



WIRRAL
SAFEGUARDING
CHILDREN BOARD



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

Safeguarding is Everyone's Responsibility

Foreword by the Independent Chair

Foreword to be included once the report has been reviewed by the Independent Chair.

A handwritten signature in black ink, appearing to read 'Bernard Walker', with a period at the end.

Bernard Walker
Independent Chair

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Executive Summary

Introduction

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

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

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

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

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

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

Section 1 – Annual Report

Priorities for 2013-14

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Findings from Section 11 Audit

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

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

Learning from Serious Case Reviews (SCR's)

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

- understand the importance of the timely sharing of information

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

Safeguarding Reports

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

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

Section 2 – Business Plan

Priorities for 2014-15

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

Priority One - Domestic Abuse

Children and Adults will live in environments where they feel safe

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

Priority Two - Child Sexual Exploitation (CSE)

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

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

Priority Three - Neglect

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

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

Priority Four - Learning and Improvement (including training)

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

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

Priority Five - Effectiveness of Early Help

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

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

Priority Six - Signs of Safety

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

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

Priority Seven - Supporting Safeguarding in Wirral

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

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

Section 1 – Annual Report

2013-14

Local Background and the Context for Safeguarding

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IF WIRRAL HAD JUST 100 CHILDREN and YOUNG PEOPLE:

• 49 would be girls, 51 would be boys;

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

• 24 would be living at or below the poverty line

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

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

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

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

Progress and Achievement 2013-14

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Section 11 Audit

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

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

Section 11 places a duty on:

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

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

2014 Section 11 Audit

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

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

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

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

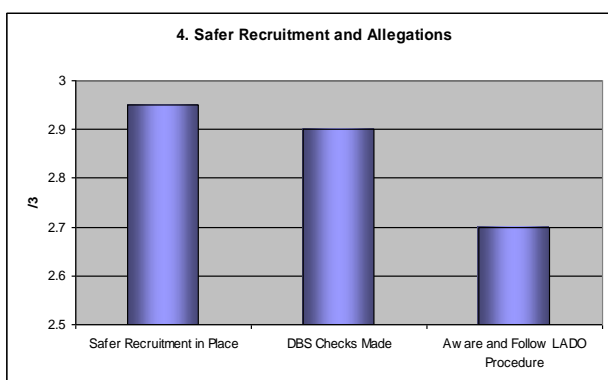
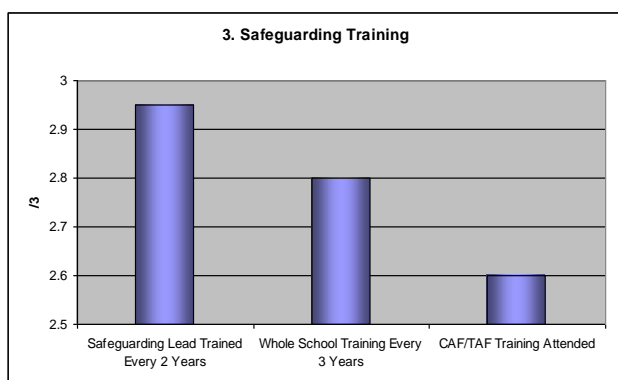
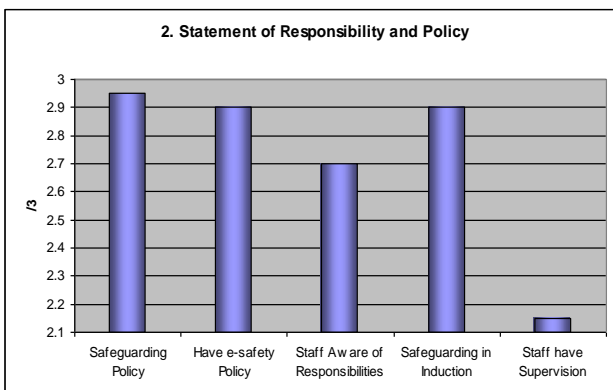
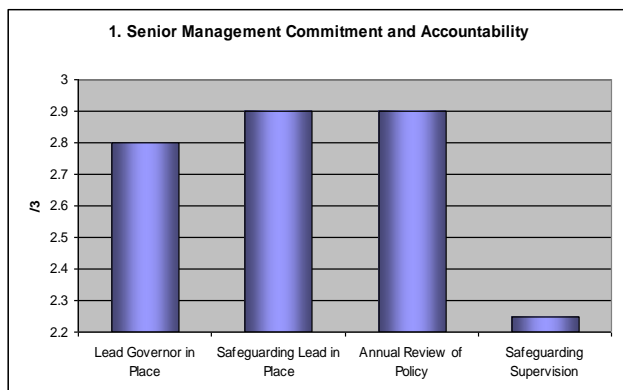
Schools

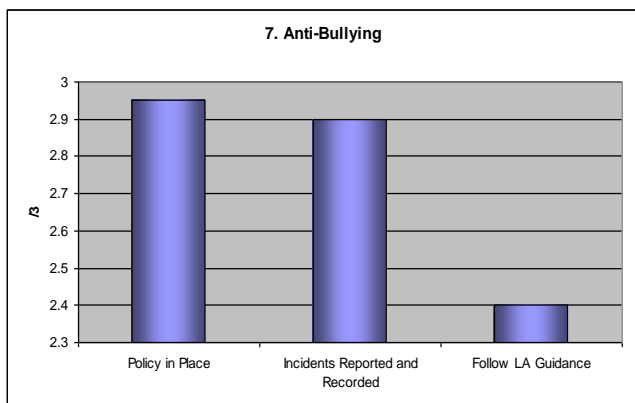
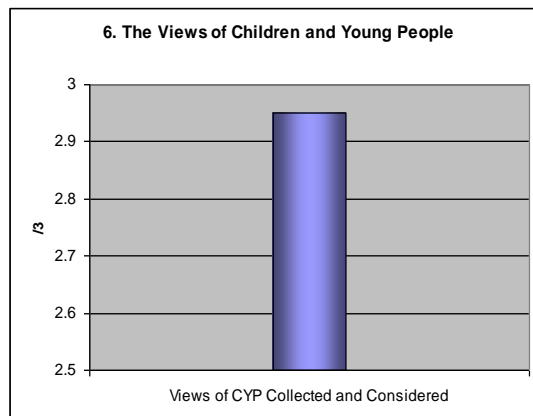
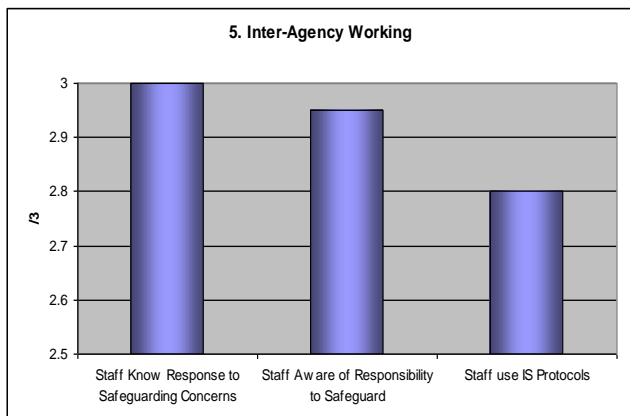
The Section 11 Audit form for schools contained seven sections:

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

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

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





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

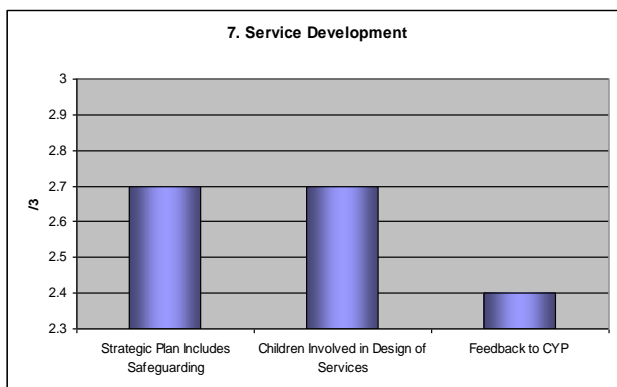
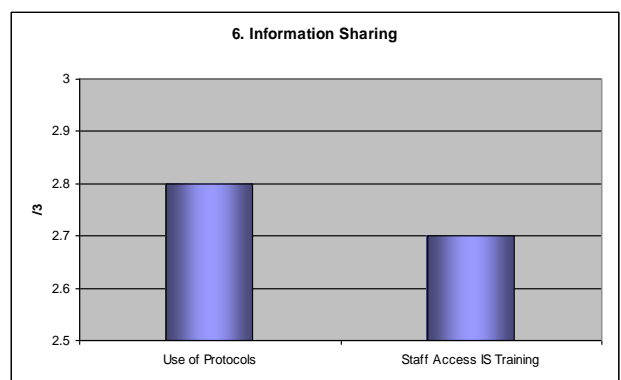
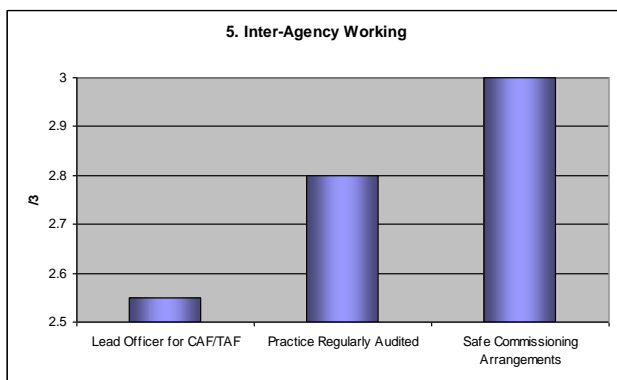
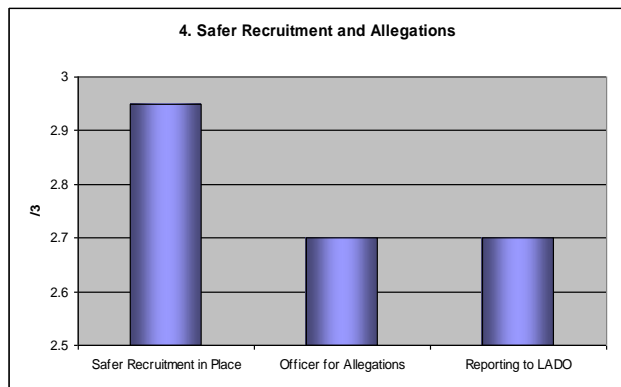
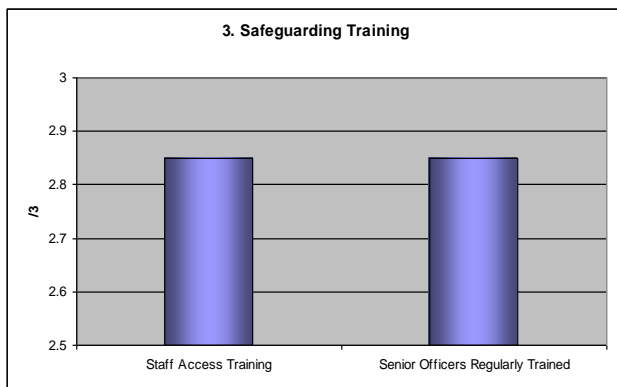
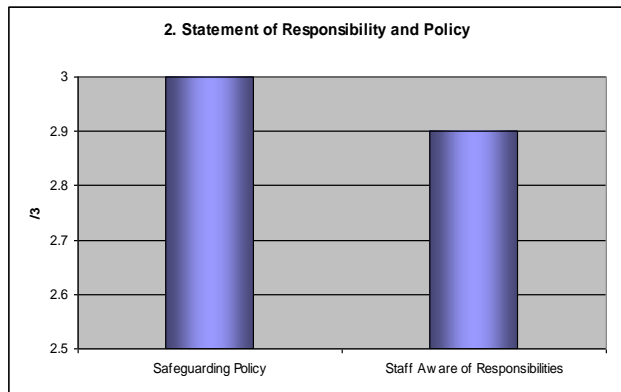
- The WSCB is assured that children and young people are safe in our schools
- There is universal commitment to safeguarding
- All schools have a safeguarding lead and attend safeguarding training
- Safer recruitment practices exist in all schools
- Partnership working to safeguard children is a strength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

Partner Organisations

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

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

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



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

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

Support for Organisations

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

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

Multi-Agency Safeguarding Hub

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

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

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

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

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

Other anticipated advantages of the MASH in Wirral are:

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

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

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

Serious Case and Critical Incident Reviews

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

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

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

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

Undertaking and Reporting SCRs and CIRs

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

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

Disseminating Learning

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

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

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

Learning from Wirral SCR's

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

Child G SCR

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

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

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

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

Learning from Wirral CIR's

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

Child 1 CIR

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

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

Child 2 CIR

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

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

CASE STUDY

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

Learning from Serious Case Reviews



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

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

Safeguarding is Everyone's Responsibility....

For more information please visit the WSCB website:

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



Child Death Overview Panel

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

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

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

Functioning of CDOP

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

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

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

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

Sentinel Database

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

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

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

Child Deaths Occurring in Merseyside during 2013-2014

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

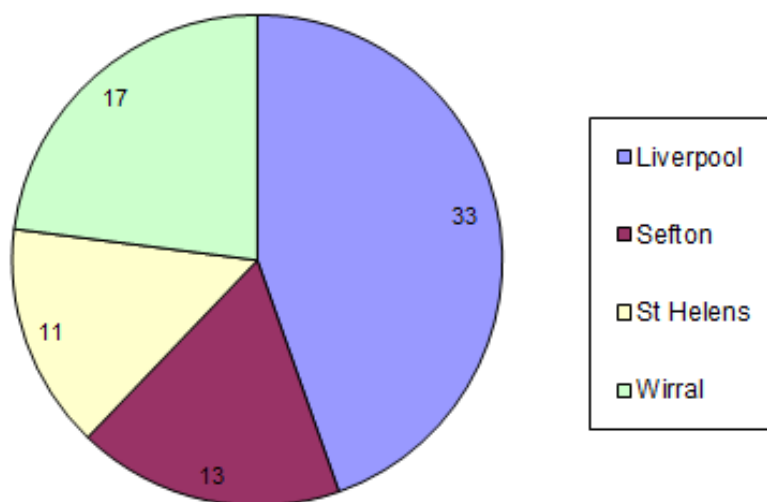
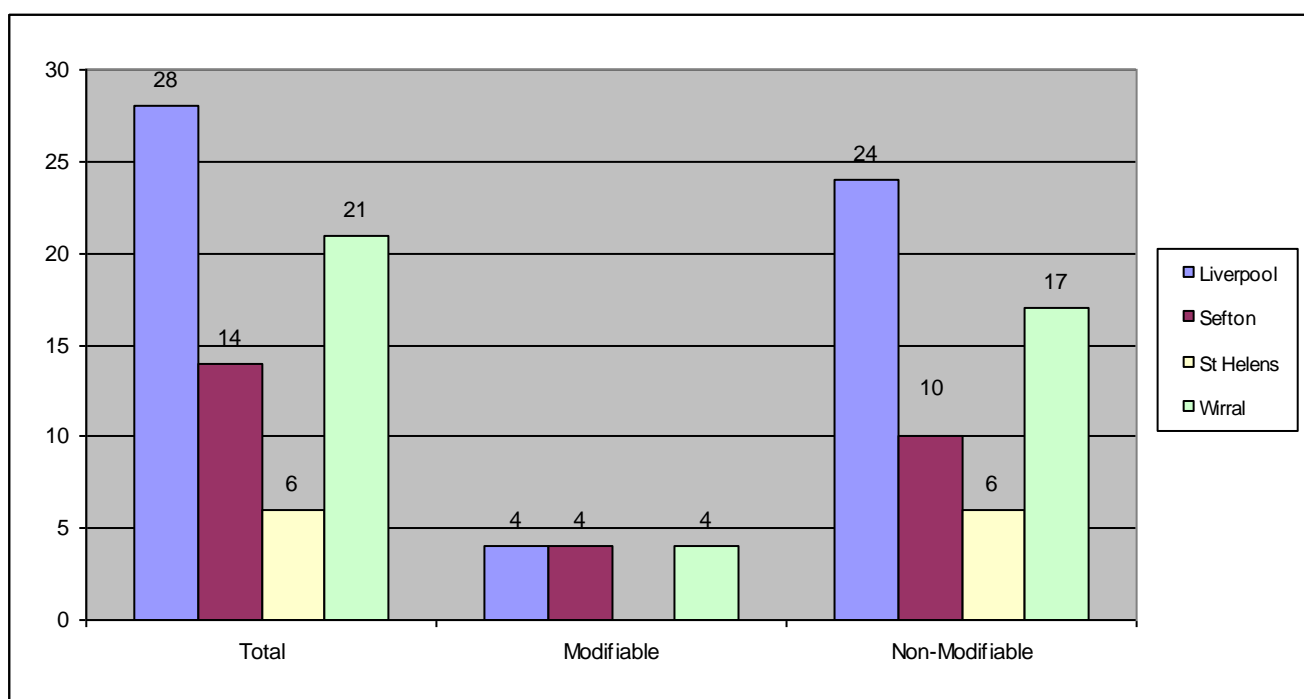


Figure 1: Child deaths occurring April 2013 – March 2014 by LSCB area

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

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



The modifiable factors identified in the 12 cases included:

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

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

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

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

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

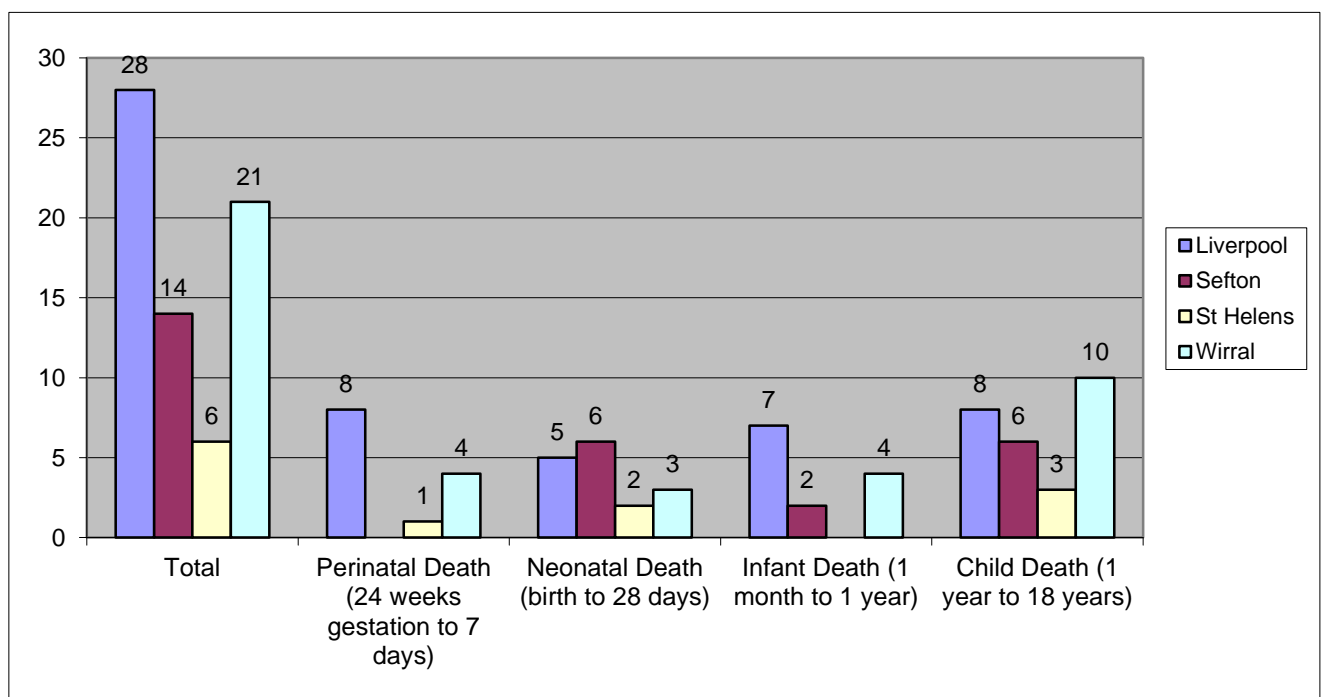


Figure 3.1: Child deaths reviewed 2013 – 2014 for respective LSCBS (Perinatal/Neonatal)

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

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

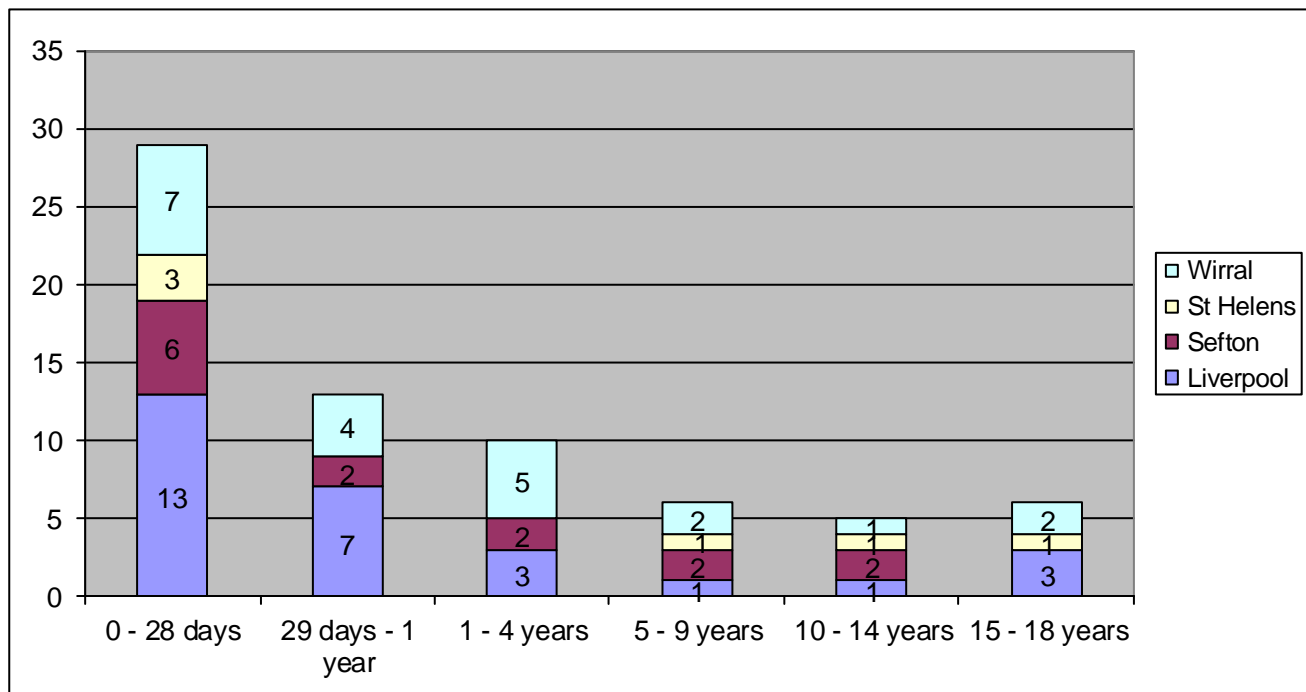


Fig 3.2: Child deaths reviewed for respective LSCBs 2013 - 2014 using DfE age categorisation

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

Location in which Child Deaths Occurred

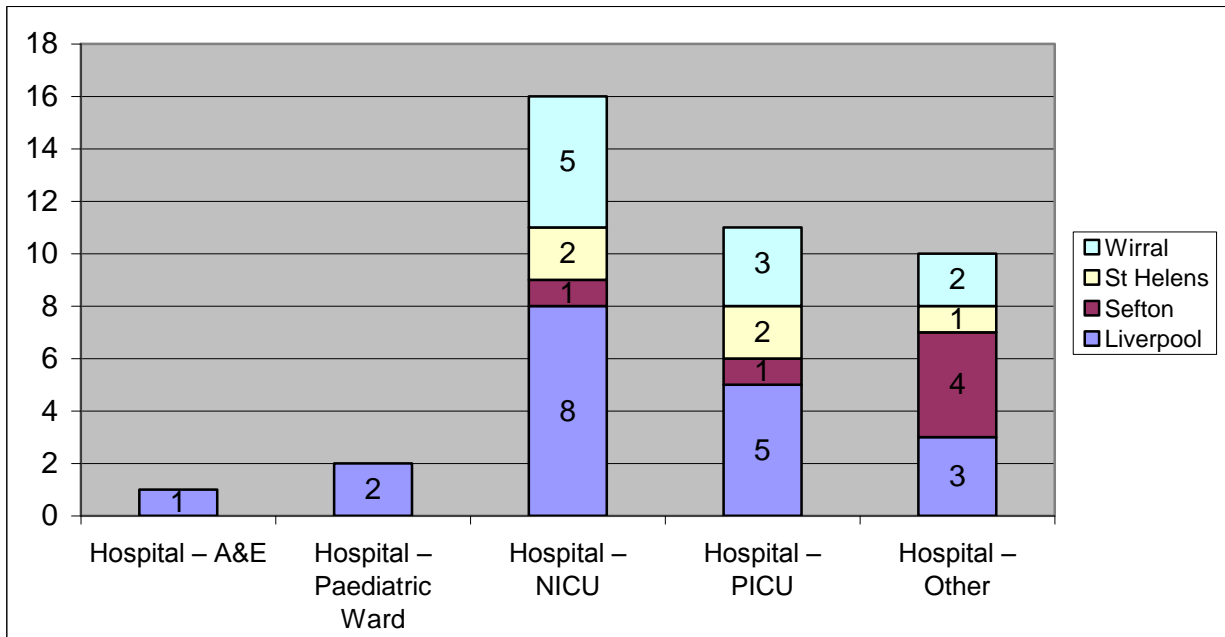


Figure 4.1: Location of child deaths within hospital by LSCBs 2013 - 2014

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

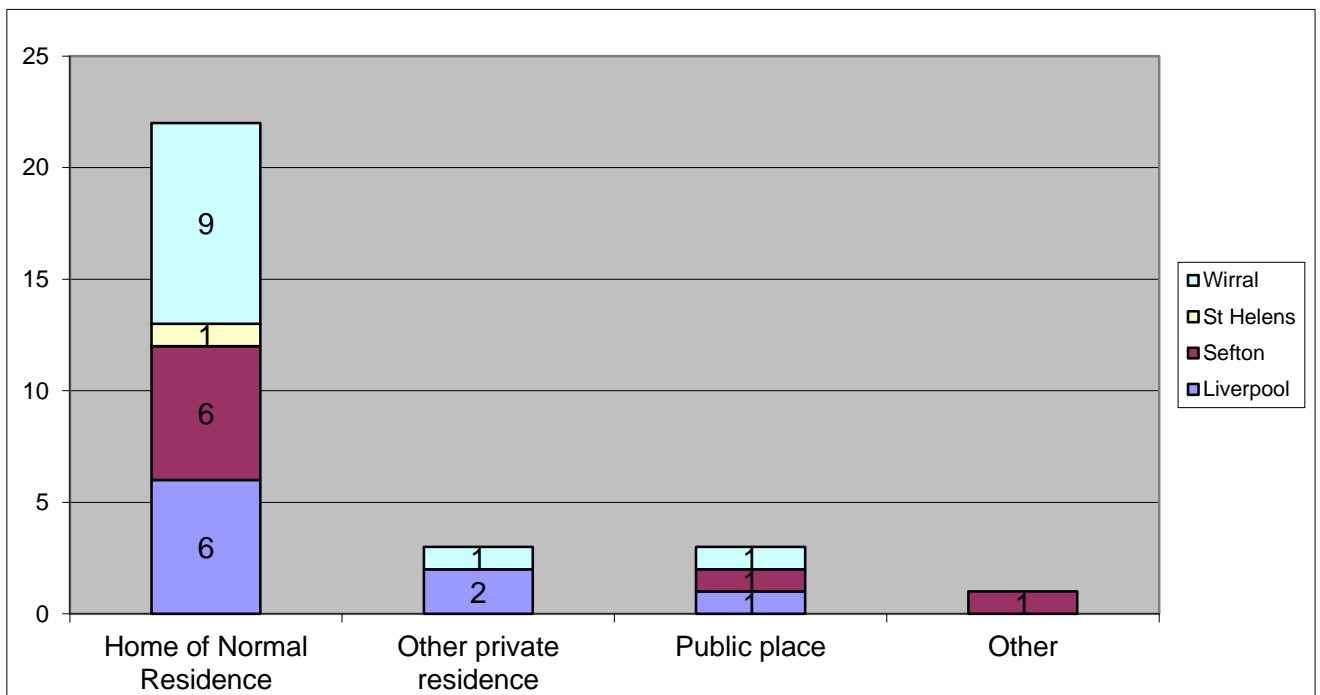


Fig 4.2: Location of child deaths outside of hospital by LSCBs 2013 - 2014

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

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

Category of Child Deaths Reviewed

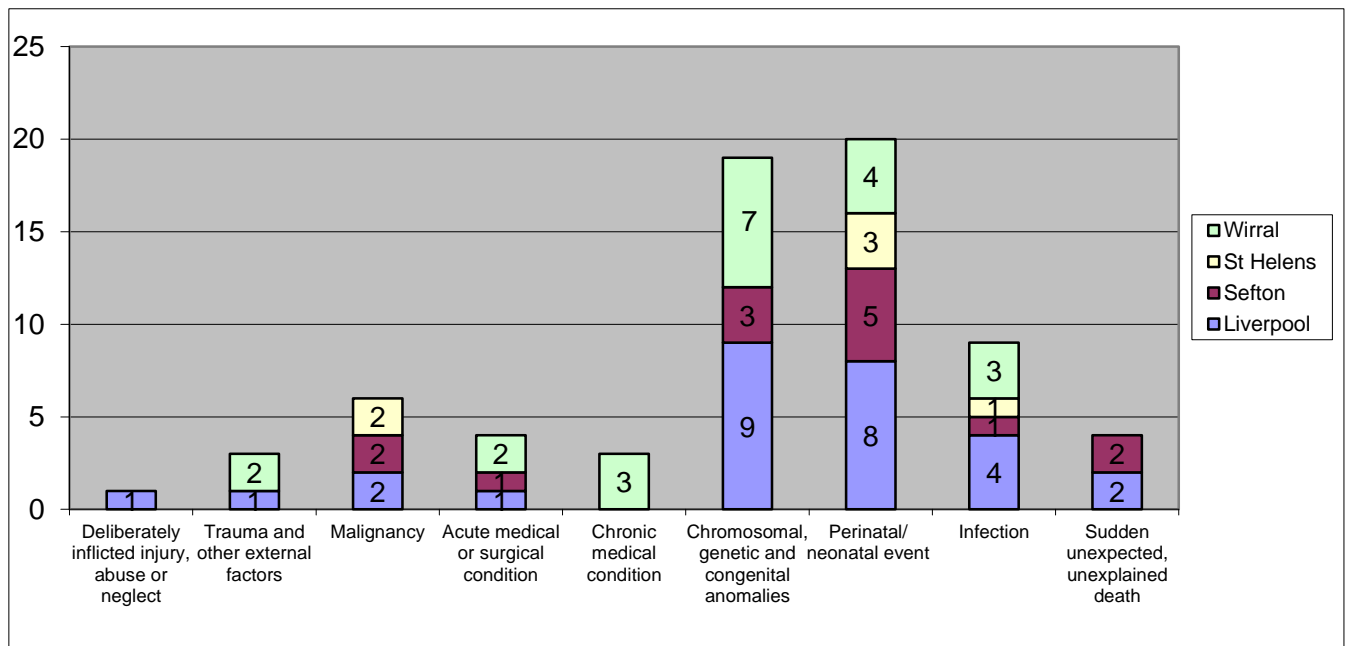


Figure 6: Category of child deaths by LSCB area 2013 - 2014

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

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

Cause of Death

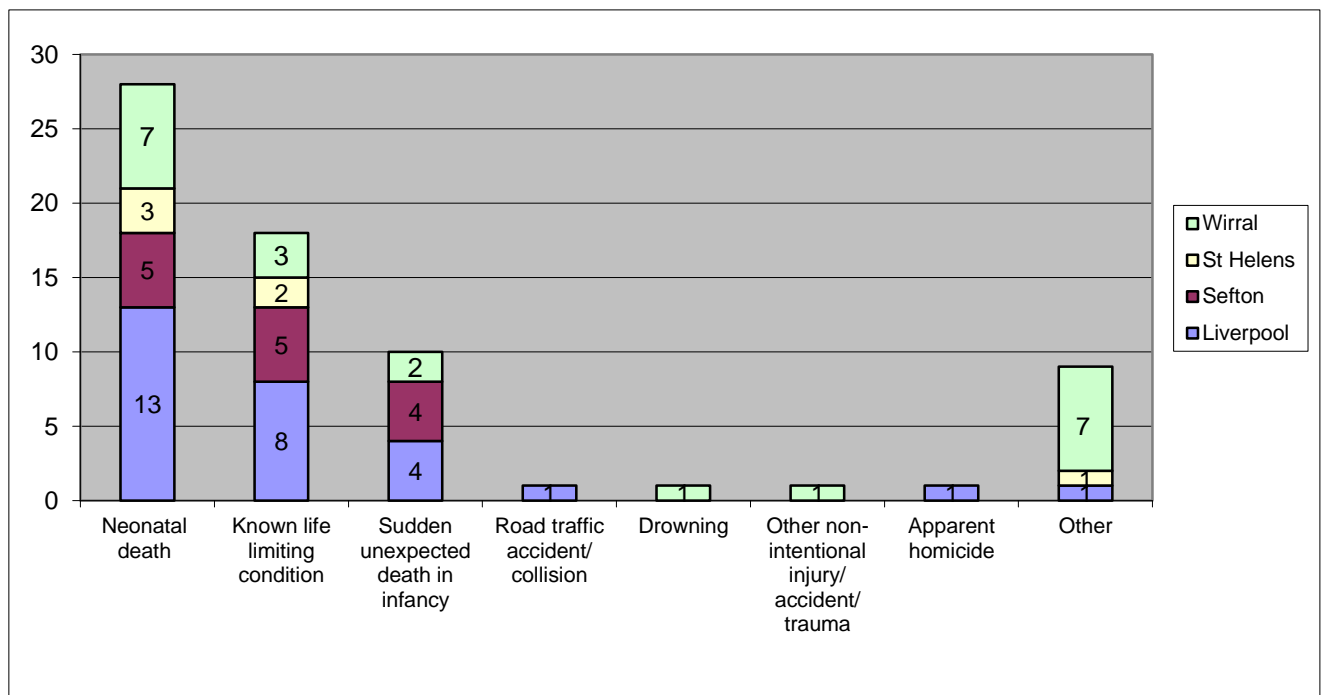


Figure 7: Cause of child deaths by LSCB area 2013 – 2014

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

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

Safe Sleeping

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

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

Risk Taking Behaviour in Teenagers

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

Merseyside CDOP Finance

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

Liverpool: £32,375

Sefton: £20,350

St Helens: £14,800

Wirral: £24,975

Each LSCB contributed £5,000.

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

Merseyside Developments

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

Multi-Agency Safeguarding Training

Role of the WSCB Safeguarding Training Officer

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

Training Calendar

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

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

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

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

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

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

Progress

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

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

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

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

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

Community Mental Health Team worker

Quality Assurance

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

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

Single Agency Training

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

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

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

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

Children's Services Social Worker

Future Developments

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

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

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

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

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

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

Department of Adult Social Services worker

Priorities for the Committee for 2014-15 are:

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

CASE STUDY



Who's Looking Out for the Teenagers?

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

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

These were the topics for the day:

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

Housing and Homelessness
Mental Health
Neglect
Offending Behaviour
Diversionary Activities

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

Feedback



What should the Partnership now do?

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

Feedback

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

What will Partners now do?



Feedback



Other Comments?

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

Early Help and the Family Common Assessment Framework

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

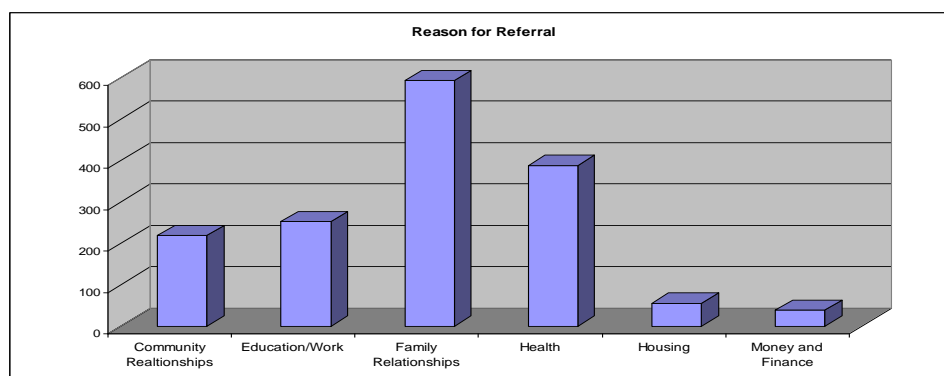
The Common Assessment Framework (CAF) and Team Around the Family (TAF) processes, as defined in Wirral's Guide to Integrated Working, have been established and developed over the past 7 years as the agreed multi-agency framework for delivering co-ordinated early intervention support for children, young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

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

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

Key Performance Data

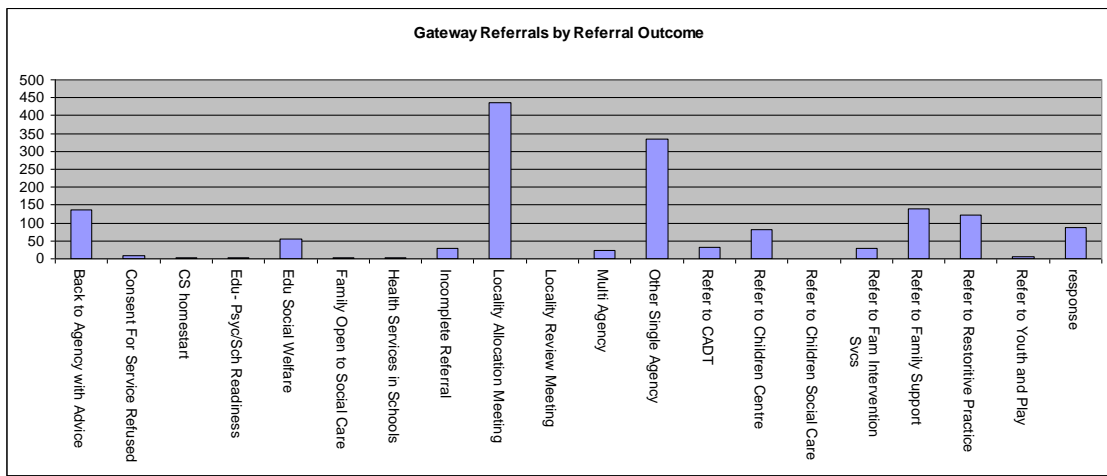
The primary reason for those referrals is shown in graph one. Family relationships account for 38% of all the referrals the Gateway received from Sept 13-March 31st 2014. Issues relating to health account for 25%



Graph One – Reason for Referral

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

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

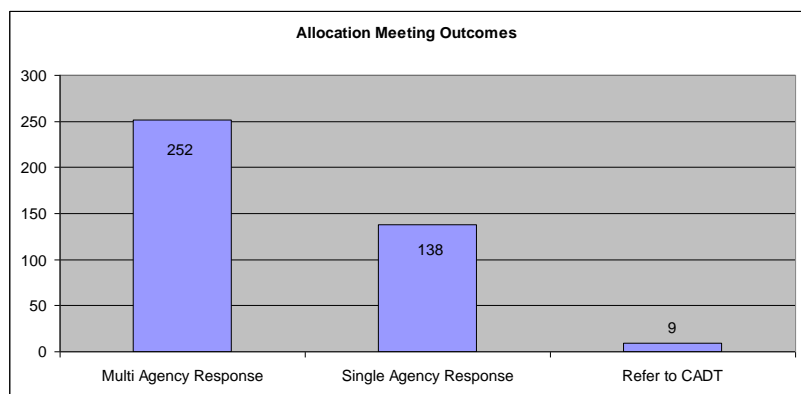


Graph Two – Referrals by Referral Outcome

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

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

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



Graph Three – Allocation Meeting Outcomes

Step Down

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

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

CAF Quality

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

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



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

CAF and TAF Training

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

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

Distance Travelled Tool

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

CASE STUDY

Initial Concerns

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

The Plan

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

Decisions

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

Distance Travelled /Outcome

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

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

Areas for Development in 2014-15

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

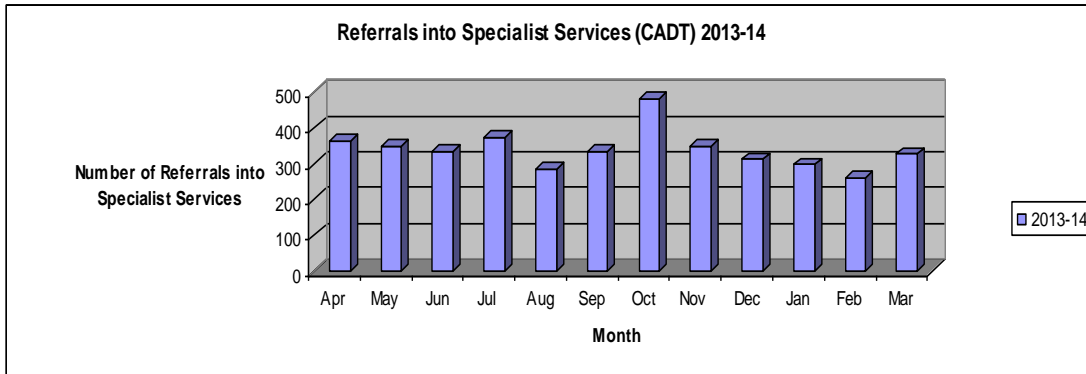
- A significant CAF audit will take place focussing on the TAF episodes that have closed focussing on the journey of the child and whether outcomes have been achieved
- Improving the quality of TAF episodes
- Review of thresholds across the partnership
- Development of an early help performance framework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

Safeguarding and Child Protection Performance Data

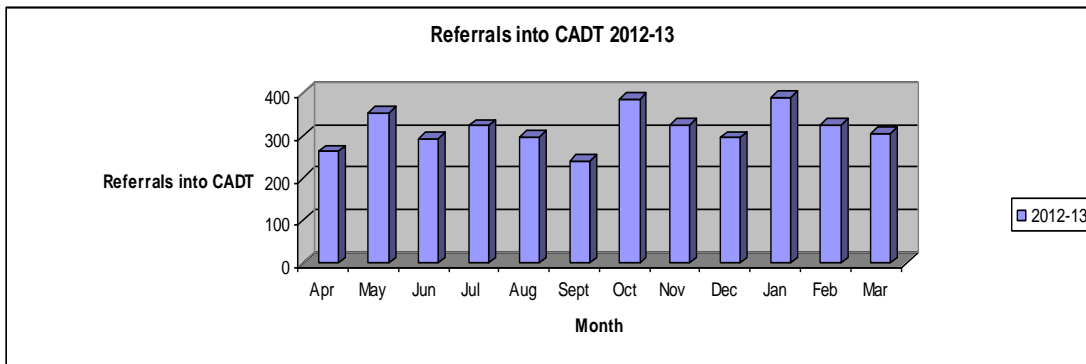
Referrals into Specialist Services (CADT)

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

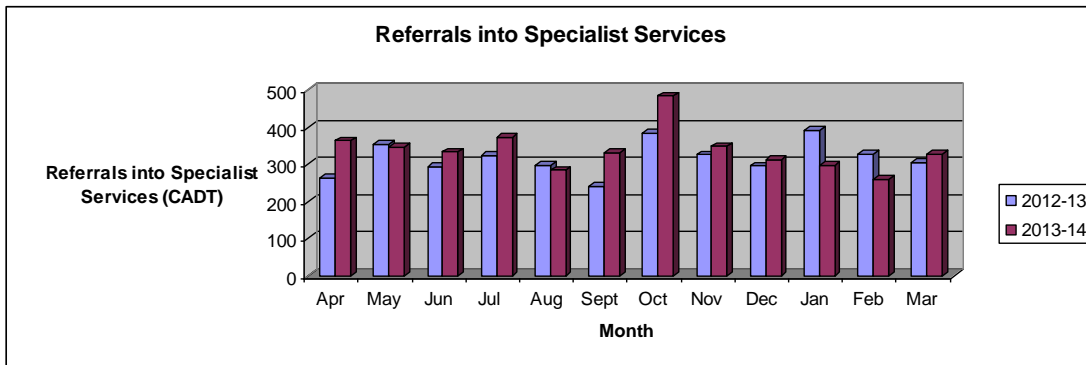
A contact can only be progressed to a referral when an assessment practice manager/ team manager decides that further information needs to be gathered to consider whether a child is in need and therefore requires a service. (This decision must be made within 24 hours of receiving a contact about the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



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

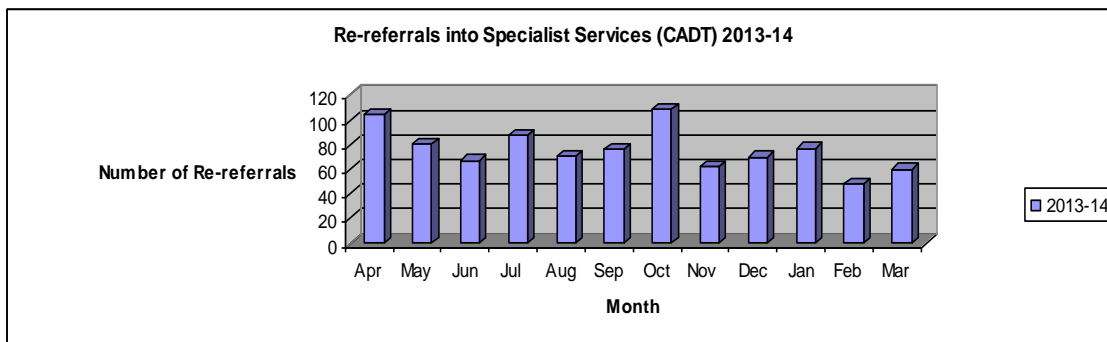


In 2012-13 Wirral Specialist Services (CADT) received 8,417 contacts out of these 4896 progressed to referral.



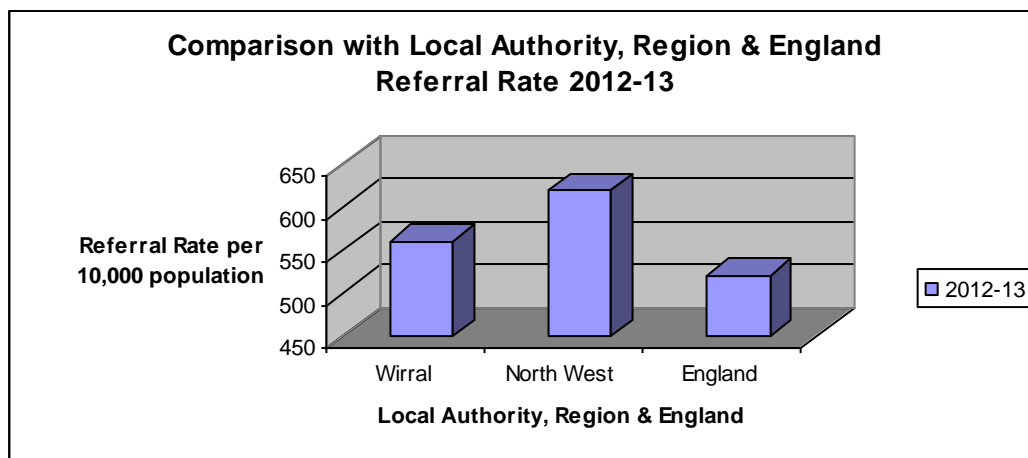
In comparison 2013 -14 to the previous year of 2012-13 there has been a decrease in referrals of 17%; this reduction is likely due to the launch of Targeted Services, which since September 2013 has been receiving referrals for level 2 (single agency) and level 3 (multi-agency CAF/TAF) services.

Re- Referrals into Specialist Services (CADT)



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

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



Initial child protection conferences and reviews

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

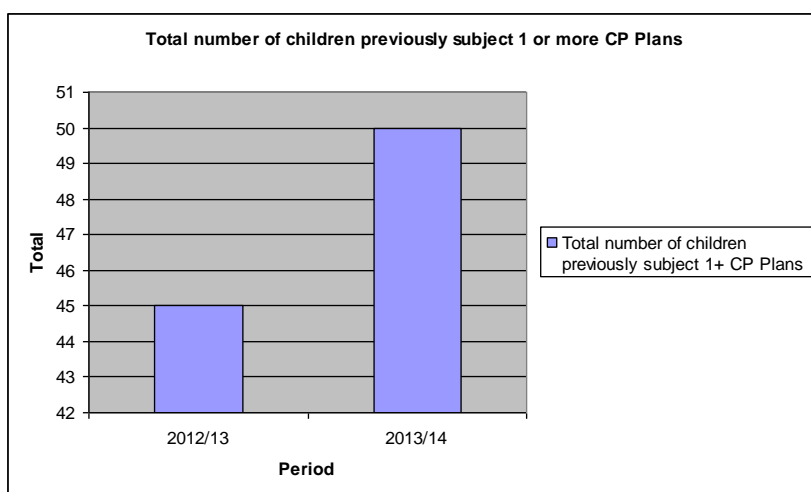
Child protection conferences are convened in all cases where Children’s Social Care has reason to suspect a child may suffer, or has suffered significant harm. The conference offers a robust multi-agency meeting to analyse information which has been obtained about the child’s developmental needs and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

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

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

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

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



Child Protection Plans by category

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

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

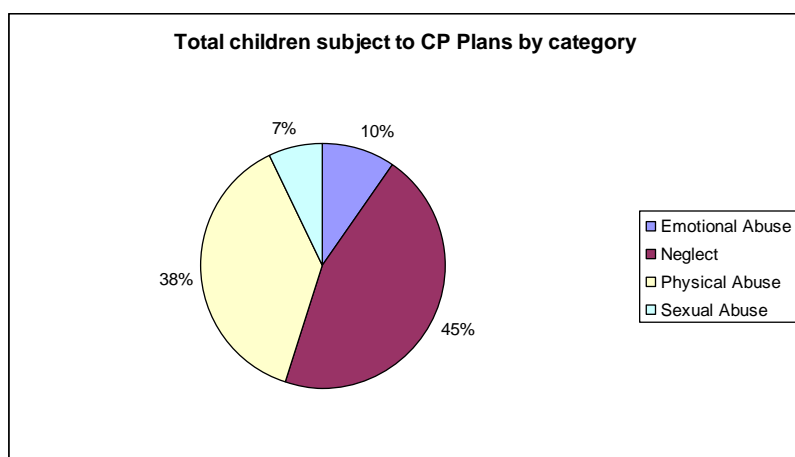
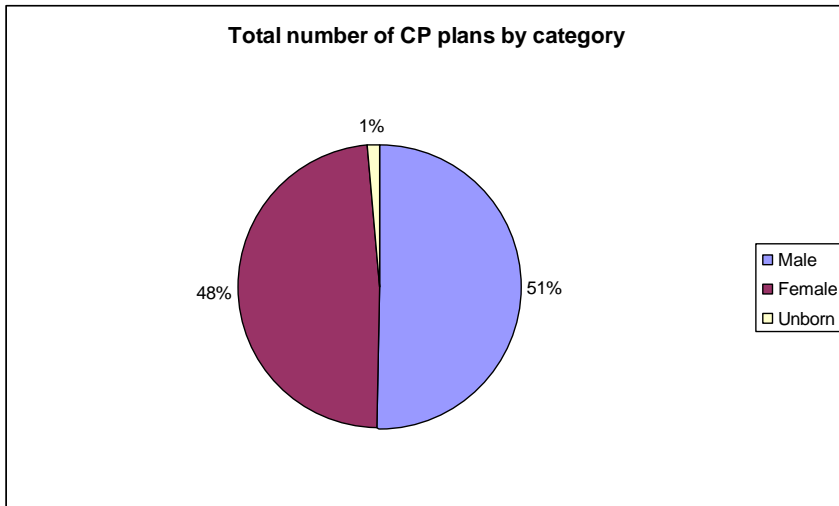


Figure: This data is a current count of children subject to CP Plans by category.

Child Protection (CP) Plans by gender

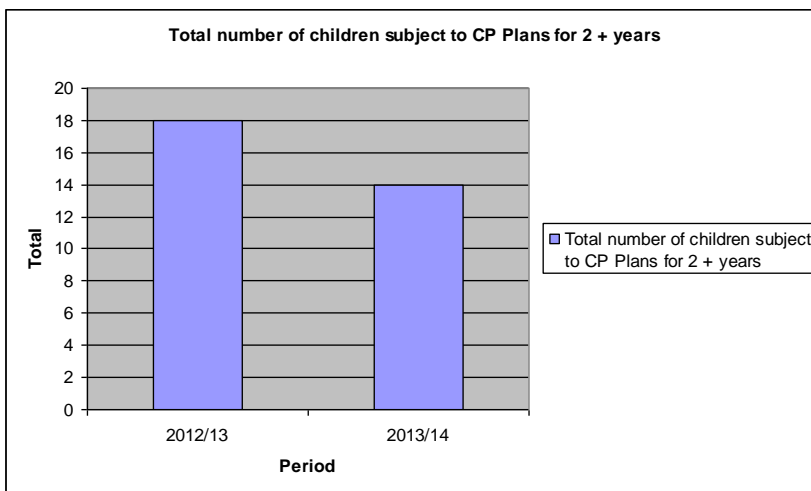
The table below shows that boys and girls are equally likely to be the subject of a CP plan. The graph shows that 1% of plans are for unborn babies.

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



2 year Child Protection Plans

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



Assessments

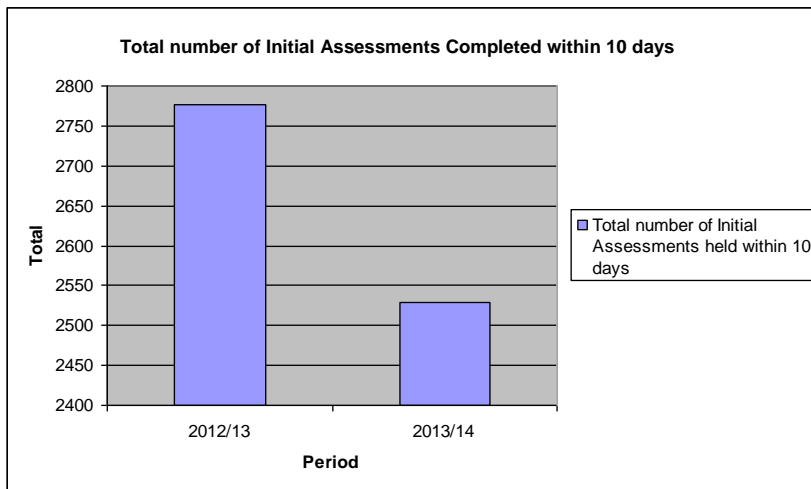
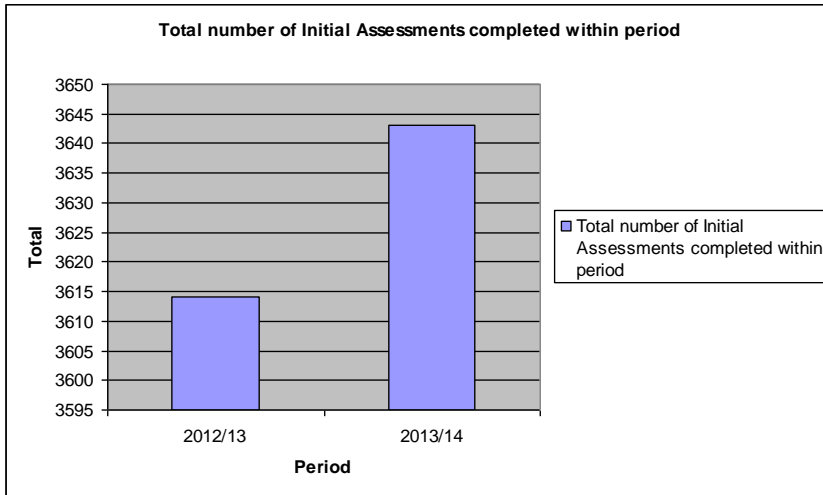
Working Together 2013 communicated a clear aim of the revised framework for assessment, which brought in the expectation of each local authority developing a single assessment. The single assessment was introduced in Wirral earlier in 2014, but as the reporting period for this annual report pre dates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

Initial assessments completed and within timescales

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

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

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



Core assessments completed and within timescales

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

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

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

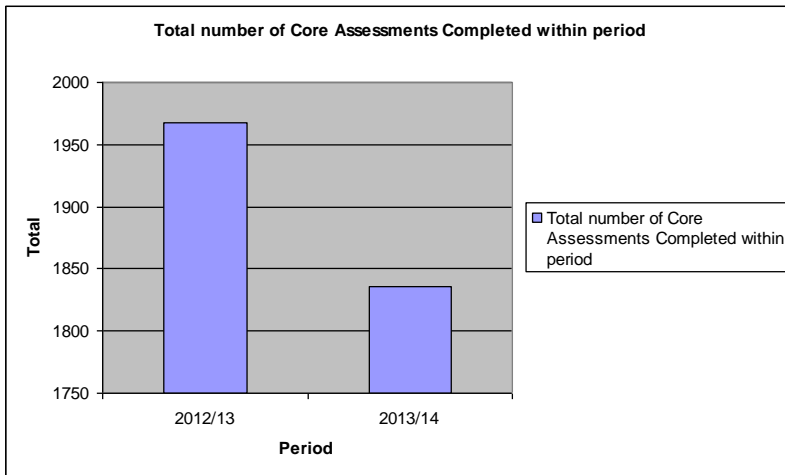
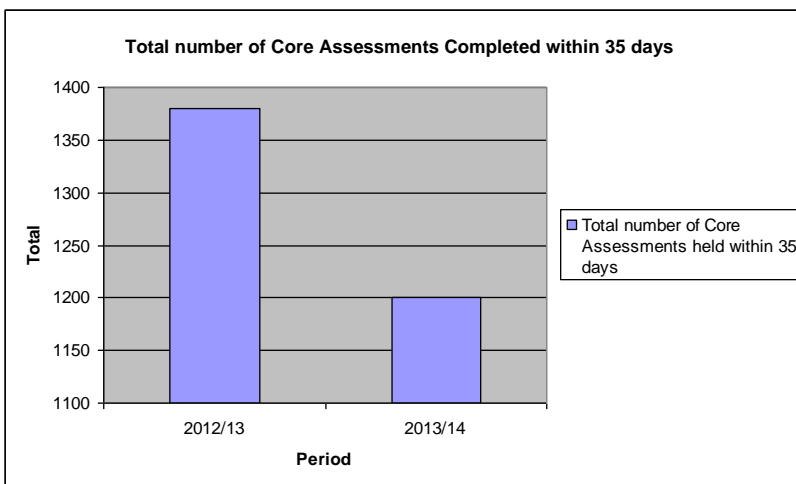


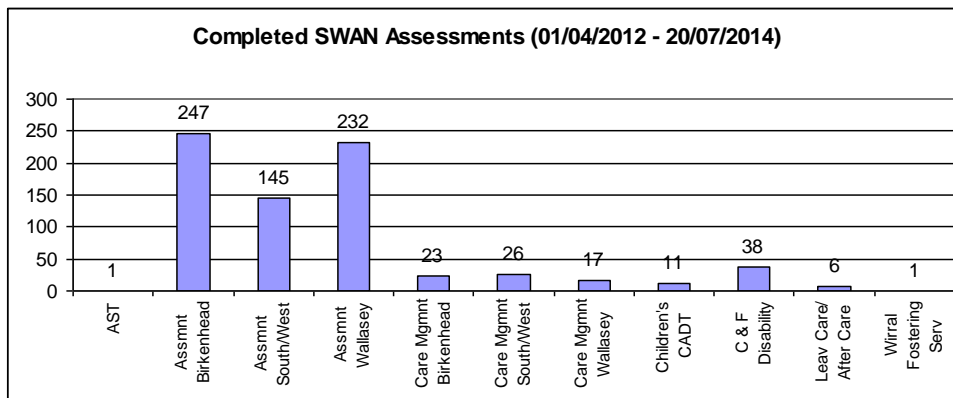
Figure: There is a decrease of 6.7% Core Assessments completed between the period of 2012/13 – 2013/14.



Wirral Social Work Assessment of Need (Single Assessment)

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

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



Child in Need

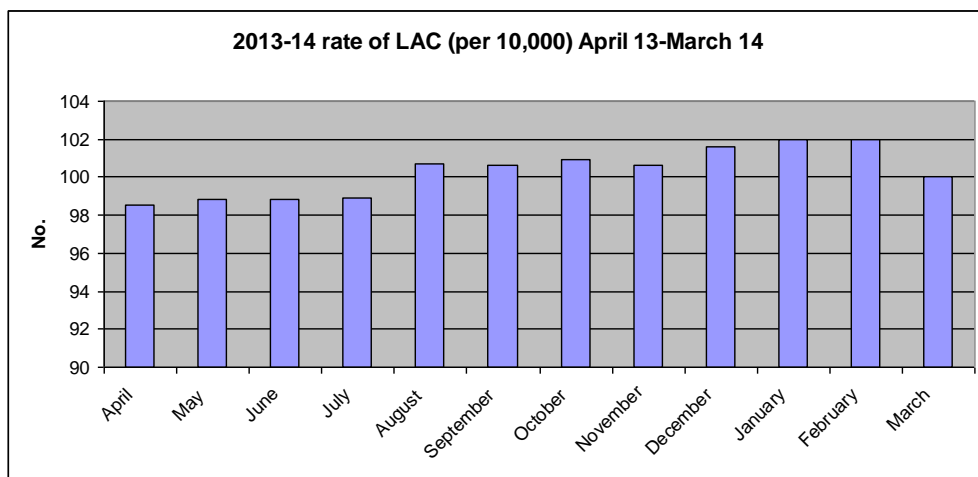
During the period 2013/14, there were a total of 2720 children subject to Child in Need Plans. In comparison to 2012/13 period total of 2814, this is a decrease of 3.5%. Again, it is likely that the introduction of Targeted Services and the single Gateway for level 2 and level 3 referrals had contributed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

Children who are Looked After

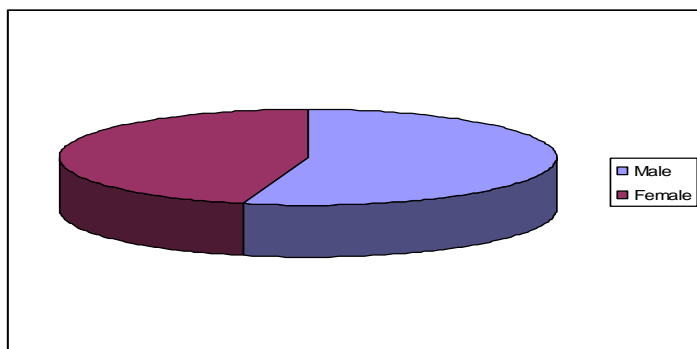
Wirral's Children and Young People's Department provides services for Children who are Looked After (LAC) which include support, placements and care of children within the Wirral. Children who are Looked After need a corporate approach to respond to their needs which includes all partners. Wirral Council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

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

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



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



Children Missing from Education

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

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

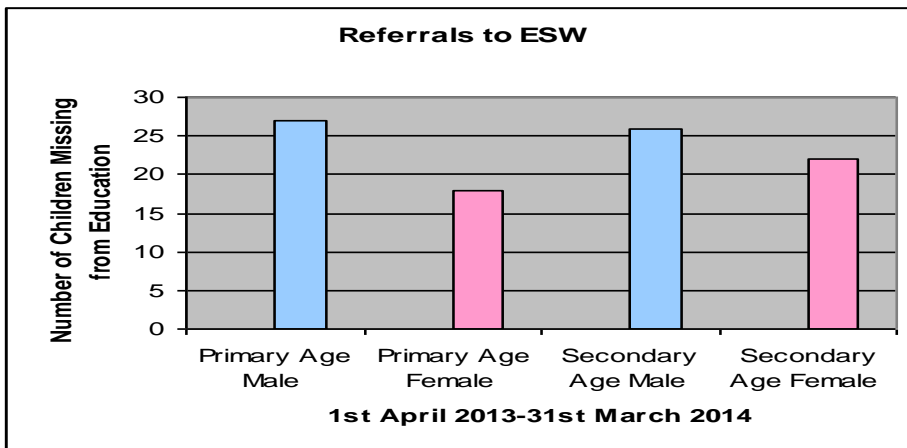
Out of Area children who are notified to ESWs as residing on Wirral and who are also not on a school roll elsewhere.

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

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

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

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



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

Intensive Family Intervention Programme

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

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

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

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

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

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

Outcomes for Families

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

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

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

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

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

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

Cost Benefit Analysis

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

Messages from the Evaluation

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

Next Phase

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

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

CASE STUDY

Will's Story...see me differently

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

Agencies Involved:

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

THE ISSUES:

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

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

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

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

WHAT WAS DONE:

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

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

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

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

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

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

THE OUTCOME:

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

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

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

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

Reflections on the role of the Key Worker

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

"Make yourself useful."

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

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

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

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

"Keep the momentum going."

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

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

Managing Allegations

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

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

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

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

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

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

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

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

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

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

Data Collection

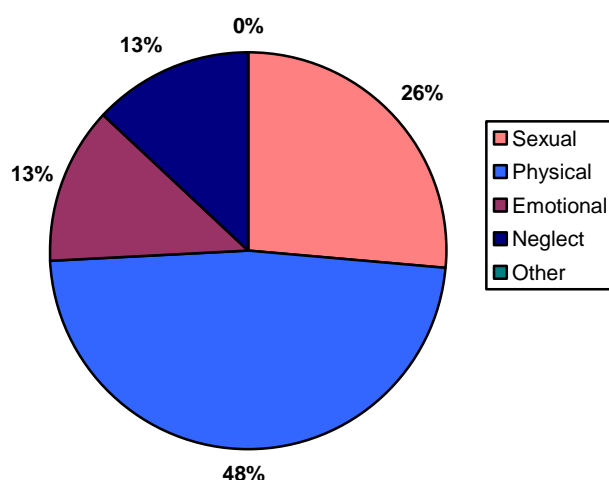
Data with regard to allegations against professionals has been collated by the WSCB since August 2006. During this period the following statistics have been recorded:

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

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

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

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



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

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

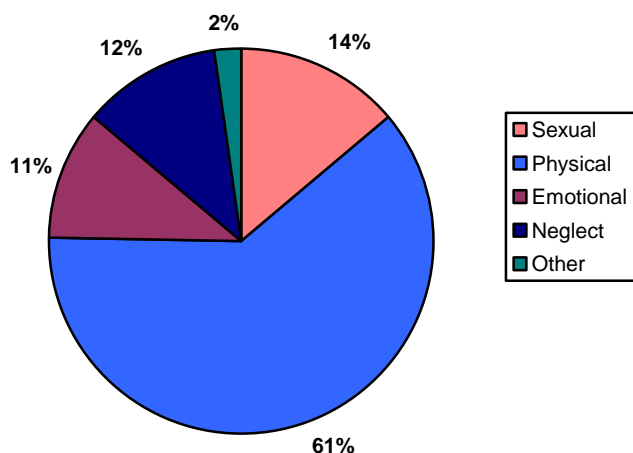


Figure 2: Categories of alleged abuse 2012

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

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

Allegations recorded in 2013 have resulted in the following outcomes:

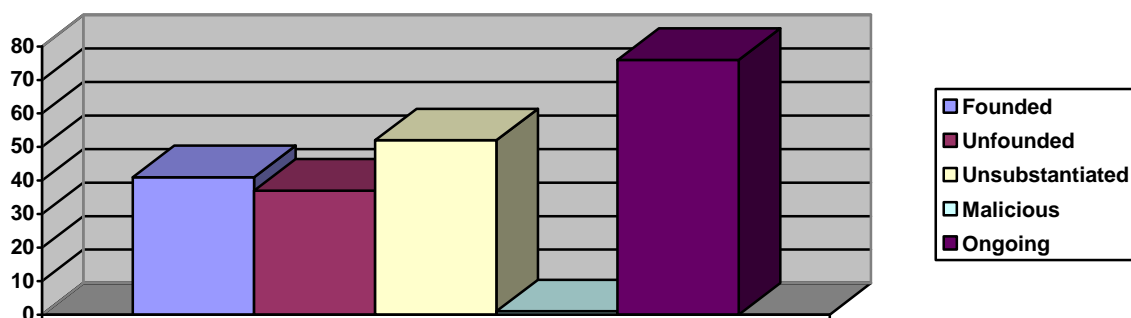


Figure 3: Outcomes of Investigations of Allegations

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

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

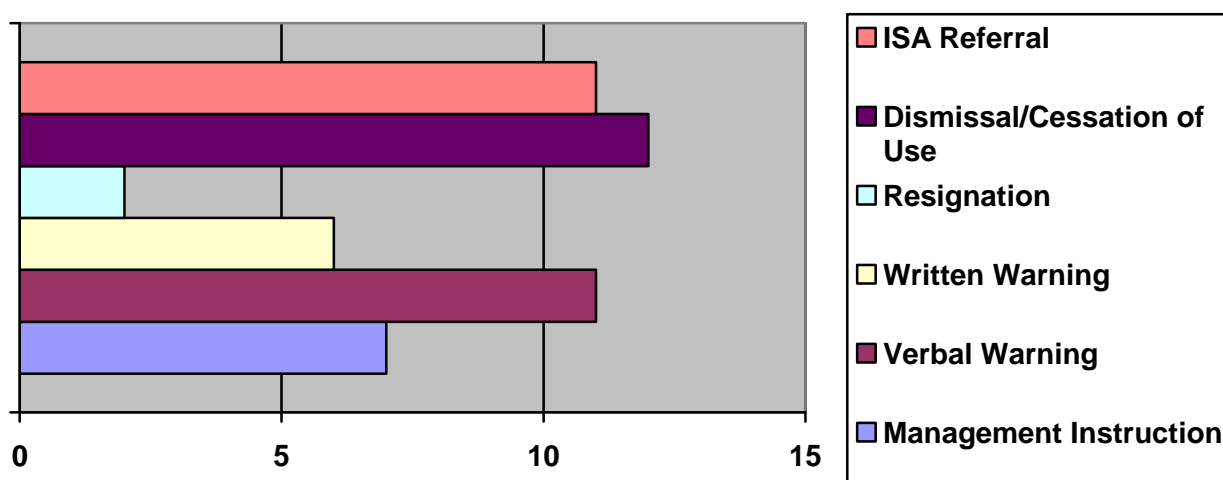


Figure 4: Action taken following investigations

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

Multi Agency Risk Assessment

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

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

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

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

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

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

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

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

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

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

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

Effectiveness of a coordinated approach

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

WSCB Structure and Governance Arrangements

Statutory Objectives and Functions of WSCB

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

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

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

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

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

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

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

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

Roles and Responsibilities

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

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

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

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

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

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

Responsibilities of Agencies

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

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

Financial Report 2013-14

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

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

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

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

Section 2– Business Plan

2014-15

WSCB Action Plan for 2014-15

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

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

Priority Two: Child Sexual Exploitation

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

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

Priority Three: Neglect

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

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

Priority Four: Learning and Improvement (including training)

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

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

Priority Five: Effectiveness of Early Help

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

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

Priority Six: Signs of Safety

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

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

Priority Seven: Supporting Safeguarding in Wirral

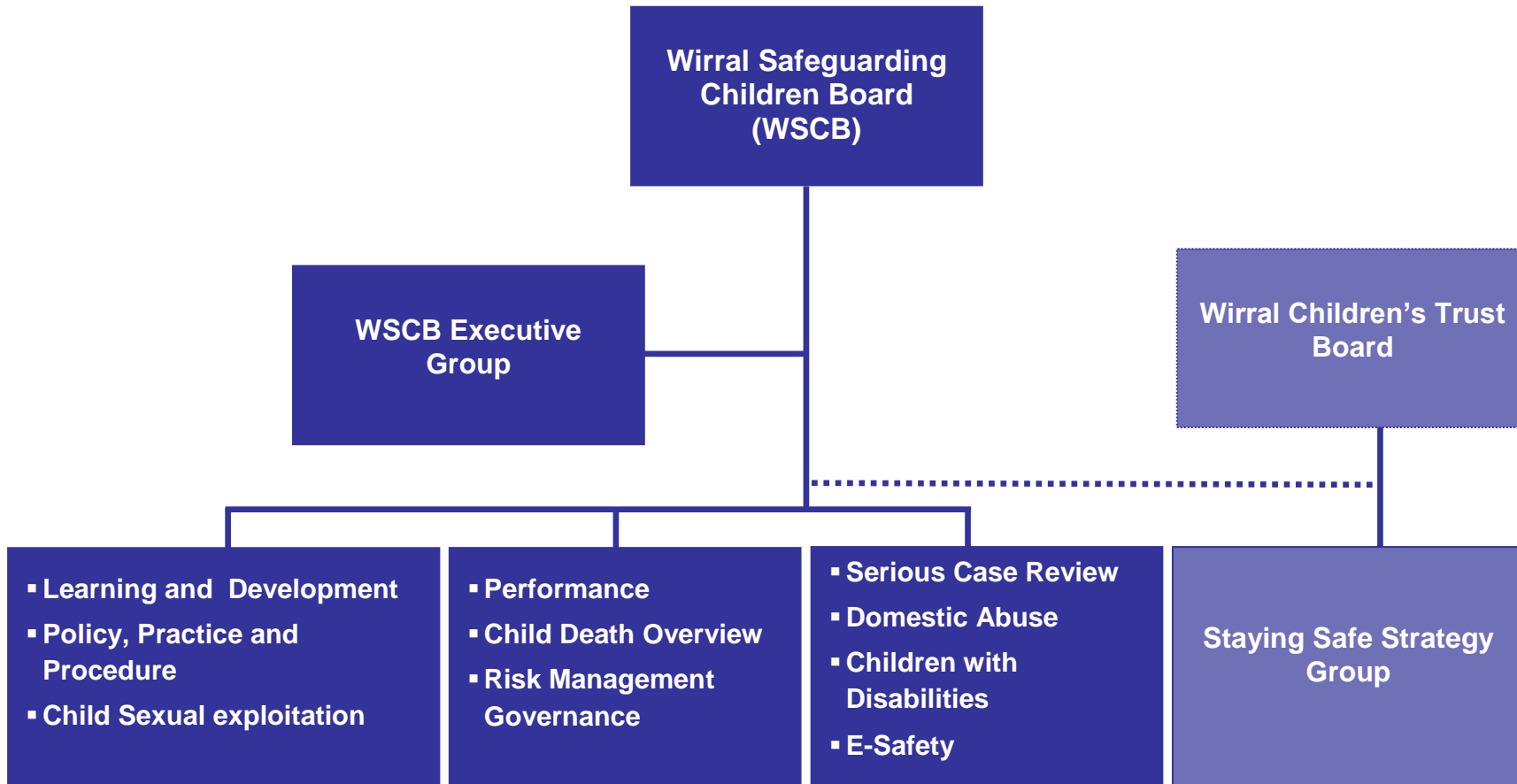
Children and young people benefit from a strong partnership approach which ensures that safeguarding is everyone's responsibility

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

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

Section 3– Appendices

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



Appendix Two

WSCB Membership 2013-14

- Bernard Walker Independent Chair
- Julia Hassall Director of Children's Services, CYPD
- Simon Garner Corporate Safeguarding Manager
- Emma Taylor Head of Specialist Services, CYPD
- Amanda Bennett Designated Doctor-Safeguarding Children
- Sandra Christie Director of Quality and Nursing, Community Trust
- Debbie Hammersley Designated Nurse-Safeguarding Children (CCG)
- Lisa Cooper Assistant Director of Nursing, Quality & Safety NHS England

- Jill Galvani Director of Nursing and Midwifery WUTH
- Vicki Shaw Borough Solicitor
- David Robbins WSCB Business Manager
- Sheila Clark Area Service Manager, Connexions
- Deborah Gornik Head of Targeted Services, CYPD
- Bev Morgan Link Forum
- Steve Dainty Primary Schools Representative
- Paula Waring Special Schools Representative
- Phil Sheridan Secondary Schools Representative
- Lorna Quigley Interim Chief Operating Officer NHS Wirral CCG
- Paula Simpson Head of Quality and Nursing, Wirral Community NHS Trust

- Avril Devaney Director of Nursing, CWP
- Andrea Hughes Deputy Director of Nursing, CWP
- Mandy McDonough Lead Nurse for safeguarding Children and Adults, WUTH

- Tony Smith Councillor, Lead Member
- Jane Harvey Public Health Consultant, NHS Wirral
- Sue Blevins Strategic Service Manager-HR, CYPD
- Rosie Goodwin Assistant Chief Executive, Merseyside Rehabilitation Committee

- David Metherell Senior Manager, Merseyside Probation Trust
- Richie Davies Superintendent, Merseyside Police
- Catherine Court Deputy Principal, Wirral Metropolitan College
- Paul Murphy Group Manager, Merseyside Fire and Rescue
- Anne Steel Head of Housing, Wirral Methodist HA
- Michelle Evans Service Manager, CAF/CASS
- Trish Jaggard Lay Member
- Mandy Hope WSCB Business Administrator

The Executive Group**Purpose**

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

Priorities

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

Performance Committee**Purpose**

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

Priorities

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

Achievements 2013-14

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

Serious Case Review Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

Policy, Practice and Procedures Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

Child Sexual Exploitation Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

Domestic Abuse Committee

Purpose

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

Priorities

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

Achievements 2013-14

- ✓ Committee is newly established

Child Death Overview Panel

Purpose

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

Priorities

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

Achievements 2013-14

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

Learning and Development Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

e-Safety Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

Children with Disabilities Committee

Purpose

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

Priorities

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

Achievements 2013-14

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

Risk Management Governance Group

Purpose

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

Priorities

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

Achievements 2013-14

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

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

Purpose

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

Priorities

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

Achievements 2013-14

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

Appendix Four

Glossary

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