

## Joint Strategic Commissioning Board

**Date:** Tuesday, 4 December 2018  
**Venue:** Council Chamber - Wallasey Town Hall  
**PLEASE NOTE VENUE CHANGE**  
**Time:** 2.00 p.m.

**Contact Officer:** Shirley Hudspeth  
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This meeting will be webcast at  
<https://wirral.public-i.tv/core/portal/home>

### AGENDA

- 1. APOLOGIES FOR ABSENCE**
  - 2. MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest, in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.
  - 3. MINUTES (Pages 1 - 6)**

To confirm the minutes of the meeting of the Joint Strategic Commissioning Board held on 16 October 2018 as a correct record. **(Copy attached.)**
- BUSINESS ITEMS**
- 4. WIRRAL HEALTH AND CARE COMMISSIONING POOLED FUND FINANCE REPORT (Pages 7 - 14)**

A report of the Chief Finance Officer, NHS Wirral CCG and Wirral Health & Care Commissioning is **attached**.

**5. HEALTHY WIRRAL UPDATE (Pages 15 - 26)**

A report by the Healthy Wirral Programme Manager is **attached**.

**6. TRANSFORMING CARE PROGRAMME - UPDATE (Pages 27 - 34)**

Report of the Assistant Director of Health and Care Outcomes is **attached**.

**7. PROPOSED PUBLIC HEALTH COMMISSIONING INTENTIONS 2019-2020 (Pages 35 - 44)**

A report by the Acting Director of Health and Wellbeing is **attached**.

**8. EXTRA CARE HOUSING DEVELOPMENT (Pages 45 - 50)**

A report by the Lead Commissioner, All Age Independence is **attached**.

**9. WIRRAL SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2017-18 (Pages 51 - 164)**

The report is **attached**.

**10. DATE OF NEXT MEETING**

To note that the next meeting of the Joint Strategic Commissioning Board will be held at 2pm on Tuesday, 5 February 2019 in the Council Chamber of Birkenhead Town Hall.

**11. URGENT BUSINESS APPROVED BY THE CHAIRS**

To consider any business that the Chairs accept as being urgent.

**12. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**

The following item(s) of business contain exempt information.

RECOMMENDATION:

That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part 1 of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

**13. URGENT BUSINESS APPROVED BY THE CHAIRS (PART 2)**

To consider any other business that the Chairs accept as being urgent.

## Terms of Reference

The JSCB is established to focus on the commissioning, strategic design and performance management of health and care services on Wirral, including the outcomes and quality of those services. The JSCB will oversee the development of population based commissioning.

The JSCB Cabinet Committee will undertake the following duties and responsibilities, exercising delegated powers of the WBC Executive and formulating recommendations for adoption by the WBC Cabinet and / or the CCG Governing Body, as the case may be, that seek –

- To promote the integration of health and social services generally across WBC and CCG;
- To approve integrated health and care commissioning strategies;
- To approve large scale health and care transformation programmes;
- To approve and maintain oversight of plans and oversight of delivery for specific areas such as:
  - Better Care Fund Schemes
  - Urgent Care Transformation
  - Commissioning Prospectus
  - Learning Disabilities Plan;
- To ensure effective stewardship of Section 75 pooled monies and address any issues of concern;
- To maintain oversight of health and care system performance and address any issues of concern;
- To ensure the implementation of integrated health and care commissioning strategies and transformation programmes.

In making decisions and / or recommendations to the Cabinet and / or the Governing Body, as the case may be, the JSCB Cabinet Committee will look to ensure that those actions will seek in all cases –

- To reduce inequalities;
- To secure greater public involvement;
- To commission services effectively, efficiently and equitably;
- To secure quality improvements;
- To promote choice and inclusion.

The JSCB Cabinet Committee will not consider or deal with any matters relating to individual patients, service users or carers, including complaints or requests for specific treatments or services, which will be managed through existing procedures. The JSCB Cabinet Committee will review service user and patient experience data at an 'aggregate' rather than individual level.

The JSCB Cabinet Committee will make its decisions in accordance with the Budget and Policy Framework of Wirral Council and any matter coming before the JSCB Cabinet Committee that might involve a decision contrary to the Budget and Policy Framework shall be

## **Audio/Visual Recording of Meetings**

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## JOINT STRATEGIC COMMISSIONING BOARD

Tuesday, 16 October 2018

Present: Councillor C Jones (Co-Chair)  
Dr S Wells (Co-Chair)

S Banks  
Dr P Cowan  
P Edwards  
N Hawker  
L Quigley  
L Roberts  
Dr S Stokes  
M Treharne

Councillors B Mooney  
P Stuart (In place of S Whittingham)

### 17 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Stuart Whittingham.

### 18 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST

Councillor Chris Jones declared a personal interest in the agenda by virtue of her employment with the Cheshire and Wirral Partnership NHS Foundation Trust.

### 19 MINUTES

Dr Sue Wells stated that the NHS Wirral Clinical Commissioning Group was quorate at the meeting as a Governing Body and was therefore in a position to make decisions at this meeting.

Subject to the deletion of one of the entries for Mr Simon Banks being present (as he was referred to twice), Dr Sue Wells being shown as present, and the 'NHS Wirral Members' being referred to as 'NHS Wirral CCG Members' in minutes 13, 14 and 15, the minutes of the meeting of 21 August, 2018, were agreed as a correct record.

**Resolved – That the minutes be agreed, subject to the above amendments.**

20 **LIVERPOOL CITY REGION (LCR) COMPLEX CARE FRAMEWORK**

Jason Oxley, Assistant Director – Health and Care Outcomes, introduced a report which sought approval to commence a procurement exercise to support the creation of a single Liverpool City Region (LCR) flexible purchasing system (FPS) for care and support services for adults with complex needs. The FPS would be made available to the six LCR Councils as well as NHS Clinical Commissioning Groups (CCGs) operating across LCR.

The NHS Wirral CCG Members and Wirral Borough Council's three Cabinet Members, sitting as a Committee of the Cabinet –

**Resolved –**

- (1) That the creation of a LCR Complex Care FPS for use by Wirral Health and Care Commissioning; the other five LCR Councils and Clinical Commissioning Groups in the LCR, be approved.**
- (2) That authority be delegated to Wirral Health and Care Commissioners to procure and award contracts for care and support services within the LCR Complex Care FPS, once established, throughout its duration as required.**

21 **HEALTHY WIRRAL PROGRAMME MEMORANDUM OF UNDERSTANDING**

Simon Banks, Chief Officer, NHS Wirral CCG, introduced a report on the Healthy Wirral Programme Memorandum of Understanding. The programme sought to deliver the health and care related components of the Wirral Plan. The Healthy Wirral vision was, 'To enable all people in Wirral to live longer and healthier lives by taking simple steps of their own to improve their health and wellbeing'. The report gave details of how this was to be achieved through an agreement by all Partners on the Wirral that the future sustainability of health and care services was entirely dependent upon commissioners and providers collaborating and developing new models of care to enable more integrated place based care. The Healthy Wirral Partners Board acted as ambassadors of system and place based care, and had identified that the commitment, roles and responsibilities of all partners should be enshrined within a Memorandum of Understanding (MOU).

The NHS Wirral CCG Members and Wirral Borough Council's three Cabinet Members, sitting as a Committee of the Cabinet –

**Resolved – Having reviewed the detail provided within the MOU and its application to corporate governance the MOU was approved and the organisational commitment as signatories to the MOU were endorsed.**

## 22 WIRRAL HEALTH AND CARE COMMISSIONING POOLED FUND ARRANGEMENTS

Graham Hodgkinson, Director for Adult Care and Health, introduced a report on Wirral Health and Care Commissioning Pooled Funding Arrangements. The report was about the joining up of services to enable people to navigate what was a very complicated system; so that people told their stories only once, potential delays were reduced and people didn't get lost in the system.

Wirral Health and Care Commissioning (WHaCC) had been in operation since May 2018. This was the contemporary name for the Integrated Commissioning Hub referred to in reports dated before May 2018. WHaCC was a formal strategic partnership created on behalf of Wirral Council and Wirral CCG. The partnership was created following agreement to progress into a formal partnership by Wirral Council Cabinet in November 2017 (minute 62 (27/11/17) refers) and NHS Wirral CCG's Governing Body in December 2017.

This report presented the detail of how the agreement to create a single care and health commissioner for Wirral had been taken forward in terms of financial governance and decision making. The Section 75 pooled fund agreement (Appendix 3 to the report) set out the budget areas that were being pooled in 2018. It also referred to a shadow pool which referred to budgets that were not being pooled in 2018, in order to minimise exposure to financial risk. Financial and governance arrangements were included within the Section 75 agreement.

Importantly the key risks and mitigations had been considered and responded to by WHaCC in setting up pooled fund and financial governance arrangements.

He acknowledged that concerns had been expressed from a number of sources and further scrutiny of the risks as well as the benefits would need to happen before any further pooling was considered. The Board were being asked to agree to the pooled arrangements for 2018/19 only after which he proposed that there would be a pause whilst further scrutiny took place on any proposed expansion of the pooled fund.

In September 2017 a due diligence exercise was undertaken by Price Waterhouse Cooper (PWC). The report illustrated the benefits of integrated commissioning and set out their view of potential risks and mitigations on behalf of Wirral Council and Wirral CCG. The report was considered in advance of the decision to create WHaCC, but had not previously been in the public domain. At this stage the report could be read in conjunction with the arrangements that had been put in place to respond to the highlighted risks. He stated that some of the language used in the PWC report in relation to 'accountable care organisations and accountable care systems' was

something which had not been adopted in Wirral. Wirral's focus was on integrated care, collaboration and NHS providers working together and was not on the creation of an Accountable Care Organisation.

Mike Treharne, Chief Financial Officer, Wirral NHS CCG then spoke to the report and expanded further on some of its details. He referred to the key risks and mitigations appendix in the report and stated that the risks were well mitigated against. He elaborated further on the financial implications with £129.9m going into the pooled funding for 2018/19 and the need for a more sophisticated risk share arrangement to be developed for future years if additional areas were to be added to the pooled fund.

The Chair then invited questions and comments.

Councillor Bernie Mooney stated that she was pleased any additional pooled fund arrangements beyond those set out for 2018/19 would be halted until more scrutiny had taken place. There had been a number of scrutiny meetings up to now and she was clear that the Council would not take part in any arrangement that would involve the establishment of an Accountable Care Organisation or any form of privatisation. The language used in the PWC report was very unfortunate and very misleading as this was not what the Council would want to be a part of.

Dr Sue Wells assured the Board that for the CCG's part this was about integrating care to help people to have a better health and care experience and was absolutely not about privatisation of the NHS.

The Chair echoed Councillor Mooney's comments, having been a nurse for 40 years the last thing she would be involved with would be privatisation. The NHS had to be free at the point of need and at the point of care, the best quality of care and social care which could be provided.

The NHS Wirral CCG Members and Wirral Borough Council's three Cabinet Members, sitting as a Committee of the Cabinet –

**Resolved –**

- (1) That the Joint Strategic Commissioning Board endorses and supports the approach taken to mitigate financial risk.**
- (2) That the Section 75 agreement for 2018/2019 is agreed for sign off by Chief Officers on behalf of NHS Wirral CCG and Wirral Council.**

## 23 PARENTING STRATEGY AND PATHWAY

Paul Boyce, Corporate Director for Children's Services, introduced a report which outlined the case for a Wirral-wide parenting strategy and pathway to better meet the needs of children, young people and their families.

An agreed multi-agency pathway would distribute responsibility and resource more evenly across agencies to ensure the right experience and expertise depending on identified needs. A common approach to parenting would improve service-user experience as all agencies would use a common language, approach and engagement with services throughout the child's lifetime would build upon a common foundation. Details were given of a number of key points including support based on the THRIVE model.

Councillor Bernie Mooney commented that this was a good example of services coming together and much of the time partnership working was underpinned by legislation from Government.

Simon Banks referred to the reference to THRIVE, which was an acronym for 'Timely, helpful, respectful, innovative, values based and efficient', a nationally recognised approach. He was pleased to see the report on the agenda as there was a need to have more issues on the agenda for children and young people as the JSCB was for people of all ages.

Nesta Hawker welcomed the positive report and referring to the increasing work being undertaken with neighbourhoods asked for future reports to consider these issues as different neighbourhoods did have varying needs.

Lorna Quigley welcomed the multi-agency approach in the report which was definitely the right way forward.

The NHS Wirral CCG Members and Wirral Borough Council's three Cabinet Members, sitting as a Committee of the Cabinet –

**Resolved – That the development of a multi-agency, borough-wide parenting strategy and pathway for Wirral, led by a multi-agency project board, be agreed.**

## 24 DATE OF NEXT MEETING

**Resolved – That it be noted that the next meeting of the Joint Strategic Commissioning Board is scheduled for 2pm on Tuesday, 4 December, 2018 in the Council Chamber of Birkenhead Town Hall.**

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**JOINT STRATEGIC COMMISSIONING BOARD**  
**Wirral Health and Care Commissioning Pooled Fund Finance Report**

<b>Risk Please indicate</b>	<b>High N</b>	<b>Medium Y</b>	<b>Low N</b>
<b>Detail of Risk Description</b>	<i>This report deals with how risks are being mitigated against through arrangements that have been put in place for integrated commissioning. All commissioning activity is subject to appropriate consultation, engagement and impact assessment.</i>		

<b>Engagement taken place</b>	N
<b>Public involvement taken place</b>	N
<b>Equality Analysis/Impact Assessment completed</b>	N
<b>Quality Impact Assessment</b>	N
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	N
To reduce health inequalities across Wirral	N
To adopt a health and wellbeing approach in the way services are both commissioned and provided	N
To commission and contract for services that: <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul>	N
To be known as one of the leading organisations in the Country	Y
Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years' time.	Y

# JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>4 December 2018</b>
<b>Report Title:</b>	<b>Wirral Health and Care Commissioning Pooled Fund Finance Report</b>
<b>Lead Officer:</b>	<b>Mike Treharne</b>

## 1 INTRODUCTION / REPORT SUMMARY

- 1.1 This paper provides a description of the arrangements that have been put in place to support effective integrated commissioning. It sets out the key issues in respect of:
- a) the expenditure areas that are included in the 2018/19 shared pooled fund (live) and those expenditure areas in shadow form for 2018/19, and
  - b) the current and future risk and gain share arrangements.

## 2 RECOMMENDATIONS

- 2.1 That the financial position of the live and shadow pools, as at 31 October 2018, be noted.

## 3 BACKGROUND INFORMATION

- 3.1 The direction of travel for integrated commissioning, the business case and proposed integrated arrangements for Wirral Health and Care Commissioning (WHaCC) have been well documented via Wirral NHS CCG Governing Body Board meetings on 2 May 2017 and 5 December 2017, and via Local Authority Cabinet meetings on 27 March 2017 and 27 November 2017.
- 3.2 The following key features of integration were outlined as essential to success;
- Pooling resources, intelligence and planning capacity.
  - Delivering the Right Care in the Right Place at the Right Time.
  - Managing demand and reducing the cost of care.
  - Clear accountability and governance arrangements.
  - Resilience and flexibility to emerging issues in service delivery.

- 3.3 Healthy Wirral has been established as the core programme for delivery of key transformational programmes of health and care. WHaCC is the system lead for the delivery of this programme through the Healthy Wirral Partners Board.
- 3.4 The financial challenge for the CCG and Council will continue, regardless of integration. The key for Wirral will be to ensure that integration of commissioning is seen as an opportunity to help to transform provision to make more effective use of the resources available (making the most of the “Wirral pound”,) rather than the financial challenges being seen as a barrier to integration.
- 3.5 The risks and mitigations associated with integration will continue to be monitored and updated in the months to come.

#### 4. 2018/19 POOL

- 4.1 The total fund contributed to the commissioning pool in 2018/19 amount to £130.4m, as per the table below:

Description	£m
Adult Social Care	39.7
Public Health	13.0
Children & Young People	2.0
CCG	22.0
Better Care Fund	53.7
	<b>130.4</b>

- 4.2 The total funds contributed to the shadow pool in 2018/19 amount to £531.2m, as per the table below:

Description	£m
Adult Social Care	50.2
CCG	481.0
	<b>531.2</b>

- 4.3 The budgets contained within the shadow pool comprise all other budgets within the Adult Social Care and CCG areas which are not formally pooled in 2018/19 (see 4.1)

- 4.4 A proposal will be brought back to Board for the 2019 to 2020 arrangements for that financial year.
- 4.5 Over time, services which are currently out of scope for WHaCC may be included within the pooled funding arrangements (e.g. further Children's Services). The risks of adding these services to the pooled fund arrangement will need to be assessed at the point at which these services are considering being moved.
- 4.6 A full breakdown of the pool's composition is given below and overleaf, together with the current forecast:

Area	Category	Budget	Forecast (£m)	Variance
<b>Adult Social Care</b>	Community Care for learning disabilities	39.3	39.7	(0.4)
	Community Care for mental health	9.9	10.1	(0.2)
	LD/MH Customer and client receipts	(3.0)	(3.4)	0.4
	Income from joint-funded packages	(6.4)	(6.6)	0.2
		<b>39.7</b>	<b>39.7</b>	-
<b>Public Health</b>	Stop smoking interventions	0.8	0.8	-
	Sexual health services	3.1	3.1	-
	Children's services	7.2	7.2	-
	Health checks	0.3	0.3	-
	Adult obesity	0.3	0.3	-
	Mental health	1.1	1.1	-
	Infection control	0.2	0.2	-
		<b>13.0</b>	<b>13.0</b>	-
<b>Children &amp; Young People</b>	Care packages	2.0	2.0	-
		<b>2.0</b>	<b>2.0</b>	-

Continued overleaf ...

Area	Category	Budget	Forecast (£m)	Variance
<b>CCG</b>	CHC – adult continuing care	3.7	4.0	(0.3)
	CHC – adult Personal Health Budgets	0.9	1.1	(0.2)
	Funded nursing care	0.8	0.8	-
	Learning disabilities	1.7	1.7	-
	Mental health	9.8	10.2	(0.4)
	Adult joint funded	3.8	3.9	-
	CHC – Adult joint funded PHBs	0.3	0.3	-
	CHC children’s continuing care	0.9	1.0	(0.1)
	Children’s PHBs	-	-	-
		<b>22.0</b>	<b>23.0</b>	<b>(1.1)</b>
<b>Better Care Fund</b>	Integrated services	20.6	20.5	0.1
	Adult social care services	25.2	25.2	-
	CCG services	2.0	2.0	-
	DFG	3.9	3.9	--
	Innovation fund	0.9	0.9	-
	Known pressures & contingency	1.1	1.1	-
		<b>53.7</b>	<b>53.6</b>	<b>0.1</b>
		<b>130.4</b>	<b>131.3</b>	<b>(1.0)</b>

4.7 At 31 October 2018, the CCG has a developing year-end pressure of £1.1m spread across all areas of the live pool which forms part of the CCG’s overall net unmitigated risks currently reported to NHS England. Formally, the CCG are reporting a forecast out-turn in line with plan spread across both the live and shadow pools.

4.8 Following the Chancellor’s announcement of an additional £240m for Councils in 2018/19 to assist with winter pressures, Wirral Council has received confirmation that its share will be £1.8m. This will be fully used in-year to assist with improving the capacity of the domiciliary care market and to maximise independence and wellbeing.

## 5. 2018/19 FINANCIAL RISKS AND CHALLENGES

- 5.1 Achievement of the CCG's £2m surplus control total is clearly not without financial challenge and risk, given the £19.6m savings target required to be delivered. During the planning period and working up of the CCG's financial recovery plan, gross risks and realisable mitigations were identified as follows:

Risks	Original Plan £m	Current Position £m
QIPP Slippage	£3.5m	£6.5m
Unidentified QIPP	£4.1m	Nil
Acute Over-performance	£2.0m	£2.0m
CHC Excess Growth	£1.0m	£2.5m
<b>Total Gross Risks</b>	<b>£10.6m</b>	<b>£10.9m</b>

Mitigations	£m	£m
Contingency	(£2.6m)	(£2.6m)
Re-brokerage	(£1.0m)	(£1.0m)
RTT Slippage	(£0.5m)	(£0.5m)
Other	(£0.8m)	(£1.3m)
<b>Total Mitigations</b>	<b>(£4.9m)</b>	<b>(£5.4m)</b>

<b>Overall Net Risks</b>	<b>£5.7m</b>	<b>£5.6m</b>
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- 5.2 The CCG has submitted a Formal Recovery Plan to NHS England, which has now been approved, describing how the £1.1m identified cost pressures within the pool for 2018/19 will be mitigated.
- 5.3 Further mitigations, in addition to the above, are currently being developed by the CCG. As part of its directions from NHS England, a turnaround Director has recently been appointed with a remit to look at all expenditure lines across the entire CCG, to identify any further efficiency opportunities with a view to addressing the overall level of risk that is currently unmitigated.

- 5.4 The financial risks and challenges facing the Social Services budget for 2018/19 were as follows:

Risks	Original Plan £m	Current Position £m
Demographic Growth Pressures	1.0	1.0
Overspend Carried Forward from 17/18	0.5	0.5
<b>Total Gross Risks</b>	<b>1.5</b>	<b>1.5</b>

Mitigations	£m	£m
AFG Pilot	0.2	0.2
ECH – Balls Road	0.1	0.1
ECH – Magazine Lane	0.1	0.1
Payment by Actuals	0.4	0.4
Pensby Road	0.1	0.1
Supported Living Reviews	0.4	0.4
Spital Road	0.1	0.1
Complex One-Off Savings	0.2	0.2
<b>Total Mitigations</b>	<b>1.5</b>	<b>1.5</b>

<b>Overall Net Risks</b>	-	-
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- 5.5 The Council's savings are on track to be delivered in full by the end of the year. Any slippage will be mitigated through over-achievement of other savings, as well as the identification new savings options and one-off actions.
- 5.6 Any savings delivered above and beyond the savings target of £1.5m will contribute directly to the bottom line of the pooled fund and would be eligible to be shared between partners as described in the section 75.

## 6. ENGAGEMENT / CONSULTATION

- 6.1 Documents and discussions in respect of the integration agenda and associated financial risks have been presented and taken place at a variety of Local Authority and CCG meetings.

## 7. LEGAL IMPLICATIONS

- 7.1 The Local Authority and CCG lawyers have been engaged in, and crucial to the production of the section 75 agreement, and the relevant legal implications are identified within that document.

## 8. RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 Currently there is no significant impact on resources, ICT, staffing and assets as a result of the integration agenda. As greater integration occurs there are likely to be efficiency savings through economies of scale with appropriate sharing of posts and assets etc.

## 9. EQUALITY IMPLICATIONS

- 9.1 No implications because it is not anticipated that the integration of commissioning functions will have an impact on equality. Rather, potential impacts on equality will come from commissioning decisions for which EIA's will need to be produced.

**REPORT AUTHOR:** Mike Treharne  
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## APPENDICES

N/A

## REFERENCE MATERIAL

N/A

## HISTORY

Meeting	Date
Cabinet	27 March 2017
Governing Body Board	2 May 2017
Cabinet	27 November 2017
Governing Body Board	5 December 2017
Joint Strategic Commissioning Board	16 October 2018

**JOINT STRATEGIC COMMISSIONING BOARD**  
**Healthy Wirral Update**

Risk Please indicate	High	Medium Y	Low
<b>Detail of Risk Description</b>	The <i>Healthy Wirral</i> Partners Board is developing a Board Assurance Framework that will identify the principles risks to the delivery of the strategic programme aims and how these will be mitigated. The most significant risks are a further deterioration of the financial position of the Wirral health and care economy and of associated clinical and performance standards. These can only be mitigated by the adoption of an “acting as one” approach as described above.		

<b>Engagement taken place</b>	N
<b>Public involvement taken place</b>	N
<b>Equality Analysis/Impact Assessment completed</b>	N
<b>Quality Impact Assessment</b>	N
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	Y
To reduce health inequalities across Wirral	Y
To adopt a health and wellbeing approach in the way services are both commissioned and provided	Y
To commission and contract for services that: <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul>	Y
To be known as one of the leading organisations in the Country	Y
Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years' time.	Y

# JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>4 December 2018</b>
<b>Report Title:</b>	<b><i>Healthy Wirral Update</i></b>
<b>Lead Officer:</b>	<b>Julian Eyre</b>

## 1 INTRODUCTION / REPORT SUMMARY

1.1 This matter affects all Wards within the Borough and supports the delivery of both Wirral 2020 pledges in relation to Health and Wellbeing, and the delivery of Health and Wellbeing ambitions within 'Wirral Together'.

1.2 In common with all health and care systems across Cheshire and Merseyside, Wirral is expected to establish and implement its plans to achieve the best possible health and wellbeing outcomes for its population within the funding available to the system. The '*Healthy Wirral*' programme is seen as the prime system-wide programme to deliver sustainable and affordable long-term changes to the way that the health and wellbeing of the Wirral population is supported.

1.3 The *Healthy Wirral* Programme has identified a mission of '*Better health and wellbeing in Wirral by working together*' with the clearly stated aim to enable all people in Wirral to live longer and healthier lives by taking simple steps to improve their own health and wellbeing. By achieving this, together we can provide the very best health and social care services when people really need them, as close to home as possible. Delivering this aim requires the Wirral partners to rise to four key challenges:

- **Acting as One** - exemplified in actions and behaviours.
- **Clinical sustainability** - sustainable, high quality, appropriately staffed, organisationally agnostic services.
- **Improving population health** - delivering the *Healthy Wirral* outcomes around better care and better health using a place-based approach.
- **Financial sustainability** - managing with our allocation, taking cost out, avoiding costs, delivering efficiency and better value.

This paper outlines the key actions that have been undertaken to date and the proposed next steps to progress the *Healthy Wirral* Programme.

## 2 RECOMMENDATIONS

2.1 The Joint Strategic Commissioning Board are asked to note the contents of this report.

### 3 BACKGROUND INFORMATION

3.1 The *Healthy Wirral* programme has continued to make good progress against key objectives. This is reported to the *Healthy Wirral* Partners Board on a monthly basis. The following priority areas have progressed as of October 2018:

#### 3.2 Work streams composition and leadership

The primary and enabling work streams established to deliver the required system transformation are summarised in the diagram at Appendix 1. The majority of these work streams are now populated with nominees from all appropriate *Healthy Wirral* partner organisations. All work streams have now identified system leads and primary work stream leads have been working with their teams to draw up plans on a page and programme summaries, which will support the completion of the System Financial Sustainability Plan.

#### 3.3 Programme Requirements

Work has continued to develop and refine the programme summaries and plans on a page, in order to firmly establish the work plans for each of the *Healthy Wirral* work streams. *Healthy Wirral* Programme colleagues are engaging with all Wirral partners ensure that the principles and requirements of the *Healthy Wirral* programme are being adopted and form the basis of the system sustainability plan. As part of this partner organisations and stakeholders are asked to commit to a formal process known as the Capped Expenditure Programme-Lite (CEP-Lite) as established by Cheshire and Merseyside Health and Care Partnership. Following a productive '*Wirral Acting as One*' session with all system partners in June 2018 and subsequent discussions at the *Healthy Wirral* Partners Board, a Memorandum of Understanding has been completed and sent to all partners for presentation and endorsement by their individual boards in order to formally establish their commitment to the *Healthy Wirral* programme.

3.4 A proposed approach to programme review has been agreed, together with suggested timescales for review. This is summarised in figure 1 below:

**Figure 1 Programme Reporting and Oversight**

Governance Function	Programme Group	Reporting
<ul style="list-style-type: none"> <li>Strategic Overview and Monitoring</li> <li>Healthy Wirral Programme Shaping</li> <li>System Support/ Challenge</li> </ul>	Healthy Wirral Partners Board (HWPB)  	<ul style="list-style-type: none"> <li>Programme Overview Dashboard</li> <li>Strategic Progress</li> <li>Shaping Programmes reporting</li> <li>Escalation of system concerns</li> </ul>
<ul style="list-style-type: none"> <li>Programme Oversight/ Delivery Assurance</li> <li>Recovery Planning</li> <li>Individual Programme Shaping</li> </ul>	Healthy Wirral Executive Delivery Group (HWEDG)  	<ul style="list-style-type: none"> <li>Primary and Enabling Programme Highlight reporting</li> <li>HWODG Reporting/ Escalation</li> </ul>
<ul style="list-style-type: none"> <li>Operational and Financial Progress Oversight/ Management</li> <li>New Scheme Development and Scrutiny</li> </ul>	Healthy Wirral Operational Delivery Group (HWODG)  	<ul style="list-style-type: none"> <li>Primary Programme Reporting</li> <li>Financial reporting and dashboard development</li> </ul>
Programme Work Streams		

3.4 Programme support

Work is continuing to establish the Neighbourhood Teams supported by the Neighbourhood Transformation Manager to ensure that a resilient approach is adopted. The Neighbourhood Co-ordinator GPs, whose leadership has been fundamental in this work, have led the development of neighbourhood action plans to address frailty. Transformation resources to support the delivery of these plans have been made available to the neighbourhoods to ensure delivery at pace. The plans share a focus on case finding and risk stratification, proactive care management, education and the embedding of multi-disciplinary and multi-agency working. This includes pharmacy and third sector/voluntary support as well as statutory community and primary care services.

3.5 Design and development work on the neighbourhood multi-disciplinary team (MDT) is continuing, and additional programme support is being deployed from our phase 1 transformation fund to increase pace on this work. A clinical engagement event for neighbourhoods focusing on frailty took place on 24 September to share current thinking and provide information on key developments to support population health across the health and care system in Wirral.

### 3.6 Workforce support

Work has continued in developing a system-wide place-based workforce plan. Work stream members have been asked to identify their key strategic Wirral workforce priorities based on an exercise undertaken in August and the group met in October to finalise this. The executive lead for this work is leading a wider strategic discussion with system partners to agree our joint approaches to a workforce strategy. In support of this, a bid was submitted to the Cheshire and Merseyside Local Workforce Action Board (LWAB) development fund at the end of August. Following key discussions with workforce and system leads, it was agreed to submit a joint bid with the Cheshire West Integrated Care Partnership (ICP) as both systems shared common aims and favoured a similar capability-based approach to workforce strategy. Health Education England confirmed on 23 October that this bid had been successful, which will bring circa £184k to support the development of a comprehensive integrated workforce strategy utilising an aligning capability model.

### 3.7 Leadership Development

Following the submission of the Wirral system-wide bid for funds to support leadership development the NHS North West Leadership Academy (NWLA) have entered into negotiations with Wirral and our partners in Cheshire West, around a proposal to co-create a neighbourhood leadership programme. This will include some focused delivery of support at a Neighbourhood Team level, and the development of a suite of leadership development opportunities that would be delivered locally, together with a small grant of funds to support local venue and administrative costs. Key neighbourhood and organisational development partners will be invited to support this programme development, which may act as a blueprint for the wider Cheshire and Merseyside programme proposed by NHS England.

### 3.8 Mersey Internal Audit Authority (MIAA) support to the programme

MIAA Solutions have continued their diagnostic work to support the production of a System Financial Sustainability Plan, and have progressed actions in relation to the benchmarking programmes within Right Care, Getting It Right First Time (GIRFT) and Model Hospital. These are being supported and actioned through the *Healthy Wirral* Operational Delivery Group (HWODG).

3.9 In conjunction with the *Healthy Wirral* Finance lead and HWODG, MIAA are continuing to update the year-end financial forecast and focus on actions to improve this.

3.10 MIAA have continued to work closely with the *Right Care* team to focus on support for Frailty, Gastro and Meds Management and have engaged with key leads from Wirral Health and Care Commissioning to ensure this work is still aligned and supporting *Healthy Wirral* priorities. Following discussions with the system lead for the planned care primary programme, and colleagues from *Right Care*, work is now in progress to establish a whole system clinical review of frailty data in October, to inform clinical pathway development. This will support the programme work streams for both planned care and neighbourhoods.

### 3.11 Primary Care Network Development

Following the submission of bids from the 9 neighbourhoods against the Cheshire and Merseyside Primary Care Network Development Fund, NHS England have completed their bid scrutiny and allocation process and awarded funding to a number of the Wirral neighbourhood networks. In total, 5 bids were awarded, with 3 being fully successful and 2 partially successful. In total, this represents a further £468k in development funding for Wirral over the next two years. NHS England will oversee the implementation and performance of the neighbourhood networks in delivering their plans and have commenced the development of a Memorandum of Understanding with each network.

### 3.12 Working with Cheshire and Merseyside Health and Care Partnership

The Cheshire and Merseyside Health and Care Partnership (C&M HCP) supports sustainable transformation across the wider health and care geography by bringing together all organisations to spread best practice, make sure no area is left behind and provide challenge to one another to change the way we do things to benefit local people as much as possible. The partnership has identified a vision of improving the health and wellbeing of the 2.6 million population of Cheshire and Merseyside and creating a strong, safe and sustainable health and care system that is fit for the future. Through their business plan to deliver this vision C&M HCP have identified 3 key priorities for 2018-19 which are:

- Delivering care more efficiently
- Improving the quality of care
- Improving the health and care of the population

3.13 The key vehicles identified for the delivery of these priorities are place-based care at a local system level, a number of system-wide clinical transformation programmes including mental health, cancer and cardio-vascular disease, and improving population health management. The *Healthy Wirral* Programme has been designed primarily to deliver the required changes identified by and needed for Wirral, but this dovetails fully with the ambitions of this wider partnership, which provides support and positive challenge to the system.

- 3.14 The *Healthy Wirral* team have undertaken a stocktake with C&M HCP to review progress against key business plan objectives and the delivery of 'place'. Key areas addressed included resource and support from the C&M HCP, any risks and issues, performance against key priorities, financial performance, programme milestones, outputs and ambitions. Whilst acknowledging the significant financial challenge faced by the Wirral system, the C&M HCP recognised that significant progress had been made in the delivery of key objectives, and in particular, progress with integration of commissioning and provision, and the implementation of neighbourhoods

#### 4 OTHER OPTIONS CONSIDERED

N/A

#### 5 FINANCIAL IMPLICATIONS

- 5.1 The Wirral health and care system faces significant challenges to achieve financial recovery and sustainability. The summary projected financial position as of September 2018 is provided below:

I&E Forecast	Plan Surplus / (Deficit) £,000	Likely Surplus / (Deficit) £,000	Likely Variance to Plan £,000	Best Surplus / (Deficit) £,000	Best Variance to Plan £,000	Worse Surplus / (Deficit) £,001	Worst Variance to Plan £,002
CWP	254	254	0	254	0	198	(56)
Wirral Community	1,993	1,993	0	2,393	400	(940)	(2,933)
WUTH	(25,042)	(25,042)	0	(25,042)	0	(30,442)	(5,400)
Wirral CCG	2,000	(3,591)	(5,591)	(2,222)	(4,222)	(7,895)	(9,895)
Contract mis-alignment (CCG/WUTH)	0	(5,000)	(5,000)	(3,000)	(3,000)	(1,000)	(1,000)
Wirral LA	0	0	0	0	0	0	0
<b>Total</b>	<b>(20,795)</b>	<b>(31,386)</b>	<b>(10,591)</b>	<b>(27,617)</b>	<b>(6,822)</b>	<b>(40,079)</b>	<b>(19,284)</b>

- 5.2 The table above includes a number of forecast scenarios, with a likely system deficit of £31.4m which is £10.6m worse than the planned system deficit of £20.8m.
- 5.3 The table also shows the best position with a forecast deficit of £27.6m (£6.8m off plan) whilst the worse deficit is £40m (£19.3m off plan). The forecast position may improve if further mitigations are identified within the recovery plan to reduce the deficit position. Although the CCG has been required to provide a financial recovery plan, future work will need to include all partners to ensure that a true system plan is delivered. Key to this is that the system identifies those opportunities that provide the best return and be able to expedite these quickly to ensure that the financial gap is reduced in 2018/19 whilst producing a longer-term 3-5 year plan.

- 5.4 The *Healthy Wirral* programme recognises and supports the aspiration to live within our means as a system and the aim to maximise the value of the Wirral pound, by ensuring that this is invested in place-based care that will deliver evidenced-based, quantifiable quality outcomes for the population of Wirral. A key outcome of the current programme will be the development of a plan to achieve system financial sustainability, through service transformation and the delivery of system-wide Quality, Innovation, Productivity and Prevention (QIPP) and Cost Improvement Programmes (CIP).

## 6 ENGAGEMENT / CONSULTATION

- 6.1 Engagement and consultation will take place as the programme progresses at all stages. Communications and engagement is identified as a key enabling work stream for the programme and a communications and engagement strategy is being developed.

## 7 LEGAL IMPLICATIONS

- 7.1 The *Healthy Wirral* programme will be delivered within the statutory and legal frameworks set for health and care in England.

## 8 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 These are being considered within the *Healthy Wirral* programme and provided by the participant organisations

## 9 EQUALITY IMPLICATIONS

- 9.1 The *Healthy Wirral* programme will give due regard to the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people and who share a protected characteristic (as cited under the Equality Act 2010) and those who do not share it. The *Healthy Wirral* programme will also give regard to the need to reduce inequalities between patients in access to, and outcomes from health and care services, and to ensure services are provided in integrated ways where this might reduce health inequalities. Moreover, the *Healthy Wirral* programme comprises a wide range of delivery projects and the governance structures in place for the programme require the work streams to individually review their equality, quality and privacy impact assessments.

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## APPENDICES

Appendix 1 - Summary of *Healthy Wirral* programme work streams

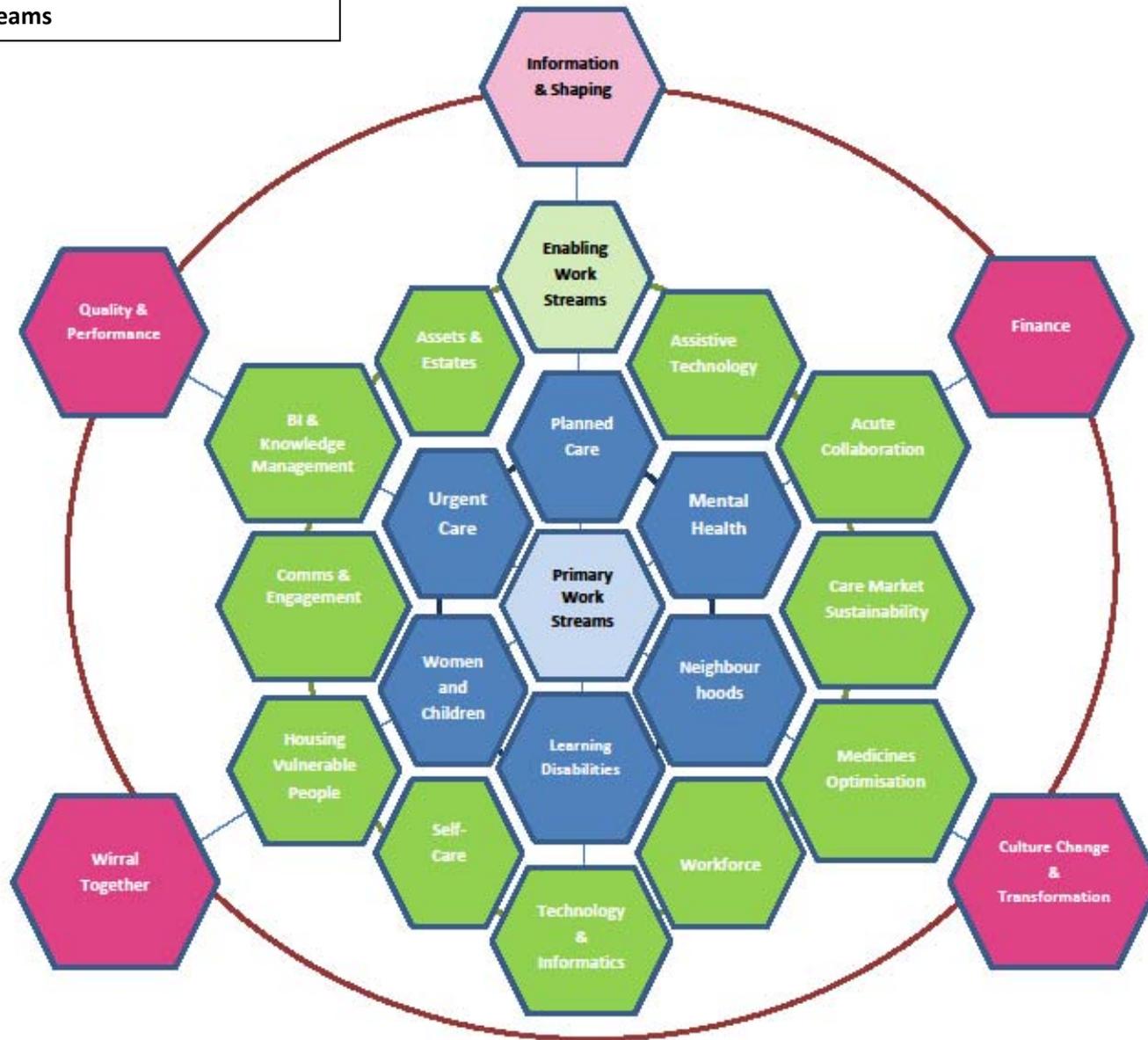
## REFERENCE MATERIAL

### HISTORY

Meeting	Date

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**Appendix 1: Summary of *Healthy Wirral* Programme Work Streams**



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**JOINT STRATEGIC COMMISSIONING BOARD**  
**Transforming Care Programme - update**

<b>Risk Please indicate</b>	<b>High</b>	<b>Medium Y</b>	<b>Low</b>
<b>Detail of Risk Description</b>	There needs to be effective commissioning across Wirral health and Care Commissioning to reduce the risk and rate of acute hospital admissions of people with a learning disability or autism.		

<b>Engagement taken place</b>	N
<b>Public involvement taken place</b>	N
<b>Equality Analysis/Impact Assessment completed</b>	N
<b>Quality Impact Assessment</b>	N
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	Y
To reduce health inequalities across Wirral	Y
To adopt a health and wellbeing approach in the way services are both commissioned and provided	Y
To commission and contract for services that: <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul>	Y
To be known as one of the leading organisations in the Country	Y
Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years' time.	Y

## JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>4 December 2018</b>
<b>Report Title:</b>	<b>Transforming Care Programme - update</b>
<b>Lead Officer:</b>	<b>Jason Oxley, Assistant Director of Health and Care Outcomes</b>

### 1 INTRODUCTION / REPORT SUMMARY

- 1.1 This report describes the approach that is being taken by Wirral Health and Care Commissioning, to the commissioning of care and support services for people with a learning disability and/or autism in Wirral.
- 1.2 Wirral has put in place a programme of work to achieve a greater range of support options for people with a learning disability. This will increase choice and control and will improve wellbeing and independence for people.
- 1.3 The national Transforming Care Programme was developed to ensure that people are not inappropriately supported in specialist hospital placements for people with a learning disability or autism, when they could effectively be supported in a non-clinical environment such as their own homes, natural communities, specialist residential care and closer to home.
- 1.4 Both the Council and NHS Wirral Clinical Commissioning Group (CCG) have budget pressures and have recognised that services can be more effectively commissioned to enable independence. A broader range of support options are required in order to provide the right type of services to meet a broader set of support needs within the budget available.
- 1.5 This report describes the commissioning approach that will provide a broader range of support services to meet the needs of people with a learning disability and that will contribute towards the delivery of the Wirral Plan pledges

### 2 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Strategic Commissioning Board note this report.

### 3 BACKGROUND INFORMATION

- 3.1 The Wirral Plan sets out a commitment to protecting the most vulnerable and to Wirral residents who have a disability in the following Pledges:

“People with disabilities live independently”,  
“Wirral residents live healthier lives”,  
“Vulnerable children reach their full potential”.

- 3.2 The All Age Disability Strategy sets out three key priorities:

“All people with disabilities are well and live healthy lives”, “Young people and adults with disabilities have access to employment and are financially resilient”, and “All people with disabilities have choice and control over their lives”.

- 3.3 The Transforming Care Programme describes the need to develop alternative support for people with a learning disability in order that they can receive the support that they need to live independently in their own homes and within their own communities, with person centred care, rather than receiving hospital-based care or care in a clinical environment.

- 3.4 The Medium-Term Financial Strategy for the Council includes an efficiency target for learning disability equating to £2M in each year 2018/19, 2019/20 and 2020/21. This represents a required in-year efficiency of 6% against the 2017/18 net expenditure on Learning disability packages of care, and a cumulative efficiency requirement of 18% over the next 3 years.

- 3.5 Wirral NHS CCG also has a pressure on the cost of support for people with complex needs and disability, with a Quality Innovation Productivity Prevention (QIPP) requirement of £0.9M for Complex Care in 2018/19, in addition to anticipated demographic growth of £1M.

- 3.6 This has created the need to commission differently and has provided an opportunity for a joined-up approach to planning and commissioning services for people in Wirral who have a learning disability. The report outlines some key areas where we intend to commission differently to both improve our offer to local people and to manage the increasing cost of care and support.

- 3.7 Support and services for people with a learning disability are now funded from the recently created Pooled Fund. A single overarching programme of work has therefore been designed so that there is a more cohesive approach.

3.8 Commissioning activity that is currently underway as part of this programme is detailed below;

3.8.1 Extra Care Housing for people with a learning disability

A range of extra care housing is being commissioned over the next 2-3 years. New accommodation will ensure that people have their own front door, their own private space and access to communal areas. Accommodation will have on site 24/7 support. Care costs will be reduced by people moving out of their current, over supported, accommodation where they prefer more independent living. This will enable some of the smaller, more traditional, supported living houses to be released where they are no longer required. One recent scheme is completed and is nearing full occupancy and further schemes will be completed in 2019.

3.8.2 Residential Care for older people with a learning disability

There are a number of people with a learning disability who have lived in supported living arrangements for many years, but where they now have needs more related to their age than to their disability. Some people are no longer able to maximise the benefits of living in small supported living services in the community and have needs that are no longer compatible with others living within the same household. A limited amount of residential care is to be commissioned which will allow older people with disabilities to receive care in the right environment and at the right level. Accommodation will be a more suitable environment and will have appropriate equipment in place to meet higher needs. This provision will be small to medium sized rather than larger residential care homes. It is expected that this will provide better and more cost effective care. There are current risks to a planned eight bed development due to a stance being taken by the Care Quality Commission on the registration of accommodation with care for people with a learning disability that is greater than six units. This is a broader issue than Wirral and has been escalated through the Transforming Care Programme.

3.8.3 Outcome Based Commissioning for Supported Living

Providers are currently not incentivised to work towards increased independence with people, and to reduce their reliance on formal care arrangements. A model is being tested which will incentivise providers by delivering sustained person-centred outcomes for people and thus permanently reducing the volume of care that they need once they have achieved their desired outcomes. This may result in increased hourly payments to providers who deliver good outcomes for people. Once trialled, a decision will be taken as to whether to roll this out more widely. If successful, this will achieve greater independence and wellbeing for people and will also support providers to ensure a sustainable and high-quality service.

#### 3.8.4 Payment by Actuals

Supported Independent Living and Domiciliary care providers are paid only for the actual support delivered each week, rather than for the amount of support that has been commissioned. This means that providers have some flexibility and can offer a more personalised support service. Exploration of the Trusted Assessor role will establish whether there are further opportunities to enable even greater flexibility so that people can be in more control of the pattern of support that they receive.

#### 3.8.5 Technological solutions

The benefits of rapidly developing technological solutions for people with support needs will be used more for people with a disability. Technology can support the assessment process and can also support people to get the help and care interventions at the time that they need it. Often staff are used to mitigate potential risk, however technology gives the opportunity for the person to be independent but with a safety net of response should they need it. This will increase people's independence and reduce reliance on continuous supervision by care staff where this is appropriate.

#### 3.8.6 Intensive Support Services and reduced hospital admissions

The Transforming Care Programme describes a range of services to avoid unnecessary hospital admissions and timely discharges for people with disabilities. An Intensive Support Service will seek to sustain current care arrangements for people with a learning disability or autism and avoid the need for either admission to hospital or to a more costly and restrictive care placement. Consideration and planning is underway to develop step up, step down and intensive support services. Wirral Health and Care Commissioning are working with NHS England and Cheshire and Wirral NHS Partnership Trust to achieve a different range of services that will rely less on hospital admissions. This will include planned short breaks, step up, step down and crisis support services. Service development will need to be within the budget available and NHS England are supporting with additional non-recurrent funding. NHSE have oversight of all the current hospital in-patients who have a learning disability or autism, and Wirral are monitored on progress with achieving timely discharges of current patients, including those in out of area hospitals and those who have been cared for in hospital for a long period. NHSE suggest that our expected number of LD inpatients should be in the region of four (based on population data, and the intention to support more people in the community). Currently Wirral have nine inpatients in various hospitals, with a tenth on a trial discharge home. Of the nine currently in hospital, two have a length of stay of over 12 months and are currently medically fit for discharge and awaiting final placement arrangements to be made. Three have been admitted in the last four months, and four within the last eight months. Three people are not yet ready for discharge. Robust arrangements are in place to monitor progress with discharges, however, the number of current inpatients and admissions is higher than NHSE would expect for the Wirral population.

### 3.8.7 Regional approaches to provision of care and support to people with a disability or autism.

A Liverpool City Region (LCR) Complex Care Commissioning Framework will provide access to a greater range of service providers, will provide market oversight across six Local Authority areas and create a more efficient approach for providers and commissioners of complex care support services.

## 4 OTHER OPTIONS CONSIDERED

N/A

## 5 FINANCIAL IMPLICATIONS

- 5.1 A single integrated approach to the future commissioning of services for people with a disability in Wirral will ensure the most effective use of the available resources within the care and health system. The Pooled Fund includes efficiency targets that will be met by commissioning differently.

## 6 ENGAGEMENT / CONSULTATION

- 6.1 The Wirral Plan, All Age Disability Strategy and Transforming Care Programme have been subject to significant engagement and consultation. Whilst the programme overall does not require consultation, individual projects may require consultation dependent on their significance and impact.

## 7 LEGAL IMPLICATIONS

- 7.1 There are no legal implications as the statutory duties of the Council and Clinical Commissioning Group will continue to be met.

## 8 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 An interim Programme Manager has been appointed and the programme of work is monitored and reported on via Wirral Health and Care Commissioning project management system, VERTO.

## 9 EQUALITY IMPLICATIONS

- 9.1 The arrangements described will support an overall improvement in the experience of people who use services.

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## APPENDICES

N/A

## REFERENCE MATERIAL

N/A

## HISTORY

Meeting	Date

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**JOINT STRATEGIC COMMISSIONING BOARD**  
**Proposed Public Health Commissioning Intentions 2019-2020**

<b>Risk Please indicate</b>	<b>High</b>	<b>Medium Y</b>	<b>Low</b>
<b>Detail of Risk Description</b>	Please refer to section 5.		

<b>Engagement taken place</b>	Y
<b>Public involvement taken place</b>	Y
<b>Equality Analysis/Impact Assessment completed</b>	N
<b>Quality Impact Assessment</b>	N
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	Y
To reduce health inequalities across Wirral	Y
To adopt a health and wellbeing approach in the way services are both commissioned and provided	Y
To commission and contract for services that: <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul>	Y
To be known as one of the leading organisations in the Country	Y
Provide systems leadership in shaping the Wirral Health and Social Care system so as to be fit for purpose both now and in five years' time.	Y

# JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>4 December 2018</b>
<b>Report Title:</b>	<b>Proposed Public Health Commissioning Intentions 2019-2020</b>
<b>Lead Officer:</b>	<b>Julie Webster</b>

## 1 REPORT SUMMARY

- 1.1 The aim of this report is to seek agreement from The Joint Strategic Commissioning Board to progress the proposed commissioning intentions for public health services for the period 2019-2020.
- 1.2 The proposals in this report link to the delivery of the Wirral Plan 2020 and the statutory responsibilities of Wirral Council in respect of its public health functions.
- 1.3 The proposed actions affect all Wards within the borough and the decisions requested are key decisions.

## 2 RECOMMENDATION/S

It is recommended that the Joint Strategic Commissioning Board agrees: -

- 2.1 The re-commissioning of the following contracts:
  - a) The provision and delivery of an integrated drug and alcohol treatment service for an initial five-year contract term (2020-25) with the option of two further one-year extensions at a maximum budget of £42,000,000 (£6,000,000 per annum).
  - b) The provision and delivery of the Healthy Child Programme for an initial five-year contract term (2020-25) with the option of two further one-year extensions at a maximum budget of £47,206,131 (£6,743,733 per annum)
  - c) The provision and delivery of a Community Connectors Programme for an initial three-year contract term (2020-23) with the option of two further one-year extensions at a maximum budget of £2,310,000 (£462,000 per annum).
  - d) The provision and delivery of tier two weight management services for a three-year contract term (2019-22) at a maximum budget of £600,000 (£200,000 per annum).
- 2.2 To receive a report in October 2019 on the outcomes of the re-commissioning process to authorise the award of contracts following the tender evaluation process.

- 2.3 The schedule of commissioning and contracting activities for public health services in 2019-20 as set out in Appendix 1.

### **3 BACKGROUND AND KEY ISSUES**

- 3.1 The Health and Social Care Act (2012) gave Wirral Council statutory duties across three “domains” of Public Health, as described in the Public Health Outcomes Framework.
- 3.2 The Public Health grant awarded to the council is designed to deliver the responsibilities set out in the Public Health Outcomes Framework. This paper is intended to provide transparency in relation to our commissioning intentions delivered through external contracts.
- 3.3 Public health services are delivered by a range of providers; Appendix 1 details public health contracts by provider for 2019/20. These contracts are subject to consistent contract management approach, which is designed to maximise return on investment and improve health outcomes.
- 3.4 The main criteria against which contracts are tested include the following:
- Evidence base e.g. academic research, Joint Strategic Needs Assessment
  - Performance of targets i.e. financial and activity based; outcomes against plans and benchmarking information
  - Value for money
  - National policy and technical guidance e.g. Public Health Outcomes Framework
  - Strategic direction e.g. Wirral Plan and Healthy Wirral strategic aspirations to narrow the gap in life expectancy
  - Legal and contractual frameworks
  - Service user feedback
- 3.5 The commissioning intentions outlined in this paper will be delivered through the systems and processes of Wirral Health and Care Commissioning and will focus on place-based delivery to tackle health inequalities.

#### 4 CONTRACTING PROPOSALS (please refer to Appendix 1)

- 4.1 The proposed commissioning intentions for public health services in 2019/20 are summarised in Table 1.

**Table 1 – Summary of commissioning plans 2019/20**

Action	Financial Value	Number of Contracts
Contracts subject to no changes	£5,100,833	16
Contracts being retendered in-year	£14,441,262	10
Contracts subject to evaluation and review.	£206,166	4
<b>TOTAL</b>	<b>£19,748,261</b>	<b>30</b>

- 4.2 **Contracts subject to no changes:** There are sixteen contracts (with a value of £5,100,833) which will not be subject to any change during 2019/20. This is because the contracts are in term or are being extended for a further year. All extensions comply with Wirral Council Contract Procedure Rules and are allowed as part of the contractual terms and conditions.
- 4.3 The service specification for these contracts will be reviewed and re-negotiated with providers as part of the 2019/20 contract negotiations. Any changes to the specifications e.g. performance metrics, are designed to ensure that contracts reflect our commissioning intentions and maximise performance in terms of outcomes and value for money.
- 4.4 **Contracts forming part of retendering in-year:** Several contracts will be re-tendered during the 2019/2020 financial year. It is anticipated that the new contracts will be operational by April 2020. Current contracts for these services will continue during the re-commissioning process so that there is no loss of service to local people.
- 4.5 Services to be recommissioned during 2019/2020 are as follows:
- Integrated Drug and Alcohol Treatment Services
  - The Healthy Child Programme 0-19
  - The Community Connectors Programme
  - Weight Management Services
- 4.6 It is necessary to recommission these services to comply with the Public Contract Regulations and Wirral Council Contract Procedure Rules. The value of the proposed contracts will be above the relevant European Union threshold and the supplier selection process will be conducted in accordance with The Public Contract Regulations 2015 and Wirral Council Contract Procedure Rules.

- 4.7 Table two details the services to be re-tendered, the proposed contract length and maximum budget allocation.

**Table two – Services to be retendered in 2019-20**

Service	Current contract termination date	Proposed contact length	Proposed maximum budget envelope
Integrated drug and alcohol treatment services	31 <sup>st</sup> January 2020	5 years plus two further one-year extensions	£42,000,000 (£6,000,000 per annum)
Healthy Child Programme	31 <sup>st</sup> January 2020	5 years plus two further one-year extensions	£47,206,131 (£6,743,733 per annum)
Community Connectors	31 <sup>st</sup> January 2020	3 years plus two further one-year extensions	£2,310,000 (£462,000 per annum)
Tier two weight management services	31 <sup>st</sup> March 2020	3 years	£600,000 (£200,000 per annum)

- 4.8 The specifications for the retendered services will be based on local insight and engagement with local people and stakeholders, identified need as referenced by the Joint Strategic Needs Assessment and evidence-based practice. This will provide an opportunity to reconsider the funding and delivery model, enabling the release of cost savings and the refocussing of service delivery considering current developments and the healthcare needs of service users.

- 4.9 **Contracts to be evaluated and reviewed during 2019/20:** Four contracts with a value of £206,166 will be reviewed during the year. The outcomes of the review and evaluation will determine future commissioning intentions. These are listed in Appendix 1.

## 5 RELEVANT RISKS

- 5.1 There is always a risk of disruption to service provision during service redesign, recommissioning and commencement of new services. In order to mitigate against this and minimise disruption, adequate time to plan for, and implement the mobilisation of new services is built into the procurement process between contract award and commencement.
- 5.2 The procurement process is subject to scrutiny and at risk of legal challenge. Particular regard is given to contract procedure rules and relevant legislation at all stages of the process and the Public Health team works closely with the Procurement team to ensure compliance.

- 5.3 In the current challenging financial climate, the impact of any future reductions in budget or policy implications on the amount of funding available for Public Health is unknown. The value and availability of the Public Health grant for 2020 onwards is not yet known. It is important to acknowledge that the council will need to review all financial allocations in order to achieve a balanced budget over the next few years. Therefore, there is a risk associated with commitment to contracts for 5 years, in advance of funding settlements. This will be mitigated by the insertion of appropriate termination clauses in relevant contracts.

## 6 OTHER OPTIONS CONSIDERED

- 6.1 No other options have been considered.

## 7 FINANCIAL IMPLICATIONS

- 7.1 There is currently allocated funding for the services highlighted. The value and availability of the Public Health grant for 2020 onwards is not yet known. The tendering exercises highlighted will provide the opportunity for more integrated and cost-effective models to be developed.

## 8 ENGAGEMENT / CONSULTATION

- 8.1 The following consultations have or are planned to take place to inform the re-commissioning of services outlined in this paper; to ensure that local services are joined up and that the re-commission will maximise outcomes for local people.
- 8.2 **Healthy Child 0-19 programme** - a large scale consultation exercise is currently being undertaken with children, young people and their families; following this phase engagement with schools and other key agencies will be completed.
- 8.3 **Integrated Drug and Alcohol Service** - a large scale consultation exercise is currently being undertaken with individuals accessing drug and alcohol treatment services. This is focusing on the specific needs of the in-treatment population. We are also consulting with key partners, stakeholders and those not engaged with services.
- 8.4 **Community Connectors Programme** – there are two elements to engagement and consultation for this commission as follows:
- Liverpool John Moores University Centre for Public Health Research have been commissioned to evaluate the impact and outcomes of the current community connector's programme. Results from this evaluation will shape and inform the development of the future service specification.
  - There will also be consultation with key stakeholders, community groups and service users to inform future service design and delivery.

8.5 **Weight Management Services** - regular meetings have been held to discuss proposed joint commissioning and service design with co-commissioners in Wirral Health and Care Commissioning. There will be ongoing consultation with key stakeholders, community groups and service users in order to inform future service design and delivery.

## 9 LEGAL IMPLICATIONS

9.1 It is necessary to ensure the proposed procurement complies with the Public Contract Regulations 2015 and Wirral Council Contract Procedure rules. Contractual legal advice will also be provided to ensure that the terms and conditions ensure compliance with the Council's duties under the Health and Social Care Act 2012.

9.2 Wirral Council's Standing Financial Instructions will be followed.

## 10 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

10.1 Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will be applicable.

## 11 EQUALITY IMPLICATIONS

11.1 Each area of re-commissioning will have an equalities/quality impact assessment to support the recommissioning process.

**REPORT AUTHOR:** **Julie Webster**  
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## APPENDICES

Appendix 1 - Public Health contracts by provider 2019/20 (including commissioning intentions)

## REFERENCE MATERIAL

N/A

## HISTORY

Meeting	Date
Cabinet	17 July 2017

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Wirral Borough Council

Appendix 1 - Public Health Contracts by Provider 2019/20 (including Commissioning Intentions)

No Change: £5,100,833		Category	As per Report £	No of Contracts	Smoking & Other £	Health checks £	Mental health £	Sexual Health £	Rape and Sexual Abuse £	Drugs & Alcohol £	Infection Control £	Info & Advice £
Liverpool John Moores	Drugs & Alcohol Substance Misuse	27,810	1							27,810		
RASA	Sexual Health	49,920	1						49,920			
Sahir House	Sexual Health	96,902	1					96,902				
Wirral Community FT	Integrated Sexual HealthSexual Health	2,706,260	1					2,706,260				
Wirral Community FT	Infection Control	144,780	1								144,780	
Wirral University FT	TB Service	78,798	1								78,798	
Wirral Citizens Advice LTD	Miscellaneous	793,499	1									793,499
Wirral Change	Miscellaneous	52,525	1									52,525
Mids and Lancs CSU	Drugs & Alcohol Substance Misuse	7,833	1							7,833		
Mids and Lancs CSU	Miscellaneous	4,728	1							4,728		
Tomorrows Women Wirral	Drugs & Alcohol Substance Misuse	20,000	1							20,000		
Community Action Wirral	Miscellaneous	136,900	1									136,900
Primary Care Wirral Ltd.	Health Checks	172,731	1			172,731						
GPW Federation Ltd.	Health Checks	85,269	1			85,269						
Reader Organisation	Mental Health	25,000	1				25,000					
A Better Life (ABL)	Smoking Cessation	697,878	1	697,878								
<b>Subtotal with no change in 17/18</b>			<b>5,100,833</b>	<b>16</b>	<b>697,878</b>	<b>258,000</b>	<b>25,000</b>	<b>2,803,162</b>	<b>49,920</b>	<b>60,371</b>	<b>223,578</b>	<b>982,924</b>

Retender Value: £14,441,262		Category	As per Report £	No of Contracts	Tier 2 Weight Mgt £	Drugs & Alcohol £	Mental Health £	Healthy Child Programme £	Info & Advice £
CGL Services Ltd	Drugs & Alcohol Substance Misuse	6,882,670	1		6,882,670				
Cheshire & Wirral FT	Drugs & Alcohol Substance Misuse	59,220	1		59,220				
Wirral University FT	Drugs & Alcohol Substance Misuse	91,476	1		91,476				
Slimming World	Weight Management	100,000	1	100,000					
Weight Watchers	Weight Management	100,000	1	100,000					
Wirral Community FT	Children 0-19	6,396,742	1				6,396,742		
Action for Children	Children 0-19	111,813	1				111,813		
Brook Wirral	Children 0-19	135,600	1				135,600		
Xenzone	Children 0-19	101,320	1				101,320		
Involve Northwest	Miscellaneous	462,421	1						462,421
<b>Subtotal to be retendered</b>			<b>14,441,262</b>	<b>10</b>	<b>200,000</b>	<b>7,033,366</b>	<b>-</b>	<b>6,745,475</b>	<b>462,421</b>

Evaluation / Review £206,166		Category	As per Report £	No of Contracts
Tranmere Rovers Football Club	Mental Health	33,333	1	
Tranmere Rovers IC	Miscellaneous	12,000	1	
Spider Project CIC Wirral	Miscellaneous	145,833	1	
Pathfinders	Mental Health	15,000	1	
<b>Subtotal for Evaluation/ Review</b>			<b>206,166</b>	<b>4</b>

<b>Total Public Health Contracts</b>	<b>19,748,261</b>	<b>30</b>
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**JOINT STRATEGIC COMMISSIONING BOARD**  
**Extra Care Housing Development**

<b>Risk Please indicate</b>	<i>Medium</i>
<b>Detail of Risk Description</b>	<p>The plan is to deliver 300 additional units of Extra Care Housing by 2020. These units are key to providing opportunities for people with disabilities to live independently. We will be delivering over the original target of 300 units however timescales will not be met due to the impact of the significant delay on the Government decision regarding funding for Extra Care schemes, as part of its review of funding for supported housing schemes. Insufficient extra care schemes in Wirral increase the likelihood of people having to move to residential care, as their care and health needs increase.</p> <p><i>W</i></p>

<b>Engagement taken place</b>	Y
<b>Public involvement taken place</b>	Y
<b>Equality Analysis/Impact Assessment completed</b>	Y
<b>Quality Impact Assessment</b>	N
<b>Strategic Themes</b>	
To empower the people of Wirral to improve their physical, mental health and general wellbeing	Y
To reduce health inequalities across Wirral	Y
To adopt a health and wellbeing approach in the way services are both commissioned and provided	Y
To commission and contract for services that: <ul style="list-style-type: none"> <li>• Demonstrate improved person-centred outcomes</li> <li>• Are high quality and seamless for the patient</li> <li>• Are safe and sustainable</li> <li>• Are evidenced based</li> <li>• Demonstrate value for money</li> </ul>	Y
To be known as one of the leading organisations in the Country	
Housing for Vulnerable people is a key enabling workstream of the Healthy Wirral Programme	Y

# JOINT STRATEGIC COMMISSIONING BOARD

(Committee in Common)

<b>Meeting Date:</b>	<b>4 December 2018</b>
<b>Report Title:</b>	<b>Extra Care Housing Development</b>
<b>Lead Officer:</b>	<b>Simon Garner</b>

## 1 INTRODUCTION / REPORT SUMMARY

- 1.1 Extra Care Housing means that older people and people with Learning Disabilities have choice and control to live as independently as possible as part of the community. Extra Care isn't simply about providing a home with the right support and care. Extra Care Housing provides a lifestyle and a place that is integrated in its community.
- 1.2 Extra Care Housing brings with it an improved quality of life for individuals compared to living in residential care. Along with improved benefits for residents, Extra Care Housing may deliver a financial benefit to local partners in the long run as it maximises the value people can get from housing benefit. This paper sets out what Extra Care Housing is what the key national policy drivers are, what the needs of our population look like in Wirral and how we are approaching the challenge to meet these needs.
- 1.3 The three strategies within the 2020 Plan that Extra Care Housing impacts on are: Ageing Well, All Age Disability and Good Quality Housing.
- 1.4 This matter affects all Wards within the Borough.

## 2 RECOMMENDATIONS

- 2.1 Members are asked to note the report.

## 3 BACKGROUND INFORMATION

- 3.1 With the growing increase in demand for social care, development of Extra Care Housing and integrated technology becomes a necessity. Extra Care schemes are important for people with Learning Disabilities and autism, and for older people to live independently with the care and support of a small community and their friends.

- 3.2 Extra Care encompasses key government aims and policies promoting independence, and person-centred care. National strategies and initiatives that affect or add to this work area include:
- 3.2.1 The Care Act (2014), looking to put individuals at the heart of their care; and the Transforming Care Programme which is looking to strengthen the rights of people with learning disabilities within the health and care system; Building the right support is the plan to develop community services and close inpatient facilities for people with learning disabilities. This plan is giving people greater power over the services they use and access. It also looks to shift money into community services in order to reduce usage of inpatient provision; Living Well with Dementia: National Dementia Strategy, (July 2011) is the national strategy which sets out an approach to one of the consequences of an ageing population. The aim of the strategy is to ensure significant improvements are made to dementia services in three main areas: improved awareness; earlier diagnosis and intervention; and higher quality of care.
- 3.3 Extra Care Housing is a mixture of services which are also provided in residential care and sheltered accommodation, where support can always be available. It is about living at home rather than in an institution whilst still having access to care, support and other services when needed. In extensive research by Dorton et al (2008), residents with care needs indicated that the most important reasons for moving out of their previous home were their own physical health, lack of services, coping with daily tasks and difficulty around managing in their own homes. The importance attached to physical health being a reason for moving could be attributed to residents considering the future implications of deteriorating health. It may reflect a move to obtain guaranteed access to care services for current and future needs. The physical characteristics of Extra Care also attracted people to moving. The appeal for some residents is the flexibility it provides, enabling people to live behind their own front door, offering a viable alternative to a residential care home, have an accessible bathroom and living arrangements and benefits of the security offered on site. 33% of people living in Extra Care accommodation reported that a mobility problem in their previous home was a very important reason to move, as well as 28% identified needing adaptations to get around as a strong incentive to move. Councils report that Extra Care Housing prevents the need for residential care for between 40% and 63% of all tenants in housing schemes, therefore will save the Council money in the long run. This is backed up by Tuck and Weis (2013) the cost of Extra Care was, on average, half the gross cost of alternative placements.

- 3.4 In analysing local intelligence across key health and care agencies, we can see that the predicted number of people with learning disabilities on Wirral will increase by 2.2% by 2030, totalling over six thousand people. Similarly, the number of adults with autistic spectrum is projected to increase steadily up to 2030. A greater increase can be found in adults aged over 65, and 32% of the autistic population aged over 18 will be over 65. Where the Council has a nominations agreement with a provider of extra care, there is a clear allocations procedure with eligibility criteria to ensure that the needs of people in Wirral are appropriately prioritised.
- 3.5 The new funding model, announced by government in October 2017, is due to come into force from April 2020. The Government announced that the local housing allowance cap would not be applied to the supported housing sector. The new model also announced a sheltered rent for sheltered housing and Extra Care to keep rent and service charges at an appropriate level.
- 3.6 The development of Extra Care Housing in Wirral has been supported through the All Age Disability Partnership Board. There has been involvement of partners who support the development of assistive technology, Occupational Therapy services, employment and adult learning services. Third sector organisations, who are members of the Partnership Board, have also supported this work.

## **4 OTHER OPTIONS CONSIDERED**

- 4.1 There are alternatives to Extra Care such as community services, sheltered housing and residential care. Extra Care provides an important alternative form of housing that enables people to live independently.

## **5 FINANCIAL IMPLICATIONS**

- 5.1 There are financial implications for the Council where developers of Extra Care Housing request capital to support a scheme. There are different sources of capital available to developers and capital from the Council usually represents one element of the borrowing a developer might require. The scheme will contribute to reducing future demands and cost pressures relating to more expensive forms of care.

## **6 ENGAGEMENT / CONSULTATION**

- 6.1 There has been a co-produced Equality Impact Assessment which is due to be published. There is also consultation planned for each scheme with current and prospective Extra Care Housing tenants. There has been discussion with key partners on the needs of different groups who may require extra care in Wirral.

## 7 LEGAL IMPLICATIONS

- 7.1 Where Capital is provided there are clear requirements that developers must meet and a funding agreement that the scheme is subject to that includes the Council having nominations rights over the scheme.

## 8 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 8.1 There are implications in relation to staff time

## 9 EQUALITY IMPLICATIONS

- 9.1 There is an existing Equality Impact Assessment for Extra Care Housing.

### REPORT AUTHOR: **Simon Garner**

Lead Commissioner, All Age Independence

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### APPENDICES

N/A

### REFERENCE MATERIAL

Darton. R., Baumker, T., Callaghan, L., Holder, J., Netten, A. and Towers, A., 'Evaluation of the Extra Care Housing Funding Initiative: Initial Report', (2008)  
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Tuck, J., and Weis, W., 'The business case for Extra Care Housing', Housing LIN (2013).

[https://www.housinglin.org.uk/assets/Resources/Housing/Practice\\_examples/Housing\\_LIN\\_case\\_studies/HLIN\\_CaseStudy78\\_EastSussex.pdf](https://www.housinglin.org.uk/assets/Resources/Housing/Practice_examples/Housing_LIN_case_studies/HLIN_CaseStudy78_EastSussex.pdf)

### HISTORY

Meeting	Date

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# Wirral Safeguarding Children Board

## Annual Report 2017-18



# Foreword by Dr Maggie Atkinson, Independent Chair WSCB



I am pleased to present the Annual Report for the Wirral Safeguarding Children Board (WSCB) for 2017-18. It sets out how WSCB has responded to the need continually to improve safeguarding in the borough. 2016-17 saw the start of that improvement and 2017-18 has built on it. This report captures how the Board, and each partner agency on it, have undertaken safeguarding that places children and young people's wellbeing at its core. It reports on the Board's crucial work in independent challenge and scrutiny, both key roles expressing the Board's statutory responsibilities. WSCB's core purpose is to ensure, and where necessary to require improvement in, the effectiveness of Wirral-wide, all-agency safeguarding for children, young people and their families. This report focuses on WSCB's delivery of its priorities, capturing and reporting organisations' activities and ensuring they make positive differences in children's lives. This report records continued improvement of practice through the use of Wirral's new intervention, child protection and family support model, Supporting Families Enhancing Futures (SFEF), which has been co-designed by all Wirral partner bodies and is intended for use across the board in their work with children and young people. Its use seeks to ensure the families with whom SFEF is used can be true partners with as well as often vulnerable recipients of services.

2017-18 has been a further year of great financial, staffing and operational challenge in services for children families and communities, in all the partner bodies sitting on the Board. Budgets, and the activities they fund, have continued to face reductions in key areas and all agencies have had to work differently, trying to find ways to forge stronger partnerships but faced by enormous professional, financial and organisational odds. Agencies have continued to seek new ways of working, but it cannot be denied, and this report reflects, that demand for services has continued to grow as needy families have faced ever greater odds and challenges. Across Wirral and in all areas of public service, we see no likelihood of an end to budget reductions. As WSCB Chair, it is my duty formally to record a warning that the ongoing challenge of "doing still more with still less" is now a matter for grave concern to all who work with children and young people. It is not alarmist to state that the borough may find that in the worst circumstances, there are now palpable and recorded threats to the safety and wellbeing of some children. I make no excuses for stating this here, as an independent Chair who is charged with saying what must be said no matter how hard it is to hear. It is not the partner agencies at the WSCB table who are to seek for remedy to this ill, but those who continue to impose unrealistic monetary limits on what those partners are funded to do.

This annual report will be the last of its kind. By this time in 2019 there will be no WSCB, and unless partners decide they wish for one, no independent Chair. The statutory requirement is for the Council, CCG and Police to form an effective, active Multi Agency Safeguarding Arrangement (MASA.) How this will be undertaken remain unconfirmed as this report is published. Wirral's major challenge remains ensuring safeguarding, which is everybody's business, does not suffer either in the period of change, or under a MASA. At the time of publication, there are more questions than answers.

Under continued scrutiny by Ofsted and the DfE, WSCB has gone on leading in combatting all forms of child exploitation, abuse, grooming, and the misuse of adult power over children, including where those adults and children are part of the same family. Our work has continued to address domestic abuse, parental mental ill-health, youth and criminal justice, the in-care population, substance misuse, neglect, poverty and low aspirations in some Wirral communities. Our work, including in Multi-Agency Learning and where necessary Serious Case Reviews, has addressed both partnership and service-by-service shortcomings and encouraged both learning, and new practice. 2018-19 must turn everybody's gaze to strengthening partnerships, and proving that strength by palpable, proven improvement.

I commend this report, both because it provides assurance of continued determination to go on getting better at keeping children safe, and because it helps set an agenda for continued work in Wirral on behalf of its youngest citizens who are also, as they have always been in each generation, the brightest hope for its future.

*Maggie Atkinson*

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# About the Annual Report

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## Purpose

The Wirral Safeguarding Children Board (WSCB) publishes its Annual Report every autumn. The purpose of the Annual Report is to provide a transparent assessment on the effectiveness of arrangements to safeguard and promote the welfare of children and young people who live in Wirral. In other words the Annual Report should give the reader a clear sense of the multi-agency activity which has taken place to ensure children are safe and how effective that work has been.

## Content

The annual report is set out into 6 sections, each one focused on a different aspect of arrangements to safeguard children.

Pages 9 to 12 describe the local background including what statistics based on if Wirral had 100 children and also describes the WSCB improvement journey so far since the Ofsted Review of the Effectiveness of the WSCB.

Pages 15-26 include information about the journey of the child in Wirral. Information is presented about participation at reviews and what children and young people tell us, the voice of young people through team around the family, a review of children kept in custody overnight, private fostering arrangements, children who are young carers and a description of the new Supporting Families Enhancing Futures model for working with Families. The child's journey section also presents key performance information which compares where Wirral is with national indicators.

The progress and achievement section from pages 30-52 sets out the progress the WSCB has made against the five priorities set last year. Reports are also provided from key safeguarding activity including activity provision and evaluation of multi-agency and single agency education training, how allegations against professionals are managed, changes to the Integrated Front Door and the Multi-agency Safeguarding Hub.

Pages 53-86 set out the activity undertaken by the WSCB as part of its learning and improvement framework. This includes the results of the Section 11 audit of safeguarding arrangements across partner agencies, Section 175 audits of schools, learning from the multi-agency audits undertaken by the WSCB, case reviews including statutory serious case reviews and the statutory child death overview panel.

Pages 87-106 include reports from the WSCB's constituent partners outlining activity undertaken to support safeguarding arrangements and good practice examples and case studies submitted from organisations across the partnership.

Pages 107-113 set out the governance arrangements for the WSCB including its membership, structure and resourcing. This section also includes an introduction to new safeguarding arrangements due to be introduced in 2019 and a summary of the revised statutory guidance Working Together to Safeguard Children 2018.

In line with statutory requirements and best practice, the WSCB Annual report has been published on the WSCB website and has been sent to the following:

- The Chief Executive, Wirral Council
- The Lead Member for Children's Services and party leaders
- The Corporate Director for Children of Children's Services
- The Merseyside Police and Crime Commissioner
- The Chair of the Wirral Health and Wellbeing Board



# Glossary of Terms

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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>
CE	Criminal Exploitation - child(ren) exploited by adults or other young people into criminal activity
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>
CJS	Criminal Justice Service
CLA	Child who is Looked After
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 sexual activity</i>
CWP	Cheshire and Wirral Partnership NHS Foundation Trust
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
EHAT	Early Help Assessment Tool
FGM	Female Genital Mutilation – <i>illegal practice of female circumcision</i>
FIS	Family Intervention Service - <i>helps the most troubled families</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>
IFD	Integrated Front Door— <i>single front door for referrals into Childrens Services</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>
MAPPAs	Multi-agency Public Protection Arrangements – <i>management of offenders</i>

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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>
MCA	Mental Capacity Assessment — <i>2 stage test of capacity for aged 16 and over</i>
MFC/ MFH	Missing from Care/ Home — <i>relates to children and young people who go missing</i>
OFSTED	Office for Standards in Education – <i>inspects children’s services and LSCB’s</i>
OOCD	Out of Court Disposal Service - <i>when young people arrested for a lesser offence and admit guilt diversion from CJS</i>
OPERATION ENCOMPASS	- <i>Police initiative to inform schools of DV call outs with children present</i>
QA	Quality Assurance
QAF	Quality Assurance Framework
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>
S175	Section 175 (of the Education Act) – <i>schools safeguarding responsibilities</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>
SFEF	Supporting Families Enhancing Futures - <i>model for working with families (TAF, CiN and CP)</i>
SUDIC	Sudden Unexpected Death of an infant or child
TAF	Team Around the Family - <i>a multi-agency early help intervention</i>
TFAM	Troubled Families
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 2018	Working Together to Safeguard Children 2018 – <i>statutory guidance</i>
WSCB	Wirral Safeguarding Children Board – <i>our Local Safeguarding Children Board</i>
WUTH	Wirral University Teaching Hospital NHS Foundation Trust
YOS	Youth Offending Service
YPS	YOS Prevention Services — <i>work on voluntary basis young people involved in antisocial or offending behaviour</i>



# Local Background

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## About Wirral

Wirral encompasses 60 square miles (160km<sup>2</sup>) 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.

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 of Birkenhead and Wallasey along the river Mersey, there are high levels of poverty which impact upon children's lives and their development.

Approximately 20% of children in Wirral live near or below the poverty line, but almost 100% of these children live close to the eastern shore in a line from Liscard in Wallasey, through Birkenhead and into Rock Ferry.

The population of Wirral is 320,200 including approximately 71,400 children and young people (0-18). The population is predominantly white British (90%) but significant ethnic minority groups exist, particularly Irish, Chinese and Polish. The past few years have seen this figure fall from 93%.

It is a continuing challenge for agencies working in Wirral to eliminate the differences in outcomes for children and young people. The focus for all partner agencies remains ensuring an effective early help offer is in place. To support this the WSCB have had a focus on the *Right Service Right Time* approach to ensuring children benefit from swift, targeted interventions delivered at the right level.

In October 2017 the WSCB introduced its Supporting Families Enhancing Futures (SFEF) model for working with families. This model provides a single framework for engaging with and supporting families across the continuum of need. The centre of the model is understanding the daily

lived experience of the child and family and how risks, issues and needs in the family impact on them.

Implementation of the model supports activity to combat and respond to neglect and domestic abuse which are the main reasons why children are referred for statutory services in Wirral. It also supports an understanding of contextual safeguarding, where risks to children originate from outside the family home including peer abuse, radicalisation and exploitation.

The past year has also seen a widening of the response to Child Sexual Exploitation in Wirral to include other ways in which children and young people can be exploited, for example criminally. The WSCB completed a Serious Case Review where CSE was a significant factor but it is also aware of the increasing local and national risk posed by criminal exploitation and County Lines where Young People, often trafficked, become involved in the supply of drugs.

Wirral still has a very high number of children who are looked after. The current rate of children looked after is 123.2 children per 10,000. This equates to over 800 children who are looked after. The number remains significantly above the national and regional average and puts a great strain on partner agencies as the costs associated with providing services to children looked after are very high. Safely reducing this number is a priority for the partnership.

The WSCB remains an active partner in the Council's Five Year Plan: Taking Wirral Forward - A 2020 Vision, and the WSCB makes an important contribution to the priorities:

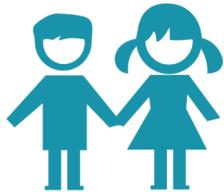
- children are ready for school
- young people are ready for work and adulthood
- vulnerable children reach their full potential
- zero tolerance of domestic violence.



# If Wirral had 100 Children

49 would be girls

51 would be boys



35 would live in lone parent families



10 would have a special education need



69 would achieve a good level of development at age 5



29 would be living in families in receipt of tax credit or universal credit



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



90 would be white British

10 would be from ethnic minorities



4 would speak English as an additional language



20 would be living at or below the poverty line



3 would have an allocated social worker



2 would have a Team Around the Family plan



1 would be in care

Fewer than 1 would be subject to a Child Protection Plan.

Fewer than 1 would not be in education, employment or training



# WSCB Improvement Journey

The period of reporting for the annual report (April 17-March 18) covered a period of time up to 18 months from the Ofsted Inspection of Children's Services and Review of the Effectiveness of the WSCB in July 2016. The inspection had looked in depth at Wirral's arrangements for children in need of help and protection; children looked after and care leavers.

The Ofsted inspection report was published in September 2016 and judged that Children's Services and the WSCB were inadequate. Since then a multi-agency and independently chaired Improvement Board has met monthly to review the improvement plan.

## Recommendations

The inspection report made 7 recommendations for the WSCB and required the Board to develop an improvement plan to detail how the Board will address the requirements of each recommendation.

The recommendations for the WSCB are:

1. WSCB should urgently review its governance and business arrangements to ensure that the board is independent of influence, as required by statutory guidance, and that it has the capacity and shared resourcing to meet business needs.
2. Ensure that the chair of WSCB has sufficient influence to meet WSCB priorities and that statutory partners are held to account for influencing WSCB priorities within their agencies.
3. WSCB should ensure that any challenges from the board are explicitly recorded and that there is a mechanism for effectively tracking progress and resolutions.
4. Ensure that the board has oversight of how well the needs of both children living in the area who were placed by other local authorities and those who are privately fostered are being met in Wirral.

5. Ensure that all serious incidents are notified to Ofsted within the timeframe set out in statutory guidance.
6. Ensure that the board uses accurate data to inform conclusions about the safeguarding of children, and publishes an annual report with an informed assessment of the effectiveness of child safeguarding and the performance of local services.
7. Ensure that multi-agency audits focus on the outcomes and experiences of children and families, form clear actions from findings, and include managers and practitioners to develop the workforce and share learning.

## WSCB Progress Against Improvement Plan

During 17-18 the WSCB completed all of its actions from the 7 recommendations. These included a thorough review of the governance arrangements and development of a clear operating protocol to ensure the safeguarding board was compliant with the requirements of Working Together.

Other actions completed by the WSCB over the past year are:

### Recommendation One: Review of Governance Arrangements

#### Work Completed:

- Independent Chair established as chair of the WSCB Executive
- WSCB externally facilitated development sessions completed
- A revised terms of reference and operating framework have been developed and published including a review of the WSCB structure
- Review of the membership of the WSCB completed
- A second lay member has been appointed
- Review of the Terms of Reference and the purpose and function of the WSCB committee completed
- Review of the budget and resourcing of the WSCB completed



## Recommendation Two: Ensuring the Influence of the Safeguarding Board

### Work Completed:

- The WSCB appointed Professor Maggie Atkinson as the Independent Chair
- A revised Memorandum of Understanding has been developed which will define the WSCB's relationship with other influential and statutory boards
- Memorandum of Understanding with the Children and Families Overview and Scrutiny Committee in place
- Improvement plan for the WSCB completed
- Section 11 challenge and accountability meetings held with statutory partners
- Revised committee and chairing structure, reflecting the partnership put in place

## Recommendation Three: Recording and Tracking Challenges

### Work Completed:

- WSCB has a mechanism in place to record and track challenges to partner agencies made by the safeguarding board
- Identification and issuing of challenges is a standing agenda item at every WSCB and committee meeting. This provides a focus for agencies to continue to hold each other to account
- The WSCB has developed a risk register which assigns a 'likelihood of happening' and 'severity of impact' score to risks identified. Risks which are deemed high or very high are escalated to the WSCB
- The WSCB has published a revised and updated multi-agency escalation procedure to make it easier and simpler for professionals to raise professional disagreements

## Recommendation Four: Oversight of Children Looked After Placed in Wirral and those who are Privately Fostered

### Work Completed:

- The safeguarding unit oversee all private fostering arrangements and ensure visits and assessments are held within timescales and are of suitable quality. An Independent Reviewing Officer reviews each arrangement. The low number of known Private Fostering arrangements remains a concern to the WSCB who continue to challenge partners to ensure all arrangements are identified and reported to the local authority
- The safeguarding unit present an annual report to the WSCB for scrutiny and challenge. The Board continue to deliver regular multi-agency briefings to partner agencies about private fostering
- The WSCB continues to publish awareness raising resources for professionals, young people and families

**PRIVATE FOSTERING** page briefing

A private fostering arrangement is one that is made privately (without the involvement of a local authority) for the care of a child under the age of 16 years (under 18 if disabled) with someone other than a parent or close relative, in their own home, with the intention that it should last for 28 days or more. It is not private fostering if the arrangement was made through social services.

**Examples of private fostering situations include:**

- Children and teenagers living apart from their families for a variety of reasons e.g. if a parent is ill, has had to work temporarily move for work or there has been an argument within the family.
- Children with parents working or studying in the UK
- Children with parents overseas
- Children on holiday exchanges
- Children staying with another family because their parents have divorced or separated, are hospitalised or imprisoned

Private foster carers / parents are **legally required** to notify the local authority. Many people are not aware of this requirement; if you know a child or young person is being privately fostered and you think the local authority is unaware please notify us or support the parent / carer to do so.

The law was introduced to ensure that children in Private Fostering arrangements are seen and spoken to and their welfare is checked to make sure that children do not suffer abuse or neglect

Call the Integrated Front Door on 0151 606 2008 or email [cdtsocialcare@wirral.gcsx.gov.uk](mailto:cdtsocialcare@wirral.gcsx.gov.uk)

Wirral Safeguarding Children Board

**Are you being Privately Fostered ?**

Have you come to the UK to study and your parents / carers live overseas?

Has your dad or mum got a new job overseas and you are living with their partner until they return home?

Are you staying with friends—perhaps you aren't getting on with your family?

Is your mum or dad unwell and you are staying with distant relatives or family friends for more than 28 days?

**You are not privately fostered if:**

- you are staying with grandparents, older sister or brother, aunt or uncle.
- You go away with a friend and their parents for two weeks holiday.
- You spend most of the week living with your mum and stay with dad at the weekend.

If any of these things apply to you then you are being privately fostered and those looking after you need to notify the Local Authority.

The law says that the Local Authority must make sure that every child is safe and well looked after.

- They need to know if children or young people under the age of 16, or under 18 if you have a disability, are being privately fostered so that the right support can be given.

If you are Privately Fostering your mum, dad, private foster carers or yourself must let the council know by contacting the Integrated Front Door on 0151 606 2008 or email [cdtsocialcare@wirral.gcsx.gov.uk](mailto:cdtsocialcare@wirral.gcsx.gov.uk)

**Private Fostering - what does this mean to you?**

- Are you looking after someone else's child?
- Do you know someone who is?
- Is someone looking after your child or children?

If yes, and it is for 28 days or more, this child may be in a private fostering arrangement and you need to share this information with the Local Authority Council.

Private foster carers / parents are legally required to notify the local authority. Many people are not aware of this requirement; if you know a child or young person is being privately fostered and you think the local authority is unaware please notify us or support the parent / carer to do so.

The law was introduced to ensure that children in Private Fostering arrangements are seen and spoken to and their welfare is checked to make sure that children do not suffer abuse or neglect

Call the Integrated Front Door on 0151 606 2008 or email [cdtsocialcare@wirral.gcsx.gov.uk](mailto:cdtsocialcare@wirral.gcsx.gov.uk)

**Safeguarding is everyone's responsibility**

\* Private Fostering is a private arrangement between a parent and a carer. When a child under 16 (or 18 if disabled) is cared for and provided with accommodation by an adult who is not a relative, for 28 days or more, it is called private fostering.

<http://www.childcare.gov.uk>

Wirral Safeguarding Children Board



## Recommendation Five: Notification of Serious Incidents

### Work Completed:

- The WSCB has published a protocol for notifying Ofsted about Serious Incidents and cases being considered for serious case reviews. The protocol clarifies the respective responsibilities of the WSCB and Local Authority.
- All notifications made this year have all been within set timescales
- The WSCB has updated its notification arrangements to ensure it is compliant with the new Working Together 2018

## Recommendation Six: Accurate Performance Information

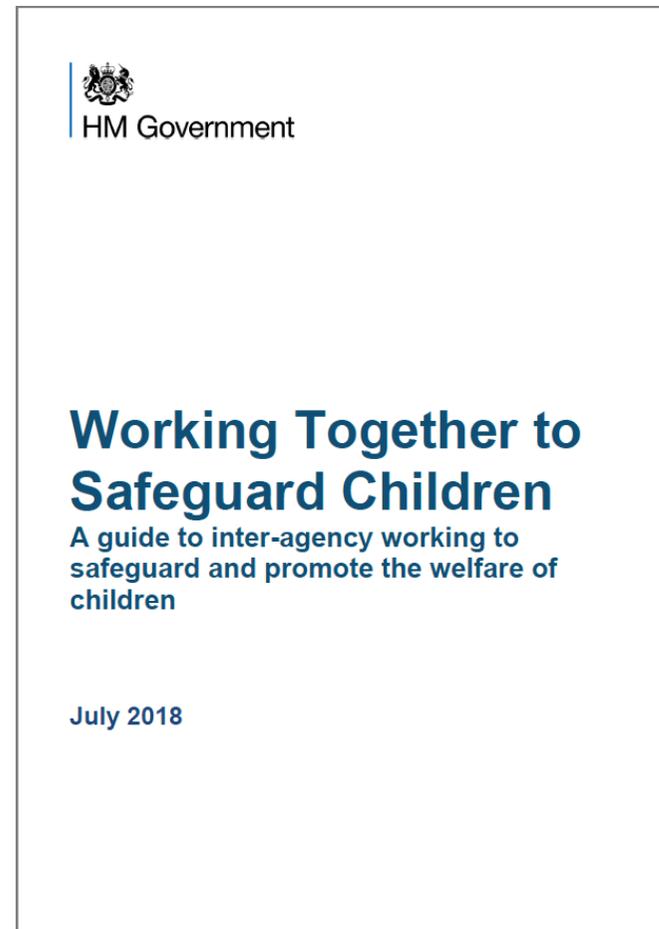
### Work Completed:

- The WSCB has reviewed the performance information dataset and a mechanism is in place to verify and validate performance information
- The WSCB, through its Performance Committee considers a full range or performance indicators and provides a 'top 20' to the full WSCB
- The WSCB has aligned its performance management process to ensure the Improvement Board and the Safeguarding Board receive the same information which includes detailed narrative

## Recommendation Seven: Ensuring Audits focus on Outcomes for Children and Include Practitioners and Managers

### Work Completed:

- The WSCB has revised its audit framework to include frontline practitioners and managers in the multi-agency audit process
- A full programme of multi-agency audits is undertaken annually by the WSCB
- A programme of specific child exploitation audits have been conducted over the past year





# The Child's Journey

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## Children in Care Council & Care Leavers Council

The Children in Care Council (CICC) and Care Leavers Councils (CLC and CLC21+) are groups of young people who have all been in care, who have had different experiences and would like to change things for the better.

The CICC and CLC's also contribute to recruitment, training and selection of professionals in areas that affect you. All children looked after are consulted about these big decisions.

### CIC/CLC Conference 2018

-Written by a member of the CLC

This year's conference was organised by the Children in Care Council, the Care Leavers Councils and the Participation and Engagement Team. I personally think that this conference was a great success. It took place at Wallasey Town Hall at 2pm. We put together workshops for the professionals to get involved in during the conference and provided refreshments during the break.

The theme of our conference was '**Contact**'.

### On the Day:

First of all we explained to everyone what the conference was about and told them who we are.

We then did a quick icebreaker so people and professionals could get to know each other by making themselves a name card and prizes were given for the best. As part of this ice breaker, we asked the newest member of staff on each table to stand up and each was given a white sticker. This became a key part of our conference.

Those with a white sticker, whenever they saw lights flashing would have to move to the next table (clockwise). Lights flashed several times throughout the conference and it was only at the end of the conference when these 'white sticker staff' were asked how these frequent moves made them feel, "annoyed", "unsettled", "confused" that young people explained that feelings staff had shared represented how young people feel when having to move to different placements whilst in care.

The importance of frequent contact with family and friends was also emphasised when going through these changes.



We did an activity about contact called “No Choice”. Staff were asked to write down the names of six people that are important to them in their lives right now, then one by one a number was given to them which they had to assign to somebody on their list. They got to choose who on their list got which number. We then explained what these numbers represented; the amount of times a year they could have contact with that person. We then used our own experiences as examples for each as to why this contact may not run as smoothly as they would want, considering the limited time they had with each person. This gave the professionals who attended an idea about how we feel about our contact.

We then went into 43workshops:

- Barnardos: Advocacy and Independent Visitors
- 14-19 Team: Employment, Apprenticeships and Training
- Pathways Team: Life Skills

### Feedback from the event

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We now need to act on what we have heard; things need to change. This presentation would be invaluable at social care team meetings

Amazing and very insightful. You have certainly made a difference to how I will become a better PA

Extremely enjoyable, eye-opening conference. Your advice and information will not be forgotten

## Right Side of Care



The participation of children at reviews is monitored on a monthly basis as part of the Safeguarding Unit monthly report.

During 2017/18, **38%** of Looked After reviews were attended by young people. This includes **37%** where the young person attended and spoke for themselves and **1%** where the young person attended without contributing.

**5%** Child Protection reviews held during 2017/18 were attended by young people. This includes **4%** where the young person attended and spoke for themselves and **1%** where the young person attended without contributing.

The Participation and Engagement Team have begun a consultation exercise with looked after children to gather their views and the reasons for non-attendance. This is undertaken on a monthly basis and the feedback is reported to the Independent Reviewing Officer's.

The Supporting Families Enhancing Futures (SFEF) model is continuing to promote the capturing of the views of children and young people.



Children in care are encouraged to complete Right Side Of care leaflets where appropriate, to gather their views, these are collated and reported quarterly.

During 2017/18 we received 135 completed Right Side of Care leaflets.

Here are some quotations from young people:

Your school:

I love my new school because most of my friends are going there

**'I would like to know how often contact with my family will be so that I know when I will next see my brothers'**

**'I like my placement. I get on with the staff and they never have favourites'**

**'I sometimes feel worried after contact in case I don't see my family again'**



## Early Help

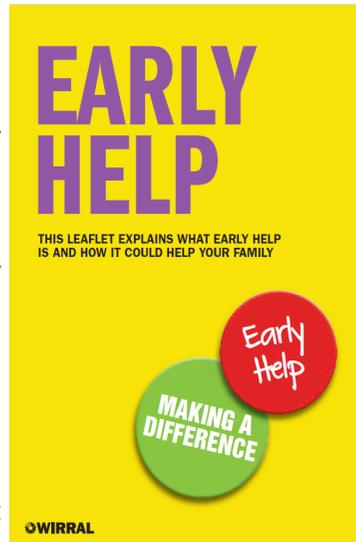
The WSCB launched the Right Service Right Time refresh of the thresholds of need and providing help as early as possible in 2017. The approach fundamentally supports Early help as the best approach to supporting children, young people and families. Early Help describes a range of interventions by agencies with an individual child or family which aim to offer support to make sure all of their needs are met so they can flourish.

There are two key strands to Early Help. The first is to provide help and support at the earliest stages of a child's life (pre-birth to 5 years). The second strand involves intervening as soon as a problem emerges. This type of Early Help may be required at any stage in a child or young person's life.

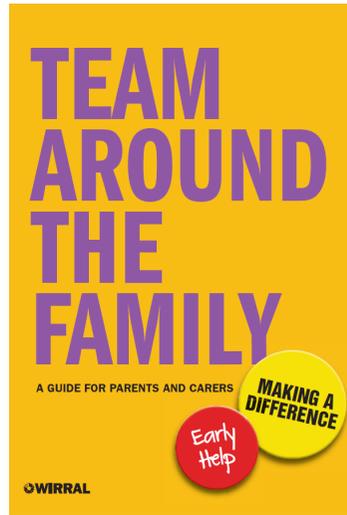
The Early Help Strategy published by the Early Help Team at the Local Authority reinforces that Early Help is everyone's responsibility and effective Early Help will resolve problems before they become overwhelming and require high cost, reactive services. Early Help enables children to be ready for school and more likely to achieve their full potential.

Effective Early Help can only be achieved through a collective multi-agency response. The majority of the Level 3 multi-agency Early Help interventions are delivered through the Team Around the Family Framework which will often be an outcome of the early identification of concerns and the completion of an Early Help Assessment (EHAT).

Team Around the Family (TAF) provides a multi-agency group of people to work with young people and families to ensure the right help is given at the right time.



In 2017-18 **1162** children in Wirral benefitted from a TAF plan.



The Wirral Safeguarding Children Board (WSCB) provides a framework for agencies, including statutory services (health, education and children's social care), and voluntary and community organisations (e.g. Homestart), to work together to improve outcomes for children and families.

Early Help is everybody's responsibility: together we will make sure that children, young people and their families are safe, happy and ready for school, work and life's challenges.

Early Help means better outcomes for children and families. The purpose of the multi-agency Early Help Strategy is to ensure that young people who require help are provided with the right support at the earliest opportunity to secure positive outcomes for them and their families.

To support agencies deliver Early Help the Early help Team have delivered a series of Early help Networking Events. These have covered a range of topics including special educational needs, safer communities etc.

More complete detail of Early Help including the impact of services can be found in the Early Help Annual Report published on the WSCB website here: <https://www.wirral safeguarding.co.uk/early-help-annual-report/>

 <b>Early Help Networking Events</b> You are invited to attend Early Help Networking Events <small>These events take place to support professionals and agencies to access services for children, young people and families</small>  <small>The next set of Networking Events will cover the following topic</small> <b>Happy, Healthy and Safe Wirral Communities- Summer 2018</b>	 <b>Early Help Networking Events</b> You are invited to attend Early Help Networking Events <small>The events are aimed at organisations working with and supporting families and young people across Wirral</small>  <small>The next set of Networking Events will cover the following topic</small> <b>Special Educational Needs and Disabilities- Participation and Inclusion</b>
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## Children In Need of Help and Protection— Performance

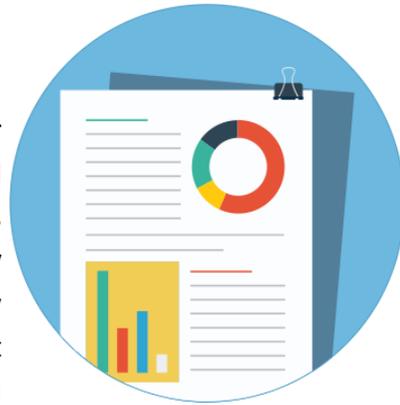
### Contacts and Referrals

2017/18 Wirral's Integrated Front Door received a total of **3248** referrals compared to 3243 during 2016/17. Wirral has continued with a low rate of Referrals by comparison with previous years and by comparison with England, the North-West local authorities and our statistical neighbours. Over the last 12 months referrals have come from a wide range of agencies but the highest number have originated from the police, education settings and health.

As for why there should be fewer 'new' children and families, is a pattern now being robustly explored by the integrated front door. It is anticipated there will be an increase in referrals next year based on work undertaken to ensure more consistent thresholds are applied. It will be important to monitor the development of Early Help services is drawing off into preventative services the right children who can be successfully supported.

### Re-referrals

In 2017/18, there were **605** re-referrals compared to **686** in 2016/17. The 2016-2017 year-end repeat referral rate was the lowest for three years and was well within the range of our statistical neighbours. This is a positive. The rate fell further in the first part of the year but has increased since and is similar to the most recently available statistical neighbour value. Children who have been the subject of a repeat referral represent a diminishing proportion of all Referrals. Although a re referral is never ideal the fact that a sixth of all children whose Referral ends become the subject of a further one within a year demonstrates that partners pick up quickly if progress is not sustained.



### Children in Need (CiN)

At the end of March 2018, there were a total of **2913** Children in Need (CiN) compared to 2862 at the end of March the previous year. This is an increase of 1.7%.

The CiN rate has risen since January 2018 following 5 consecutive months reducing, albeit below that of our statistical neighbour group. The year end rate is slightly higher than it was in March 2017, and is in-line with statistical neighbours. However, it is rated as amber due to the need to review the link between CiN, child protection plans and children looked after numbers.

The CiN rate is now more inline with the target range and below that of our statistical neighbour group. It is worth noting that is inline with that of the most recent comparator data for the North West Region. This will need to be set against the falling number of CP Plans and the number of children looked after. This requires review to understand why so many child in Wirral progress to the highest form of intervention and become looked after.

A review is underway of children on long-term CiN plans i.e. 9 months and over, to ensure that they are receiving the right level of support. This will help in reducing delay



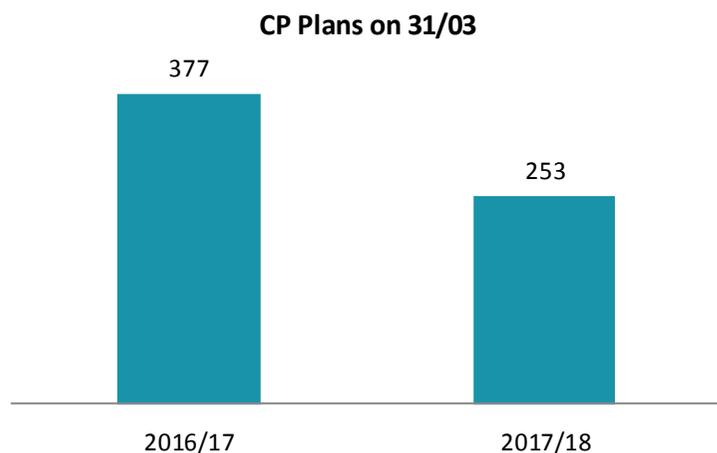
## Child Protection (CP)

Following a child protection investigation (section 47), an Initial Child Protection Conference is held to bring relevant professionals, family members and the child (where appropriate) together.

The conference provides a multi agency setting to analyse information provided by professionals and the outcome of the social worker's assessment (referred to as a Single Assessment) The conference will further examine the information available around the child's developmental needs and the capacity of the parents'/carers to respond to the child's needs.

The Supporting Families Enhancing Futures model was implemented in October 2017 and has a key focus on understanding the child's daily lived experience and focus on what needs to change to improve the outcome for the child.

On 31st March 2018, **253** children were subject to Child Protection Plan, this equates to **37.4** per 10,000 of the child population. The graph below illustrates the number of children subject to a CP plan over the last 2 financial years. This equates to **37.4** per 10,000 of the child population. The graph below illustrates the number of children subject to a CP plan over the last 2 financial years.



There has been a significant reduction in number of children on a child protection plan over the last 12 months. Whilst there have been slight variations from month to month there has been a significant downward trend. This has happened at a time when numbers of children looked after has increased. As such exploration of decision making in relation to Threshold has been initiated. A review of decision making at the point of consultation and where a conference has been held and a Protection Plan has not been put in place has been undertaken. The review has not highlighted any concerns with regards to decision making for those children placed on a plan but further work is underway to ensure that children do not progress too quickly to be being looked after.

### Initial Child Protection Conferences (ICPC)

During 2017/18, **474** Initial Child Protection Conferences (ICPC) were held compared to 719 in 2016/17, which is a significant year on year decrease of 34%. However, more recently during 17-18 there has been a marked increase in the number of conferences. Overall, 86.5% of ICPC's were held within timescales. The initial child protection conference should take place within **15 working days** of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held.

### 2 Year Child Protection Plans

In 2017/18, **506** Child Protection Plans ceased and **15** of these plans had been in situ for 2 years or more this is an increase this year.

### Multiple Child Protection Plans

A total of **382 (20.9)** Child Protection Plans started in 2017/18, of these **80** were repeat plans. This is higher than local and national statistical neighbours, which is concerning. This suggests that many of our families are very well known to services.

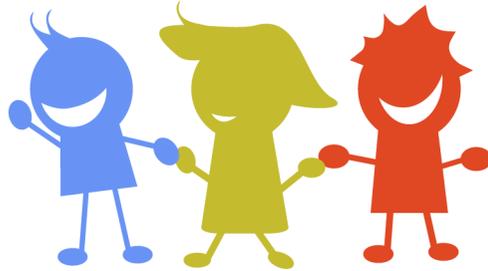


## Children Looked After (CLA) - Performance

Wirral provides support and placement for Children Looked After (CLA) in areas including adoption, foster care, residential care and leaving care. The service aims to provide children and young people with a range of placement options to help them be safe, secure and develop in order to meet their full potential.

On 31<sup>st</sup> March 2018 there were **833** children looked after in Wirral compared to 767 in 2016/17. This is an increase of **8%**. The rate of children looked after equates to 123.2 per 10,000 of the child population in Wirral.

Wirral continues to support a large population of children looked after, the rate having risen for a substantial period of time and is in excess of 100 higher this year. This is higher than would be expected in a similar LA.



High levels of admissions coupled with lower levels of discharges are the primary causes for our increases in numbers. One of the key reasons for increases in children becoming looked after has been an increased focus on improved safeguarding practice and a number of legacy cases where the department has now taken legal proceedings. Very high numbers of our looked after children 91% are subject to a court order.

A workgroup of senior officers is working to ensure key strategies are put in place a) to provide support aimed at preventing admissions to care b) ensuring that children only remain in care for as long as necessary, and that timely reunification to birth families or extended family members is achieved. Targets have been set to safely reduce the number of looked after children in Wirral. January and February saw the first reduction in the number of CLA however there has been a rise in the last month of the year.



## Private Fostering

Private Fostering is when a child or young person under 16 years old (or under 18 if disabled) lives with someone for 28 days or more by private arrangement (without the involvement of a local authority) with someone who is not a:

- parent
- close relative (brother, sister, aunt, uncle, grandparent or step parent)
- guardian or a person with parental responsibility

Private Foster cares might be:

- friends of the child's family
- Someone willing to care for a child of a family they don't know
- Relatives such as a cousin or great aunt

Private Fostering arrangements are reported through the Integrated Front Door and are transferred to the appropriate district social work assessment team and the Safeguarding Unit. The Social Worker will undertake a Private Fostering assessment which will assess the suitability of the arrangement and will undertake a joint visit with Targeted Services.

Each Privately Fostered child will be reviewed by the designated Independent Reviewing Officer (IRO) within 3 months following the authorisation of the arrangement and every 6 months thereafter.

The IRO will chair the meeting and will discuss the child's developmental needs, contact arrangements, targeted support, views of the child/parent/carer and any significant events.

## Wirral's Privately Fostered Children

- During 2017/18 **1** new Private fostering arrangement commenced, this arrangement remained open at the end of March 2018.
- None of the Private Fostering arrangements ended in 2017/18.
- At the end of March 2018, there were **3** Private Fostering arrangements. All of the children are White British.
- During 2017/18, **1** new Private Fostering Assessment was completed.
- Private Fostering visits are due every 6 weeks for the first 12 months, and every 12 weeks thereafter. In **2** out of 3 cases, subsequent visits were held in timescales.
- Following the notification, a visit should be held within 7 days. In **2** out of 3 cases the initial Private Fostering visits were undertaken within timescales.



The Safeguarding Unit identified an Independent reviewing officer in February 2017 who has responsibility to monitor, track, quality assure and chair the reviews of privately fostered children in the Wirral. Private Fostering cases represent a minority of the Safeguarding Unit's Core Business. (Three cases identified in the reporting period). We may conclude from this that there are ongoing barriers to identifying these children. However this coming year there is one further case identified / assessed and reviewed within this category, since April 2017.

As part of the efforts to identify Wirral children within the Private Fostering category the CYPD / Safeguarding Unit produced posters /flyers and leaflets with detailed information for professionals and families. These were distributed at Private Fostering multi-disciplinary training and briefing sessions and also circulated to all social care staff. The flyers were also posted in public areas such as GP surgeries.

**Private Fostering - what does this mean to you?**

- Are you looking after someone else's child ?
- Do you know someone who is ?
- Is someone looking after your child or children ?

If yes, and it is for 28 days or more, this child may be in a private fostering\* arrangement and you need to share this information with the Local Authority Council

Private foster carers / parents are legally required to notify the local authority. Many people are not aware of this requirement; if you know a child or young person is being privately fostered and you think the local authority is unaware please

**Are you being Privately Fostered ?**

Have you come to the UK to study and your parents / carers live overseas?

Has your dad or mum got a new job overseas and you are living with their partner until they return home?

Are you staying with friends - perhaps you aren't getting on with your family?

Is your mum or dad unwell and you are staying with distant relatives or family friends for more than 28 days?

**You are not privately fostered if:**

- you are staying with grandparents, older sister or brother, aunt or uncle.
- You go away with a friend and their parents for two weeks holiday.
- You spend most of the week living with your mum and stay with dad at the weekend.

• If any of these things apply to you then you are being privately fostered and those looking after you need to notify the Local Authority.

• The law says that the Local Authority must make sure that every child is safe and well looked after.

• They need to know if children or young people under the age of 16, or under 18 if you have a disability, are being privately fostered so that the right support can be given.

are@wirral.gcsx.gov.uk

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Integrated Front Door on 0151 606 2008 or email cadtsocialcare@wirral.gcsx.gov.uk

[http://wirralchildcare.proceduresonline.com/chapters/p\\_priv\\_fost.html](http://wirralchildcare.proceduresonline.com/chapters/p_priv_fost.html)

<http://www.enyatefostering.org.uk/>

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Following this there was a small increase of referral activity which may suggest the raising of public awareness and professional understanding is something to extend and repeat in order to improve the successful identification of children in this category.

Also identified by the Independent reviewing officer is that the commissioned service for the review, support and training of private foster carer's (Contracted to WIRED) is not appropriate and would benefit from a review.

### Analysis of Cases in the Reporting Period

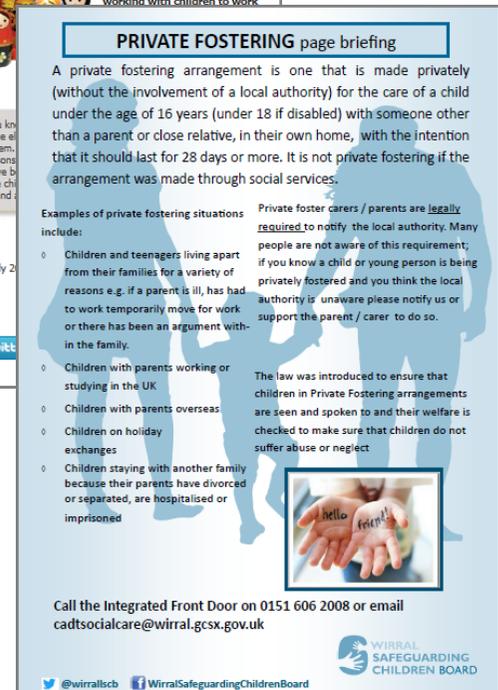
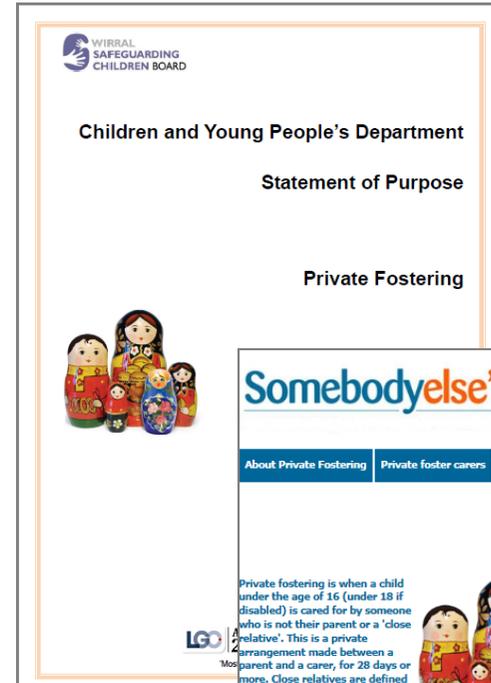
1. Child A - This child remains subject of P.F Procedures. She is well placed and receiving a good quality of care. The assessment was well written and comprehensive. It fully details the suitability of the carers / care arrangements, and subsequent reviews have endorsed the arrangements as fully meeting the child's needs. Initial assessments and reviews have taken place in full compliance with current procedures. One visit was completed outside of statutory guidelines.
2. Child B. - This child became privately fostered and initial visiting and assessment commenced in full compliance with P.F. Procedures. The placement was deemed appropriate for the child and subsequent reviews have endorsed the arrangements. The Private Foster Carer is considering applying for a legal order to secure the child's permanency, the local authority is supportive of this and will help fund some of the costs involved.
3. Child C. - This child remains subject to Private Fostering Procedures. The child is well placed and continues to receive good quality care. Subsequent reviews have endorsed the plan and carers are fully able to meet her needs. Carers have sought legal advice and are in the process of applying for a Child Arrangement Order, the local authority is supportive of the plan and has provided funding required for the application.



## Recommendations:

- To improve the identification of P.F. children within the community.
  - repeat and widen advertising / information to public
  - enlist help of schools to identify pupils who are subject of alternative care arrangements.
- Review and evaluate the effectiveness of the commissioned contract with WIRED, in relation to the review / support and training provision of private foster carers. Some consideration could be given to nominating a designated officer from W.B.C's Fostering Service to undertake these tasks and perhaps achieve a more integrated service to these carers. This echo's the current arrangement for a designated IRO and would make the servicing of this area more joined up.
- The IRO's experience is that the training and briefing sessions, whilst positive, have had only limited impact on the knowledge base/professional awareness of social workers and other professionals who may be involved with these children. It is therefore necessary to develop a plan for the opportunity to enhance professional understanding of the role and procedures.

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## Supporting Families Enhancing Futures (SFEF)

### Background

The Supporting Families Enhancing Futures (SFEF) model was developed by the WSCB in response to common local and national deficiencies within approaches to child protection including a lack of child centred practice and a focus on presenting parenting behaviours rather than a consideration of all the causes of risk in the child's life, often leading to a failure to address underlying problems.

The WSCB resolved to develop a bespoke model, initially for child protection, which would draw on best practice and other successful approaches including strengthening families and signs of safety and commissioned Professor Jan Horwath from Sheffield University to lead the work with a multi-agency working group.

SFEF was launched in Wirral on 30 October 2017 across the continuum of need and since then the model has begun to influence how we capture the daily lived experience of the children and adults we are working with to ensure they are at the heart of plans that will support them as a family to make changes that will improve outcomes for children by identifying strengths as well as what we are worried about and identifying who will do what to support the family to make changes.

<https://www.wirral safeguarding.co.uk/professionals/supporting-families-enhancing-futures/>



### What is SFEF?

Supporting Families Enhancing Futures is a child centred approach used across the continuum of need that enables professionals to gain an insight into the world of the child(ren) and adults by capturing their lived experiences, ensuring actions and interventions to improve outcomes are child focused.

Underpinning SFEF are 5 key principles:

- Understand the world of the child
- Understand the world of the adult(s)
- Recognise family strengths as well as concerns
- Engage families in the change process
- Measure change through actions and interventions

Adopting these principles into every day practice will enable practitioners to build long-lasting and meaningful relationships with the people they work with. The SFEF model will improve how practitioners engage with families, undertake assessments and reviews, write plans ensuring they are child focussed and conduct meetings. The model will also improve how change is measured i.e. has the daily lived experience improved for the child.

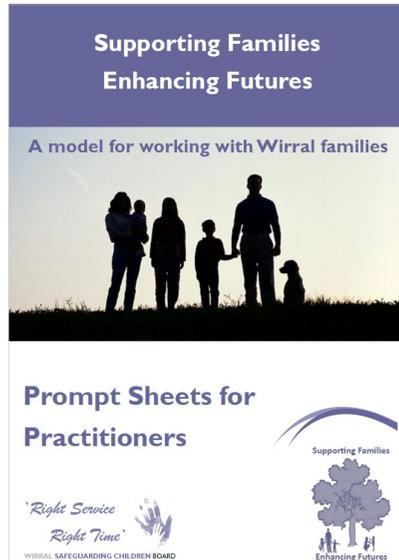
SFEF focusses on the lived experience of the child and adult. It enables practitioners to be curious about what happens in their daily lives from when they open their eyes, what they do, where they go, who they see, what happens, what they eat, all the way through to when they go to sleep. The lived experiences will help capture if things are different from day to day, weekday to the weekend.

Being curious will give the professional an insight to how the child and adult feels about different aspects of their daily lives and if they could, what they would like to change.





Eliciting the daily lived experiences of the child and adult relies on the ability of the practitioner to have meaningful conversations which have purpose and are open and honest. This in turn will support relationships to be built that are respectful and enable the child and adult to feel listened to and understood. To support practitioners a series of prompt sheets have been published by the WSCB:



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### How will SFEF improve our understanding of the needs of children and adults?

Across the continuum of need the format of assessments and plans have been developed according to the SFEF model recognising strengths and concerns identified by each agency and professional involved: What is going well, what are we worried about, what needs to change and who is going to complete this and by when?

SFEF uses a single, multi-agency assessment which aims to help families and professionals identify the changes needed to improve outcomes for the child (ren) and build a better future for the family.

The assessment takes into consideration:

- Family history and previous engagement with services
- Family composition
- Reason for assessment
- A summary of the lived experiences of each child and adult within the family
- Areas which children and adults want to change
- An analysis of information gathered

### Format for child protection conferences - similar approach is being used in Child in Need and Team Around the Family Meetings

Professionals attending an Initial Child Protection Case Conference will notice the layout of the room has changed and the format for the conference has developed in response to SFEF.

- The multi-agency single assessment is circulated prior to the conference for professionals to read before coming to conference
- The social worker will go through the assessment and prepare and support the family pre conference so there will be no surprises at the meeting
- The chair will meet with the family prior to conference before the meeting starts
- Conference room layout will be in a horseshoe arrangement
- Flip charts will be displayed with Red, Amber and Green and the family's genogram
- The focus of the conference is on discussing the things that need to change
- An outline plan will be developed following the outcome of conference
- The plan is further developed at the initial Core Group Meeting when services will be identified to undertake key tasks to support the family to make changes and timescales agreed



The traffic light system helps families and professionals to understand the level of concern and identify if there is any change to the lived experience for the child at reviews. This is a visual aid that not only ensures everyone at conference contributes but also takes the focus away from the parent.

**RED** Needs are not met and are likely to cause significant harm to the child/ren

**AMBER** Health and development may be impaired without provision of services/ intervention

**GREEN** Needs are being met



### Plans

SFEF encourages plans to be SMART and focussed on the key areas that need to change i.e. what needs to change right away – putting A's before B's and C's. This will in turn ensure outcomes are child focused and measurable. The true measure of change will be if the child's daily lived experiences have improved.

SFEF holds practitioners as well as parents accountable for their part of the plan and challenge will be presented if an identified task has not been completed.

### 1. Better for Children

- Children will have a voice
- What day-to-day life is like for them will be accurately described
- The things that they think are important and want to change will be clear
- All children in a sibling group will be involved and considered

### 2. Better for Parents/Carers

- What life is like for the them and the pressures they face will be clearly described
- Strengths as well as concerns will be identified, acknowledged and built upon
- The things that they think are important and want to change will be clear as will be the expectations of them
- Processes will be easier to engage with and create a culture of working together rather than having been 'done to'

### 3. Better for Practitioners

- A single assessment which everyone contributes to
- Meetings will have more purpose and discussion will focus on what needs to change and how
- Better use of professional knowledge and previous experience

### What is the impact of SFEF for children and parents?

The WSCB have a multi-agency Steering Group who monitors and evaluates the impact of SFEF for the child and the WSCB Performance Committee recently undertook an audit to measure the quality of Child Protection plans following the introduction of the Supporting SFEF.

Previous audits of Child Protection Plans have highlighted:

- Actions were not outcome focused and did not include timescales
- Plans did not reflect the involvement or views of other agencies involved with the young person ☐ The voice of the child was not evident
- Actions within the plan did not change to reflect need and to ensure that the plan is effective



A recent audit of plans developed under the SFEF model found significant improvement in the quality of Child Protection plans since the last audit and the introduction of the SFEF model. There was clear improvement in relation to outcome focused actions, recording the voice of the child and actions changing to reflect needs. The audit also found that there were improved outcomes for children and evidence of good practice amongst partners.

### Evaluation

During the autumn the WSCB will be undertaking an impact study to further evaluate progress and change for children 12 months on from SFEF being launched – is the SFEF approach making a difference to the daily lived experiences for children?

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**CHILD IN NEED TIMESCALES AND SUMMARY PROCESS**

- Day One:** Referral received by district team
- Day Five:** 1 day review on the single assessment (Completed by Social Worker & Manager) (CB undertaken by Social Worker who sends reports via (local) logs to partners for information about child's life and experience and their involvement (2 day turnaround))
- Day Twelve:** Partner responses including SFEF priorities and BAI being received by the Social Worker via the (local) (local) email
- Day Fifteen:** Best Practice includes the arranging of a multi agency planning meeting to ensure the Child in Need (CIN) plan is appropriate and SMART. Single CB information received from partners (including details of their BAI) via the Social Worker will start initial CIN plan within the single assessment and the details of the single assessment will be completed (CB completed) CIN plan which will be approved by Team Manager
- By Day Twenty:** Single assessment is published by team manager (based on meeting whether the CIN) (plan) requires CIN support before day 45 of an assessment)
- By Day Twenty Five:** CIN meeting attended by partners and family (CB will be shared by an Advanced Practitioner or Team Manager) in order to confirm CIN plan with SFEF (local) (local)
- Within 8 Weeks:** The CIN Plan should be reviewed within 8 weeks of the initial meeting. First Review at this point the SFEF BAI being updated to ensure the family are clear about any progress on local, national and Green and the plan moving forward
- Within 16 Weeks:** A second CIN review will be held 16 weeks after the initial meeting. 16 weeks after the first review, this will be shared by an Advanced Practitioner or Team Manager. Review if to be with the family's needs and involve appropriate professional as lead. Within this meeting review the outcomes/commitments to be with SFEF priorities (BAI) being updated. If continued CIN plan is required then this will be agreed. If it is considered to have made sufficient progress in providing the CIN) within the team will be considered for single plan to help help or that the plan can be taken down to TAF (CB will be progressed and there are additional safeguarding concerns raised at this meeting then there will be a full review with the principles of SFEF and this should be reviewed for taking a Strategic Meeting to consider through to Child Protection

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**INITIAL CHILD PROTECTION CONFERENCES - SUMMARY**

The initial Child Protection Conference (IPC)

- The allocated social worker starts the single multi-disciplinary assessment and allocates the tasks of gathering the daily lived experience to identified professionals for completion within 7 working days of the strategy meeting. Other identified professionals are asked to input relevant information and highlight their Green, Ambers and Reds also within 7 working days.
- The social worker will provide an analysis and overview and ensure the assessment is signed off by working day 21 of the strategy meeting.
- The assessment will be sent to the Independent Reviewing Officer (IRO) and all agencies attending the IPC at least 2 days before the meeting to allow the document to be read and for professionals to prepare for the meeting.
- The allocated social worker will visit the family home to go through the assessment before the meeting.
- Parents and children will be invited to attend the conference half an hour before the meeting commences to meet with the IRO.
- Professionals will attend 30 minutes prior to the start time prepared/ready for the meeting.
- There will be a set agenda to follow which the IRO will lead the conference through.
- Professionals are required to contribute as points during the conference and be mindful of the sensitivity of the information gathered and how this might impact on family members.
- The IRO will capture the Green, Ambers and Reds from the assessment for visual presentation during the meeting.
- The IRO, capturing colour (identifying risk) will form the basis of discussion in the meeting and will assist the participating professionals to determine if the threshold for a child protection plan is met.
- If a child protection plan is agreed, an outline plan (focusing on immediate safeguards) will be discussed and provided in writing to the social worker by the IRO within 24hrs.
- The make-up of the core group will be agreed and a time and date recorded for the initial core group at which time the outline plan will be developed to form the child protection plan.
- If the decision of the IPC is NOT to agree to a child protection plan the IRO will provide recommendations to the social worker to inform a child in need team around the family plan.

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**THE TEAM AROUND THE FAMILY MEETING**

The Team Around the Family (TAF) meeting brings children, young people, parents, wider family members and professionals together to talk, listen, and work together to complete a plan of support which will improve the daily lived experience of family members. The meeting, which should be chaired by the Lead Professional, should happen on at least a bi-weekly basis and be a positive experience for all involved.

**Preparing the TAF Meeting:**

- The Lead Professional should speak to the child, young person and family about what day of the week/time of day works best for them.
- Think about the meeting space it should be accessible, private, suitable for the business and somewhere the family will feel comfortable.
- Give people attending enough notice to allow them to book it into their schedule and to prepare their contribution to the meeting.
- The Lead Professional should talk to the family about whether it is accessible and/or possible would be helpful to use the meeting.
- The Lead Professional should help the family to have a clear understanding of what they want to achieve at the meeting and help them to do the best of meeting.

**The Meeting:**

- If you are the Lead Professional arrange to meet with the family before the meeting starts to help them to understand the purpose and what it is they want to achieve.
- Be welcoming and make sure everyone is introduced.
- Use the household meeting programme and let the family decide when they want to go.
- Be honest, open, respectful and polite.
- Participate, make a commitment, listen, contribute your views or professional opinion where appropriate, be open to the views of others and own ideas, give praise where it is earned.
- Try to complete the meeting within an hour-meeting which is long enough for families to engage in.

**Tools to use in the meeting:**

- Agenda
- Agreement and/or Summary
- The completed GAF
- A signed record to have a copy of the TAF plan and any minutes in the child's or family's file.
- Agenda and minutes to have a copy of the TAF plan so that everyone has access and be clear on the action required.

**Remember:**

- Chairing and participating in the meeting isn't always easy-appoint a scribe to take notes or write on the flip chart.
- Try to capture action and conversation in the words used by the people attending the meeting.
- Share the TAF plan and any minutes with all attendees, the family and the early help team.
- Keep a copy of the TAF plan and any minutes in the child's or family's file.
- Be clear in your reporting that the work you are consistent with the threshold level.

**Next Steps:**

- After the meeting stay in touch with the other professionals who are supporting the child and family.
- Continue working with the child, young person and family to help them achieve their goals.
- Think about collecting evidence of success to present being made to report back to future meetings.
- Be positive and remember that familiar report will to small steps and recognition of those achievements.

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SFEF and Early Help

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**Multi-agency Guidance**

Child Protection, Child in Need and Team Around the Family

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**The Beginner's Guide to SFEF**

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### SFEF Practice Lead

To support the development of the SFEF model across multi-agency partners and ensure the SFEF principals become embedded within the practice of all practitioners working with families across the continuum of need, the local authority have appointed a SFEF Practice Lead who will work with practitioners to identify what is going well and areas for development. Feedback from families will be gathered to assess if the SFEF model is making a difference for them.

Training opportunities, resources and information including Practice Guidance, Prompt Sheets for Practitioners, help sheets for all levels of support from TAF, CIN and CP, useful links to resources such as 7 minutes briefing on SFEF and The Lived Experience of the Child are all available on the WSCB website:

<https://www.wirral safeguarding.co.uk/professionals/supporting-families-enhancing-futures/>



# Progress & Achievement

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## Progress and Achievement

The WSCB publishes an annual report in line with the requirements of Working Together to Safeguard Children which states that LSCB's:

*'Must publish an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area. 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'* Chapter 3 page 70.

The WSCB undertakes the majority of its work, both statutory and non statutory through its committees and work groups. Increasingly the WSCB is aligning work streams with other local LSCB's in Merseyside. The local boards have run a successful pan-Merseyside Child Death Overview Panel model for some time and in the past few years have collaborated closely with activity to combat the sexual exploitation of children. During 2017-18 the WSCB has also been co-operating with the other Merseyside LSCB's to develop common policies, procedures and guidance for:

- Children who go Missing. A common procedure was published in May 2018
- Exploitation. Following a review of the pan-Merseyside CSE protocol the five LSCB's have developed a single Child Exploitation protocol which includes other types of exploitation such as criminal exploitation
- Learning and Development. Each of the five areas delivers a programme of multi-agency training. Collaboration has resulted in the development of common programmes such as Working Together
- Case Reviews. An agreed approach to statutory and non statutory reviews is in place.

The work of the WSCB, undertaken primarily through its committees has two elements; work which is statutory such as child death arrangements and testing the effectiveness of safeguarding arrangements, and work which is not statutory but contributes to helping develop and maintain strong safeguarding arrangements, for example development of the Supporting Families Enhancing Futures (SFEF) model and delivery of training.

The SFEF model was introduced in October 2017 and is the most significant piece of work undertaken by the WSCB recently.

The WSCB also sets priority areas for a two year period. For 2017-19 the 5 priority areas are:

- Children who are in need of help and protection are identified and responded to at the earliest opportunity by services effectively working together
- Children are protected from exploitation (including CSE) by a skilled workforce and the wider community is equipped to understand and respond to concerns
- Children and Young People who are Looked After, including those placed in Wirral by other Local Authorities are supported by agencies who effectively work together to keep them safe
- Through its effective governance and relationships with influential forums and groups the Wirral Safeguarding Children Board ensures all partner agencies meet the needs of Children and Young people
- The Wirral Safeguarding Children Board discharges all of its statutory duties and ensures the effectiveness of arrangements to safeguard and promote the welfare of children and young people

More detail about progress made in 2017-18 by the WSCB is detailed in pages 30-37.

# Priority One: Children who are in need of help and protection are identified and responded to at the earliest opportunity by services effectively working together



DESIRED OUTCOMES	PLANNED ACTIVITY	WHAT WE DID	TO DO
<i>Implementation of the Supporting Families Enhancing Futures (SFEF) Model ensures children and young people receive the right help at the right time</i>	<ul style="list-style-type: none"> <li>SFEF model finalised by July 2017</li> <li>Practice guidance published including principles</li> <li>Training programme established</li> <li>Model launched at conferences</li> </ul>	<ul style="list-style-type: none"> <li>SFEF model launched in October 2017 following two multi-agency events</li> <li>Practice Guidance, guides, templates and resources published</li> <li>Webpage established with comprehensive guidance</li> <li>Multi-agency training plan launched. 1,000 professionals trained</li> </ul>	<ul style="list-style-type: none"> <li>Begin one year evaluation of the effectiveness of the SFEF model and continue to refine</li> </ul>
<i>Measurement of the effectiveness and impact of services on children, young people and their families demonstrates positive outcomes for children and young people</i>	<ul style="list-style-type: none"> <li>Service reports received by Improving Outcomes committee</li> <li>Scrutiny of dataset by Performance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Improving Outcomes Committee established</li> <li>WSCB Operating framework published</li> <li>Multi-agency dataset and narrative presented for scrutiny</li> <li>Accountability meetings held as part of the Section 11/175 process</li> <li>Introduction of Risk Register</li> </ul>	<ul style="list-style-type: none"> <li>Develop and publish a clear outcomes framework to evidence positive impact on families</li> </ul>
<i>The use of evidenced based tools across partner agencies demonstrably supports practice and improves outcomes</i>	<ul style="list-style-type: none"> <li>Tools published on WSCB website</li> <li>Use of tools included in WSCB training</li> <li>Reporting of usage and impact received by Improving Outcomes committee</li> </ul>	<ul style="list-style-type: none"> <li>Tools and guidance published on WSCB website and built into social care liquid-logic system</li> <li>New threshold document published with links to relevant tools</li> <li>Regular audits of usage undertaken</li> </ul>	<ul style="list-style-type: none"> <li>To update tools and consider adoption of Graded Care Profile 2</li> </ul>
<i>Accurate performance information clearly evidences how safe children and young people are</i>	<ul style="list-style-type: none"> <li>Core and enhanced datasets established by the performance committee</li> <li>'top 20' dataset presented quarterly to WSCB</li> </ul>	<ul style="list-style-type: none"> <li>Datasets agreed, published, presented to and scrutinised by the WSCB</li> <li>Data aligned with set presented to improvement board</li> <li>Data includes narrative</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for online data solution</li> </ul>
<i>Review of the multi-agency thresholds of need improves understanding and application and ensures children and young people receive the right help at the right time</i>	<ul style="list-style-type: none"> <li>Thresholds rewritten and re-presented</li> <li>Conferences held</li> <li>Impact measured by Improving Outcomes and Performance (audit) Committees</li> </ul>	<ul style="list-style-type: none"> <li>Revised threshold document and associated guidance published</li> <li>Application of thresholds audit undertaken</li> </ul>	<ul style="list-style-type: none"> <li>Continue to audit appropriate use of thresholds</li> </ul>

## Priority Two: Children are protected from sexual exploitation by a skilled workforce and the wider community is equipped to understand and respond to concerns



DESIRED OUTCOMES	PLANNED ACTIVITY	WHAT WE DID	TO DO
<i>Children's services professionals and wider community have a good understanding of signs, symptoms and impact of CSE and are aware of when and how to report concerns</i>	<ul style="list-style-type: none"> <li>Multi-agency audit activity through the CSE and Missing, Performance Committees and LA Children's Services</li> </ul>	<ul style="list-style-type: none"> <li>Bi monthly programme of multi-agency CSE audits undertaken and learning shared</li> <li>Updated multi-agency training delivered by Catch22 including wider exploitation</li> </ul>	<ul style="list-style-type: none"> <li>Develop 'exploitation' arrangements inc. multi-agency team</li> </ul>
<i>Multi-agency lead officers are identified in every partner agency</i>	<ul style="list-style-type: none"> <li>CSE Committee published Lead Officer guidance</li> <li>CSE Development Officer identifies and publishes details of lead officers</li> </ul>	<ul style="list-style-type: none"> <li>Lead officer guidance published</li> <li>Lead officer details published on the WSCB website</li> </ul>	<ul style="list-style-type: none"> <li>Lead officers to demonstrate impact of activity</li> </ul>
<i>Agencies demonstrate the effectiveness of their response to CSE and missing, including through audit activity</i>	<ul style="list-style-type: none"> <li>Evidenced through audit activity</li> <li>Scrutiny of CSE action plan standing agenda item at WSCB</li> <li>Receipt of reports by CSE Committee</li> </ul>	<ul style="list-style-type: none"> <li>Audit programme in place. Learning published and shared with partner agencies</li> <li>CSE included in multi-agency Section 11 audits</li> <li>Revised multi-agency action plan in place</li> <li>Audit activity includes voice of families and frontline professionals</li> </ul>	<ul style="list-style-type: none"> <li>Develop audit activity to include wider exploitation</li> </ul>
<i>Perpetrators are identified, pursued and successfully prosecuted</i>	<ul style="list-style-type: none"> <li>Sharing of intelligence, including through MACSE process, CSE Cttee and WSCB</li> </ul>	<ul style="list-style-type: none"> <li>CSE problem profile developed by Merseyside Police and intelligence shared at MACSE meetings</li> <li>Exploitation is a standing item at each Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Develop new multi-agency exploitation arrangements</li> </ul>
<i>Children at risk of CSE are identified at the earliest opportunity and victims are supported for as long as is needed</i>	<ul style="list-style-type: none"> <li>Use of CSE workspace and flags</li> <li>Revised CSE training (including wider exploitation) and promotion of tools, literature, learning and research</li> </ul>	<ul style="list-style-type: none"> <li>Updated information on the WSCB website</li> <li>Promotion of the multi-agency training and continued delivery of briefings, including to taxi drivers and licensees</li> <li>Introduction of the CSE workspace in children's services</li> </ul>	<ul style="list-style-type: none"> <li>Longer term study of the effectiveness of support given to young people is required</li> </ul>
<i>Children are involved in the testing and review of the effectiveness of services</i>	<ul style="list-style-type: none"> <li>Reports from the commissioned service</li> </ul>	<ul style="list-style-type: none"> <li>Catch22 provide reports to the WSCB including feedback from children and young people supported by the service</li> </ul>	<ul style="list-style-type: none"> <li>Better evidence across services required</li> </ul>

## Priority Three: Children and Young People who are Looked After, including those placed in Wirral by other Local Authorities are supported by agencies who effectively work together to keep them safe



DESIRED OUTCOMES	PLANNED ACTIVITY	WHAT WE DID	TO DO
<i>WSCB can demonstrate how children and young people are positively listened to and responded to</i>	<ul style="list-style-type: none"> <li>Receipt and scrutiny of agency reports and reports from young people</li> </ul>	<ul style="list-style-type: none"> <li>Children in Care Council presented their views and thoughts on safeguarding to the WSCB</li> <li>Voice of young people is the opening item at the WSCB</li> <li>Views are routinely captured and responded to (illustrated in this annual report)</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that the voice of young people evidences impact</li> </ul>
<i>Children and young people who are subject to Private Fostering arrangements and their families are well supported and kept safe</i>	<ul style="list-style-type: none"> <li>Presentation of annual report and operating protocol to WSCB</li> </ul>	<ul style="list-style-type: none"> <li>Private Fostering assurance annual report into the WSCB established</li> <li>A named Independent Reviewing Officer has oversight of all arrangements in Wirral for quality assurance</li> <li>Training, briefings and challenge delivered in 2017-18</li> </ul>	<ul style="list-style-type: none"> <li>Undertake in-depth research into why numbers remain low</li> </ul>
<i>Children and young people placed in Wirral by other local authorities are aware of the 'local offer' and support is provided to make sure they are safeguarded</i>	<ul style="list-style-type: none"> <li>Database of placements held by the LA safeguarding unit</li> <li>Placements procedure established including welfare contact</li> <li>Receipt of reports by Corporate Parenting Group</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding Unit holds accurate database of all children placed in Wirral</li> <li>Through commissioning arrangements all placing authorities aware of their responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Memorandum of Understanding to be established with the Corporate Parenting Group</li> </ul>
<i>Children currently living in Wirral whilst their immigration or asylum status is determined have access to services and are kept safe</i>	<ul style="list-style-type: none"> <li>LA presents report about identification of young people and provision of services to the WSCB</li> </ul>	<ul style="list-style-type: none"> <li>Assurance provided to WSCB that all children, regardless of their status can access services</li> </ul>	<ul style="list-style-type: none"> <li>WSCB to review effectiveness of arrangements in 18-19</li> </ul>



## Priority Four: Through its effective governance and relationships with influential forums and groups the Wirral Safeguarding Children Board ensures all partner agencies meet the needs of Children and Young people

DESIRED OUTCOMES	PLANNED ACTIVITY	WHAT WE DID	TO DO
<i>Findings from the Ofsted review of the effectiveness of the WSCB and subsequent improvement action plan improve the governance and influence of the safeguarding board</i>	<ul style="list-style-type: none"> <li>• WSCB Improvement Plan devised and agreed by Improvement Board</li> <li>• Improvement Plan updated each month and presented to the Improvement Board by WSCB</li> <li>• Progress is a standing item at each WSCB meeting</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement plan developed and scrutinised at each Improvement Board and WSCB meeting</li> <li>• Improvement plan for the WSCB completed</li> </ul>	<ul style="list-style-type: none"> <li>• For the WSCB to focus on evidencing the impact of outcomes</li> </ul>
<i>The WSCB development days inform a clear improvement action plan which positively influences the governance and functioning of the safeguarding board</i>	<ul style="list-style-type: none"> <li>• Undertake two facilitated development days to inform revised operating framework</li> <li>• Publish operating framework/ terms of reference</li> <li>• Devise and publish improvement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Development days completed.</li> <li>• WSCB review completed</li> </ul>	<ul style="list-style-type: none"> <li>• Further development sessions needed for the Children and Social Work Act</li> </ul>
<i>The WSCB is prepared for the implementation of the forthcoming Children and Social Care Act</i>	<ul style="list-style-type: none"> <li>• Present Wood review recommendations and Children and Social Care Act implementation plan to WSCB</li> <li>• Safeguarding Partners participate in government consultation</li> <li>• Proposal for new arrangements to be agreed by April 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Children and Social Work Act presented to the WSCB</li> <li>• Safeguarding Partners developing new model</li> <li>• Update presented at each WSCB</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation on draft model and publication of final model to be completed by early 2019</li> </ul>
<i>The WSCB can demonstrate through its work with other influential bodies a clear and smart approach to the commissioning of services</i>	<ul style="list-style-type: none"> <li>• Revise terms of reference and memorandum of understanding with other influential groups to ensure statutory scrutiny of safeguarding arrangements are in place</li> <li>• Children's commissioning intentions to be reported to the Improving Outcomes Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandum of understanding with influential groups revised and published in Operating Framework</li> <li>• Children's commissioning manager member of the Improving Outcomes committee</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship strengthened with the Health and Wellbeing Board and Overview and Scrutiny committee</li> </ul>
<i>The WSCB actively supports the Council led partnership 2020 vision and can evidence the positive impact on and improved outcomes for children and young people</i>	<ul style="list-style-type: none"> <li>• WSCB through its sub committees to receive assurance about the improved effectiveness of safeguarding arrangements resulting from the 2020 implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Through its committees WSCB actively supports several of the pledges particularly protecting vulnerable children and zero tolerance to domestic abuse</li> </ul>	<ul style="list-style-type: none"> <li>• WSCB to continue to support the 5 year plan through its committees</li> </ul>

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## Priority Five: The Wirral Safeguarding Children Board discharges all of its statutory duties and ensures the effectiveness of arrangements to safeguard and promote the welfare of children and young people



DESIRED OUTCOMES	PLANNED ACTIVITY	WHAT WE DID	TO DO
<i>The WSCB devises an improvement plan to address the 7 recommendations made in the Ofsted review of the effectiveness of the WSCB</i>	<ul style="list-style-type: none"> <li>Publish the WSCB improvement plan including actions, timescales and evidence of outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Improvement plan, developed and presented to, and scrutinised at Improvement Board and WSCB meetings</li> <li>WSCB has completed all its actions against the 7 recommendations from Ofsted</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of positive impact on children and families is an ongoing action for the WSCB</li> </ul>
<i>Work is completed through the Board and committees and other groups established to ensure actions derived from the recommendations are completed</i>	<ul style="list-style-type: none"> <li>Progress against the recommendations to be a standing agenda item at WSCB and WSCB Executive</li> </ul>	<ul style="list-style-type: none"> <li>A rigorous work plan was established to ensure completion of the actions from Ofsted recommendations. Significant progress was made during 16-17. All actions were completed by June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of positive impact on children and families is an ongoing action for the WSCB</li> </ul>
<i>The improvement plan is reviewed and challenged at each full meeting of the WSCB and the multi-agency improvement board</i>	<ul style="list-style-type: none"> <li>Improvement plan to be updated each month and presented to Improvement Board for scrutiny</li> <li>Improvement plan presented at each meeting of WSCB and Executive</li> </ul>	<ul style="list-style-type: none"> <li>Improvement is scrutinised on a monthly basis by the improvement board and bi monthly by the WSCB</li> </ul>	<ul style="list-style-type: none"> <li>WSCB to identify priority areas including the development of new multi-agency safeguarding arrangement by the 3 statutory partners</li> </ul>
<i>The WSCB demonstrates progress and full achievement against all the actions within 18 months</i>	<ul style="list-style-type: none"> <li>RAG rating of actions and outcomes to evidence completion of plan</li> </ul>	<ul style="list-style-type: none"> <li>All actions for the WSCB have been completed</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of positive impact on children and families is an ongoing action for the WSCB</li> </ul>

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# Priority Areas for 2017-19



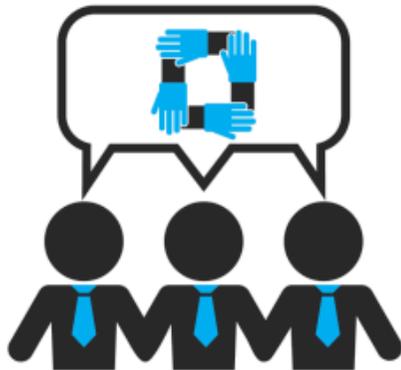
Priority Area	Activity
<b>1. Children who are in need of help and protection are identified and responded to at the earliest opportunity by services effectively working together</b>	<ul style="list-style-type: none"> <li>Implementation of the Supporting Families Enhancing Futures Model of Child Protection</li> <li>Measurement of the effectiveness and impact of services on children, young people and their families</li> <li>Agencies evidence the use and impact of evidenced based tools to support practice and improve outcomes</li> </ul>
<b>2. Children are protected from exploitation, including Child Sexual Exploitation by a skilled workforce and the wider community is equipped to understand and respond to concerns</b>	<ul style="list-style-type: none"> <li>Children's services professionals and wider community have a good understanding of signs, symptoms and impact of CSE and are aware of when and how to report concerns</li> <li>Multi-agency lead officers identified in every partner agency, and the workforce is competent and confident to respond to CSE</li> <li>Agencies demonstrate the effectiveness of their response to CSE and missing</li> </ul>
<b>3. Children and Young People who are Looked After, including those placed in Wirral by other Local Authorities are supported by agencies who effectively work together to keep them safe</b>	<ul style="list-style-type: none"> <li>Establish a care Home Governance group under the auspices of the safeguarding board</li> <li>WSCB can demonstrate how children and young people are positively listened to and responded to</li> <li>Children and young people who are subject to Private Fostering arrangements and their families are well supported and safeguarded</li> </ul>
<b>4. Through its effective governance and relationships with influential forums and groups the Wirral Safeguarding Children Board ensures all partner agencies meet the needs of Children and Young people</b>	<ul style="list-style-type: none"> <li>Findings from the Ofsted review of the effectiveness of the WSCB and subsequent improvement action plan improve the governance and influence of the safeguarding board</li> <li>The WSCB development days inform a clear improvement action plan which positively influences the governance and functioning of the safeguarding board</li> <li>The WSCB is prepared for the implementation of the forthcoming Children and Social Care Act</li> </ul>
<b>5. The Wirral Safeguarding Children Board discharges all of its statutory duties and ensures the effectiveness of arrangements to safeguard and promote the welfare of children and young people</b>	<ul style="list-style-type: none"> <li>The WSCB devises an improvement plan to address the 7 recommendations made in the Ofsted review of the effectiveness of the WSCB</li> <li>Work is completed through the Board and committees and other groups established to ensure actions derived from the recommendations are completed</li> </ul>
	<ul style="list-style-type: none"> <li>Performance Information dataset developed to clearly demonstrate how safe children and young people are</li> <li>Review of the multi-agency thresholds of needs and testing of application and understanding</li> <li>Voice and feedback from children, young people and families informs the commissioning and delivery of services</li> <li>Continual programme of auditing demonstrates swift and effective partnership working</li> <li>Perpetrators are identified, pursued and successfully prosecuted</li> <li>Children at risk of exploitation are identified at the earliest opportunity and victims are supported for as long as is needed</li> <li>Children and young people are involved in the testing and review of the effectiveness of services</li> <li>Children and young people placed in Wirral by other local authorities are aware of the 'local offer' and support is provided to make sure they are safeguarding</li> <li>Children and young people currently living in Wirral whilst their immigration or asylum status is determined have access to services and are safeguarded</li> <li>The WSCB can demonstrate, through its work with other influential bodies a clear and smart approach to the commissioning of services</li> <li>The WSCB actively supports the Council led partnership 2020 vision and can evidence the positive impact on and improved outcomes for children and young people</li> <li>Children and Young people are positive about the effectiveness of services they have received which demonstrate measurable outcomes</li> <li>Statutory Safeguarding Partners develop new multi-agency safeguarding arrangements for implementation by September 2019</li> <li>The improvement plan is reviewed and challenged at each full meeting of the WSCB and the multi-agency improvement board</li> <li>The WSCB demonstrates progress and full achievement against all the actions within 18 months</li> <li>The WSCB develops Phase two of improvement plan to evidence impact of outcomes for children and young people</li> </ul>

## Multi-agency Training

### Learning and Development

The WSCB is responsible for ensuring that high quality multi-agency safeguarding training is available for all professionals working within the Children's workforce. The training is delivered by a multi-agency pool of trainers and is supported by a Safeguarding Training Officer who is responsible for ensuring the day to day delivery of training, monitoring attendance at training and managing the evaluation strategy.

During 2017-18 the training function was overseen by the multi-agency Learning and Development Committee of the WSCB. This Committee was responsible for recognising demand for training, reviewing, promoting and quality assuring training and for ensuring a robust training pool of trainers was drawn from the partnership. In January 2018 the Learning and Development Committee was disbanded and the responsibility for the overview and support of training moved to the Training Pool.



## Competency Framework

Each year the WSCB publishes a Competency Framework which sets out the baseline for standards of competence that are expected from those individuals and organisations that have a responsibility to ensure that the children, young people they work with are sufficiently safeguarded. It also assists in the development of training packages and provides a framework for performance management. Partner organisations can use this framework to help them decide the relevance of training courses to particular staff groups and individuals. The current Competency Framework was published in November 2017 and sits alongside the training calendar.

The image shows the cover and a sample form of the 'WIRRAL Multi-Agency Safeguarding Competency Framework' published in November 2017. The cover features the WIRRAL SAFEGUARDING CHILDREN BOARD logo and the title in large, bold letters. The form is a feedback questionnaire with six sections, each with a set of options and a comments field.

WIRRAL			
Your Name:		Employee No.	
For the following sets of questions please place a tick in the box that most closely views. Please use the space under each set of questions to provide any additional comments.			
<b>1. To what extent did the programme meet its objectives?</b>			
a. Not met	b. Partially met	c. I don't know	d. Met
Comments:			
<b>2. To what extent did the programme meet your needs?</b>			
a. Not met	b. Partially met	c. I don't know	d. Met
Comments:			
<b>3. Now that you have completed the training, please assess your level of awareness:</b>			
a. None	b. Very limited	c. Do not know	d. General awareness
Comments:			
<b>4. Do you think that the number of participants on the course was...</b>			
a. Too few	b. Just right	c. Too many	
Comments:			
<b>5. Do you feel that the length of the course was...</b>			
a. Too short	b. Just right	c. Too long	
Comments:			
<b>6. How satisfied are you with the course?</b>			
a. Not satisfied	b. Partially satisfied	c. Neither dissatisfied or satisfied	d. Satisfied
Comments:			



## Training Calendar

The WSCB training calendar details all the courses offered by the WSCB over a 12 month period, and is available to view on the Safeguarding Board website at [www.wirralsafeguarding.co.uk](http://www.wirralsafeguarding.co.uk)



A summary of each course is provided along with recommendations of which staff groups the event is appropriate for based on the Competency Framework. Throughout the year the training calendar is regularly updated to integrate and respond to learning emerging from SCRs and to meet the continuing demands of the Children's workforce. The aim of the multi-agency training is to develop a skilled workforce in recognising and responding to safeguarding concerns.

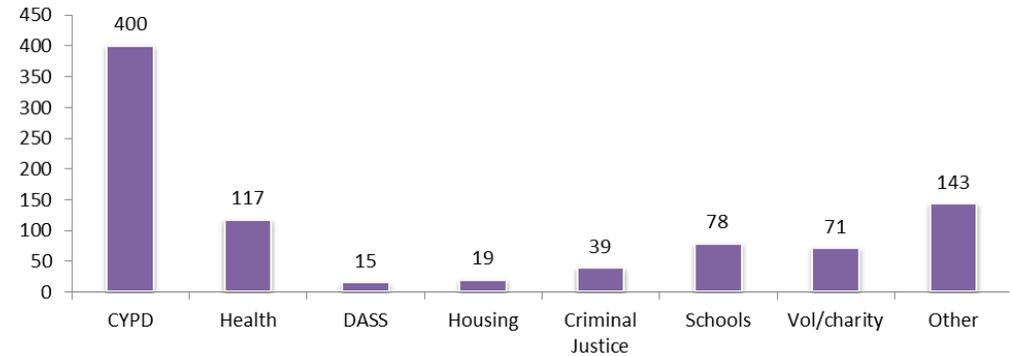
The process for applying for these courses is via an electronic booking system through the Safeguarding Board Website. All of the training offered by the WSCB is designed for a multi-agency children's services audience. The training is provided free of charge to professionals.

In 2017-8 the training calendar offered a total of 101 training events, both full day training events and half day briefings. These training events included; Working Together to Safeguard Children, Neglect, Child Sexual Exploitation, Engaging Effectively with Resistant Families/Risk in Practice, Workshop to Raise Awareness of Prevent and Safer Recruitment all delivered with or by local professionals with relevant expertise.

From April 2017 to end of March 2018 a total number of 1681 people attended the multi-agency training across all the events. A breakdown of numbers from each organisation is shown in the following graph. For the purposes of this report CYPD includes Social Care and Targeted Services and Criminal Justice includes Police, Probation and YOS.

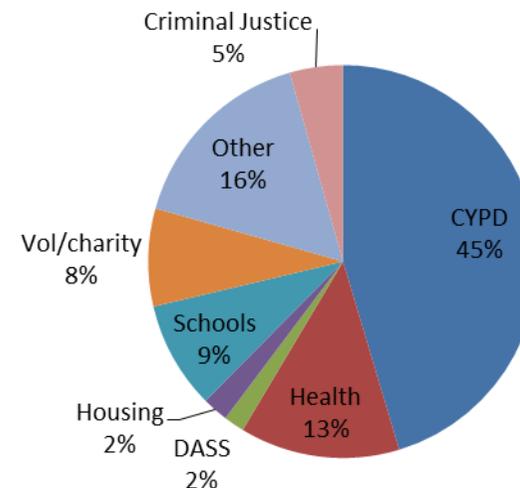
By far the majority of attendees has been CYPD with the category 'Other' being the second highest. This includes groups such as Local Authority Sports and Recreation and Private Support Providers. This year we saw an increase in attendance by Police colleagues but this is due to the employment of PSCOs into the Early Help teams.

Number of attendees by organisation



Below is a breakdown of attendance by organisation in percentage form:

Number of attendees by organisation





It should be noted that as with previous years there were often events that were over-subscribed at the point of booking, which ended up running with less than capacity numbers and so the non-attendance rate on the day continues to remain very high with the average attendance rate being 18.1 out of average 25 spaces.

When considering the figures for non-attendance this does not include those that cancelled the place before the 3 working days timescale, as the cancellation process sets out.

In the period 2017-2018 we had a total of 607 non-attendees across all events. Thus the non-attendance across all agencies sits at approximately 26%. This number of non-attendees increased from 15% the year before. The issue of non-attendance is something that the WSCB continues to address with charging for non-attendance where no contact has been made.



## Training Evaluation

Since October 2016 the WSCB has implemented a more comprehensive evaluation strategy in order to measure the effectiveness of the multi-agency training. This new evaluation strategy has three stages:

- At the end of the course professionals complete an initial evaluation which details how their practice will change having completed the training but also asks them to rate the course on a scale of one to five—with five being excellent.
- Approximately three months after attending the course professionals complete a second evaluation which details how attendance at training has influenced practice and strategy in their organisation
- Four to five months after attending the course a range of professionals are invited to attend a WSCB facilitated focus group to

evidence impact of training on outcomes for children and young people and as such demonstrate how effective the training has been.

- Immediate feedback from training has always been really positive with comments about both the materials and trainers as being engaging and helpful. Most of the criticism on feedback forms has been about venues being cold/hot or difficulties in parking.

In 2017-18 eleven focus groups were held considering the impact of the following training events; Neglect, Child Sexual Exploitation, Working Together, Harmful Practices, Parental Substance Misuse, and Supporting Families Enhancing Futures. These focus groups have been invaluable in capturing how practice has changed as a direct result of training.

Concerns had been raised about a family where a domestic incident had led to the mother being removed from the family home and as a result ostracised from her community. This lady was a foreign national who had no real ties in this country except her immediate family. This split in the family was also having an effect on the children. The family were referred to the pilot project of early intervention that the focus group participant was working in.

Through her work with the mother at the refuge she was staying in, the participant was able to build a relationship and help her develop more self-confidence. Having held a family group conference with both mum and dad individually, they are due to have their first family group conference meeting.

- Harmful Practices Training

One participant was able to give an example of working in partnership with schools, CAMHs and YOS supporting a family where the young person had some very challenging behaviour and difficult issues at home. In this case where the child was looking at exclusion the professionals were quickly reassured that the right people were around the table and that referrals and information had been shared appropriately in order to provide the support that was needed.

- Working Together Training

Alongside the evaluation of learning of the participants who attend the training, further evaluation of both the events and the trainers is done via live observation and feedback. The Training officer observes every trainer at least once per annum and provides written feedback. The aim of this live observation is to aid development and improvement of training materials but also the personal development of the trainer's skills in the training room.



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Training Pool

The WSCB has a well-established Training Pool of multi-agency trainers who facilitate the training for partner organisations across the area. This Pool is made up of colleagues from Children's Social Care, Health, and Specialist partner agencies who work in collaboration to develop and update materials as well as deliver in their own areas of expertise. The input of knowledgeable, practising colleagues is invaluable to the learning process and well received by participants.

The Training Pool meets bi-monthly to discuss current training issues and explore areas of personal development. With the disbanding of the Learning and Development Committee the Training Pool now also takes an active role in regularly reviewing training packages to ensure the quality of training being delivered.

Members are offered the opportunity to attend a two day Train the Trainer event lead by The North West Inter-Agency Trainers (NWIAT) group. In 2017-18 this training offer was taken up by two members who were able to attend the training in January 2018. This event was delivered by the WSCB training officer with a colleague from Bolton. With a limitation on places there were several newer members of the Training Pool who were not able to attend the NWIAT training. In response to this the Training Officer delivered a local 2 day Train the Trainer in July 2018 which was very well received and is scheduled to run again in October 2018.

It has been recognised that in order for the training to run as scheduled there needs to be adequate trainers in the Training Pool. This has always produced some challenge as people find they are unable to commit due to work pressures. The Pool needs to be robust enough to continue to meet the demand for training events and whilst we still deliver the same number of events as the previous 2 years, there is a lot of reliance on the Training Officer to deliver training. Moving through 2017-18 there will continue to be a focus on trying to increase the Training Pool in order to retain the high number of training events.

**WIRRAL SAFEGUARDING CHILDREN BOARD**

**The Wirral Safeguarding Children Board is Recruiting Trainers To Join Their Training Pool**

We are looking for experienced practitioners to join our multi-agency training pool and have the opportunity to deliver training in a range of areas, including domestic abuse, neglect, working together, harmful practices, and Supporting Families Enhancing Futures.

**What you can expect:**

- Support from the Training Officer in both delivery and in development of skills and confidence.
- A chance to contribute to the development and roll out new training as need arises.
- An opportunity to expand your own skills in delivering a range of materials to professional colleagues.
- A better appreciation and understanding of multi-agency working and the issues and the benefits surrounding that.

**What will be expected of you:**

- To be available to deliver between 2 and 4 events per year with a co-trainer.
- To appreciate planned training as a priority that cannot be cancelled.
- To attend bi-monthly trainer meetings where there is an opportunity to share training tips/experience.

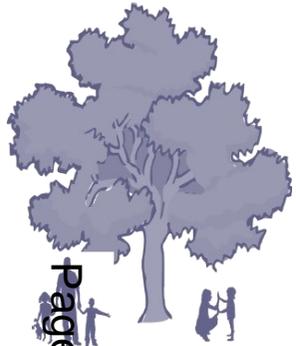
If you are interested or would like to find out more please contact Briony Baker,  
Training Officer.  
Telephone number 0151 666 4505  
E-mail: brionybaker@wirral.gov.uk



## Supporting Families Enhancing Futures

In 2017 the WSCB and partner agencies developed a multi-agency model for working with families called Supporting Families Enhancing Futures (SFEF). This bespoke SFEF model draws on current research and practice, to meet the recommendations detailed in Professor Eileen Munro's report into Child Protection.

### Supporting Families



### Enhancing Futures

The new model was launched on the 30th October 2017, being introduced right across the continuum of need and was the training priority for the last quarter of 2017 and first quarter of 2018. The Board identified up to 900 members of the Children's workforce who would need to receive training in the new way of working.

In order to meet the high demand for training a multi-agency training pool, with the sole remit of the SFEF multi-agency training, was identified with 18 individuals from different agencies undertaking an initial Train the Trainer event in mid-July. SFEF training was scheduled in the WSCB calendar with 3 events a week for the first 4 months. This number then dropped to 2 sessions a week in December and 1 session a week in January. In Feb and March there were a further 8 events scheduled.

As well as the multi-agency training there were 4 Social Worker specific and 2 IRO specific training days scheduled in September which were delivered by Jan Horwath who co-developed the model. In total there were **53** training events from the end of July to the end of March.

A total number **798** staff attended the one day multi-agency training event, with a further 254 people having booked a place but not attended or cancelled within the 3 days required. As a result some of the events ran with fairly small numbers, but overall the average attendance on any one event was approximately 25. Further to this 86 Social Workers also attended the one day Social Worker specific training events. This training continues to be a priority with events running approximately once a month.

### Child Sexual Exploitation



In 2017-18 Child Sexual Exploitation (CSE) remained a priority area of work for the WSCB. For the second year in a row the WSCB commissioned provider Catch 22 to deliver up to 10 multi-agency CSE courses. Over the period discussed 8 events were delivered with a total of 144 professionals attended the training.

Moving forward into 2018 with the imminent publication of the new Child Exploitation protocol the training delivered by Catch 22 has now been amended to include all forms of child exploitation.

Feedback from these events has always proved to be positive:

Hopefully schools will one day put CSE on the curriculum ....so all children know the warning signs

I am more mindful of signs and symptoms of CSE thanks to the training and I have been able to support my team in filling in forms. I have also shared the training within the team.



## Domestic Abuse



The WSCB continued to provide a well-attended training event around Domestic Abuse which was delivered by staff from the Family Safety Unit. In 2017-18 a total of **6** events were delivered with **134** people attending the training.

The feedback from this event has always been very positive with a lot of people commenting on practical application of the DASH assessment tool. Moving forward the FSU have had to withdraw their support for this event so the materials will be reviewed and delivered by professionals from the Safeguarding Team, Probation and Children's Social Care.

## Harmful Practices

As a result of a Learning Review concerning a case of potential Forced Marriage the WSCB put together a robust policy around Harmful Practices and with colleagues from the Family safety Unit developed a one day training package which was delivered bi-monthly again by FSU. Moving forward into 2018 this event will now be delivered by Savera UK.

## Neglect

The Neglect course continues to promote the use of the Graded Care Profile as the required tool for assessing neglect and is an expectation of the new referral pathway. The event includes input from Police colleagues looking at live local cases and the complexities of working with neglect. The event running bi-monthly was delivered to 99 people in 2017-2018 and has since been reviewed to ensure materials are up to date and relevant to current practice. The event has been previously been delivered by Health and Social Care colleagues although one of the main trainers has now left and so another member of the training pool will be supporting delivery moving forward.

I am now confidently completing GCP with some of my families, looking at strengths of the family as well as to identify their needs for extra support

It was obvious there needed to be clarity across the board as to when the tool should be completed

## Working Together to Safeguard Children

The Working Together event is one of the main events provided by the WSCB for partners and is one of the most in demand events. In 2017-18 we delivered 7 events with a total of 147 attendees. When looking at the breakdown of attendees by organisation this is the one event which has the broadest range of partner agencies attending. It is always a very lively day with lots of discussion and the feedback is always very positive.



It surpassed my expectations. I found the group work very insightful and a good break from the presentations

I am able to make decisions about safeguarding concerns without waiting for responses from other colleagues

I know have a better understanding of what level to refer cases at

### Future Developments

The WSCB has been mindful that at a time of austerity and cutbacks attendance at training is something which often suffers. In response to this the WSCB introduced alternative learning resources. In partnership with Virtual College the WSCB commissioned a 3 year programme of e-learning with 40 different learning modules available. The take up of this learning resource was initially very slow and the message as to how to access the learning was confused. This has now all been added to the website with clear instruction on how to register and there are 1300 users now registered. With less than a year left on the contract, this is an area the WSCB continues to promote.

The WSCB introduced a suite of 7 minute briefings as a learning tool for organisations to use within their own teams. These briefings continue to be added to with a view to aligning them with current themes. Some of the most recent 7 minute briefings that have been added to the website include Missing, Harmful Sexual Behaviour, Lived Experience of the Child and Multi-Agency Escalation. These briefings can be used as a learning resource in teams or as an aide memoire.

Click the 7 minute briefing poster to see our dedicated website page.



Non-attendance continues to be an issue despite changes in processes which should have made cancelling attendance easier. The WSCB continues to look at how to increase numbers attending training and so reduce the percentage number of non-attendees. More recently the Training Officer has been sending out an additional reminder e-mail which has promoted the need to free up spaces that are no longer required. Moving forward the website is undergoing an update which will mean a need to register before applying for training. This will also hold the facility for charging automatically for non-attendance.

The WSCB has committed to holding a yearly learning event which will cover a range of topics, both in presentations or briefings and through a market place. This first event is scheduled to run the 27<sup>th</sup> September 2018.

## WSCB Training Priorities for 2018-19

With the publication of Working Together 2018, local safeguarding arrangements are going to be changing. There is a focus moving forward to work in a more collaborative way Pan-Merseyside, which will include collaboration of training.

- To continue to try and ensure that the training pool is secure well-staffed in order to be the lead delivery vehicle for high quality multi-agency training
- Continue to embed learning from national SCR's and local reviews in training and review through the Training Pool
- Improve the quality and usage of performance information data to support safeguarding
- To continue to support the embedding the new model Supporting Families Enhancing Futures Model by continuing to deliver training for all staff in the Children's workforce and to develop supporting documents to aid practice.

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## Education Training

### Background and Introduction

In 2018 the WSCB introduced a complete safeguarding training and support service to schools and colleges on Wirral. To support this offer the WSCB recruited an Education Safeguarding Training Officer.

The training offer to schools, colleges and providers includes statutory safeguarding training for all staff, training for governors, Designated Safeguarding Lead training (DSL), and safer recruitment training. Termly briefings also keep settings up to date on national and local safeguarding issues, new initiatives and changes to guidance. The support package also offers pre and post inspection advice and a safeguarding 'Health Check'.

The safeguarding Health Check is aimed at providing an independent evaluation of the robustness of safeguarding procedures within a setting. Prior to visiting, the Education Officer will carry out a document review and website check and support includes a ½ day on site observing practice (where relevant), meeting with leaders, speaking to governors or key staff (if possible), and completing a document review.

The safeguarding package offers support to settings to enhance their knowledge of safeguarding and to develop a safer working practice, culture and ethos.

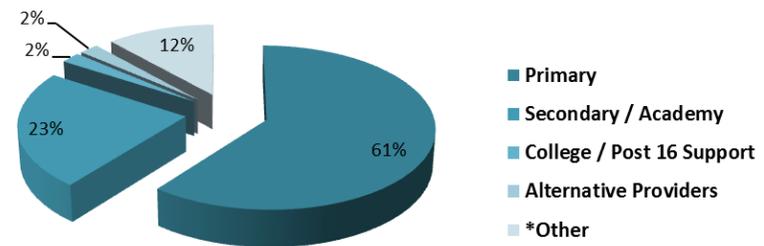
The project supports Wirral Borough Council and partnership 20/20 pledges, including 'Ensuring the most vulnerable among us are safe, and feel safe, which is perhaps our most important responsibility. The pledge ensures that 'We will work across Council and agency boundaries to promptly identify and tackle problems before they develop'; in order to see 'Wirral's children thrive and be safe in their own families and communities and vulnerable children reach their full potential.

### Training Activity

To date the WSCB has had enquiries from 100 educational settings. In the 7 months between February and August 2018, the Education Officer has delivered 26 training sessions, 19 for schools and colleges and 5 for the multi-agency training pool, as detailed below:

59 primary schools, 19 secondary / academy schools, 3 colleges / post 16 / alternative provision and 20 establishments such as The Hive, Purple Consultancy, Topspin Activities and 3D Training have been supported. A number of settings have also purchased an annual package of support giving access to all of our courses.

### Types of settings accessing training



### Attendance

Over 600 professionals from educational establishments have received training since February 2018. The WSCB estimates that this number will significantly increase over the next 12 months.



## Feedback, Evaluation and Impact

The WSCB collects feedback from every session it delivers as part of its evaluation strategy. Examples of feedback from professionals who have attended courses is provided below.

### 1. Designated Safeguarding Lead Training

#### DSL Training - Full day

It has given me the tools that will provide confidence to trust judgements and report concerns

#### 1/2 Day

The trainer had local knowledge of practice with reference to upcoming developments

#### Full Day

As I was new to the role, I have come away confident to recognise and respond to disclosures



### 2. Whole Staff/Setting Safeguarding Training

#### Whole staff safeguarding training

The session has given me a strong understanding of how to refer into services

The course has given me the confidence to carry out what we have learnt

Brilliant to refresh my knowledge, Fantastic session, thank you!

### 3. Safer Recruitment Training

#### Safer Recruitment

Thorough training that gave a good insight into policy and procedure, as well as best practice

A very interesting course and relevant to my role, with excellent handouts for reflection afterwards

Clear and concise, excellent info, well presented.

### 4. Governors Training

#### Governors Training

Excellent, plenty to discuss and reflect, lots of opportunities to reflect on practice

Thank you for making the training enjoyable and informative

This has been a very successful course

#### Future Developments

Over the next 12 months the WSCB is keen to extend its training offer to Early Years providers, nurseries and childminders.



## Local Authority Designated Officer for Allegations

### Background and Introduction

The Local Authority Designated Officer's (LADO) key role is to provide advice and guidance to employers or voluntary organisations regarding referrals related to concerns about adults in a position of trust with children and young people. They are required to liaise with police and other agencies including Ofsted and professional bodies, to monitor the progress of referrals to ensure they are dealt with as quickly as possible with a consistent with a thorough and fair process. The LADO should also seek to resolve any inter-agency issues, to collect strategic data, maintain confidential records in relation to allegations and to disseminate learning from LADO enquiries throughout the children's workforce. The LADO function is carried out by a full time officer who sits within the WSCB.

This report forms part of the LADO's reporting requirements to the Wirral Safeguarding Children Board (WSCB) regarding Managing Allegations Against Professionals who Work with Children & Young People and the Role of the LADO. It seeks to complement the quarterly performance data reports submitted to the WSCB. The purpose of this report is to assure the partnership regarding the Managing Allegations process, how it is implemented and developed, and the impact of Working Together to Safeguard Children (WTTSC) 2018 and to identify local and national themes and issues relating to the Managing Allegations process.

WTTSC 2018, Chapter Two, Section Four, states that under Organisations Responsibilities, agencies should have clear policies in line with those from the LSCB for dealing with allegations against people who work with children. Such policies should make a clear distinction between an allegation, a concern about the quality of care or practice or a complaint. This provides the threshold for referrals to the LADO and that a referral should be made when an agency is presented with allegation that may relate to a person who works with children who has:

- behaved in a way that has harmed a child, 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.



All allegations must be referred through to the LADO within 24 hours of identification, prior to any investigation or action being taken by that agency. On average, for every one case that is opened, four further cases are discussed with the LADO and concluded as not having met the threshold at that present time.

### Managing Allegations against Professionals who Work with Children and Young People

The Managing Allegations Against Professionals who Work with Children and Young People procedure, referral, feedback and support documents can be found on the WSCB website:

<https://www.wirralsafeguarding.co.uk/professionals/lado-allegations/>

along with links to external support such as the Guidance for safer working practice for those working with children and young people and Disclosure and Barring resources. The page was and was last updated in July 2018 and is in line with Working Together 2018. Within this update, guidance has been provided for the police and their duty to engage with the LADO process and provide timely feedback on investigations.



All agencies are under a statutory obligation to refer all allegations, prior to any investigation or action, to the LADO within 24 hours of identification. During the last twelve months, 339 allegations have met the criteria to be opened as a case and approximately a further 1300 initial consultations took place with regard to concerns held within agencies that did not meet the threshold at that time.

	2016-2017	% of 2016-2017	2017-2018	% of 2017-2018	% +/- between years
<b>Referrals received from</b>					
<b>Community</b>	19	5.8%	32	9.4%	<b>68.4%</b>
<b>Education</b>	164	50%	159	46.9%	<b>-2.4%</b>
<b>Prison</b>	0	0%	0	0%	0%
<b>Probation</b>	0	0%	0	0%	0%
<b>Police</b>	20	6.1%	18	5.3%	<b>-10%</b>
<b>Childrens Services</b>	121	36.9%	124	36.6%	<b>3.3%</b>
<b>Health</b>	4	1.2%	6	1.7%	0%
<b>Foster carers</b>	0	0%	0	0%	0.
<b>Total</b>	<b>328</b>	100%	<b>339</b>	100%	<b>3.9%</b>

The total number of cases opened has increased from 328 during 2016/17 to 339 during 2017/18, a 3.96% increase. This increase is in keeping with the year on year increase over the last five years, but is down from the 16.73% identified last year. Referrals resulting in opened cases were received from agencies during 2017/18 compared to 2016/17 as follows: During this period, referrals and consultations from the Community has seen a sharp increase, a further breakdown of this category is shown later in this report. Education and Police has seen a decrease in referrals, this is the first year this has been recorded. As with previous years, referral from agencies such as the Probation and Prison services continue to be low.

Allegations that have been referred from agencies were in relation to staff who work within the following settings:

	2016-2017	% of 2016-2017	2017-2018	% of 2017-2018	% +/- between years
<b>Referrals regarding staff employed by:</b>					
<b>Community</b>	109	33.2%	51	13.1%	<b>-55.9%</b>
<b>Education</b>	160	48.7%	178	51.5%	<b>17.5%</b>
<b>Prison</b>	0	0%	0	0%	0%
<b>Probation</b>	0	0%	0	0%	0%
<b>Police</b>	2	0.6%	1	0.5%	0%
<b>Childrens Services</b>	3	0.9%	38	2.2%	<b>166.6%</b>
<b>Health</b>	10	3%	10	2.7%	<b>0%</b>
<b>Foster carers</b>	44	13.4%	60	29.8%	<b>147.7%</b>
<b>Total</b>	<b>328</b>	100%	<b>339</b>	100%	<b>11.2%</b>

Increases in the type of professional subject to allegation shown some significant changes this year, the decrease being in community-based employees for which allegations against staff in this area has reduced 55%, although this is to be expected following such a large increase of 202.78% last year. During 2017/8, a large training programme for all nurseries and child minders commenced, delivered by the Local Authority Early Years' Service and supported by the LADO.

Allegations regarding staff in education settings has been relatively static, although this is the first time it has been recorded as a decrease in those subject to allegations, whilst cases referred by this agency has increased. It is noted again that following on from last year, many of the referrals made this year with regard to Education staff are in relation to supply staff. Engagement from supply agencies in the managing allegations process remains inconsistent and unfortunately, they are not regulated, so escalations can be problematic, which is mirrored by report from regional and national LADOs.





The introduction of the Liquid Logic LADO workspace has allowed further analysis of those subject to allegation and for the first time, this year figures are able to be broken down further to identify subgroups, for which a comparison will be able to be provided next year:

All allegations reported to the LADO and opened as cases fall within one of the four following categories of abuse:

	<i>2017-2018</i>	<i>% of 2017-2018</i>
<b>Referrals regarding staff employed by:</b>		
Education - Academy	2	0.6%
Education - Early Years	21	6.2%
Education - Further Education	6	1.8%
Education - Independent Education Provider	5	1.4%
Education - Primary	101	29.8%
Education - Secondary	43	12.6%
Faith Group	2	0.6%
Foster Carers - Local Authority	50	14.7%
Foster Carers - Out of borough	1	0.3%
Foster Carers - Private	9	2.6%
Health	10	2.9%
Other	12	3.5%
Other Local Authority Department	8	2.3%
Police	1	0.3%
Prison Services	0	0%
Probation Services	0	0%
Residential Worker	1	0.3%
Self Employed	4	1.2%
Social Care	39	11.5%
Transport	3	0.8%
Voluntary Organisation	12	3.5%
Youth Organisations	9	2.6%
<b>Total</b>	<b>339</b>	<b>100%</b>

It is noted again that for the second year running, there is a significant increase in allegations relating to emotional abuse, this rise was predominantly seen in the increase in allegations against foster carers. It is pleasing to see that again for the second year, allegations relating to sexual abuse have decreased.

	<i>2016-2017</i>	<i>% of 2016-2017</i>	<i>2017-2018</i>	<i>% of 2017-2018</i>	<i>% +/- between years</i>
<b>Type of abuse</b>					
<i>Neglect</i>	46	14%	46	13.5%	<b>0%</b>
<i>Emotional</i>	54	16.4%	65	19.1%	<b>20.3%</b>
<i>Sexual</i>	49	14.9%	42	12.3%	<b>-14.3%</b>
<i>Physical</i>	179	54.5%	186	54.8%	<b>3.9%</b>
<b>Total</b>	<b>328</b>	<b>100%</b>	<b>339</b>	<b>100%</b>	<b>3.3%</b>

### Training and Development for a Safer Workforce

During this period a number of briefings and training sessions have been held to promote safer working practices across agencies, this has included sessions for the following:

- Managing Allegations against Professionals for Safeguarding Leads
- Safer Recruitment Training
- Senior Designated Persons Training - Education
- Nominated Safeguarding Lead Training - Multi Agency
- Safer Working Practices briefings
- Cluster group briefings
- Foster Carer Briefings



The LADO area on the WSCB website has been updated and the leaflets and posters for employers, employees and parents and carers have been loaded to the site, along with other support materials which are also available on the WSCB Facebook page and Twitter feed also managed by the LADO.

This year the North West Regional LADO group have also designed posters supporting schools and parents in their research for out of school settings providers, such as after school clubs, sports groups and tutors. This is an area that is often subject to little legislative control and our materials aim to help families ask important questions to ensure any potential providers they seek to use are safe.

Other bespoke sessions have been delivered directly to settings upon identification of specific needs. During this period over 630 staff have received direct training from the LADO to support them to develop a safer workforce.

### Actions for Partnership

This year has seen a marked improvement in agencies returning LADO2 closure forms in a timely manner. It is vital that the LADO2 is returned promptly and fully completed to ensure that cases can be reviewed as being thorough and appropriate in terms of the safeguarding investigation, findings, outcomes and actions. During this year, there has been a focus on reducing the figures for historical cases remaining open. As of 10th September 2018, the cases remaining open has reduced considerably to 21 for 2016, 36 for 2017 and 63 for 2018 making a total of 120 cases currently open.

Partners are reminded that if an employee's contract comes to an end during the investigation or they resign, compromise agreements cannot be used in relation to any safeguarding aspects of the investigation and a conclusion be reached with or without the employees' participation. The

Wirral LADO is a representative on the National LADO Board where it is have identified that this year there has been a sharp increase in organisations being fined by the Disclosure and Barring Service for not referring individuals when they have either removed them from their position of trust or not renewed their contracts due to a safeguarding allegation. Employers of all individuals whose contract is not renewed or terminated following a safeguarding concern must continue with the investigation with the evidence available and ensure a referral is made to the DBS if they have or would have dismissed the employee.

Concerns continue regarding what employers determine as a practice issue or an allegation. It is recognised that neither Working Together nor Keeping Children Safe in Education provide guidance on this and local guidance will be published in due course.

Issues regarding the use of private HR providers are reducing but continue and present problems when such providers advise on issues without regard to safeguarding and solely on employment law. Agencies are reminded that some issues that may not constitute misconduct may still raise safeguarding concerns which have the propensity to escalate if not addressed early.

This year has seen a repeat of issues concerning allegation within the faith sector and there are difficulties when there is no formalised structure to manage allegations or to identify their safeguarding measures. Work continues in this area with support from LADOs across the North West.

### Areas for Development

Discussions continue relating to the co-location of the LADO within Integrated Front Door which is aimed to support information sharing between the police, front door services within Children's Social Care and the LADO function, with consideration being given to the initial LADO contact being made to the front door to enable all initial considerations to be recorded electronically.

## Integrated Front Door and MASH

### Service Overview

The Integrated Front Door (IFD) is a multi-agency team based at Solar Campus. The IFD is the first point of contact for professionals and members of the public who want to report concerns for a child

The team has workers from Merseyside Police, Health, Education and Children's Services. National Probation Service will join the team shortly

Telephone calls to report concerns are answered by Social Care Advisors who will record immediate concerns and pass these to a qualified Social Worker in the Team. All immediate safeguarding concerns which professionals have, should be made by telephone to **0151 606 2008**

If the concern is not immediate and further multi-agency checks are required to establish threshold, then a multi-agency request for service form should be completed. Where possible this should be supported by specialist screening tools available on the LSCB website. More specifically those tools relate to Child Exploitation (CE1) and Neglect (Graded Care Profile)

On average the IFD receives 2000 multi-agency requests for service each month. Not all of those requests meet threshold for an assessment by Children's Services. On average only 19% meet the criteria.

Over 900 of the requests for service are closed with support being provided by Universal Services with the remaining being offered support by Early Help. Details of the Threshold of Need can be found on the WSCB Website:

<https://www.wirral safeguarding.co.uk/multi-agency-thresholds/>

In the last twelve months changes have been made within the IFD in the way we record the requests for service, this has enabled us to collect more accurate data about the daily lives of children via the types of concerns which are being referred in .

We know for example that the highest number of requests for service relate to domestic abuse accounting 32% of the referrals received. This has enabled Children's Services to consider the types of interventions and support available at all levels for children and families affected by domestic abuse

The IFD had been subject to an OFSTED monitoring visit. The visit was positive, reflecting good partnership working and overall concluding that threshold's in the IFD were effective and keep children safe.

Also located in Solar Campus is the Child Exploitation Team; 'Compass - Children and Young People Count'. The multi-agency team is represented by Catch 22, Merseyside Police, Youth Justice Services and CE Coordinator (Children's Services). In the near future we will employ Social Workers, Assertive Outreach Workers and a Health Worker

The team works within a pan-Merseyside Child Exploitation Protocol to safeguard children and young people from being sexually exploited or criminally exploited, whilst disrupting and prosecuting individuals who have exploited them. The Protocol provides a set of multiagency principles for tackling Child Exploitation across Merseyside

Request for service to the Compass Team are made via the IFD using a multi-agency request for service form and supported via the CE1 screening tool. The IFD and Compass Team make decisions regarding threshold at a daily multi-agency agency meeting. Support and Advice is also available to professionals from staff working within the Compass Team.

### Concerned about a child

If a child or young person is at risk of harm, abuse or neglect please report it to the Wirral Integrated Front Door Team.

If you need help yourself you can also use these numbers.

Mon-Fri, 9:00am - 5:00pm Tel: 0151 606 2008

Outside of these hours Tel: 0151 677 6557

E-mail: [cadtsocialcare@wirral.gcsx.gov.uk](mailto:cadtsocialcare@wirral.gcsx.gov.uk)

In an emergency always call the police on 999. If you think there has been a crime but it is not an emergency call 101.





# Learning & Improvement

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## Wirral Section 11 Safeguarding 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 the 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 2018. 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)
- National Probation Service and Merseyside CRC
- 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).

This year, the WSCB agreed to test the effectiveness of safeguarding in schools and agencies working with children in Wirral using a new model. The new model includes shorter audits undertaken throughout the year using Survey Monkey, the agreed audit timetable is below:

- Policies, Procedures & Thresholds
- Child Exploitation & Missing
- Multi-agency Training
- Safer Workforce
- Voice of Children and Families



(Click calendar to enlarge)



18-19	Audit Type	Audit Topic	LIVE date	DEADLINE date
1.	Section 11 & Section 175	Policies, Procedures & Thresholds	4th June 2018	31st July 2018
2.	Section 11 & Section 175	Child Exploitation (CE) & Missing	3rd September 2018	31st October 2018
3.	Section 11 & Section 175	Multi-Agency Training	3rd December 2018	31st January 2019
4.	Section 11 & Section 175	Safer Workforce	1st March 2019	30th April 2019
5.	Section 11 & Section 175	Voice of Children & Families	2nd June 2019	31st July 2019
6.	Section 11 & Section 175	Supporting Families Enhancing Futures (SFEF)	1st September 2019	31st October 2019



# Section 11 Audit : Topic 1

## Policies, Procedures & Thresholds



**51**   
Completed audits

  
**96%**  
Agencies have a named deputy for safeguarding

  
**98%**  
Agencies have a clear statement of their commitment to safeguard children and young people

  
**98%**  
Agencies have a published safeguarding policy

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**All**   
Agencies have an information sharing procedure in place

  
Agencies have a number of mechanisms to test the use and awareness of policies and procedures amongst staff

**All** Agencies said that their staff know what to do if they have safeguarding concerns about a young person

**98%** said that all of their staff understand the thresholds of need



**All** Agencies with commissioned services have robust arrangements in place to ensure children and young people are safe



## Section 11 Participation

At the time of writing this report, the WSCB had received **51** audit returns (of a projected 61) for topic 1 of Section 11 2018. It is important to note that 13 of the audits were completed by schools (using the incorrect template), therefore the true number of Section 11 returns is 38.

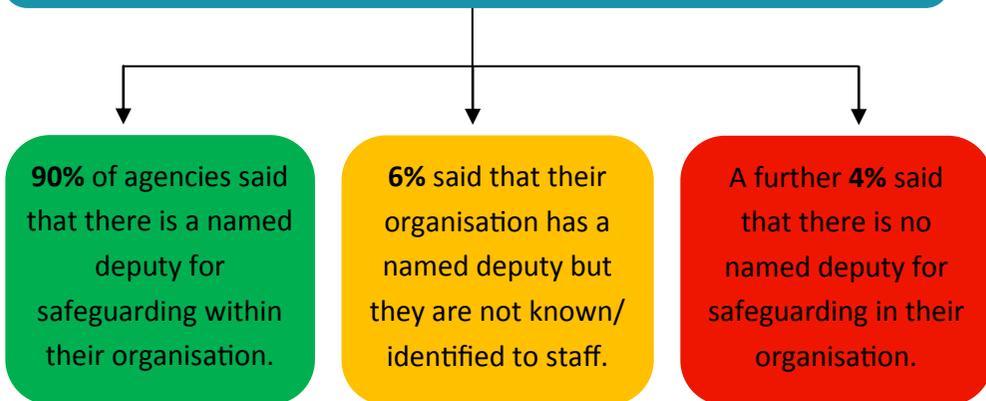
- **17%** were completed by nurseries, early years settings
- **9%** by voluntary and faith organisations
- **7%** by Local Authority Children's Services
- **5%** by Targeted Services/Early Help
- **3%** by housing providers



The remaining audits were completed by individual organisations or agencies such as Catch 22, Merseyside Police, Merseyside Fire and Rescue Service, Probation (CRC/NPS), Wired and Autism Together.

## Findings

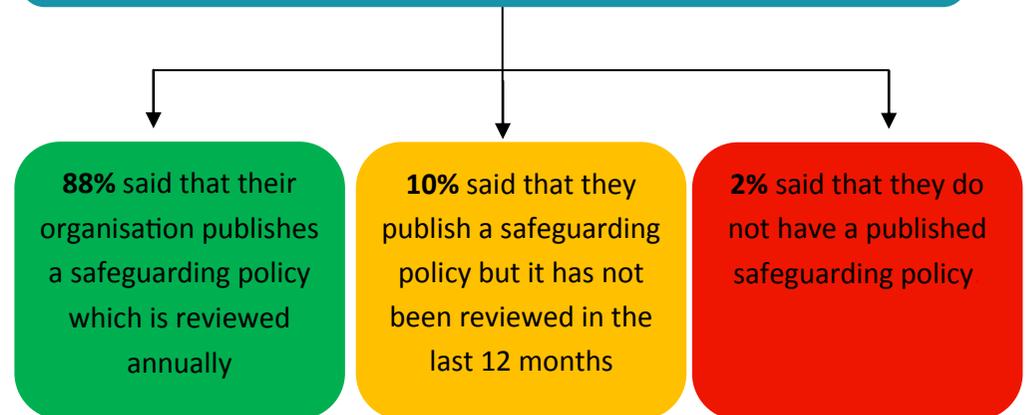
### Agencies have a named deputy for safeguarding within their organisation



### Agencies publish a clear statement of their commitment to safeguard children and young people



### Agencies publish a safeguarding policy which is reviewed annually



The audit asked all agencies to upload a copy of their safeguarding policy, however there were 9 agencies that did not upload a copy. The WSCB will request these policies individually.

The WSCB will also dip sample agencies' safeguarding policies in preparation for accountability meetings.

### Agencies have a clear procedure for sharing information with other professionals, agencies and the WSCB

All agencies said that they have a clear information sharing procedure.

### Safeguarding policies and procedures are accessible to children, young people and their families

84% agencies said that their safeguarding policies and procedures are accessible to children, young people and their families.

8% said that their safeguarding policies and procedures are not accessible to children, young people and their families.

### Agencies are confident that all staff are aware and can access safeguarding procedures

96% agencies said that they are confident that all staff are aware of and can access safeguarding procedures.

2% said that they are not confident that all staff are aware of and can access safeguarding procedures.

### Agencies are confident that their staff understand the thresholds of need

98% agencies said that their staff understand the thresholds of need

2% said that that their staff do not understand thresholds of need



Agencies are confident that their staff know what to do if they have safeguarding concerns about a young person

**All agencies** are confident that their staff know what to do if they have safeguarding concerns about a young person

Agencies that commission services are assured that there are appropriate safeguarding arrangements in place

**All agencies** that commission services said that there are arrangements in place to ensure appropriate safeguarding arrangements are in place.

### Quality assurance and testing awareness

Agencies were asked to state how they test the use and awareness of policies and procedures in their own organisation. Examples of the responses are below:

- Bi-annual training
- Training events
- Performance reviews
- Supervision
- Audits and dip sampling
- Performance appraisals
- Training needs analysis
- E-learning with a scored test
- Staff meetings



Agencies were asked to upload a summary document of any quality assurance activity undertaken in the last 12 months **17** agencies out of 51 (33%) submitted evidence for this question.



# Section 175 Audit : Topic 1

## Policies, Procedures & Thresholds



**130**   
Completed audits



**All**

Schools/Education settings have a named lead for safeguarding



**94%**

Schools/Education settings have a clear statement of their commitment to safeguard children and young people

**All**



Schools/Education settings have a published safeguarding policy

**All**



School/Education settings said that their staff know what to do if they have safeguarding concerns about a young person

**98%**



School/Education settings have a published behaviour policy which includes a statement about reasonable force

**All**

Agencies have a clear policy in place for cases where radicalisation or extremism is suspected, in line with the PREVENT agenda



**All**

Agencies have a number of mechanisms to test the use and awareness of policies and procedures amongst staff



**94%**

Agencies have a clear statement of their commitment to safeguard children and young people

# Wirral Section 175 Safeguarding Audit

## Participation

At the time of writing this report, the WSCB, **130** education settings had completed Topic 1 of the 2018 Section 175 audit., plus an additional 13 schools who completed the Section 11 in error.

- **64%** Primary Schools
- **15%** Secondary Schools
- **11%** Nurseries/Early Years
- **2%** Colleges

The remaining returns were completed by Special or Residential Schools.

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Findings

**Schools/Education settings have a named lead for safeguarding**

**All schools/education settings have a named deputy for safeguarding and they are known to staff**

**The named lead for safeguarding has completed senior designated person training within the last 2 years**

**97%** of schools/education settings said that their named lead for safeguarding has completed senior designated training within the last 2 years

**3%** of schools/education settings said that their named lead for safeguarding has not completed senior designated training within the last 2 years

**There is a responsible person for CSE and operation encompass**

**98%** of schools/education settings said that there is a designated person with responsibility for CSE and encompass

**1%** of schools/education settings said that there are plans to identify a responsible person for encompass and CSE

**1%** said that they do not have a published safeguarding policy





### Schools/Education settings have a published safeguarding policy

All schools/education settings have a published safeguarding policy

2% of schools/ Education settings have not reviewed their safeguarding policy in the last 12 months

### Safeguarding policies and procedures are accessible to children, young people and families

98% of schools/education settings said that their safeguarding policies and procedures are accessible to children, young people and their families.

2% of school/education settings said that their policies and procedures are not accessible but they have plans to

### When sharing premises with other organisations ,there are robust safeguarding arrangements in place

98% schools/education settings have arrangements in place to ensure that services using their premises have robust safeguarding arrangements

The remaining 2% of schools/education settings are reviewing their arrangements and will be in place within 6 months

### Staff know what to do if they have safeguarding concerns about a young person

All schools/education settings said that they are confident that staff know what to do if they have concerns.



Agencies are confident that their staff understand the thresholds of need

52% of schools/education settings said that their staff understand the thresholds of need

48% of schools/education settings said that some staff are familiar with thresholds

There is a procedure which includes a referral pathway for cases where radicalisation or extremism is suspected

All school/education settings have a policy or procedure for referring cases where radicalisation or extremism is suspected

Page 12  
There is a published procedure on recording, retaining and sharing concerns within school with other agencies

82% of schools/education settings said that there is a published procedure on recording, retaining and sharing concerns within the school with other agencies

16% schools/education settings are in the process of developing a procedure

2% schools/education settings said that they do not have a procedure on recording, retaining and sharing concerns within schools and other agencies

There is a published behaviour policy which includes a statement about the use of reasonable force

98% of schools/education settings have a published behaviour policy which includes a statement about the use of reasonable force

2% of schools/education settings do not have a published behaviour policy



## Quality assurance and testing awareness

Schools and Education settings were asked to state how they test the use and awareness of policies and procedures in their own organisation. Examples of the responses are below:

- Training for all staff
- Briefings
- Publications on school website
- Team meetings
- Induction of staff
- INSET days
- Supervision and appraisals

Agencies were asked to upload a summary document of any quality assurance activity undertaken in the last 12 months **40** schools/education settings out of 130 (31%) submitted evidence for this question.

## Conclusion

There were a number of key strengths identified in the audits completed for the policies, procedures and thresholds topic of this years Section 11 and 175 audits;

- There is a universal commitment to safeguarding in Wirral
- Safeguarding leads have attended appropriate safeguarding training in the last 3 years
- Safeguarding policies are published and reviewed annually across the partnership
- All agencies and schools are testing awareness of policies and procedures in their own settings

- Staff are aware of and know how to access safeguarding policies and procedures
- Agencies completing the Section 11 are confident that their staff understand the thresholds of need and now what to do if they have safeguarding concerns
- Information sharing policies are in place and embedded in all agencies

The main area requiring improvement is in relation to all schools/education settings staff understanding the thresholds of need. Only **52%** said that all of their staff understand this.

## Learning from Section 11/175 audits

Findings and learning from audits will be shared with partner agencies and will inform future practice and awareness raising.

The WSCB also publishes learning and findings posters on the website.

## Accountability Meetings

Each audit form will be analysed and the WSCB will contact individual agencies where there are concerns about safeguarding arrangements and will offer support. Staff from the WSCB including the Independent Chair will attend agency forums to provide feedback and agencies will be invited to discuss their audit and action plans with the WSCB.

The WSCB may contact partner agencies to request further information or a meeting to clarify responses given in the audit report.

Results from all the audits will be aggregated and identified themes and trends will form the basis of an overview report which will then be presented to the Wirral Safeguarding Children Board for discussion and agreed action. The report findings will be shared with all participating organisations.

Accountability meetings will be held in October 2019.

# WSCB Auditing

## Statutory Framework for Undertaking Audits

The statutory functions of local safeguarding boards are set out in the Local Safeguarding Children Boards Regulations (2006) and published in the HM Government Statutory Guidance Working Together to Safeguard Children (2015).

The statutory guidance provides for Local Safeguarding Children Boards (LSCBs) to evaluate multi-agency working through joint multi-agency audits of case files as part of our duty to monitor and evaluate the effectiveness of what is done by partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.

## Learning and Improvement

Working Together to Safeguard Children (2013) requires all LSCBs to maintain a local Learning and Improvement Framework. The Wirral Safeguarding Children Board (WSCB) framework sets out how the partnership should collate the findings and lessons from the full range of case reviews (from statutory Serious Case Reviews and child death reviews, to case reviews below the thresholds of a serious case review), multi-agency and single agency audits and practitioner forums.

The development of the Learning and Improvement Framework enables the Wirral Safeguarding Children Board (WSCB), its partner organisations and local partnership bodies to be clear about what needs to be learnt, where services and practice require improvement. The full Wirral Learning and Improvement Framework can be accessed [here](#)

## Why conduct audits?

An audit is undertaken to ensure that policy/procedure is being followed. It provides evidence of best practice and can demonstrate the quality of our work to external bodies and inspectors. It also allows areas of weakness to be identified and acted upon.

The actual process of carrying out an audit can sometimes be as beneficial as the outcomes. It provides staff with the time and space to reflect critically on practice. Where different agencies are involved in an audit, there is an opportunity to learn about different roles and responsibilities.

## Why undertake multi-agency audits?

Effective partnership working through the LSCB, a robust and systematic approach to quality assurance and the modelling of a cycle of continuous learning through constructive challenge will establish a culture which will permeate through to front-line practice. Multi-agency audits should be solution-focused and conducted in a spirit of open learning with the intention of further improving outcomes for children.



## WSCB Audit framework

The purpose of the Audit Framework is to support and strengthen the WSCB's understanding of the impact of safeguarding practice and services on improving the outcomes for children and young people in Wirral. The focus is on exploring the impact of the work undertaken by Board partners, both jointly and on a multi-agency basis, and also individually in the form of services provided by each of those agencies. Crucially the framework will support a cycle of continuous learning and improvement.

The Audit Framework includes:

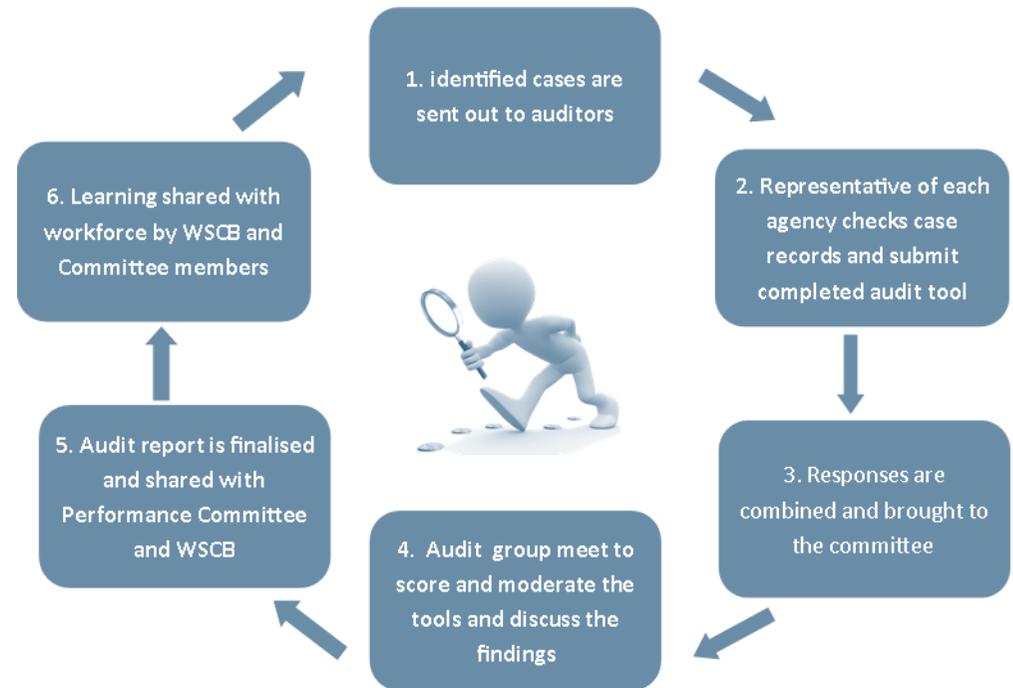
- Multi-agency audit cycle and Process
- Role of the Performance Committee
- Responsibility of Individual Agencies and Auditors
- Involvement of Front Line Practitioners
- Involvement of Children, Young People and Families
- Measuring Outcomes
- Key Messages from Auditing
- Multi-agency audits



## Multi-agency Audit Cycle

Every year the WSCB undertakes a series of audits and reviews as part of its wider quality assurance function as described in the Operating Framework and the Learning and Improvement Framework. In terms of auditing the WSCB completes two significant annual activities:

- The Section 11/175 audits. These are self assessment audits completed to provide assurance to the WSCB that agencies are meeting their duties and responsibilities under Section 11 of the children act. The audits include action plans and are followed up with accountability meetings for statutory partners
- The WSCB Performance Committee completes 4-6 multi-agency audits each year and the CE and Missing Committee completes a further 4 audits per year



## Guidance for Auditors and Moderators

The WSCB developed a guidance document for auditors and moderators to use alongside the published audit framework. The guidance document includes useful tips for auditing and moderating multi-agency records.

### Guidance for Auditors and Moderators

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#### Quick tips for auditors

- **Evidence** - use the evidence available in the child's record held by your own agency rather than your own interpretation of the case/case worker's practice. Please provide context to your answers, rather than 'yes' and 'no' answers and use dates wherever possible.
- **Language** - If the child's record includes inappropriate or outdated terminology, please record this in quotations.
- **Accuracy**—if you are unsure about a question in the audit tool, please speak to [Kat Ryan](#) or your own manager. It is important that you are as accurate as possible, moderators will use the information to provide an overall judgement.
- **Timescales** - if you have been asked to audit a case by your manager and you are concerned that you do not have the capacity to complete the task before the deadline, please speak to your manager at your earliest opportunity.
- **Involvement**— The audit asks all agencies to check if any of the young people are known to your agency. This includes historically, so please ensure you still provide information, including dates.
- **Recording**— Please ensure that all completed audit tools are typed and not handwritten to ensure legibility and understanding.

The document includes tips about:

- providing evidence
- ensuring accuracy of evidence
- checking for agency involvement
- using appropriate language
- making a professional judgement
- the importance of narrative
- Identifying strengths and weaknesses

#### Quick tips for moderators

- **Evidence** - Moderators will review and analyse information by all agencies in order to make important observations on strengths, weaknesses and an overall judgement using the criteria.
- **Teamwork** - We ask for moderators to work in pairs with a professional from a different agency. This is to ensure a different agency view and promote discussion and healthy challenge between professionals. There will also be multi-agency discussion at the end of each audit to share findings.
- **Criteria** - The judgement criteria used in the audit tool is aligned with Ofsted criteria. This criteria will help moderators to identify the characteristics of an outstanding case and also an outstanding case.
- **Reasoning** - It is important that moderators provide reasoning for their overall judgement so that this can be translated into the language of the audit and partners can understand the reasons for the judgement. Identification of strengths and weaknesses help to inform good practice and to promote improvement.
- **Actions** - Moderators can set specific actions for agencies if they feel that further assurance is required of the safeguarding arrangements within their organisation.

### Request for Co-operation

Partner organisations in Wirral have a statutory duty to co-operate with requests from the WSCB to allow it to fulfil its statutory functions. This includes complying with requests for information.

When undertaking multi-agency audits the WSCB will request and require partner agencies to provide information by completing audit forms for identified cases. The WSCB is keen that this is not an onerous task and the demands made on individual agencies and practitioners will be small. This year, the committee has undertaken some of its multi agency audits using Survey Monkey. The responses are compiled and the findings are scrutinised and evaluated between partners at the committee meeting before recommendations are agreed.

### Voice of frontline practitioners



The WSCB has developed a programme of frontline practitioner audits using Survey Monkey and electronic forms as a vehicle to capture responses from agencies working with children in Wirral. The themes are identified by areas of scrutiny recognised by the WSCB and the sub committees.

The themes identified for 2017 and 2018 are highlighted below:

- | 2017   | 2018   |
|--|--|
| <ul style="list-style-type: none"> <li>• Policies and procedures</li> <li>• Application of thresholds</li> <li>• Learning from case reviews</li> <li>• Safeguarding training</li> <li>• Private fostering</li> </ul> | <ul style="list-style-type: none"> <li>• Voice of Children and Young People</li> <li>• Early Help and Early Intervention</li> <li>• Managing Allegations</li> <li>• Harmful Practices</li> </ul> |



The group was formed in response to the Ofsted improvement plan recommendation to ensure that the voice of frontline practitioners is heard and informs the work of the WSCB.

Frontline Practitioners have demonstrated a commitment to sharing their views and knowledge with the WSCB and for the first time have chosen their own priorities for the group to focus on this year. The themes identified for 2018 were selected as the topics most important to our frontline practitioners.

The surveys have revealed that practitioners are confident in the following areas:

- understanding and accessing policies and procedures
- sharing learning from training
- using a range of resources and approaches to engage with resistant families and young people
- Views and wishes of children and young people are considered in decision making is a top priority for them and their organisation.
- Views and wishes of children and young people is a top priority for our frontline practitioners

The following areas were identified as requiring further attention:

- Understanding and utilising the escalation procedure
- Awareness and use of relevant assessment and screening tools
- Frontline Practitioners say that there are a number of barriers to the intervention they try to provide such as waiting lists, staff shortage, lack of resources and communication issues between agencies



‘In one of my cases, the child was advocating that she was struggling in school due to her disabilities and social groups. There was a difference of opinion between my agency and the child’s school who felt that their provision was suitable for the child, however I did not feel that her needs were being met. Advocating the young person’s views and needs resulted in her receiving appropriate educational provision’

‘I completed an exercise with the young person to provide an opportunity for him to share his worries and anxieties with me as he did not feel like he could explain to his parents how he felt about certain situations and how their behaviour impacts him. The young person asked me to speak to his parents about how he feels and this helped them understand his worries and strengthened their relationship’

### Including views of practitioners in multi-agency audits

The WSCB Performance Committee incorporates the views of frontline practitioners into the audit framework and the routine audit planning throughout the year.

Following the main audit activity undertaken by the multi-agency representatives at the committee, the key frontline practitioners working with the young people identified for audit are contacted and asked to provide their reflections in the form of a questionnaire.

The questionnaire informs the practitioner that they have had involvement with one of the cases randomly selected for audit by the WSCB and asks them to answer 7 short questions about the case, for example if there are any barriers, if there has been an escalation, and what they have learned from the case.

Participation with this activity has been positive and has supported the findings of the main audit activity and recommendations. The WSCB will continue to seek the views of frontline practitioners in conjunction with the multi agency audits undertaken by the Performance Committee.





## Role of the Performance Committee

Multi-agency audits are overseen by the WSCB Performance Committee which exists as the primary auditing group of the safeguarding board. The Committee established the annual audit plan which is informed by requests from the WSCB (and scrutiny of the performance dataset), local reviews, priorities and identified concerns about practice or need to understand the impact of a recent policy, procedure or change in practice.

The committee is chaired by a WSCB member and includes participation from statutory and non statutory partners. Each member of the committee is responsible for ensuring agency compliance in the audit process.

## Terms of Reference and Audit Tool

To support the audit cycle the WSCB Quality Auditor independently identifies a representative sample of cases and constructs the multi-agency audit tool. The Performance Committee agrees the purpose and terms of reference for each audit and committee members undertake the audit by scrutinising records held in their agencies and the findings are discussed by the wider group who make recommendations and identify learning.

## Overview Report

The Performance Committee publishes an overview report for each audit which includes the actions needed. The reports are presented to the full WSCB and widely disseminated.

## Confidentiality

All information provided to support audits will be confidentially stored and securely destroyed following the audit. In any published report no individual child or professionals or organisation will be identifiable.

## Action Planning

Following the completion of an audit, the Performance Committee agree the key recommendations identified from the audit findings and compile an action plan with timescales for completion and responsible organisation or person. Agencies represented at the committee are responsible for taking any relevant actions back to their organisation for dissemination and completion.

The committee will review the progress to the actions at every meeting until they have been completed.

## Learning from Audits

The findings from multi-agency audits are analysed by the WSCB Performance Committee which includes representatives from partner agencies including education, local authority specialist and targeted services, health organisations, police, housing and voluntary organisations. The Performance Committee publish the learning from audits and disseminate this to partner agencies through the safeguarding board.

## Key Messages from Auditing

Audits undertaken over the past 12 months have revealed some key and recurring recommendations:

- Ensuring that information is shared consistently between agencies and record keeping is accurate
- Ensure that all agencies have the opportunity to challenge or dissent if they have concerns
- Ensuring that the correct thresholds are applied consistently using the guidance available to professionals
- Ensuring that the voice of the child is sought, considered and incorporated into plans





17-18	Audit Theme	Key messages and learning from the audits	
3.	<p><b>Thresholds</b></p>	<p>The WSCB Performance Committee completed an audit to measure the application of thresholds across the continuum of need and the effectiveness of the responses to unmet needs of children and young people.</p> <p>The application of thresholds was measured using the multi-agency thresholds guidance and ‘thresholds on a page’ alongside the evidence recorded on the child’s Liquidlogic record.</p> <p>The purpose of the audit was to determine the effectiveness of the identification and response to unmet needs of children who are at risk of significant harm. The audit also identified if the right services were instigated at the right time and whether the decision to step up the cases were appropriate and unavoidable.</p> <p>Click on the poster to download</p>	<div data-bbox="996 108 2038 762"> <h3>Learning from multi-agency audits - Application of Thresholds</h3>  <div style="display: flex; justify-content: space-between;"> <div data-bbox="1008 263 1478 654"> <p><b>Positive Findings</b></p> <ul style="list-style-type: none"> <li>✓ Thresholds were applied appropriately and cases were managed at the right level</li> <li>✓ Appropriate support services were made available at the right time in most cases</li> <li>✓ Decisions were supported by effective policies, procedures and guidance</li> <li>✓ There was evidence of good multi-agency working and shared intelligence</li> </ul> </div> <div data-bbox="1500 255 2027 638"> <p><b>The Audit Findings Remind Us To:</b></p> <ul style="list-style-type: none"> <li>◆ Ensure that the correct thresholds are applied appropriately using the guidance available to professionals</li> <li>◆ Ensure that all professionals have the opportunity to challenge or dissent if they have concerns</li> <li>◆ Ensure that information is consistently shared amongst agencies and record keeping is accurate</li> <li>◆ Ensure adequate management oversight of assessments and decision making is in place across all agencies</li> </ul> </div> </div> </div>
4.	<p><b>Neglect</b></p>	<p>The WSCB Performance Committee completed an audit to measure the multi-agency identification, assessment and intervention of neglect in a sample of 10 cases.</p> <p>Agencies were asked to review their own records, complete an audit tool per child and return to the Quality Auditor ahead of the moderation meeting. Responses were collated and combined for use at the moderation meeting where members of the committee reviewed and scrutinised the multi-agency information. Committee members were asked to provide a professional judgement to the quality of multi-agency response to neglect using the evidence available.</p> <p>Click on the poster to download</p>	<div data-bbox="996 810 2038 1449"> <h3>Learning from multi-agency audits - Testing the awareness, identification &amp; response to neglect</h3>  <div style="display: flex; justify-content: space-between;"> <div data-bbox="1008 957 1478 1324"> <p><b>Positive Findings</b></p> <ul style="list-style-type: none"> <li>✓ Multi-agency decision making was a strength in every case</li> <li>✓ There was evidence of good practice in over half of the cases</li> <li>✓ Most plans were outcome focused and over half contained SMART actions</li> <li>✓ A number of cases evidenced improved outcomes for the young person</li> </ul> </div> <div data-bbox="1500 957 2027 1428"> <p><b>The Audit Findings Remind Us To:</b></p> <ul style="list-style-type: none"> <li>◆ Ensure that neglect is identified and reported at the earliest opportunity</li> <li>◆ Ensure that appropriate assessment tools are used by professionals working with young people and families</li> <li>◆ Ensure that the voice of young people and their families is recorded consistently and in their own words</li> <li>◆ Ensure that the correct thresholds are applied appropriately using the guidance available to professionals</li> <li>◆ Ensure that all professionals have the opportunity to challenge or dissent if they have concerns</li> </ul> </div> </div> </div>

17-18	Audit Theme	Key messages and learning from the audits	
5.	<p><b>Child Protection Plans</b></p>	<p>The WSCB Performance Committee completed an audit to measure the quality of Child Protection plans following the introduction of the Supporting Families Enhancing Futures (SFEF) model.</p> <p>The WSCB completed an audit of the quality of Child Protection plans in 2016 and repeated the audit to test if there has been improvement in the quality of plans.</p> <p>Overall, the audit found significant improvement in the quality of Child Protection plans since the last audit and the introduction of the SFEF model. All of the weaknesses identified in the previous audit in 2016 were highlighted as strengths in this audit and there was clear improvement in relation to outcome focused actions, recording the voice of the child and actions changing to reflect needs. The audit also found that there were improved outcomes for children and evidence of good practice amongst partners.</p> <p>Click on the poster to download</p>	<div data-bbox="1019 103 2072 778" style="background-color: #4a5568; color: white; padding: 10px;"> <h3 style="margin: 0;">Learning from multi-agency audits-</h3> <p style="font-size: 0.8em; margin: 0;">The WSCB Performance Committee undertook an audit to measure the quality of Child Protection plans following the introduction of the Supporting Families Enhancing Futures (SFEF) model</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <h4 style="margin: 0;">Positive Findings</h4> <ul style="list-style-type: none"> <li>✓ Significant improvement in the quality of Child Protection plans since the last audit and the introduction of the SFEF model</li> <li>✓ Good multi-agency working and recording of agency views</li> <li>✓ Good understanding of the child's needs</li> <li>✓ Timely responses to concerns</li> <li>✓ Improved outcomes for the child</li> <li>✓ Child focused and detailed actions</li> <li>✓ Strategy meeting decisions were consistent and appropriate</li> <li>✓ Areas of risk are clearly identified</li> <li>✓ The voice of the child was evident</li> </ul> </div> <div style="width: 45%;"> <h4 style="margin: 0;">The Audit Findings Remind Us To:</h4> <ul style="list-style-type: none"> <li>◆ Ensure that actions are child focused and time-scales are realistic</li> <li>◆ Ensure that appropriate assessment tools are used by professionals working with young people and families</li> <li>◆ Ensure that opportunities for early intervention are not overlooked</li> <li>◆ Ensure that the correct thresholds are applied appropriately using the guidance available to professionals</li> <li>◆ Ensure that all professionals have the opportunity to challenge or dissent if they have concerns</li> </ul> </div> </div>  </div>
6.	<p><b>Child in Need Plans</b></p>	<p>The WSCB Performance Committee undertook an audit to assess the quality of Child in Need plans following the introduction of the Supporting Families Enhancing Futures (SFEF) model.</p> <p>The WSCB completed an audit of thresholds in 2017 which highlighted areas requiring improvement in relation to the quality of Child in Need plans. The WSCB is undertaking this audit following the introduction of the SFEF model to test if there has been improvement in the quality of plans.</p> <p>Overall, the audit did not find improvement in the quality of Child in Need plans since the last audit and the introduction of the SFEF model with one exception. The plans audited by the committee lacked analysis, understanding of the child's needs and child focused interventions.</p> <p>Click on the poster to download</p>	<div data-bbox="1019 790 2072 1492" style="background-color: #2d3748; color: white; padding: 10px;"> <h3 style="margin: 0;">Learning from multi-agency audits-</h3> <p style="font-size: 0.8em; margin: 0;">The WSCB Performance Committee undertook an audit to assess the quality of Child in Need plans following the introduction of the Supporting Families Enhancing Futures (SFEF) model</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;">  </div> <div style="width: 65%;"> <h4 style="margin: 0;">The Audit Findings Remind Us To:</h4> <ul style="list-style-type: none"> <li>◆ Ensure that actions are child focused and timescales are realistic</li> <li>◆ Ensure that the correct thresholds are applied appropriately using the guidance available to professionals</li> <li>◆ Ensure that all professionals have the opportunity to challenge or dissent if they have concerns</li> <li>◆ Ensure that there is consistent multi-agency working and recording of agency views</li> <li>◆ Ensure that the voice of the child is sought and is evident within the plan</li> <li>◆ Ensure that plans include strengths and what is going well with the case</li> <li>◆ Ensure that plans are updated with emerging risks and issues</li> <li>◆ Ensure that chronologies and case summaries are up to date</li> </ul> </div> </div> </div>



## Key messages and learning from the audits

Click on the posters to download

### Learning from multi-agency audits - Child Sexual Exploitation

#### Positive Findings

- There was evidence of reduced risk in some of the cases audited
- Appropriate support services were made available at the right time in most cases
- Where appropriate, escalations were made when professionals had concerns
- All cases were considered to have been case managed in a way that supported gathering of evidence
- There was evidence that parents were contributing to plans and were kept informed of decisions
- Request for services' forms were clear and provided enough information to make informed decisions about further actions
- Outcomes from all strategy meetings were deemed to be appropriate

#### Actions

- Regular audit programme implemented
- Agency attendance at strategy meetings scrutinised and parties challenged
- Screening and referral tool reviewed and revised
- Staff who are working directly with young people have attended CSE training and online e-learning.
- Agencies ensure adequate management over sight of assessments and decision making is in place, including access to reflective supervision

CSE THE MORE YOU KNOW THE MORE YOU SEE

### Learning from multi-agency audits - Child Sexual Exploitation

#### Positive Findings

- Appropriate escalations were made when professionals had concerns
- All cases audited had been managed in a way that supported the clear gathering of evidence
- Outcomes from all strategy meetings were appropriate
- There was evidence of good multi-agency working and shared intelligence
- Multi-agency flagging systems are appropriately used
- Use of CSE tools, including the screening tool and the CSE2 risk measurement tool were appropriate and supported the identification and response to risk
- Responses following disclosure were timely and proportionate

#### The Audit Findings Remind Us To:

- Ensure adequate management oversight of assessments and decision making is in place across all agencies
- Ensure that we strongly capture and respond to the voice of children and young people and consider their lived experience in all we do
- Make sure we have attended appropriate single and multi-agency Child Sexual Exploitation training and completed CSE e-learning, and we are aware of signs and symptoms and how to respond to concerns
- Familiarise ourselves with the CSE Screening tool, the CSE Protocol, Practice Guidance and local process
- Strategy meetings are always held at the earliest opportunity
- Maintain professionals curiosity at all times
- Regularly audit multi-agency practice to identify good practice and opportunities to improve

CSE THE MORE YOU KNOW THE MORE YOU SEE

### Learning from multi-agency audits - Child Sexual Exploitation

Theory			
Inadequate	Requires Improvement	Good	Outstanding
No evidence of good practice, decisions were not made promptly or at the right time, no evidence of the use of tools to measure risk, no evidence of multi-agency working, the voice of the child is not evident within their records.	Little evidence of good practice, some delay in decisions, reference of tools to measure risk but evidence not seen, inconsistent collaboration from multi-agency professionals, the child's voice is documented but intermittently and not always clearly	Some evidence of good practice, correct decisions made but not always timely, appropriate tools used to measure risk but they lack detail, good collaboration from multi-agency professionals, the child's voice is heard and documented but lacks detail	Clear evidence of good practice, decisions made promptly and at the right time, evidence of appropriate tools used to measure risk which are fully completed and inform future actions, full collaboration from multi-agency professionals, the child's voice is clearly heard and documented

#### Practice

Outstanding cases all have:

- Completed screening tool
- Outcome focused plan
- Management oversight
- Reflective practice
- Evidence of the voice of the child
- Timely actions and appropriate intervention

CSE THE MORE YOU KNOW THE MORE YOU SEE

### Learning from multi-agency audits - Child Sexual Exploitation

Theory			
Inadequate	Requires Improvement	Good	Outstanding
No evidence of good practice, decisions were not made promptly or at the right time, no evidence of the use of tools to measure risk, no evidence of multi-agency working, the voice of the child is not evident within their records.	Little evidence of good practice, some delay in decisions, reference of tools to measure risk but evidence not seen, inconsistent collaboration from multi-agency professionals, the child's voice is documented but intermittently and not always clearly	Some evidence of good practice, correct decisions made but not always timely, appropriate tools used to measure risk but they lack detail, good collaboration from multi-agency professionals, the child's voice is heard and documented but lacks detail	Clear evidence of good practice, decisions made promptly and at the right time, evidence of appropriate tools used to measure risk which are fully completed and inform future actions, full collaboration from multi-agency professionals, the child's voice is clearly heard and documented

#### Positive Findings

- Request for services were clear and contained enough information to make an informed decision about further action
- Outcomes of all strategy meetings were appropriate and demonstrated sound decision making
- Correct use of CSE tools was evident
- Management oversight was evident in the majority of cases
- Multi-agency flagging systems are in place and in use
- There was evidence of good practice in a number of cases

#### The Audit Findings Remind Us To:

- Ensure that assessments include detailed analysis and robust planning
- Ensure that the voice of the child is captured consistently and their views are considered within decision making
- Ensure that multi-agency working and shared intelligence is consistent
- Ensure that plans are outcome and child focused
- Ensure that chronologies and case summaries are kept up to date
- Ensure that all professionals have the opportunity to challenge or dissent if they have concerns

CSE THE MORE YOU KNOW THE MORE YOU SEE

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17-18	Audit Title	Audit Date	Responsible Committee
1.	Quality of Child Protection Plans	25th April 2018	Performance Committee
2.	Quality of Child in Need Plans	27th June 2018	Performance Committee
3.	Testing the multi-agency response to CSE	12th July 2018	CE & Missing Committee
4.	Quality of Team Around the Family Plans	22nd August 2018	Performance Committee
5.	Testing the multi-agency response to CSE	2nd October 2018	CE & Missing Committee
6.	Audit of the use of multi-agency escalation	31st October 2018	Performance Committee
7.	Testing the multi-agency response to CSE	18th December 2018	CE & Missing Committee
8.	Testing the multi-agency response to CSE	22nd February 2019	CE & Missing Committee

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## Case Reviews

The WSCB Learning and Improvement Framework details our approach to undertaking reviews. Reviews fall into two categories:

- Statutory serious case reviews
- Multi-agency learning reviews

Statutory Serious Case Reviews (SCR's) are undertaken on those cases reaching the threshold defined in Working Together (2015):

- (a) abuse or neglect of a child is known or suspected; and
- (b) either — (i) the child has died; or (ii) the child has been seriously harmed and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

Decisions about whether a case meets the threshold for a SCR are taken locally by the multi-agency SCR Committee and agreed by the Independent Chair. Before decisions are ratified they are scrutinised by the National Panel for SCR's who may challenge the decisions. To undertake a SCR LSCB's must appoint an independent author.

In the timeframe for this annual report (April 17-March 18) the WSCB commissioned completed two Serious Case Reviews and three multi-agency learning reviews.

### Serious Case Reviews:

**Child H** - A review centred on child sexual exploitation (CSE). This SCR was not published to protect the identity of Child H who had been the victim of crime. The action plan and progress against the action plan were published on the WSCB website.

**Children I and J** - The theme of this review was physical abuse and the fatal physical assault on a very young child. The SCR was published.

### Multi-agency Learning Reviews:

**Child 7** - was 18 years old when he caused the death of a police officer whilst driving a stolen car and being pursued by police. There had been significant multi-agency involvement with Child 7 over a number of years.

**Child 8** - was 2 years old when North West Ambulance Service responded to a 999 call to his home where Child 8 was unconscious following an accidental overdose of methadone. His condition was life threatening and required paramedic treatment and admission to hospital.

**Child 9** - was 14 years old when he was arrested by Merseyside Police on the suspicion of having non-fatally stabbed a man in Birkenhead. Prior to the stabbing incident there had been a lot of multi-agency involvement with Child 9 over the years and increasing concern about his behaviour.

### Learning from Serious Case Reviews

#### Child H

The learning from Child H centred on ensuring the multi-agency response to Child Sexual Exploitation (CSE) is robust and CSE and its impact on young people is well understood.

## Local Learning from Serious Case Reviews Child Sexual Exploitation (CSE)

Learning from local reviews where Child Sexual Exploitation was a key factor tells us:



Please read the Wirral Safeguarding Children Board CSE Practice Guidance which sets out warning signs and vulnerabilities for children who may be at risk

- The language **YOU** and others use will determine how you and other agencies respond. Avoid using phrases such as "putting themselves at risk" "lifestyle choices" as this makes the child responsible for their abuse
- When older children try to control the situation- it maybe they feel "out of control". What they see as the solution may not always be the best/safe plan
- Children who are physically or emotionally neglected are **MORE** vulnerable to CSE. When thinking about neglect think about the physical and the emotional environment for children- use the screening tool whenever neglect is a feature
- Frequently alcohol misuse and domestic violence are evident in families where neglect is a factor. These are also common features in the parents of children vulnerable to CSE
- Children **CANNOT** consent to abuse
- Children and vulnerable young adult describing older "boyfriends" **ALWAYS** requires workers to use Professional Curiosity to know what is really happening
- Children who are experiencing CSE do not always recognise themselves as victims- We **MUST** not fall into this trap



The WSCB published local learning from this case on the WSCB website, as well as learning from national reviews where CSE was the main factor.

Key messages from the review were:

- The language YOU and others use will determine how you and other agencies respond. Avoid using phrases such as “putting themselves at risk” “lifestyle choices” as this makes the child responsible for their abuse
- When older children try to control the situation- it maybe they feel “out of control”. What they see as the solution may not always be the best/safe plan
- Children who are physically or emotionally neglected are MORE vulnerable to CSE. When thinking about neglect think about the physical and the emotional environment for children– use the screening tool whenever neglect is a feature
- Frequently alcohol misuse and domestic violence are evident in families where neglect is a factor. These are also common features in the parents of children vulnerable to CSE
- Children CANNOT consent to abuse
- Children and vulnerable young adult describing older “boyfriends” ALWAYS requires workers to use Professional Curiosity to know what is really happening
- Children who are experiencing CSE do not always recognise themselves as victims- We MUST not fall into this trap

### CSE The More You Know The More You See

<https://www.wirral safeguarding.co.uk/professionals/child-sexual-exploitation/>

<https://www.listentomystory.co.uk/>

## Children I and J

Child I died shortly after his second birthday having been assaulted by his step-father. His twin sister, also the victim of an assault by their step-father survived. The perpetrator of the assaults was sentenced to life in prison.

Prior to this incident the family were not known to services outside of the usual universal provision and no concerns had been apparent. Therefore, learning from the case was limited and the Serious Case Review did not identify any significant shortcomings in safeguarding practice.

Three areas only were identified as giving opportunities to improve practice and action has already been taken to address these:

- ensuring that a record is made of adults present during health visitor contact
- checking that the home address linked to electronic out-patient appointment letters has been updated, where necessary.

- Reviewing the information sharing protocol to ensure the reasons for queries about children to the local authority are always shared.

A detailed summary of the case including learning and messages for both professionals and agencies is published on the WSCB website.

**WIRRAL SAFEGUARDING CHILDREN BOARD** Learning from Serious Case Reviews **CHILDREN I and J - 2018**

This case reminds professionals to:

- be curious about new adults in the household or attending meetings and appointments with children
- make sure any concerns about the safety of children are recorded and appropriately shared

**Summary of Case**

Child I died shortly after his second birthday having been assaulted by his step-father. His twin sister, also the victim of an assault by their step-father survived. The perpetrator of the assaults was sentenced to life in prison.

A month after turning two years old, Child I was brought by ambulance to hospital. Emergency response services had been informed by his step-father (SF) that Child I had drowned in the bath: Child I was found to be unconscious with no pulse. Efforts were made to revive Child I both at home and in hospital but Child I was unable to be resuscitated. Contrary to the history given by SF, Child I was dry and partially dressed.

On arrival at the hospital Child I's step-father had not told any professionals that Child I's twin sister, Child J had been brought there earlier by their mother with head injuries. Staff dealing with Child J had become concerned that they could not reconcile Child J's injuries with the explanation that her mother had given and, in addition, they were concerned that her mother's account had changed.

At the point that Child I arrived in hospital, Child J was waiting for a CT scan and their mother had been made aware that staff were concerned for Child J's safety.

Following his death, Child I was found to have 65 unusual external injuries and catastrophic internal bleeding in his abdomen. On examination, Child J had also been found to have significant injuries to her head, wrist and externally. Both parents were arrested: their mother was later charged with child cruelty and their step-father with child cruelty and murder.

In accordance with Regulation 5 of Local Safeguarding Children Board Regulations 2006, Wirral Safeguarding Children Board (WSCB) instigated a Serious Case Review (SCR) in respect of Child I and Child J, in line with the criteria set out in Working Together 2015.

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## Learning from Multi-agency Reviews

### Child 7

The learning from this review centred on professionals who are involved with families for long periods of time being aware of the long term impacts of neglect and the links between dysfunctional family life, poor attendance and attainments at school, involvement in criminal behaviour, vulnerability to exploitation etc. Learning messages are included in the poster below:

### Learning from Local Reviews - Teenagers and Criminal behaviour

Recent multi-agency reviews tell us:



- Be aware of the long term corrosive impact of neglect on children and young people
- Look at patterns of behaviour and family lifestyle over time
- Ensure you capture the lived experience of the child to understand what life is like for them
- Be aware of the links between exploitation, criminal behaviour, children missing from home, school and care, trafficking, harmful sexual behaviours and domestic abuse
- Recognise that teenagers are just as vulnerable as much younger children, especially those with disabilities or learning needs
- Ensure assessments are holistic and plans are child, not task, focused
- Escalate concerns if you feel a child is at risk

**Safeguarding is Everyone's Responsibility....**

For more information

<https://www.wirralsafeguarding.co.uk/professionals/serious-case-reviews/>



This case also raised questions for **partner agencies** to consider:

- are your staff familiar with and actively using the Supporting Families Enhancing Futures model when working with children and families?
- are your staff familiar with different types of exploitation, including criminal exploitation of children?
- are your staff familiar with and supported to use the multi-agency escalation procedure?

### Child 8

The learning from this case includes professionals being aware of disguised compliance in families and the importance of using evidenced based tools to inform assessments of risk and need.

This case reminds **professionals** to:

- be aware of 'disguised compliance' by families and the dangers of the 'start again' syndrome
- ensure holistic assessments include parents capacity to change
- be familiar with and where appropriate use evidence based assessment tools to support your assessment of risk
- be aware of the impact of neglect on children
- be familiar with the multi-agency escalation procedure

Key questions for **partner agencies** to consider:

- do all records of professionals involvement with children and families include an up to date chronology?
- are you confident staff are familiar and understood what is meant by disguised compliance, and know how to respond?
- have all relevant staff attended multi-agency neglect training?



Learning from Case Reviews **CHILD 8 - 2017**

**This case reminds professionals to:**

- be aware of 'disguised compliance' by families and the dangers of the 'start again' syndrome
- ensure holistic assessments include parents capacity to change
- be familiar with and where appropriate use evidence based assessment tools to support your assessment of risk
- be aware of the impact of neglect on children
- be familiar with the multi-agency escalation procedure

**Summary of Case**

The Child 8 was 2 years old when North West Ambulance Service responded to a 999 call to his home where Child 8 was unconscious following an accidental overdose of methadone. His condition was life threatening and required paramedic treatment and admission to hospital.

Child 8 was the youngest of 3 siblings born. He had an older sister and an older brother. Prior to moving to Wirral the family had been known to social services in an adjacent local authority. The family moved to Wirral following a firearms incident outside the family home when shots were fired at Child 8's father.

The adjacent local authority made a referral to Wirral to transfer case responsibility (at the time of transfer Child 8's siblings were on a child in need plan). However due to concerns about the chaotic lifestyle of both parents an Initial Child Protection Conference was convened. Child 8's siblings became subject to a Child Protection Plan under the category of Neglect. Child 8 did not become subject to a CP plan at that time as his mother had not informed anyone she was pregnant except her drug and alcohol worker. She had not seen a GP or midwife. Unborn Child 8 became subject to a CP plan at the first review conference held some weeks later.

During the pregnancy there were numerous "did not attend" (DNA) appointments and home visits for a variety of professionals became a cause for concern due to Child 8's father's threatening behaviour. About this time child 8's father became open to offender management service Community Rehabilitation Company (CRC) having received a community order with a Drug Rehabilitation Requirement (DRR).



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## Learning from Local Reviews - Impact of Parental Substance Misuse

A recent multi-agency review tells us:



- Ensure you are familiar with and use evidence based assessment tools to help ensure the most effective intervention is provided
- Assess parental capacity to change as part of your holistic assessment
- Ensure intervention plans are smart, child centred and outcome focused
- Ensure records contain an up to date chronology of significant events to ensure timely recognition of concerns and sharing of information
- Be aware of disguised compliance and how to best work with families who display it
- Escalate concerns if you feel a child is at risk

**Safeguarding is Everyone's Responsibility....**

For more information

<https://www.wirral safeguarding.co.uk/professionals/serious-case-reviews/>



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Child 9

A lot of the learning from the Child 9 review was very similar to the Child 7 review completed earlier. In both reviews the young people had both had significant involvement with services and had a similar profile - learning needs, vulnerability to exploitation, challenging behaviour, poor or deteriorating attendance at school, involvement with anti-social and then criminal behaviour.

Following these reviews the WSCB has commissioned work to consider the multi-agency response to boys particularly with a similar profile.

This case reminds **professionals** to:

- be familiar with the thresholds of need and multi-agency assessment frameworks including and Early Help Assessment Tool (EHAT) and the Team Around the Family Model

- be aware of the impact of learning disabilities on children's ability to assess risk
- be aware of all forms of exploitation including criminal exploitation

Key questions for **partner agencies** to consider:

- does your agency actively contribute to multi-agency assessments of children and young people and subsequent plans?
- is your agency actively applying the principles of the Supporting Families Enhancing Futures model?
- have relevant staff in your agency attended multi-agency neglect training?
- are you confident staff are equipped to be able to respond to children and young people with learning disabilities?

Learning from Case Reviews **CHILD 9 - 2018**

**This case reminds professionals to:**

- be familiar with the thresholds of need and multi-agency assessment frameworks including and Early Help Assessment Tool (EHAT) and the Team Around the Family Model
- be aware of the impact of learning disabilities on children's ability to assess risk
- be aware of all forms of exploitation including criminal exploitation

**Summary of Case**

The Child 9 was 14 years old when he was arrested by Merseyside Police on the suspicion of having committed a Section 18 assault – assault with a deadly weapon. It was suspected that Child 9 had non-fatally stabbed another man outside of a pub in Birkenhead. Prior to the stabbing incident there had been a lot of agency involvement with Child 9 over the years and increasing concern about his behaviour.

Child 9 is the second oldest of four siblings. The family lived together with their parents until Child 9 was five years old when his parents separated. His father had had significant involvement with the criminal justice system prior to Child 9's birth and in the years afterwards. He had numerous convictions for a variety of offences including theft, assault/GBH, handing stolen goods, possession with intention to supply class B drugs, driving whilst disqualified, and other similar offences. The separation of the parents appears to have been acrimonious and Child 9 and his siblings witnessed several heated arguments including drunken arguments at home leading to the Police being called.

The evidence suggests that the early years of Child 9's life following the separation of his parents was not out of the ordinary and typical of many families, accepting that when Child 9's youngest brother was born his mother was raising four children by herself which would undoubtedly be very challenging. Despite this his mother's engagement with universal services was good. Particular issues with Child 9 did not become apparent until he was at least 9 years old.

When Child 9 was 8 years old there was increased agency involvement with his older brother who had been referred to the Community Paediatrician with suspected dyslexia, dyscalculia and significant motor coordination and attention deficits. Subsequent assessments followed included a short time in Team Around the Child (TAC).

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## Child Death Overview Panel (CDOP)

The Merseyside CDOP is a sub-group of the five Local Safeguarding Children Boards (Knowsley, Liverpool, Sefton, St. Helens, Wirral LSCBs) and has a statutory responsibility to review the deaths of all children up to the age of 18 years old (excluding infants live-born following planned, legal terminations of pregnancy and stillbirths) resident within the five Local Authority areas.

The Merseyside CDOP is chaired by an Independent Chairperson and enables Merseyside CDOP to carry out its statutory functions relating to child deaths.



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In 2017-18 (1st April 2017 - 31st March 2018) across Merseyside there were 115 child deaths notified and reviewed by Merseyside CDOP, this is a 2.64% increase on the 2016-17 number. Although Wirral has seen a decrease of 38.23% in child deaths during this same period.

### Wirral CDOP Facts and Figures 2017-18

- 21 child deaths with 12 being male and 9 female
- 15 of these deaths were expected
- 4 sudden unexpected deaths in infancy
- 2 sudden unexpected deaths of children from 2 years of age up to 18 years of age

### The age ranges of children were:

- 43% of deaths were Neonatal 0 - 27 days
- 29% of deaths were 28 days to 1 year old
- 14% of deaths were aged between 1 to 4
- 14% of deaths were aged between 5 to 9



Out of the 21 deaths 95% have been reviewed at CDOP and completed within 12 months, with 1 case remaining outstanding due to a criminal process (*if a child's death has an ongoing police investigation the case will not be heard at CDOP until the investigation has been completed*) this particular case is due to go to CDOP in September.

### Modifiable factors:

The CDOP is required to categorise the preventability of a death by considering whether modifiable factors may have contributed to the death of the child and which by means of locally or nationally achievable interventions, could be modified to reduce the risk of future child deaths.

The CDOP identified modifiable factors in 7 of the 20 completed case reviews (35%), including co-sleeping, smoking in pregnancy, domestic violence and alcohol and substance misuse.

### Ethnicity and modifiable factors:

- White British - 55% had no modifiable factors and 35% had modifiable factors
- Asian Bangladeshi - 5% with no modifiable factors
- Asian Pakistani - 5% with no modifiable factor



## Categories:

The CDOP panel is required to record each death against 1 of 10 nationally set categories. The percentage of the category is listed below for Wirral CDOP reviews

- category 3 - trauma and other external factors 5%
- category 5 - acute medical or surgical condition 5%
- category 7 - chromosomal, genetic 35%
- category 8 - perinatal or neonatal event 40%
- category 9 - infection 5%
- category 10 - sudden unexpected, unexplained death 10%



## Merseyside CDOP

During the reporting period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, 115 child deaths were notified to CDOP across the five LSCB areas. (Knowsley 14, Liverpool 50, Sefton 17, St. Helens 13, and Wirral 21). At the end of 2017-18 there were 69 child deaths outstanding which had not yet been considered by CDOP. Many of these were subject to additional processes including inquests, criminal processes, post-mortem and internal review processes such as Serious Incident Reviews.

With the exception of Liverpool, in the cases that were reviewed at panel, all local authority areas showed increases in the proportion of deaths where modifiable factors were identified to reduce future risk. The national picture shows 24% for England and 24% for the north-west (2016/17), so Merseyside as a whole, over the last two years, has reviewed a greater proportion of deaths where modifiable factors have been identified.



Fig 1 :Total number of reported child deaths occurring in 2017/18

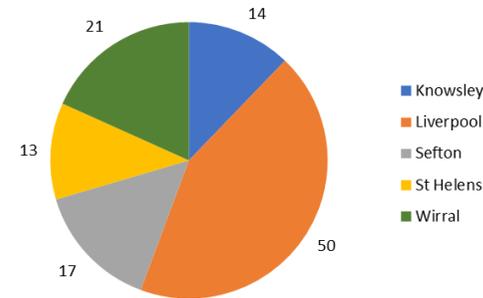


Figure 1 shows the percentage split of the numbers of notified deaths across Merseyside

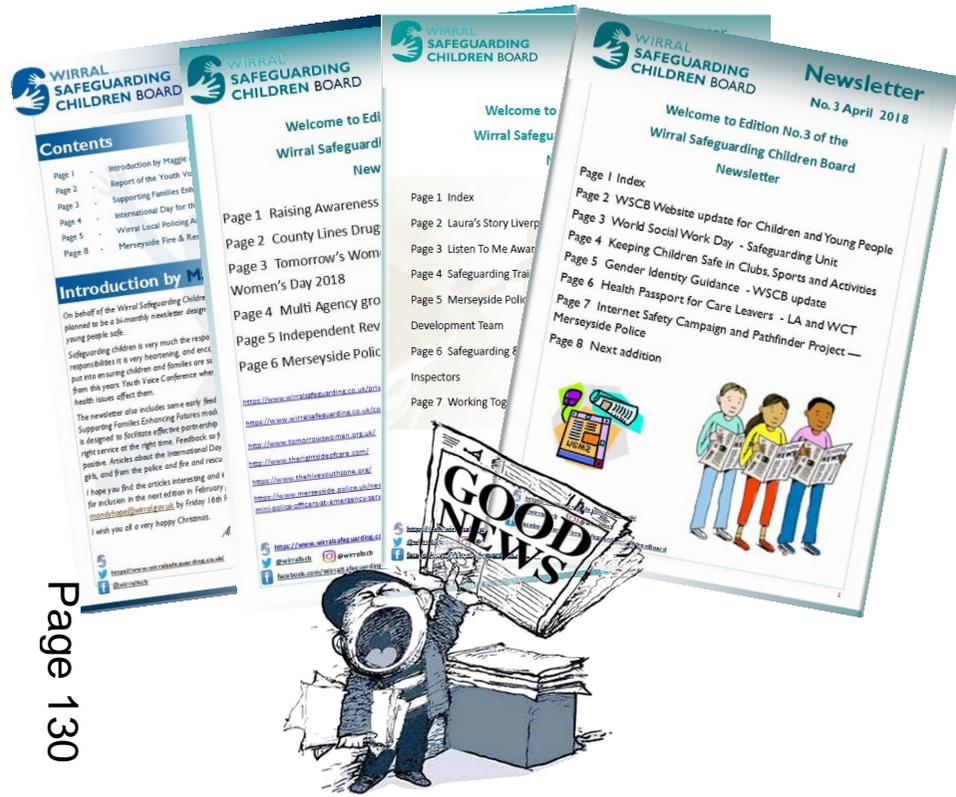
## Communicating with Parents, Families and Carers

In addition to the Merseyside CDOP leaflet that is distributed by the Registrars, there is a list of support resources provided to enable families to exercise some choice if they are not already aware of them and want to pursue bereavement support. The national Lullaby Trust leaflet: [‘The Child Death Review, A Guide for Parents and Carers’](#) is a more detailed explanation of many of the processes associated with a child’s death and remains available on LSCB and NHS Trust websites.

## Merseyside CDOP Priorities for 2018/19

- Manage a smooth transition of the Child Death process from LSCB’s to new governance arrangements
- Further develop the relationship with CHAMPS suicide prevention network
- Ensure that safer sleep messages are consistently being promoted
- Ensure that new guidance is implemented
- Ensure that there is a stronger link with the neonatal network
- Collect and disseminate information on child suicides and children with learning disabilities as part of national guidance
- Collect data for Adverse Childhood Experiences (ACE’s), and explore links between ACEs, and child deaths
- Finalise and pilot the suicide prevention programme





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In December 2017 the WSCB published its first ever multi-agency Newsletter introduced by the Independent Chair, Maggie Atkinson. The aim was to publish a bi-monthly newsletter designed to highlight partnership activity to keep children and young people safe.

Safeguarding children is very much the responsibility of all of us, and beyond our statutory responsibilities it is very heartening, and encouraging to see the amount of extra work professionals put in ensuring children and family are safe and supported.

Members are asked to submit articles for inclusion into the newsletter; these can be good news stories, events, presentations, anything that shows engagement with the children and young people of Wirral.

There have been some amazing good news stories shared by Wirral Local Police Area who continue to work closely with partners to improve the safety of young people in the borough. They have undertaken engagement using the ‘mini police cadets’ to publicise the launch of the Hate Crime week. Older children have been engaged at the Hive Youth Zone where sessions have been run highlighting the dangers of drugs and the risks to personal health. Merseyside Police and the Crime Commissioner also launched Pathfinder Programme; this involves officers and staff taking groups of teenagers who are considered to be at risk on self-development outward bound sessions.

Laura’s Story is in the fourth edition and this is a real achievement story. Laura left college after four weeks and was unsure of what she wanted to do. At this time the ‘Get Real Programme’, Wirral Councils flagship Employability Programme aimed at supporting Care Leavers and Children Looked After into education, employment or training, was about to start and Laura was identified as a perfect candidate for the programme. Laura has grown in confidence and has just been awarded Liverpool City Region Apprentice of the Year.

The Listen to Me Awards was a successful event put on to celebrate the adults in Wirral who support our children who are looked after and also our care leavers. The event is organised by the Participation and Engagement Service, who ask young people to nominate the person or persons who care for them. Both the nominee and the young person are then invited to the ceremony, and the nominees are presented with a certificate from the Senior Management Team within our Children and Young People’s Department.

The Newsletter also promotes updates to the WSCB pages on the website, new awareness raising posters, changes to legislation and partnership working.

The WSCB has recently published the fourth edition of the WSCB Newsletter; all copies can be downloaded from the WSCB website to be read online or to print a copy <https://www.wirral safeguarding.co.uk/wscb-newsletter/>

## Learning Event

The WSCB held a multi-agency learning event on the 27th September 2018 at the Floral Pavilion in New Brighton. The event was open to both professionals and the public. The purpose of the event was to reinforce the message that safeguarding is Everyone's Responsibility and we all have an important part to play in ensuring children and young people are safe.

There were two distinct parts to the Learning Event; multi-agency presentations for professionals and multi-agency stalls for professionals and the public.

### Presentations

The event was opened by Maggie Atkinson, the Independent Chair who reinforced the importance of learning and our individual and collective responsibilities to safeguarding children. Maggie introduced a performance about Exploitation from the local Last Minute Theatre Company.

Two separate presentations were delivered on the day (repeated morning and afternoon) and they were all very well attended:

- Managing Allegations
- Learning from Case Reviews
- Youth Justice Service
- Family Group Conferences
- Neglect and Adolescents
- CAMHS - Future in Mind
- Supporting Families Enhancing Futures
- Learning from Case Reviews
- Early Help
- Exploitation and County Lines
- Integrated Front Door and Op Corzola (CSE)
- Working Together 2018

**Wirral Safeguarding Children Board**  
**Learning Event 27th September 2018**

**9.30-5.30 Presentations for professionals:**

- Combating Exploitation Inc. drama presentation
- Neglect and Adolescents
- Early Help
- Learning from Case Reviews
- CAMHS - Future in Mind
- Supporting Families Enhancing Futures
- Working Together 2018
- Youth Justice Service
- Supporting Families Enhancing Futures
- Integrated Front Door and Learning from Operation Corzola
- Early Help
- Family Group Conferencing

**For more information and to book:**  
<http://www.wirralsafeguarding.co.uk/wscb-learning-event-september-27th-2018/>

**10.00-5.30 Information and Resource Stalls for children, young people, families and professionals from:**

Catch22; CAMHS; Safer Wirral Hub; Tomorrow's Women; Drug and Alcohol Services; Early Help Services; Early Years; RASA; Forum Housing; Police; Wirral Community NHS Trust; Wirral University Teaching Hospital; Youth Justice Services; WSCB and LADO; Edsential; Family Group Conferences; Creative Youth Development; Child Exploitation Team; Criminal Justice Liaison & Diversion Team

**Safeguarding is Everyone's Responsibility**  
**Floral Pavilion**  
**New Brighton**

### Stalls

Eighteen agencies and the safeguarding board provided stalls for the learning event. The stalls contained details of services, resources and information for families and the wider public as well as for professionals. The stalls included information from:

- LADO (managing allegations)
- Wirral Community NHS Trust
- Arrowe Park Hospital
- CAMHS
- Catch22
- CE Team
- RASA
- Tomorrow's Women
- Edsential
- Early Years
- Wirral CCG
- Family Group Conferencing
- Safer Wirral Hub
- Early Help
- Wirral Ways to Recovery
- Forum Housing
- Youth Justice Service
- Criminal Justice Liaison & Diversion Team
- Creative Youth Development
- National Probation Service

693 places were reserved by professionals attending 23 presentations throughout the day. The event was also attended by the public and professionals from a wide range of agencies visiting the information stalls in the foyer.

Professionals and members of the public were able to leave feedback using the Learning Event feedback cards supplied.

83 cards were completed on the day and some examples of the feedback are shown below:



Really interesting event and a great opportunity to network with other organisations

All presentations were very informative, clear and focused on solutions



What a fantastic way to showcase services in Wirral

Very informative event, I have increased my knowledge and confidence





A mock Child Protection Conference was held as part of the Supporting Families Enhancing Futures presentation



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The professionals delivering the presentations were brilliant, I learnt a lot today

We need this event annually-so much learning was shared today and the presentations were exceptional

Well done to the team who put this event together, it was outstanding and impactful

Tomorrow's Women Wirral Supporting Women  
Contact Tomorrow's Women Wirral TODAY!  
0191 847 7907  
info@tomorrowswomen.org.uk  
www.tomorrowswomen.org.uk



## Website

The WSCB website was first launched in April 2016 and continues to be developed on a daily basis, for professionals, children / young people, parents / carers and the wider community.

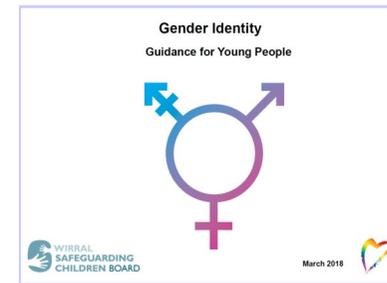
There is no more important role within any community than ensuring children and young people are safe from abuse, exploitation and harm. The Safeguarding Board has a statutory responsibility to monitor and evaluate what is done by partner agencies individually and collectively to safeguard and promote the welfare of all children who live in Wirral. This website has been designed to support all those who live and work in Wirral to safeguard and protect all our residents.

The website and helpful links can be accessed via any mobile device or computer at <https://www.wirralsafeguarding.co.uk/>

## Children & Young People pages

In the last 12 months all of the pages in the children and young people section have been updated. The WSCB will research news articles and publish relevant subjects highlighted an example of this is the new guidance for young people around Gender Identity, this guidance has been developed by the WSCB and published on the website.

To access the Children & Young People's pages click [here](#).



Gender Identity Guide for young people, this explains what gender identity means, where a young person can get support, and answers lots of questions that a young person may want to ask. Download a copy of the guidance by clicking on the document.

There are currently 22 pages on the website aimed at children and young people. With a wide range of topics covered, from mental health, sexting, self-harm, child sexual exploitation and young carers to name just a few.



## Parents / Carers pages

The Parents / Carers pages cover a wide range of information on knowing the signs of extremism and radicalisation and what to do as a parent / carer if you are worried about a child or young person. Keeping children safe in clubs, sports and activities with a range of posters entitled 'You Wouldn't' advising parents / carers to ask the right questions when choosing a club, tutor or a coach for your child.



All posters can be downloaded [here](#)

The parents / carers pages currently have 18 different subjects that offer a host of advice on a wide range of subjects from Knife Crime, Danger on the Railways, Safer Sleep Guidance, Water Safety Advice and Sepsis. All of the pages will explain what the subject is, what are the facts, and what we can do to keep our children and young people in Wirral safe. All pages contain links to partner agencies with telephone numbers for help, support and advice.

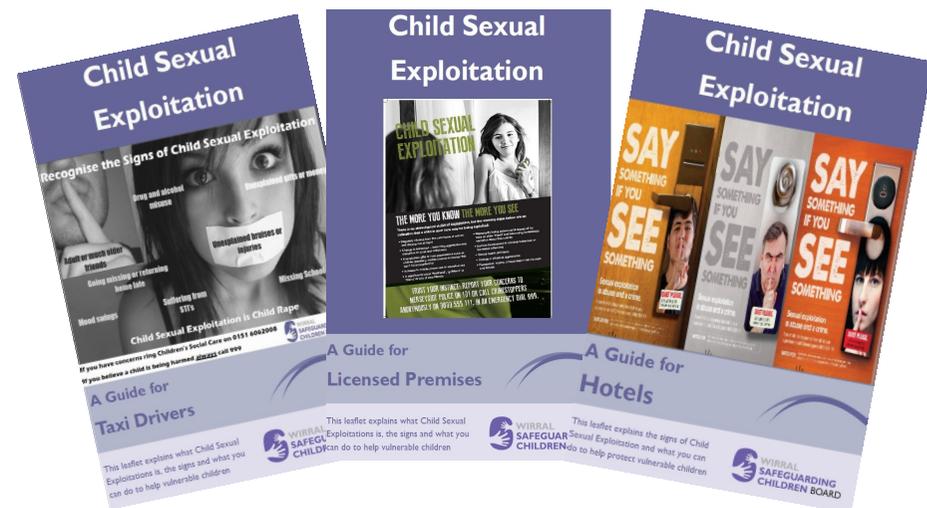
For more information click [here](#)

## Public pages

### *Safeguarding is Everyone's Responsibility*

The web page for the Public contains awareness raising information for child sexual exploitation, guidance for taxi drivers, what to do if you are concerned about yourself or a child, private fostering and Safe Havens. To see the full range of pages click [here](#)

Pages are added as and when relevant, for example this year a page entitled World Cup 2018 was published [here](#), this contained help and advice, contact numbers for support and was created due to the risk of domestic violence increasing during these sporting events. The page includes a number of helplines and support groups.



WSCB have created a range of leaflets created for child sexual exploitation have been developed for Taxi Drivers, Licensed Premises and Hotels.

Download [here](#)



## Professionals pages

The website contains a host of information for professionals in the children's workforce. There are 46 pages for professionals on the website covering a vast range of topics, from National Campaigns, Awareness Days, changes in legislation, access to new Tools, sharing of Case Studies and Good Practice, Learning from Audits, Contextual Safeguarding, Supporting Families Enhancing Futures to name just a few, there are many helpful links to forms and posters. For more information click [here](#).

## What's New

Working Together to Safeguard Children 2018—guidance for professionals

Child Exploitation—Briefings for Professionals

Safeguarding Learning Event—27th September 2018

Section 11/175 audit for partner agencies

Latest Newsletter

Keeping children safe in clubs and activities

New out of hours mental health advice line for young people

Keeping children safe Online—Advice for Parents

## Safeguarding Procedures for Professionals

All WSCB procedures can be accessed [here](#)

There is a full directory of multi-agency procedures contained within 12 Chapters.

## Training for Professionals

WSCB Multi-agency training calendar can be found [here](#)

The WSCB have contracted with the Virtual College to provide 20+ online safeguarding e-learning courses. We are currently offering free access to all the courses for members of the children's and adults workforces.

Combating Terrorism and Extremism  
**PREVENT – Train the Trainer**

Information Sharing is Important..  
Serious Case Reviews have shown how poor information sharing has contributed to the deaths or serious injuries of

Supporting Young Carers  
The term young carer should be taken to include a child or young person who provides regular or ongoing care and emotional or mentally ill, disabled or misuses substances

COMBATTING MODERN SLAVERY  
Modern slavery can take many forms including the trafficking of people, forced labour, servitude and slavery.

Be aware of the TOXIC TRIO of risks to the safety of children  
Reviews have noted the prevalence of the toxic trio in the lives of the families at the centre of serious case reviews (SCRs)

Did you know Forced Marriage is a crime?  
Be aware of when and how to report concerns

KEY CONTACTS  
Family Safety Unit 0151 6065442  
Merseyside Police 0151 7772289  
Forced Marriage Unit 0207 0080151

Learning from multi-agency audits — Domestic Abuse

County Lines Drugs & Exploitation Spot the Signs  
County Lines is the police term for urban gangs supplying drugs to suburban areas and market and coastal towns using dedicated mobile phones or 'deal lines'. It involves child criminal exploitation as gangs use children and vulnerable people to move drugs and money.

SEX WITHOUT CONSENT IS RAPE

Supporting Families Enhancing Futures  
The 'TAF' plan is completed as part of the TAF meeting, recording what has been agreed at the TAF meeting of body members and professionals. The TAF Plan is important for families as it should tell them about the help they can expect to receive from others and what they need to do to help themselves.

Keeping Babies Safe in Baby Slings

Learning from Serious Case Reviews  
Learning from SCR's about babies and very young children reminds us to:

Safeguarding Babies Everyone's Responsibility...  
Safeguarding is Everyone's Responsibility...  
For more information visit: <https://www.merseysidepolice.co.uk/professionals/serious-case-reviews/>

SEXUAL EXPLOITATION THE MORE YOU SEE THE MORE YOU SEE LISTENTOMYSTORY.CO.UK





# Partnership Reports & Good Practice

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# Sharing good practice & Partnership Reports

The WSCB collects evidence of good practice and positive case studies to celebrate multi-agency good practice in agencies working with children and young people in Wirral.

We asked our partners to provide evidence of the impact their interventions have had on the lives of young people in Wirral.

The following pages illustrate the responses received from agencies.

## The Observatory School

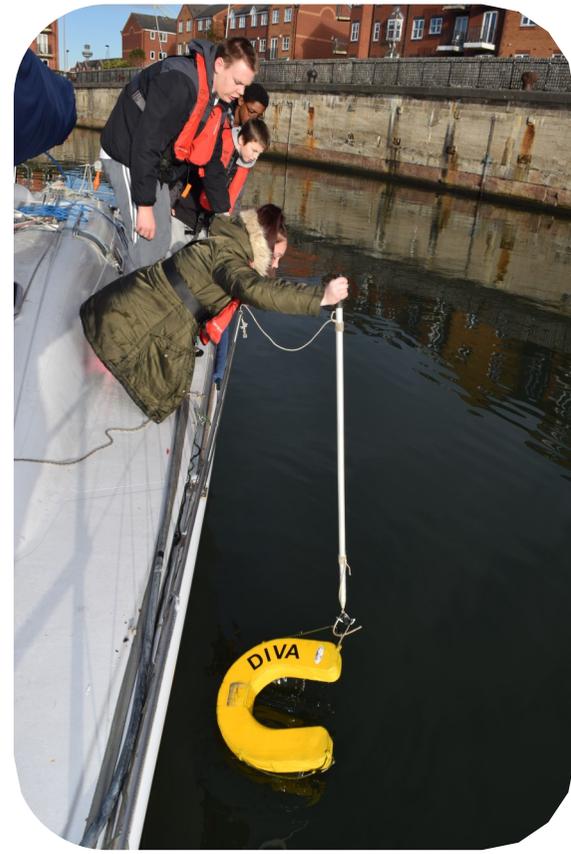
The Observatory School is a special school for boys and girls aged 11 to 16 who have social, emotional and mental health difficulties. All students have a statement of special educational needs. The school is situated on the Wirral, close to Birkenhead.

This example explains The Observatory School's enterprising approach to science and engineering that is making a significant contribution to transforming the attitudes towards learning of boys and girls who are unable to cope with or learn within mainstream schools. It shows how students' enthusiasm for science and engineering can be harnessed to support their learning in literacy and open doors to the world of work in their future

The school added engineering to the science curriculum as a response to a single student's interest in that subject. The school tries to offer a bespoke curriculum for its students that is adapted to their learning needs and interests. Enrichment activities are an important extension to work within lessons.

The engineering course is being implemented with boldness and imagination through a concept of 'extreme classrooms'. For example, in the 'world's wettest classroom', students learn about science, mathematics and engineering on board a racing yacht moored in Liverpool Marina.

Overcoming the logistical and safety issues and the necessary risk assessments in taking students off-site was a considerable challenge for staff, but the gains in motivation and enthusiasm for learning for students, both boys and girls, have been huge.





Staff have advanced plans to develop the ‘world’s fastest classroom’ and the ‘world’s highest classroom’. The highest classroom will be based on a cliff and will involve mountaineering technology, while the fastest classroom will attempt to break the water speed record for a jet-propelled model boat. Students are already experimenting with a model turbojet constructed from a kit.

The level of commitment of staff to the students is very high. It shows in their willingness to share their own personal interests in science and engineering with students and to undertake enrichment activities that take place outside of the school day.



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The school’s examination results are rising across all subjects, not just in science and engineering, as the students’ confidence grows. Each year since the new leadership took over in 2011, the students’ average points scores in English and mathematics at GCSE have risen by large percentages: they were 27% higher in English and 23% higher in mathematics in 2014. The school recorded students’ first A grades in BTEC science and ICT in 2014. This represents a major difference in students’ achievements in obtaining qualifications and accreditations, led, originally by the motivation to gain qualifications in science in 2011.

Only a few years previously, students showed little interest in or respect for school. The experiences students are now enjoying in science and engineering contribute to their growing pride in their school. Moreover, they know that many opportunities they have for example to learn about velocity from the deck of a yacht are rarely open to students in

mainstream schools. Rather than wanting to return to mainstream school, this special school is becoming their school of choice.

When asked what the most significant improvement in the school was, Year 11 students said it was in their trust in the staff. They feel they can discuss any issues with staff, know that they will be listened to and know their concerns will be acted on. In the 2012 inspection report, students’ spiritual, moral, social and cultural development was rated outstanding.

### A Student’s Story



‘When I came to The Observatory School, it was like a youth club and if it had carried on that way, I probably would have stopped coming into school and I definitely wouldn’t have any GCSEs. When we got the new headteacher, everything changed. We got new school rules like no smoking, detentions, no swearing, being respectful to staff, and calling the teachers Miss/Sir. We started to have proper lessons where we actually learned things and didn’t just mess around all day. We got a school uniform and that made us feel like we were in a proper secondary school, not a primary school. There were loads of good changes around the school and it became much safer to be there. The biggest change for me was when we started to do engineering. I always enjoyed taking things apart, looking at mechanics and finding out how things worked. I asked Mrs Idris (the headteacher) if we could introduce engineering to the school and she told me to write a letter to her explaining why I wanted to do it.

‘I was so excited to start that I asked my mum to order me my own overalls with my name on them. When we started the lessons, it was so good and it was the most I had ever enjoyed myself in school. I then knew that this was what I wanted to do with my life. The lessons were interesting, insightful and enjoyable. I am now studying Vehicle Maintenance at Wirral Met College. If it wasn’t for The Observatory School, the changes that Mrs Idris made and the engineering course ran by Mr Chiswell, I wouldn’t have been able to pursue my dream of becoming a qualified mechanic. Without the support of all the staff at the Observatory school, even the volunteers, I wouldn’t have been able to succeed in lessons and wouldn’t have ended up with the life opportunities that I have now.’



## Early Help Social Workers (EHSW's)

### **Strengthening safeguarding arrangements to improve outcomes for children**

All Wirral Schools were offered a named Single Point of Contact Early Help Social Worker (SPoC) in September 2017. The uptake of this offer has been good and many of our schools have now made individual arrangements for ensuring they access advice and consultation from their SPoC. EHSW's provide consultation to a wide variety of professionals from across the wider children's workforce to enable support to be identified early and appropriately supported to prevent escalation. The model for Early Help support for schools will continue to be developed and refined. Early Help Team support the co-ordination and delivery of the EHAT and TAF training alongside professionals from partner agencies. There have been 124 professionals trained over 5 courses to effectively use EHAT and deliver TAF during the reporting period.

The Early Help Team have hosted a series of Networking events across Wirral throughout the year. During the reporting period 2017-2018 427 professionals have attended 4 events, this has seen a steady increase from the first event May 2017 to which 75 delegates attended to 172 attendees at January event. The Themes of the events vary but have included Early Help Model, CSE, Universal Credits and SEND support. Feedback from a wide variety of professionals has been increasingly positive and there is growing interest in forthcoming events.

The Early Help team were included as part of the Ofsted Monitoring visit March 2018. Feedback from observation of the Wirral Allocations and Stuck Case Review Meetings was good and indicated that the forum of the Allocations meeting was well known across a wide range of services and demonstrated that procedures were embedded. 71 families were discussed at Wirral Allocations and Stuck Case review in the reporting period, 25 were deemed Level 4 and escalated to Children's Social Care, 43 were provided with advise and support to continue in TAF and 3 closed as agreed could be supported at Level 2.

The Safer Wirral Hub has been operational since October 2017. This is a co-located collaborative unit whereby the Early Help Service Manager supports the management of referrals into the Hub.

### **Providing the right service at the right time**

The Early Help Team have worked with Integrated Front Door development plans to ensure that contacts progress to the right services without undue delay.

Contacts that come into the IFD on open TAF episodes are progressed to the Early Help Social Workers to ensure that Lead Professionals are aware of incidents and concerns raised and are able to access the EHSW to ensure support is appropriate to meet what may be indicative of escalating needs.

Wirral Allocations meeting and stuck case reviews -are held every Tuesday at Solar Campus, this forum provides Lead Professionals the opportunity to present cases for a multi-agency discussion, if it is felt that the needs have reached the requirement for a Social Work Assessment the family will progress directly to Children's Social Care as a Level 4 needs identified, with clear rationale.

The Early help team and IFD have worked with partners in the development of the Safer Wirral Hub in order to effectively identify families in need of support services deemed to be Level 2. This has seen significant intervention and appropriate signposting delivered to families who may previously not have received a service.

### **Supporting Families Enhancing Futures (SFEF)**

The Early Help team created EHAT in line with SFEF model, this was taken to partner agencies for consultation. Following overwhelming favour the EHAT was introduced September 2017. The use of EHAT is now embedded and training has been revised in line with new assessment and SFEF model to ensure SFEF principles are basis of working with Children Young People and families at L3. TAF plans have been revised to evidence the children's voice clearly and how their views have been incorporated into plans. All EHSW's trained in SFEF and aim to all become facilitators of training within EHAT/TAF training pool.



## Integrated Front Door

### Strengthening safeguarding arrangements to improve outcomes for children

In March 2018 the IFD improved its desk-top arrangements which records all requests for services to Children's Services.

The revised arrangements enable the Local Authority to understand more fully the primary concerns which are impacting on children and families who live on the Wirral. With greater understanding, this will enable the Local Authority to target resources to address risk and need. Furthermore the arrangements enable more proportionate and relevant information to be gathered and shared about children's needs which means that children and families should receive the service they need efficiently. Along with partners from Merseyside Police, health and education, Children's Services are working towards implementation of a Child Exploitation Team. The team will work with children and young people who are at risk of sexual and criminal exploitation. In May 2018 a Pan Merseyside approach was launched to address the concerns relating to Child Exploitation, the development of the team on the Wirral will enable the Local Authority to keep pace with neighbouring authorities and ensure that the children of Wirral are safeguarded effectively as we work with partners.

### Providing the right service at the right time

From 1 April 2018 – 31 May 2018, the IFD received 3622 requests for service

The majority of the requests for service related to concerns of:

- Domestic Abuse – 1105
- Parenting – 732
- Managing behaviour 192

Of the requests for service

- 648 met threshold for a Level 4 assessment

- 1060 were offered support from Early Help Services
- 1823 were given information and advice

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In order to ensure that thresholds within the IFD are appropriate, weekly multi-agency threshold meetings are held in the IFD. The meetings are chaired independently and a dip-sample (from the previous week) a proportion of requests for service which have not progressed to assessment. This ensures that remedial action if required is taken efficiently. It also ensures that partners are aware of the requirement to share information timely in order to inform effective and safe decision making.

Thematic audits have also been undertaken in relation to :

- Emergency Duty Team
- Child Sexual Exploitation
- Supervision
- Section 47 and Strategy Meetings

Key learning from the audits is shared in the IFD Operational Board to facilitate practice and operational development.

### Supporting Families Enhancing Futures (SFEF)

The IFD is committed to ensuring that all its Social Care staff are offered the same training opportunities as those who work in other departments within children's services . As of May 2018, all IFD staff have been trained to use the principles of SFEF . This is reflected in the decision making in the IFD which aims to ensure that the right service meets children and family's needs at the right time . A key component to the IFD SW screening is to ensure that where possible the child's daily loved experience is reflected. This is a key area of enquiry when checks with partner agencies are made.





**Merseyside Police** have run several projects for children and young people including a young cadets programme and road safety campaigns. During 2017/18 the police ran the Pathfinder Project in conjunction with the PCC and Youth Offending Service.

This project took groups of children from secondary schools away for the week and provides them with a range of team/esteem building activities. It was aimed at children considered at risk of exploitation/criminality and gives them a different perspective.



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## Pathfinder Project

**140** young people engaged  
Year 9 & Year 10

**5 schools**  
1. EMA 2. Kilgarth 3. Woodchurch High School  
4. Prenton High for Girls 5. Birkenhead Park School

**Pathfinder Project Partners**  
Police, Council, YOT, Local schools  
CELLS project, Army and Leisure Services

**£7k FUNDING**  
from the Police & Crime Commissioner's fund

**INTERVENTION ACTIVITIES**  
OVER 4 or 5 DAYS  
1. army assault course 2. orienteering 3. mountain biking 4. foot golf 5. gym

**over 70 certificates** were presented

The project shows high impact on changing young peoples' attitudes to committing ASB in the future.

**46% CHANGED**  
their attitudes towards the police in a more positive way.

**73% DETERRED**  
from committing crime by understanding consequences.

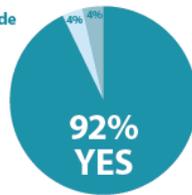
**91% CONFIDENCE**  
had been reported to have increased.

**60% KNOWLEDGE**  
reported increased about crime & consequences.

**4 AWARDS CEREMONY**

Has the programme changed your attitude to Crime and it's consequences

No  
Maybe



"They are actually sound" "I respect them a bit more" "I realise they are just normal people doing a job"  
Participants about Police



"Very positive valuable information, delivered fantastically by CELLS staff."

Teacher about CELL project

"They have showed me the real side of crime, and you have stopped me from wanting to commit crimes."

Participant about CELL project



This poster highlights some of the key findings from Merseyside Police's Pathfinder Project.



## Strengthening safeguarding arrangements to improve outcomes for children

The Police have increased the number of officers within the CE team and the development of a multi-agency CE team continues. YOS are allocating two workers to the team which will enhance information sharing and support for young people further. The team now operates a daily meeting to review all concerns across agencies. This results in increased intelligence sharing and is a positive step forward, recognising the importance of ensuring that staff work alongside each other to achieve better outcomes for children who are subject of exploitation. A case of sharing information led to the safeguarding of a number of young people from adults who were allowing them to use their premise as a 'sit off'. This led to a number of warrants and arrests and eventually the engagement of a very hard to reach young person who was a regular missing person.

We have recently agreed a new process to review lower level police referrals on a daily basis, to ensure that any children are identified early to speed up referrals to social care. This follows criticism from OFSTED regarding the timeliness of police referrals. Without this process, there is a risk that some referrals could be delayed, reducing the potential early safeguarding of a child. The added bonus of introducing this process is that it will enable social workers at the IFD to screen cases faster and make onward referrals to other agencies (Eg, Early help and Safer Wirral Hub).

We set up a new group targeted at the safeguarding leads within secondary schools. This is a termly meeting which brings together the managers of pastoral teams across our secondary provision, with social care, police and early help. It provides updates and training around processes, sharing of best practice and knowledge. A great example of how this group has benefited our schools was through the sharing of information regarding a service for professionals and parents around eating disorders. This led to a direct input for professionals by the NHS with some useful tools and helplines and received favourable feedback.

This has been particularly useful for some schools where eating disorders are problematic to deal with.

## Providing the right service at the right time

The weekly multi-agency thresholding meeting is attended by numerous agencies, including YOS, police, health and education. The process audits 10 cases per week and reviews whether the correct thresholding decisions were applied. Furthermore, they review the timeliness and quality of referrals, which allows agencies to address any specific issues.

As previously outlined, a new daily process of reviewing police referrals will lead to more timely referrals and timely onward referral to other services. Furthermore, it should reduce the number of inappropriate referrals.

Within the arrangements of the IFD a better staffed MASH provision means that services, which include police, health and education, can access their information systems quickly, leading to timely information sharing and therefore more informed decision making about particular cases, which aims to ensure that children get the right service at the right time.

## Supporting Families Enhancing Futures (SFEF)

Police were involved in the steering group for SFEF, and do attend initial conferences. HMIC recently inspected the Police in respect of CP arrangements. The inspector who visited Wirral was impressed with the SFEF model because of the focus on demonstrating the positives within the family along with clear parameters of what needs to change. This model also leads to a better focus on the voice of the child and agencies accept that they may be best placed to obtain the child's views. Challenges need to be overcome in relation to the use of the portal by professionals and further multi-agency training for staff within some organisations.

There have been some challenges around police input to and attendance at conferences owing to staffing issues. This will be addressed as part of the wider and ongoing police review of MASH arrangements, to ensure that information is shared in a timely way and that all conferences are attended.



### Agency contributions to multi-agency safeguarding arrangements over the past year

Children's services role is to ensure that children are safe and that their welfare is promoted where this is not the case their role is to action is taken to protect children from harm. In 2016 services for children in Wirral were judged by Ofsted to be inadequate as a safe service was not being delivered for all children.

Over the last 12 months there has been a whole council focus on improving the quality of services provided to children and young people. To achieve this within the service there has been significant change. At all levels including the appointment of a new senior leadership team.

How services are delivered, from the make up of the integrated front door through to how support is offered to children looked after has been reviewed. Policies and procedures have been rewritten and updated and significant amounts of training has been delivered to staff. This has focussed on ensuring they understand and can deliver the basics well. At the end of last year the locality structure was changed.



The service was brought together in one building, enabling better working relationships to be formed, this is starting to embed more a consistent quality of practice across the service. To support these changes social workers were issued with new equipment. Which is helping them work more effectively with families in the community. Over the last 12 months the service has been subject to 3 monthly monitoring visits by Ofsted. The headlines from these visits show a clear direction of travel in the quality of service delivered.

The first monitoring visit in April 2017 described practice and progress, 'The quality of social work practice in Wirral remains hugely variable. While there has been some improvement in children's services, progress overall has been slow since the local authority was judged as inadequate in September 2016.'

In contrast visit in March 2018 reported 'The local authority has made progress in improving the arrangements for access to services for those children who need support and protection.' This visit was able to identify a range of positive changes. Although recognising there is more to do to deliver the consistent high quality service children deserve, the service is now demonstrating improvement and impact.

### Successes or innovations in your organisation

Throughout the year we try to celebrate some of the achievements of individuals who are really making the difference for children. One of the key events that celebrates this right across the spectrum of those working with children is the 'listen to me awards'.

This celebrates individuals that children looked after have told us have gone the extra mile to listen make them feel safe and in some way had a very significant impact in changing their lives.

The significant increase in nominations year on year underpins our improving practice and the importance we are now placing on wanting to listen to children.

### Key single and multi-agency challenges for safeguarding

Recruiting and retaining the right staff is still a significant pressure but the service hopes to have achieved a stable position before the end of the year. As the quality of children's social care improves the need to demonstrate how we work more effectively with our partners to intervene early to reduce the risk to children increases.

Over the last 12 months the number of children that have required the highest level of intervention, being removed formally from their families under a court order, has continued to increase.



This challenges children social care and partners to look again at how we manage key areas of risk and consider what as partnership we can improve to reduce risk without having to remove the child (the victim) from their home and the community.

Achieving this will require not only exemplary safeguarding practice from all agencies but also a stronger focus on preventing and actively managing risk by dealing with dangerous individuals and wrapping services round child rather than moving them away at times right out of Wirral.

Children's services is up for this challenge and will be promoting the strap line '**Bring it on**'



### **Agency contributions to multi-agency safeguarding arrangements over the past year**

The National Probation Service (NPS) is a public protection agency as part of Her Majesty's Prison and Probation Service and have a statutory duty to safeguard children under Section 11 of the Children's Act.

Wirral NPS are located in Wirral Probation Centre in Birkenhead. We are part of the East/West Merseyside Cluster of the North West Division. Sandra Oluonye, Senior Manager and Head of Cluster represents the NPS at Wirral Safeguarding

Board / Integrated Front Door Board meetings and she is supported by Wirral Senior Probation Officers and Safeguarding Leads Pan Merseyside.

The majority of NPS business tends to be Level 4 Child Protection due to the nature of the offenders we work with, namely high / very high risk violent and sexual offenders. At Court, before and during community and custodial sentences, probation staff gather information that will assist in our assessment of risk to children. Once we have this information it is included and informs risk assessments. Probation staff are trained to ensure they share information appropriately and timely with Children's Social Care.

Offender Managers will attend Case Conferences, Core Groups and Child in Need meetings in order to share information and safely manage risks. Objectives to engage with children's services are included in an Offender's Sentence Plan and this is always set at a priority and with the chief objective to effectively safeguard children and promote the voice of the child. NPS are a statutory organisation who convene and chair Multi Agency Public Protection Arrangements (MAPPA) and we work with Core Panellists from Children's Services to share information in this forum. Furthermore, NPS representatives attend MACSE, MAAG and MARAC and we ensure there is continuity in those staff who attend and understand such meetings.

The NPS have a specialist team within the Wirral Probation Centre that gives focus upon those offenders who are prolific in Wirral and commit serious offences linked to domestic abuse and serious acquisitive crime. There are a number of other partners we continue to work alongside within this team including Anti social behaviour team, CRC, The Growth Company, Wirral Ways to Recovery and Merseyside Mentoring. The IOM team welcome referrals from MARAC, FSU and Children's Services to manage offenders who pose a significant risk of serious harm of which children are either direct victims, become directly or indirectly involved or indeed witness such behaviour.

Safeguarding is regularly an agenda item during team meetings and briefings. We share learning from Serious Case Reviews and from Serious Further Offence reviews. Over the past year, all Wirral NPS staff have attended SFEF training and are now embedding WSCB Thresholds of Need into referrals made for Requests for Services. As part of our duty to safeguard children, Offender Managers have supervision with their line managers where cases are discussed including safeguarding issues. NPS has implemented and formalised a Management Oversight process whereby those cases who pose a high or very high risk of serious harm, those who are MAPPA eligible and those who have links to children where there is a Child Protection Plan are discussed and decisions challenged and/or endorsed. This process also offers reflection, learning, feedback and action points for our organisation and for individuals who work within it.



## Successes or innovations in your organisation

The Wirral Plan set out a series of 20 pledges which the council and partners are working to achieve by 2020.

Pledge: 7 is Zero tolerance to domestic violence. NPS are a key part of this and our priority is to make victims safer and reduce re-offending.

As a response, the IOM team have developed and increased in size in order to meet the demands of this work. In November 2017, Wirral IOM team won a commendation award by the Howard League for Penal Reform under the 'Liaison and diversion' category.



IOM cases are nominated via a monthly Joint Action Group (JAG) which is attended by a number of key agencies. Some refinement of the JAG has taken place this year to enhance processes. Furthermore, we are developing closer links with MARAC in the referral and decision making process.

Following the launch of the Safer Wirral Hub, NPS has identified an opportunity here to link in with other public protection agencies including Children's & Young Persons Department, Youth Offending Service and anti-social behaviour teams. The NPS are working towards a Probation Service Officer working at the hub to improve collaborative working and information exchange.

NPS has recently undergone an IT upgrade which will support us to provide a more efficient and effective service.



## Strengthening safeguarding arrangements to improve outcomes for children

CWP advocate LSCB training to all staff as an alternative to in house training, this is promoted through the safeguarding practice leads and internal bulletins. CWP currently have achieved over 80% compliance for their level 3 safeguarding training, this covers all aspects of current safeguarding issues as directed by the intercollegiate document (2014) and provides the organisation with assurance that clinical staff are competent in current safeguarding practice.

An audit is currently being undertaken which will provide CWP with assurance or not that this initiative has been effective in terms of both staff resource and enhancing the positive outcomes for children, through effective clinical practice and managerial oversight of cases.

CWP have been proactive in utilising the WSCB escalation policy. Many cases have only reached stage 1 of the process, however there has been several occasions where stage 2 and stage 3 have been initiated. In two of these cases, the voice of the child has been significantly utilised to challenge the decisions and the outcome for these young people (both who were delayed discharged from Tier 4 CAMHS) because of this, the response from Children's Social Care for an identified placement was timely and their hospital stay was no longer required was reduced.





## Providing the right service at the right time

The CWP safeguarding children team are advocates of the 'right service right time model'. The revised thresholds document is being utilised by the Trust as a tool to identify both vulnerabilities and protective factors within a family environment.

CWP believe that by utilising this tool, staff are equipped to make the appropriate referral at the right time or where necessary manage it within their own service with the assurance that the case has not met threshold, thus reducing the number of referrals into Children's Social Care. The CWP safeguarding team quality assure all referrals made into Children's Services. The quality assurance of referrals, evidences that, multiagency tools are beginning to be used, that staff are using the threshold document to formulate their assessments, and that referrals are being made at the right time for the right service.

## Supporting Families Enhancing Futures (SFEF)

The results of 2017-2018 on the SFEF process has confirmed that staff within CWP have the knowledge and appropriate understanding of the SFEF process. This has been achieved by having a dedicated staff member with the responsibility to train on the SFEF courses and ensure relevant CWP staff engage with the training and operational requirements.

## Childrens Services—Safeguarding Unit

### Agency contributions to multi-agency safeguarding arrangements over the past year

As the Safeguarding Unit within social care, the unit has a significant role in supporting the Safeguarding Agenda. The unit is populated by the Independent Reviewing Officers whose role relates to maintaining oversight and the welfare of children both within the Child Protection arena and safeguarding the interests of children who are looked after by the Local Authority. The IRO's do this by independently chairing child protection conferences and Looked After Reviews critically. Examining

Local Authority Plans and supporting the multi-professional network in working together to better support and protect children and young people. Central therefore to the work relates to ensuring effective planning.

In support of the service the Business Administration supports the running of the unit but also facilitates notifications across agencies of Children Looked After placement moves and the tracking of young people from other Local Authorities who are placed on the Wirral.

In addition, attached to the unit has been the Participation and Engagement Service for Children Looked After promoting and encouraging the voices and perceptions of children and young people looked after by the Local Authority. A further service is also provided within the Safeguarding Unit, is the LADO function, led by the named LADO supported by the IRO's, undertaking a specific role overseeing investigations and appropriate action where there are allegations in respect of staff across agencies, who as part of their role, work with children or young people.

## Successes or innovations in your organisation

This last year has seen a significant focus on service development and raising standards across the service. The Safeguarding unit has been no different. Central in supporting sustained improvement to service for children and young people has been moves to stabilise the workforce with a significant reduction in the reliance upon Agency staff. We have made positive steps, with a substantial improvement in the numbers of permanent staff. This has included 7 of our Agency workers choosing to remain with the Local Authority as permanent, supplementing direct recruitment. We now have a service with only three agency IRO's now in post, this is due to, one person retiring and two other IRO's moving to management positions in the Department.

In addition we have launched practice standards which affirms expectations for the service, as to the degree of oversight and monitoring required to ensure the safety and wellbeing of children in the Local Authority's care. Work has progressed on moving forward in generating relationships and compliance with the standards set.



The most significant change has been the implementation of the Supporting Families and Enhancing Futures risk management process, which has involved the launch across the service of the new approach, specifically for IRO's and the restructuring of child protection conferences and the impact upon Child Looked After Reviews.

This year we have also strengthened processes linking information sharing systems in particular in ensuring better communication with colleagues in Health and Education about children and young people who the authority has been notified having been placed within Wirral. Further, additional systems improving the notification process advising partners when a child or young person becomes looked after or leaves care, as well as placement moves. Supporting the multi agency network surrounding a child or young person being maintained.

The unit has also undertaken a review of its reporting mechanisms and revised its performance data to better able to support both the organisation and the unit by delivering the data in a more accessible format.

The escalation process has been revised and now includes a process where informal escalations as well as formal escalations are listed and outlined within case recording increasing the IRO footprint and offering clarity to the service as to the challenge that is being put forward.

In addition the management of the Unit and IRO's have been involved in a range of initiatives, participant in most development forums and training supporting the overall drive to improvement by the service, offering advice and guidance where appropriate.

The unit has recently been inspected by the newly formed Young Persons Inspection team developed by the Participation and Engagement Service. The young people reviewed facilities and interviewed both the IRO's and Management of the service asking some searching questions with regards to the focus and commitment to children and young people. Positively the service has been awarded 3 1/2 Stars. An action plan has been drawn up and we are implementing the recommendations made by the young

people. We look forward to our re inspection next year with the aim of further improving our rating.

### **Key single and multi-agency challenges for safeguarding**

It is clear that we have made significant steps forward in the improvement of services however there remains significant challenges and further work to be done. We have yet to achieve consistency in applying the practice standards regarding the oversight of cases. In particular further work needs to be done extending the degree of oversight within the child protection arena. The changes in the workforce have been positive. However, whilst the units position is much improved the drive to achieve a fully permanent workforce is continuing and is integral in delivering the consistency that we are aiming for.

In addition, this year has seen a significant increase in the number of conferences held and a rising population on a protection plan. This has combined with a high number of children who are looked after and the number of meetings statutorily required to be held. Both of which has impacted on IRO's capacity to complete the higher level of oversight as required in the practice standards. Focus upon addressing delays and timely permanence planning will remain a feature of the work moving forward, expecting this will resolve issues more quickly benefiting the child but will increase capacity for oversight.

Part of that is to further progress the efficacy of the IRO challenge via the continued usage of the escalation process. Further work with the IRO's will be undertaken to further detail area of work for particular focus for the next year .

Further work is required on improving plans to make them more accessible for families as we learn what works and what does not in SFEF.

Oversight of multi agency working and ensuring we all work in a unified way for the appropriate support of children and families will be a consistent thread for the IRO's to consider in respect of plans.

**Agency contributions to multi-agency safeguarding arrangements over the past year**

Safeguarding Children is core to the business of NHS Wirral Clinical Commissioning Group and is embedded in the following corporate objectives:

- To empower the people of Wirral to improve their physical, mental health and general well being
- To reduce health inequalities across the Wirral
- To adopt a health and well-being approach in the way services are both commissioned and provided
- To commission and contract for services that:
  - Demonstrate improved person centred outcomes
  - Are high quality and seamless for the patient
  - Are safe and sustainable
  - Are evidenced based
  - Demonstrate value for money
- To be known as one of the leading Clinical Commissioning Groups in the country
- Provide systems leadership in shaping the Wirral health and social care system so as to be fit for purpose both now and in five years' time

The Clinical Commissioning Group:

- Is responsible for ensuring that the organisations it commission services from provide a safe system that safeguards children and adults at risk of abuse or neglect
- Has a duty to be a member of Wirral Local Safeguarding Children Board

- Is expected to work in partnership with Wirral local authority to fulfil its safeguarding responsibilities e.g. membership of the Community Safety Partnership and other 20/20 Pledge Delivery Groups
- Should ensure robust processes are in place to learn from cases where children or adults die or are seriously harmed and abuse or neglect is suspected

The Clinical Commissioning Group supports the Board through attendance at Board meetings, actively participating in the subgroups /committees and financially. The executive lead for Safeguarding attends WSCB Board meetings.

The Designated Nurse for Safeguarding Children chairs the Performance Committee and the Improving Outcomes Committee.

The Designated Doctor chairs the Serious Case Review Committee.

Both Designated Professionals attend the board meetings as expert advisors, in addition to regularly attending committee meetings as an expert resource.

The Designated Nurse and Doctor attend the Board in a statutory advisory capacity, providing clinical expertise for the Board where required.

The Clinical Commissioning Group actively supports the Local Safeguarding Children Board and subgroups/committees through:

- Chair/Attendance and active contribution at subgroup/committee meetings
- Chair/Attendance and active contribution at strategic multi-agency group meetings
- Chair/Involvement in multi-agency case audit meetings
- Contributing to the development and updating of child protection policies and procedures
- Communicating the wider safeguarding agenda to independent contractors and provider services
- Contributing to the work of the Child Death Overview Panel in Merseyside





## Undertaking Serious Case Reviews and involvement in Critical Case Reviews

- Involvement in provision of multi-agency training
- Dissemination of learning across health organization and implementing recommendations as required
- Work with General Practitioners to increase attendance at initial child protection case conferences and submission of reports for initial and
- review child protection case conferences

## Successes or innovations in your organisation

- Designated Nurse has chaired and co-ordinated the work of the Merseyside Safe Sleep group
- Designated Nurse has chaired and co-ordinated the work of the Merseyside Harmful Practices Group
- Designated Nurse has presented at regional conferences on lessons learned from Corzola
- Lead review author for numerous LSCB Multi Agency Case Reviews
- Designated Nurse Led and coordinated the health response for the large scale Child Sexual Exploitation (CSE) investigation (Operation Corzola)
- Designated Nurse received a Commendation from Merseyside Police Chief Superintendent for work undertaken on Operation Corzola
- One of only two regional CCGs authorised to have student nurse placement
- Led and coordinated the health response to the Ofsted improvement plan
- Part of the first team to become integrated joining with the Local Authority Contracts & Quality Assurance team and the Safeguarding Adult Board team

- The Named GP for Safeguarding Children has contributed to the development and delivery of the safeguarding children training for GP practices
- The Named GP for safeguarding children has contributed to regional developments via the “Cheshire & Merseyside Named GP forum (governance by NHSE)
- Worked with NHS England, NHS Digital and Wirral's Unscheduled Care providers to implement the Child Protection Information Sharing System (CPIS)
- (The CP-IS project is helping health and social care staff to share information and better protect society's most vulnerable children. CP-IS is enabling staff to securely share information and work more closely together when a child presents at an unscheduled care setting by linking the different IT systems used across health and social care).

## Key single and multi-agency challenges for safeguarding

- The implications of The Children and Social Work Act 2017. The provisions of the Act must be fully implemented by April 2019.
- Developing a robust new multi agency safeguarding partnership
- Maintaining a think family approach as directions of travel for adults and children's services become more divergent and separate
- Robust dissemination of accurate information in a timely manner regarding changes in the system

## Care Leavers Health Passport

The Health Passport is a joint project between the Local authority and WCT. It will be launched with care leavers from April 1<sup>st</sup> 2018 on a rolling programme. Young people were asked through a focus group what information they felt was important to be included and they preferred a paper version rather than electronic.

Most young people have access to the Parent held child health record or red book that all 0-5 years are given at birth but this is often lost during the care process. This vulnerable group of young people should not be disadvantaged by gaps in their medical history and trying to negotiate various health providers to obtain the information needed.

Just one statistic about the health of children in care is they are **4 times** more likely than their peers to have a mental health difficulty (NSPCC 2018) so access to accurate health information is key to their future support.

**Cllr Bernie Mooney, cabinet member for children and families**, said: "A health passport will help young people keep track of their medical history and health needs, giving them easy access to information that could make a big difference to their health and wellbeing. It's something that would be useful for us all and I'm delighted that our young care leavers are leading the way."

**Jayne Williams, Named nurse for safeguarding children** at Wirral Community NHS Foundation Trust said: "I am very proud that the trust is part of this initiative to support some of our most vulnerable young people to take control of their own health needs and equip them with health information for adulthood"

The aim of the passport is to enable care leavers to have their own health information document that they can use and update as appropriate. The document will have information ranging from birth history to immunisations, family health and the young person's individual health needs.

It will be completed with the support of the CLA nurses in partnership with the young person who will guide what information they want included. The passport will equip the young person with personal health information that they can take with them into the higher education and employment arena.



**Agency contributions to multi-agency safeguarding arrangements over the past year**

Wirral Community Foundation Trust is the health provider for community health services. WCFT’s provision includes children’s 0-19, therapy services, sexual health and walk in centres.

WCFT are fully committed to discharging its safeguarding duties to protect children and vulnerable adults. WCFT are a core member of the WSCB and can evidence full attendance and contribution to WSCB improvement plans over the past year.

In January 2018 a new division was created within WCFT the Integrated children's division which incorporates 0-19, FNP, Childrens speech therapy, conference , dietetics and children's safeguarding/CLA .This new division enables more focus on children's needs and aligns safeguarding . Links with adult safeguarding service remain strong and the two named nurses work in partnership on common priorities

WCFT’s Quality and Governance Committee receives quarterly safeguarding assurance reports which reflect WCFT compliance with multi-agency safeguarding arrangements. The report reflects both national and local safeguarding driver’s including reference to outcomes.

Recent examples include;

- Supporting the changes to LSCBs set out in Working Together 2018 to develop local safeguarding partner’s boards with the three statutory agencies.
- Level 3 training has been updated to incorporate Child H learning and reflect Working Together 2018.The session is still scenario based and creates a neutral environment were staff can ask questions and challenge themselves and others in a constructive way. This will benefit staff when they are reviewing caseloads and working in a multi-agency environment, creating the ability to reflect and challenge differently

The cessation of a LADO and the integration of adult social care has generated a review of the current Managing Allegations policy including lines of responsibility to reflect current executive positions. WCFT are usually notified of an allegation or concern via an external agency. However, staff are also expected to inform their line manager if they are subject to a police investigation that would question their suitability to work with children/vulnerable adults. Support for the individual during the investigation will be explored by the line manager, working in partnership with HR. This shifted sole reliance upon external agencies to inform WCFT of concerns

WCFT have also developed the Care leaver’s health passport in partnership with children’s social care and this was launched in July 2018.

Ten young people attended the launch to receive their passports and they were extremely positive about its benefits. Evidence (local and national) tells us that a number of young people go missing once they leave care. Often these young people have ongoing health issues, including mental health. It is therefore crucial that young people can access their health information regardless of their circumstances to ensure they receive the support and care they need.



WCFT contribute to multi agency audits including WSCB, Section 11 completion, WSCB Sub group representation including data submissions and reports as required. This work promotes self-assessment, comparative analysis, external scrutiny and evaluations. This leads to service review and wider learning improving practice development and outcomes for children and their families. Organisational representation at WSCB subgroups promotes working in partnership and shared learning between agencies and reduces the risk of agencies working in silos.



WCFT have supported a current police and social care operation which is ongoing by sharing records as requested, attending meetings and delivering services to the children placed out of borough. In March WCFT had a CQC inspection which didn't focus specifically on safeguarding but the service was heavily involved. ICD gained a rating of good with some areas of outstanding practice identified. The trust as a whole was given a requires improvement rating and this has generated an action plan that safeguarding is contributing to.

We have also been working with the Local authority over the past year to support the Ofsted plan and prepare for monitor inspections including tracking of specific cases.

### Successes or innovations in your organisation

WCFT can evidence numerous innovations and transformation over the past year;

The Children looked after team in partnership with Childrens services launched the Health Passport for care leavers in July 2018 at an event in Motion Family centre. The passport will be given to all young people leaving care from 16 years and they will complete it with the school nurse or CLA nurse. The aim is to equip care leavers who are vulnerable young people with all the health information they will need to take them forward into higher education and the workplace.

A new post has been created for an Out of Borough CLA nurse within the CLA team who manages both Wirral children placed out of borough and those placed from other areas to Wirral. Her role is to ensure these children receive appropriate support including health assessments and referrals as needed. If an area is unable to deliver what is expected on Wirral she will attend the area and support the child.

The CLA team have also introduced the use of the Corum Baaf tool within the 0-19 service to ensure consistent validated assessment are available for the most vulnerable children in the population and along side this an audit questionnaire for every secondary age child will also be completed. The results from this questionnaire are already promising and the Quality and governance team are completing an audit on the process of Review health assessments.

An example of some comments from young people about their assessments;

"I really enjoyed the assessment"

"Nice to know support is available if I need it"

"I thought she was really nice"

"I'm no good at writing but thanks for making it OK"

'I thought it was amazing!'

The 0-19 service has launched The health Hub in January 2018 for school age children it runs in four different locations over the week 4-6pm and is a drop in clinic. This has proved very successful and has prompted plans for developing some similar services with the Youth Theatre and Hive.

The Teen team who support young people from 16 to 19 years who are not in education, employment or training (NEET) being supported under Child Protection, Child in Need or Child Looked after have been shortlisted for a Nursing Times award under the category for children and young people. The presentations take place in September and the winner will be announced at an awards ceremony in October. This is a great accolade for the team who are passionate about their role and have the child's needs at the centre of everything they do.



In response to the formation of the CE team and the restructure of MACE meetings WCFT have been part of the discussions to source funding for a new post of CE Nurse within the team to ensure a multi agency response for the young person and the named nurse is developing the job description

A flagging process has been implemented for both IT systems in WCFT to capture any young person at risk of CSE when attending services and this information is shared via the MACE meetings.

The pan Merseyside Missing from home protocol has been the impetus to ensure we have a robust information sharing process from the LA to WCFT to identify the high risk young people who go missing and enable flags to be added to the child's records so that practitioners can manage a timely response.

In light of the Bradbury enquiry the Chaperone policy has been reviewed and a more robust process in relation to children has been included to ensure safer practice

### Key single and multi-agency challenges for safeguarding

One of the key challenges for WCFT and partners across Wirral is Child Exploitation and supporting staff to fulfil the recommendations within the Pan Merseyside Multi agency protocol launched in March 2018. Providing a CE nurse for the multi-disciplinary team within the Integrated front door and ensuring we have a competent workforce to support and identify victims.

Further to the Modern slavery bill 2014 and the recent case on the Wirral, WCFT continues to educate and support staff through level 3 training to equip them with the skills and knowledge to identify and support victims.

Ensuring the CQC recommendations are implemented in readiness for the inspection in July 2019 with the aim to gain an overall Good rating for the Trust





## Case Study

Wirral Community **NHS**  
NHS Foundation Trust

Age: 17  
Gender: M

### Overview:

A 17 year old male was taken into care due to homelessness. Support was provided to the young person for housing, drug dependency, education and unmet health needs.

The young person is receiving on going support from a social worker, health and response and the collaborative working of each of these agencies has resulted in a positive outcome for the young person.

### Outcome:

The young person is now living in supported accommodation and is engaging with Response to address drug use. The young person has also enrolled in college and his health needs are being met.

The young person is having contact with their family following a breakdown of the relationship and he has expressed that he is much happier now that he is getting the support he needs.

## Case Study

Wirral Community **NHS**  
NHS Foundation Trust

Age: 2 & 7  
Gender: M & F

### Overview:

Mother was a victim of domestic abuse, the perpetrator was father of the 2 year old (child A) , Mother disclosed the domestic abuse during the ante-natal period with Child A. Child B has a different father. Midwifery services referred to social care requesting an assessment and relevant care. Child A had a child protection plan during the ante-natal period, Child B also made subject to a CP plan. Mother prioritised her relationship with the perpetrator resulting in agencies agreeing the case being taken to court and an interim court order was implemented in respect of both children. Circumstances resulted in the case moving through the continuum of need from Level 4 with a positive outcome and the children meeting the level for universal services.

### Outcome:

There is evidence of positive multi-agency working which commenced with the midwifery service referring to social care due to concern the children were at risk of significant harm. The case progressed to legal planning then a court hearing which resulted in an interim care order in respect of both children in the care of mother at maternal grandparents. Agencies that were involved in providing support included: Health Visitor, School nurse, education, FSU, police, social care, Family support and housing.

All agencies worked together with a child focused approach. There was excellent attendance from all agencies at safeguarding meetings, resulting in quality information sharing and positive working together to safeguard Child A and B.





## Case Study



### Overview:

Crystal Care worked with a family who were open to Child in Need for neglect issues which then escalated to Child Protection. There were concerns that the parents were exposing the young person to known sex offenders and unable to keep the children safe. The children were taken into foster care for 4 years, which unfortunately broke down, and 1:1 supervision in a residential provision was provided.

### Challenges

The children had very complex behaviours such as self harm, missing episodes, sexualised behaviours and physical aggression towards care givers.

### Solution

We provided consistent 1:1 support and guidance for young person, working in partnership with children's services, CAMHS, catch 22, health services and advocacy services. Any known risks were discussed promptly at strategy meetings and multi-agency discussions were held regularly to prevent known risks escalating.

### Outcome/Impact

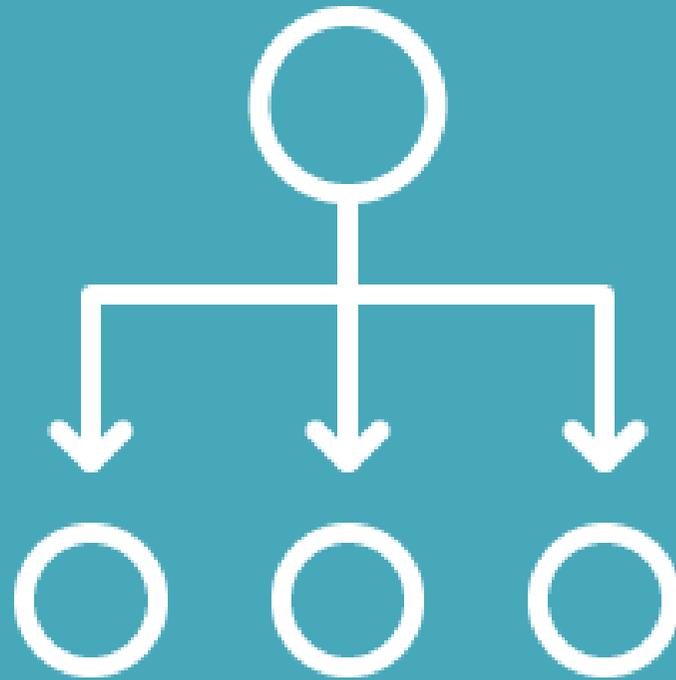
- The children have built good trusting adult/child rapports with the staff working direct with them
- There have been no missing from care episodes for 10 months
- There are now structured behaviour management systems in place
- The children's care has been tailored to meet their individual needs
- Self harm behaviours have reduced dramatically

The children are now in a safe, nurturing and secure environment at all times





# Governance of WSCB





## Purpose and Function of the WSCB

The purpose and function of Local Safeguarding Children Boards (LSCB') is set out in Section 14 of the Children Act 2004. Each Local Authority area has an LSCB, and they are statutory bodies with responsibility 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.

The core objectives of the WSCB are to:

- co-ordinate work by agencies to safeguard children and to promote their welfare; and
- ensure that what is done is effective.

The functions of the WSCB are to:

- develop policies and procedures for safeguarding and promoting the welfare of children in Wirral;
- raise awareness in Wirral of the need to safeguard and promote the welfare of children, and to provide advice and guidance as to how this can be achieved;
- monitor and evaluate the effectiveness of what is done by the Local Authority and WSCB partners, individually and collectively, to safeguard and promote the welfare of children and to advise them on ways to improve
- to participate in the local planning and commissioning of services for children in Wirral and to ensure that they take safeguarding and promoting the welfare of children into account
- to undertake statutory serious case reviews

- to collect and analyse information about each child death in Wirral and to put in place procedures for ensuring that there is a coordinated response by the authority, their WSCB partners and other relevant persons to an unexpected death.

The WSCB works towards ensuring the effectiveness of the work to safeguard and promote the welfare of children by member organisations. The identified safeguarding priority areas for each year form the basis of the WSCB's business plan. The WSCB operates a sub committee structure which deliver the statutory functions of the board.

A key aim of the work of the WSCB is to promote high standards of safeguarding work and to foster a culture of continuous improvement. It will also identify and act on identified weaknesses in services.

The WSCB should ensure that its monitoring role complements and contributes to the work of other influential and statutory bodies such as the Health and Wellbeing Board.

## Governance

The WSCB operates as an independent statutory body under the direction of an independent chair and it is not subordinate to any other body. The WSCB is led by the Independent Chair. The Local Authority Chief Executive holds the Chair to account for the effective working of the WSCB.

All partners 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.

The 2017-18 membership and committee structure of the safeguarding board are both shown on the next page.

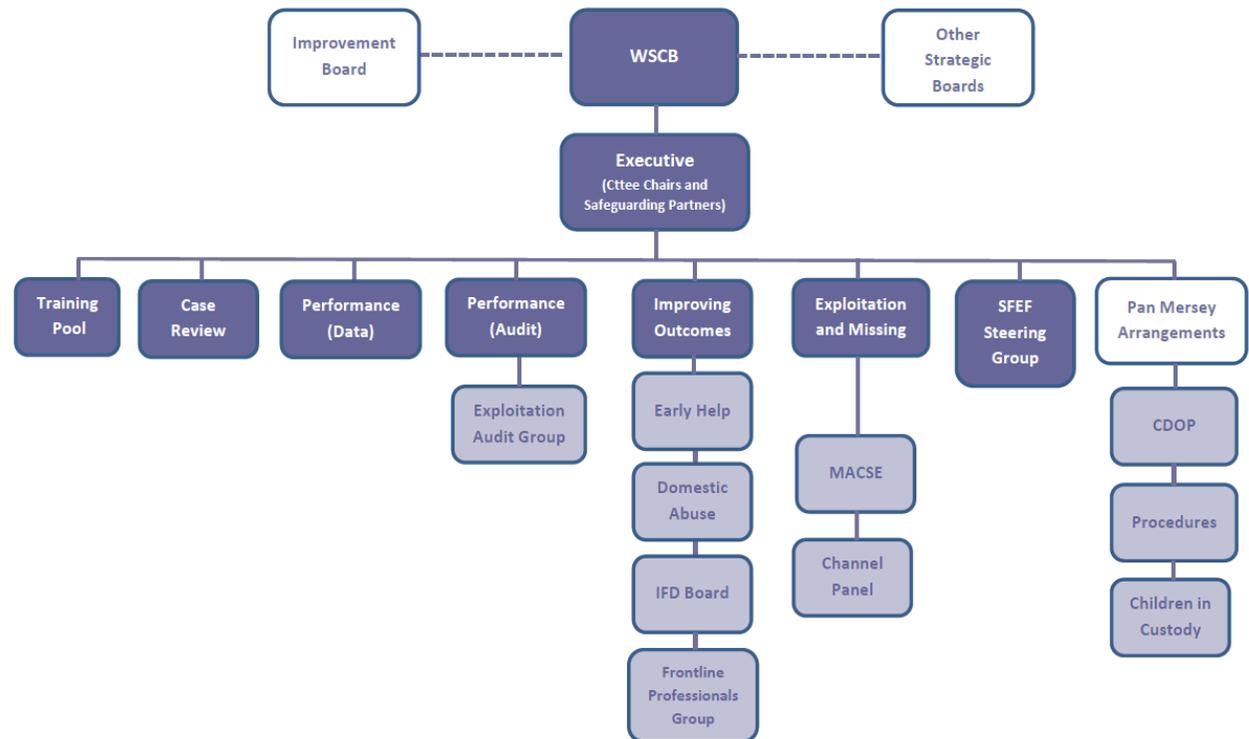
## Membership of the WSCB 2017-18

Professor Maggie Atkinson Independent Chair  
 Paul Boyce Corporate Director for Children, CYPD  
 Simone White, Deputy Director, Children's Services, CYPD  
 Kerry Mehta, Head of Children's Safeguarding  
 Councillor Bernie Mooney Lead Member for Children's Services  
 Superintendent Ian Hassall, Local Policing Commander  
 Trish Jaggard, Lay Member  
 John Weise, Lay Member  
 Jane Harvey Public Health Consultant  
 Elizabeth Hartley, Assistant Director, Early Help  
 Carly Brown, Assistant Director, Modernisation  
 Sue Talbot, Assistant Director, Education  
 Andy Davies, Consultant Head Teacher, Primary  
 Jan Lovenson, Consultant Head Teacher, Secondary  
 Paula Wareing, Consultant Head Teacher, Special Schools  
 Ste Bailey, Assistant Principal, Wirral Met College  
 Lindsay Davidson, Senior Manager, Targeted Services  
 Mark Camborne, Lead Commissioner, Wirral Council  
 Lorna Quigley Director of Quality and Safety, NHS Wirral CCG  
 Amanda Bennett Designated Doctor-Safeguarding Children  
 Debbie Hammersley Designated Nurse-Safeguarding Children  
 Jo Chwalko, Divisional Manager – Integrated Childrens Services, Wirral Community NHS Foundation Trust  
 Gaynor Westray, Director of Nursing and Midwifery WUTH  
 Sheena Hennell, NHS England  
 Sue Fogarty, Head of Safeguarding WUTH  
 Anne Steel, Head of Housing, Wirral Methodist HA

Kevin Johnson, Group Manager, Merseyside Fire and Rescue Service  
 Rosie Goodwin, Assistant Chief Executive, Community Rehabilitation Company  
 Sandra Oluoyne, Head of LDU, Merseyside Probation Trust  
 Brigid Sheehan, Service Manager, CAFCASS  
 Vicki Shaw, Borough Solicitor  
 Lorna Quigley Chief Operating Officer NHS Wirral CCG  
 Head of Quality and Nursing, Wirral Community NHS Trust  
 Victoria Peach Associate Director of Nursing and Therapies Physical Health , Cheshire and Wirral Partnership NHS Trust  
 David Robbins WSCB Business Manager  
 Mandy Hope WSCB Business Administrator



## WSCB Structure 2017-18



## WSCB Board Membership and Attendance

The Board membership is made up of representatives from all statutory partners and others concerned with safeguarding children. The Board continues to experience good attendance from organisations.

The Board continues to meet on a bi-monthly basis meeting 6 times in 2017/18, with an additional meeting in November for a WSCB Development Session.

In 2017/18 Board members said goodbye to the long serving representative for Secondary School Education who was retiring and to one of our long serving Lay members.

The attendance rates per agency for 2017/18 to the 6 full Board meetings are set out alongside. The  represents the number of seats per organisation.

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	Attendance	Number of seats per organisation
Independent Chair	100%	
Children & Young People Services	100%	
Cheshire West Partnership	83%	
Community Rehabilitation Company	50%	
Cafcass	33%	
Clinical Commissioning Group	100%	
Education Primary Schools	66%	
Education Secondary Schools	16%	
Education Special Schools	16%	
Merseyside Fire & Rescue	66%	
Housing	16%	
Lay Members	100%	
Lead Member	83%	
Legal Borough Solicitor	83%	
Merseyside Police	100%	
NHS England	83%	
National Probation Service	33%	
Other LA	33%	
Wirral Public Health	50%	
Wirral Community Foundation Trust	66%	
Wirral Metropolitan College	50%	
WSCB Manager	100%	
Wirral University Teaching Hospital	83%	



## WSCB Financial Arrangements

The Wirral Safeguarding Children Board (WSCB) is entirely financially supported and resourced by its member organisations. Managing the finances of the WSCB is a difficult process as there is no funding formula and contributions from partner organisations are reached by negotiation.

The obligation on partners to resource safeguarding boards is set out in Working Together to Safeguard Children:

*‘All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. 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.’*

There is a focus on the role of LSCB’s as powerful forces for scrutinising local arrangements and holding partners to account and *Working Together* also adds a number of responsibilities to LSCB’s existing duties, including responsibilities for oversight of early help arrangements, clarifying threshold decisions, and developing a local framework for learning and development.

Funding and wider resourcing of the WSCB has historically been inequitable with the greatest financial burden falling on the Local Authority. The WSCB has previously been criticised for this arrangements as it potentially undermined our independence from the Local Authority. To help address this, reduce the burden on the LA and reduce costs two changes were made in 2017-18:

- All WSCB support staff are now totally funded from the WSCB budget, rather than some being paid for in their entirety by the LA
- WSCB staffing has reduced from nine to six, including LADO moving from the WSCB to the LA.

Expenditure		2017-18
Staffing (including Lay member costs)		£225,833
Independent Chair		£52,402
Serious Case Reviews		£10,000 (partners billed as an additional cost to partners)
Operating Costs (including training costs)		£100,037
<b>Total</b>		<b>£378,272</b>
Income		2017-18
LA Children’s Services (including SEN budget)		£169,000
LA Improvement Plan Funding		£45,000
CAFCASS		£550
Merseyside Police		£22,000
Health (Clinical Commissioning Group)		£76,800
Probation Service and CRC		£3,000
Schools Budget		£30,000
<b>Total</b>		<b>£346, 350</b>

The WSCB also received an additional £45,000 from both the Clinical Commissioning Group (CCG) and Local Authority. Despite this, and a reduction in Operating Costs the WSCB recorded an overspend of £31,921 to carry forward to 2018-19.

Going forwards the three statutory safeguarding partners (the LA, CCG and Police) will need to agree funding for the new safeguarding arrangements to be introduced in 2019.



## New Multi-agency Safeguarding Arrangements (MASA)-

### Successor Arrangements to the WSCB

The **Children and Social Work Act** was introduced by the government in April 2017. The Act was introduced to make provision about looked after children; to make provision in relation to the welfare of children; and to make provision about the regulation of social workers. The Act aims to:

- improve support for looked after children in England and Wales especially for those leaving care
- enable better learning about effective approaches to child protection and care in England
- establish a new regulatory regime for the social work profession in England

As well as the central provisions the Act also introduces changes which will see LSCB's replaced by new safeguarding arrangements led by the three statutory partners of the Local Authority, Police and the Clinical Commissioning Group.

Current safeguarding responsibilities of partner agencies, including compliance with Section 11 of the Children Act remain unchanged. The new arrangements require the safeguarding partners to name the agencies which will be subject to the arrangements in Wirral. These will be called Relevant Agencies and must comply with the new local arrangements. The Act also states that all schools must be central to the local arrangements.

The new arrangements will include changes to the current system of statutory case reviews which will see Serious Case Reviews replaced and reforms to the current Child Death Overview Panels.

In developing new local arrangements the safeguarding partners should agree on ways to co-ordinate their safeguarding services; act as a strategic leadership group in supporting and engaging others; and

implement local and national learning, included from serious child safeguarding incidents.

The purpose of the local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families

To be effective, the arrangements should link to other strategic partnership work happening locally to support children and families. This will include other public boards including Health and wellbeing boards, Adult Safeguarding Boards, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and MAPPAs.

### Timescale and Consultation

The safeguarding partners must publish the local arrangements and the new arrangements must be in place by September 2019.

The safeguarding partners in Wirral have begun to develop the new arrangements and a wider consultation will follow with professionals, partner agencies, families and the wider public in the Autumn. The new arrangements will be published early in the new year and a 'go live' date will be published in the spring. Regular updates and more information will be published on the WSCB website.



## Working Together To Safeguard Children (2018) sets out organisations responsibilities to safeguard and promote the welfare of children. It is statutory guidance and applies to all professionals who work with children.

### Chapter One

#### Assessing Need and Providing Help

Chapter One sets out the importance of early help, referral, assessment and process details:

- Additions to early help focus include: gangs and organised crime groups, missing, drug and alcohol abuse, radicalisation, trafficking and exploitation
- Guidance about information sharing and GDPR
- Assessment of disabled children, young carers and young people in secure youth establishments added
- Emphasis on contextual safeguarding
- Specific health responsibilities added to strategy discussion guidance
- Responsibility moving from LSCB's to Safeguarding Partners to monitor effectiveness of arrangements

### Chapter Two

#### Organisational Responsibilities

Chapter Two defines agencies responsibilities to safeguard and promote the welfare of children:

- Section 11 duties for all agencies are unchanged
- Emphasis on guidance applying in its entirety to all schools
- Section added about responsibility of CCG to ensure provision of designated health professionals
- Children's Homes, MAPPA, Sports Clubs and Associations added to Section 11 duty
- Safeguarding responsibilities emphasised for all professionals working in voluntary, charity, social enterprise and faith based organisations

### Chapter Three

#### Multi-Agency Safeguarding Arrangements

Chapter Three sets out responsibilities for the three statutory safeguarding partners to develop new local safeguarding arrangements:

- Safeguarding partners are the Local Authority, Police and Clinical Commissioning Group (CCG)
- The partners have full and equal responsibility to establish effective safeguarding arrangements
- Organisations named as Relevant Agencies are required to cooperate with the arrangements
- New arrangements must be published and be in place by September 2019
- New arrangements will replace current safeguarding board arrangements

### Chapter Five

#### Child Death Reviews

Chapter Five sets out the duty on the child death review partners to establish new arrangements to review child deaths:

- Local Authority and CCG are the statutory Child Death Review Partners
- The partners are responsible for establishing child death review arrangements—these can be based on current child death overview arrangements
- Our current arrangements are on a Pan Merseyside basis and this can continue
- Current arrangements continue until replaced by new arrangements which must be in place by September 2019

### Chapter Four

#### Improving Child Protection and Safeguarding Practice

Chapter Four sets out the process for the safeguarding practice reviews (replacing Serious Case Reviews):

- New National Child Safeguarding Review Panel has been established. Panel will receive all serious incident notifications from the Local Authority.
- The Panel will identify cases which raise issues of national significance to be reviewed as national child safeguarding practice reviews
- Safeguarding partners are responsible for identifying and commissioning local reviews
- An Initial Rapid Review will be undertaken on all cases



**A Guide to Inter-Agency Working to Safeguard and Promote the Welfare of Children**



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