



# **HALTON SAFEGUARDING CHILDREN BOARD**

**ANNUAL REPORT 2007-2008**

**AND**

**BUSINESS PLAN 2008-2009**

# **CONTENTS**

Foreword by the Chair of Halton Safeguarding Children Board	
Executive Summary	4
1. The national context	10
2. HSCB – key responsibilities	12
3. The structure of the HSCB	17
4. The HSCB’s strategic links within Halton and in the region	21
5. Delivering the Stay Safe outcomes - key achievements of the HSCB in 2007 - 2008	25
6. The work of the Executive Board and the Sub-groups	30
7. Engagement with children and young people and the community	41
8. Reports from partner agencies - achievements and challenge	48
9. Performance information	68
10. Budget 2007-2008	80
11. Business Plan and Key Objectives for 2008-2009	81

## **APPENDICES**

1. Membership of the HSCB, the Executive Board and the Sub-groups	86
2. Terms of reference for the HSCB	89
3. Terms of reference for the Executive Board	103
4. Terms of reference for the Sub-groups	105
5. Training delivered during the year, and an evaluation of the programme	108

# **FOREWORD**

This Annual Report details the achievements of the Halton Safeguarding Children Board - the 'HSCB' - over its second year of operation, and I am pleased to present it to our partner agencies, and to the children, young people and adults throughout the borough.

Building on the achievements of our first year was always going to be a challenge, given all that we had accomplished, but the commitment and hard work of the individuals and agencies that make up the HSCB has continued to result in impressive outcomes. In continuing to develop the work of the Board, our central focus has remained the protection of children and young people from harm, the promotion of all aspects of their welfare, and the provision of support to them - right through to adulthood.

This Annual Report describes how we have not only embraced and delivered the safeguarding requirements of central government, but how we have also driven ahead with our own initiatives that are rooted in the particular needs of children, young people, and families in Halton. The imagination that HSCB partner agencies have brought to this task is evident in the positive reception with which these initiatives have been met over the past year.

This second year as a Safeguarding Children Board has seen the development of the significantly wider agenda that we had previously set for ourselves and our partner agencies. This includes a particular focus on issues such as domestic abuse, children missing from home, children living with 'private foster carers', and alcohol harm reduction. It also includes a sharper focus on those children and young people living in families about whom there are welfare concerns, but where they do meet the 'child protection' threshold for a more intensive level of intervention. And we are now conducting more extensive analyses of life-threatening incidents to children and young people – from whatever cause – including where they have died.

When all this is set alongside the consolidation of our earlier initiatives – around bullying, anti-social behaviour, and more stability for children and young people in care, for example – it is clear how ambitious our targets have become. This Annual Report describes how the partners of the Halton Safeguarding Children Board have all risen to this challenge.

***Audrey Williamson***

***Chair, Halton Safeguarding Children Board***

## **EXECUTIVE SUMMARY**

The Halton Safeguarding Children Board (HSCB) has just completed its second year of operation, and has maintained its clear vision that places safeguarding at the centre of the borough's overall commitment to supporting and valuing the community it serves:

*“All children and young people in Halton will grow up and thrive in safe environments, communities, homes and families. Where children are harmed, or at risk of harm, all agencies will actively cooperate to promote their welfare”.*

This Report outlines the structures that are now firmly in place to meet the ambitious targets that the Board has set itself. It also details the progress that has been made in achieving these targets, and the priorities and Key Objectives that have been identified in the Business Plan for 2008-2009.

### **1. The structure of the Board in Halton**

The agency membership, and the structure of the HSCB, is described in Section 3.

The day to day work is driven by an Executive Board and delivered through 4 Sub-groups, though two additional groups have been agreed by the Board and will be developed over the coming year. The terms of reference for the main Board itself, and the Executive and Sub-groups, are laid out in Appendix 2, and these set out the overall vision for the HSCB, its aims, core objectives, and key areas of activity.

The HSCB has a dedicated staff team to take forward its programme of work, and this is funded by partner agencies. Details on the team are provided in Section 3, and a breakdown of the overall budget for 2006-2007 can be found in Section 10.

### **3. Linking with other planning and commissioning structures in Halton**

The HSCB is now the key body in Halton which ensures that the various strategic plans for children and young people, and the services that are provided for them, embrace effective safeguarding practice.

While the HSCB contributes to the wider goals of improving all five Every Child Matters outcomes for children and young people, it is the lead body that is now driving the Stay Safe outcome in particular. It has, therefore, built links with key strategic and other planning and development structures in Halton, and is a major contributor to the development and implementation of the Halton Children and Young People's Plan. Details of these developments are provided in Section 4.

The HSCB reports directly to the Halton Children and Young People Alliance Board, and the HSCB Executive Board carries out the function of the Partnership Board for the Halton Children in Need Mini Trust.

#### **4. The key responsibilities**

The HSCB has successfully integrated its responsibilities within the borough's overall vision for children and young people. These key responsibilities are outlined in Section 2 and include:

- Establishing, developing, and refreshing the policies and procedures that govern how all the agencies in Halton must work to safeguard and promote the welfare of children
- Communicating the key message across the borough that safeguarding children and young people is everybody's responsibility
- Monitoring and evaluating the effectiveness of safeguarding practice, and delivering training to professionals to help them improve
- Reviewing circumstances where individual children and young people have been seriously harmed, and monitoring the deaths of all children in the borough

#### **5. The achievements of the HSCB during 2007-2008**

Sections 5 and 6 detail how the HSCB main Board, and its Executive and Sub-groups, have met the targets identified for them over the past year.

Their activities have resulted in the following key achievements:

- The structures of the HSCB have continued to develop, and there has been enhanced representation from partner agencies in the borough, including Faith and community groups and the Third Sector. The Child Death and Near Miss Review Panel has become firmly established, and learning regarding the circumstances regarding deaths and 'near misses' of children and young people is already informing ongoing preventive practice
- The scope and quality of safeguarding work in the various agencies across the borough has continued to be scrutinised and evaluated, and the HSCB's safeguarding procedures to support this work are now available through its new website and on the internet. The use of a Self-Assessment Audit Tool by key agencies in the borough who work with children has also been driven forward, allowing the HSCB to assess the robustness of their policies, procedures, and practice
- Much has been done over the year to consolidate earlier achievements in monitoring the quality of staff selection across Halton. A set of Safe Recruitment and Selection Principles has established a common framework for agencies who work with children and young people, and the creation up of a Safer Recruitment Group will increasingly ensure that safeguarding is intrinsic to the decision making of all these agencies and organisations
- A new Levels of Need Toolkit has been agreed by the HSCB during the year, providing a framework for meeting the needs of the most vulnerable children.

This has included the HSCB now taking on the responsibility for monitoring how the needs of 'Level 3b' children are being met – those children and young people who do not meet the formal child protection threshold, but whose needs exceed the remit of the Common Assessment Framework

- The Board has also been particularly concerned to consider the needs of other groups of children, including those who go missing from home, victims – and perpetrators – of bullying, children living with domestic abuse, and those living with alcohol abusing parents. It has also focused on children and young people living within private fostering arrangements, and has developed a Publicity Plan to alert individuals in the community to their responsibilities if they are caring for somebody else's child
- Marketing and promotional publicity has also reminded all communities and professionals in the borough that *safeguarding is everybody's business*. The past year has seen the development of various publicity materials, including the successful launch of the new HSCB website, logo and Newsletter, and the issuing of thousands of free copies of an HSCB Parenting Handbook to parents and carers across Halton
- The ambitious programme of HSCB training has continued to develop, with over 30 courses having been open to all agencies in the borough throughout the year. Details of this training, and its very encouraging evaluation, are included in Appendix 5.

## **6. Performance information and child protection activity**

The HSCB has been keen to measure the impact and effectiveness of its work, and has agreed a Performance Monitoring Framework that is assisting it to monitor and evaluate the effectiveness of what is done by the local authority and Board partners, individually and collectively, to safeguard and promote the welfare of children. The Framework is also advising them on ways to improve.

Detailed performance indicators have been developed which relate to 5 key aims that the Board have identified within the Staying Safe outcome. These key aims are for children and young people to:

- be safe from maltreatment, neglect, violence and exploitation
- be safe from accidental death and injury
- be safe from bullying and discrimination
- be safe from crime and anti-social behaviour in and out of school
- have security and stability, and be cared for

Details of the many performance indicators that are being used, as they relate to these key aims, are provided in Section 9. Significant attention has been given to the first aim – safe from maltreatment, etc. – as this focuses on 'child protection' issues, and on domestic abuse and substance misuse within families in particular. It also includes children missing from home, those involved in allegations against adults who are working with them, and instances where young people, themselves, are

perpetrators of abusive behaviour - including sexual behaviour - towards other children or young people.

Section 9 also provides statistical information and analysis of child protection activity in the borough over the year. This includes data on child protection conferences and the registration of children, the presenting risk factors that have been dealt with, and the participation of parents, carers, and children and young people, themselves, in conference processes.

Finally, Section 9 details the work undertaken over the year in establishing arrangements to meet the new legal responsibilities that the HSCB now has for managing investigations into allegations of abuse by professional carers. This has involved the creation of a Local Authority Designated Officer (LADO) to centrally oversee the management of all allegations, and the establishment - in each agency across the borough - of a named Senior Officer (and a named deputy) to ensure that any allegations within their organisation are managed in accordance with the HSCB's own procedures and the statutory guidance.

## **7. The achievements of partner agencies within the HSCB**

Section 8 provides reports from partner agencies on their achievements over the year relating to safeguarding practice, and some of the challenges they have faced.

Colleagues in Health have enjoyed another active year:

- the **5 Boroughs Partnership** has reviewed its Safeguarding Children Action Plan to embrace recommendations from internal and external enquiries. It has also consolidated its child protection training strategy through the development of a bespoke e-learning package and specific training for Care Coordinators. This training is being rigorously evaluated, and involves service users.
- the **Halton and St Helens PCT** has concentrated on developing the practice of its Community Midwifery Services, Pre-School Services, and School Services. It has also signed a formal agreement with the Halton Domestic Abuse Forum/Safer Halton Partnership in respect of the MARAC, and is now fully involved in planning to afford the victims of abuse a higher level of protection
- the **North Cheshire Hospitals Trust** has implemented a single referral system and processes for children's safeguarding, given that it sees patients from a number of different localities. It has also enhanced its training to staff, and has benchmarked against the requirements of the HSCB's Self Assessment Audit
- the **St Helens & Knowsley Hospitals Trust** has continued its work to enhance its safeguarding practice, both internally and across organisational boundaries, and has consolidated its policy and procedural activities to

ensure that its staff are equipped and confident to work with vulnerable populations

Other statutory partners to the HSCB also report in Section 8 on their achievements over the year:

- **Halton Council's Children & Young People's Services** led the process, on behalf of the HSCB, to establish the Toolkit for Identifying Levels of Need in the borough. This will ensure the earlier identification of children and young people's needs, so that they are more effectively safeguarded. The Service has also worked with its foster carers to ensure that all foster homes have strategies in place to keep children safe from abuse by adults and other young people.

**Education Services** have enhanced training provision to focus more effectively on safer recruitment, both in schools and in the wider community – for example, the voluntary sector, Community Centres, and Alternative Education Providers

- **Cheshire Police** has strengthened the dedicated Referral Units within the Public Protection Units, to enhance further the quality and levels of service to partner agencies. Excellent links and processes have been established with the local authority's Children and Young People's Services, and the Northern Area PRU has continued to support training related to the protection of children. During the year, the Constabulary was inspected in the area of children's safeguarding, and was felt to be successfully meeting the national threshold standards. The year has also seen the successful introduction of the MARAC, with a recent Home Office review identifying the excellent working relationships that have already developed between the police and its MARAC partners
- **Cheshire Probation** has continued to work collaboratively with other agencies to contribute to the protection of children, and this has included the development and implementation of joint risk management plans
- **CAFCASS** have implemented a new Safeguarding Framework that lays out guidance and procedures for staff, and have developed training regarding domestic abuse based on its Domestic Violence Toolkit
- the **Halton Drug & Alcohol Action Team** has worked to ensure that their responses to the needs of the children of drug using parents are coordinated and safeguarding-focused. It has also been centrally involved in the operation and development of the MARAC. A counselling service was also commissioned during the year for children who have witnessed domestic abuse.



## **8. Key Objectives and the Business Plan for 2007-2009**

Much has been done over the second year of the HSCB to consolidate and develop its objectives, and, to take this work forward, a Business Plan for 2008-2009 has been agreed by the Board.

Section 11 details 24 Key Objectives, with timescales, for the forthcoming year, and allocates responsibilities for achieving these to the Executive Board and the Sub-groups. The scale of these Key Objectives demonstrates the breadth and scope of the HSCB's ongoing ambitions for the children and young people of Halton.

# SECTION 1

## THE NATIONAL CONTEXT

### **1.1 Every Child Matters and the 5 Outcomes**

The establishment of Local Safeguarding Children Boards (LSCBs) across the country resulted from Lord Laming's 2003 public inquiry report into the death of Victoria Climbié, which proposed major structural changes affecting how services to children and young people should be organised and provided, and how agencies should work together.

The resulting government programme of national and local action – “*Every Child Matters: Change for Children*” – was enshrined in the Children Act 2004, and required all local authority areas to make fundamental organisational changes so that five key outcomes for children and young people could be more effectively promoted:

- being healthy – physical and mental health
- being safe – protection from harm and neglect
- enjoying and achieving – education and training
- making a positive contribution – to society
- social and economic well-being

Achieving the “being safe” outcome became the primary, though not exclusive, focus of the new Local Safeguarding Children Boards.

### **1.2 Local Safeguarding Children Boards**

Part of the government's guidance in relation to the implementation of Every Child Matters was the revised publication, in 2006, of “Working Together” – the key document that governs how agencies should cooperate in safeguarding children and promoting their welfare. This set out the responsibilities of LSCBs as the key statutory mechanism for agreeing how relevant organisations in their area would achieve these aims.

The LSCBs are not responsible for the operational work of these organisations. However, they are responsible for:

- coordinating, across their local authority area, what each organisation does in safeguarding and promoting the welfare of children
- ensuring the effectiveness of what each organisation does

LSCBs are also expected to coordinate their work with other local structures and strategies. For example, while they must maintain an independent voice and identity, they need to operate in the context of new Children's Trust

arrangements, and there must be close involvement in all strategic planning that takes place in relation to the development of local services for children (e.g. the development of Children and Young People's Plans).

This Annual Report describes the very encouraging progress that has been made in taking forward the work of the LSCB here in Halton during its second year of operation. As can be seen from the national context, this has been happening at a time of enormous change for both the local authority and many of its partner agencies, and it has continued to involve considerable commitment and work from both individuals and organisations across the borough.

### **1.3 Progress at the national level**

During 2006-2007 the government commissioned a 'Priority Review' of the development of the new LSCBs across the country, and the findings were published by the DfES.

In summary, the review found that:

- there were grounds for optimism about their potential to make a difference to the lives of children and young people
- the profile of safeguarding, and its ownership across local agencies, had been enhanced, and local cooperation was being given a new energy
- the understanding of the wider safeguarding agenda was increasing due to better representation on the LSCB main Boards
- good inter-LSCB collaboration was in evidence in certain areas of the country
- there was encouraging evidence that LSCBs were beginning to audit the compliance of partner agencies with their new legal duties to safeguard children and promote their welfare
- there were examples of good preparatory work regarding the new responsibility to establish Child Death Overview Panels

It has been extremely encouraging that, as can be seen from this Annual Report, all the above positive findings apply to the Halton Safeguarding Children Board.

### **1.4 Developing the wider remit**

While the LSCBs are centrally concerned with ensuring that children and young people achieve the "being safe" outcome – protection from harm and neglect – it was recognised by government that, once this core business was being delivered effectively, they would be expected to widen their remit to contribute to the wider goal of improving the overall wellbeing of all children. One year on, the Safeguarding Children Board here in Halton has already begun this work.

## **SECTION 2**

### **HALTON SAFEGUARDING CHILDREN BOARD – KEY RESPONSIBILITIES**

The work and responsibilities of the HSCB are very clearly defined, and are consistent with the vision of the wider partnership structures in Halton regarding children and young people.

#### **2.1 Our continuing vision for children and young people**

The Halton Safeguarding Children Board (HSCB) has a very clear vision that places safeguarding at the centre of the borough's overall commitment to supporting and valuing the community it serves:

*“All children and young people in Halton will grow up and thrive in safe environments, communities, homes and families. Where children are harmed, or at risk of harm, all agencies will actively cooperate to promote their welfare”.*

This vision embeds the work of the HSCB firmly into the overall Children and Young People's Plan that has been endorsed by Halton's Alliance Board.

While the HSCB contributes to all the five outcomes for children and young people, its particular focus is on keeping children and young people safe from maltreatment, neglect, violence and sexual exploitation, and it does this through promoting high standards of safeguarding work and by fostering a culture of continuous improvement.

#### **2.2 Equality and diversity**

The HSCB's commitment to promoting equality and diversity, and to challenging discrimination, underpins the processes, developments, and initiatives that are described in this Annual Report. The main Board has taken the lead responsibility for ensuring that this commitment is explicitly met:

- In all its dealings and decision making, the Board does not discriminate on the grounds of culture, ethnicity, religion, gender, sexual orientation, or disability
- It actively challenges discrimination and bullying, and has translated this into the development of relevant services over the past year
- The Board promotes the safeguarding of particularly vulnerable groups
- In the services it develops, the policies and procedures it agrees, and in all its publicity and promotional materials, the Board promotes a positive

image of our children and young people in Halton. Where required, the Board challenges and counteracts the negative stereotyping that can undermine their rights, and needs, to be safeguarded and have their welfare promoted.

### **2.3 The main responsibilities of the HSCB**

The focus of the HSCB's work is on those children and young people, aged 0-19 years, who reside in Halton and who have complex needs and compromised parenting, and who require a multi-agency response to ensure that they are safeguarded and that their welfare is promoted.

This Annual Report explains in detail what the Board's activities have been during its second year of operation, but we can summarise its main responsibilities as follows:

- Establishing and developing a wide range of policies and procedures that govern how all the agencies in Halton must work to safeguard and promote the welfare of children. These include:
  - multi-agency child protection procedures
  - clear thresholds that determine when various agencies intervene in families to safeguard children
  - the recruitment and supervision of all adults who work with children
  - investigating allegations of abuse against adults who work with children
  - cooperating and working with Halton's local authority neighbours and their Local Safeguarding Children Boards
- Communicating, and raising awareness in Halton, around how children can be safeguarded and have their welfare promoted, and how this is everybody's responsibility
- Ensuring that all children who are 'privately fostered' within the borough (not living with their immediate relatives) are identified, and that their progress is monitored and reviewed and that their carers are supported where necessary
- Monitoring and evaluating the effectiveness of what is done in Halton by all HSCB partners around safeguarding practice, and advising on how they can improve
- Commissioning and organising training around good safeguarding practice for staff and volunteers in all relevant agencies in the borough
- Being involved in Halton's planning and commissioning processes to ensure that they all take into account the safeguarding and promotion of children's welfare. This involves linking with other strategic structures within Halton, such as the Alliance Board and the Children's Trust

- Monitoring all child deaths that occur in Halton, and reviewing individual cases where children have died, or been seriously harmed, where abuse or neglect is suspected
- Engaging in various other areas of activity where concerns about children and young people's welfare have been highlighted locally.

## **2.4 The HSCB's strategic lead for the 'Stay Safe' outcome**

While the HSCB contributes to the wider goals of improving the well being of all children, its particular focus remains the key priorities in the "stay safe" outcome. There are five of these:

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental death and injury
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and outside of school
- Have security, stability and are cared for

In addition to this focus on the Stay Safe outcome, the HSCB has assumed certain key responsibilities for a priority within the 'Being Healthy' outcome:

- Children and young people live healthy lifestyles – alcohol harm reduction

The ways in which the HSCB exercises its strategic 'Stay Safe' lead in the borough can be understood from how it seeks to achieve these priority outcomes:

### **Safe from maltreatment, neglect, violence and sexual exploitation**

The HSCB has the overall strategic lead for overseeing the achievement of this priority. It receives quarterly reports from the local authority regarding child protection activity in the borough, focussing on children who are subject to child protection plans.

Additionally, the HSCB monitors the following areas of activity:

- i) *The safety of children in their homes who may be at risk of harm from domestic abuse.*

While the strategic lead for ensuring the delivery of effective domestic abuse services remains with the Safer Halton Partnership, and is delivered via the Halton Domestic Abuse Forum, the HSCB receives regular reports so that it can monitor the extent to which this priority is being achieved.

*ii) Reduction in the number of children reported to be experiencing neglect*

The HSCB continues to hold the strategic lead for this, and receives regular reports on the extent to which early co-ordinated intervention by agencies is increasing the numbers of families accessing family support services. This involves assessing how successfully the Multi-Agency Neglect Protocol, launched in 2006, and the Levels of Need Toolkit are preventing the need to use formal child protection interventions in families.

*iii) Levels of need*

The HSCB holds strategic responsibility for monitoring the application of the recently launched HSCB and Alliance Board 'Toolkit for Identifying Levels of Need'. This reflects new ways of working to meet the needs of the more vulnerable children and young people in the borough, and the HSCB is using this Toolkit to establish a new framework for working with families who are not functioning at the threshold for formal child protection intervention, but about whom there are still potential child welfare concerns. This framework will use the current system for monitoring child protection activity as a model.

*iv) Children missing from home*

A 'Missing from Home Project' is being developed in Halton, and the proposed commissioning arrangements are being led by the Integrated Commissioning Manager who is a member of the HSCB Executive Board. This manager will report to the HSCB as well as to the Children & Young People's Commissioning Partnership.

*v) Children subject to Private Fostering arrangements*

The HSCB continues to have the strategic lead for this area of activity and receives monitoring information, including a Private Fostering Annual Report.

Safe from accidental death and injury

As required by the Children Act 2004, the HSCB has established a Child Death and Near Miss Review Panel, though did so ahead of the required timescale of 1<sup>st</sup> April 2008. The aim of the Panel is to review, and learn lessons about, all child deaths of children and young people, and also incidents of 'near misses' where there has not been a fatality, but where one was narrowly avoided.

In exercising the strategic lead for this process, the HSCB has built links with other partnerships to consider specific relevant issues – for example, road traffic deaths.

While the Safer Halton Partnership is the strategic lead body regarding wider safety issues for children and young people in the borough, it reports regularly to the HSCB as there are clearly issues that impact directly on the safeguarding agenda.

#### Safe from bullying and discrimination

The HSCB, via its Executive Board, assumes the strategic lead in the borough regarding the anti-bullying strategy.

#### Safe from crime and anti social behaviour in and out of school

While the responsibility for this priority outcome rests with the Specialist and Targeted Task Group of the Alliance Board, the HSCB receives regular reports from this group regarding progress on reducing incidents of anti-social behaviour in respect of children and young people. The Community Safety Manager is now a member of the HSCB Main Board; this is a positive step that will promote effective links.

#### Have security, stability and are cared for

The Alliance Board also holds the strategic lead for this priority, via its Specialist and Targeted Task Group.

Again, the HSCB receives regular reports from this group, but specifically in relation to looked after children. Priority information for the HSCB, in achieving this outcome, includes the receipt of data on the availability of suitable foster carers, and placement choice.

#### Alcohol Harm Reduction in Children and Young People

While this sits within the 'Be Healthy' outcome, there are clear links with the stay safe outcomes, and the HSCB has acknowledged this in prioritising initiatives to reduce the harm caused to children and young people by alcohol. The HSCB is collaborating with Warrington and Cheshire LSCBs in hosting an Alcohol Harm Workshop in July 2008, to scope existing service provision and share good practice.

The Safer Halton Partnership has assumed the strategic lead for this outcome, but reports regularly to the HSCB through its Alcohol Harm Strategy.

The HSCB has an additional responsibility regarding the effects of alcohol on children and young people in the borough, through its role as the Responsible Authority under the Licensing Act 2003 for matters relating to the protection of children from harm.



## **SECTION 3**

### **THE STRUCTURE OF THE HALTON SAFEGUARDING CHILDREN BOARD**

#### **3.1 The overall structure**

The Halton Safeguarding Children Board (HSCB) has been in operation since February 2006, and deals with business at three levels:

- the main Halton Safeguarding Children Board, that meets on a quarterly basis
- an Executive Board that meets every two months, though there have been additional meetings throughout the past year
- four Sub-groups (an additional two have recently been agreed), that meet at least quarterly and report to each meeting of the main Board

Written minutes are taken at each of these forums, and presented to the main Board.

The members of the main Board, the Executive Board, and the four Sub-groups – and the agencies they represent - are detailed in Appendix 1 of this report.

The work of the HSCB is supported by an established staff team, the details of which are outlined below in this Section.

#### **3.2 The main Halton Safeguarding Children Board**

To provide a greater degree of independence, Audrey Williamson, Operational Director of HBC's Health and Community Directorate, Adult Services has continued to chair the main Board. Its membership has continued to grow and develop over the past year, and it comprises a range of senior representatives from appropriate local agencies. In addition to providing these representatives, each agency has been able to nominate a deputy to attend Board meetings in their absence.

The terms of reference for the HSCB can be found in Appendix 2 of this report. They set out the overall vision for the Board, and detail its aims, core objectives, functions, and key areas of activity.

#### **3.3 The Executive Board**

In addition to being the 'driver' of the work that is delegated from the main Board, the Executive Board also takes on the function of Partnership Board to the Halton Children in Need Mini Children's Trust.

The terms of reference of the Executive Board are attached to this report in Appendix 3, but its main functions are to:

- monitor and take forward the work that is undertaken by the main Board between Board meetings
- co-ordinate the activities of the Sub-groups
- agree and monitor the HSCB budget
- monitor outcomes and targets agreed by the main Board, to ensure that strategic plans are kept on track
- identify national and local initiatives that require a response from the main Board

The Executive Board reports on its work to each meeting of the main Board, and is chaired by the Operational Director, Specialist Services, of HBC Children and Young People's Directorate. Its other members represent the following:

- Children and Young People's Services (HBC)
- Halton & St Helens PCT
- Cheshire Police
- The HSCB Manager
- the Chairs of the HSCB Sub-groups
- the HSCB Commissioning Manager

The Executive Board can, in addition, consult with other agencies and organisations, or invite them to participate in meetings as required.

The business that has been dealt with by the Executive Board over the past year is detailed in Section 6 of this report.

### **3.4 The Sub-groups**

Four Sub-groups have met on a regular basis throughout the year:

- Policy and Procedures - reviews, develops and updates safeguarding policies and procedures as required
- Child Death & Near Miss Review Panel (formerly known as the Screening Sub-group) - responsible for the specific function of the HSCB concerning the reviews of child deaths and near misses
- Scrutiny and Performance - monitors and evaluates the effectiveness of what is done by the HSCB and individual partner agencies
- Training - identifies and delivers relevant training to help deliver the HSCB's priorities, as well as leading on awareness raising and publicity relating to the safeguarding agenda in the borough

Each Sub-group is chaired by a senior manager from key partner agencies, and reports to the main Board. The HSCB Manager sits on each of the Sub-groups to ensure continuity and collaboration between the work streams.

The business that has been dealt with by each of the Sub-groups over the past year is detailed in Section 6 of this report.

The terms of reference for each Sub-group can be found in Appendix 4.

### **3.5 The development of two new Sub-groups**

To more effectively achieve the aims of its own Business Plan the HSCB has agreed to establish two new Sub-groups. This will enable the development of a sharper focus in two key areas:

- Communication and engagement with families and the wider community in relation to safeguarding
- Safeguarding children and young people from the threats of technologically based harm (E-safety)

More details regarding these new Sub-groups are provided in Section 6 of this Annual Report.

### **3.6 The staff team**

The HSCB continues to be supported by a dedicated staff team, and the costs of this have been met from contributions by partner agencies (see Section 10 for a breakdown of the HSCB budget). There are three posts in the team:

#### **i) HSCB Manager**

The key responsibilities of this post are to lead and coordinate the work undertaken by the HSCB, and to represent it in public, multi-agency, and regional forums. This post is the central point of contact regarding all HSCB issues for senior managers and front-line staff in the partner agencies, and across Halton.

The post holder has been responsible for developing and monitoring the HSCB's Business Plan, and reporting on its progress to the main Board. She has also coordinated the work of the four Sub-groups.

The post holder is responsible for the work of her staff team, and has ensured that it has continued to deliver the expertise and professional support that has allowed the HSCB to achieve its stated objectives and targets.

ii) Safeguarding Development Officer

The specific focus for this post is on supporting the HSCB in its responsibilities to monitor and develop the quality of safeguarding practice in the borough.

The post holder has particularly worked closely with the HSCB's Training Sub-group, and managers in various agencies, to help plan, commission, deliver and evaluate multi-agency safeguarding training. She has also developed good links with numerous community groups.

iii) HSCB Team Support Officer

This post provides the dedicated clerical and administrative support for the HSCB and its Sub-groups.

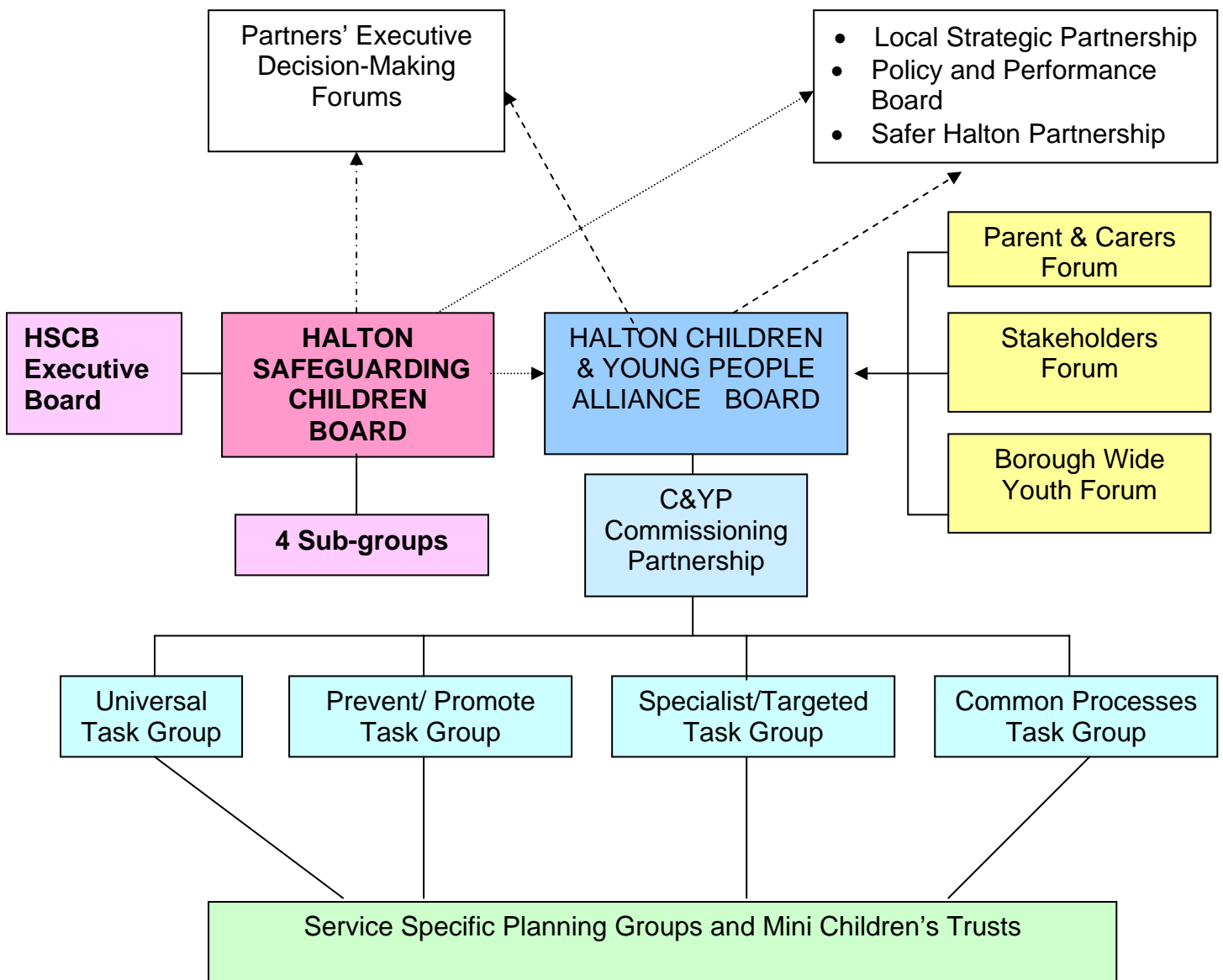
The post-holder is also the key officer responsible for maintaining and monitoring safeguarding information and related data.

## SECTION 4

### THE HSCB'S STRATEGIC LINKS WITHIN HALTON AND IN THE REGION

#### 4.1 The HSCB within Halton

The following diagram illustrates how the HSCB fits into the strategic planning structures of the borough:



## **4.2 Accountability to the local authority**

As required by legislation, Halton Borough Council's Lead Member for Children's Services holds the HSCB to account, through the Strategic Director for Children and Young People's Services (DCS). The mechanisms for achieving this are very clear, and they ensure a high level of scrutiny:

- The Chair of the HSCB meets with the Lead Member, the Director of Children's Services, and the HCB Chief Executive following each main Board meeting, to consider a detailed briefing paper on the work of the HSCB.
- Additionally, the HSCB Annual Report and Business Plan is presented to the council's Policy and Performance Board (PPB), where other Elected Members are able to scrutinise the Board's work.
- The Members' Group, which is a sub-group of the PPB, also meets during the year and receives information regarding safeguarding matters, including progress on the Board's Key Performance Indicators.

## **4.3 Strategic links**

The HSCB continues to be the key body in Halton which ensures that the various strategic plans for children and young people, and the services that are provided for them, embrace effective safeguarding practice. To help achieve this, the HSCB has continued to forge strong links with key strategic and other planning and development structures in Halton:

- The HSCB provides quarterly update reports directly to the Halton Children and Young People Alliance Board on all significant safeguarding service developments, strategies and plans; this includes a quarterly written report on the progress of its annual Business Plan. The Chair of the HSCB sits on the Alliance Board
- The Executive Board of the HSCB carries out the function of the Partnership Board for the Halton Children in Need Mini Children's Trust
- The HSCB continues to be an integral part of Halton's children and young people's strategic planning arrangements, and is a key contributor to the development and implementation of the Halton Children and Young People's Plan. Major elements of the HSCB's work programme stem from this Plan
- The HSCB feeds its views on the quality and outcomes of safeguarding work in Halton into the various external inspection processes that take place – for example, the Joint Area Review, the Annual Performance Assessment, and inspections undertaken by the Health Commission and Her Majesty's Inspectorates of Constabulary, Prisons and Probation

- The HSCB is responsible for ensuring that safe and effective policies and procedures are in place in all agencies across Halton. This includes the responsibility for ensuring that agencies are checking the suitability of people who work with children and young people, and for ensuring that those people are properly trained and supervised. To help achieve this, the HSCB feeds into the Halton Workforce Strategy
- In maintaining its commitment to engage with - and listen to - children, young people and their families, the HSCB has continued to link with the various consultative forums that have been established in the borough, so that these stakeholders can contribute their views on its work. The HSCB Chair and Manager have met with the local parent/carer forum and agreed a process for consultation to seek its views
- The HSCB embraces and adopts the Halton Performance Management Framework, which measures how well the outcomes for children and young people in the borough are being achieved by all agencies. The HSCB has remained committed to developing multi-agency outcome focussed performance measures that will promote continuous improvement in safeguarding work
- ‘Joint commissioning’ of services involves working across agency boundaries to identify needs, specify service requirements, decide how those services are to be provided, and then ensure that they are delivered effectively. The HSCB contributes to – and works within – the commissioning framework that has been established in Halton, to ensure that the commissioning of services takes into account the need to safeguard and promote the welfare of children and young people. The CYPD Commissioning Manager is a member of the HSCB Executive Board
- The transition from Children’s to Adult services for young people who continue to require support from the local authority has been an area that needed strengthening, and a multi-agency Transitions Strategy has been launched during the year
- It is also recognised that some families need support from both adult mental health services and children’s social care services. An action plan to strengthen the links between these two services has been presented to both the Mental Health Local Implementation Board and the HSCB

#### **4.4 Regional links**

In addition to all the above strategic links within Halton, the HSCB has developed its collaborative relationships with other LSCBs, for example regarding the introduction of the Child Death and Near Miss Review Panel.

Strong partnerships continue with the neighbouring LSCBs of Cheshire and Warrington. It was in collaboration with these partners that the HSCBs ‘Multi-Agency Child Protection Procedures to Safeguard and Promote the Welfare of

Children' were written, and ongoing cooperative working is culminating, for example, in the three LSCBs hosting a multi-agency workshop in July 2008 to explore current joint concerns regarding alcohol harm across Cheshire.

The HSCB Manager is a member of a regional group of LSCB managers. This group reports to the Mersey Region Assistant Director's Group, and is promoting the sharing of good practice across the LSCBs, as well as providing opportunities for collaboration in training and awareness-raising events on a regional basis.

The HSCB Manager has also developed strong links with Government Office North West, and meets with the Department for Children, Schools and Families Safeguarding Advisor on a quarterly basis.



## **SECTION 5**

### **DELIVERING THE STAY SAFE OUTCOMES – KEY ACHIEVEMENTS OF THE HSCB IN 2007 – 2008**

Information on the detailed work of the HSCB over the past year is contained throughout this Annual Report, and particularly in the descriptions of the activities of the Executive Board and the Sub-groups. This Section of the Report highlights the key priorities that the Board has highlighted, to ensure that its work remains consistent with, and supports effectively, the aspirations of the Alliance Board in achieving the Stay Safe outcome of the Halton Children and Young People's Plan.

#### **5.1 Broad areas of activity**

The HSCB's broad areas of activity have been:

- identifying and preventing harm with regard to all children and young people in Halton
- working proactively to target particular groups who have been at particular risk, but who have not been the subject of formal child protection enquiries
- working responsively to protect those children who have suffered, or have been at risk of suffering, harm, including children abused and neglected within their families

#### **5.2 Achieving the Stay Safe outcomes**

The Board has met four times during the past year, on the quarterly basis that is laid down in its terms of reference, and there has been good attendance at all meetings.

In addition to the formal Board meetings, the HSCB met as a team in January 2008 for its annual Development Day to review its work, identify emerging challenges, and agree priorities for its Business Plan for 2008/2009.

The key priorities of the HSCB over the past year have been in the following areas:

## Developing the structures of the HSCB

It has been encouraging that the HSCB has been able to develop the representation from partner agencies on the main Board and the Sub-groups, and this has included Faith and community groups within the Third Sector.

As required by the Children Act 2004, the HSCB has also firmly established its Child Death Overview Panel, and did so ahead of the required timescale of 1<sup>st</sup> April 2008. The aim of this Panel is to review all child deaths of children and young people in Halton, with a view to identifying any factors that are significant in reducing such deaths. The Panel is collaborating with other LSCBs on a Mersey regional basis, in order to maximise the learning opportunities.

Though not a statutory requirement, the Panel has also reviewed 'near misses' involving children and young people – hence its title. This provides invaluable learning around the prevention of future child deaths and serious injury.

## Ensuring effective safeguarding practice in partner organisations

The HSCB has developed its structures and mechanisms for monitoring the quality and scope of safeguarding practice across Halton, through the regular receipt of performance management information. The work of the Policy and Procedures, and Scrutiny and Performance, Sub-groups has allowed the Board to gain a better understanding of not only the policy and procedural frameworks within which work with children and young people is undertaken, but also of how agencies have performed, and worked together, in their practice with individual children and families.

A major achievement during the year has been the launch of the HSCB Procedures to Safeguard and Promote the Welfare of Children in hard copy and through the internet, on the new HSCB website.

To support this launch, the Training Sub-group has continued to focus its resources on supporting organisations and agencies across the borough in the development, and enhancement, of their own safeguarding practice.

## Safer recruitment of staff

A priority for the Board over the past year has been the development of a set of Safe Recruitment and Selection Principles in Halton, to which all agencies in the borough who work with children are expected to adhere. This not only fulfils a quality assurance function regarding the work of individual agencies, but provides clear and helpful direction to those agencies regarding their obligations and responsibilities around safeguarding when they are recruiting staff or volunteers.

A Safer Recruitment Group has been established by the HSCB and the Alliance Board, and is being led by the chair of the HSCB Executive Board. It will also

include Human Resources representatives from various agencies. The purpose of the group is to ensure that all organisations working, or in contact, with children and young people operate recruitment, supervision, and management practices that take into account the need to safeguard them and promote their welfare.

Additionally, the HSCB Manager is part of a Pan Cheshire Safer Recruitment Group.

### Thresholds and procedures for ensuring the safeguarding of Children in Need

The HSCB has a leading role in ensuring that there are clear thresholds for intervention in children's and families' lives, and that there is a common understanding of when child welfare concerns require the application of formal protective structures.

The HSCB Level of Need Toolkit was agreed by the HSCB in December 2007, and provides a framework for meeting the needs of the most vulnerable children. Follow-up discussions at the HSCB Development Day subsequently refined the Board's thinking on this, and it has now taken on the responsibility of monitoring how the needs of those 'Level 3b' children are being addressed, given that they do not meet the formal child protection threshold yet their needs also exceed the remit of the Common Assessment Framework.

It is of note that, nationally, this group of children feature predominantly in serious case reviews, and so the HSCB has agreed to establish a service framework for intervention and support, using the current system for monitoring child protection activity as a model.

### Safeguarding & promoting the welfare of particularly vulnerable children

The Board has been particularly concerned, over the past year, to consider the needs of certain groups of vulnerable children and young people:

- those who go missing from home
- victims, and perpetrators, of bullying
- children living with domestic abuse
- those living with alcohol abusing parents

The HSCB has agreed a proposal to develop a Missing from Home Project in Halton. Discussions on commissioning arrangements have been led by the Integrated Commissioning Manager who reports to the Children and Young People's Commissioning Partnership, but with an additional, regular reporting channel to the HSCB. The Integrated Commissioning Manager is a member of the HSCB's Executive Board.

Halton successfully launched an Anti-Bullying Toolkit and Guidance for schools in November 2007, and this was presented to the HSCB. It was agreed that

priority should be given to developing guidance that can be used across all groups working with children, and the HSCB commissioned a scoping exercise to take this forward.

The HSCB has received reports from the Halton Domestic Abuse Forum, and has supported the development of the One-Stop Shop service, which has demonstrated very encouraging outcomes since it was commissioned.

Plans have been put in place to consolidate the work that has been done in Halton regarding alcohol abusing parents. Together with other Cheshire LSCBs, the HSCB has agreed to host a multi-agency workshop in July 2008 as part of a scoping exercise to explore current issues regarding alcohol harm reduction for children. This is also an opportunity to look at any gaps in service provision and potential service developments. The views of children and young people will be included.

#### Promoting awareness of safeguarding issues among adults and children

The past year has seen the launch of the new HSCB website and logo, which has not only raised the profile of the work of the Board, and provided updated information to professionals, but is also helping to consolidate the message to the community that *safeguarding children is everybody's business*.

An HSCB Safe Parenting Handbook has been distributed to a wide cross-section of parents and carers in the borough, and provides extensive and accessible information and ideas on parenting issues. Overwhelmingly positive feedback has already been received from recipients, and helpful suggestions for future topics in a revised edition are being collated. Such has been the demand, that an additional 9,000 copies were printed during the year.

Safeguarding training for parents has also been piloted over the past year, and there has been a demonstrable potential for course participants to communicate with other parents about services that they are able to access to help safeguard children. The eventual aim is for willing parents who have undertaken this accredited training to be able to co-deliver ongoing training with children's centre staff.

#### Monitoring and supporting private fostering arrangements

The HSCB has worked hard over the past year to identify, monitor, and support private fostering arrangements in the borough – a key requirement of the legislation that governs the operation of the HSCB.

This will remain an ongoing challenge over coming years, but a very encouraging start has been made in establishing the required structures and mechanisms. The HSCB has agreed a Private Fostering Publicity Plan, and will continue to receive quarterly reports on levels of activity in this important area.

Involving children and young people, and their families and communities, in the work of the HSCB

Much progress has been made to take forward the HSCB's strategic aim to enhance its engagement with children and young people and the wider community. Section 7 of this Annual Report details the work that has been done in this regard, to both increase the awareness of keeping safe strategies among children and young people, themselves, but also to engage them and the wider community in the developmental work of the HSCB.

## **SECTION 6**

### **THE WORK OF THE HSCB EXECUTIVE BOARD AND THE SUB-GROUPS**

At the end of its first year, the HSCB agreed Key Objectives and a Business Plan for 2007-2008 that focused on the 'Stay Safe' outcome, and it delegated key tasks to the Executive Board and the four Sub-groups. This section of the Annual Report reviews the progress that has been made in achieving these key objectives, and reports on additional work that has been undertaken by the groups.

#### **6.1 Executive Board**

The Executive Board is chaired by the Operational Director, Specialist Services, of HBC Children and Young People's Directorate, and has met 7 times during the year. In driving forward the main Board's business agenda, it has focused on the following key issues:

##### **Developing safeguarding practice and new initiatives**

- Approving a Hidden Harm Action Plan, and driving forward the use of toolkits for practitioners in the borough who work with families where there are adult drug and alcohol problems
- Evaluating, and directing activity in relation to, alcohol harm reduction and Licensing issues in the borough that impact on the safeguarding of children and young people.

The Executive Board has liaised with the local authority's Principal Trading Standards Officer regarding young people aged 14-17 years obtaining alcohol from off-licence premises, having alcohol purchased for them by adults (50% saying they obtained it via their parents), and consuming it in open spaces. As it is has been clear that underage consumption has links with young people's involvement in crime, anti-social behaviour, and violence - including young women's vulnerability to rape - the Executive Board has ensures that approaches to this issue are coordinated with other strategic bodies in the borough – for example, the Safer Halton Partnership, the Halton Alcohol Task Group, and the council's Licensing Committee

- Evaluating and directing activity in relation to young people missing from home in the borough. This has included the development of a scheme based on the successful Warrington 'Talk Don't Walk' model
- Overseeing the development of the Anti-Bullying Strategy in the borough, with an accompanying Anti-Bullying Charter that organisations are asked to

sign-up to, and a Toolkit for practitioners who work with children and young people

- Negotiating with Police and Health partners on the development of a new Sexual Abuse Referral Centre, given concerns about the geographical accessibility of early proposals for its location
- Coordinating the HSCB's responses to various government and other consultations. One of these consultations - by the Social Care Institute for Excellence regarding children of prisoners - resulted in the SCIE making contact with the HSCB Manager to express interest in the work that was being undertaken in Halton

#### Producing clear procedures and guidance

- Finalising outstanding elements in the HSCB Procedures to Safeguard and Promote the Welfare of Children that had been commissioned with partner LSCBs in Warrington and Cheshire. These completed procedures, tailored in parts to address Halton's particular circumstances, were subsequently published in hard copy and on the HSCB website
- Agreeing procedural guidance for the management of allegations and concerns regarding the behaviour of adults who work with children. This has involved the development of the role of the Local Authority Designated Officer (the LADO – see Section 9 for more details)

#### Supporting and improving the work of partners

- Approving the HSCB Training and Development Programme, and related funding, that had been developed by the Training Sub-group
- Driving forward the use of the Self Assessment Audit Tool, whereby the HSCB itself, and agencies in the borough that provided services to children and families, have been expected to assess the robustness of their safeguarding practice, including the recruitment of staff. This has been a challenge to some of the agencies, and the Scrutiny and Performance Sub-group have been charged with supporting them in completing the task
- Monitoring the auditing of individual cases that have been considered by the Scrutiny and Performance Sub-group, including Serious Case Reviews, and commissioning the production of an Annual Report to the main Board on learning and actions that have arisen from cases throughout the year
- Receiving quarterly update reports from the MAPPA and MARAC

## Developing the HSCB

- Finalising systems for collating, and reporting on, the HSCB's Performance Indicators. It agreed that this information would be presented on a quarterly basis to the Scrutiny and Performance Sub-group, prior to submission to the main Board
- Ensuring that the views of children and young people are sought and listened to by the HSCB, in relation to the work of the Board and the wider safeguarding agenda
- Ensuring the integrity of the HSCB, by drawing up a Membership Agreement and requiring all members of the main Board and its Sub-groups to demonstrate CRB clearance
- Reviewing, and making recommendations to the main Board on, the chairing arrangements for the Sub-groups, and their membership. This has resulted in changes during the year
- Overseeing the development and terms of reference of the new Child Death and Near Miss Review Panel, and the appointment of the Deputy Director of Public Health at Halton & St Helens PCT as its Chair. The Executive Board has also agreed that the new Panel would replace the Screening Sub-group, ensuring that it is centrally located within the HSCB's structures
- Overseeing the HSCB's marketing and promotional strategy, including the development of the HSCB website, its new logo, and the Newsletter

## **6.2 Policy and Procedures Sub-group**

This Sub-group has been responsible for reviewing, amending and updating all policies and procedures for safeguarding and promoting the welfare of all the children and young people in Halton. This has included the production of multi-agency policies and procedures that all agencies are bound by, as well as supporting partner agencies in the production of their own individual protocols, for agreement by the HSCB.

All decisions and recommendations arising from the Sub-group over the year have been ratified by the main Board.

The Sub-group is chaired by the Divisional Manager, Services to Children in Need, HBC Children and Young People, and has met on 5 occasions over the year. The main areas of development and achievement have been:

- Finalising the HSCB Procedures to Safeguard and Promote the Welfare of Children, including agreeing Halton-specific practice guidance. These procedures were formally launched in the borough - on target - on 1 October 2007



- Scrutinising, amending, and approving new policies and procedures that have been drafted by individual agencies within the borough (including Cheshire Police, Halton YOT, Probation, the 5 Boroughs Partnership, and Halton & St Helens PCT). The scrutiny of individual agencies' policies is a standing item on the agenda for each of the Sub-group's meetings.

The Sub-group has established systems for the recording and tracking of its decisions and actions in respect of the policies that have been submitted for scrutiny

- Agreeing new protocols and guidance in respect of :
  - safer recruitment and working practices for all agencies that recruit staff or volunteers to work with children
  - sexually active young people
  - domestic abuse
  - child protection records retention and storage (NSPCC guidance)
- Reviewing other agencies and organisations in the borough, to ensure that they are compliant with Working Together 2006 and the HSCB's Procedures to Safeguard and Promote the Welfare of Children. Processes and systems have been established, a time-table to achieve this review has been agreed, and links with the Training Sub-group have been made to ensure that agencies are supported in achieving compliance
- Developing processes to ensure that organisations working, or in contact, with children have recruitment and HR practice that ensure the safety and welfare of those children, including effective whistle-blowing procedures. In developing this work, the Sub-group has:
  - ensured that the council's Internal Audit have undertaken spot checks in schools
  - gained the main Board's agreement to undertake a sample-based audit of the recruitment practices of HSCB member organisations, and to establish a Safer Recruitment Group to lead this work
- Reviewing the systems used when agencies refer allegations against adults working with children to the LADO
- Providing responses on behalf of the HSCB to consultations on:
  - 'Safeguarding children from abuse linked to belief in spirit possession'
  - 'Possession of non-photographic visual depictions of child sexual abuse'
  - the government's new 'Vetting and Barring Scheme'
  - the government's 'Staying Safe' circular

- Completing the main Board's Self Assessment Tool to evaluate the HSCB's effectiveness regarding Safe Recruitment and Selection
- Beginning work on the development of a strategy to ensure that safeguarding procedures and policies are effectively embedded into frontline practice across organisations in the borough

### **6.3 Child Death and Near Miss Review Panel**

'Working Together 2006' gave Local Safeguarding Children Boards two specific responsibilities:

- to monitor all deaths of children in their area
- to review cases where a child has died, or been seriously harmed, as a result of known, or suspected, abuse or neglect

In Halton, the Child Death and Near Miss Review Panel is now responsible for ensuring that these two functions are carried out. During the past year, it replaced the Screening Sub-group that had initially been established, though it is subject to the same accountability arrangements whereby it has reported directly to the main Board on the business it has dealt with.

The decision to include 'near misses' in the remit of the Panel was taken so that learning could be maximised regarding those cases where death had not occurred, but where individual circumstances would still benefit from scrutiny and analysis. Such information would then inform the development of ongoing preventive strategies in the borough. The inclusion of 'near misses' has required the development of clear criteria and thresholds that allows certain types of self-harming behaviour to be distinguished from serious suicide attempts.

The Panel has continued to participate in a national DfES Child Death Review Pilot, being conducted across England by the University of Warwick. Members of the research team have been extremely positive about Halton's approach over the past year, and have observed the Panel at some of its meetings. In particular, they commended the learning and actions that had been identified by the Panel, following its review of three 'near misses' linked to serious self-harm.

The Panel is chaired by the Deputy Director of Public Health at Halton & St Helens PCT, and comprises additional representatives from the Police, Health agencies, and the local authority. It has met 5 times during the past year, and the business it has dealt with has included:

- The formal review of the circumstances surrounding the deaths of individual children. The Panel has ensured that any learning from these reviews has been disseminated, so that local policy and practice can be improved where required.

Examples of policy areas that have been highlighted include safety and security on Halton's road and motorway network, issues relating to young

people and sexuality, and the management of potentially self-harming behaviours by schools

- The development of a scoping exercise to address the findings of a recent 'Review of the Health Inequality of the PSA Targets'. This suggested that Halton compares unfavourably with other local authority areas regarding the incidence of infant mortality. An action plan is to be produced, once the scoping exercise is completed, that may well highlight issues around the targeting of screening resources
- The consideration of how observations made by the researchers from the University of Warwick could assist the development of the Panel, particularly in relation to:
  - issues surrounding consent and confidentiality
  - the engagement of children and families who are the subject of reviews
  - accessing training opportunities for Panel members
- Establishing formal links with the Fire and Ambulance Services, to explore and highlight gaps in preventive services (e.g. Home Safety Assessments with drug and alcohol users)

#### **6.4 Scrutiny and Performance Sub-group**

This Sub-group is the lead forum within the HSCB for monitoring and evaluating the effectiveness of what is done by the local authority and its HSCB partners - individually and collectively - in carrying out their legal duties to safeguard and promote the welfare of children. The Sub-group also advises these agencies on ways to improve their practice and performance.

This work includes auditing the practice of agencies and highlighting lessons to be learned, supporting agencies to evaluate their own practice, and monitoring how allegations of professional abuse are being handled, including with reference to timescales. All decisions taken, and recommendations made, by the Sub-group over the year have been ratified by the main Board.

The Sub-group is chaired by the Operational Director, Specialist Services, HBC Children and Young People, and has met 4 times during the year.

The main areas of development and achievement have been:

- Undertaking audits of work by reviewing, in detail, individual sampled cases. These are sampled according to agreed criteria such as domestic abuse, children under school age, or children not attending school.

Observations have then been fed back to the agencies, with comments on the quality of the interventions and with recommendations for action where appropriate

- Reviewing quarterly information regarding the process of Child Protection Conferences within the borough. This details issues such as child/family participation, agency attendance and contributions, the submission of reports by professionals, and compliance with statutory timescales.

Issues arising from these quarterly reviews have been taken further when required - for example to explore any potential links between children making allegations against education staff and behavioural difficulties or school exclusions

- Receiving quarterly reports from the Local Authority Designated Officer (LADO) regarding allegations against adults who work with children
- Monitoring the progress of the Halton Children and Young People's Plan action plans in relation to the Stay Safe outcome. Particular areas of attention have included:
  - carer's assessments for families of children with disabilities
  - the impact of support services on the numbers of child on the Child Protection Register/subject to a Child Protection Plan
  - children experiencing neglect
  - children missing from home
  - domestic abuse
- Collating and considering self assessments that all partner agencies are completing, regarding their organisational arrangements for ensuring effective safeguarding practice. In collecting this information, the Sub-group is monitoring these agencies' compliance with HSCB's safeguarding requirements.

The Sub-group dedicated two half-day meetings, in July and October 2007, to reviewing the effectiveness of the Self Assessment Tools

- Ensuring that the local authority and other agencies have systems in place to collate information on their performance against agreed local indicators. This has involved the Sub-group supporting those agencies in drawing up indicators that are relevant, outcome based, and measurable
- In addition to supporting the development of individual agencies' performance, overseeing the local work in developing over-arching HSCB Multi Agency Performance Indicators

## **6.5 Training Sub-group**

This Sub-group's central function is to support the delivery of the HSCB's Business Plan through enhancing the skills and knowledge of those in Halton who work with, or otherwise support, children and young people.

The Sub-group has been responsible for identifying training needs across the borough, and advising the main Board - through the submission of an annual training plan and regular progress updates - on what should be commissioned. Additionally, the Sub-group has monitored the effectiveness of the training that has been delivered, and has continued to link into Halton's Workforce Strategy Group to ensure that that training is targeted in the most cost-effective and efficient way.

As well as supporting those who work with children and young people, the Sub-group also has a wider remit of raising awareness of safeguarding issues throughout the wider community, so that adults and children, themselves, understand what to do should they have concerns.

As with the other three Sub-groups, all the decisions and recommendations of the Training Sub-group over the year have been ratified by the main Board.

The Sub-group is chaired by the Divisional Manager, Access, HBC Children & Young People, and has met on 5 occasions during the year.

The main areas of development and achievement have been:

- The delivery of 31 well-regarded training courses, open to all agencies and other workers in Halton. Many of these courses are run a number of times during the year and are detailed in Appendix 5. In addition, the Sub-group has developed new training initiatives in a number of practice areas, including:
  - awareness-raising among young people regarding the risks involved in self-harming and overdosing behaviours, and related training for professionals in education settings on strategies to respond to, and manage, this
  - the new responsibilities of the HSCB in monitoring the deaths of all children and young people in the borough through the Child Death and Near Miss Review Panel. Training has been arranged to brief Children's Social Care staff, and a more specific programme is being developed for members of the Panel itself

All the training that has been provided by the Sub-group has been advertised on the HSCB website, and a specific mailing to schools has been undertaken to encourage uptake within that sector

- Monitoring and evaluating the quality of training provided by the HSCB. Details of this evaluation are provided in Appendix 5

- The development of a 'Virtual College-Safeguarding E-Academy' in Halton, that allows workers in the statutory and voluntary sectors to access high-level, computer based training at their own pace in their workplaces. This is proving an invaluable learning resource, particularly for harder to reach agencies and organisations
- Establishing an exciting partnership with Kingsway Learning Centre in Widnes, to develop a Safeguarding training course for parents. Thirteen parents who undertook the initial pilot training came from a variety of backgrounds, and provided very encouraging feedback on the effectiveness of the course
- Supporting the HSCB's Anti-Bullying action plan, through the use of drama in schools, and through publicising peer-mentoring programmes
- The development, production, and distribution of a Safe Parenting Handbook. 10,000 of these have been provided to a cross section of parents and carers throughout the year, and a variety of distribution methods have been used to ensure effective targeting of the following groups:
  - parents of children under 4 years, with the Early Years Admission booklet
  - parents of Year 6 and Year 8 students, via schools
  - parents of children with disabilities, using direct delivery
  - all foster carers, via the HBC Fostering Service
  - all child minders, via the Early Years Team

Copies have also been provided to relevant professionals who work with children and families, as a reference guide.

Evaluation forms were included in the Handbooks, and feedback from those received proved overwhelmingly positive. Of 415 returned forms, only 7 gave negative, though constructive, feedback. There were also numerous helpful suggestions for issues that might be covered in follow-up editions

- Leading on the development of the HSCB's Private Fostering Publicity Plan, to raise awareness across the community in Halton on the needs of this group of children
- Raising awareness of safeguarding issues across communities in the borough, through:
  - the development of the HSCB website, which was formally launched in October 2007 at an event in Halton stadium
  - the development of the HSCB Newsletter, which is being produced on a quarterly basis
  - forging links with the Cheshire Fire Service in relation to preventive strategies to safeguard children

- establishing links with the Third Sector, including through a half-day awareness raising event

## **6.6 E-Safety Strategy Group**

During the year, the HSCB established a new E-Safety Strategy Group.

Children's and young people's ability to access the digital world has increased, both in school settings and within their own homes, but also through access to online services from mobile phones and other devices. Clearly, there are many positive aspects to accessing such services, but such access can also potentially place them at risk of harm. Risk can include, for example:

- being victims of people who use the internet to groom children
- exposure to inappropriate content
- being bullied

Given this, the Sub-group's membership has been developed to include representatives both from agencies working directly with children and also IT professionals. The main aim of the work in these early stages is to produce a set of key objectives that define the HSCB's e-safety responsibilities, and this involves:

- recognising that E-Safety is not just a technological issue
- recognising the importance of e-safety in the context of "Every Child Matters"
- recognising the importance of education, training and information
- recognising the need to monitor the impact of the strategy

## **6.7 Communication and Engagement Sub-Group**

The Board has agreed to establish a Communication and Engagement Sub-group.

A significant part of the function of LSCB is to engage with children and families, other carers, and the wider community regarding the development of safeguarding policy and new services. Additionally, there is a need to promote awareness across the borough that safeguarding children is everybody's responsibility.

The HSCB Training Sub-group has led on this area to date, but is increasingly lacking the capacity to deal effectively with its expanding workload. To allow it to focus exclusively on its training function, it has, therefore, been agreed to establish a new Communication and Engagement Sub-group. This is in the early stages of planning, but the group will, during the coming year, be

consolidating the work that has already been undertaken by the HSCB, and which is detailed in the following Section of this Annual Report.

The membership of the new Sub-group will reflect the expertise required for it to achieve its aims, and so will include marketing and PR professionals, as well as representation from the third sector and the Youth Service.



## **SECTION 7**

### **ENGAGEMENT WITH CHILDREN & YOUNG PEOPLE AND THE COMMUNITY**

The HSCB has been very active over the past year in promoting more effective mechanisms to involve children and young people, parents, and the wider community in the safeguarding agenda. The focus of this work has been both to involve the users of services in the development and delivery of those services, but also to promote the message that 'safeguarding children is everybody's business'.

Specific initiatives have been driven by a number of the Executive Board's Key Objectives for 2007-2008 that it set for itself at the end of the HSCB's first year of operation. These objectives included:

- developing a consultation and participation strategy for the HSCB
- exploring how formal consultative links could be established with groups of young people
- widening the safeguarding agenda for the Board in order for it to be more 'community owned'

The following update, on the engagement with children and young people and the community, illustrates the encouraging progress that has been made in achieving these objectives.

#### **7.1 CHILDREN AND YOUNG PEOPLE**

The HSCB has produced a new Training and Development Programme, aimed, in part, at children and young people, and it seeks to evidence how the work can result in better safeguarding outcomes for them.

There have been two inter-related aspects to this work:

- engagement with children and young people, in terms of keeping themselves safe
- consulting with them in a meaningful and effective way about the development of the wider safeguarding agenda

A number of initiatives have been developed during the year:

#### **Marketing and Publicity**

The involvement of children and young people in generating Safeguarding Children publicity has been very productive:

- A competition to design pictures/colours/images, and a strap line, to get a 'get safe' message across to the children and young people not only produced an advertising end product, but it involved children and young people in the process of thinking about safeguarding issues and how they are personally affected by them

Members of the Youth Parliament were the judges of the competition

- The winning image featured on newly designed mouse mats that are now given to all Year 6 children in a 'Going Up' Pack, to assist them in making the transition to senior school
- Two young people on work experience were given the task of designing the new HSCB logo. In order to complete the task, they had to research what the HSCB was, and the work it was engaged in to safeguard children in Halton

It is hoped that this new HSCB branding will appeal to children, young people, and the wider community, including professionals who work with children.

### The Crucial Crew Event

The HSCB was represented at the 'Crucial Crew' event in March 2008, with the HSCB Development Officer co-working with Family Support Workers from Children's Social Care.

Crucial Crew is an event that all 9 and 10 year old children in the borough attend. It is held at Stobart Stadium, and the children go along with their teachers to meet agencies that are involved in safety issues – for example, Police, Fire Service, and Road Safety staff. The event reaches approximately 1500 children over a 2 week period.

The HSCB Development Officer had designed a Keep Safe game for the children to play throughout the two week period. The game enables them to think about various situations in which they may find themselves that could present a risk to themselves or others - bullying at school, stranger danger, and abuse that may happen at home, for example - and it helps them recognise danger signs and to know what to do to get themselves back into the game's 'safe zone'. The key learning throughout the game includes: telling a trusted adult if children are worried, taking action if 'something doesn't feel right', and following the 'Safe Zone Code'.

At the end of the session, the children took away an HSCB pencil-case and elephant bookmark, featuring a 'safe' message, and useful contact numbers. The teachers were, additionally, given a Teacher's Pack containing useful worksheets for follow-up work with the children.

The children appeared to engage with, and very much enjoy, the game. The feedback from their teachers was positive, and they felt that the game complemented and reinforced the work undertaken in schools relating to PHSE.

Because the HSCB team were only assigned time to cover half the schools that attended Crucial Crew this year, they will be visiting the remaining schools at the end of the 2008 Summer Term to engage Year 5 pupils in the game. A selection of follow-up worksheets for teachers to use with the children will also be provided.

#### 'Keeping Myself Safe' resource

The HSCB has purchased the computer learning resource 'Keeping Myself Safe', and this has been piloted in selected schools and family support settings during the year. This software shows cartoon images of children in a variety of unsafe situations, ranging from danger in the chat room, inappropriate touching by a known adult, and stranger danger.

The programme aims to give children the skills and knowledge to recognise danger signs, and to think about strategies to keep themselves safe.

#### The HSCB website

The website was launched in October 2007, and is already proving a useful tool for children and young people to access relevant information about safeguarding issues.

The site provides information about the work of the HSCB, and has a children and young people's section where regularly updated information is posted, alongside contact details for them to contact the Board's staff team.

#### Direct engagement by the HSCB Chair

Audrey Williamson has met with various groups of young people in Halton during the past year. This has included the Youth Parliament, and the Young Carer Group and the Be Healthy Group at the HITS project in Runcorn.

The purpose of these visits has been to explain the work of the HSCB, and to listen to groups of young people about their own concerns and ideas regarding staying safe. Audrey has been particularly keen to build on the working relationships with these young people, so that their voice is more effectively represented, heard, and acted on as the Board continues to develop its safeguarding work.

## **7.2 PARENTS AND THE WIDER COMMUNITY**

The HSCB has been very concerned to increase wider community awareness and engagement in the safeguarding agenda, and has developed a new Training and Development Programme to achieve this. The main aims have been to ensure that individuals have a basic awareness and knowledge of what to do if they are worried that a child is being abused, and to encourage them to feel part of - and have a sense of shared responsibility in developing - a 'safer community' for children.

The HSCB's Training and Development Programme is engaging with the community in Halton on two levels:

- Level 1 – parents, carers, children and young people, and the general public
- Level 2 – people who come into contact with children in their working environment, and who will not be involved in formal children or family assessments (e.g. CAF). This includes people such as Leaders in children's activity groups, or youth clubs

### **Level 1**

In raising community awareness at this Level, the HSCB has been reinforcing the message across the borough that *safeguarding children is everybody's business*.

The initiatives at this Level that have focused directly on children and young people have been dealt with above. The information that now follows relates specifically to the work with parents, carers, and the general public.

Activities over the past year have been wide-ranging and ambitious:

#### **The Safe Parenting Handbook**

10,000 Handbooks have been distributed to a wide cross-section of parents/carers throughout Halton, including to new parents via their Midwives.

The Handbook is relevant for parents with children of all ages, and is produced in an easy to follow format, offering ideas and information about what can often be a confusing maze of issues. Topics include helpful tips and contact details for relevant local and national agencies.

It is hoped that this resource will improve children's safety in Halton by giving parents clear, consistent messages, as well as guidance and information, on

how best they can safeguard their children in the knowledge that professionals and services are available to support them.

### The HSCB Website

As stated above, the website was launched in October 2007, and aims to provide useful information to reinforce the message that safeguarding children is everybody's business.

The website provides information about the work of HSCB, explaining what it aims to achieve in safeguarding our children and young people.

### Other publicity

Posters have been designed to advertise the work of the HSCB and its website. They have been, and will continue to be, distributed to various community settings, such as Children's Centres, library's, and GP surgeries

### Safeguarding training for local parents in the Community

A 12 week accredited Safeguarding course has been developed for local parents in Widnes. The course is aimed at giving them a comprehensive, basic knowledge and understanding of safeguarding children issues, and includes information on the Levels of Need, the Common Assessment Framework, Children in Need and Child Protection Procedures, the National Assessment Framework, and the key messages from 'Working Together'.

A pilot was delivered in Widnes from September 2007 through to December 2007, and was accredited to Level 2 adult learning level, with those parents who opted to submit portfolios having them verified by external moderators. Of a core group of nine parents who completed the course, four handed in portfolios. Three of these passed the course, and gained Level 2 adult learning accreditation (equivalent to NVQ). All nine commented that they had very much enjoyed the training, with some indicating an interest in pursuing further learning.

The evaluation of the feedback from the training revealed a common view that the course had helped parents understand the processes of social work intervention with families, and how child protection procedures are implemented. There was also good evidence that negative stereotypes about social workers and Children's Services had been successfully challenged. Parents had commented that the course had not only helped them think about how professionals make judgements, but had also helped them identify services that could be helpful to them.

It is hoped that, with such pockets of local parents in the community having a comprehensive understanding of these issues, the potential will be developed for them to communicate these safeguarding messages to other parents in the

area. It is also hoped that such courses will help to enhance the relationships between parents in the community and professionals involved in safeguarding children. To achieve this, a rolling programme of further training is being planned across the borough by the HSCB, through a partnership with Adult Learning and Halton's Children's Centres.

#### Direct engagement by the HSCB chair

The Chair and Manager of the HSCB have met with members from Halton Parents & Carers Forum, which has been an encouraging development. They will be maintaining ongoing communication with this group.

#### The Gypsy/Traveller community in Halton

Links with this community have been established during the year, and the HSCB is now represented on the Gypsy and Traveler forum in the borough. Relatively under-developed literacy skills within this community are acknowledged, and so a specific focus of the Board's work will be designing and producing a Safe Parenting DVD, that contains information from the Safe Parenting Handbook.

#### Private Fostering

A Private Fostering Publicity Plan was drawn up by the Training Sub-group, and has aimed to raise awareness within the local community of private fostering obligations on the part of relevant carers and parents. The Plan includes arrangements for targeting relevant families through raising the knowledge and skills of key professionals in Education, Health, Social Care and Early Years Services, and it is being supported by a programme of training and briefings throughout the borough.

#### **Level 2**

Engagement with the community at this level is aimed at those people who come into contact with children in their working environment, but who will not be involved in formal children or family assessments, for example through the use of the Common Assessment Framework (CAF). Such individuals will include Housing workers, Leisure and Sports staff, Librarians, and staff and volunteers who run community-based activity groups and clubs, including Faith groups.

A key priority has been to ensure that these individuals have the knowledge and skills to take appropriate action to safeguard children where there are concerns about their welfare, and to be familiar with local arrangements, services, and sources of support to children and young people and their families.

Initiatives that have been developed during the year have included:

### Community Safeguarding Children Policy Pack

This information pack has been developed by the HSCB and distributed to community groups and clubs across the borough, with advice to group leaders on how to develop effective safeguarding policies and practice.

### Training on developing Safeguarding Children Policies and Procedure

Formal training has supplemented the distribution of the above information pack.

### Developing a positive working relationship with the Third Sector

The HSCB staff team has sought pro-actively to engage community groups in its work, and have supported the representation of the Third/Voluntary Sector in participating on the main Board.

### Child protection training - recognising abuse and making a referral

This training has been targeted at individuals who do not directly work with children and families, but who may come into contact with them in the course of their work. Participants have included Housing Officers, Librarians, Sports and Leisure staff, Housing Association debt collectors, Community Transport coordinators and drivers, and Community Centre workers.

## **SECTION 8**

### **REPORTS FROM PARTNER AGENCIES – ACHIEVEMENTS AND CHALLENGES**

This Section contains additional reports from some of the HSCB's partner agencies on their safeguarding work during the year.

#### **8.1 HALTON BOROUGH COUNCIL – CHILDREN & YOUNG PEOPLES' SERVICES**

##### **Levels of Need in Halton**

In 2007, Children's Social Care Specialist Services led a group of partner agencies that established the concept of 'Levels of Need'. The outcome of this work has been the development of a framework that all agencies can use to help identify the needs of children and young people. The framework is referred to as 'Halton's Toolkit for Identifying Levels of Need'.

The initiation of this work was very timely for several reasons. The *Every Child Matters: Change for Children* agenda, requires all agencies to not only work together to improve outcomes for children, but to identify their needs earlier, and, where appropriate, provide co-ordinated multi-agency intervention. Unless there is an agreed understanding of how we respond to the range of needs, we will not succeed in meeting the needs of the most vulnerable children, and, therefore, in 'narrowing the gap'.

A number of local areas have established their own approaches to the application of the Levels of Need model, variously calling it 'the Continuum of Need', 'Child Concern', 'Levels of Vulnerability', or 'Thresholds for Intervention'. However, all of them have attempted to conceptualise the needs of children at four distinct levels, with a pathway between 'additional' needs - managed within the Common Assessment Framework (CAF) - and 'more complex' needs that require statutory intervention.

In this way, confusion that had existed in some agencies, regarding the thresholds that govern interventions to meet children's additional and complex needs, is being clarified and resolved.

The Alliance Board and the HSCB have endorsed the 'Levels of Need' framework, and this has been welcomed across partner agencies, including schools, as it has already begun to provoke discussion and debate about how to provide a graduated response to meeting the needs of children and young people across the four levels. Ultimately, the aim of the Levels of Need framework is to lead to the earlier identification of children and young people's



needs, so that they are safeguarded, and their overall welfare is more effectively promoted.

### **Children's Social Care- challenges**

During the past year, there have been a greater number of incidents of serious harm to, and deaths of, children and young people than would normally be expected. These events have come at a time when the HSCB has been developing its scrutiny functions through new the Child Death and Near Miss review processes.

This increase in the scrutiny of practice is welcomed as there are always valuable lessons to be learnt from these tragic events, and our capacity to safeguard children is consequently enhanced. It is also a challenge for practitioners and managers to not allow their practice and decision making to become skewed by events. This is, and has always been, the challenge of protecting children and young people from serious harm.

### **The Fostering Service**

The safety and welfare of any child in foster care is of paramount importance. Safer care covers:

- providing suitable foster carers, including checks undertaken on new and existing carers
- appropriate matching of children to carers
- health and safety in the foster home
- protecting children from abuse and neglect
- promoting children's health, development, and educational achievement
- promoting Safer Care training for foster carers
- providing a high standard of support to foster carers

The National Minimum Standards for Fostering Services regarding Safer Caring requires a written policy for each foster home to be drawn up, in consultation with the carer and everyone else in the household. These Safer Care Policies are explained clearly and appropriately to the child/children in placement.

Over the past year, the Fostering Service has ensured that all foster homes have strategies in place to meet the following objectives:

- to keep children in the foster home safe from abuse by adults
- to keep children in the foster home safe from abuse by other children in the household
- to keep members of the foster family safe from false allegations

## **Education Services – safer recruitment**

Making safeguarding, and the promotion of children's welfare, an integral part of Human Resources management in organisations that work with children is an essential part of creating safer environments.

In January 2007, both the HSCB Safeguarding Development Officer and the Safeguarding in Education Development Officer completed the National College of School Leadership 'Train the Trainers' course, to equip them to deliver Safer Recruitment Workshops in schools and other children's settings. A partnership was then developed, which included the Employee Services Manager and Governor Support Service. All partners committed themselves to supporting the delivery of Safer Recruitment Training, and the development of safer recruitment practice.

The priority group to receive training was initially those head teachers and nominated school governors who had not already completed training on-line. The aim was to become compliant with Sir Michael Bichard's recommendation that at least one person involved in each interview panel, to appoint staff to work in schools, be trained in Safer Recruitment. A target date of the end of September 2007 was set to ensure that all schools had at least one person trained.

Workshops were offered on a variety of dates and times, including twilight sessions, and delivered throughout the summer and autumn terms of 2007. 43 participants attended and passed the course. The partnership achieved its target - in fact, the vast majority of schools had both the head teacher and their nominated governor trained.

The workshop training has now been extended to community groups. The first cohort received training in February 08, and, this time, included a CYPAN Manager, Community Centres Manager, Voluntary Sector Recruitment Officer, and a number of Alternative Education Providers. Everybody who has taken part has passed the course and completed an action plan for their setting. Evaluations have been extremely positive.

Ongoing training will be required on a regular basis, due to resignations and the need for a broader roll-out. In April 2008, selected elements of the training will also be delivered to school administrative staff - who have a role to play in recruitment and in maintaining schools' single central record of staff - in order to enhance their understanding of the issues.

Alongside this continued delivery of training, the partnership is working to develop improved practice across all children's settings.

## **8.2 HALTON AND ST HELENS PCT**

### **Community Midwifery Services**

The award winning Halton midwifery service provides the full remit of pregnancy and childbirth care to the women and families of Halton.

As soon as pregnancy is confirmed, every woman is sent an invitation to an 'earlybird' session, which is their first point of contact with a midwife (6-8 weeks pregnant). The purpose of this session is to give early information re:

- choice in childbirth settings
- advice on diet, exercise, and infant feeding options
- stopping smoking and alcohol
- reduction in the use of illicit drugs

This all contributes to the health and wellbeing of the foetus/baby.

Women are signposted to the other support services that we offer around:

- a healthy pregnancy - antenatal yoga
- aquanatal
- parenting education
- stop smoking support
- breast feeding support.

We also provide specialist support in the form of a specialist midwife to:

- women who suffer domestic abuse
- teenage mothers
- drug and alcohol dependent women

And we have recently secured joint funding, with the local authority, to appoint an innovative joint midwife/health visitor post to support infant nutrition.

The support provided by the midwifery service extends into the post-natal period (up to 28days post birth), and women are signposted to the various services available in children's centres, health centres, and voluntary providers.

### **Pre School Services**

Halton Health Visiting Service, in partnership with the local community midwifery service, community paediatrician, and local GPs have continued to deliver the Care of Next Infant ( CONI ) Programme to local families. This is a programme of informed professional support, offered to parents who have previously experienced - or been affected by - cot death.

A variety of support measures are available and these are selected by parents in discussion with the local CONI scheme co-ordinator:

- weekly home visits by the health visitor
- Apnoea monitors
- weighing and weight charts
- room temperature
- symptom diaries
- open access to community paediatrician

#### 'Helping to keep your baby safe and healthy'

Information regarding reducing the risk of cot death, shaken baby syndrome, and accident prevention is given to parents/ carers at key points through their infants' early months and years.

Health Visitors identify, through Family Health Needs Assessments, those families who may require additional support and can, therefore, respond appropriately.

#### Infant resuscitation teaching

Halton Health Visiting service has successfully trained a number of staff as infant resuscitation teachers, through a "train the trainer" programme. A number of families have already seen the benefit from this development, having received instruction on infant basic life-support. As the programme develops, we hope to deliver a rolling programme of classes across the borough.

#### Promoting an understanding of infant behaviour

Halton Health Visiting Service has, over the past 12 months, supported 12 members of our team to attend "Brazelton" training, a technique designed to assess the emotional and behavioural characteristics, and individuality, of newborns. This assessment allows us to help parents recognise the unique characteristics and capacities of their newborn infant, and promotes positive attachment and communication between infant and parent/ carer.

#### Immunisation against vaccine preventable diseases

The PCT has appointed a full-time Immunisation Co-ordinator who will work across the Trust. Objectives include identifying the key factors that affect uptake of childhood immunisations, and the development of strategies to improve access to, and uptake of, immunisations.

## **School Services**

The PCT has ensured that all School Health Nurses are PSHE CPD certificated, to ensure effective partnership working when delivering Sexual Relationship Education to young people. This also ensures that young people receive quality and appropriate information/ support at any point that they choose to access the service. This is particularly effective at Health events in schools, as well as on an individual basis, and is supporting the development of Teenage Health access sessions.

The PCT Primary Mental Health Workers have developed and delivered SCAMP (Short Child and Adolescent Mental health Programme) and SCAMP-Plus training, which ensures that the developed pathways allow all children and young people to access appropriate assessment at the point of need. The School health nurses provide mental health assessments and interventions to enhance emotional and psychological wellbeing.

## **Safeguarding**

The PCT has continued to ensure that there has been 100% attendance, and provision of health reports from health staff, at all Initial and Review Child Protection Conferences. Consequently, PCT staff have contributed to the development and implementation of 100% of Child Protection Plans.

In addition, the PCT has, along with other agencies, signed a formal agreement with the Halton Domestic Abuse Forum/Safer Halton Partnership in respect of the MARAC (Multi-Agency Risk Assessment Conference). MARAC began in Halton in April 2007, a process aimed at preventing and/or reducing the number of high risk domestic abuse cases. PCT staff are asked to provide information about victims to the Designated Nurse, Child protection, or Named Midwife, Child Protection – this information is then shared at the MARAC with the intention of devising a plan that will afford the victims of abuse a higher level of protection. MARAC has discussed and enhanced the protection of around 80 – 100 victims of domestic abuse since it began in April 2007.

## **Conclusion**

This report demonstrates the PCT's achievements in, and commitment to, safeguarding and promoting the welfare of all children and young people in Halton and supporting their parents or carers. This is all under-pinned by a commitment to the Every Child Matters 'Stay Safe' and 'Be Healthy' outcomes.

## **8.3 CHESHIRE POLICE**

### **Northern Area Public Protection Unit**

Cheshire Police is committed to promoting the welfare and well-being of children, and protecting them from harm.

Cheshire Police continues to operate three BCU based Public Protection Units (PPU), supported by a Strategic PPU. The Northern PPU operates from Runcorn and Warrington, aligned to the respective local authorities, and it has direct responsibility for the following areas of policing that directly relate to safeguarding children:

- child abuse investigation
- domestic abuse
- sex offenders management
- children missing from home.

The resources within the PPU team that is based at Halton has been strengthened, in order to manage the increase in referrals and other demands. The Northern area PPU has also developed and increased the resources dedicated to managing sex offenders who present a risk to children. This is recognised as a growing area of policing, and Cheshire Police have committed increased resources to support this increasing demand.

The officers at Halton PPU have investigated a wide range of incidents and offences during the past year, working effectively with our partner agencies.

The Northern area PPU has a referral unit located at Warrington, serving both Halton and Warrington. Excellent links and processes have been developed between the unit and Local Authority Children's Services. The number of '40a' referrals dealt with by this unit increased by 12% in 2007. This has created a significant challenge to ensure that the referrals are processed, researched, and allocated in a timely manner.

The Northern area PPU has continued to support training relating to protecting children. Officers from the PPB have provided training to a wide range of professionals and agencies.

### **Strategic Public Protection Unit**

Cheshire Constabulary has a Strategic Public Protection Unit (SPPU), which looks after policies and procedures relating to child abuse, domestic abuse, vulnerable adult abuse, missing persons and registered sex offenders. The Unit works closely with the area Public Protection Units, and partner agencies, at a strategic level.

In 2007, the Constabulary was the subject of a review by Her Majesty's Inspector of Constabulary. The Force was examined in four key areas:

- child abuse
- domestic abuse
- sex offenders
- missing persons

The review examined the *strengths, areas for improvement and work in progress* in relation to each key area. In relation to child abuse, the force was found to deliver *'an acceptable level of service, which meets national threshold standards...'*

The Cheshire Constabulary is working with a number of partners to create a Sexual Assault Referral Centre (SARC). It is intended that, once established, this centre will provide an holistic service to victims of serious sexual assault. The centre will provide all services, whether the matter has been reported to the police or not. These services will include forensic examination, and medical and counseling services, and will join up with the voluntary sector to provide support through the court process where applicable.

Cheshire Constabulary has been driving forward the implementation of MARAC (Multi-Agency Risk Assessment Conferences) throughout the force area.

All those agencies that have direct involvement/responsibility for victim's/children's care and safety are represented on a MARAC. The MARACs provide a forum for sharing information and taking actions that, it is hoped, will reduce future harm to high-risk victims and their children. Individual agency membership is set at manager level, so that effective decisions can be taken, and to ensure that the necessary, dedicated local resources are made available to provide the support etc. that is required for the safety of the victims/children involved.

In April 2007 the first MARAC was held in Halton, and, between then and January 2008, a total of 109 cases have been discussed. A recent review by Community Action Against Domestic Abuse (CAADA), who are responsible, on behalf of the Home Office, for overseeing the implementation of MARACs throughout the country, identified excellent working relations between all agencies involved in the operating of MARACs within the Cheshire Constabulary area.

#### **8.4 CHESHIRE PROBATION**

Cheshire Probation Area supervises offenders with the aim of reducing reoffending and protecting the public. As part of their main responsibility to supervise offenders in the community, Offender Managers are in contact with, or supervising, a number of offenders who have been identified as presenting a risk, or potential risk, to children.

Offender Managers also supervise offenders who are parents/carers of children. By working with these people to change their behaviour and improve

their lifestyles, Offender Managers safeguard and promote the welfare of children.

Cheshire Probation Area is committed to the principles set out in the Government's inter agency guidance, Working Together to Safeguard Children (2006). The Area understands its contribution to safeguarding and promoting the welfare of children, in practice, to be in the:

- Management of adult offenders in ways that will reduce the risk of harm they may present to children through skilful assessment, the delivery of well targeted and quality interventions, and risk management planning
- Delivery of services to adult offenders, who may be parents or carers, that address the factors that influenced their reasons to offend, for example, poor thinking skills, poor moral reasoning, and drug/alcohol dependence (relating to the two domains in the Assessment Framework of parenting capacity and family and environmental factors)
- Recognition of factors which pose a risk to children's safety and welfare, and the implementation of agency procedures to protect children from harm (through appropriate information sharing and collaborative multi agency risk management planning - for example, Multi Agency Public Protection Arrangements (MAPPA), contributions to Child Protection Procedures, and through Domestic Violence forums)
- Seconding staff to work in youth offending teams
- Providing a service to child victims of serious sexual or violent offences
- Providing a service to the women victims of male perpetrators of domestic abuse participating in accredited domestic violence programmes. In practice, this will mean having regard to the needs of any dependent children of the family.

## **8.5 CAFCASS**

CAFCASS is a national organisation that champions the interests of children involved in family legal proceedings, and advises the family courts in England on what it considers to be in the best interests of individual children.

A number of important milestones have been achieved during the past year:

- National Standards

The new standards have now been implemented. They set out what service users, partner agencies and practitioners in the family justice system can expect from CAFCASS. All CAFCASS staff have received training on the new standards.



- Safeguarding Framework

The new framework was implemented from 1 April 2007. It lays out all the guidance and procedures relating to our duty to safeguard and promote the welfare of children.

- Domestic Abuse

We have rolled out a programme of training on cases involving domestic abuse for all our operational staff, and we have revised our domestic violence toolkit. In addition, we have provided a 2-day course on communicating with children, delivered by Barnardos.

- Quality Assurance

In 2006/7 we put in place a quality assurance system, within an overall Performance Framework. It is a systematic approach to identifying and responding to the needs of service users, to enable us to provide a consistent service that is based upon continuous improvement. As part of this system, we have recently introduced HearNow, an Internet facility for obtaining feedback from children, young people, and their families.

- Young People's Board

In August 2006 we developed a Young People's Board, that consisted of 10 young people who had experienced parental separation and family breakdown, including those who had experience of local authority care. This Board has influenced our approaches to service provision as well as recruitment.

- 'My Needs, Wishes and Feelings'

This a resource pack to help a young person to share their feelings directly with the court, if they wish to do so. Included is an impact statement that aims to support and enable young people to share their story when they have been exposed to any incidence of direct, or indirect, abuse. We have also begun to introduce the use of an internet approach called 'In My Shoes', to help obtain information from children and young people about their needs, wishes, and feelings.

- Reorganisation

CAFCASS began a major restructuring programme, changing from a Regional basis to smaller areas, in order to facilitate improvement in practice and service delivery. Halton has now become part of the designated CAFCASS 'Cheshire and Merseyside' service area.

## **8.6 THE 5 BOROUGH PARTNERSHIP NHS TRUST**

This annual report relates to the period from 1<sup>st</sup> April 2007 until 31 March 2008, and represents the fourth year of a 5-year plan. Designations of posts have been changed to reflect the Trust's new responsibilities under Section 11 of the Children Act 2004 to **safeguard** and **promote the welfare of children**.

### Staffing responsibilities

The Safeguarding Children Unit team consists of a Named Nurse Safeguarding Children, a Senior Nurse Safeguarding Children, and a full-time Safeguarding Administrator's post (job share). The unit has also secured a full-time Administrator secondment for a period of 6 months, to create the data-bases required in the Unit.

The roles of the Safeguarding Children Leads in each borough continue to be developed, with the Lead in Halton having 3½ hrs of ring-fenced time each week. This activity is monitored and reported to the Strategic Safeguarding Forum and HOS by the Named Nurse, Safeguarding Children.

The Children's Champions roles are being developed at team/ward level; staff taking on this role have 1½ hrs ring-fenced time per week. Where there is no Children's Champion allocated to the role at team level, the manager has been required to take on the role from January 2008.

Both Leads and Champions are required to undertake specific training in order to undertake their responsibilities. The Named Nurse, Safeguarding Children works closely with the Named Doctor, Safeguarding Children.

### Key achievements during 2007-2008

The Trust has met, or is on target to meet, most of its specific challenges that were detailed in its 2006/7 annual report:

- i) *To deliver the single agency safeguarding training required across the Trust in compliance with Working Together to Safeguard Children –2006 and ECC Training Plan*

A successful business case has enabled the development of a bespoke e-learning package and specific training for care coordinators, that will allow the Trust to deliver the Safeguarding Children Training as detailed in the Training Strategy. The e-learning package includes validation and a dynamic training needs analysis that, when implemented, will ensure compliance with NHS litigation Standards at Level 3.

The training for care co-ordinators is a bespoke training package that will be co-delivered by an ex-LSCB trainer. This training will involve service users and be subject to rigorous audit.

*ii) To deliver the Safeguarding Children Action Plan*

The Safeguarding Children Action Plan has reduced in size from 96 pages to 22 pages, with most actions achievable before September 2008. The action plan objectives reflect recommendations from internal and external inquiries, and the requirements of national guidance and the Standards For Better Health.

*iii) The development of a robust sub-structure in the form of Safeguarding Children leads in each area who are representative of all disciplines along with a Children's Champion in each team*

The sub-structure continues to develop with in-patient Leads and Champions having a very positive impact, with measurable risk reduction. Children's Champions in Occupational Health and Human Resources have continued to impact on safeguarding children practices, with the implementation of a domestic abuse policy for staff, and safer recruitment procedures.

*iv) To ensure that the Trust's safeguarding responsibilities are integral to its core business, in order that our duty of care in terms of safeguarding children is adequately discharged*

All policies, procedures and processes are impact-assessed for evidence that the Trust is fulfilling its Duty of Care. The Safeguarding Unit has implemented a Gold Star Award Scheme for exemplary Safeguarding Children work by individual staff or teams, due to the increasing number of examples of best practice evident.

An audit into compliance with Section 11 Statutory guidance has been completed, and most of the requirements have been achieved. Those that are not will be achievable by September 2008.

*v) The need for a Domestic Abuse strategy and Domestic Abuse policy for staff that includes the MARAC process*

IT systems, planned for implementation March 2008, contain victim risk assessment as part of risk assessment and management. The Trust has a Domestic Abuse Policy for staff and service users. The staff policy has been identified by St Helens LSCB as an example of best practice for all agencies to implement. A launch of the Strategy and Policies is planned for March 2008, using drama and other media to raise awareness.

### Other achievements during 2007-2008

- The Safeguarding Children Policy has been updated as required, as the Trust implements the Children Act 2004 that encompasses **safeguarding** and **promoting the welfare of children**. All Staff will undertake an on-line tutorial in its use. This process will be audited, with all staff completing the tutorial by the end of March 2008.
- A Safeguarding Children introduction booklet has been developed, which will support new staff
- The Named Nurse, Safeguarding Children chaired a task and finish group to produce a procedure to be followed when consideration is being given to the admission of a minor to an adult ward. This procedure has been ratified, and a training programme will support the implementation of the policy.
- A child-visiting policy is now ratified, and a training programme will support the implementation of this policy.
- The Trust has rolled-out the use of the Safeguarding Communication Form across all disciplines, underpinned by a training programme. A successful audit of the process has identified increased awareness of the need to safeguard and promote the welfare of children. This is ensuring that more effective safeguards are in place at 'vulnerable child' and 'child in need' level and, with the help of a Tier 2 level sharing agreement, information is now shared appropriately with PCT Safeguarding Units.
- Significant amounts of training continue to be delivered.
- The Named Nurse, Safeguarding Children has continued to observe an increase in the number of requests for consultations from staff across the 5 Boroughs, as awareness has been raised through training. Activity overall in the child protection office has increased.
- The Safeguarding Children unit has dealt with 1224 cases since it was formed in December 2003.
- The Trust has managed the increased demands on it, in terms of membership of the five LSCBs and their Sub groups, with most of these groups having membership from the Trust.
- The Trust has managed the increase in cases being scrutinised by LSCBs, as part of their statutory responsibility.
- With the help of service users and their children, a leaflet has been developed for service users who have caring responsibility for a child.

This is the focus of the work the Safeguarding Children Unit is undertaking around reducing the stigma of mental health, and meeting the needs of young carers, by the use of a road show across the Trust.

- Each workplace has a flowchart in place, identifying who to contact if there are concerns that a child is being abused. This is accompanied by the escalation process for staff to follow if they are not happy with the response from Children's Social Care.

### Risk management

Risk reduction action plans continue to be implemented and worked on around the areas of:

- Lord Laming's recommendations being implemented within IT systems
- Children admitted to adult wards

### Policy and guideline development and review

All Trust policies are now impact-assessed by the Named Nurse/ Doctor for Safeguarding Children.

### Specific Challenges for the year ahead

- To ensure that all teams have completed a self-assessment tool for clinicians, and to deliver the action plans identified from the application of the self-assessment tool for clinicians. Safeguarding Children Leads and Champions are to facilitate completion of the self-assessment tool for clinicians, and delivery of the action plans identified from the application of the tool
- The development and implementation of a Management supervision policy, which has an Appendix to the policy in terms of safeguarding children supervision.
- To ensure that data is collected electronically from consultations that would enable the Trust to have accurate figures regarding needs and activity
- To reduce the stigma suffered by our service users related to mental health
- To consider and meet the needs of young carers
- To carry out an audit of the work of all Safeguarding Children Leads and Champions.

## In conclusion

This has been a challenging year for the Safeguarding Unit, as activity has reached unprecedented high levels due to an overall increase in awareness across the Trust. This has been largely due to the training activity, and the introduction of the Safeguarding Children Communication form.

Safeguarding children now runs like a golden thread throughout all Trust activity, and staff across the Trust need to be congratulated for this as they have been expected to expand their role to not only **safeguarding children**, but also to **considering the welfare of children**, as part of their function. This they have achieved.

## **8.7 ST HELENS & KNOWSLEY HOSPITALS NHS TRUST**

This report is designed to show how the Trust is making progress towards achieving the following responsibilities and duties:

- Protecting children by following national child protection guidelines within its own activities, and in its dealings with other organisations
- Co-operating with other health and social care organisations, to ensure patients' individual needs are properly met and managed across the organisational boundaries
- Ensuring staff are fit to work with the vulnerable population

### **Protecting children by following national child protection guidelines within its own activities and in its dealings with other organisations**

Being able to discharge the safeguarding function of the board is not only dependent on a safe workforce, but also requires robust policies and procedures that are based on national and local guidelines. The following procedures, policies and protocols have been developed within the Trust:

#### **Child Protection Procedures (Recognition, Referral & Response)**

These procedures underwent further review in November 2007 against the safeguarding procedure template, designed in collaboration with the St Helens Safeguarding Children Board's Policies and Procedures Sub-group.

#### **'What to do if you're worried...' Flow Charts**

Flow charts have been designed to provide quick and simple guidance to staff who may be worried about the possibility of:

- child abuse
- domestic abuse
- adult patients' attendance that gives rise to safeguarding concerns.

These have been reviewed in November 2006, to include changes in contact details for the police and social care.

#### Sudden Unexpected Death in Infancy

This protocol will be recommended for use in the A&E and Paediatric departments. It has been reviewed and localised with reference to the Trust guidelines for Securing a Crime Scene, and incorporates the contact details of nominated Trust staff and our community colleagues.

#### The Management in Hospital of Known or Suspected Individuals Who May Pose a Risk to Children and Adults

This protocol has been designed to assist the Healthcare Worker in their assessment and management of identified individuals who present a risk, or potential risk, to children or adults within the hospital environment.

#### Policy for Dealing with Allegation of Abuse to Children and Young People by a Member of Staff

This policy has been designed in collaboration with colleagues in Halton & St Helens PCT to provide some direction to managers when dealing with such allegations of abuse, and takes into account statutory obligations that are included in 'Working Together to Safeguard Children 2006', and the Children Acts 1989 and 2004.

#### Paediatric Outpatient DNA policy

This policy should contribute to reducing the number of paediatric DNA's, as it will allow consultants to safely discharge their responsibilities for arranging follow-up appointments for those cases not seen as essential or urgent.

#### Serious Case Reviews

Clear guidance has been agreed with CYPS in St Helens outlining how cases that meet the requirement of 'Working Together' guidance should be communicated to the Director of Nursing, Midwifery and Facilities. This guidance has been utilised successfully in 4 formal Management Reviews of cases over the past 12 months, ensuring that the Trust has met the relevant deadlines.

#### Self Harm Pathway

This pathway has been designed following collaboration with the 5 Borough partnership CAMHS teams to provide a standardised approach to the clinical management of children and young people who self harm. It takes into

account recommendations in NICE Guidelines for Self Harm (2005) and NSF Children & Young People (2004).

**Co-operating with other health and social care organisations to ensure patient's individual needs are properly met and managed across the organisational boundaries**

Common Assessment Framework

Key staff in A&E, paediatric and maternity departments have attended the CAF training workshops. CAF awareness is also delivered as part of the Trust HCC Level 3 Training.

Ante-Natal Care Pathway

A training delivery programme is currently in place within the maternity services to ensure midwives are aware of their responsibilities in relation to this important document.

Child and Adolescent Mental Health Service

In an effort to ensure that the mental health needs are met of those children and young people accessing services at the Trust, Halton & St. Helens PCT commissioned two CAMHS Paediatric Liaison Specialist Posts. These posts will support the development of pathways of care, to ensure the promotion of emotional well-being of all children and young people in contact with the Trust.

**Ensure staff are fit to work with the vulnerable population**

Training has been offered and delivered to Trust staff against the three recommended levels identified by the Health Care Commission:

- **HCC Level 1** – The Acute Trust's Induction & annual mandatory safeguarding training for all staff, whether or not they work with children
- **HCC Level 2** – The Trust's half-day Safeguarding Basic Awareness training for all staff in regular contact with children (repeated every 3 years)
- **HCC Level 3** – The Trust's full-day Safeguarding and Promoting the Welfare of Children training, aimed specifically at Trust staff who regularly work with the child in need or child protection procedures /agenda in a multi-agency setting

The following table indicates the current position on the numbers of staff who have received training at Level 1:



<b>Staff group</b>	<b>Sept – Dec 07</b>
Clinical	1202
Non Clinical	472
Other	33
<b>Total @ Level 1</b>	<b>1717</b>

The following table indicates the current position on the numbers of staff who have received training at level 2:

<b>Dept</b>	<b>Total Staff</b>	<b>Staff Trained Dec 07</b>
Accident & Emergen	161	158 (98%)
Paediatrics	109	100%
OPD	43	100%
Obstetrics & Gynae	206	197 (96%)
Creche	34	100%
Anaesthetics & Surgeons	66	55 (83.3%)
<b>Total</b>	<b>619</b>	<b>596 (96%)</b>

## **8.8 NORTH CHESHIRE HOSPITALS NHS TRUST**

North Cheshire Hospitals NHS Trust has been active in identifying Safeguarding issues, using the 'Safeguarding Concerns Forms' and appropriately referring on to universal services. As the hospital has patients attending from different localities, one referral form and process has been developed across both hospital sites to link into Halton CAF process and the Warrington Family Support model.

The development of the Pre-CAF Referral Tool, and training to implement the CAF and Pre-CAF, has resulted in a reduction in the number of inappropriate referrals to Halton Borough Council's Direct Link Services. This has been developed with the local CAF teams, and delivered in-house by our hospital Family Support model multi-agency trainers, with the support of Halton and Warrington CAF co-ordinators.

The hospital has bench-marked against Section 11 of the Children Act 2004, and has established the foundations on which to fulfil its legal responsibilities to safeguard children and promote their welfare.

## Training

Much has been achieved regarding the development of professional practice around safeguarding issues:

- 1083 staff have attended in-house training sessions – induction, basic awareness, or updates
- All new doctors have also had induction training, and all junior doctors attended basic awareness sessions or updates
- Specific training has been aimed at line managers, Modern Matrons, Senior Nurses, and Human Resource officers. A training event was delivered for managers, hosted by the Strategic Health Authority in conjunction with the PCT and the 5 Boroughs Partnership
- In order to link into the MARAC, 111 nursing staff and managers, as well as 13 medical staff, have accessed in-house training in handling disclosures of domestic abuse and completing risk assessments

## Communication on safeguarding issues

- Pocket advice information on NCH processes has been provided to staff at all in-house training sessions
- A Safeguarding Children Notice-board has been established on the main corridor of the hospital. This has been used to highlight local and national campaigns in relation to safeguarding children – for example, Domestic Abuse (spring), JAR information (July- September), 'Talk don't Walk' (child run-away issues - December – January period), and Teenage issues (February to date).

## **8.9 HALTON DRUG & ALCOHOL ACTION TEAM**

One of the key strategic priorities for the Drug & Alcohol Action Team has been to work closely with the HSCB, and the Children & Young People's Directorate, in improving the outcomes for children and young people whose parents are in drug treatment.

Activity over the year has mainly centred on ensuring that staff in drug and alcohol services have undertaken the necessary child protection training, and that effective links with Children's Social Care continue to develop.

### Halton Domestic Abuse Forum

Multi Agency Risk Assessment Conferences have continued to run in Halton.

To date, over 60 adult victims and 80 children have been considered. The action plans put in place by the MARAC have meant that only 3 of these cases have been subject to a second review, demonstrating significant decreases in risk to both the parents and children involved.

A counselling service was also commissioned during the year for children who have witnessed domestic abuse, with over 60 young people taking up this service.

## **SECTION 9**

### **PERFORMANCE INFORMATION**

#### **9.1 Staying safe – the priority aims**

As noted earlier in this Annual Report, 5 key aims have been agreed by the HSCB within the 'Staying Safe' outcome of Halton's Children and Young People's Plan. These are for children and young people to:

- be safe from maltreatment, neglect, violence and sexual exploitation
- be safe from accidental death and injury
- be safe from bullying and discrimination
- be safe from crime and anti-social behaviour in and out of school
- have security and stability, and be cared for

It is the responsibility of all partner agencies in Halton to consider how their work with children and young people can most effectively contribute to achieving these outcomes. It is also essential, though, for them to be able to measure the effectiveness of their work, and this requires agencies to be clear about 'performance indicators'.

#### **9.2 Performance indicators**

A key tool for the monitoring and evaluation of the effectiveness of safeguarding practice throughout the borough has been the development of local multi-agency performance indicators. In particular, this allows the HSCB to monitor strategic outcomes associated with its aims and priorities, and those of the Children and Young People's Plan.

The HSCB has agreed a Performance Monitoring Framework that is assisting it to monitor and evaluate the effectiveness of what is done by the Local Authority and Board partners, individually and collectively, to safeguard and promote the welfare of children. The Framework is also advising them on ways to improve.

The HSCB's performance indicators relate to the above 5 aims as follows:

**All children and young people are safe from maltreatment, neglect, violence and sexual exploitation**

Aim	Measure	Data provider
<ul style="list-style-type: none"> <li>Increase the number of children and families accessing domestic abuse support services</li> </ul>	No of children discussed at MARAC	Domestic Abuse Forum
<ul style="list-style-type: none"> <li>CAFs lead to a decrease in later referrals for Neglect</li> </ul>	% of children with CAFs who were referred at a later date for neglect	Alliance Board/ MIC
<ul style="list-style-type: none"> <li>Increase the number of Private Fostering arrangements assessed and monitored</li> </ul>	Ratio of private fostering arrangements to 0-16 population	MIC
<ul style="list-style-type: none"> <li>% of young people reported missing from home accessing Missing From Home Project</li> </ul>	% of those missing from home who accessed services	Missing From Home Project/Lorraine Crane, Commissioning Manager
<ul style="list-style-type: none"> <li>Increase C&amp;YP safety by monitoring allegations against adults working with children (as laid out in Working Together)</li> </ul>	Number of allegations against adults working with children, which result in a Strategy meeting as a % of all allegations received	MIC/LADO Database
<ul style="list-style-type: none"> <li>Monitor numbers of young people reported missing from home</li> </ul>	Number of those missing from home	Police
<ul style="list-style-type: none"> <li>Allegations made against adults working with children (links with Local Authority Designated Officer)</li> </ul>	Number of allegations (excluding those that were NFA before strategy meeting)	Conference and Reviewing Unit
<ul style="list-style-type: none"> <li>Increase Children 'actively' participating in CP process impacting on the effective implementation of their CP Plan to enable the Child Protection Plan to be ended.</li> </ul>	PN 1-6 (active) as a % of all children eligible to participate in CP process	Conference and Reviewing Unit

<ul style="list-style-type: none"> <li>• Increase Parents ‘ actively’ participating in CP process thus impacting on the effective implementation of the CP Plan to enable the Plan to be ended.</li> </ul>	% of all Parents eligible to participate in CP process	Conference and Reviewing Unit
<ul style="list-style-type: none"> <li>• Increase the number of Children deregistered from CPR successfully accessing lower level support services to maintain improvements in factors that lead to initial Child Protection Plan.</li> </ul>	% of children de-registered who are successfully accessing lower level support services	Conference and Reviewing Unit /MIC
<ul style="list-style-type: none"> <li>• Children registered on CPR with domestic violence as a parental factor not re-referred to Social care within 12 months of the Plan ending</li> </ul>	Of children de-registered with domestic violence the % who were not re-referred to Social Care within 12 months of de-registration	MIC
<ul style="list-style-type: none"> <li>• % of parents finding CP Conference/Review process helpful in tackling the factors that led to initial Child Protection Plan.</li> </ul>	Of the feedback forms received, the % who found the process helpful	Conference and Reviewing Unit
<ul style="list-style-type: none"> <li>• % of referrals to Social Care with neglect as the primary factor</li> </ul>	Number of referrals to Social Care with neglect as the primary factor divided by all referrals	MIC
<ul style="list-style-type: none"> <li>• % of Child in Need cases closed following referral to lower level support services</li> </ul>	Number of Child in Need cases closed following referral to lower level support services as a percentage of all Sec 17 cases	MIC
<ul style="list-style-type: none"> <li>• Numbers of under 18 year olds placed in adult mental health settings</li> </ul>	Number of 18 year olds placed in adult mental health settings	PCT
<ul style="list-style-type: none"> <li>• Numbers of young people as perpetrators of crime on other young people</li> </ul>	Numbers of young people as perpetrators of crime on other young people	Community Safety/Police
<ul style="list-style-type: none"> <li>• Numbers of young people as perpetrators of crime against adults</li> </ul>	Numbers of young people as perpetrators of crime against adults	Community Safety/Police

<ul style="list-style-type: none"> <li>Numbers of adults as perpetrators of crime on young people</li> </ul>	Numbers of adults as perpetrators of crime on young people	Community Safety/Police
<ul style="list-style-type: none"> <li>Numbers of sexual offences against young people by adults</li> </ul>	Numbers of sexual offences against young people by adults	Community Safety/Police
<ul style="list-style-type: none"> <li>Numbers of sexual offences against young people by other young people</li> </ul>	Numbers of sexual offences against young people by other young people	Community Safety/Police
<ul style="list-style-type: none"> <li>Numbers of young people as victims of anti-social behaviour</li> </ul>	Numbers of young people as victims of anti-social behaviour	Community Safety/Police
<ul style="list-style-type: none"> <li>Numbers of young people who are perpetrators of anti-social behaviour</li> </ul>	Numbers of young people who are perpetrators of anti-social behaviour	Community Safety/Police

<b>All children and young people are safe from accidental death and injury</b>		
<b>Aim</b>	<b>Measure</b>	<b>Data provider</b>
<ul style="list-style-type: none"> <li>Reduction in the number of children and young people under the age of 16 killed or seriously injured by 2010 (Annual Measure)</li> </ul>	<ul style="list-style-type: none"> <li>Halton 06/07 (2005) - 14.7CKSIs</li> <li>Halton 2007/08 Target - N/A - new indicator</li> <li>Halton 2007/08 (2006) Actual - 10.3CKSIs</li> <li>Halton's Targets - 2008/09 (2007) - 12CKSIs, 2009/10 (2008) - 12CKSIs, 2010/11(2009) - 11CKSI</li> </ul>	Environment- Transportation
<ul style="list-style-type: none"> <li>Reduction in the number of children and young people under the age of 16 admitted to hospital</li> </ul>	Health data	Halton & St Helens PCT

for accidental injury (Annual Measure)		
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<b>Children and young people are safe from bullying and discrimination</b>		
<b>Aim</b>	<b>Measure</b>	<b>Data provider</b>
<ul style="list-style-type: none"> <li>• Increase the number of organisations adopting an anti-bullying charter mark, or equivalent, to 100%</li> </ul>	Number of organisations with an anti-bullying charter mark, or equivalent, as a percentage of all eligible organisations	HBC Divisional Manager-Access
<ul style="list-style-type: none"> <li>• More children feel safe from bullying and discrimination within schools</li> </ul>	Annual Tell Us Survey	HBC Divisional Manager-Access

<b>Children and young people are safe from crime and anti-social behaviour in and out of school</b>		
<b>Aim</b>	<b>Measure</b>	<b>Data provider</b>
<ul style="list-style-type: none"> <li>• Increase in numbers of children victims of crime being offered support by 2009</li> </ul>	Numbers of children victims of crime being offered support as a percentage of all numbers of children victims of crime	Community Safety Manager
<ul style="list-style-type: none"> <li>• All children who are perpetrators of anti-social behaviour receiving coordinated multi-agency support by 2009</li> </ul>	Numbers of children who are perpetrators of anti-social behaviour being offered support as a percentage of all numbers of Children who are perpetrators of anti-social behaviour	Community Safety Manager



**All Children and Young People have security and stability and are cared for**

Aim	Measure	Data provider
<ul style="list-style-type: none"> <li>Improved placement choice for looked after children, so they have more security, stability, and a better experience of care</li> </ul>	Numbers of foster carers as a ratio of the CiC population at the end of each quarter	Adoption and Fostering Service
<ul style="list-style-type: none"> <li>Children with disabilities will have improved security, stability, and care within their home environment (cohort: those in Halton Special Schools, HI and VI units as a proxy for children with disabilities in Halton)</li> </ul>	Ratio of children with disabilities accessing CIN/CPR/CiC to the proxy cohort	MIC
<ul style="list-style-type: none"> <li>BME children have security, stability, and care within their home environment through appropriate access to services (cohort: BME population of Halton schools)</li> </ul>	Ratio of BME children accessing CIN/CPR/CiC to the BME cohort	MIC
<ul style="list-style-type: none"> <li>Traveller children having access to Education (as means by which they can access Safeguarding)</li> </ul>	Number of Traveller Children in Halton schools	MIC
<ul style="list-style-type: none"> <li>Reduce the numbers of young people abusing alcohol in Halton</li> </ul>	Medium to heavy alcohol use from Tell Us Survey (annual)	Ofsted

### 9.3 Key aims for 2008-2009 – reporting to the HSCB

Certain of the above indicators within the Stay Safe Outcome have been highlighted as key aims, to be a specific focus for the Board during the coming year. Reporting requirements have been allocated to relevant managers, and these arrangements are as follows:

<b>STAY SAFE OUTCOME</b>	<b>KEY AREA OF ACTIVITY</b>	<b>REPORT TO HSCB</b>	<b>REPORT TO HSCB EXECUTIVE BOARD</b>
<b>Safe from maltreatment, neglect, violence and sexual exploitation</b>	Domestic abuse – impact on children	24.11.08	14.4.08 and 1.7.08
	Levels of Need – responsibility for Level 3b	15.9.08	1.7.08 and January 2009
	Children missing from home	24.11.08	14.4.08
	Children living in Private Fostering arrangements	24.11.08	
	Multi Agency Public Protection Arrangements (MAPPA)	2.12.08	
<b>Safe from accidental death and injury</b>	Wider safety issues for children in Halton	15.9.08 and March 2009	
<b>Safe from bullying and discrimination</b>	Anti-Bullying Strategy	24.11.08	1.7.08
<b>Have security, stability and are cared for</b>	Looked after children – including availability of suitable foster carers and placement choice	10.6.08	2.12.08
	Alcohol harm reduction	24.11.08	14.4.08
<b>Safe from crime and anti-social behaviour</b>	Monitoring of impact of service provision	24.11.08	14.4.08

## 9.4 Child Protection activity

Investigations of suspicions that a child may be suffering, or is likely to suffer, significant harm are governed by Section 47 of the Children Act 1989, and are lead by Children and Young People's Services with the police and other partner agencies.

The HSCB monitors the outcomes of these investigations, and also considers other information to inform the ongoing review of policy and procedures in the borough. Each quarter, the managers in the CYPD Safeguarding Unit report to the HSCB, providing key data on levels of child protection activity and an analysis of significant issues and trends. This information includes:

- the number of children who are on the Child Protection Register and the subject of a child protection plan, and data on de-registrations
- data on child protection conferences held, and whether the Safeguarding Unit is meeting the required timescales
- the participation of children, young people and parents/carers in conferences
- the participation by professionals in conferences
- an analysis of risk factors that are prevalent

Data for the 12 months to December 2007 provides a picture of the levels of activity in the borough:

### Number of child protection conferences

Between January 2007 and the end of December 2007 49 Initial conferences and 111 Review conferences were held. All these conferences were held within the required timescales, and the minutes were distributed within timescale in all cases.

### Numbers of children subject of a Child Protection Plan

The number of children subject of a Child Protection Plan each month averaged 75 throughout the year, from 35 families. These figures are almost exactly the same as the previous year.

All the children on the register have had an allocated social worker from CYPD.

### Categories of Concern Leading to a Child Protection Plan

When children are made subject of a Child Protection Plan, the cause of harm is recorded according to 'Working Together' classifications. The following table indicates the average categorisation of the children on the register over the 12 months January – December 2007:

<b>Registration category</b>	<b>Percentage of registered children</b>
Neglect	53%
Physical Harm	25%
Emotional Harm	10%
Sexual Harm	11%

### Risk factors

Each quarterly report identifies current risk factors that are highlighted from the conferences. These have included the mis-use within the family of drugs and alcohol, mental health issues, domestic abuse, and the presence of an adult who has been identified as a risk/potential risk to children.

The table below indicates the parental risk factors present at Initial Conferences for the first 3 quarters of the year:

<b>Quarter</b>	<b>1<sup>st</sup> April – 30<sup>th</sup> June 2007</b>	<b>1<sup>st</sup> July – 30<sup>th</sup> September 2007</b>	<b>1<sup>st</sup> October – 31<sup>st</sup> December 2007</b>
<b>Drugs</b>	5	2	1
<b>Alcohol</b>	5	4	3
<b>Mental Health</b>	0	3	3
<b>Domestic Abuse</b>	10	4	3
<b>Adult Identified as posing a risk or potential risk to children</b>	5	1	1

### Participation in conferences

The participation of parents, carers, and children and young people, themselves, in child protection conference processes has long been encouraged and supported by the HSCB, and has also been the subject of regular reports to the main Board. For children, this participation is facilitated imaginatively, as it is recognised that they can convey their views in a variety of ways, and not simply by attending a meeting. Figures on how many eligible children have participated in the conference process in a meaningful way have been rising encouragingly over the year, from 33% and 55% in the first two quarters to a full 100% in each of the last two quarters.

Initiatives to enhance children's participation have included:

- The Conference request form is being amended to ask Social Workers how the views of children aged 4 years and over have been sought and by whom. There is a prompt on this form for Social Workers to discuss how a child's views will be

sought. Children can be linked to an advocate from the Barnardo's Children's Rights Service if required

- The Independent Conference Manager continues to write to children who have attended Conference, using child friendly presentation and language, to outline the concerns, decision, and recommendations made
- New leaflets for children and young people have been developed that explain the process of, the reasons for, and the possible outcomes of Child Protection Section 47 Investigations and Child Protection Conferences
- New feedback questionnaires for children and young people have been designed to gain their views in relation to the Child Protection Conference process. The resultant feedback is assisting the Conference and Reviewing Unit in considering what else can be done to enable children and young people to contribute to the Child Protection Process, and if anything further is required to ensure their views are considered.

## **9.5 Managing allegations against adults**

The HSCB has responsibility for ensuring that there are effective Inter-Agency Procedures in place for dealing with allegations against people who work with, or on behalf of, children, and for monitoring and evaluating the effectiveness of those Procedures.

Halton's procedures were implemented in April 2007, as required by law, and are published on the HSCB website.

### The LADO

Each local authority area in the country has been required to appoint a Local Authority Designated Officer (LADO) to manage and oversee arrangements for the investigation of allegations of abuse against adults. These investigations relate to any agency operating in the area, and, here in Halton, the HSCB has appointed the Senior Conference & Reviewing Manager in CYPS to undertake this function.

### Reporting the Board

The HSCB has arrangements in place for the regular review of the procedures, and for the monitoring of compliance with them, and this is achieved through the provision of quarterly reports by the LADO to the Board.

A secure electronic database enables the recording, monitoring, and reviewing of all allegations and outcomes in the borough, and it is this data that is collated and reported to the Board.

## Roles and responsibilities of agencies in Halton

In order to discharge the duties of the Board, each member organisation in the borough has identified a named Senior Officer (and a named deputy) to ensure that any allegations within their agency are managed in accordance with the procedures and statutory guidance. Specifically, their responsibilities include:

- ensuring that their organisation operates procedures for dealing with allegations that are in line with HSCB Procedures
- resolving any inter-agency issues that may arise
- liaising with the HSCB

The HSCB has issued guidance on the role and responsibilities of named Senior Officers, and they all have access to advice and guidance on matters relating to handling allegations via the LADO and the Conference & Reviewing Unit.

All commissioned services have a requirement in their contract to identify a named Senior Officer and a Senior Manager with responsibilities for the management of allegations. This is reviewed and monitored at Contract Review Meetings.

## Work programme for 2008/2009 regarding the management of allegations

The work plan for the forthcoming year includes the provision of briefings and formal training to organisations in Halton, regarding the management of allegation procedures. The target audience will be:

- Health Colleagues
- The Third Sector Forum
- Human Resources (HBC)
- All Senior Managers (including commissioned services)
- Independent Schools
- Independent Fostering Agencies
- Independent Residential Providers
- Head Teachers
- Chair of Governors
- Colleges

Additional initiatives will include:

- The production and distribution of leaflets for agencies, individuals and families concerning the management of allegations
- Ensuring that there are robust links to the Council's Whistle Blowing Policy/Employee Investigations

- Ensuring that robust links are made with Adult Protection issues, when allegations are made concerning an adult who may be working with a vulnerable adult and/or children

#### Allegations activity

A total of 40 allegations have been dealt with by the LADO over the past year.

As at 31 March 2008, only one of these remained an ongoing case. Of the other 39, the vast majority – 31 cases - were resolved within 1 month, while 8 were resolved within 3 months.

## **SECTION 10**

### **BUDGET 2007-2008**

The budget details for 2007-2008 are outlined below. The chair of the HSCB would like to formally record her thanks and appreciation to those agencies that have contributed to the costs. She further acknowledges that other agencies have made contributions in kind – for example in the time their staff have devoted to HSCB business, and in contributing to training delivery – and for this she has been extremely grateful.

There has been a planned under-spend over the last year, and expenditure for 2008/09 is fully committed.

### **INCOME**

#### (i) Contributions from partner agencies

HBC	42,550
HPCT	42,550
5 Boroughs Partnership	25,000
Cheshire Constabulary	24,000
Connexions	10,000
Cheshire Probation Service	3,000
CAFCASS NW	231

#### (ii) Other income

Training income	1,035
Balance b/f from 2006-2007	97,092
<b>Total income</b>	<b>245,458</b>

### **EXPENDITURE**

Staffing	111,270
Training/strategy	46,179
Advertising/marketing	10,551
Policy and procedures	2,250
<b>Total expenditure</b>	<b>170,210</b>



## **SECTION 11**

### **BUSINESS PLAN AND KEY OBJECTIVES FOR 2008-2009**

The HSCB's outcome-focused Business Plan and Key Objectives for 2008-2009 have been agreed by the Board.

#### **11.1 Business Plan**

The HSCB met for a Development Day in January 2008, and the discussion focused on the HSCB's role in ensuring that the outcomes that it had previously agreed in its Business Plan are being delivered and monitored effectively. These priority outcomes are for children and young people to:

- be safe from maltreatment, neglect, violence and sexual exploitation
- be safe from accidental death and injury
- be safe from bullying and discrimination
- be safe from crime and anti-social behaviour in and outside of school
- have security, stability and be cared for
- live healthy lifestyles, specifically related to alcohol harm reduction

#### **Safe from maltreatment, neglect, violence and sexual exploitation**

The HSCB will continue to hold the strategic lead in Halton for overseeing the achievement of this priority, and will continue to receive quarterly Reports in relation to child protection work in the borough. In addition, it will monitor/oversee how effectively the following outcomes are being achieved:

- Children to be safer in their homes by addressing issue of domestic abuse
- Reduction in the number of children reported as experiencing neglect
- More vulnerable children and families being supported at Level of Need 3b, so that concerns do not escalate to Level 4 (child protection)
- Reduction in the numbers of children who go missing from home
- Children living in Private Fostering arrangements are effectively monitored and supported

### Safe from accidental death and injury

Having established its Child Death Review Panel, the HSCB will continue to review all child deaths with a view to identifying any lessons to be learnt with the overall aim of reducing them.

In addition, though not a statutory requirement, the HSCB will review “near misses” involving children and young people. This will continue to provide invaluable learning so that future child deaths and serious injury can be prevented.

### Safe from bullying and discrimination

The HSCB, via its Executive Board, will take the strategic lead in the borough in relation to its anti-bullying strategy, and priority will be given to developing appropriate guidance, to be used in schools and across all groups working with children.

### Safe from crime and anti social behaviour in and out of school

While the responsibility for this sits with the Specialist and Targeted Task Group of the Alliance Board, the HSCB will monitor strategies that aim to reduce anti-social behaviour involving children and young people.

### Have security, stability and are cared for

Again, the Alliance Board has the lead on this, via its Specialist and Targeted Task Group. The HSCB will monitor the extent to which outcomes are being achieved, particularly in relation to looked after children, focusing on their having more security and stability of care, and the availability of suitable foster carers and placement choice.

### Alcohol Harm Reduction in Children and Young People

Alcohol harm reduction in relation to children and young people in Halton is a significant priority, and while the Halton Safer Halton Partnership holds the strategic lead, the HSCB will monitor progress.

The HSCB will also carry out its role as the “Responsible Authority” for matters relating to the protection of children from harm under the Licensing Act 2003.

## **11.2 Key Objectives**

As the consolidation and development of the HSCB’s Business Plan has continued, the Key Objectives have also been reviewed and updated. All these Key Objectives for the forthcoming year are detailed below, as delegated to the Executive Board and the relevant Sub-groups. They highlight the continued breadth and scope of the HSCB’s ongoing ambitions for the children and young people of Halton.

Embraced within the Key Objectives are three broad priority areas that the HSCB have agreed will have a particular focus over the next year. These are:

- Safer recruitment
- Performance monitoring
- Issues and factors that impact on parenting capacity – this includes issues such as alcohol and substance misuse, parental mental health, and domestic abuse, and also reflects the HSCB’s decision to take responsibility for monitoring the safeguarding activities regarding families identified as having a Level of Need at category 3b

### **KEY OBJECTIVES FOR THE EXECUTIVE BOARD**

	<b>Objectives</b>	<b>Timescale</b>
1	To monitor the implementation of the HSCB Anti Bullying Strategy	March 2009
2	To monitor the implementation of the Missing from Home Project	March 2009
3	To monitor Alcohol Harm Reduction Programme in relation to children and young people	March 2009
4	To monitor the impact of safe from crime and anti social behaviour service provision on the lives of children and young people	March 2009

### **KEY OBJECTIVES FOR THE POLICY & PROCEDURES SUB-GROUP**

	<b>Objectives</b>	<b>Timescale</b>
1	To develop Practice Guidance and Appendices to the HSCB Procedures to Safeguard and Promote the Welfare of Children where required	March 2009
2	To undertake consultations on National Guidance or Strategy on behalf of HSCB Main Board where required	March 2009
3	To review other agencies/organisations Child Protection Procedures to ensure that they are compliant with HSCB Procedures to Safeguard and Promote the Welfare of children	March 2009
4	All HSCB member agencies to ensure that child protection policies are held by organisations and agencies commissioned to deliver services on their behalf to children	March 2009

**KEY OBJECTIVES FOR THE CHILD DEATH OVERVIEW AND NEAR MISS REVIEW  
PANEL**

	<b>Objectives</b>	<b>Timescale</b>
1	To monitor and review Child Deaths and Near Misses and report on a quarterly basis to HSCB	March 2009
2	The Halton Child Death Overview Panel to collaborate with neighbouring authorities in sharing learning from Child Death Reviews.	March 2009
3	To participate in the North West Authorities/GONW/CEMACH Collaboration re: Learning from Child Death Overview Panels	March 2009

**KEY OBJECTIVES FOR THE SCRUTINY & PERFORMANCE SUB-GROUP**

	<b>Objectives</b>	<b>Timescale</b>
1	To monitor the HSCB's Performance Management Framework	Via Quarterly Monitoring Report
2	To receive quarterly Reports re: Local Authority Designated Officer (LADO) function	Via Quarterly Monitoring Report
3	To Review LSCB Members Agencies' compliance with Section 11 Children Act 2004 Duty to make arrangements to ensure that in discharging their functions to safeguard and promote the welfare of children	Via Quarterly Monitoring Report
4	To evaluate multi-agency working by performing joint audits of case files	March 2009
5	To monitor performance in relation to child protection activity including CPCC attendance, quoracy and child/parent/carer participation in the process and to report on a quarterly basis to HSCB	Via Quarterly Monitoring Report

### **KEY OBJECTIVES FOR THE TRAINING SUB-GROUP**

	<b>Objectives</b>	<b>Timescale</b>
1	To continue to raise awareness about Private Fostering	March 2009
2	To regularly review content HSCB Training Plan	Via Quarterly Report
3	To roll accredited Training Programme for parents re: Safeguarding via Children Centres	November 2008
4	To develop training in relation to Communicating with Children with Disabilities	November 2008
5	To continue to roll out the Virtual College Child Protection Training Package.	March 2009
6	To review the content of the "Safe Parenting" Handbook	October 2008
7	Each HSCB member agency to produce an agency safeguarding training plan.	March 2009
8	To promote the inter-agency training evaluation tool	September 2007

## Appendix 1

### MEMBERSHIP (as at 31 March 2008)

#### HALTON SAFEGUARDING CHILDREN BOARD

A Williamson	- Operational Director, HBC Health & Community (Chair)
A Towey	- HSCB Manager
G Meehan	- Strategic Director, HBC Children & Young People
P Boyce	- Operational Director (Specialist Services), HBC Children & Young People
R Gill	- Group Solicitor, Halton Legal Services
C Dickson	- Headteacher, Halton Lodge Primary School
H Mullaney	- Headteacher, The Heath Specialist Technology College
D Edwards	- Dep. Director of Public Health, Halton & St Helens PCT
S Hinchliffe	- Executive Lead for Child Protection, Whiston Hospital
N Wild	- Consultant Paediatrician, Warrington General Hospital
J McDonald	- Director of Child & Family Health - Halton & St. Helens PCT
B Gyawali	- Designated Doctor Child Protection, Halton & St. Helens PCT
C Whelan	- Child Protection Manager, Halton & St. Helens PCT
J Kelly	- Director of Adult Services, 5 Boroughs Partnership
P Moore	- Detective Chief Inspector, Strategic PPU, Cheshire Police
G Finchett	- Superintendent, Cheshire Police
K Cawley	- Magistrate
J Davidson	- Assistant Chief Probation Officer, Cheshire Probation Service
G Jones	- Head of Service, Youth Offending Team
S Eastwood	- Co-ordinator, Halton Drug Action Team and Safer Halton Partnership
J Raymond-Walters	- Service Manager, CAF/CASS
D Sproson	- Area Manager, Connexions
Y Jama	- Children's Services Manager, NSPCC
S Taylor	- Safeguarding Development Officer, HBC
P St. Aubyn	- Senior Independent Conference & Reviewing Manager
N Moorhouse	- Divisional Manager (Children in Need), HBC Children & Young People
K Holbourn	- Director of Nursing & Governance, NCH Acute Trust
J Potter	- Divisional Manager (Access), HBC Children & Young People
D Standen	- Parent rep
S Cerro-Hughes	- Third Sector Forum Representative
Mike Andrews	- Community Safety Manager

## **HSCB EXECUTIVE BOARD**

Paul Boyce	- Chair and Operational Director, Specialist Services - CYPD
Ann Towey	- Halton Safeguarding Children Board Manager
Nigel Moorhouse	- Divisional Manager (Children in Need) - CYPD (Chair of Policy & Procedures Sub-group)
Janet McDonald	Director of Child & Family Health - Halton & St. Helens PCT
Jonathan Potter	- Divisional Manager (Access) - CYPD (Chair of Training Sub-group)
Gary Finchett	- Acting Assistant Chief Constable - Cheshire Police
Lorraine Crane	- Commissioning Manager - CYPD
Dympna Edwards	- Dep. Director of Public Health - Halton & St Helens PCT (Chair of Child Death & Near Miss Review Panel)

## **HSCB SUB-GROUPS**

### **Policy and Procedures Sub-group**

Nigel Moorhouse	- Chair and Divisional Manager, Children in Need - CYPD
Charlie Whelan	- Child Protection Manager, Halton & St. Helens PCT
Paula St. Aubyn	- Independent Conference & Reviewing Manager
Sharon Sandell	- Policy Officer - CYPD
Steve Withington	- Multi Agency Trainer - CYPD
Lorraine Peers	- Principal Manager, Child Care Team 1 - CYPD
Nigel Wenham	- Inspector - Cheshire Police
Mark Tasker	- Inspector - Cheshire Police
Ann Towey	- HSCB Manager
Sally Clarke	- Domestic Violence Co-ordinator - Halton BC
Julie Clarke	- Team Manager, Brooker Centre - 5 Boroughs Partnership

### **Child Death and Near Miss Review Panel**

Dympna Edwards	- Chair & Deputy Director of Public Health - Halton & St Helens PCT
Paul Boyce	- Operational Director, Specialist Services - CYPD
Ann Towey	- HSCB Manager
Hilary Fenton	- Director of Children's & Psychological Services - 5 Boroughs Partnership
Martin Cleworth	- Detective Chief Inspector - Cheshire Police
Carol Hill	- Independent Conference Manager - CYPD
Suprio	- Lead Consultant Paediatrician Halton PCT
Bhattacharyya	
Sharon Taylor	- Safeguarding Development Officer - CYPD

### Scrutiny & Performance Sub-group

Paul Boyce	- Chair and Operational Director, Specialist Services - CYPD
Ann Towey	- HSCB Manager
Bina Gyawali	- Community Paediatrician, Halton & St Helens PCT
Paula St Aubyn	- Senior Independent Conference & Review Manager - CYDP
Nigel Wenham	- Inspector - Cheshire Police
Julie Raymond-Walters	- Service Manager – CAFCASS
Jonathan Potter	- Divisional Manager, Access - CYPD

### Training Sub-group

Jonathan Potter	- Chair and Divisional Manager, Access - CYPD
Sian Kavanagh	- ARCH Initiatives
Marie Fairbrother	- Nurse Specialist, Child Protection - Halton PCT
Steve Withington	- Multi Agency Trainer - CYPD
Sharon Taylor	- Safeguarding Development Officer - CYPD
Martyn Platts	- Publicity Officer, Halton BC
Sally Clarke	- Domestic Violence Co-ordinator - CYPD
Brian Hulley	- Training Manager - Cheshire Police
Christine Johnson	- Safeguarding in Education Development Officer - CYPD
Andrea Farrell	- Connexions
Gaynor Dickson	- Headteacher, Halton Lodge Primary School
Ann Towey	- HSCB Manager
Belinda Yen	- Integration Training Officer- HBC Early Years



## Appendix 2

### HALTON SAFEGUARDING CHILDREN'S BOARD

#### TERMS OF REFERENCE

##### 1. Overall Vision

*“A community committed to realising high aspirations, where all children, young people and families are valued and respected and where inclusion and diversity are promoted”.*

We have a particular responsibility to ensure that the well being of our children and young people is safeguarded. In order to do this agencies are committed to support families in bringing up children. To achieve this, in Halton we will:

- Develop a clear analysis of need across the borough
- Listen to and involve all in planning and improving services
- Provide high quality services that are responsive to need, inclusive and accessible to all
- Ensure that all children and young people receive their entitlement of services

##### 2. Safeguarding Vision

*“All children and young people in Halton will grow up and thrive in safe environments, communities, homes and families. Where children are harmed or at risk of harm, all agencies will actively co-operate to promote their welfare”.*

##### 3. Cohort

Those children who reside in Halton aged 0-19 yrs who have **complex needs & compromised parenting; and who require a multi-agency response.**

Focus - Interpersonal harm rather than environmental or population impact.

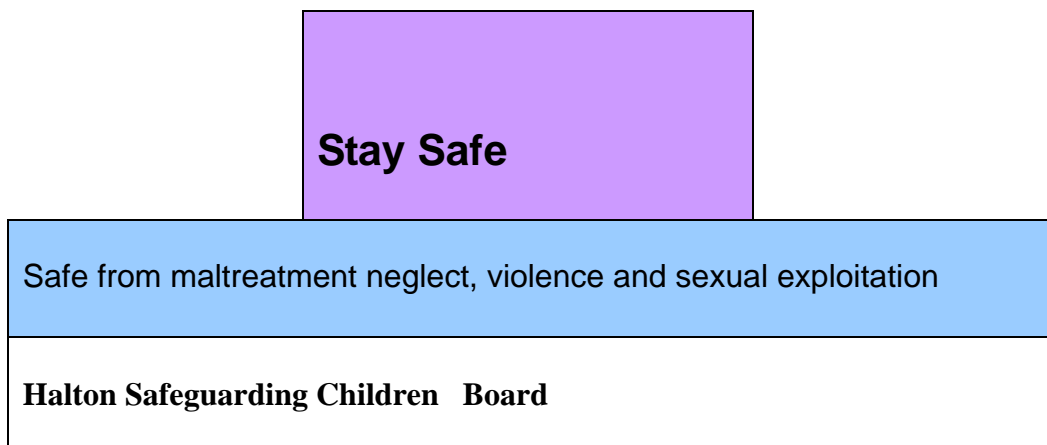
##### 4. Overall Aims

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. For this reason, the Children Act 2004 requires each Local Authority to establish a Local Safeguarding Children Board (LSCB).

The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the

welfare of children in that locality, and for ensuring the effectiveness of what they do. As part of the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan, the Halton SCB has responsibility to ensure coherence and co-ordination between plans and service delivery to children and young people in order to fulfil the duty upon all agencies and providers to safeguard and promote children's welfare (CA 2004) and to help them to achieve the 5 outcomes defined in the Children Act 2004:

- Be healthy
- **Stay safe**
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being.



## 5. Core Objectives

The central objectives of a Local Safeguarding Children Board established under section 13 of the Children Act 2004 are:-

- to 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 of the authority by which it is established;
- to ensure the effectiveness of what is done by each such person or body for those purposes

## 6. Definitions

### **Safeguarding and promoting the welfare of children**

*The process of protecting children from abuse or neglect, preventing impairment of their health and development, and ensuring they are growing up in circumstances*

*consistent with the provision of safe and effective care which is undertaken so as to enable children to have optimum life chances and enter adulthood successfully.*

## **7. Roles and Responsibilities**

The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

The work of LSCBs is part of the wider context of children's trust arrangements that aim to improve the overall wellbeing (i.e. the five Every Child Matters outcomes) of all children in the local area.

Whilst the work of LSCBs contributes to the wider goals of improving the wellbeing of all children, it has a particular focus on aspects of the 'staying safe' outcome.

The LSCB's work to ensure the effectiveness of work to safeguard and promote the welfare of children by member organisations will be a peer review process based on self evaluation, performance indicators, and joint audit. Its aim is to promote high standards of safeguarding work and to foster a culture of continuous improvement. It will also identify and act on identified weaknesses in services and to avoid unnecessary duplication of work the LSCB should ensure that its monitoring role complements and contributes to the work of both the children's trust and the inspectorates.

Where it is found that a Board partner is not performing effectively in safeguarding and promoting the welfare of children, and the LSCB is not convinced that any planned action to improve performance will be adequate, the LSCB chair or a member or employee designated by the chair should explain these concerns to those individuals and organisations that need to be aware of the failing and may be able to take action. For example, to the most senior individual(s) in the partner organisation, to the relevant inspectorate, and, if necessary, to the relevant Government Department.

The roles and responsibilities of the board in light of the above are to:

- To undertake strategic planning of services relevant to the children's safeguarding agenda.
- To hold all partner agencies to account for their safeguarding practice
- To ensure services are co-ordinated.
- To consider national objectives and Government targets.
- To gather, update and report information regarding unmet need in order to inform the Joint Commissioning Strategy for Children and Young People in Halton.
- To monitor and contribute to the work of the Mini-Children's Trust Partnership boards, which fall within the remit of the task group, including receiving reports

on the progress against strategies and the management of associated pooled budgets.

- To participate with other groups within the children and young people's strategic planning structure to ensure the needs and views of children and young people and their families are taken into account in the planning process.
- To make regular reports to the Alliance Board, which will include performance information.
- To produce an Annual Business Plan, with clear indication of tasks, leads, timescales and performance measures incorporating the 5 outcomes

## 8. **Key areas of activity**

The scope of LSCB role includes safeguarding and promoting the welfare of children in 3 broad areas of activity:

### a) **Identify and prevent** maltreatment, or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care. For example:

- mechanisms to identify abuse and neglect wherever they may occur;
- work to increase understanding of safeguarding children issues in the professional and wider community, promoting the message that safeguarding is everybody's responsibility
- work to ensure that organisations working, or in contact with children, operate recruitment and HR practices that take account of the need to safeguard and promote the welfare of children;
- monitoring the effectiveness of organisations' implementation of their duties under section 11 of the Children Act 2004;
- ensuring children know who they can contact when they have concerns about their own or others' safety and welfare;
- ensuring that adults (including those who are harming children) know who they can contact if they have a concern about a child or young person.

### b) **Proactive work** that aims to target particular groups.

For example:

- developing / evaluating thresholds and procedures for work with children and families where a child has been identified as 'in need' under the Children Act 1989, but where the child is not suffering or at risk of suffering significant harm.

- work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population, for example children living away from home, children who have run away from home, children in custody or disabled children.

c) **Responsive work** to protect children who are suffering, or at risk of suffering harm, including children abused and neglected within families, including those harmed:

- in the context of domestic Violence
- as a consequence of the impact of substance misuse;
- children abused outside families by adults known to them;
- children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home;
- children abused by strangers;
- children abused by other young people;
- young perpetrators of abuse;
- children abused through prostitution.

Whilst the LSCB has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children it is not accountable for their operational work. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. The LSCB does not have a power to direct other organisations.

## 9. **Other Functions:**

### a) **Policies and procedures function**

Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:

The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention. This includes concerns under both s17 and s47 of the Children Act 1989. It may mean for example:

- setting out thresholds for referrals to children's social care of children who may be in need, and processes for robust multi-agency assessment of children in need

- agreeing inter-agency procedures for s47 enquiries and developing local protocols on key issues of concern such as children abused through prostitution; children living with domestic violence, substance abuse, or parental mental illness; female genital mutilation; forced marriage; children missing from school; children who may have been trafficked, and safeguarding looked after children who are away from home.
- setting out how s47 enquiries and associated police investigations should be conducted, and in particular, in what circumstances joint enquiries are necessary and/or appropriate.

Clear thresholds and processes and a common understanding of them across the local partners may help to reduce the number of inappropriate referrals and to prove the effectiveness of joint work, leading to a more efficient use of resources.

### **Training of persons who work with children or in services affecting the safety and welfare of children**

It is the responsibility of the LSCB to ensure that single agency and multi-agency training on safeguarding and promoting welfare is provided in order to meet local needs. This covers both the training provided by single agencies to their own staff, and multi-agency training where staff from more than one agency train together.

### **Recruitment and supervision of persons who work with children**

For example by establishing effective policies and procedures, based on national guidance, for checking the suitability of people applying for work with children and ensuring that the children's workforce is properly supervised, with any concerns acted on appropriately.

### **Investigation of allegations concerning persons working with children**

By establishing effective policies and procedures based on national guidance, to ensure that allegations are dealt with properly and quickly.

### **Safety and welfare of children who are privately fostered**

By ensuring the co-ordination and effective implementation of measures designed to strengthen private fostering notification arrangements. The LSCB may also want to consider how they raise awareness in the community of the requirements and issues around private fostering.

## **Co-operation with neighbouring children's services authorities (i.e. Local Authorities) and their Board partners**

By establishing procedures to safeguard and promote the welfare of children who move between Local Authority areas. This might include harmonising procedures, where appropriate, to bring coherence to liaison with an organisation (such as a police force) which spans more than one LSCB area. This could be relevant to geographically mobile families such as asylum seeking children; traveller children; children in migrant families; and children of families in temporary accommodation

### **Other policies and procedures**

i) The HSCB should consider the need for other local protocols including:

- quick and straightforward means of resolving professional differences of view in a specific case, for example, on whether a child protection conference should be convened;
- attendance at child protection conferences, including quora;
- involving children and family members in child protection conferences, the role of advocates, criteria for excluding parents in exceptional circumstances;
- a decision-making process for the need for a child protection plan based upon the views of the agencies present at the child protection conference;
- and handling complaints from families about the functioning of child protection conferences.

### **b). Communicating and raising awareness function**

Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so.

For example, by contributing to a public campaign to raise awareness in the wider community, including faith and minority communities, and among statutory and independent agencies, including employers, about how everybody can contribute to safeguarding and promoting the welfare of children. By listening to and consulting children and young people and ensuring that their views and opinions are taken into account in planning and delivering safeguarding and promoting welfare services.

**c). Monitoring and evaluation function**

Monitor and evaluate the effectiveness of what is done by the Local Authority and board partners individually collectively to safeguard and promote the welfare of children and advise them on ways to improve

The HSCB has a key role in achieving high standards in safeguarding and promoting welfare, not just through co-ordinating but by evaluation and continuous improvement.

For example, by asking individual organisations to self evaluate under an agreed framework of benchmarks or indicators and then sharing results with the It might also in involve leading multi-agency arrangements to contribute to self evaluation reports.

To evaluate multi-agency working they could perform joint audits of case files, looking at the involvement of the different agencies, and identifying the quality of practice and lessons to be learned in terms of both multi-agency and multi-disciplinary practice.

The LSCB should have a particular focus on ensuring that those key people and organisations that have a duty under section 11 of the Children Act 2004 or section 175 or 157 of the Education Act 2002 are fulfilling their statutory obligations about safeguarding and promoting the welfare of children.

The function also includes advising the Local Authority and Board partners on ways to improve. The HSCB might do this by making recommendations (such as the organisations to develop new procedures, by spreading best practice, by bringing together expertise in different bodies, or by supporting capacity building and training. Where there are concerns about the work of partners and these cannot be addressed locally, the HSCB should raise these concerns with others.

**d). Function of participating in planning and commissioning**

Participating in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account.

For example, by contributing to the Children and Young People's plan, and ensuring in discussion with the children's trust partnership that all planning and commissioning of services for children within the Local Authority area take account of the need to safeguard and promote children's welfare.

Where it is agreed locally that the HSCB is the 'responsible authority' matters relating to the protection of children from harm' under the Licensing Act 2003, it must be notified of all licence variations and new applications for the sale and supply of alcohol and public entertainment.



e). **Function in relation to Child Deaths and Near Miss Reviews**

Collecting and analysing information about the deaths and near misses of all children their area with a view to identifying:

- i) any matters of concern affecting the safety and welfare of children in the area of the authority including any case giving rise to the need for a serious case review;
- ii) any general public health or safety concerns arising from the overview analysis of child deaths and near misses
- iii) Putting in place procedures for ensuring that there is a co-ordinated response by the authority, their Board partners and other relevant persons to an unexpected death of a child.
- iv) Undertaking reviews of cases where a child has died or has been seriously harmed where abuse or neglect is known or suspected and advising on lessons that can be learned

10. **Agency Membership**

Chair – Independent  
Children’s Social Care  
Education  
Police  
Probation  
Youth Offending Team  
Halton Primary Care Trust  
St Helens & Knowsley Hospital Trust  
5 Boroughs Partnership Trust  
North Cheshire Hospital Trust  
Connexions  
CAFCASS  
Schools  
Colleges  
Third Sector  
Legal representative  
Safer Halton Partnership representative  
Courts representative  
NSPCC  
Community Safety

There will be an agreed deputy representative from each organisation, who will be kept informed about developments and can attend meetings in place of the main representative where necessary.

Members can be co-opted to the task group on a time-limited, task-centred basis. Any temporary or permanent changes in the membership or structure of the task group to be agreed by the Children & Young Peoples Alliance Board.

## 11. **Governance Principles**

### ➤ **Focusing on the organisation's purpose and on outcomes for citizens and service users**

The Alliance and Halton Safeguarding Children Board Business Plans, associated Strategies and the Halton Performance Management Framework will fulfil this requirement.

All significant safeguarding service developments, strategies and plans will be ratified by the Halton Safeguarding Children Board and will be reported to the Children and Young People's Alliance Board. The outcomes to be achieved for children and families will be the foundation of all agreed service developments, strategies and plans.

### ➤ **Performing effectively in clearly defined functions and roles**

In Halton the Director of Children's Services has the lead role in establishing and maintaining inter-agency governance arrangements; the Lead Member for Children's Services has responsibility for ensuring that sound governance arrangements and a clear framework of accountability are in place, and has a leadership role in engaging local communities within the local authority and across partner agencies. The Halton Children and Young People Alliance Board is responsible for monitoring compliance with governance arrangements and offering strategic leadership and direction to drive through change.

In respect of Safeguarding, the Halton Safeguarding Children's Board will be chaired by an Independent Operational Director who will have lead responsibility for ensuring that a clear framework of accountability for agencies is in place and that there are clear reporting arrangements for ensuring compliance with agency responsibilities.

If agencies are perceived as failing in their duty to deliver services appropriately, or not evidencing their co-operation to improve the well-being of children and young people, the chair of the Halton Safeguarding Children Board will seek to agree appropriate levels of practice and engagement with the agency. If the situation is not resolved at this stage or no improvement is forthcoming, the issue will then be referred to the Chair of the Alliance Board, who will refer the matter to the Chief Executive of the agency concerned.

Examples of situations where agencies will be seen as failing in their duties include:

- Consistent non-attendance at meetings.
- Evidence that the agency is practicing outside of agreed processes.
- Spending outside of agreed boundaries.

- Strategies being developed outside of agreed processes (e.g. not being taken to LSCB for agreement)
- Failure to contribute to the arrangements for improving well-being and safeguarding arrangements by the provision of resources.

➤ **Promoting values for the whole organisation and demonstrating the values of good governance through behaviour**

Members of the Halton Safeguarding Children Board have collective responsibility and accountability for its decisions. Members should strive to make decisions that further the aims of the Board in safeguarding and promoting the welfare of children in Halton rather than the interests of their own agency.

Members of the Halton Safeguarding Children Board are expected to work in partnership in line with the *Nolan principles* for the conduct of people in public life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

➤ **Taking informed, transparent decisions and managing risk**

The Halton Safeguarding Children Board will be the forum within which decisions in respect of safeguarding are taken. These decisions will be recorded and the minutes available for professional scrutiny. The Board will be supported by professional officers and will receive regular performance management and professional information which will indicate whether any of the Boards strategies, policies or performance areas are at risk.

➤ **Developing the capacity and capability of the governing body to be effective**

Agencies will be represented on the Halton Safeguarding Children Board by a senior manager with the necessary skills, knowledge and experience to undertake the functions of a Board member. The Halton Safeguarding Children Board Business Plan will be developed jointly by agency Board members and will be reviewed annually at a Board business planning day which will evaluate the performance of individual agency Board members and the Board as a whole. The dynamic nature of children's services assures a regular turnover in persons undertaking Board membership functions.

➤ **Engaging stakeholders and making accountability real**

The Halton Safeguarding Children Board is the forum within which agencies are engaged with the safeguarding process. The new integrated inspection

framework, led by Ofsted, will inspect how Children's Services work together and the development and outcomes delivered by Children's Trust arrangements in each area and will be significant in assessing the engagement of all stakeholders.

In addition forums have been established for parents, children and young people and institutional stakeholders. These forums will receive information on key issues and consultations and will contribute views on the planning, implementation and development of services.

The range of public information leaflets on safeguarding processes also increase the accountability of agency members to the public in the execution of their professional responsibilities.

## **12. Reporting requirements**

The Children and Young Peoples Directorate Quality and Data Division receive information from all partner agencies which is then incorporated into the Children and Young Peoples database. The database can be interrogated to provide a wide range of information on individual children which assists in the early multi agency assessment of need and provides comprehensive performance information on child in need issues which is reported to the Halton Safeguarding Children Board and the Children and Young People's Alliance Board on a quarterly basis.

## **13. The Halton Performance Management Framework**

To measure how well the outcomes for children and young people in Halton are being achieved, all partners have adopted a unified Performance Management Framework.

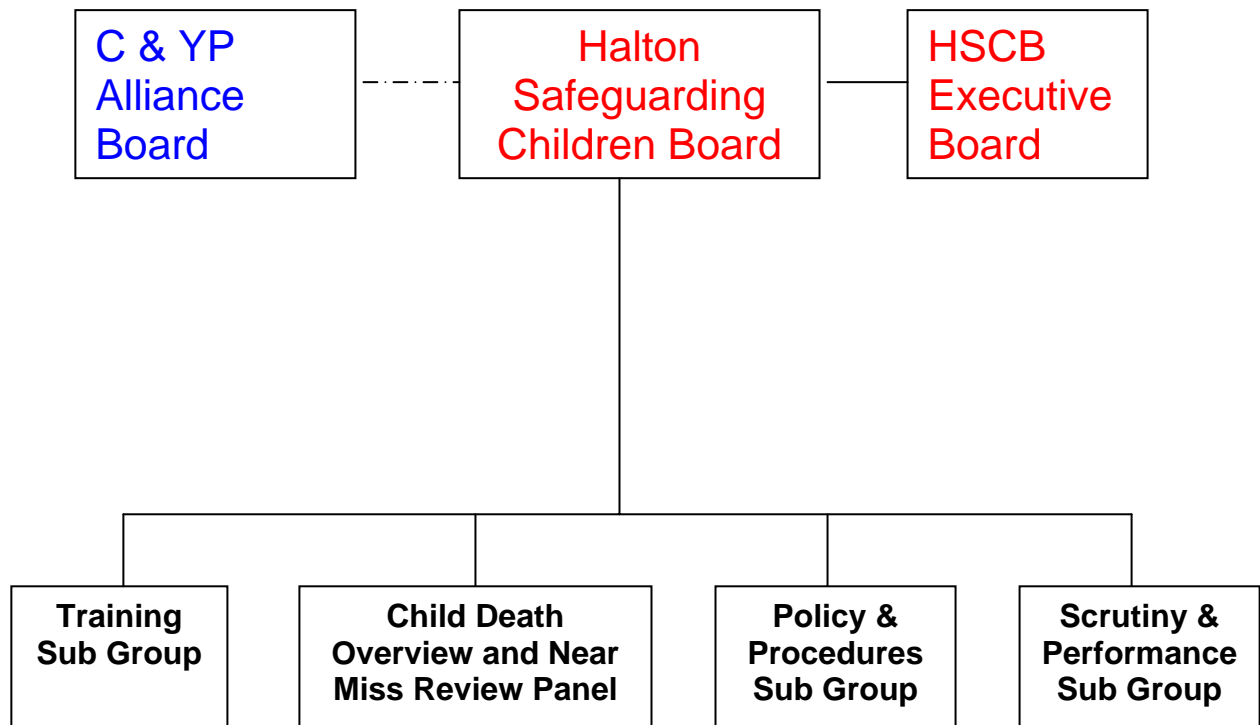
The Framework embraces all existing performance measures for improving outcomes for children and young people in Halton. Further joint and local performance measures will be developed by the Children and Young People Alliance and by the Halton Safeguarding Children Board and joint measures for child in need services embracing safeguarding and the promotion of welfare will be included within this.

Each service provider will complete a quarterly data monitoring form which is submitted to the Children and Young People Directorate. Performance against national and local indicators will then be collated both by the Children and Young Peoples Directorate Quality and Data Division and by the Children's Services Quality Assurance Unit and will be reported to the Halton Safeguarding Children Board and the Children and Young People's Alliance Board.

Detailed quarterly performance management reports from will be prepared for the Halton Safeguarding Children Board, which detail performance against outputs and outcomes during the previous quarter and report on issues which arise from

this performance. In addition, a more detailed annual business performance report will be produced.

#### 14. Structure



#### 15. Meetings

##### **Frequency**

The HSCB will meet bi-monthly, and at other times as may be required.

##### **Notice/agendas**

Meeting dates to be agreed in advance. Agenda items and supporting documents to be forwarded to chair at least 10 working days before the meeting. Agendas to be circulated 7 working days before the meeting.

##### **Attendance/ substitutes**

All members will endeavour to attend all meetings, or to send an agreed substitute with delegated responsibilities to participate in the decision making process. Where neither the member nor substitute member are able to attend, apologies to be sent to the Chair in advance of the meeting. All members to prepare for

meetings by reading through agenda and papers and preparing written reports as appropriate.

### **Decision making**

Decisions will be reached by consensus. If this is not possible there will be a vote. The Chair will have the casting vote in the case of a tie. The minutes of meetings will clearly record decisions made and responsibilities for undertaking agreed tasks.

### **16. Accountability**

The Chair or an agreed substitute will represent the task group on the Children's Alliance Board. The HSCB will provide quarterly written updates to the Halton Children's Alliance Board.

### **17. Conduct**

Members of the Safeguarding Board are required to conduct themselves in a proper and professional manner during meetings and carrying out the work of the group. Where any conflict of interest arises, the affected member should declare the same to the Chair of the meeting.

### **18. Changes to Terms of Reference**

Any changes to the Terms of Reference will be agreed by the HSCB and tabled at the Halton Children's Alliance Board.

## Appendix 3

# **HALTON SAFEGUARDING CHILDREN BOARD**

## **EXECUTIVE BOARD**

### **TERMS OF REFERENCE**

#### **Core Objective**

The aim of the HSCB Executive Board is to ensure the delivery of the LSCB work plan by ensuring effective and timely decision-making. The Executive Board also fulfils the function of the Children in Need Mini Children's Trust Partnership Board.

#### **Core Membership**

The HSCB Executive Board's membership is as follows: -

- Police
- PCT
- Children and Young People's Services (HBC)
- Chairs of LSCB Sub Groups
- HBC CYPD Commissioning Manager
- HSCB Manager

The Executive Board may invite or consult other agencies and organisations as required.

The Operational Director from the Local Authority chairs the Executive Board.

#### **Frequency of Meetings**

The Executive Board to meet on a bi-monthly basis. The minutes of the Executive Board are circulated to all HSCB Members for information.

#### **Functions**

1. To plan the agenda for HSCB meetings
2. To monitor and activate the work that is undertaken by the HSCB between meetings

3. To link with other strategic partnerships in relation to safeguarding children
4. To agree and monitor the expenditure of the HSCB Annual Budget and ensure the efficient use of HSCB resources
5. To Commission the HSCB Annual Report and Business Plan
6. To ensure the strategic direction of the HSCB by monitoring outcomes and targets agreed by the HSCB
7. To be commissioned to undertake work on behalf of the HSCB
8. To provide an update report to each HSCB Meeting
9. To identify national and local initiatives requiring a response from the HSCB



## Appendix 4

# **HSCB SUB-GROUPS - TERMS OF REFERENCE**

## **POLICY AND PROCEDURES SUB-GROUP**

### **Aim**

The Policy and Procedures Group is a sub group of the Halton Safeguarding Children's Board. The terms of reference of the group are set out below. As in all of the HSCB's activities the Policy and Procedures group will ensure that they promote equality of opportunity and meet the diverse needs of all children in their area in accord with the Core Objectives of the HSCB outlined in Section 14(1) of the Children Act 2004.

### **Key Objectives**

1. To develop policies and procedures for safeguarding and promoting the welfare of all children in the area covered by the Halton Safeguarding Children Board.
2. To monitor and review guidance on the responsibility of all partner agencies and the actions to be taken when there are concerns about a child's safety or welfare. They should include guidance on the thresholds for intervention under Section 17 and Section 47 of the Children Act 1989.
3. To review, amend and update all policies and procedures on a regular basis.
4. To ensure that the views and needs of children are clearly promoted within all policy and guidance documents.
5. To offer advice and guidance to all partner agencies to help them to produce their own local protocols and ensure that these comply with the HSCB policies and procedures.
6. To produce and update multi-agency child protection procedures, which comply with the revised version of 'Working Together to Safeguard Children'(2006)
7. To develop the HSCB "Safe Recruitment and Working Practices " Procedure that can be followed by agencies who recruit staff or volunteers to work with children.
8. To establish and monitor procedures for safeguarding and promoting the welfare of children who move between LA areas by establishing harmonised procedures with pan Cheshire Local Authorities. (i.e. groups of children whose needs are not addressed within Pan Cheshire CP Procedures).

## **SCRUTINY & PERFORMANCE SUB GROUP**

### **Aim**

To monitor and evaluate the effectiveness of what is done by the LA and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve

### **Key Objectives**

1. Monitor and evaluate the effectiveness of what is done by the HSCB to safeguard and promote the welfare of children and advise on ways to improve practice and performance
2. Identify local performance indicators to assist the Board in monitoring outcomes associated with its priorities
3. Contribute to the development of the HSCB annual business plan and assist the HSCB in contributing to the Children and Young Peoples Plan
4. In order to evaluate multi-agency working, joint audits of case files will be undertaken, looking at the involvement of the different agencies, and identifying the quality of practice and lessons to be learned in terms of both multi-agency and multi-disciplinary practice. Findings and recommendations to be reported to HSCB in order to support the development of quality services. Where necessary specific task groups will be established to undertake audits
5. To set up a system for monitoring timescales for dealing with allegations of abuse concerning persons working with children to ensure that these incidents are dealt with properly and quickly
6. To implement and deliver the peer review process of self evaluation within an agreed framework of benchmarks or indicators with all results being reported to the Board
7. To be the link between HSCB and the local Forums that have been established for children, young people and their families in order to consult them and allow them to contribute views on the functions and working of the HSCB
8. To act on behalf of HSCB in matters relating to the protection of harm under the Licensing Act 2003. The Group to be notified through the liaison arrangements that have been established with the HBC Conference and Reviewing Unit
9. To raise any problematic issues or themes with HSCB

## **TRAINING SUB GROUP**

### **Aim**

To contribute to the delivery of the Board's priorities by identifying and delivering relevant training

### **Key Objectives**

1. To identify the appropriate level and range of training that the Board should deliver or commission.
2. To identify additional/specialist training that Board may decide to deliver or commission in support of its overall aim and objectives.
3. To record, monitor and report on the volume, profile and effectiveness of the training delivered under the direction of the Board.
4. To advise the Board on the best means of funding and delivering training.
5. To consider a range of mechanisms for the delivery of training, briefing and other professional development opportunities, and to implement them as appropriate
6. To complete and deliver an annual training plan that also reviews the previous year.
7. To develop awareness raising training that is targeted at children and adults in the community and informs them about whom they can contact if they have concerns about themselves or others.
8. To ensure that staff who work with children and adults in variety of settings to be trained with a view to cascading this within their Centres/Units
9. To identify the priority areas for the training persons who work with children.
10. To establish link with Halton's Workforce Strategy Group in order to feed into the priority areas and in order to evaluate the quality of training to ensure that it is being targeted at appropriate staff.
11. To contribute to a public campaign to raise awareness in the wider community (including faith and minority communities) and among statutory and independent agencies (including employers) about how everybody can contribute to safeguarding and promoting the welfare of children. (This is to include raising awareness about the identification and notification of children who are living in private fostering arrangements).

## Appendix 5

### HSCB TRAINING ACTIVITY

This Appendix outlines the training that has been delivered throughout the year by the HSCB.

The chart on the following page indicates the courses that have been run during 2007-2008, and the attendance at each one from the partner agencies.

The additional data details the evaluation of the training.

Month	Course Type	Total	Addaction	ARCH	Barnardo's	CAFCASS	Connections / Youth Service	Catholic Children's Society	Crossroads	Education (School)	Education Department	Education (Nursery)	Halton Goals	Halton Haven	Health and Community	Health (5 Boroughs)	Health (PCT)	Health (Hospital Trust)	HITS	Early Years / Independent Nursery	Private Residential	Kings Cross Project	NCH	Police	Probation	Relationships Centre	Children's Social Care	Sure Start	SHAP	Womens Aid	YOT	Youth Federation
April	CPPP	20		2											1	1	3					2					9	1			1	
April	FABI	15								4											1		1			8	1					
May	CPPP	11								2	1						1				1	1				5						
June	CPPP	21		1					1				1	2			3				1	3		1		7	1					
June	MENH	14		1						4																7					2	
Sept	NEGL	15		1			2			1							2							1		4			2	2		
Sept	DOMV	21					1	1									6						2	2		7	2					
Sept	SUBM	23								1							1							2		8	6	3			2	
Sept	CPPP	27					1			5	1				3	2	2				4					2	2	2			3	
Oct	SEXA	17		1								3									1					8	3				1	
Oct	SCWD	19									1										2					13	2	1				
Oct	CPPP	20							2	4					2	3					1			2		5	1					
Oct	SCIN	14								1	2						2							1		5	2				1	
Nov	CPPP	19	1							6					1	3	2				1	1	1			2		1				
Nov	FABI	15								1						1	4					1				8						
Nov	WWRF	55		2				1		6	1						11		2			3	2	8		17					2	
Nov	PROF	13								1												2				7			2	1		
Dec	MENH	18						1		3	1					1		2				3				4	1		2			
Dec	DOMV	15								3						1	4									2	1	2			2	
Dec	CPPP	15								1	3					2	2				3			1		2	1					
Dec	NEGL	20								3	4					1					1			3		5	3					
Jan	CPPP	20			1	1				2		1					2				4			2		4	2					1

Month	Course Type	Total	Addaction	ARCH	Barnardo's	CAFCASS	Connexions/Youth Service	Catholic Children's Society	Crossroads	Education (School)	Education Department	Education (Nursery)	Halton Goals	Halton Haven	Health and Community	Health (5 Boroughs)	Health (PCT)	Health (Hospital Trust)	HITS	Early Years / Independent Nursery	Private Residential	Kings Cross Project	NCH	Police	Probation	Relationships Centre	Children's Social Care	Sure Start	SHAP	Womens Aid	YOT	Youth Federation
Jan	SEXA	20	1		1					2							1				3			2			4	4		2		
Feb	MADM	13			1					2	2					1						1			2		2	2				
Feb	CPPP	17							2	1	2	1					1			1							3	1	1	2	2	
Feb	DOMV	19								5						1	5					1					4	3				
Feb	NEGL	18								4	1						1				3						6	1			2	
Feb	PROF	19								2	1									1	3						10	2				
Mar	CPPP	19					1			2	1						3			2	1	1		2			2	2		1	1	
Mar	SCWD	17			1		1			2	1						2			4							6					
Mar	SUBM	11					1			1							1			2							4	1			1	
	<b>Total</b>	580	2	8	3	2	7	3	5	69	25	1	1	2	7	17	59	2	2	29	18	13	4	22	8	2	180	45	8	11	23	1

Course Code – Key: **CPPP**= Child Protection Process and Procedures, **INTAB**= Sex Offenders and the Internet, **PROF**= Professionals Who Abuse, **SCWD**= Safeguarding Children With Disabilities, **DOMV**= Domestic Abuse – Safeguarding Children, **MENH**= Mental Health – Safeguarding Children; **NEGL**= Neglect – Safeguarding Children; **SEXA**= Sexual Abuse – Safeguarding Children, **SUMB**= Substance Misuse, Safeguarding Children, **YPSH** = Young People Who Sexually Harm, **RASH**= Assessing Adults Who Pose a Risk of Sexual Harm to Children, **PRIV**= Private Fostering; **WWRF**= Working With Resistant Families

S Withington 26<sup>th</sup> March 2008

The following report details the feedback on the HSCB's training, to December 2007.

## **HSCB TRAINING PROGRAMME EVALUATION**

**Period 01.01.2007 – 31.12.2007**

### **1. Introduction**

- 1.1. This Report contains a summary of the evaluation of HSCB Training for 01.01.2007 – 31.12.2007. The information has been collated from participants' feedback sheets, which are completed at the end of each course.
- 1.2. This Report also contains information about any action taken arising from this feedback and course development issues.
- 1.3. The HSCB Levels of Need Toolkit will be incorporated into the Training Plan for 2008 – 2009.

### **2. Evaluation of Training**

#### **2.1 Child Protection: Processes and Procedures**

Nine training sessions were delivered during this period with a total of 169 people attending. Participants from agencies such as Children's Social Care, Police, Health, Early Years, Education Residential Care Staff, Sure Start and Third Sector. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Very well presented
- Good networking
- Well-paced I feel more confident
- Use of DVD was excellent

**Course Development:** The Trainer has incorporated new material in this period i.e. a DVD that has child protection scenarios in order to bring the subject more alive.

#### **2.2 Safeguarding Children with Disabilities**

Two sessions were delivered during this period with a total 35 people attending. Participants such as Children's Social Care, Health, Education, Early Years, Barnardos, Sure Start, Connexions and SHAP (an organisation working in area of Housing/Substance Misuse). The feedback from this training continues to be overwhelmingly positive.

Examples of comments:

- Good course content
- All useful and informative
- Group work and discussion useful

**Course Development:** Safeguarding DVD (as above) also incorporated into this course. Trainer has also incorporated material about how society views children with disabilities.

### 2.3 Substance Misuse: Safeguarding Children

Two sessions were delivered during this period with a total of 45 people attending. Participants included Children's Social Care, Health, Education Early Years, Probation, YOT, HITS, Sure Start and SHAP. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Could be longer
- Plenty of new information
- Enlightening/professional
- Good mix
- Knowledgeable tutors

**Course Development:** The NCB Toolkit "Adult Drug Problems-Children's Needs" is now incorporated into this training.

### 2.4 Domestic Abuse: Safeguarding Children

Three sessions were delivered during this period with a total of 56 people attending. Participants such as Children's Social Care, Health, Education Early Years, Police, Addaction, Kings Cross, NCH, Catholic Children's Society, Kings Cross, Probation, YOT, Sure Start and SHAP. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Emotive
- I learned a lot
- Enjoyed changing themes and speakers
- Knowledgeable people
- Would have liked case scenarios in child protection section

**Response to Feedback:** Training now incorporates a case scenario.



## 2.5 Mental Health: Safeguarding Children

Two sessions were delivered during this period with a total of 32 people attending. Participants such as Children's Social Care, Health, Education Women's Aid, Residential Home staff, Catholic Children's Society and Sure Start, ARCH and YOT. The feedback from this training has been mixed. Examples of comments:

- Informative
- Interesting
- DVD in the afternoon very effective
- Could have been better
- Morning session laborious and poorly presented

**Response to Feedback:** Mental Health Worker who usually presents the morning session (i.e. did not present this one) is now back from maternity leave.

## 2.6 Neglect: Safeguarding Children

Three sessions were delivered during this period attended by 48 people. Participants such as Children's Social Care, Health, Education Women's Aid, Catholic Children's Society, Sure Start, Police, ARCH, Probation, YOT, Kings Cross and Early Years. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Up to date and valuable
- Eye-opening
- Essential
- Really factual and informative
- Give out handouts at beginning

**Course Development:** The HSCB Neglect Protocol has already been incorporated into this training.

## 2.7 Safeguarding Children in Need

Two sessions were delivered during this period attended by 27 people. Participants such as Children's Social Care, Health, Education, Catholic Children's Society, Sure Start, Police, ARCH, YOT, Kings Cross, Early Years and Creative Action Zone. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Using real scenarios was useful
- Good thought provoking activities
- Well presented

- Provoked debate

**Course Development:** The HSCB Toolkit for identifying Levels of Need is to be incorporated into this training.

## 2.8 Multi Agency Decision-Making

One session was delivered during this period attended by 14 people. Participants such as Children's Social Care, Health, Education, Police, YOT, and Early Years. The feedback from this training continues to be positive. Examples of comments:

- Really good debate with loads of valuable information
- Really good creative presentation
- Interesting/stimulating discussion

**Course Development:** Trainer has enhanced the process for liaising with the child protection conference chair in order to encourage those who appear to struggle with the CPC decision-making process to attend this training. Presentation being changed to reflect new terminology re: child protection plan.

## 2.9 Professionals who Abuse

Two sessions were delivered during this period attended by 29 people. Participants such as Children's Social Care, Education, Police, Early Years, Education, HITs. Women's Aid, Surestart and Private Residential Home Staff. The feedback from this training continues to be overwhelmingly positive. Examples of comments:

- Could have been longer
- Delivery interesting and inclusive
- Good video and overheads
- Video least useful
- Group activities/trainers' input most useful

**Course Development:** Local Authority Designated Officer (LADO) Procedural Guidance has been incorporated into the Training Materials.

## 2.10 Sexual Abuse: Safeguarding Children

Two sessions were delivered during this period attended by 34 people. Participants such as Children's Social Care, Health, Education, YOT,

ARCH, Surestart and Early Years. The feedback from this training continues to be overwhelmingly positive examples of comments:

- All excellent
- Facilitators worked extremely well to ensure that content was all understandable
- Good quality presentations
- Bit of a whistle stop tour
- Slightly rushed at the end

**Response to Feedback:** The Course to be extended to a full day in 2008/2009

#### 2.11 Fabricated and Induced Illness

One session was delivered during this period attended by 15 people. Participants such as Children's Social Care, Education, Police, Surestart and Private Residential Homes. The feedback from this training continues to be positive Examples of comments:

- Positive
- Good pace and professional delivery
- Good mixture of professional/as always I learnt a lot
- Good perspective from Health, CSC and Police

#### 2.12 Private Fostering

One session was delivered during this period and attended by 8 people. Participants from Children's Social Care and Surestart. The feedback from this training was positive. Examples of comments:

- Need to have education professionals attending
- Maybe more legal input
- Learnt a lot in a short time

**Course Development:** Raising the awareness of Private Fostering has been a priority for HSCB. Given this and the low take up of this training it was decided to postpone the further training in the year. The approach to this training was reviewed and also took on board the issues raised in the NW Private Fostering Group. As a result further training has been scheduled for 2008/09 and this has been accompanied by awareness raising re: Private Fostering.

NB. Private Fostering Leaflets are made available at all the Courses (not just private fostering) delivered by HSCB.

## 2.13 Level 1 : Basic Child Protection Awareness for Peer Mentors-New Course

One session was delivered during this period attended by 9 young people and 2 teaching staff. Participants were young people who are peer mentors in schools. The feedback from this training was positive. Examples of comments from young people:

- I learnt a lot and I believe this will help me with my role in school (young person).
- Good discussions came up to help understand more (young person).
- It was good to work with the young people and see their point of view of issues that were covered.(teaching staff)

**Course Development:** This was the first training of this kind delivered directly to young people. It was evident that the young people benefited from the information they gained for their role as peer mentors in school. It was pitched at an age-appropriate level.

## 2.14 Level 1 Safeguarding and Protecting our Children Course for Parents(This training is accredited by Adult Learning) –New Course

This a 12 week programme and was delivered once during this Period and started with 13 local parents with 3 dropping out. Examples of comments:

- It has changed my views a lot as I know more about social care and child protection
- I have learnt so much it is hard to write it all down
- I'm a lot more observant not just with my own children but others around me
- I have learnt that not all childcare issues mean that your children will be taken and that having a CAF done is not so bad
- I think it was a good course particularly if you did want job or education prospects from it
- It is really helpful to train parents on child protection issues before certain situations get to serious levels
- Some weeks seemed a little bit rushed with a lot of portfolio work to be done however the overall outcome was fine

**Course Development:** In light of this positive evaluation it is planned to have a rolling programme of training through the year and to be delivered via Children's Centres.

## 2.15 Level 2 Basic Child Protection Awareness (those who come into contact with children in work but not expected to be involved in a assessments of children) New Course

Six sessions were delivered during this period attended by 90 people. Participants such as librarians, housing workers (including income

recovery), community centre workers, volunteers working in the community, community transport, sports & leisure, admin workers based in children's settings and health & community workers. The feedback from this training is positive. Examples of comments

- I felt every aspect was useful and will be able to be more vigilant without going over the top
- I feel I got a lot out of the session-I feel confident that I would be able to tell the right people to deal with this situation
- Stressed children being taken into care is very rare staff get anxious that they will split families up if the authorities are contacted
- Needs more time just needed to be a little longer.

#### 2.16 Level 2 Developing your own Safeguarding Children Policy and Procedure- New Course

One session was delivered during this period attended by 10 people. Participants such as Addaction, Halton Voluntary Action, Mencap Youth Club, and Community Bridge Building. The feedback from this training is positive. Examples of comments:

- Feel able to write my policy now
- Reinforced things
- Short but very interesting and useful

**Course Development:** This training will include the newly developed Community Safeguarding Children Policy pack, which is a toolkit for Third Sector agencies to use when developing their safeguarding policies.