest should continue to be used above others.
- There was strong representation regarding each area sustaining one main or larger building
- There was also alternative suggestions of keeping more of the smaller buildings and releasing the assets of the larger buildings

- There was agreement that any future delivery model should be based on need and population
- Retention of staff featured strongly
- There was interest in looking to transfer buildings for use by local schools and a recommendation that schools should be approached during the consultation phase (required to agree a new model of delivery) to elicit interest in schools taking buildings on as part of the school offer
- Schools that have engaged in the consultation and those where communication has been progressed (to date) have not shown any commitment in delivering the full core offer - but this is not all schools and further work will be required to understand this position for the future
- There was also a radical view that no buildings should be retained and that instead a greater staffing resource should be preserved to deliver early childhood services from other buildings (community settings, church halls, school etc.) on an outreach basis. There is local evidence of a community building being used in place of a purpose built centre and deemed by parents to be more favourable to them
- Alternative to this was the view that all buildings should be preserved and used more widely in communities, fitting with neighbourhood models – the idea was that other community buildings would close to offset savings
- It was strongly felt that any buildings preserved should operate differentiated hours based on local need and to reduce overall cost
- Acknowledge that people, not buildings, deliver services.

3. Service Delivery

Considerable attention and detail was given to service delivery and the most significant debate from those professionals involved in the review was about the need for stronger collaboration and a truly integrated approach, which should observe the need to target and use evidence-based interventions. The predominance of the offer should respond to those families in greatest need of support and at risk of poor outcomes.

There was emphasis on the need to plan service delivery more coherently based on the guidance for a Children's Centre offer (coordination of all early childhood services) and consideration about what constituted a target group. It was agreed that Ofsted's definition of target groups which refer to the groups and families the centres identify as having needs or circumstances that require particularly perceptive intervention and/or additional support. The following list is not exhaustive and does not imply that all young children or families in any of these categories require additional support.

The target groups will vary according to the centre's identification of its community and their needs but in any particular centre may include:

- Lone parents, teenage mothers and pregnant teenagers
- Children from low income backgrounds
- Children living with domestic abuse, adult mental health issues and substance abuse
- Children 'in need' or with a child protection plan
- Children of offenders and/or those in custody
- Fathers, particularly those with any other identified need, for example, teenage fathers and those in custody
- Those with protected characteristics, as defined by the Equality Act 2010
- Children who are in the care of the Local Authority (looked after children)
- Children who are being cared for by members of their extended family such as a grandparent, aunt or older sibling
- Families identified by the local authority as 'Troubled Families' who have children under five
- Families who move into and out of the area relatively quickly (transient families), such as asylum seekers, armed forces personnel and those who move into the area seeking employment or taking up seasonal work
- Any other vulnerable groups or individual families including those young children and families identified as at risk of harm by other services – such as adult social care, schools, police, and health services
- Buildings are generally associated with the Children's Centre offer

Challenge was given to the widely held understanding that many Children's Centre services (locally) are still offered on a universal basis to all families, within their reach area and children and families can still access most services regardless of whether or not eligibility for the service was met (contrary are services such as the two year old offer, that prescribes eligibility against access to funding).

It was however noted that universal services will still be retained - midwifery, breast feeding support and much of the health offer is universal based on need as is the health visiting offer, the 3 and 4 year old offer as examples - will continue uninterrupted.

Many work clubs and adult learning are offered universally and many Voluntary Community and Faith organisations offer groups such as play and stay for all families and it is anticipated that these will still be available.

Groups will be supported to use buildings independently - through the developing advisory board arrangements.

Starting to truly define what early childhood services are regardless of who or where they are delivered from - in a context of collaboration and reducing duplication was key.

There will be a stronger emphasis on tracking the actions and strategies that leaders and managers employ to monitor the effectiveness and impact of a centre's work.

For example this may include using local data/compiling centre data that identifies the number of families living in the local area, using the centre, attendance at activities and follow up monitoring of children and adults to determine whether there has been any longer term impact.

3a. Service Delivery - a service user perspective

The review considered the service delivery offer from a family and community perspective, information was gathered from 107 sessions carried out through world café events in each of the local areas and noted that:

- There was a lot of responses for everything to stay the same and cutting services that affected children was viewed by some as outrageous
- Families demonstrated an attachment to services and cited groups as being important to them
- Families also demonstrated a strong attachment to staff and comments were often about individuals that had helped make a difference, or who their child was close to during groups and sessions
- There was strong affiliation to protecting jobs for those staff
- There was a close attachment to the centre/centres they used but stronger affiliation seemed to be to groups, or staff who were associated to them
- For many the centre was often seen as the only place to go to in the community or the only place they used to take up services
- Trust and loyalty also strongly featured to services on offer and to buildings although attachment to buildings seemed to be ordered lower than allegiance to staff and services
- Families were equally as attached to services offered from different buildings (as outreach) and again cited staff as important

3b. Outreach Delivery

Whilst seen as a component of the wider service offer, attention was given through the review, which endorsed outreach delivery as a valued service approach that could sustain without the need for an associated building. Concluding that Outreach Services are common for many services such as health visiting, much of the social work offer and family support.

The view by Ofsted was that it was a means of ensuring accessibility to those families

whose children are vulnerable to poor outcomes, but who are less likely to attend Children's Centre buildings was endorsed.

Outreach already focuses on a targeted approach and much of its group work is a valued service offer. The approach will focus on:

- Targeting Children's Centres services at young children and families in the area
- Targeting those who are at risk of poor outcomes through, effective outreach service
- Analysis of local need
- Using a broader range of buildings through which services are delivered

Each of the four Children's Centre groups has an established outreach team that focuses on parenting capacity and group work; the review suggested an increased use of outreach and a reduced dependency on buildings. There is a long standing appreciation that Children's Centre activity cannot be wholly dependent on buildings and well developed outreach delivery is renowned for its effectiveness in:

- Supporting families before, during and after specialist programmes and/or interventions
- Providing opportunities to help families develop resilience to risk factors, and
- Promoting child development

4. Partnership and collaboration

The review explored and made explicit, that there has been a long term drive that early childhood and those services that impact on outcomes for children and families in the earliest years should be joined up. Government determined that the vehicle to do this should be through Children's Centres. It went on to endorse in statute the required relationship between the core purpose of Children's Centres and duties on Local Authorities and statutory partners (health and Jobcentre plus).

The all party parliamentary group (APPG) with an interest in Early Years published its report, Best Practice for a Sure Start: the way forward for Children's Centres (2013) endorsing this overarching ambition.

Published inspection reports show that alignment with Jobcentre Plus is an issue for many children's centres across the country, and decreasing funding for adult education adds to the challenge. Where possible, however, the review felt that this aspect of the service should be strengthened, as part of helping parents to enter employment and improve family economic wellbeing. More recently work to integrate lifelong and family learning and work to deliver key elements of the European Social Fund training package, managed through the Jobcentre Plus has started to take place as a partnership with Children's Centres.

Whilst it was acknowledged that there remains a national debate around some of the information sharing challenges, which are reflected locally the review period has started to look at ways in which key partners can collectively improve on outcomes, service delivery and collaboration. A high level information sharing agreement is progressing, a strategic steering group will be formed after the review - this will develop as a longer term approach to ensure momentum and lead on actions to come from the recommendations.

The review;

- Appraised Sure Start Children's Centres statutory guidance to clarify what Local Authorities and statutory partners must do, because it is required by legislation and what Local Authorities and partners should do when fulfilling their statutory responsibilities
- Determined a strong emphasis on outcomes for children
- Directed involvement across the health economy and jobcentre plus services which provided the opportunity to refresh and confirm responsibilities
- Invited challenge, a forum and open dialogue to confirm responsibilities going forward
- Initiated significant developmental of the advisory boards to ensure that the Children's Centres can effectively and efficiently carry out their required statutory functions, that relies on partnership and collaboration

5. Resource, Commissioning, Outsourcing

The key themes to come from the review were in addition to several areas of essential developments that have started to progress as areas for significant improvement across the service. This has been both to assure that the review period would not obstruct progressive development, but also to attempt to make required improvements to a service that has grappled with considerable change over recent years. Motivated primarily by funding, senior staff and managers have been reduced resulting in a loss of skill, experience and local knowledge. In addition the wider resource allocation has reduced and it will take some time to develop the level of skills and experience required.

- The review period has advised both remedial action and longer term developments. This will ensure that arrangements are fit for purpose and flexible enough to respond to changing needs and priorities (primarily Children's Centre governance arrangements and information sharing governance)
- Personnel across partner agencies have also changed, along with local partnership arrangements and protocols that have effectively enabled the service to deliver to its prescribed requirements in the past
- The review identified a clear priority for further integration and collaboration and to better understand the shared economy for the delivery of early childhood and associated services within the borough
- The 0-5 transition of health services and the current tender position that will drive delivery from January 2015 has not yet completed and generates a level of uncertainty
- The full extent of the future of the two year old offer nationally and the understanding of the delivery of the offer locally continues to demonstrate considerable ambiguity, until such time that the position for a number of the primary schools is established
- There is a wrongly held assumption by many that the extent of Early Years is through the remit of Children's Centre delivery. Early Years has a far wider sphere

of activity, much of which is legislative and is delivered as part of statutory duties levied at the Local Authority. A focus going forward will be required to address this current gap for the service to ensure it is able to meet its strategic and legal priorities

The review has revealed all aspects of the service for others to comment and guide decisions, and for many this has created a further period of instability, however the openness of the approach and willingness by staff whose jobs and security are at risk has been commendable and they have entered the review open minded and report to have learned from the process.

The review will advise on savings for the period 2014/16 to achieve the required financial efficiencies of £2 million, agreed for this period.

Part of this saving (£500k) has already been identified in 2014 through streamlining, commissioning and vacancy control. In 2015/16 the new service delivery model will deliver the remaining savings of £1.5 million.

These amounts are in addition to previous budget cuts for the service which progressed through a requirement to protect front line delivery and reduce levels and layers of management. These earlier adjustments to the service have affected the ability to respond to a number of mandatory functions for early years. This review will correct this position.

The review reflected that until the service stabilises and agrees a delivery model, that services are not progressed to become an outsourced provision. This will not affect the ambition to develop and commission some elements and continue to progress with public health the implementation plan for the 0-5 transition plan (following it securing a provider).

It is felt that the current position could become even more challenging if attempts were made during this time to diversify or outsource the management of Children's Centres overall. It is

however possible to strengthen the approach through planned development of a commissioning specification for the service which will provide a sound platform for a tender exercise in future if that is deemed appropriate. The next 12 months will put the service in a much better place to agree locally what the offer will look like and what it will hope to achieve.

During this same period there has been a constant change to the national programme, Her Majesties Chief Inspector noted in his report (2014) that recent inspections of Children's Centres have found a sector that is characterised by turbulence and volatility. Children's Centres are changing rapidly, including reductions in numbers and changes in structures and organisation and there is ongoing debate nationally about the purpose of Children's Centres. While the government has defined the core purpose and published a refreshed policy document (2013) to this effect, the Education Select Committee recently concluded that the core purpose remains unclear.

6. Staffing and Workforce Considerations

The review and a number of the emerging themes have advised a greater clarity and focus on improved collaboration through agreed outcomes, integrated working and effective protocols to support organisations to develop together. This is as opposed to continuing to work purely to organisational directives – that can be at odds and support a silo mentality.

This will require effective operational frameworks and commitment at every level to support services to join resources and share the responsibility to improve outcomes for those most at risk of poor outcomes.

This is in line with corporate approaches across our respective organisations and a clear mandate that supports and commits to the overall approach. The review underlined:

- There was shared ambition about better integration across teams and services and a strong desire to reduce duplication
- That organisational constraints, boundaries and professional backgrounds inhibited cooperation in some instances
- That stronger relationships enhanced effective practice and in some instances made people less concerned about constraints finding ways through or around them - however it also noted that local, low key arrangements as opposed to organisational frameworks can impede and make arrangements fragile
- That shared workforce development opportunities must be increased and organisations challenged to enable this to happen (policy, cost and organisational performance)

7. Building on Existing Success

There is significant success across organisations and different delivery models that could help Early Years and wider childhood services to improve.

One such model is the emergent school poverty hubs whose approach to engage with local communities has been unrestricted/un-mandated and has sparked excitement and creative flair. Both schools operate in close proximity or as a colocated offer with the two nursery schools and Children's Centres, all four setting work through school Governing Body arrangements. It was acknowledged that whilst this development has sat outside the remit of the review there may be untapped potential to develop a more aligned approach.

Four schools operate on the site of current day nursery provision as part of the Children Centre offer and consultation to explore the options to more closely amalgamate the early education offer (if decisions are taken to cease the delivery of the day nursery offer) through the schools and the governing body is running as a parallel process to this review.

In September 2014 discussions with other schools who may be interested in using Children's Centre buildings or extending their early education offer (to include the two year old offer) will progress. There are already 3 primary schools extending their offer to include two year olds as part of the school provision.

There are lessons to be learned from the Voluntary, Community and Faith sectors who are often less prescriptive in their approach to meeting local need, can reap excellent results and constantly consider ways to reinvent themselves to stay current in the marketplace.

The advisory boards as governance arrangements are currently undergoing a period of intense development; this is to ensure they have a confirmed and prominent role in driving and directing local delivery in the future. It is anticipated that a robust governance model will ensure the core offer and future commissioned arrangements will be decentralised and funding and resource opportunities capitalised on.

Discussions concluded that whilst there is no room to reduce quality and quality assurance models there is much to learn from considering the approach and success of others.

The review has initiated an outward facing approach and encouraged staff to observe and be prepared to learn from wider good practice models - it has afforded a permission to change.

There are lessons to be learned from the Voluntary, Community and Faith sectors who are often less prescriptive in their approach to meeting local need, can reap excellent results and constantly consider ways to reinvent themselves to stay current in the marketplace.

8. Marketing and Rebranding

It was agreed that a future requirement would be for a different approach to marketing, branding and publicity generally for the centres and the service should be considered. It was strongly noted that the public sector services in general do not positively market or brand services, nor benefit from the advantages to come from this approach.

The review underlined:

- That the title/name 'Children's Centre' could have a detrimental effect, seeing some potential service users opting not to use the services at all
- A familiar summary to the discussions commonly concluded that; there is likely to be little or nothing going on inside the buildings which is of any interest to those who are not or do not have young children
- Dialogue during the review recurrently agreed that not only is there a need to positively market the services but that current marketing is poor or non-existent and is generally reliant on very local and low key promotion of services available
- A predominant view to emerge from the review was that a number of the buildings, offer facilities that are available and accessed by groups other than Early Years and this should be extended
- It was deduced from the numerous discussion points that service users did not consider the title of 'Children's Centre' particularly helpful or descriptive
- Whilst it was noted that take up is good in the Children's Centre with families who have children between 0-4 years old (and pre-birth), it remains largely unsubstantiated across the wider age group (as data capture is not in place or not as robust)
- A number of service user's partners and staff endorsed that this period could afford a positive opportunity to benefit and mark a new era for Children's Centres.

Risks

Throughout the period of the review risks have been identified, considered against the ongoing developments and will continue to be managed carefully to ensure that they can be moderated as work progresses, currently they are:

- Funding reductions not met in time frame
- Future cuts across Public Sector (unknown) could impede future delivery
- Claw back of Capital grants going forward from buildings if take up by partners is not secured
- Incompatibility of data and system issues
- Outcomes not achieved
- Not meeting regulatory frameworks associated to partners or the service
- Partners and key agencies not delivering to recommendations and impacting negatively on the ambition to integrate and drive outcomes up and associated costs down
- Adverse media coverage and damage to the reputation of the Council and partners
- Likely disruption to families as they adjust to a targeted delivery model on an outreach basis
- Not securing a resource to implement and communicate the new offer to service users to positively affect partnerships could present challenge

Recommendations

The following are recommendations advised by the review; they will guide a delivery model for the service and have been developed in conjunction with the 8 key themes to come from the review.

The review recognises that the recommendations indicate a broad direction of travel and that the service will need to continue to develop in response to strategic programmes (Future Council, 0-5 health transition, Troubled Families etc.). It is acknowledged that future budget constraints and issues affecting the public services will continue to be a key consideration for the service.

RECOMMENDATION 1: TARGETING THE OFFER

The focus of Children's Centres should further align to become an integral part of the early help offer through effective identification and support of children and families who need targeted early help, with the aim of safely decreasing the number of children referred to social care. This is a key objective of the wider targeted service delivery that responds to the needs of families with children 0-19 (24) years.

To establish Targeted Services, Preventative Family Support was amalgamated into a service offer for children and families with children 0-19 (24). For Early Years this is an investment of £1.1 million of staffing resource.

This as an approach is in line with the Council's commitment to early help as a preventative strategy and should be protected.

RECOMMENDATION 2: INTEGRATION & COLLABORATION

Integration and collaboration was a key and prominent feature of the review and was recognised and agreed as the most promising approach by partners for increasing support to collectively improving outcomes for the most vulnerable young children and their families.

This recommendation will work to establish strategic and operational policies and procedures to ensure that a joint service offer across early childhood services develop. This will be with specific responsibility for statutory partners.

Strategies and approach will be endorsed by the Children's Trust and the Local Safeguarding Board and ratified by the Health and Wellbeing Board and taken forward through Vision 2018.

Early Years is one of the four key objectives of the Vision 2018 programme, Integrated Children's Work Stream. The transformational outcome is that children are ready for school.

It is therefore recommended that;

- Formal partnership arrangements through a memorandum of understanding are developed between the Council and Health in relation to health visiting and Children's Centre services, to support effective services based on a graduated model of need. This should ensure that, strategies are detailed that will advise delivery frameworks for an integrated and collaborative approach, agreements for effective and robust information sharing with relevant partners will be detailed and it is anticipated that the pending implementation plans for the 0-5 transition programme will build on this approach.
- The work should extend wherever possible to include Local Authority, wider health and midwifery services and the developing targeted approach and tracking systems for children should be used to support children as they progress through school and relevant health activity.

- Formal partnership arrangements are drawn up through a memorandum of understanding between the Council and Jobcentre plus in relation to training and employment opportunities, based on the statutory guidance and building on the success of the troubled families programme. This will see wherever possible Jobcentre Plus services delivered through Children's Centres and built around integrating delivery plans with outreach teams. The work should wherever possible link to regeneration and lifelong learning activity, neighbourhood development and the 16 - 19 activity (particularly for young parents and prospective vulnerable young parents) and be part of the wider economic mobility plans for Wirral.

Published inspection reports show that alignment with Jobcentre Plus is an issue for many Children's Centres across the country, and decreasing funding for adult education adds to the challenge. Where possible, however, the review felt that this aspect of the service should be strengthened, as part of helping parents to enter employment and improve family economic wellbeing. More recently work to integrate lifelong and family learning and work to deliver key elements of the European Social Fund training package, (managed through the Jobcentre Plus) has started to take place through Children's Centres.

RECOMMENDATION 3: STAFFING STRUCTURES

It is recommended that Staffing Structures are developed as outreach teams to operate across each of the constituency areas. Staffing structures and resource will be developed to deliver early childhood services in each area and will be based on levels of need.

Staff will not be appointed to a building but instead will work and be responsible to deliver services across a constituency area and from the most appropriate location for the children and families accessing services.

It is also recommended that an early years Business Support team is developed to ensure

the delivery of the wider Early Years remit and ensure the local authority can respond more effectively to its statutory responsibilities.

Staffing structures will be designed to support the development and career progression of staff. They will also have an entry level for people moving in to work, creating not only a progressive structure, but ensuring a pathway through training and volunteer programmes. They will also support apprentice level entry to ensure we work closely with apprenticeship schemes and engage our young people.

Staffing for the service will focus delivery on a more targeted offer to respond to need and improve outcomes, they will work collaboratively with other service providers to ensure that not only the very best services are offered to children and families, but that we collectively make best use of the skill and resource available.

Staff will still operate from and base themselves in Children's Centres but will no longer be driven by the need to ensure availability of buildings regardless of service and community need. The offer and approach will ensure a much more flexible offer that can respond better to need and react to changes as they present.

The review has considered savings by allocating less to buildings to protect as far as possible front line staff to support service provision - acknowledging that people not buildings deliver services.

It is anticipated that some adjustment may be necessary longer term to support the implementation of the 0-5 health services following the securing of a provider and its implementation.

**RECOMMENDATION 4:
CHILDREN'S CENTRES**

Children Centres are designed to work with children and their families to offer coordinated services such as, health visiting, midwifery, employment services and adult learning. They work as a key part of Targeted Services to offer support to children and families at the earliest opportunity or when need becomes apparent (early help). But they also work with those children's and families who are subject to specialist and statutory services, particularly children with complex needs and those receiving child protection interventions (it is these children who are recognised as priority target groups).

Whilst it is a statutory responsibility to ensure there is enough early childhood provision to match need, it is not stipulated that it has to be delivered from children centre buildings and is often more likely to be accessed through a range of other locations, such as community buildings, health buildings, schools or even a families home, by some of our hardest to reach families. **The ambition is to move from harder to reach families to easier to access services.**

Whilst early years has been central to the review there was a recognition that the remit is often much wider. There was also a sense that buildings and delivery from them should be established to become community hubs for families. That will integrate services to deliver the support needed at a community level to tackle the underlying causes of crisis for vulnerable families. This as an ambition could engender further integration and see resourcing responsibilities and skill sets shared across a wider footprint.

The review process has made explicit a focus on protecting service delivery and has been keen therefore to ensure that the significantly reduced budget should ensure a delivery model that will enable children and families to continue to access a range of services delivered by experienced professionals.

Whilst there was a strong committed to preserving Children's Centres buildings, it recognised that to do this significant change to the way the buildings are used, managed and

delivered will be necessary. This approach will see a greater reliance on effective partnership working and a shared responsibility.

However it was also noted that buildings should not be protected at all costs and do not necessarily need to stay within the portfolio to continue to be used effectively by children and families. The recommendation is therefore to secure one main Children's Centre (which will be designated as full core purpose offer Centre) in each of the four Constituency Localities and one satellite building in each constituency area. This will afford a named children's centre for every child and support the local authority to carry out its statutory function to evidence sufficient Children's Centres.

It is expected that all other buildings will be preserved through partnership working with key stakeholders (see diagram on page 31) and will continue to offer an element of targeted support as an outreach provision. The apportioned budget allocated from the Council for the buildings will be Significantly reduced – with a reliance on a shared responsibility and responsibility.

This will see the 16 Children's Centres deliver as:

- 4 main hubs or designated Children's Centres
- 4 outreach/satellite of the main hubs
- 2 work as an extended nursery school to offer alongside the poverty hub schools
- 4 potentially transferred to be delivered by schools
- 4 to be further developed with partners

Children's Centres should align to become an integral part of the early help offer through effective identification and support of children and families who need targeted early help, with the aim of safely decreasing the number of children referred to social care.

Conclusion

The work has been progressed as a strategic review and invited other organisations, services and agencies to advise its direction, it has also been dependent on other parts of the wider organisation (for example information governance, HR and finance) and challenged other organisations, such as health and Jobcentre Plus as its statutory partners in terms of influencing change and getting it right for the future.

It recognises that overall the review will form the first part of an exciting onward journey, allowing the service to take stock and reposition itself. That further work to corporately shift the outcomes from the service to more strongly support and influence demand management and have a wider remit and responsibility in the longer term regeneration of Wirral.

Breaking intergenerational issues and getting it right in the Early Years or before it goes wrong makes social and financial sense and that is everyone's business.

The strategic core group, identified from an early stage in the review that a principle objective of the service in future should be to effectively identify and support those families in need of targeted early help to prevent the need for social care intervention and improve outcomes. The review focused therefore not just on the performance of the current service but how the service might need to respond and change to effectively deliver against the new "core purpose" and respond to vision 2018 as a vehicle to ensure that services are in the best shape they can be to respond to future need.

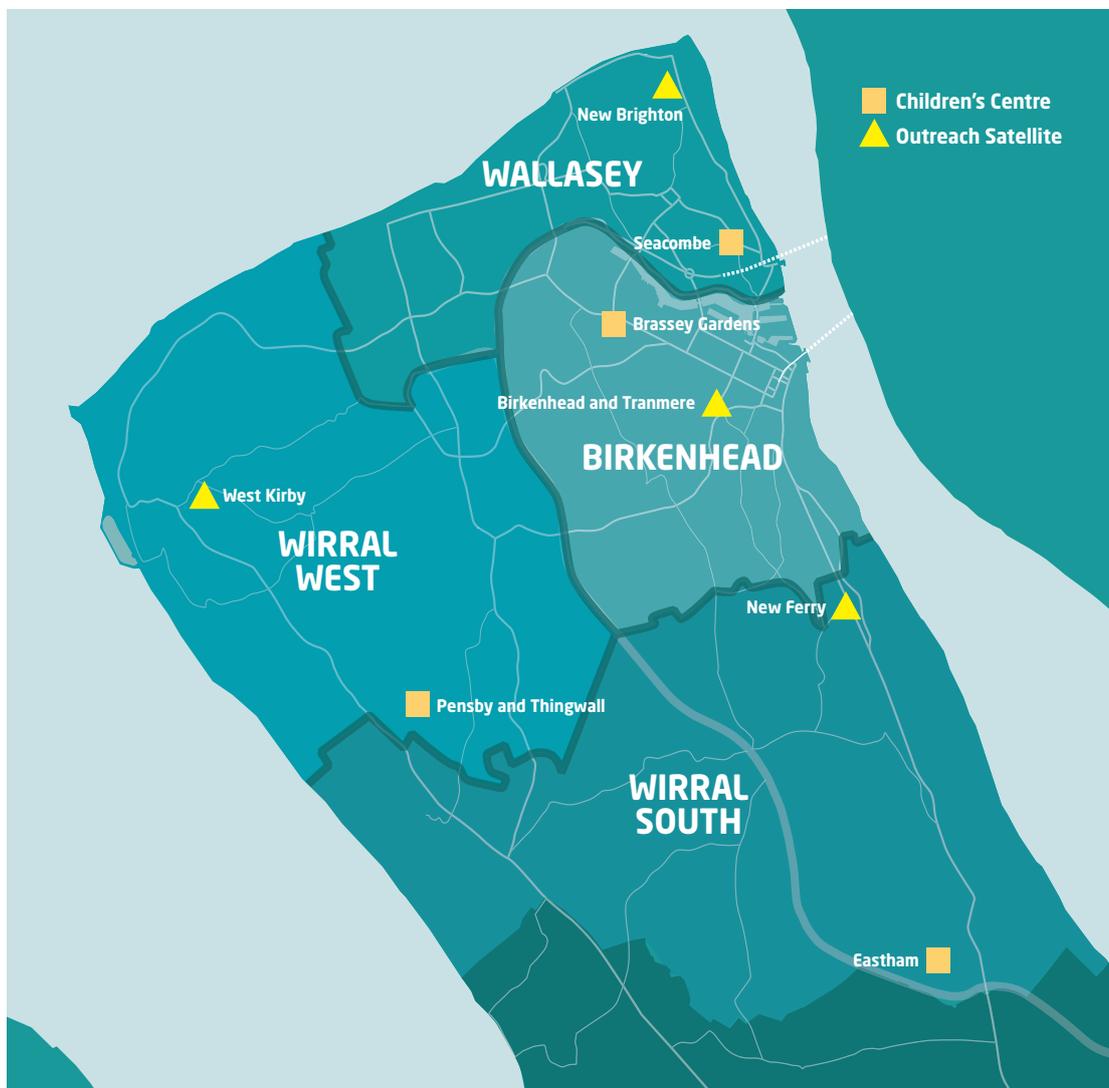
Moving forward - a confidence in the service

It is important to acknowledge that the service has continued to progress and develop during the period of the review and in fact the review process itself has exposed a number of developmental requirements. An improvement plan has run alongside the review, and will continue to oversee developments:

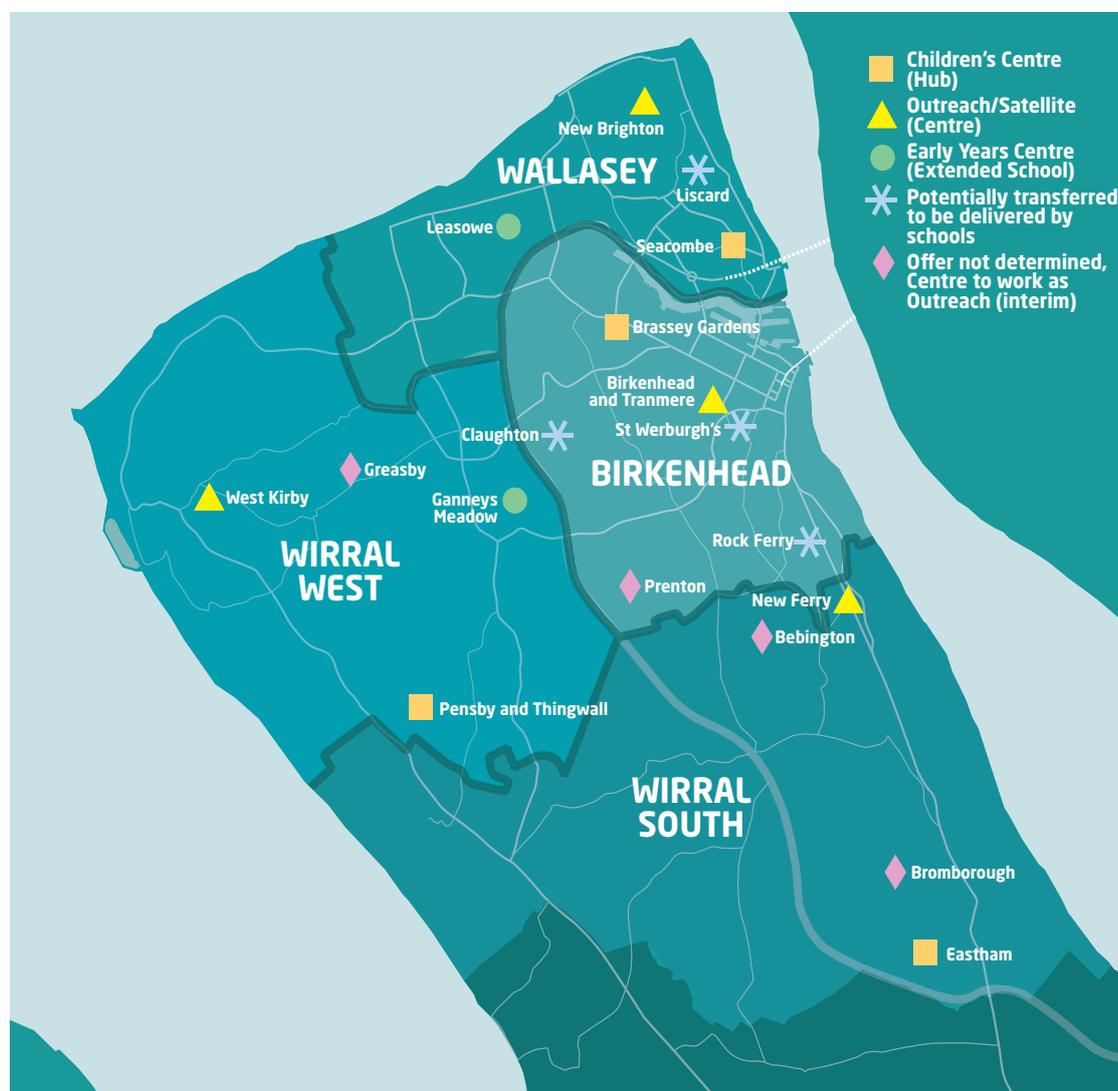
- Workforce development is crucial and plans are underway to focus on designing a leadership programme - which will consider leadership at every level. The programme will respond to both imminent and future need, grow a confidence in local staff as leaders of the future and guarantee the staff are positioned to respond to change and take the service forward
- HR consultation and statutory requirements to ensure the needs of the staff and council are considered remains a central focus
- Consultation regarding the day nursery service continues to progress and it is recognised that the final position could be contradictory to any agreed delivery models and will require careful consideration and management
- An interim multi agency Early Years steering group has been established and will progress and oversee developments for the service, it will report to the board for 'Vision 2018', the early help steering group and the children's trust.
- Work to deliver an Information Sharing Protocol Agreement between Health and Early Years is progressing, to ensure the service can appropriately target and track those most in need
- Advisory Boards As Governance arrangements have undertaken work to refresh current arrangements in place - following changes imposed last year and will progress through a programme of intense development to ensure leadership and governance is robust and fit for purpose.
- Jobcentre Plus and Lifelong learning are working with children's centres across four constituency areas to confirm joint working arrangements and ensure work ready targets are enhanced
- The Early Years Foundation Stage scores (2014) against a new baseline set in 2013 have started to demonstrate marked improvement
- Data Analysis has been highlighted as an area for further workforce development and will be used more proactively to demonstrate impact and to understand service and service user requirements

Appendixes

**MAP A:
DESIGNATED CHILDREN'S CENTRES (HUBS) AND OUTREACH/SATELLITE BUILDINGS**



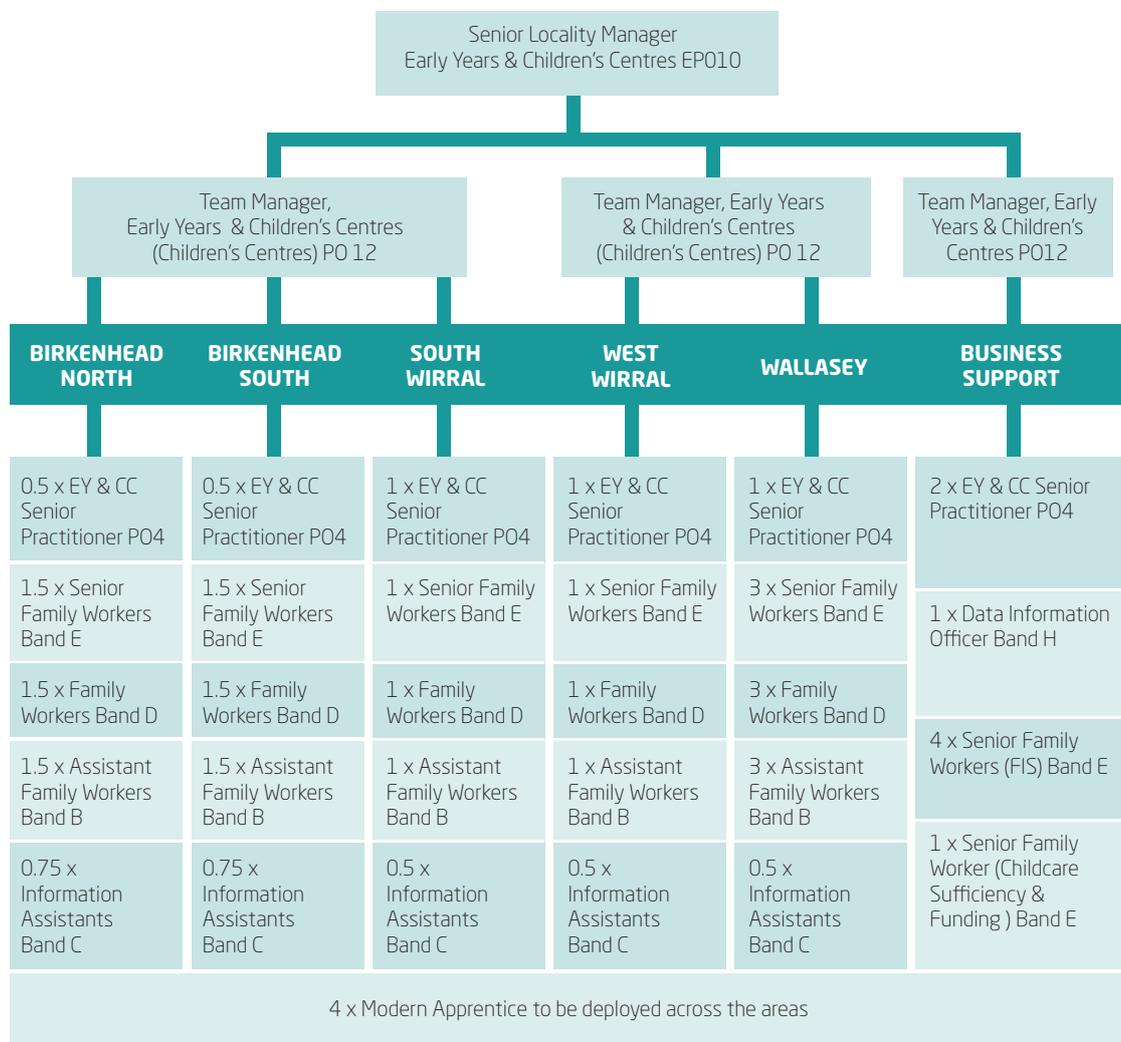
**MAP B:
PARTNERSHIP DELIVERY, RETAINING 18 BUILDINGS**



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- **Bebington:** Outreach Satellite or Partnership with school
- **Birkenhead and Tranmere: Cathcart Street** - Outreach building. **St Werburgh's** - Partnership with school.
- **Brasseley Gardens:** Main Children's Centre
- **Bromborough:** Partnership delivery
- **Cloughton:** Partnership delivery
- **Eastham:** Main Children's Centre
- **Ganneys Meadow Early Years Centre:** Maintained Nursery School with extended services
- **Greasby:** Outreach Satellite or Partnership delivery
- **Leasowe Early Years Centre:** Maintained Nursery School with extended services
- **Liscard:** Partnership delivery
- **New Brighton:** Satellite Centre
- **New Ferry:** Satellite Centre
- **Pensby and Thingwall:** Main Children's Centre
- **Prenton:** Partnership delivery
- **Rock Ferry:** Partnership delivery
- **Seacombe:** Main Children's Centre
- **West Kirby:** Outreach Satellite

WIRRAL CHILDREN'S CENTRES PROPOSED STAFFING STRUCTURE SEPTEMBER 2014



Please note that at this stage post titles and grades are indicative and are subject to job evaluation.

APROX COSTS:

PROPOSED ROLE	PROPOSED GRADE	APROX COSTS per FTE with on-Costs
2 x Team Manager Early Years & Children's Centres (Children's Centres)	PO12	£90,000 (2 x 45,000)
4 x EY & CC Senior Practitioner PO4	PO4	£140,000 (35,000 x 4)
8 x Senior Family Workers	Band E	£185,752 (23,219 x 8)
8 x Family Workers	Band D	£167,088 (20,886 x 8)
8 x CC Assistant Family Workers	Band B	£143,080 (17,885 x 8)
Family Information Assistants	Band C	£76,076 (19,019 x 4)

TOTAL NO. OF STAFF = 34**TOTAL COST £801,996**

1 x Team Manager Early Years & Children's Centres (Business Support)	PO12	£45,000
2 x Senior Practitioner (EYP/EY Teacher)	PO4	£70,000 (35,000 x 2)
Early Years Information Support Officer	Band H	£30,000
4 x Senior Family Workers (FIS)	Band E	£92,876 (23,219 x 4)
1 x Senior Family Worker (Childcare Sufficiency & Early Education Funding)	Band E	£23,219 (currently this post is funded through DSG - recommend that continues)

TOTAL NO. OF STAFF = 9**TOTAL COST £261,095****TOTAL NUMBER OF STAFF IN SERVICE = 43****TOTAL STAFFING COSTS = 1,063,091**

RATIONALE & ROLE DESCRIPTIONS

Children's Centres:

Wirral's Children's Centres have been through a period of instability and uncertainty and this review and new staffing structure will bring some much needed focus and clarity to staff working within it.

The proposed Children's Centre staffing structure is designed to provide children and families with the best possible service while ensuring that safe practice and staff welfare are considered. Two Area Managers will lead four nominal teams across the Borough, with each taking responsibility for a Locality with a high level of economic deprivation and for one with less deprivation but still with identified needs. This will enable staff to share skills and knowledge and will provide flexibility within the service for the Team Managers to deploy staff where they are needed most.

It is proposed that a Senior Practitioner is in place for each Constituency Locality, providing support for the Team Manager and the teams, this role will need a skilled and experienced practitioner who can identify needs, plan and direct work, whilst supporting teams through hands on involvement when necessary and appropriate

The staff teams will consist of a mixture of experienced, qualified, unqualified and entry level roles, supporting a healthy skills mix which can be directed according to the needs of the service and empowering local parents to join the workforce.

The levels of staffing within the structure are strongly recommended at this stage of development and re-design in order to meet regulatory requirements and to give sufficient flexibility across the service for future change.

Childcare Business Support Team:

As has been suggested already within this review, it has been identified that previous budget reductions within the service have severely impacted on the central Business Support team which provides much of the Early Years statutory requirements for the Local Authority. The proposal is to build this team into a stronger, fit for purpose structure which is able to adequately support front line service delivery, private, independent and voluntary partners and key stakeholders. The proposed structure mirrors that of the Children's Centres teams to enable flexibility within the service should it be needed in the future.

A Team Manager will lead and manage the team and ensure that all statutory duties are fully met and work with colleagues to support Children's' Centres service delivery. She/he will be supported by two Senior Practitioners who will provide training and quality support to all early years and childcare practitioners across the Borough.

The rest of the team will support the key statutory duties through provision of the Family Information Service 0 – 19, Childcare Sufficiency and the administration and leadership for all early education funding.

The service recognises that modern apprenticeships will ensure that we consider wider economic mobility for Wirral communities and invest in our young people today as our workforce and leaders of tomorrow.

**CHILDREN'S CENTRES & EARLY YEARS STAFFING
CURRENT SITUATION - JULY 2014 CHILDRENS CENTRES:
1 BAND EPO 10 SENIOR MANAGER (LOCALITIES)**

Current Staffing 31/7/14

3 X PO12 EY & CC Team Managers

14 x Band H Outreach Coordinators

16 Link/Parenting Workers

50 Early Years Workers

14 Band D Admin

8 Band C Admin Assistants

EARLY YEARS CENTRAL/BUSINESS SUPPORT TEAM

Current Staffing 31/7/14

1 x Band H Two Year old funding and Childcare Sufficiency Officer

1 x Band H Data & Information Officer

3 x Band G Childcare Development Workers

Vacancy

BUDGET

Total Controllable Budget: £2.3 million

A staffing resource of £1.15m will be allocated

Staffing structures will be developed as outreach teams in each of the constituency locality areas. They will secure early childhood services in each area and services will be based on levels of need. A Central Business Support Team will be developed to support the wider early years services and meet the Local Authority's statutory duties

A building and premises resource of £600k will be allocated to support 16 buildings

This will be focused on supporting the 4 main Centres and the correlating satellite/outreach buildings. It will also be used to provide an element of support for buildings being used as a partnership offer.

A commission of £150k will be allocated for each of the two extended nursery school (£300k)

This will be in addition to the Delegated Schools Grant (DSG) under Single Formula funding arrangements. It will enable both schools to continue to provide an extended early years service offer and compliment the Poverty Schools Hub work and the wider early years outreach offer.

A commission of £200k for use by the 4 advisory boards to secure supplies and services

This will be used to resource and facilitate early childhood activity including outreach work, resources for parents attending targeted parenting groups, to meet costs of focussed family groups and associated targeted work with families

A commission of £50k for use by the business team to secure supplies and services

This will support the delivery of statutory requirements including the Family Information Service publicity and awareness raising, training resources for new and existing providers, room hire for training events etc

School Readiness

It is noted that school readiness will be measured by the age of five (the end of the foundation stage) and that contributory factors along the child's journey and developmental trajectory are reliant on and influenced by a child's family, the successful blending of the wider health, education and social offer and the child and its family's community environments.

Overarching outcome

High Level Indicators

Targets

Service deliverables

Health	Child Development	Parenting Capacity and Resilience	Parents ready to work and ready to learn
Low birth weight of babies	Early Communication, Speech and Language	Physical health	Jobcentre Plus. Return to work target 43% of income support customers to off flow by week 52
Breastfeeding prevalence	Physical development	Emotional well-being	Basic skills
Smoking status at time of delivery	Social & Emotional development	Keeping your children safe	Citizenship
Under 18 conceptions	Intellectual development	Social networks	Volunteering
Excess weight at age 4-5 years		Education and learning	Peer and community advocacy
Vaccination coverage		Boundaries and behaviour	Qualifications
Infant mortality and tooth decay in children aged 5		Family routine	Physical health
Attendance at A&E Department for accidental injuries		Home and environment	Access to Childcare
Health Weight Management Programmes including HENRY & cookery classes	2, 3 & 4 year old early education	Targeted parenting groups inc Solihull, Parenting Puzzle & ADHD	Inspire JCP programme
Breastfeeding Support	Active Tots	Young Parents' Group	Family & Community Learning Team inc ESOL, Literacy & Numeracy
Smoking cessation	Child Health programme	Grandparents Group	Volunteer programme
Antenatal support	Messy Play	Bumps to Babies	Work Clubs
Now you are a Parent (practical workshops)	Baby Bounce & Rhyme	Parents to Be Ante-natal Group	Brokerage & support for childcare
Infant Feeding support	Wiggles to Giggles	Home Learning programme	Confidence building programmes
Baby Massage	MaKaton	Family Support	Budgeting support
Home Safety Checks & funded safety equipment	Discovery Play	Parenting support in the home	Wirral Advocacy 1:1 support
	Rainbow Group		Free Legal Advice
	Child Development Service		

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WIRRAL CHILDREN'S TRUST BOARD – 29th September 2014

Birkenhead Foundation Years Project Up-date, September 2014

1.0 Background

The Project has been operational since June 2013. In the period June – August '13 the project reviewed relevant services, both in the Wirral and UK-wide, to scope how it could deliver to the brief of developing an intervention which tested the findings of the report The Foundation Years (2010). The purpose of this intervention is to develop a model of work with families from the antenatal period until children reach school, in a way which will reduce the developmental gap that emerges in the first child's first five years, and which is associated with poverty. As a requirement of Wirral MBC funding a Business Case was developed and submitted in September '13. A second WMBC requirement was to engage with 30 Birkenhead families; over 40 women, whose babies were born in the last 2 years, were approached to take part in a survey of families' experiences of services supporting them during pregnancy until the child was 1 month old. From autumn '13 we began delivering training and commissioning pilot services. The emphasis in the early period was on recruiting volunteers, preparation and training and piloting monitoring strategies. 4 groups/support services were operational from January – March 2014.

The Birkenhead Project is funded by WMBC, Garfield Weston Foundation, Wirral GP Clinical Commissioning Group and the Tudor Trust. The project forms one element in the wider work of the Foundation Years Trust. The Children's Trust is designated to receive quarterly reports from the project and this forms the first quarterly report.

2.0 Overview of the Project's activities April – August 2014

The Project is commissioning and directly delivering services which will impact on 3 factors which have a significant impact on school readiness: the home learning environment; parental mental health and well-being; and parental warmth and sensitivity. The services which have run in this period (April – August 2014) are as follows:

2.1 Bump-Start: one-to-one peer support for women from the 20th week of pregnancy until the child is 6 months old. Ran February – August 13, delivered by Home-Start Wirral: target 20 families: actual 12 *see milestone report for comments in relation to referrals.*

2.2 Side-by-Side: group play support for parent and special needs child, with one-to-one volunteer support. Ran March – August '14, delivered by Home-Start Wirral: target 5 families; actual 5. Addresses support for the home learning environment.

2.3 Read it Together @ (RITA): parent and child group with supported parent and children reading together, followed by adult reading while children have play session. Ran February – August -

- **RIT@Ferries** April – July, target 6 families; actual 6 adults, 8 children
- **RIT@Priory** June – July, target 6 families; actual 5 adults, 5 children

Addresses support for the home learning environment and parental mental health and well-being.

2.4 Home Play: one-to-one play in the home with child and parent(s) to encourage those who feel unable to attend groups, because of low self-confidence or practical obstacles to accessing services. Aims are to firstly encourage play in the home and subsequently to

support parents to access group services. Ran May – August '14, delivered by the project team: target 8 families; actual - 8 referrals, 3 supported; 3 pending and two refusals. Addresses support for the home learning environment and parental mental health and wellbeing.

2.5 Parents Early Education Partnership (PEEP) group: group parent and baby/toddler structured play, at St James Centre. Ran May - June, delivered by the North Birkenhead Development Trust: target 12 families; actual 17 parents; 17 children. Addresses support for the home learning environment.

2.6 Fun Tasters: group parent and child activities to develop models of 'fun' activities which can be easily reproduced in the home. Addresses support for the home learning environment. Ran July- August, delivered by Little World Nursery and project team: target 10 families; actual 6 adults, 13 children. Addresses support for the home learning environment.

2.7 Reflective Parenting: group programme for pregnant mothers/partners before and after birth. Training and multi-agency briefings February. To be delivered by Home-Start Wirral: target 8 families; actual – unsuccessful to date in recruiting sufficient numbers to form a group at same stage of pregnancy. *See milestone report for comments in relation to referrals.* Addresses support for parental warmth and sensitivity.

3.0 Monitoring and outcomes

Poverty indicators are being collected: no member of household in paid work; living in social housing/with parents/in rented housing; no access to car. These were chosen as externally recognised poverty indicators which are also less intrusive questions for families. Obstacles to collection include family withholding information; reticence on part of provider to collect information and the logistics of form filling if limited staff are available. Mitigation: over the first year we have progressively addressed these obstacles with 3 of our 4 providers (delivering all services in this section) - the 4th did not require help.

A variety of outcome measures are being developed. The type and relevance of measures is related to the type of support on offer. When longer-term relationships are built with families (e.g. Bump-Start) it is possible to use more generic measures which can be assessed over time. For groups running for a term or a few weeks we can only look at short term specific changes such as whether a family reports reading more with their child or taking a more active part in play. These are not the kind of outcomes which have a great deal of credibility externally ('parent reported measures') but they are the small steps which can be used at the pilot/development stage. Where groups do not sustain any regular attendance from parents even these are meaningless. We can collect parent or child satisfaction information but not outcomes. We can provide reports on these measures but they will be a series of different measures and will be developed progressively as part of developing the prototype.

4.0 Longer term developments

- a) **Developing a model or prototype:** the pilots detailed above are designed to explore the issues around the viability and effectiveness of certain activities: will professionals refer to these services? If not, is this because they do not value these activities or because there are practical obstacles to referring? Do parents value them and attend/accept support? If not, what changes could we make? Where are the best places to run services to reach the target group of parents? How do we avoid groups

being colonised by more confident and affluent parents? Who are the best agencies to deliver the services? Are the groups effective in achieving the aims we have set?

To answer this last question we are testing a number of monitoring and evaluation strategies and seeking advice from experts nationally. We are also looking at the evidence from antenatal parent support programmes UK-wide as there appears to be a pattern of low recruitment which we are seeking to understand.

- b) **Commissioning external evaluation:** the project is scoping a variety of evaluation strategies prior to commissioning an evaluation.
- c) **From prototype to programme:** the Foundation Years Trust is currently reviewing the length of programme it seeks to run and the financial and fund raising implications of this decision.

4.0 Request: guidance on the level of detailed reporting required would be helpful.

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Contact: 0151 647 4830

Appendices:

1. **Milestone report**
2. **Case studies**

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Birkenhead Foundation Years Project milestones

SERVICE OUTPUT and OUTCOME	July - August 2014	Red, green, amber	Commentary
Progress towards service level outputs - reaching and sustaining engagement with poorer families	Bump-Start: 60% of families supported meet 2 or more poverty indicators		12 families: 2 have not provided full monitoring data yet; 2 meet 1 poverty indicator; 3 meet 2; 5 meet all three.
	Read it Together @ groups: 50% of families meet 2 or more poverty indicators		11 families: 3 have not provided full monitoring data; 3 meet 1 poverty indicator; 2 meet 2 indicators; 3 meet all three.
	Home Play: 50% meet 2 or more poverty indicators		3 families: 1 met 1 poverty indicator; 2 meet all three.
	Play focussed groups: 50% of families meet 1 or more poverty indicator		28 families across 3 groups: the two groups relying on referrals met high levels of poverty indicators; the open group of 17 families included 10 families who met no poverty indicators. Open groups are an essential element of delivery as they are non-stigmatising and encourage families to try more focussed or targeted groups. We limit attendance to those living in certain post codes but attracting and retaining involvement of families from the more deprived areas depends on a process of outreach and takes time. Mitigation: we discuss the profile of attenders with the provider and look for strategies to reach families from the more deprived areas. Where a provider or a location for the group does not attract our target service user after action has been taken to address this we will consider ceasing to offer the service. We have been challenged to consider part-time work as fulfilling the poverty criteria as changes in benefits are forcing many families into low-paid work. Alternative indicators are being considered and we have asked colleagues in Public Health if they have access to a tool which would allow us to align full postcodes and IMD data.
Impact on home learning environment	Secure referrals from a variety of services for families at levels 1 -2 of need		We have sought referrals from a wide range of services and are now seeking referrals more proactively as the number and geography of groups/support becomes wider. We are attempting to make the underlying purpose of services clearer to those professionals where we would expect to receive referrals. We have data to demonstrate the number of referrals and agencies that referrals are coming from and are continuing to publicise services as they expand but believe that a variety of changes and pressures may be inhibiting referrals at lower levels of need .
	Secure synergy of delivery with Children's Centres and specifically services focussed at a universal level		We have made efforts to develop relationships with Children's Centres to ensure that there is no duplication in provision but during a period of change this has been difficult.
	Secure partnerships with schools to deliver in buildings previously occupied by Children's Centres and to develop services which complement the school's Foundation Stage delivery.		We have started to develop relationships with two schools but other partnerships are proving difficult to initiate. The period covered by this report includes the end of the academic year when schools are very busy and traditionally difficult to contact, followed by the summer holidays. We assume that these difficulties are also related to consultation in relation to transfer of Children's Centre buildings to schools. Mitigation: we are beginning to build a service focussed upon an ex-satellite building adjoining one school and hope that if we are successful there we will become a more trusted partner.
	Activities to engage parents with 'fun' piloted		Pilots run at Wirral Multicultural Centre in collaboration with Little World nursery: 6 parents and 13 children
	Initial programme for play activity on Beechwood estate planned		Planning in consultation with Manor Primary school and a small group of local parents
	30 or more families attend groups		37 families attended groups: St Peters Rock Ferry; Home-Start HUB; Wirral Multicultural Centre; St James Centre; Priory School. Outcome measures were developed for the 2 groups which had a fixed membership and satisfaction data was sought from those attending on a drop-in basis.
	8 or more families receive one-to-one support		8 families received one-to-one support, 2 of which have on-going support. Outcome measures have been tested and are being modified as we assess the value of methods.

Birkenhead Foundation Years Project milestones

SERVICE OUTPUT and OUTCOME	July - September 2014	Red, green, amber	Commentary
Impact on parental warmth and sensitivity	Secure referrals from midwives and health visitors for antenatal support		Collaboration and support for two antenatal services (Bump-Start, Reflective Parenting) was agreed in principle prior to commissioning and subsequently considerable work has been undertaken to secure understanding of these services from midwives and health visitors. Few referrals have been received. We are undertaking research into 6 programmes/services offered nationally and 1 locally outside Merseyside, the majority of which have considerable associated research evidence. The growing picture suggests that none have yet achieved recruitment of large numbers and that referrals antenatally from midwives are difficult to secure UK-wide. A recent meeting with the Royal College of Midwives nationally confirmed that staffing levels and therefore time available for consultations inhibits referrals for services other than those associated with clinical risk around childbirth. Mitigation: we have taken action to develop relationships with other organisations to increase referrals but are committed to exploring ways in which referrals can come from midwives and health visitors. We expect that the introduction of an antenatal visit by Health Visitors may change this referral pattern.
	Secure shared data relating to pregnancy and births from Arrowe Park and 121 midwives. Needed for evaluation and planning.		Commitment to data sharing with Arrowe Park was agreed in principle prior to the project's start. This has been slow to achieve but we believe that there will be progress on this front soon.
	Deliver 1 Reflective Parenting programme		This programme is dependent on sufficient numbers of referrals to our two antenatal programmes (see above - 'Secure referrals from midwives and health visitors'). Recent research into Reflective Parenting delivery in Oxford and Scotland reveals that they have encountered identical problems with referrals and are running some groups with very low numbers. Mitigation: see above and we will discuss this the strategy of small groups with our delivery partner.
Impact on parental mental health and wellbeing	20 or more families receiving one-to-one antenatal support support		This programme is dependent on sufficient numbers of referrals to our two antenatal programmes. 12 families are receiving support but this is lower than the numbers which were anticipated both by the provider and health visitors. Mitigation: see above.
Influence multi-agency collaboration around school readiness	Collaborative work with Springfield Nursery at Beechwood agreed		Nursery is supporting referrals to groups running at the Manor school and with the Baby to Toddler consultation.
	Meeting with hospital maternity service to discuss action in response to maternity report		Meeting took place and follow-up to be agreed.
	Baby to Toddler consultation questionnaire and interview schedule drafted		

Case studies to illustrate intervention work and challenges to delivery

1. Side by Side Case Study: ways in which volunteers can make an impact on the home learning environment

Background

Child C is two and a half and has a diagnosis of Down syndrome which has delayed his development. He lacks the confidence to play with his peers and never moves far away from mum. He can become very shy and refuses to join in with activities preferring to remain on the outer circle of any play. Child C can sometimes become fixated on one toy and at other times he struggles to remain focused. He has issues with food, mum reports *'he will only eat the same things'* and he dislikes his hands being dirty, refusing to touch or pick up some food. As a family they do not attend any other groups. Mum is currently expecting another baby.

Input

Mum and child C joined a Sensory Peep (Parent Early Education Partnership) group ('Side by Side') at the Hub every Thursday afternoon for two hours with her volunteer. The group activities were messy play involving food. Over the weeks we had a variety of foods, smells, tastes and textures. The child and mother were encouraged to explore the food using their hands, kitchen utensils, mouths, mix the foods together, smell the food, taste and make as much mess as they want to. Support and encouragement was given by the volunteer to show mum that it is fun and beneficial to play with food. Dad came towards the end of the group to pick them up.

Outcome

The family did not attend the group on a regular basis to begin with so progress was slow. Child C preferred to sit away from the group with mum, venturing over occasionally to get an object to take to mum (mum was unable to get down to the floor due to pregnancy). We brought mum's chair closer into the group but child C still preferred to remain away from the group than to join.

Child C and mum refused to get involved in any of the messy play and child C would go to the door waving 'bye'. Dad would always arrive early to pick the family up causing a little distraction to the group and the family would leave during messy play. We supported the volunteer to ask mum what she thought the reasons were for child C not engaging with activities. Mum was unsure of the reasons and said *'he has always been this way, he's a mummy's boy'*. The volunteer was supported to discuss aspects of child behaviour and how modelling behaviour can be used to recognise and value mum's interaction with child C. Mum was encouraged to recognise how her behaviour may influence child C's behaviour; how he would want to sit on a chair instead of on the floor with everyone else, because mum did, and his reluctance to join in with the messy play, because mum didn't get involved.

During one session the volunteer was trying to engage child C in the messy play using yoghurt. He was standing in between mum's legs with his hands behind his back, the volunteer covered her hands in yoghurt and was talking to him *'yoghurt, it's nice, look C,'* laughing and rubbing the yoghurt over her hands, clapping so the yoghurt squirted out. When he brought his hand out from behind his back the volunteer rubbed the yoghurt on his hand. He gave a negative response and indicated for mum to wipe it off. The volunteer supported mum to reassure him and to begin to play with the yoghurt on his hand. Child C wiped it on his clothes. He then got mum's hands and brought them round and indicated to her to put her hands in the yoghurt. The volunteer encouraged and reassured mum. Once it was on mum's hands he began to touch and play with the yoghurt. The volunteer encouraged mum to put her fingers to her mouth and taste the yoghurt using positive language as reassurance. Child C was watching mum, who said, *'C have some yoghurt mmm' 'look mummy's having some yoghurt'*. Child C took hold of mum's hand and brought it up to his lips and tasted the yoghurt. Mum was thrilled. Dad had been watching through the window.

After this session the family's attendance improved and mum spoke about how she had introduced yoghurt at home and was trying to introduce more messy play within the home. During the following sessions the volunteer encouraged and supported the family to get involved with the messy play, inviting dad to get involved if he wanted. The offer was refused so she suggested dad sit in the waiting room until the session had finished so not to confuse or distract child C. Mum and child C gained confidence over the sessions and more play and interaction was observed. The volunteer encouraged mum to start thinking about accessing the two year funding for a nursery place as they had a new baby on the way and child C would benefit greatly from being with his peers. Mum agreed that this would probably be beneficial as he would be expected to start pre-school once he turns three in December.

Towards the end of the group we asked parents for their feedback and mum strongly agreed that the group had given her the confidence to introduce new activities and that she had learnt new sensory activities to do with her child. She felt more confidence about attending other groups and in her own ability to interact with her child. She said as a result of attending the group her child was more willing to try new things and he was showing an awareness of his senses and his taste was developing.

2. Bump-Start Case Study: engaging parents in the antenatal period

Background

We received a referral from the Breastfeeding Peer Support team. Mum is pregnant with her third child and living in the Birkenhead area. Her first two children were removed several years previous and are now living with their maternal grandmother. The relationship between maternal grandmother and mum has broken down and this has had an impact on how much contact mum has with her children. Mum is a single parent and the father of the third child will not be involved. Mum has a social worker and has been warned that she may have to complete a 5 day assessment whilst on the maternity unit.

Input

Initially the family engaged poorly with Home-Start and contact was sporadic during the pregnancy. Mum was in very regular contact with the co-ordinator whilst she was in hospital. It was decided by Children's Services that when mum came out of hospital she would go to a mother and baby unit in Sheffield, therefore our support was postponed. However upon mum's arrival back home she rang and asked for support to resume. Home-Start provided the family with baby clothes as well as applying for a grant for the home to be carpeted. The volunteer is worked hard to build up a trusting relationship with the family.

Outcome

- Mum breastfed the baby until 6 weeks old, supporting increased bonding between mum and baby
- Maximising income calculation was undertaken with mum to ensure that the family were in receipt of all the benefits they were entitled too
- Baby clothes were provided and this had removed some stress from mum
- Mum feels less isolated and has improved emotional well being
- She and baby are attending the local Children's Centre with her volunteer
- She is attending baby massage sessions with her volunteer
- A trusting relationship has developed between mum and the volunteer. The mum is now allowing the volunteer to hold and feed the baby which is a massive achievement as previously mum would not allow anyone to hold or feed her baby.

3. Home Play Case Study: challenges to engaging parents with support to make an impact on the home learning environment

Background

Mum is a teenager with a one year old child. She lives on her own in privately rented housing in Birkenhead and has some support from her mother who lives nearby. She was referred to the Birkenhead Project by her mother, who knew about the Home Play service through her work.

We were told that mum found social interaction difficult. She did not like to be in a group of more than two or three people as she found it very confusing and had difficulty in communicating if she felt there were too many people around her. Her own mum suggested that her daughter's partner, although not living with her, had a tendency to attempt to control the young woman's activities. Mum is also receiving support from a Family Nurse Partnership (FNP) nurse, a service which provides visits every 1-2 weeks, to her home.

Input

The initial visit took place a week after Jenny was referred. At this first contact the Birkenhead Project's Family and Volunteer Co-ordinator and the sessional Play Worker went to her home, where mother/referrer was waiting with her daughter and grandchild. This first meeting went well and mum seemed keen to take up the offer of visits by the Play Worker. Our Play Worker is in her early 20s and was herself a teenage mother.

The first session took place the following week and seemed to go well. The toddler enjoyed reading and got involved in all the play activities. Mum did not join in the play, but sat back and watched. There were a number of interruptions from her partner '*making his presence well known*'. He was very noisy and caused disruption making a big play of looking for his phone. The play worker suggested that they could make a visit to the local library when she came the next week. The library is very near mum's home and she agreed to this suggestion.

Outcome

Since that first visit there has been no face-to-face contact with the family. The second session was cancelled by mum as her brother was having a baby and she had forgotten about the Home Play visit. At the third session the play worker arrived on time after texting two hours earlier to remind mum that she was coming. The door was not answered - blinds, windows, curtains were all shut and there was a broken pane of glass in the front door. The worker left, sending mum a text to say she had knocked and that we would be in touch about the next session.

The Family and Volunteer Co-ordinator contacted the FNP nurse to share our concerns about mum but they were aware of the issues relating to the broken window, would be working on those with mum and intended to visit themselves the following week. A fourth visit was confirmed by text for the following week but as no response was received a decision was made to visit only if an acknowledgement was received. Mum responded to a subsequent text from the Family and Volunteer Coordinator to say she was still keen to have support - a good friend's baby had died suddenly and that was why she hadn't been available. She appeared very keen for the next session to take place. In the event she cancelled at the last minute, by text, saying she wasn't well. The subsequent visit was unsuccessful and after contacting the FNP nurse to keep them in the picture it was agreed that the Family and Volunteer Co-ordinator would maintain contact weekly by text for a month and visit if invited. Our underlying supposition is that mum may be in a relationship which is limiting her ability to maintain relationships and that we will keep the door open to working with her in the future.

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WIRRAL CHILDREN'S TRUST BOARD – 29 September 2014

The Children's Trust – Moving Forward

1.0 Purpose of the report

This paper sets out options for the future of the Children's Trust Board and the Children's Trust Executive group. In summary the options are:

1. Subsume the business of the Children's Trust Board into the Health and Wellbeing Board, LSCB and Community Safety Partnership.
2. Develop an integrated commissioning approach
3. Continue with the current governance approach

2.0 Background information

Wirral's Children's Trust Board was established in 2007 and is chaired by the Lead Member for Children's Services.

The Children's Trust Board in Wirral has much strength. It is a broadly-based partnership and attendance at meetings is good. It provides a forum to discuss and agree shared policies and priorities. It has an agreed set of key performance indicators, and regularly reviews and discusses progress.

At the meeting of the Executive in June 2014 and subsequently at the CTB it was agreed that some thought needed to be given as how best to proceed with the Children's Trust Board and its Executive Management group.

The options outlined in the document are being made in response to a number of significant changes being made at both national and local levels, including:

- Removal of heavily prescriptive statutory guidance on Children's trusts.
- Removal of the statutory requirement for a Children and Young People's Plan
- The establishment of the Wirral Health and Wellbeing Board arrangements
- The publication of Wirral Health and Wellbeing Strategy and the associated commissioning partnership arrangements
- The new role of the local authority through the delivery and commissioning of Public Health functions in Wirral
- The development of the Clinical Commissioning Groups landscape in Wirral
- The development of NHS England commissioning role
- Implementation of Vision 2018 project

Many of these changes are ongoing and it is important that any new proposals are flexible enough to cope with any further significant developments in the future that will impact on the activity of the Children's Trust.

3.0 Options for change

Option 1

Under this option, The Children's Trust Board and Children's Trust Executive meetings would cease.

The Children's Trust Board would instead meet for one or two half day conference sessions per year to review progress on the CYPP and to refresh priorities and targets for subsequent years. These will be attended by senior officers from all statutory organisations and will include sessions involving children and young people.

An annual report setting out achievements in improving outcomes for children as set out in the CYPP would be produced, published and reported to other relevant groups. They would have no programme of work to transact.

The Safeguarding Children Board, Health and Wellbeing Board and the Community Safety Partnership would ensure that the priorities of the CYPP are effectively integrated into their respective work plans.

Option 2

Under this option the Children's Trust Board is positioned as a Children's Commissioning sub-group of the Health and Wellbeing Board. The group is responsible for oversight of integrated commissioning. It will be the responsible representative group and will include relevant partners as stated under section 10 of the Children Act 2004 for example:

- Elected member for Children and Young People's portfolio (chair)
- LA Strategic Director for Children and Young People
- Strategic Lead Commissioner in the LA and Health
- Clinical Lead for Children's Health Services
- Chair of LSCB
- CCG lead commissioner
- Police and Crime Commissioner representative
- Finance leads from various organisations

This model is underpinned by a number of 'Strategic Implementation Groups' (for example Vision 2018 Integrated Children's group) which are the 'doing groups' and a partnership reference group.

Option 3

Under this option the current arrangements would remain. However it is recommended that ways to make improvements are explored.

4.0 Children's Trust Executive recommendations:

The 3 options detailed above were discussed and debated at the meeting of the Children's Trust Executive held on 15 September 2014.

The recommendations of the Children's Trust Executive are to:

- Convene a task and finish group to scope out the proposals illustrated in option 2 – The Children's Trust Board is positioned as a Children's Commissioning sub-group of the Health and Wellbeing Board.
- A member of the Children's Trust to lead the scoping exercise
- The proposals for the new arrangements are concluded by 31 December 2014.

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Appendices: None

WIRRAL CHILDREN'S TRUST BOARD – 29th September 2014

Strategic Joint Commissioning Framework 2014 -2016

1.0 Background

This is a refresh of the Strategic Joint Commissioning Framework 2011-2013 and there have been many changes which has highlighted the need to refresh the Strategic Joint Commissioning Framework. This is in readiness for Vision 2018 and changes which include the introduction of the Children and Families Act 2014, the Health and Wellbeing Board, The Carer's Act 2014, The SEND Reforms and the move from the PCT to the CCG has highlighted the need to refresh the Strategic Joint Commissioning Framework.

2.0 Joint Commissioning Framework

The joint commissioning framework sets out how as a Children's Trust we intend to use joint commissioning to ensure that families improve their outcomes and life chances. It will support the delivery of priorities within Wirral's Health and Well Being Strategy and in the Children and Young People's Plan.

3.0 Joint Commissioning Function

The framework will cover a two year period from 2014-2016 and includes how we will further develop a joint commissioning function as well as how we will improve commissioning in targeted, specialist and universal services. The Framework focuses on joint responsibility for translating strategy into action and in this context the strategy is the Children and Young People's Plan which is the overarching strategic plan for all organizations providing services for children and young people in Wirral. Its key purpose is to establish common commissioning language, principles and approaches to be used locally in particular joint commissioning. The objective of this framework is to make best uses of resources in the statutory, voluntary and private sectors to ensure best outcomes for children, young people and their families in Wirral.

4.0 Recommendations

It is recommended that the Children's Trust sign off this framework

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Appendices: Strategic Joint Commissioning Framework

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*Strategic Joint
Commissioning Framework*
Children and Young People
in Wirral

2014-2016



Contents	Page
Introduction	2
Vision and Values	3
What is Commissioning	4
Commissioning Cycle	5
What Joint Commissioning Means	6
Life Course Diagram	7
Commissioning Principles	8
Governance	9
Current priorities	10

1. Introduction

There has been a robust collection of Children's Trust arrangements in place since 2006 and although this partnership is well established and has worked effectively over time to continuously improve the lives of children, young people and their families in Wirral there have been many changes which has highlighted the need to refresh the Strategic Joint Commissioning Framework. This is in readiness for Vision 2018 and changes which include the introduction of the Children and Families Act 2014, The Health and Well Being Board, The Carer's Act 2014, the SEND reforms and the move from the PCT to the CCG and the Social Care Act 2012, which informed the extensive re-organisation of the NHS. This resulted in the abolition of Primary Care Trusts (PCTs) and the transfer of funding from the abolished PCTs to Clinical Commissioning Groups (CCGs) led by GPs. It also resulted in the transfer of Public Health into the local authority. This framework also takes into consideration the Declaration of Interdependence for Children's Services 2014 which highlights best practice in commissioning services.

This framework will set out how we intend to use joint commissioning to ensure that children, young people and their families are enabled to improve their outcomes and life chances. It will support the delivery of priorities within Wirral's Health and Well-being Strategy and in the Children and Young People's plan.

The framework will cover a two year period from 2014-2016 and will include how we intend to develop a joint commissioning function as well as how we will improve commissioning in targeted, specialist and universal services. This framework should be read alongside Wirral's Children and Young People's Plan as it is important to note that it makes no reference to funding, procurement and delivery. The Framework focuses on "*joint* responsibility for translating strategy into action" and in this context the strategy in question is the Children and Young Peoples Plan which is an overarching strategic plan for all organisations providing services for the children and young people of Wirral.

This Framework has been created to facilitate joint commissioning. Its key purpose is to establish common commissioning language, principles and approaches to be used locally in the delivery of commissioning in support of the Children and Young Peoples Plan, in particular joint commissioning. The objective of this framework is to make best use of resources in the statutory, voluntary and private sectors to ensure the best outcomes for children, young people and their families in Wirral.

2. Wirral's Children's Trust Vision and Values

Wirral Children's Trust aims to make sure that all children are safe, healthy, enjoy life, can achieve to their full potential and are prepared for adult life and work. Thorough needs assessment ensures the work of partners is focused on those areas that should be most urgently addressed. We continue to take every opportunity to work with disadvantaged children and to find ways to improve their life chances.

Children and young people are society's future and with them rest our hopes and aspirations. Supporting their interests and welfare is paramount. Our most important principle is that we will secure an active partnership of parents, carers and services, working together to deliver the best outcomes for all our children and young people and thus enabling them to fulfil their potential.

Our vision is

“To enable Wirral's children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential.”

The enablers listed below will work to underpinning our vision to help all children, young people and their families to flourish. In order to deliver this work effective joint commissioning is essential. The benefits of joint commissioning are that it will encourage agencies to:

- Target services to give the greatest impact on outcomes by Intervening early and effectively.
- Help children and young people to feel safe.
- Work together creatively.
- Strive for the highest standards.
- Work collaboration with children, young people and their families through inclusion at every stage.
- Engagement with the wider community and the Voluntary Sector through integrated enabling.

3. What is commissioning? Resources not money!

The Children's Trust recognises that commissioning takes place on a number of levels - strategic, operational and individual as well as borough wide and on a district basis. The ways of describing the commissioning process share the same basic characteristics of effective commissioning. The stages in the commissioning process can be summarised as 'understand – plan – do – review' and it is summarised in the diagram on the following page.

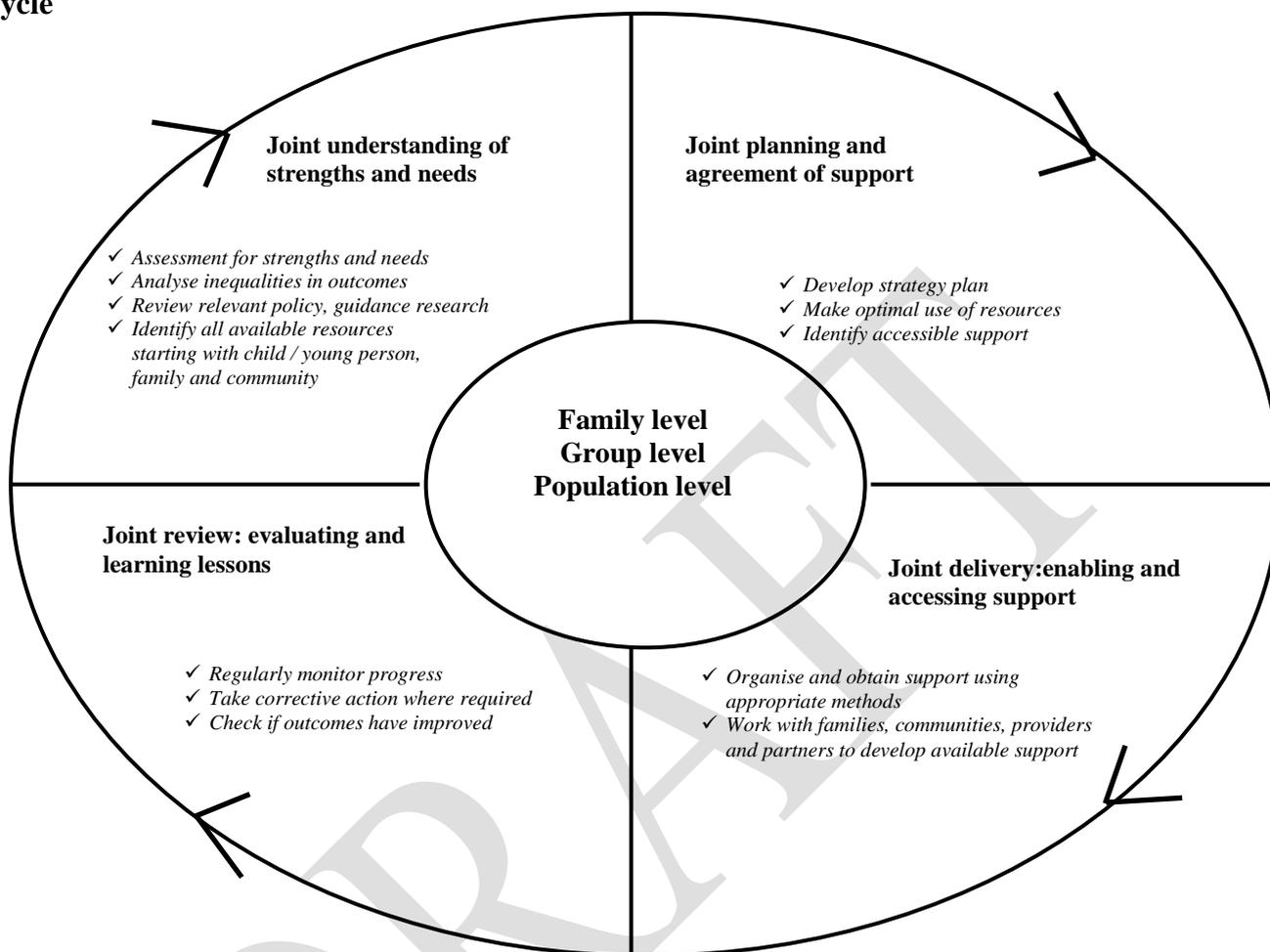
Understand Understanding the needs, resources, strengths and weaknesses of the current position. Scoping the potential capacity, irrespective of 'who' supplies the goods or provides the service, to identify potential solutions to how those needs can best be met.

Planning Identifying the gaps between what is desired, needed and the resources that might be available. Establishing priorities and strategies to help address those gaps. It will also consider available resources; will also need to take into account individual and community resources (co-production), workforce planning and utilisation of facilities

Doing Ensuring things are done as planned in ways which efficiently and effectively deliver the agreed priorities. It is also about procuring and developing services, making a decision on the mix between in-house provision and services contracted out. To achieve better outcomes it is essential to manage the provider market in this doing stage of commissioning. This means in Wirral seeking ways to develop better integrated services at a local level.

Reviewing Managing relationships, monitoring and reviewing the performance and impact of services on agreed outcomes, seeking performance improvement and decommissioning services where necessary.

**Wirral Children's
Commissioning
Cycle**



4. What joint commissioning means: Integrated working, delivery and commissioning

Understanding needs and desired outcomes - Risk factors, needs, trends and a solid understanding of what people need, where the priority areas are

Optimising resources - Money, community and user resource, assets.

Aligning internal or external workforces to deliver a service or return for the end user; creating best value for the community or building community resilience or skills

Targeting resource at need - Services that are a priority and at the right point to have a maximum effect on outcomes

Choosing the right mechanism to best achieve the desired outcomes -

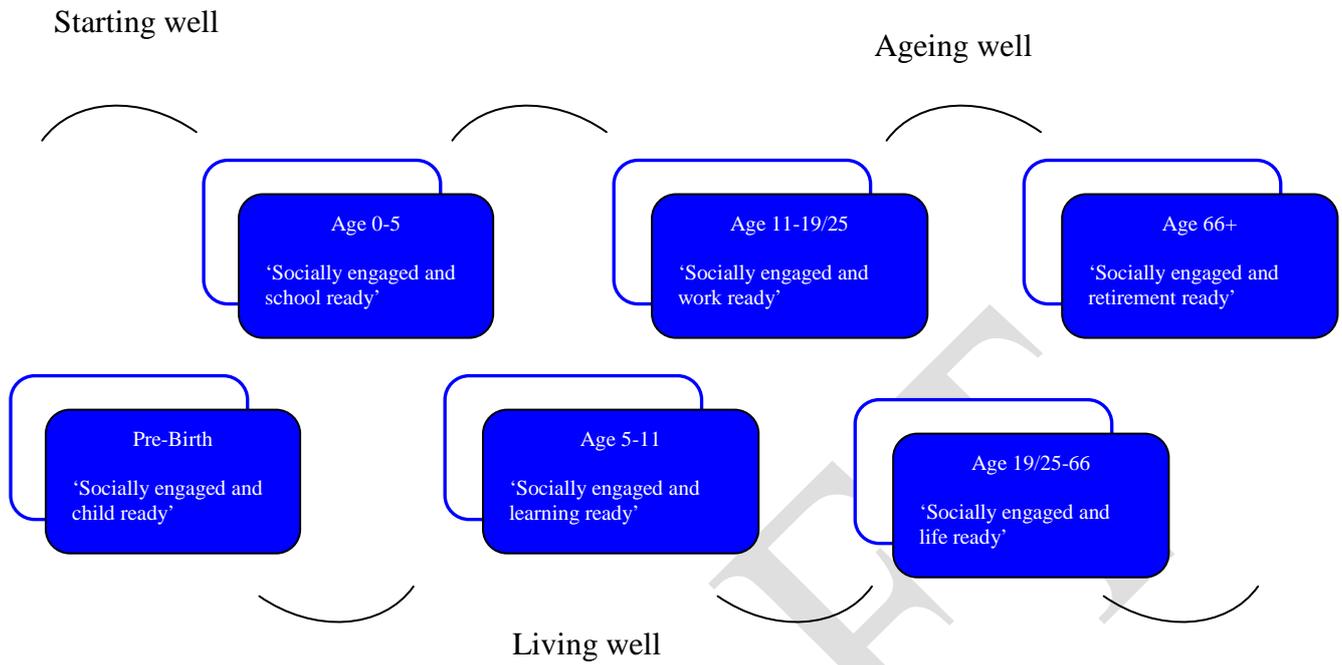
Including procurement, service level agreements, performance management, pooling budgets, market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend, user decisions and behaviours

We will commission through a 'life course' approach to commissioning as suggested in the Marmot Review (2010) which acknowledges that what happens in earlier stages of childhood can impact on outcomes and 'readiness' at later stages of their lives so it is therefore important that people are 'engaged' and ready at the different stages of life and recognises the importance of family in influencing outcomes for children. Principles underpinning the document include:

- Give every child the best start in life
- Enable all children, young people and adults to maximise their capabilities and have control over their lives.

The importance of mental wellbeing and building resilience of families and communities is essential and a key area of focus will be to the 'Five Ways to Well-being' which are a set of evidence-based actions which promote people's wellbeing. They are: **Connect, Be Active, Take Notice, Keep Learning** and **Give**. These activities are simple things individuals can do in their everyday lives.

Live Well Diagram



1. Developed from Allen, G. (2011) Early Intervention: The Next Steps: HM Government

5. Commissioning Principles

The framework's strategic vision and priorities for Children, Young People and their families will be underpinned and guided by a set of clear and rigorous set of principles. These include the following

- a. Placing children, young people and their families at the centre of commissioning and involving them in the planning, design, monitoring & evaluation of our services and redesigning services in response to feedback.
- b. Ensuring that positive outcomes for children and young people are at the heart of the strategic planning and commissioning process
- c. Working in partnership to maximise effectiveness and enable access to services at the right place and right time.
- d. Making full use of the commissioning cycle (understand, plan, do and review) in business planning, decision making and to inform. Our focus will always be on improving outcomes and value for money.
- e. Ensuring that the way services are delivered are of high quality, safe, accessible and sustainable.
- f. Using an open process which ensures that all commissioning decisions will be transparent, fair and lawful
- f. Provide preventative services at the earliest appropriate moment
- g. Ensuring that legal and organisational requirements are met and use the most simple and proportionate methods available.
- h. Taking tough decisions and stop doing things that aren't having a positive impact.
- i. Considering how social value and equality outcomes can be maximised in all commission and will consider the impact of this when decommissioning

6. Governance

Wirral Children's Trust – Memorandum of Understanding outlines the current structural arrangements of the Trust. It specifies:

That the Board will:

- Take responsibility for setting the strategic direction for services to children, young people and their families. Including setting priorities joint planning and commissioning decisions; alignment of resources at strategic level and agreeing service models based on performance and service specifications.
- Act as the single coordination body for all children's services planning and commissioning arrangements.
- Be responsible and accountable for the performance and commissioning decisions made by all other planning and commissioning groups in children's services.

As the Board fundamentally have a governance role i.e. strategic leadership, accountability and agreement especially for all key strategic development a Wirral Children's Trust Executive (CTE) operates. The CTE acts as the operational development group of the Board and as such is a high level strategic group. It takes responsibility for:

- Providing advice to the Board to support decision-making processes.
- Performance management.
- Supporting the Board through a process of delegated and devolved decision making powers (key strategic developments will go to Board for final approval).
- Preparing and reviewing the Children and Young People's Plan (CYPP).
- Annual review of joint commissioning.
- Developing the strategies required to deliver the expectations of the CYPP.
- Implementing service improvement priorities.

All of the commissioning for Children's Services will be overseen by the partnership of Wirral Children's Trust Board and the Health and Well-being Board. Working together this allows for optimisation of integrated working and pooling of resources (where proven benefit exists). However, decision making and formal accountability remains with the commissioning agency e.g. Wirral Council or NHS Wirral.

Wirral Children's Trust discusses Joint Commissioning as standing item at each of its Board meetings. It also produces an Annual Commissioning Report and this framework through its vision and priorities will enable the Children's Trust to make bold decisions to maximise impact on outcomes for children, parents and their families.

7. Current Priorities

As highlighted in the Introduction: This Framework has been created to facilitate joint commissioning. Its key purpose is to establish common commissioning language, principles and approaches to be used locally in the delivery of commissioning in support of the Children and Young Peoples Plan, in particular joint commissioning.

The following table summarises the priorities of the current Children and Young People's Plan:

Transformational Outcomes	Children are ready for school.	Young people are ready for work and adulthood.	Children and young people have their needs met as early as possible.	Children and young people feel safe and are safe.	
Our Aims	We will support you to have the best possible start to life and to develop healthy lifestyle choices.	We will keep you safe from harm, in a family environment and where necessary support you at the earliest opportunity.	We will raise your aspirations and achievement, so you are equipped to enter adulthood and working life.	We will support those of you who need extra help to reach your potential and achieve well.	We will listen to your views to inform decisions that affect you.
Our Priorities	<p>Priority 1: From conception to age five Wirral Children have the best possible physical, social, emotional and psychological start in life.</p> <p>Priority 2: From 5 - 19 years, Wirral children and young people's health and well being will continue to develop.</p>	<p>Priority 3: To support those children and young people who require extra help at the earliest opportunity.</p> <p>Priority 4: To improve outcomes for children and young people in need of protection.</p> <p>Priority 5: To improve outcomes for Children in Care and Care Leavers.</p>	<p>Priorities 6: To ensure that there is appropriate support and challenge to educational settings.</p> <p>Priority 7: To ensure children and young people across Wirral will have improved attainment levels and skills, to enable them to fulfil their aspirations.</p> <p>Priority 8: Effectively promote and enable participation and progression for all young people.</p>	<p>Priority 9: Improve the educational outcomes for vulnerable children and young people.</p> <p>Priority 10: Improve provision, choice and outcomes for children and young people with Special Educational Needs and/or Disabilities.</p>	<p>Priority 11: Enhance the involvement of children and young people in the decision making process.</p>

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Children and Young People's Plan Performance 2013/14 and Q1 2014/15

Target RAG ■ Within 5% ■ 5% - 10% ■ Over 10%

Outcome 1: We will support you to have the best possible start to life and to develop healthy lifestyle choices.

Measure	Historically			Latest Benchmark			2013/14 (YE)			Q1 2014/15		
	2010/11	2011/12	2012/13	NW	Eng	SN	Target	Actual	RAG	Target	Actual	RAG
PHOF 4.1 Infant Mortality	5.0	4.5	4.9	4.7	4.3	4.5	Benchmarking 2011 data. Three year averages latest available 2009 - 1					
PHOF 2.2 Prevalance of Breastfeeding at 6-8 weeks	31.2	29.9	30.2	-	46.9	31.5						
PHOF 4.2 Tooth Decay in Children under 5			32.1					32.1		Four Yearly study next due 2016		
PHOF 1.2 School Readiness (Placeholder)												
PHOF 2.6 Excess Weight in Reception Year	25.0	24.5	24.7	23.2	22.6	23.4	24.7	22.2		Benchmark 2012 data		
PHOF 2.6 Excess Weight in Year 6	35.5	33.8	35.6	34.7	33.9	33.9	35.6	33.6		Benchmark 2012 data		
PHOF 2.4 Under 18 Conception Rate per 1,000 females (15 - 17)*	47.3	34.6	-	35.3	30.7	38.1						

*Conception data related to year 2012/13 due to reporting delay

Outcome 2: We will keep you safe from harm, in a family environment and where necessary support you at the earliest opportunity.

Measure	Historically			Latest Benchmark			2013/14 (YE)			Q1 2014/15		
	2010/11	2011/12	2012/13	NW	Eng	SN	Target	Actual	RAG	Target	Actual	RAG
Looked After Children Rate per 10,000 aged 0 - 17	102.0	100.0	99.2	79.0	60.0	81.5	95.2	100 (P)		99.8	102.4	
Children in Need Rate per 10,000 aged 0 - 17	445.1	429.7	417.7	343.1	332.2	370.1	396.8	401.6 (P)		396.5	373.0	
Rate of Child Protection Plans per 10,000	43.4	55.0	39.8	41.4	37.9	42.1	45.1	41.2 (P)		37.8	31.6	
Children Plans lasting 2 or more years	1.8	3.5	4.2	4.5	5.2	4.2	5.0	3.8 (P)			15.0	
Children subject to a CP a second or subsequent time	17.6	18.6	17.1	14.9	14.9	16.5	10.0	11.9 (P)			17.0	
Stability of Foster Placements - Number of Placements	9.0	10.5	9.4	9.3 (2011)	11.0 (2012)	10.8 (2012)	9.0	6.8 (P)		10.0	7.6	
Stability of Foster Placements - Length of Placement	59.8	70.0	71.5	68.2 (2012)	68.0 (2012)	69.1 (2012)	70.0	67.9 (P)		70.0	69.9	
Timeliness of Adoptions	72.2	69.9	64.7	65.3 (2011)	73.4 (2011)	69.6 (2011)	76.0	75 (P)		80.0	20.0	
PHOF 1.11 - Domestic Violence (Placeholder)												

Outcome 3: We will raise your aspirations and achievement, so that you are equipped to enter adulthood and working life.

Measure	Historically			Latest Benchmark			2013/14 (YE)			Q1 2014/15		
	2010/11	2011/12	2012/13	NW	Eng	SN	Target	Actual	RAG	Target	Actual	RAG
Percentage of Children achieving a Good Level of Development -EYFS				50.0	52.0	48.3		47.0				Annual PI
Percentage of Pupils reaching expected level in Phonics Decoding - KS1	-	-	54.0	69.0	69.0	68.7		68.0				Annual PI
Percentage of Children Achieving Level 4+ (Reading, Writing and Maths) - KS2	-	-	74.0	77.0	76.0	76.6		76.0				Annual PI
Percentage of Children Achieving 5 or more GCSE's (Including English and maths)	58.7	64.1	65.4	59.6	58.6	59.7		66.2				Annual PI
Uncapped Average Point Score Key Stage 4	445.2	468.7	476.1	457.1	455.3	472.9		465.6				Annual PI
Percentage of Schools in Education Quality	-	-	94.0	-	-	-		94.0				Annual PI
Percentage of Total Absence in Primary Schools	5.3	5.1	4.5	4.2	4.4	4.2		5.2				Annual PI
Percentage of Offers of Education or Training to 16 and 17 year olds (September Guarantee)	93.0	91.6	94.3	93.8	92.4	93.1		95.9				Annual PI
Percentage of Young People aged 16 - 18 who are Not in Education, Employment or Training (NEET)	-	8.9	7.5	7.1	6.1	8.5	7.0	5.7		5.5	5.7	

Outcome 4: We will support those of you who need extra support to reach your potential and do well.

Measure	Historically			Latest Benchmark			2013/14 (YE)			Q1 2014/15		
	2010/11	2011/12	2012/13	NW	Eng	SN	Target	Actual	RAG	Target	Actual	RAG
Attainment Gap across Early Learning Goals - 2013 onwards	-	-	-	38.7	36.6	38.0		39.50				Annual PI
Percentage of FSM Pupils reaching expected level in Phonics Decoding, KS1	-	-	41.0	55.0	56.0	55.1		58.00				Annual PI
FSM Attainment Gap - Percentage of Children Achieving Level 4+ KS2 (Reading, Writing and Maths)	0.0	0.0	0.0	-	-	-		21.0		16.0		Annual PI
FSM Attainment Gap - Percentage of Children Achieving 5 or more GCSE's (Including English and maths)	36.1	34.2	30.0	30.0	26.4	26.4		34.8		26.5		Annual PI
Percentage of Children with a SEN Statement Achieving 5 or more GCSE's (Including English and maths)	6.0	9.0	10.5	7.7	8.4	6.8		11.5				Annual PI
Looked After Children - Percentage of Children Achieving Level 4 and above at Key Stage 2 (Reading, Writing and Maths)	0.0	0.0	0.0	-	-	-		42.9 (P)		61.0		Annual PI
Looked After Children - Percentage of Children Achieving 5 or more GCSE's (Including English and maths)	7.8	10.9	12.0	15.9	14.6	15.2		11.8		44.0		Annual PI
Attainment Gap - Level 2 at Aged 19	25.0	20.0	21.0	19.0	17.0	20.5		17.0		16.0		Annual PI
Attainment Gap - Level 3 at Aged 19	36.0	36.0	34.0	28.0	24.0	27.1		36.0		31.0		Annual PI
Percentage of Care Leavers who are in Education, Employment or Training (EET)	39.0	48.0	58.1	58.0	58.0	62.8		66.1		70.0	89.0	

Outcome 5: We will listen to your views to inform decisions that affect you.

Measure	Historically			Latest Benchmark			2013/14 (YE)			Q1 2014/15		
	2010/11	2011/12	2012/13	NW	Eng	SN	Target	Actual	RAG	Target	Actual	RAG
Percentage of Children participating in Reviews	93.8	94.2	95.7	-	-	-	Data Available September 2014					
Number of Schools in Youth Parliament	-	12	16	-	-	-	Data Available September 2014					
Percentage of pupils who have shared their ideas about their school- Primary (HELP survey 2013)	-	-	54.5	-	-	-	Data Available September 2014					
Percentage of pupils who have shared their ideas about their school- Secondary (HELP survey 2013)	-	-	65.7	-	-	-	Data Available September 2014					

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Children and Young People's Plan Performance Report Year end final position 2013/14 and Q1 2014/15 Performance Report

1.0 Executive Summary

1.1 The Children and Young People's Plan 2013/16 has been produced by partners to address identified needs of children in key priority areas. The plan is delivered by partners working through the Strategy Groups. Performance monitoring of the delivery of the plan is conducted via the Children's Trust Executive Board, chaired by the Director of Children's Services and the Wirral Children's Trust Board chaired by the Lead Member for Children's Services and Lifelong Learning.

The delivery of key projects is monitored by reporting on the key performance measures identified at the planning process. This report provides an overview of progress made against the Children's and Young People's Plan indicators.

1.2 At the final year end position for 2013/14 there were 30 indicators that can be measured, of these 11 had targets set and performed well against the targets (Green). No targets were set for 2013 examinations as this was no longer a statutory requirement from the DfE. However, targets for 2014 onward have been agreed. DfE changes to KS2 measure mean that the 2013 results are not comparable to previous years.

1.3 At Q1 2014/15 there are 10 indicators that can be measured. Of these 8 have targets set, 7 are performing well against targets (Green), and 1 has missed the target by more than 10% (Red).

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Appendix:
Children & Young People's Plan Scorecard: 13-14 YE Final Position / Q1 14-15 update

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WIRRAL CHILDREN'S TRUST BOARD – 29th September 2014

Standards Report - Early Years Foundation Stage, Key Stage 1 and Key Stage 2

1.0 Background

1.1 The data stocktake for attainment at the end of the Early Years Foundation Stage (EYFS), Key Stage 1 and Key Stage 2 takes place in August each year. The data at this time is unvalidated and as such considered to be provisional. A data sharing protocol has been agreed across the 23 North West local authorities so that comparisons can be made, strengths celebrated and collaboration where there are similar areas for development across local authorities.

1.2 Where national data for 2014 is available it has been provided in the tables to make benchmark comparisons. Where 2014 data will not be unavailable until statistical releases in November and December 2014, national data for 2013 has been used.

- 1.3 The Children & Young People's Plan 2013 – 16 has the following priorities:-
- PRIORITY 6:** To ensure that there is appropriate support and challenge to educational settings.
 - PRIORITY 7:** To ensure children and young people across Wirral will have improved attainment levels and skills, to enable them to fulfil their aspirations.
 - PRIORITY 8:** Effectively promote and enable participation and progression for all young people
 - PRIORITY 9:** Improve the educational outcomes for vulnerable children and young people.
- The priorities translate into two key areas:-
- Close the attainment gap between pupils in receipt of free school meals and other pupils
 - Increase the attainment for children who are looked after

2.0 Headlines

Early Years Foundation Stage

2.1 The percentage of children achieving a good level of development has increased by 16% to 63%. Free school meal pupils attainment has increased by 18.8%, so narrowing the gap. The number of Children Looked After has increased from last year. The percentage of children attaining a good level of development has decreased from 2013. Of the children set targets to achieve a good level of development 4 out of 6 were successful.

2.1 Key Stage 1

The percentage of pupils achieving Level 2+ in speaking & listening, writing and mathematics has increased. Free school meal pupils' attainment has increased in all areas so narrowing the free school meal gap.

The percentage of Children Looked After achieving Level 2+ in speaking & listening, reading, writing and maths has increased.

2.3 Key Stage 2

The percentage of pupils achieving Level 4+ in reading, writing and mathematics has increased. Free school meal pupils' attainment has increased at a greater rate than non free

school meal pupils so narrowing the gap. The percentage of Children Looked After achieving reading and writing has increased, however attainment in mathematics has decreased.

3.0 Early Years Foundation Stage

Children are assessed at the end of the Reception class when the majority of pupils are 5 years old. The national expectation is for children to have achieved a good level of development. In order for a child to achieve a good level of development he / she must be working at the expected level or exceeding this level in all the prime early learning goals of communication and language, physical development, and personal, social and emotional development.

3.1 2014 EYFS Results – An Overview

The Percentage of Children Attaining a Good Level of Development		
	2013	2014
Wirral	47%	63%
North West	50%	55%
National	52%	60%

Results show a dramatic increase from 2013. At the moment the results rank Wirral 3rd out of 23 North West local authorities with attainment being above the national average.

3.2 2014 EYFS Results by Constituency

	Pupils	% Good Level of Development 2013	% Good Level of Development 2014	Overall Change
Wirral	3724	47.2%	63%	+15.8%
Birkenhead	1166	39.2%	58.6%	+19.4%
Wallasey	1095	46.7%	60%	+13.3%
South Wirral	724	55.6%	70.9%	+15.3%
West Wirral	708	51.8%	66.4%	+14.5%

All constituencies show an increase from 2013. Birkenhead constituency has had the biggest increase. The attainment in all constituencies is above the North West average, with three of the constituencies either being in line or above the national average.

3.3 EYFS Results Comparing Free School Meals (FSM) and Non Free School Meal Pupils

The Percentage of FSM / Non FSM Attaining a Good Level of Development				
	FSM	Non FSM	GAP	FSM Pupils NOT Achieving a Good Level of Development
2013	27.7%	52.6%	25%	574/794
2014	46.5%	67.5%	20.9%	432/806
Overall Change	+18.8%	+14.9%	-4.1%	

The attainment of both free school meal and non free school meal pupils has increased. The percentage of free school meal pupils has increased at a greater rate than non free school meal pupils so closing the attainment gap by 4.1%.

3.4 EYFS Results Comparing Attainment of Boys & Girls

	Pupils	% Good Level of Development 2013	% Good Level of Development 2014	Overall Change
Wirral	3724	47.2%	63%	+15.8%
Boys	1876	37.8%	54.5%	+16.7%
Girls	1848	56.6%	71.5%	+14.9%
Gender Gap		18.8%	17%	

The attainment of both the boys and girls has increased. As a result of Local Authority intervention and support, boys' attainment has increased at a greater rate so closing the gender gap.

3.5 EYFS – Black Minority Ethnic (BME) & English as an Additional Language (EAL) Attainment

	Pupils	% Good Level of Development 2013	% Good Level of Development 2014	Overall Change
Wirral	3724	47.2%	63%	+15.8%
BME (7.7%)	289	45.9%	61.6%	+15.7%
EAL (3.5%)	131	38.9%	50.4%	+11.5%

The attainment of both BME and EAL children has increased, with the percentage of BME children achieving a good level of development being above the national average.

3.6 EYFS – Results for Children Looked After (CLA)

	Number of Children Looked After	Percentage CLA Attaining a Good Level of Development
2013	22	27% (6 children)
2014	25	20% (5 children)

These results are based on the Children Looked After for more than 12 months (SSDA903). Overall data shows that at the end of the assessment period there were 33 Children Looked After with 18% achieving a good level of development. Four children in this cohort have been identified as having significant special needs. The areas preventing the CLA from achieving a good level of development were communication and language, reading and writing.

3.7 Areas for Development

- Build on the intervention programme from the previous year to continue to raise the attainment of boys in the prime early learning goals.
- The School Improvement Team to work with the LACES team to monitor the progress of CLA across Key Stage 1 evaluating the impact of intervention and support, so providing the best possible opportunities for CLA to make accelerated progress.
- The School Improvement Team to work with schools that have the largest free school meal gap resulting in the gap continuing to close.

4.0 Key Stage 1

The current national expectation is for pupils to achieve a Level 2 in reading, writing and mathematics at the end of Key Stage 1. Teacher assessments take place at the end of Year 2 when a child is seven years old. At the moment Level 2 is subdivided in 2c, 2b and 2a, 2a being the highest attainment. From January 2015 Ofsted will be judging schools on the percentage of pupils attaining a level 2b+. Level 2b+ is a secure level 2 with the expectation that pupils achieving this sub level will achieve a level 4 at the end of Key Stage 2.

4.1 Key Stage 1 Level 2+ Results

	2012	2013	2014	North West	National
Sp & L	88.5%	89.3%	89.7	Data not yet available	
Reading	88.4%	88.9%	88.7%	89%	89.7%
Writing	84.2%	85.2%	85.9%	85%	86.3%
Maths	90.6%	91.3%	91.4%	91%	92.2%

Attainment in writing shows a year on year increase, and is above the North West and national average. Attainment in Mathematics shows a smaller year on year increase and is above the North West average but is lower than the national average. Reading shows a slight decrease from 2013 and is below the national and North West average.

4.3 Key Stage 1 Level 2+ Results by Constituency

Level 2+	Pupils	Sp & L 2013	Sp & L 2014	Reading 2013	Reading 2014	Writing 2013	Writing 2014	Maths 2013	Maths 2014
Wirral	3707	89.3%	88.5%	88.9%	88.7%	85.2%	85.9%	91.3%	91.4%
Birkenhead	1140	86.7%	86.6%	86.5%	86.5%	82.6%	82.1%	89.6%	89.1%
Wallasey	1075	85.4%	88.3%	87%	86%	81.8%	83.9%	88.8%	89.5%
South Wirral	757	93.8%	93.9%	91.7%	92.1%	88.6%	89.3%	94.5%	94.5%
West Wirral	712	94.2%	91.7%	92%	92.3%	90.3%	90.3%	93.9%	94.1%

Speaking and listening attainment has increased in Wallasey. South Wirral shows a slight increase. However there is a decline in West Wirral and Birkenhead. Attainment in reading has increased in South and West Wirral. Attainment has remained the same in Birkenhead, whereas in Wallasey there is a slight decrease. Attainment in writing has increased Wallasey and South Wirral. It has remained the same in West Wirral but has declined slightly in Birkenhead. Attainment in Maths has increased in Wallasey and West Wirral, remained the same in South Wirral but declined in Birkenhead.

4.4 Key Stage 1 Level 2 + Comparing Free School Meals (FSM) and Non Free School Meal Pupils

	FSM 2013	FSM 2014	Non FSM 2013	Non FSM 2014	Gap 2013	Gap 2014	FSM Nat 2013	Non FSM Nat 2013	Nat Gap 2013
Reading	76.3%	78.8%	92.7%	91.4%	-16.4%	-12.6%	78%	91%	-13
Writing	71.4%	74.5%	89.3%	88.9%	-17.9%	-14.4%	73%	88%	-15
Maths	80.9%	83%	94.3%	93.7%	-13.4%	-10.7%	84%	93%	-9

Attainment in reading, writing and mathematics has increased for free school meal pupils, so closing the gap. The gap is narrower than the national in reading and writing but wider in mathematics. Attainment of free school pupils is higher than the national in reading and writing.

4.5 The Number of FSM Pupils Not Achieving Age Related Expectations

Level 2+	FSM Pupils who did not achieve Age Related Expectations 2013	FSM Pupils who did not achieve Age Related Expectations 2014
Total Number	852	805
RWM	269	
Reading	202	171
Writing	244	205
Mathematics	163	137

More free school meal pupils achieved age related expectations in reading, writing and mathematics than the previous year.

4.6 Key Stage 1 Level 2+ Comparing Attainment of Boys & Girls

	Boys 2013	Boys 2014	Girls 2013	Girls 2014	Gender Gap 2013	Gender Gap 2014	Boys Nat 2013	Girls Nat 2013	Nat Gap 2013
Reading	85.7%	85.5%	92.1%	92%	-6.4%	-6.5%	86%	92%	-6
Writing	80%	80.7%	90.5%	91.2%	-10.5%	-10.5%	80%	90%	-10
Maths	89.4%	89.6%	93%	93.2%	-3.5%	-3.5%	90%	93%	-3

Attainment of girls remains higher than the boys in all areas. Girls' attainment has increased in writing and maths, but has declined in reading. Boys' attainment has increased in writing and mathematics but declined slightly in reading. Compared to the national average (2013 because the 2014 data was not available at the time this report was written.) attainment in writing for both boys and girls is higher than the national. Girls' attainment is higher than the national in reading and in line in mathematics. Boys' attainment is lower than the national in reading and mathematics.

4.7 EYFS – Black Minority Ethnic (BME) & English as an Additional Language (EAL) Attainment

	All Wirral Pupils	EAL 2013	EAL 2014		BME 2013	BME 2014	
Reading	88.7%	79.7%	87.7%	+ 8%	87.7%	90.8%	+ 3.1%
Writing	85.9%	80.5%	86.2%	+5.7%	85%	85.8%	+ 0.8%
Maths	91.4%	86.4%	93.5%	+7.1%	91%	89.7%	- 1.3%

Attainment for pupils with English as an additional language (EAL) has increased in all areas. Attainment for Black Minority Ethnic (BME) pupils has increased in reading and writing but declined in mathematics.

4.8 Key Stage 1 – Results for Children Looked After

	2012	2013	2014	National 2013
Sp & L	75% (15/20)	50% (10/20)	72.2% (13/18)	
Reading	80%(16/20)	60% (12/20)	66.7% (12/18)	69%
Writing	55% (11/20)	45% (9/20)	66.7% (12/18)	61%
Maths	80%(16/20)	65% (13/20)	66.7% (12/18)	71%

Attainment in reading, mathematics (1 child equates to 5.5%) and writing has increased. Attainment in reading and mathematics is below the national. If one more CLA attained L2+ results would have been above the national average in all areas.

There are currently 22 pupils in this cohort. 15 out of 22 pupils (68.2%) attained a L2+ in speaking and listening and mathematics, with 14/22 pupils (63.6%) attaining L2+ in reading and writing.

4.7 Areas for Development

- Raise attainment in reading so that more pupils attain L2b+, with a specific focus on free school meal boys
- Raise attainment for free school meal pupils in mathematics so more achieve a L2b+
- Raise attainment for Children Looked After so that more pupils achieve a secure Level 2 (L2b+)
- Monitor closely the impact of resources allocated to Children Looked After so that more pupils make accelerated progress by the end of Key Stage 2.

5.0 Key Stage 2

The national benchmark for pupil achievement at this present time is Level 4. Level 4 attainment is subdivided into 4c, 4b and 4a. L4a is the highest of the three sublevels. From January 2015 the age related expectation will raise to L4b+.

5.1 Key Stage 2 Level 4+ Results

	2012	2013	2014	North West	National
RWM	74%	76%	78.3%	79.4%	78.5%
Reading	87%	87.3%	89.6%	89.2%	88.6%
Writing (TA)	81%	84.7%	85.3%	85.2%	85.1%
Maths	84%	85.2%	85.9%	86.8%	86%

The percentage of pupils attaining Level 4+ in reading and writing and mathematics (RWM) has increased year on year for the last 3 years. However attainment is below the national and North West average. Attainment in reading and writing shows a 3 year upward trend and is above the national and North West average. Attainment in mathematics shows a 3 year upward trend but is just below the national average and is below the average for the North West.

5.2 Level 4+ Results by Constituency

Level 4+	Pupils	RWM 2013	RWM 2014	Reading 2013	Reading 2014	Writing 2013	Writing 2014	Maths 2013	Maths 2014
Wirral	3465	75.9	78.3	87.3	89.6	84.7	85.3	85.2	85.9
Birkenhead	1014	73.4	74.1	86.3	88.2	81.6	82.1	85.2	83.2
Wallasey	1017	71.3	78.7	84.4	88.8	82.7	86.0	81	86.3
South Wirral	760	80.1	81.4	88.8	91.7	87.9	87.2	87.4	88.0
West Wirral	651	81.4	80.2	90.9	90.5	88.1	86.5	88.8	86.6

The number of pupils attaining Level 4+ in reading and writing and mathematics has increased in 3 constituencies with West Wirral showing a decrease. Wallasey constituency shows the biggest increase in attainment in reading, writing and mathematics. Attainment in reading and mathematics has increased in Birkenhead and South Wirral but declined in West

Wirral. Attainment in writing has increased in Birkenhead but dropped in South and West Wirral.

5.3 Key Stage 2 Level 4 + Comparing Free School Meals (FSM) and Non Free School Meal Pupils

	FSM 2013	FSM 2014	Non FSM 2013	Non FSM 2014	Gap 2013	Gap 2014	FSM Nat 2013	Non FSM Nat 2013	Nat Gap 2013
RWM	59.5%	63.5%	80.4%	82.2%	-20.9%	-18.7%	64%	81%	-17
Reading	75.9%	82.6%	90.4%	91.5%	-14.5%	-8.9%	78%	89%	-11
Writing (TA)	70.3%	72.4%	88.5%	88.7%	-18.2%	-16.3%	74%	87%	-13
Maths	74%	76.4%	88.2%	88.4%	-14.2%	-12%	77%	88%	-11

Attainment of both free school meal and non free school meal pupils has increased for pupils achieving a level 4 in reading and writing and mathematics. The attainment of free school meal pupils has increased at a greater rate so the gap has narrowed in all areas but significantly in reading. In comparison to the national gap the free school meal gap is wider in RWM, writing and mathematics.

5.4 The Number of FSM Pupils Not Achieving Age Related Expectations

Level 4+	FSM Pupils who did not achieve Age Related Expectations 2013	FSM Pupils who did not achieve Age Related Expectations 2014
Total Number	704	724
RWM	285	264
Reading	170	126
Writing	209	200
Mathematics	183	171

The number of free school meal pupils who did not achieve L4+ has reduced in all areas, but most significantly in reading.

5.5 Key Stage 2 Level 4+ Comparing Attainment of Boys & Girls

	Boys 2013	Boys 2014	Girls 2013	Girls 2014	Gender Gap 2013	Gender Gap 2014	Boys Nat 2013	Girls Nat 2013	Nat Gap 2013
RWM	72.7%	76.2%	79.2%	80.4%	-6.5	-4.2	72	79	-5
Reading	85.6%	88.1%	89%	91.2%	-3.4	-3.1	83	88	-5
Writing	79.8%	80.7%	89.6%	90.1%	-9.8	-9.4	78	88	-10
Maths	85.3%	86.5%	85.1%	85.2%	0.2	1.3	85	85	0

Both boys' attainment and girls' attainment has increased in all areas. Boys' attainment in RWM, reading and mathematics has increased at a better rate than the girls' so narrowing the gender attainment gap. Compared to the national averages both boys and girls have attained higher in all subject areas. The gap in RWM, reading and writing is less than the national. However the gap has widened in Maths with boys attaining better than the girls.

5.6 EYFS – Black Minority Ethnic (BME) & English as an Additional Language (EAL) Attainment

EAL (113) BME (231)	All Wirral Pupils	EAL 2013	EAL 2014		BME 2013	BME 2014	
RWM	78.3%	73.9%	82.3%	+8.4%	79.8%	84%	+4.2%
Reading	87%	81.2%	88.5%	+7.3%	87%	92.2%	+5.2%

Writing	87.6%	85.5%	86.7%	+1.2%	87.6%	89.6%	+2%
Maths	90.2%	92.8%	88.5%	-4.3%	90.2%	89.6%	-0.6%

For both EAL and BME pupils attainment has increased in RWM, reading and writing. Attainment has declined in mathematics for both EAL and BME pupils. However what must be taken into consideration is the small cohorts of pupils, which change year by year. For example if an additional 4 EAL pupils and 2 BME pupils achieved a L4+ in mathematics the statistic would show a year on year increase.

5.7 Key Stage 2 – Results for Children Looked After

	2013	2014	National 2013 CLA
RWM	42.9% (12/28)	47.2% (17/36)	45%
Reading	64.3% (18/28)	69.4% (25/36)	63%
Writing	50% (14/28)	58.3% (21/36)	54%
Maths	71.4% (20/28)	61.1% (22/36)	60%
Reading 2LP	84.6% (22/28)	82.9% (29/36)	77%
Writing 2LP	73.1% (19/28)	94.3% (33/36)	81%
Maths 2LP	84.6% (22/28)	74.3% (26/36)	74%

The results above show the attainment of Children Looked After for reading, writing and mathematics as well as the percentage of these pupils who made the expected progress from Key Stage 1 to Key Stage 2. The national average results will not be available until December 2014, so comparisons have been made with the national averages from 2013.

The percentage of CLA attaining L4+ in reading and writing and mathematics has increased and is just above the national average. Attainment in each individual subject is above the national average.

The percentage of CLA making 2 levels progress in reading and mathematics has decreased from 2013; however progress is still above the national average. The percentage of CLA making the expected 2 levels progress in writing has significantly increased and is well above the national average.

5.8 Key Stage 2 Floor Targets

	2012	2013	2014
RWM Level 4+	74.3%	75.9%	78.3%
Reading 2 Levels Progress	91.3%	90.8%	91.9%
Writing 2 Levels Progress	91.2%	93.8%	93.9%
Maths 2 Levels Progress	88.2%	90.1%	90.4%

The table indicates an aggregated percentage which includes the results of all Wirral schools with a Key Stage 2 department. The percentage of pupils making expected progress in reading has increased. Progress in writing and mathematics shows a 3 year upward trend.

The table below shows the Department for Education's floor targets which are used to determine whether a school is performing well or requires intervention. Where a school is deemed to require intervention attainment or progress would fall below the following:-

	Floor Target
RWM Level 4+	60%
Reading 2 Levels Progress	95%
Writing 2 Levels Progress	95%
Maths 2 Levels Progress	92%

5.9 Areas for Development

- a) Continue to increase the number of pupils attaining Level 4+ in reading and writing and mathematics.
- b) Increase the number of girls attaining L4+ in mathematics.
- c) Continue to close the free school meal gap in writing and mathematics so that it is at least below the national average.

6.0 Recommendations

Wirral Children's Trust Board to note and make comments.

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1.0 Background

- 1.1 This paper describes how the council 14-19 Service has redesigned its services to support young people in making informed career decisions and ensure the council meets the statutory duties prescribed in the Education Act, 2011.
- 1.2 The 14-19 Service Participation Strategy (Appendix 1.) illustrates the new service developments for 2014/15, including an in house young peoples tracking and monitoring service. Appendix 1 also illustrates how specific vulnerable young people are being supported in 2013/14 by provisions commissioned nationally but delivered locally, for example, Youth Contract for 16 and 17 year olds with very low academic attainment. It is this alignment and recognition of nationally contracted programmes that has enable the council to make service financial efficiencies (-£200k) in 2014/15.
- 1.3 National policy changes and council budget efficiencies have significantly influenced the redesign of council targeted careers, education, information, advice and guidance (CEIAG) services delivered locally. Section 2 in this report describes the main recent policy changes that have influenced and shaped service changes for 2014/15.
- 1.4 The paper also seeks to illustrate how the council's financial efficiencies in this area have been realised, whilst maintaining a strong targeted CEIAG service for vulnerable and young people not in employment, education and / or training (NEET). The 14-19 service, in designing its 2013/14 services, has aligned and integrated services with nationally commissioned provisions. In addition, the 14-19 service has continued to benefit from a joint commissioning approach to securing services and resources, for example, the joint commissioning of a bespoke young people tracking software system, with four Liverpool City Region local authorities.
- 1.5 In looking to 2015/16 the paper seeks to illustrate what the major challenges to provision of CEIAG services will be.

2.0 National Policy

- 2.1 The responsibility for the delivery of CEIAG changed with the passage of the Education Act 2011 with schools, colleges and providers becoming responsible for the delivery of universal careers education, information, advice and guidance (CEIAG) to their pupils / learners. Delivery against these duties for schools and academies commenced September 2012. These duty's were further amend in 2013 to include delivery of universal CEIAG for all pupils from years 9 to 13 in schools and for young people aged 16 to 18 in further education institutions from September 2014.
- 2.2 Revised statutory guidance was issued by the Department for Education (DfE), April 2014, specifically to support senior leaders and governors in schools. The revised statutory guidance makes clear what schools must do and should do, including the promotion of all post 16 opportunities at key transition points, provision of impartial externally sourced face to face IAG where deemed appropriate, and recognising the importance of employers in supporting delivery of CEIAG. DfE makes reference to how local employers can provide young people with inspiration and facilitate the raising of aspirations. DfE make specific reference to the 'Inspiring the Future' national programme and system to support employer involvement in schools CEIAG. The 14-19 service has to date facilitated engagement between schools, the new Wirral Chamber of Commerce and the Inspiring the Future organisation. Local employer support and engagement has been strong.
- 2.3 The role of local authorities in delivery and provision of CEIAG has been spelt out by the Department for Education (DfE) in its guidance which states, "local authorities will

retain their statutory duty to encourage, enable or assist young people's participation in education or training". Although there is freedom and flexibility on how local authorities fulfil their statutory duties; they are expected to have regard to the following guidance when organising services:

- Tracking and supporting young people; monthly reporting to DfE using the Client Caseload Information System (CCIS). This must report on numbers of young people NEET and whether young people have secured an offer of education or training.
- Work with JobCentre Plus to ensure that NEET young people receive a complementary package of support.

2.4 The legislation that has significantly impacted more recently on the council's targeted CEIAG service design has been the raising of the age of compulsory participation in education or training to 18 by 2015 and until the end of the year in which young people turn 17 in 2013 – this is known as Raising the Participation Age (RPA). All council's in England are responsible for ensuring that young people in their area participate and that there is support for young people to overcome barriers to engagement. Local Authority RPA plans will now be inspected by OFSTED, as part of reviewing arrangements for their support of school improvements.

2.5 Outside of legislation that directly impacts on council's, The Department for Business Innovation and Skills (BIS) has introduced the National Careers Service (with support from the Department for Education). From November 2014 this will deliver face-to-face services to those aged 18-24 and not in employment, education or training, together with telephone and web support to anyone aged 13 and over.

2.6 On a sub regional basis the Liverpool City Region secured a Deal with Government (July 2012) to support plans for the most responsive employment and skills system nationally. A key element of the Liverpool City Region Deal for Employment and Skills is the ambitious target to halve long term youth unemployment over the next three years. The task force established to make these plans a reality and in doing so sought the views of young people and local employers. One of the key published recommendations included overhauling local careers support following the fact that Careers education was high on young people's agendas – there was a clear perception that they got too little, too late, and that, combined with little practical work experience, they were ill equipped for the transition to the world of work. Businesses also had much to say on careers advice and displayed a clear perception that the education system undervalues vocational skills and experience.

3.0 2014/15 Council Services to encourage enable and assist young people to participate in education and training

Participation & Engagement Service

3.1 The aim of the new 2014/15 service is to ensure greater engagement with internal and external agencies including potentially those external agencies with whom the council already works. The service is designed to support and influence young people to raise their aspirations, and increase their participation in employment and training. It has been secured as part of a range of support services that will enable the council to carry its statutory duties with regard to vulnerable young people, below the age of 19 and relevant young adults (i.e those aged 19 to 25 with learning difficulties).

3.2 The new service has been predicated on a number of key principles including:-

- Ensuring young people access services through other organisations that are now empowered to deliver, such as careers information advice and guidance through schools, colleges and training providers;
- Ensuring further reliance on and full use of other agencies notably the National Careers Service;
- Increasing the support provided to vulnerable young people in particular to overcome the disadvantages that are preventing them from work or training;
- Providing better co-ordination with other services being delivered within the council.

3.3 The new service was jointly commissioned with Halton Borough Council, Knowsley Metropolitan Borough Council and Liverpool City Council. At the end of the commissioning process Greater Merseyside Connexions Partnership were awarded an initial 2 year contract to deliver the service.

3.4 The service specification has been strongly focused on securing a cadre of Engagement Workers. The Engagement Worker role is focused on working with young people aged 16-18 to engage them in positive activities, support their personal development needs to enable them to make effective decisions and take positive action and progress into education, learning and training opportunities or employment with training. The Engagement Workers provide advice to people about the range of opportunities available to them and ensure full use of other agencies.

3.5 The service is aligned to the council access strategy with the service being provided from 5 key One Stop Shops / Libraries. No council funding is spent on providing external accommodation for service delivery.

3.6 The service also includes provision of five level 6 qualified professional careers education, information, advice and guidance practitioners. The service is to primarily support young people aged 16 and 17 (and up to 25 if the individual has a Learning Difficulty Assessment) who are referred to them, by the engagement workers, requiring careers support to participate in education or training.

3.7 The service workload is directed, monitored and quality assured by the council 14-19 service.

2014/15 Young People's tracking and monitoring service

3.8 Linked to the new Participation and Engagement service has been the strategic move to bring the young peoples data tracking and monitoring statutory function in to the council 14-19 service. This strategic change has also been replicated by the four other Liverpool City Regional councils and the bespoke database required to support this function has been jointly commissioned.

3.9 Bringing the monitoring and tracking and function in-house has given the council much greater access to its data and is facilitating improved service (Participation & Engagement) deployment, coordination with other council databases, targeted support for vulnerable groups and will ultimately provide financial efficiencies.

3.10 The monitoring and tracking function has enabled the 14-19 service to creatively work and coordinate the work of nationally contracted external agencies, for example, Groundwork Cheshire and Gingerbread (Youth Contract providers) and more locally contracted services including Talent Match (Youth Federation / MYA).

3.11 The 14-19 service now has direct responsibility for delivering the 16 and 17 year old September Guarantee process and performance, making the statutory monthly council data returns to the Department for Education, and facilitating all participation and NEET reporting locally.

Provision of universal skills and careers resources for all Wirral young people

- 3.12 Universal skills and careers resources have been further developed in 2013/14 to better promote the evolving employment and education opportunities market. For 2014/15 the 14-19 Service has continued as lead commissioner, contract holder and service provider for the Liverpool City Region local authorities Mersey Interactive shared resource. Mersey Interactive is a web based portal that brings together all of the careers information, advice and guidance available in Wirral and the other areas of the Liverpool City Region. The interactive website provides 24/7 access to skills, careers information and resources for all young people, parents and teachers. At present Mersey Interactive receives in excess of 44,000 hits per year.
- 3.13 During 2013/14 the 14-19 Service have commissioned and supported U-Explore (Mersey Interactive developer) to redesign and develop new resources on the site linked to Wirral's transformational / growth sectors. Recently a high value manufacturing sector wall has been launched showing some of Wirral's manufacturing sector employers, including Cammell Laird and Heap & Partners.
- 3.14 The manufacturing sector wall is a really innovative approach to bringing an insight in to specific careers to the young persons home or school classroom through, for example, interactive multimedia 360 degree tours of the workplace. Other resources available through this development include 50 plus manufacturing job profiles and career access information and multi blogs featuring interviews with company employees.
- 3.15 The 14-19 Service has continued to update and operate a licence with UCAS Progress for the provision of an online electronic post 16 education and training opportunities prospectus. The online prospectus receives over 44,000 site hits per year and details over 1,550 qualifications / opportunities. The online prospectus features as an application on Mersey Interactive.

4.0 Conclusions and Recommendations

- 4.1 **The Children's Trust Board need to be aware that NEET rates have the potential to rise and participation to fall due to reduced overall capacity in this area.** This is a service area that has been subject to significant planned structural change in which any potential delivery risks that might impact on NEET rates have been managed. Further financial change in this very lean service area will have significant negative impact on Wirral NEET rates and direct support for the most vulnerable young people aged 16 to 18.
- 4.2 **The government's Youth Contract provision for vulnerable 16 and 17 year olds NEET will cease 31st March 2015. The cessation of Youth Contract, and its funded intensive mentoring, will leave a gap in this service area with increased potential for NEET rate to grow and participation to dip.** The strategy behind the new 2014/15 Participation and Engagement Service is based on integrating and maximising the potential of nationally contracted services, for example, Youth Contract (see appendix 1.). Embracing Youth contract provision has brought significant additional intensive mentoring capacity to the service area. This intensive mentoring has been used to great effect, with young care leavers and our most vulnerable young people with no GCSE attainment.
- 4.3 **Further work needs to be done by the 14-19 service to fully understand the new role of the National Careers Service (NCS) and its work specifically with NEET 18 year olds. The scope of the NCS service has the potential to leave a big gap in planned support for our most vulnerable young 18 year olds.** Young people aged 18 NEET for over 60 percent of the current NEET cohort of 640 young people (as June, 2014). Contracts for NCS delivery have only recently been announced and Wirral service delivery has been further complicated by the awarded provider commissioning service delivery out. However, this activity has now concluded and Greater Merseyside Connexions Partnership will now deliver the NCS provision locally on behalf of Greater

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TARGETED PARTICIPATION AND ENGAGEMENT SERVICE

(For young people aged 16 to 18 or up to 25 if subject to a learning difficulty assessment)

REFERRAL

CASELOADING

GEOGRAPHICAL CLUSTERS

DIAGNOSTICS / ASSESSMENT

INTERVENTION PHASE

POSITIVE PROGRESSION

Stated Young People

(Health, Care and Education Plans)

Service Referrals:-

Youth service Providers
LA Teams
Self referral via community venue

RONI

Schools / Academies Key Stage 4 young person identified as high risk NEET

DATA TRACKING AND REPORTING SYSTEM (COGNISOFT IO)

Caseloading Process lead by GMCP

Birkenhead Cluster

Michelle.wright@connexionslive.com
07790921245

Wallasey Cluster

brian.powell@connexionslive.com
07969 461 157

South & West Cluster

alastair.cureton@connexionslive.com
07790 921 217

- 5 A*-C GCSEs (including English and Maths)
- May already have a Level 2 qualification
- Ready to start college / apps
- Awaiting a course start date
- May have a physical disability but be academically able

- Some GCSE attainment (probably not English and Maths)
- Vocationally undecided
- Low socio-economic background
- Moderate learning difficulties/disabilities

No GCSE achievement
- Looked after child (LAC)
- Free School Meals (FSM) eligible
- Troubled families
- Learning difficulties and/or disabilities (LDD)
- Low socio-economic status
- Teenage parent
- Young offender

APIR ASSESSMENT

AGE GROUP

16 17 18

FORMAL PROFESSIONAL CAREERS INFORMATION ,ADVICE & GUIDANCE
Formal careers guidance available for NEET young people aged 16 and 17 (predominantly) as appropriate
Careers Guidance Service referrals made by Engagement Worker

NATIONAL CAREERS SERVICE (FORMAL GUIDANCE FOR 18 YEAR OLDS)

TALENT MATCH INTENSIVE MENTORING AND WINDMILLS PROGRAMME

Continuum of Need and anticipated Engagement Worker interaction

YOUTH CONTRACT MENTORING

MAIN STREAM EFA /SFA FUNDED PROVISION - FULL PARTICIPATION

ESF FUNDED ENGAGEMENT PROVISION (VOLA / Greenbank College)

FULL PARTICIPATION 2015

Proactively engage and track caseloaded young people, including home visits, telephone text, email , etc... (includes efforts and techniques to track any not known young people)
Update the IO System at every contact
Use and refer to Mersey Interactive, Online Prospectus, Kudos, U-Explore, etc....
Provide information and actively promote and refer caseloaded young people to employment, education and training opportunities

TRACKING AND MONITORING SYSTEM

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WIRRAL PARENTING SUPPORT STRATEGY

2014 - 16

CONTENTS:

1. Introduction

2. The National Context

3. The Local Context

4. What do we need to do?

5. Measuring Impact

6. Next Steps

7. References

8. Appendices

WIRRAL PARENTING STRATEGY 2014 - 16

1. Introduction

This Parenting Support Strategy makes evident a clear and shared commitment to supporting parents, using consistent approaches and enabling them to fulfil their parenting roles to maximum effect. It aims to further develop the work undertaken through the Parenting and Family Support Strategy of 2008 – 11 (refreshed 2012-13) and to deliver the vision in the Children and Young Peoples' Plan 2013 – 16:

“To enable Wirral’s children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential”

The Strategy will build on existing good practice to support the development of more joined up approaches to the design and delivery of parenting support services along a continuum from early intervention and preventative services through to statutory reinforcement measures. It aims to facilitate the engagement and involvement of all local partners, including parents themselves, to build strong alliances which secure support for shared priorities

Building parenting capacity is central to our plan for Making a Difference for every child, it is also at the core of our early years framework and embraces a range of key national policy drivers, specifically the need for a joined up, seamless approach by all partners to ensure that Early Help is delivered in a timely and appropriate way to those children, young people and families who need it most.

Throughout this document the term:

Parents has been used as shorthand to include all those who provide significant care for children in a home or family context, including biological parents, step-parents, foster carers, residential workers, adoptive parents, grandparents or other relatives.

Parent Support Services are defined as any activity or facility aimed at providing information, advice and support to parents and carers to help them in bringing up their children and aimed at reducing risks and/or promoting protective factors in relation to children’s social, physical and emotional well-being.

Parenting programmes are focused short-term interventions aimed at improving the quality of the parent-child relationship by improving family functioning, maternal mental health, and the emotional and behavioural adjustment of children.”

Reflected throughout the Strategy is the importance of agencies working collaboratively, capturing the sense that what happens for parents at a local level depends on the actions of a whole variety of organisations and

individuals. The Strategy also encourages earlier intervention to prevent problems becoming entrenched. Tackling the complex factors which lead to social exclusion will require an additional and more focused approach, particularly for families facing multiple and chronic risks.

Each family is unique. It has its own unique set of circumstances and unique set of strengths and trials. Parenting can be one of the most rewarding experiences and can bring joy and fulfilment – however, it can also be unpredictable and can present some difficult and challenging situations. Some parents will experience additional pressures such as financial worries, health problems or personal issues which can have a significant impact on their capacity to parent.

This document will help the Local Authority and its partners to:

- Build on existing good practice to ensure a continuum of support from universal to targeted interventions for parents of children and young people of all ages;
- Raise awareness of this important work among parents and practitioners;
- Shape the development of the next phase of work;
- Develop improved prevention services with earlier intervention;
- Provide more choice and a louder voice for parents and families;
- Tackle inequalities and improve access to parenting support services;
- Provide more co-ordinated support for parents with long-term needs.

2. The National Context

Parenting is a challenging task and has a major impact on a child's life chances. There are a number of protective factors related to the role of parents. Strong and affectionate relationships with parents, recognition and praise and parental interest and involvement in education are all linked with better outcomes for children. On the other hand, lax parental supervision, parental abuse or neglect of children, inconsistent and violent discipline and children having poor or no relationship with one or both parents are linked with higher chances of negative outcomes.

Research suggests that 75% of parents and carers, regardless of background, feel there are times in the lives of their children when they need access to additional information or support. In particular, parents say they need support at transition points; these include the birth of a child or sibling; when a child starts a new school; or when there are problems or changes in the adult couple's relationship.

The quality of care that babies and toddlers receive from their parents is the most important influence on their future life chances. Parental interest and involvement in children's learning boosts cognitive attainment. Authoritative parenting improves children's confidence and self-esteem. Supporting mothers and fathers in bringing up their children can therefore make a

significant difference to children's outcomes. All parents should feel they are able to ask for support at any time. This applies particularly to those families who, although they may be the most vulnerable to poor outcomes, find it hardest to access the services they need.

The coalition Government has continually emphasised the importance of multi-agency working and early intervention in a number of policy areas:

- The Early Intervention Grant (EIG) worth £2,222 million(2011–12) and £2,307 million (2012–13) was originally allocated to local authorities in England to fund universal programmes and activities available to all children, young people and families as well as specialist services where intensive support is needed
- The Social Mobility Strategy, Opening Doors, Breaking Barriers aims for everyone to have a fair opportunity to fulfil their potential, regardless of the circumstances of their birth with specific measures to improve social mobility from the Foundation Years to school and adulthood
- The Child Poverty strategy, (Tackling the causes of disadvantage and transforming families lives) sets out how the Government intends to transform people's lives by breaking the vicious cycle of deprivation and a new Social Mobility and Child Poverty Commission has been established
- The commitment to double the number of places on the Family Nurse Partnership programme for new mothers that has been shown to improve parenting and can help families where there is a risk of abuse or neglect.
- The Health Visiting: Call to Action Programme will see an additional 4,200 health visitors nationally by 2015, and the introduction of a National Model for Health Visiting which calls for the transformation of service delivery to ensure that children and their families have a positive start to life.
- Troubled Families – 120,000 families to be 'turned around' by the end of this parliament. The programme is intended to encourage local authorities and their partners to develop new ways of working with families, which focus on lasting change which will improve outcomes and reduce costs.
- Supporting Families in the Foundation Years – a joint development by the Department for Education and the Department for Health, outlines a vision for how the system should meet the needs of parents, children and families

3. The Local Context

Wirral is home to approximately 74,500 children and young people aged 0-19.

The child poverty statistics for Wirral highlight the contrast between the east of the borough and the west. Whilst 24.9% of all children in the borough live in poverty overall, 15 areas in Wirral fall into the highest 3% in England in terms of levels of child poverty, with a total of 56 areas in the highest 20%. Conversely, 13 areas fall within the 5% least affected by child poverty, with a total of 49 areas in the 20% least deprived¹.

The most deprived parts of the borough generally have a younger population profile than the Wirral average. Educational achievement at Key Stage Four is below the Wirral average.

There has recently been a review of Early Years and Children's Centre service delivery which has highlighted the need to re-focus the work of the service according to government guidance. This enables the Early Years and Children's Centre teams to meet the statutory core purpose to improve outcomes for young children and their families, with a particular focus on those in greatest need, working to make sure all children are properly prepared for school, regardless of background or family circumstances.

The core purpose of children's centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in:

- *child development and school readiness;*
- *parenting aspirations and parenting skills; and*
- *child and family health and life chances.*

Sure Start Children's Centres Statutory Guidance April 2013

There are currently a large number of parenting interventions delivered in the Borough (Appendix1) from an equally wide range of agencies. This presents parents and professionals with confusing choices and makes it difficult for them to make decisions about which programme and intervention will be most effective for their situation.

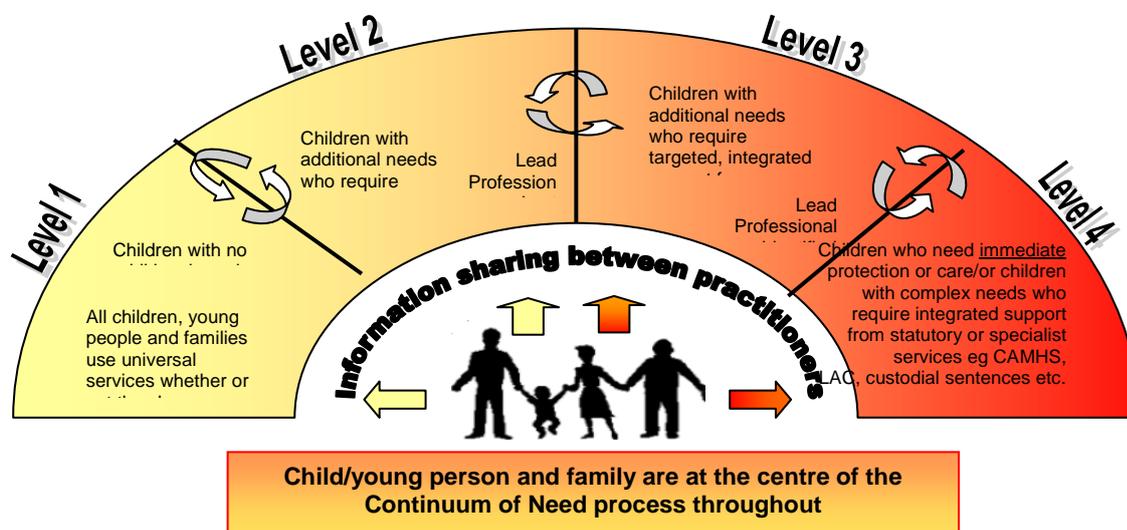
Most people agree that effective parenting is loving, firm and consistent, and includes:

<i>Giving love and attention:</i> Love, warmth, caring, nurturing Early attachment Consistency Praise Play and enjoyable time together Communication, listening, Negotiating	<i>Keeping children safe and healthy:</i> Early feeding and weaning Sleep Healthy eating Hygiene Exercise Protection from danger
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¹ Child poverty data for August 2010 – HMRC

<p>Regular school attendance and support for learning: Quality early learning and play experiences in the home and pre-school settings Regular school attendance, punctuality and completion of homework Parents work in partnership with school</p>	<p>Teaching right from wrong and giving clear rules to live by: Setting a good example Providing a moral framework Clear limits and boundaries Effective and consistent consequences</p>
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The development of parenting support services and a co-ordinated approach to families is vital and that organisations have a common understanding of risks and needs of families. The continuum of need provides this and is the basis of the Common Assessment Framework. Families are able to “step up” or “step down” between the levels and parents can access support according to their particular need.



Families will use a range of services across different stages and might need different types of support at different points in their lives.

Stage of Need	Definition of Need	Type of Support
Universal services for parents.	All parents – universal support, information and guidance before any problems have been identified. Support for parents at key transition points eg. Starting or changing schools	Information Advice and Guidance School primary-secondary transfer Family learning opportunities
Information Advice and Guidance School primary-secondary transfer Family learning	Parents needing some additional support either through self-referral or because a service has identified the need for targeted support.	Bespoke support to meet parental need through evidence based parenting groups. Parents support groups for

opportunities		children and young people with complex needs and/or disability.
Access to universal provision plus intensive and targeted support.	Parents in families with complex needs.	Intervention with families through individual work and evidence based parenting groups. Targeted and personalised support for parents with complex needs.
Access to universal provision plus statutory intervention.	Parents who are unable or unwilling to co-operate.	Statutory intervention.

4. What do we need to do?

How parents perceive services will influence the likelihood that they will ask for help. Families in need may not want to use the services that are on offer, for a variety of reasons:

- they may consider that asking for help is a sign of failure and that they will be judged as unable to cope
- they may not see themselves as needing services or not know that there are services that could help them;
- they may find the attitudes of professional staff in the services off-putting or not feel that services are relevant to their needs;
- they may be worried about possible interference in their lives, about their control being undermined, about being patronised, or that their privacy will be invaded.

High quality parenting and family support services with appropriate outreach can help to overcome these barriers and ensure that all parents have access to the support they need to get involved in their children's learning and development and give them the best possible start in life. Such services are central to helping children's progress and to narrowing the gap in children's outcomes associated with disadvantage and/or multiple risk.

Level 1: Universal Services for Parents

At Level 1 work will ensure:

- All agencies give strong and consistent messages that parents are valued partners and that they are the most important influence on their child's future.
- High quality resources and information on all aspects of parenting will be widely available in early years and childcare settings, schools, children's centres, family centres, libraries, health centres, community and youth provision and via the Family Information Service

- There is open and honest communication with parents and carers through a variety of channels to reach parents and carers from all ethnic, cultural and social groups, and all kinds of family or partnership.
- Childcare settings, schools and services take active steps to support and encourage parents' and carers' involvement in their child's learning and development.
- Suitable and affordable childcare is available across the Borough in line with the Childcare Act 2006.
- There is a range of learning opportunities targeted at parents and carers, including introductory parenting courses, family learning opportunities and routes into training and employment.
- Parents' skills are recognised and parents consulted about service provision and enabled to actively engage and contribute to this developing work.
- Support for parents at key transition points, eg. transfer between school phases and key stages, is well co-ordinated and of consistent quality.

Level 2: Access to Universal Provision Plus Additional Targeted Support

At Level 2 work will ensure:

- High quality, up-to-date information on family support, community groups and self-help provision is available through an online service directory.
- Staff in universal agencies and services will effectively fulfil their role in communicating with and supporting parents and signposting them to further help as appropriate.
- High quality, evidence-based parenting training will be widely promoted through early years and childcare settings, children's centres, schools and a range of other organisations and services. In addition, families that would benefit from this preventative support but may not choose to access it are identified early and given appropriate encouragement to access services. In particular, there will be a clear strategy to engage with parents and carers of children with behaviour problems at the earliest signs of difficulties and to work sensitively to encourage access to support courses.
- Training for parents and carers of older children and teenagers will be available across the Borough and may be accessed through self-referral as well as professional referral.
- A core menu of effective preventative parenting support services will be available, though there may be district variations in delivery according to local need. Staff in all agencies will use the Common Assessment Framework and there will be shared understanding of the risk factors, which should trigger a preventative intervention.
- Parenting support will be available for parents and carers of children with learning difficulty, disability or special educational needs and for disabled parents.

Level 3: Access to Universal Provision Plus Intensive and Targeted Support

At Level 3 work will ensure:

- There will be robust multi-agency case planning processes with clear lead professional and key worker roles. Assertive key working will assist families in accessing universal and Level 2 services, as well as parenting support interventions that have a strong evidence-base and are known to improve outcomes for children and young people.
- Services working with vulnerable adults, including those with drug and alcohol problems, mental health problems and domestic violence issues, will consider the impact of the parent's problems on the family as a whole.
- Staff in mainstream services will be trained to work with specialist services to meet the needs of vulnerable families.

Level 4: Access to Universal and Targeted Provision Plus Statutory Intervention

At Level 4 work will ensure:

- There is a robust and assertive approach for families that are unwilling or unable to co-operate.
- A clear system of support for schools and within the Local Authority for the use of Parenting Orders for families with children excluded from schools.
- Legal powers will be used to ensure parents and carers co-operate in the interests of the child or young person. Staff working at this level will be trained and supported in effective interventions with this group.

5. Measuring Impact

It is important to establish from the outset where the improvement in the quality of services, use of resources and most importantly outcomes for children and young people are expected in order to measure impact against set priorities and plan next steps. Rigorous performance management will monitor impact by:-

1. Locating the Parenting Strategy within the Early Help Strategy and overall performance management process.
2. Listening to the views, responses and behaviours of individual parents, children, young people and parent groups.
3. Ensuring that all stakeholders have a clear shared national and local picture of priorities – signalled through a common self-evaluation and set of performance indicators;

4. Considering progress against priorities –monitoring outcomes using both data from performance indicators and supporting information from self-evaluation
5. Equipping service providers to identify and plan improvements to services through a more coherent joined up approach to the sharing of good practice, training and workforce development.
6. Ensuring all the outputs can be measured and have clear evidential link to outcomes for an individual child or groups of children.
7. Evidence of impact will also include broader considerations eg the monitoring of attendance, achievement and behaviour of children whose parents have received a parenting intervention.

6. Next Steps

The Local Authority is strongly committed to providing parents with the highest level of support and service. The Parenting Strategy aims to enhance the good work that already exists across the Borough by seeking to develop, encourage and maintain high standards of parental support, information and guidance for the benefit of children, young people, their families and their local communities. Future work will be guided by the belief that:-

- all parents have the right to access high quality support whatever their gender, age, ethnicity, religion or ability;
- all staff working with or supporting parents should have access to high quality and meaningful training;
- all parents have the right to have their say and to be involved with the care and education of their child.

The Parenting Support Strategy will be delivered using a progressive universalism approach, targeted at those who need it most, whilst continuing to offer support at an appropriate level to all children and families in Wirral. It will be led by the Early Years and Children's Centre team within Targeted Services which will use a commissioning approach to co-ordinate a 0 – 19 service, planned and delivered according to the needs of the children, young people and families.

A multi-agency Parenting Support Steering Group will be established during the latter part of 2014 and will create an Action Plan and monitor progress, reporting to the newly formed Early Help Strategy Group. This will engage with all key stakeholders and partners who deliver parenting support services and offer an opportunity for joint planning, delivery and staff development. It will also be responsible for minimising duplication and ensuring a co-ordinated approach to service delivery.

6. References:

Early Intervention: The Next Steps. January 2011 Graham Allen MP

The Munro Review of Child Protection: Final Report – A Child Centred System – May 2011 Professor Eileen Munro

The Foundation Years: Preventing poor children becoming poor adults 2010 – Frank Field MP

Tickell Review, The Early Years: foundations for life, health and learning 2011

WAVE Trust report - a Department for Education invited response to Supporting Families in the Foundation Years - March 2013

Barlow J, Parsons J, Stewart-Brown S, (2005), Systematic review of the effectiveness of group based parenting programmes for infants and toddlers, CHILD: CARE, HEALTH AND DEVELOPMENT, , 31 (1), 33 - 42 (0305-1862)

Sure Start Children's Centres Statutory Guidance April 2013

The Childcare Act 2006.

Apprenticeships, Skills, Children and Learning Act (ASCL) 2009

Age of Child	Universal Offer (Level 1)	Single Agency Additional Support (Level 2)	Multi-agency Support (Level 3)	Specialist & Statutory Support (Level 4)
11 years +	Assessment of individual need, cultural & communication assessment: signposting /referring. Health & family information drop-ins provided. WIRRAL MULTI-CULTURAL ORGANISATION Young Women's Group x 1 a week WOMEN'S ENTERPRISE BREAKTHROUGH	As Level 1 plus Racial incident, Hate crime reporting support planning: home visits: 1:1 support; support at school meetings; CAMHs meetings; support planning: home visits: 1:1 support, support at meetings, referral focus groups. WIRRAL MULTI-CULTURAL ORGANISATION Self-defence classes (weekly) WOMEN'S ENTERPRISE BREAKTHROUGH Parent's assessment carried out by the service which highlights impact of parental illness and disability on the child, support needs of the parent.(including parenting support needs). Family Star being piloted with parents whose children are young carers supported by Action With Young Carers..Referrals to Kidstime for families where children are caring for a parent with mental health issues. Parents groups run alongside Young Carers breaks programme to provide parents with information about services available to them, support their introduction to services and encourage peer support for ill and disabled parents. BARNARDO'S YOUNG CARERS	As Level 2 plus Gateway and MARAC referral; Cultural Support at TAF meetings; delivery of Parenting courses Triple P & Strengthening Families Strengthening Communities. WIRRAL MULTI-CULTURAL ORGANISATION Family Role Model Family Support. HOMESTART WIRRAL Parenting capacity; full family assessment assessed; Solution focussed therapy; parenting strategies and support, CBT. CATCH 22	Assessment of individual need, assessment of cultural & communication need; Cultural support to assist in understanding of CYPD expectations; Support at Safeguarding Conferences review meetings; court; other meetings if required. Attending professionals meetings; advocacy when required WIRRAL MULTI-CULTURAL ORGANISATION Family Role Model Family Support. Out of Care Family Support HOMESTART WIRRAL
5 – 11 years	Assessment of individual need, cultural & communication assessment: signposting /referring.	As Level1 plus Racial incident, Hate crime reporting support planning: home visits: 1:1 support; support at school meetings; CAMHs meetings; Maternity Services	As Level 2 plus Gateway and MARAC referral; Cultural Support at TAF meetings; delivery of Parenting courses Triple P & Strengthening Families	Assessment of individual need, assessment of cultural & communication need; Cultural support to assist in understanding of CYPD

	<p>Health & family information drop-ins provided. WIRRAL MULTI-CULTURAL ORGANISATION Young Women's Group x 1 a week WOMEN'S ENTERPRISE BREAKTHROUGH Evidence based parenting programmes, volunteering opportunities, adult education CHILDRENS CENTRES</p>	<p>liaison /health visitors; 3yr old funding information ; school choice information; focus groups. WIRRAL MULTI-CULTURAL ORGANISATION Parent's assessment carried out by the service which highlights impact of parental illness and disability on the child, support needs of the parent.(including parenting support needs). Family Star being piloted with parents whose children are young carers supported by Action With Young Carers. Referrals to Kidstime for families where children are caring for a parent with mental health issues. Parents groups run alongside Young Carers breaks programme to provide parents with information about services available to them, support their introduction to services and encourage peer support for ill and disabled parents. BARNARDO'S YOUNG CARERS Targeted parenting groups, ADHD Parenting, 1:1 parenting support, Groups for disabled children and their families, , brokerage for parents to access childcare places, domestic violence support groups. Adult education (basic skills – literacy/numeracy) CHILDRENS CENTRES</p>	<p>Strengthening Communities. WIRRAL MULTI-CULTURAL ORGANISATION Triple P teens group/ triple p one to one. Family meeting\Triple P Programme one to one WIRRAL TPS YOUTH OFFENDING SERVICE Parenting capacity; full family assessment assessed; Solution focussed therapy; parenting strategies and support, CBT. CATCH 22 Targeted parenting groups, ADHD Parenting, 1:1 parenting support, Groups for disabled children and their families, brokerage for parents to access childcare places, domestic violence support groups. Adult education (basic skills – literacy/numeracy) CHILDRENS CENTRES</p>	<p>expectations; Support at Safeguarding Conferences review meetings; court; other meetings if required. Attending professionals meetings; advocacy when required WIRRAL MULTI-CULTURAL ORGANISATION</p>
0 – 5 years	Assessment of individual	As Level 1 plus Racial incident, Hate crime	As Level 2 plus Gateway and MARAC	Assessment of individual need,

	<p>need, cultural & communication assessment: signposting /referring. 2yr old funding Health & family information drop-ins provided; WIRRAL MULTI-CULTURAL ORGANISATION Breastfeeding Peer Support. Stepping Stones Stay and Play Group. Family Stay and Play. Baby Massage (0-6 months) HOMESTART WIRRAL Antenatal Peep - c.30 weeks pregnancy - to first few months after birth. Bump-Start: 20 weeks pregnancy - postnatal period. Baby Peep: groups and in home. Toddler PEEP- in group and home. Side by side groups for children with special needs. Reader groups parent + child. Support for Church play groups and outr BIRKENHEAD FOUNDATION YEARS TRUST Home learning packages, Baby massage, parenting programmes, child</p>	<p>reporting support planning: home visits: 1:1 support; signposting; support at school meetings; CAMHS meetings; Maternity Services liaison /health visitors. WIRRAL MULTI-CULTURAL ORGANISATION Core Service:home visiting family support for families with a child under 5. Starting Young Project. (0-5yrs). Bump Start. PeeP Group for parents with children with additional needs. Side by Side (0-5). Family Support Group (0-5). Short Breaks Club (0-7). Little Bees, social and communication Group. Little Movers, developmental play groups. Creche for pre-school children with Autism, or are displaying characteristics of the condition. Neonatal Community Support Group (0-1). Play Together Group. Additional services at the Home Start Hub for children with disabilities. HOMESTART WIRRAL Additional support for young parents (under 19 yrs) FAMILY NURSE PARTNERSHIP Targeted parenting groups, ADHD Parenting, 1:1 parenting support, Groups for disabled children and their families, funding for early education places for 2 year olds, brokerage for parents to access childcare places, domestic violence support groups. Speech & language</p>	<p>referral; Cultural Support at TAF meetings; delivery of Parenting courses Triple P & Strengthening Families Strengthening Communities. WIRRAL MULTI-CULTURAL ORGANISATION Core Service: home visiting family support for families with a child under 5. Family Role Model Family Support. Starting Young Project. (0-5yrs). You in Mind Group (0-1). Additional services at the Home Start Hub for children with disabilities. . HOMESTART WIRRAL Parenting capacity; full family assessment assessed; Solution focussed therapy; parenting strategies and support, CBT. CATCH 22 Targeted parenting groups, ADHD Parenting, 1:1 parenting support, Groups for disabled children and their families, funding for early education places for 2 year olds, brokerage for parents to access childcare places, domestic violence support groups. Targeted nutrition and healthy eating groups and 1:1 support. Adult education (basic skills – literacy/numeracy) CHILDRENS CENTRES Additional support for young parents (under 19 yrs) FAMILY NURSE PARTNERSHIP</p>	<p>assessment of cultural & communication need; Cultural support to assist in understanding of CYPD expectations; Support at Safeguarding Conferences review meetings; court; other meetings if required. Attending professionals meetings; advocacy when required WIRRAL MULTI-CULTURAL ORGANISATION Family Role Model Family Support. Out of Care Family Support. Additional services at the Home Start Hub for children with disabilities. HOMESTART WIRRAL Venues for supervised contacts, small group and 1:1 support for non-resident parents CHILDRENS CENTRES</p>
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	<p>development sessions, healthy eating sessions, adult education, work clubs, employment support, volunteering opportunities, dad's clubs, grandparent carer group, foster parent group, young mum's groups. Infant feeding support. Funding for 3 & 4 year old early education places.</p> <p>CHILDRENS CENTRES Developmental checks, infant and child health programme. HEALTH VISITORS</p>	<p>screening & support, Targeted nutrition and healthy eating groups and 1:1 support. Adult education (basic skills – literacy/numeracy) CHILDRENS CENTRES</p>		
Pre-birth	<p>Assessment of individual need, cultural & communication assessment: signposting /referring. Health & family information drop-ins provided; WIRRAL MULTI-CULTURAL ORGANISATION Antenatal Breastfeeding Peer Support. Antenatal Peep Group. HOMESTART WIRRAL Antenatal Peep - c.30 weeks</p>	<p>As level 1 plus Racial incident, Hate crime reporting: support planning: home visits: 1:1 support. Maternity Services liaison. WIRRAL MULTI-CULTURAL ORGANISATION Parent/Infant Mental Health Project. Bump Start HOMESTART WIRRAL Additional support for young parents (under 19 yrs) FAMILY NURSE PARTNERSHIP Pathways 2M Powerment Prog WOMENS ENTERPRISE BREAKTHROUGH Evidence based parenting programmes,</p>	<p>As Level 2 plus Gateway and MARAC referral; Cultural Support at TAF meetings; delivery of Parenting courses Triple P & Strengthening Families Strengthening Communities. WIRRAL MULTI-CULTURAL ORGANISATION Parent/Infant Mental Health Project. HOMESTART WIRRAL Parenting capacity; full family assessment assessed; Solution focussed therapy; parenting strategies and support, CBT. CATCH 22 Targeted parenting programmes – group</p>	<p>Assessment of individual need, assessment of cultural & communication need; Cultural support to assist in understanding of CYPD expectations; Support at Safeguarding Conferences review meetings; court; other meetings if required. Attending professionals meetings; advocacy when required WIRRAL MULTI-CULTURAL ORGANISATION</p>

pregnancy - to first few months after birth. Bump-Start: 20 weeks pregnancy - postnatal period.
BIRKENHEAD FOUNDATION YEARS TRUST
 Universal Antenatal Services
WIRRAL UNIVERSITY TEACHING HOSPITAL (WUTH)
 Drop-In Service x 3 days per week **WOMENS ENTERPRISE BREAKTHROUGH**
 Parents To Be classes
CHILDREN'S CENTRES & HEALTH TEAMS
 So You're going to be a Parent Workshops
CHILDREN'S CENTRES
 Information, advice and guidance on all aspects of family life, childcare etc
WIRRAL FAMILY INFORMATION SERVICE

smoking cessation **CHILDRENS CENTRES & HEALTH VISITING SERVICE**

based and 1:1 in the home **CHILDRENS CENTRES**

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Early Help Strategic Steering Group

1.0 Background

To update members of the Children's Trust on the current position with regard to the development of the strategic early help steering group.

The aim and purpose of the newly formed Strategic Early Help group stressed the importance of multi-agency working and the need for input from all. The group was reminded of the pledges signed by Chief Officers on 1st May 2014 at the 'Making a Difference Event' which also endorsed the Regional Early Help Strategy (ADCS).

2.0 Current position

16 people from across a wide range of service areas and organisations came together at the inaugural meeting of the early help strategic steering group held on the 18th September 2014. This was following the stakeholder event (May 2014) and the locality events (June 2014) which nominated membership to the group.

3.0 Terms of Reference

The terms of reference were a considered agenda item and a draft document outlining the Terms of Reference was discussed and some amendments suggested and agreed. A revised document will be circulated for the next meeting.

The meeting considered membership of the group and it was noted that some key partners were not present, they will be written to confirm membership and ahead of the next meeting. Membership of the group will be kept under review.

It was agreed to hold three business meetings a year with additional task and finish groups to address work streams to be agreed.

There was a discussion and some queries about the development of the systems and processes for Targeted Services and the Gateway Single Referral route and it was acknowledged that there is still some confusion across the wider partnership remit that will require addressing as key and fundamental to the work of the group.

There was an agreement that a Communication Strategy was needed to ensure open and transparent communication and to address the need to guarantee a common language and shared understanding.

It was endorsed that the group would monitor performance and consider data and intelligence sharing.

4.0 Workshop

It was decided that the an effective way forward would be to develop a work programme. It was therefore agreed that a workshop would be planned to take place to consider work priorities for the next 12 months - this would also give assurance that the terms of reference would be responsive and address need.

The following were noted for consideration as potential work priorities for the group.

- Balance Scorecard
- Workforce Development
- Demand Management

- Risk Management
- Engagement with a University (evaluation)
- Early Help Audit – 360 Assessment
- Supervision/Coaching
- Early intervention for Child Sexual Exploitation

5.0 The Key Principles

The six key principles developed to progress early help and respond to the regional strategy were revisited by the group and noted as fit for purpose.

6.0 Early Years and Children’s Centre Review

The report was considered and noted by the group with the significance of the early years service becoming a more targeted offer and to work to the early help requirements of the youngest children and their families.

7.0 Self Assessment

A self assessment for services and organisations to note their current position with regards to locality working is currently out for consideration and will support an audit. Information will be collated to give a current position for the Borough and will be considered as part of the work programme for the strategic early help steering group to advise ongoing need.

8.0 Recommendation

That the Children’s Trust notes and endorses the progress of the Strategic Early Help Group

Report Author:

Deborah Gornik

Contact:

0151 666 4330

Appendices:

Draft Terms of Reference
The Key Principles doc.
Locality Self Assessment tool

Locality Working – Self Assessment

Locality	Service:
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The following statements describe effective locality working. Please read each statement then apply a RAG rating, in which R (red) means not achieved, A (amber) is partially achieved and G (green) means fully achieved.

	Activity within the Locality	RAG Rating
1	Children and families are able to access a wide range of early help services within their locality.	
2	There is an appropriate range of targeted services available to support needs.	
3	There is a high level of activity at level 2.	
4	There is a high level of activity at level 3.	
5	Children, young people and families receive the right services.	
6	Children, young people and families receive services in a timely manner.	
7	There is accountability for the single agency work undertaken.	
8	Partners are held to account for their contribution to Team Around the Family work.	
9	There are a wide range of agencies undertaking the role of Lead Professional.	
10	Lead Professionals are well-supported by their Locality Team.	
	Partnership Working	
11	Engagement with multi-agency partners is good.	
12	Multi-agency partners contribute to Locality Allocation Meetings.	
13	Regular communications (meetings, events, briefings, newsletters) are made with partners.	
14	The Constituency Manager/Neighbourhood Team are involved in Locality Work (planning, reviewing, training, etc)	
15	There is regular communication and involvement of local councillors.	
16	Training opportunities for the Locality Team involve partner agencies.	
	Interface with Specialist Services	
17	The Locality Team are aware of cases at risk of escalating to Level 4 Specialist Services.	
18	The Locality Team are effective in preventing escalations to Level 4 Specialist Services.	
19	The Locality Team know how many step up cases there are on a monthly basis.	

20	The Locality Team are confident that cases stepping down from Level 4 Specialist Services are provided with a robust Team Around the Family Service.	
21	The Locality Team know how many step down cases there are per month.	
22	There is regular communication with the District Teams in Specialist Services.	
	Outcomes of Locality Working	
23	Locality Teams measure and report the distance travelled for children, young people and families.	
24	Outcomes for children, young people and families are reported within the locality.	
25	Feedback from children, young people and families is routinely shared with the Locality Team.	
26	Case studies are used to share positive outcomes.	
27	Learning from practice is shared within the Locality Team.	
28	The Locality Team is able to demonstrate savings through targeted work and Early Help.	



Early Help Steering Group Terms of Reference September 2014

1) Purpose and Aims

The steering group will bring together key partners to co-ordinate and deliver Early Help services for the children, young people and families of Wirral. Early Help is defined as, “intervening early and as soon as possible to tackle problems emerging for children, young people and families, or with a population most at risk of developing problems. Early intervention may occur at any point in a child or young person’s life.” (C4EO definition of Early Help)

Early Help maximises life chances for children, improves outcomes for families and prevents more complex problems emerging. Both universal and targeted services play an important role in the Early Help Offer. Universal preventative approaches prevent problems from developing and targeted interventions support those with existing risk factors and vulnerabilities in order to reduce the severity of problems and prevent the escalation on need.

Thus the delivery of an effective Early Help Offer is not the responsibility of a single agency. Early Help requires a partnership approach owned by all stakeholders working with children, young people, parents and families. The Early Help Steering Group aims to achieve the following:

- To devise, implement and monitor the impact of an Early Help Strategy for Wirral;
- To ensure that Wirral’s Early Help Offer is wide-ranging and accessible both at universal and targeted levels of need;
- To ensure that all partners have a shared vision, common language and skills which puts the child and family at the centre of all interventions;
- To build and strengthen the capacity of universal preventative services;
- To monitor the performance of Locality Teams and the Gateway, holding the responsible senior managers to account;
- Devise and implement a communication strategy for Early Help;
- To examine the impact and cost-effectiveness of early intervention at a local level.

2) Governance and accountability

Working Together to Safeguard Children (2013) requires local agencies to have in place effective ways of identifying emerging problems and potential unmet needs for children and their families. It also requires local agencies to work together to put processes in place for the effective assessment of needs of individual children who may benefit from Early Help services.

Governance of the Early Help Steering Group will be provided by Wirral’s Children’s Trust Board. The Children’s Trust Board will monitor progress of the Steering Group through quarterly performance reporting and group updates. Challenge and scrutiny will be provided by Wirral’s Safeguarding Children Board. The Head of Targeted Services will be the Lead Officer for Early Help on behalf of Wirral Local Authority.

3) Membership

Deborah Gornik	(Head of Targeted Services) (Link Forum) (Primary Education) (Secondary Education) (Post-16 Education) (Midwifery) (Health Visiting) (School Nursing Service) (Family Nurse Partnership) (Public Health) (CWP) (Commissioning) (GMCP-Connexions) (Housing)
Kath Lloyd	(Early Years/Children's Centres) (Merseyside Police)
David Robbins	(LSCB Manager)
Elizabeth Hartley	(Family Intervention Services)

4) Role of the Steering Group Member

Each member of the steering group is expected to be a Champion for Early Help and has an important role to play in embedding a robust partnership approach. Early Help Steering Group Members should:

- Be able to speak for their organisation with authority;
- Disseminate information throughout their 'home' organisation;
- Hold their agency to account in relation to the delivery of Early Help.

5) Functioning of the Early Help Steering Group

The Early Help Steering Group will meet on a 6-weekly basis. Agendas, minutes and meeting papers will be co-ordinated by the Head of Targeted Services.



The 6 Key Principles for Early Help

LOCAL SOLUTIONS, LOCAL DECISIONS

- 1) Work with the whole family, ensuring they are central and key partners in processes that affect them.
- 2) Identify problems early and intervene quickly with effective solutions, at the right time, by the right organisation.

PROMOTING INDEPENDENCE

- 3) Promote early intervention and prevention, offering help to families with emerging problems to prevent them getting worse.
- 4) Help change behaviours and build resilience at a family and Community level.

DRIVING GROWTH AND ASPIRATION

- 5) Improve life chances and aspirations of children and families.
- 6) Provide responsive and flexible support based on 'what works' to ensure better outcomes for all, sharing learning so that what we do is based on good evidence.

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