



# **HALTON SAFEGUARDING CHILDREN BOARD**

**ANNUAL REPORT 2008-2009**

**AND**

**BUSINESS PLAN 2009-2010**

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Foreword by the Chair of Halton Safeguarding Children Board

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## **FOREWORD**

In presenting this third Annual Report of the Halton Safeguarding Children Board (HSCB), I must stress how the activities it details over the past year have been achieved in the particularly challenging context of national concerns over the death of Baby Peter in Haringey, and the subsequent renewed scrutiny of safeguarding practice around the country.

This Report illustrates how the Board has responded to these challenges by continuing to focus very sharply on child protection issues in the borough, but it also highlights all the additional ongoing work that has been undertaken to meet the demands of the wider children's safeguarding agenda. This work has partly been a consolidation of previous initiatives, but also features new developments as the HSCB continues to broaden its perspectives to meet the particular needs of some of our children and young people in the borough. It is a testament to the ongoing commitment and energy of the various partners on the Board that this work has been undertaken with real vigour and in a spirit of determination.

Our targets and aspirations have remained ambitious, but are rooted not only in realistic appraisals of the resources that we have available, but also the skills and commitment of the staff in all our partner agencies. I thank them all.

The Board have decided that this year's Annual Report should be more focused than previously, featuring less detail and accompanying data. This is partly because we want it to be more accessible to the general reader, but also because much information on our work is increasingly available on our website and in other literature. However, the fact that I am presenting a more succinct Report this year does not imply any less activity across the HSCB, and I am proud to present this record of our achievements to our partner agencies, and to the children, young people and adults throughout the borough.

***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 in place to meet the ambitious targets that the Board has set itself, and also details the progress that has been made in achieving these targets, and the priorities 2009-2010.

The last year has been a particularly challenging one for all Local Safeguarding Children Boards, with the tragedy of Baby Peter in Haringey and consequent new demands from government. This national context is outlined in Section 1.

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

The structure of the HSCB, is described in Section 2. While the main Board is responsible for the overall activity of the HSCB, and the setting of its strategic priorities, the day to day work is driven by an Executive Board and delivered through 6 Sub-groups.

The membership of the main Board, and the Executive and Sub-groups, are set out in Appendix 1.

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 2, and a breakdown of the overall budget for 2008-2009 can be found in Section 7.

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

The HSCB remains 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 drives the Stay Safe outcome in particular. It has, therefore, built links with key strategic and other planning and development structures in Halton - notably the Children's Trust - and it is a major contributor to the development and implementation of the Halton Children and Young People's Plan.

Details of these strategic structures and links are provided in Section 3.

### **3. The achievements of the HSCB during 2008-2009**

Sections 4 and 5 detail how the HSCB main Board, and its Executive and Sub-groups, have addressed the targets identified for them over the past year.

Their activities have been rooted in a commitment to promoting equality and diversity, and have resulted in the following key achievements:

- The HSCB has successfully managed the implications for the borough stemming from the events surrounding the death of Baby Peter. This has included ensuring that the process of two Serious Case Reviews has met new and challenging government expectations, devising a strategy to review specific issues raised by Haringey's experiences, and planning for the enhanced media interest in child safeguarding issues.
- As soon as the circumstances of Baby Peter's death were known, the Board also recognised the need to engage directly with staff who work with children in all agencies across the borough. This was partly an acknowledgement of the stresses that professionals at all levels were experiencing, but was also an important element in the HSCB's stock-take of safeguarding practice in Halton.

A day conference was held in January 2009 for frontline staff across the borough, and while significant good practice was highlighted, areas for development were also explored, and the Board has translated these into an Action Plan to be taken forward over the next year.

- The operation of the Levels of Need Framework has been reviewed by the Board, with a specific focus on families who evidence compromised parenting, but who have not been felt to require high-level, formal child protection interventions. This review will be informing ongoing discussions about resource allocation, and multi-agency responses to concerns about children's welfare.
- The Board's commitment to the development, and work, of the Third Sector was reinforced during the year at a workshop hosted by the HSCB. This focused on some of the key issues that smaller organisations, in particular, have been striving to deal with more effectively – safe recruitment and managing child protection allegations against staff, for example.
- A number of new initiatives have been taken forward by the HSCB, directed at groups of vulnerable children. These have included a Missing From Home Project that aims to prevent children running away, support to children affected by domestic violence, a renewed multi-agency response to children and young people engaging in anti-social behaviour, and coordinated support to young people to reduce the risks of alcohol consumption.
- Numerous new procedures, protocols, and practice guidance have been agreed by the HSCB, ranging from work with sexually active young people and the welfare of adopted children, to joint visiting arrangements to families by professionals and out of hours medical services. These various policies are detailed in Section 5 of this Annual Report.

- The Child Death Overview and Near Miss Review Panel has consolidated its work over the year, and has moved beyond the review of individual cases in beginning to identify important trends and patterns in child deaths/near misses across the borough. Common risk factors have included co-sleeping arrangements and low levels of awareness on the part of some parents regarding safety issues in the home, and this data is informing a Child Safety Campaign that the Board is to launch in October 2009.
- An E-Safety strategy has been drawn up by the E-Safety Sub-group, and agreed by the HSCB, to address the increasing challenges of protecting children and young people who are vulnerable to harmful uses and effects of communication technology.
- A sixth Sub-group has been established during the year, to focus on the need for agencies and organisations that work with children to implement safe recruitment procedures and practices.
- The ambitious programme of HSCB training has continued to develop throughout the year, with over 50 courses being delivered to a wide range of staff in agencies across the borough.

#### **4. Key Objectives and the Business Plan for 2009-2010**

Much has been done over the third year of the HSCB to consolidate and develop its objectives, and, to take this work forward, a Business Plan for 2009-2010 has been agreed by the Board.

To provide a clearer focus for the Board's main priorities, and to aid the more effective collation and analysis of performance data, the Objectives and Actions for the forthcoming year have been streamlined. Section 8 details nine Key Objectives for the forthcoming year, and allocates responsibilities for achieving these within the HSCB. The prominence 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 AND REGIONAL CONTEXT**

The Government's Every Child Matters agenda has continued to focus centrally on the safeguarding of children and young people, and this was brought into stark relief, during the past year, by the events surrounding the death of Baby Peter in Haringey and the subsequent Laming report.

A particular, subsequent concern of government regarding LSCB functioning has been that of independence, and this was specifically addressed by the Minister in her letter to Chairs and local authorities following the criticisms of Haringey's arrangements, mainly regarding the conducting of Serious Case Reviews. Related to this, LSCBs have been required to audit the effectiveness of child safeguarding practice in their area, and to demonstrate that they are providing sufficient challenge, not only to individual organisations, but between partners at Board level.

The review of Working Together is awaited, and this has created some uncertainties for all LSCBs. However, while the Safeguarding Children Board here in Halton has continued to develop its Business Plan beyond the primary remit of 'child protection', the challenges of these recent national events have re-affirmed the Board's commitment to ensuring that all agencies remain clearly focused on child safeguarding issues in all aspects of their work, and continue to develop their cooperative working arrangements.

Aside from the challenges of the post-Haringey climate in which all LSCBs are working, this remains a time of ongoing change for both the local authority and many of its partner agencies. Considerable commitment is still required from both individuals and organisations across the borough, and these have continued to work together to ensure that, not only are children are protected from harm and neglect, but that imaginative and effective initiatives are also driven forward to promote their welfare in wider contexts.

At a regional level, the HSCB has continued to liaise directly with Government Office North West to ensure that the Board's ongoing work programme are not only integrated into broader regional strategies, but also contribute to the development of central government thinking regarding children's safeguarding.

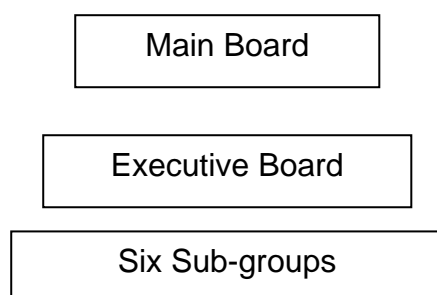
Finally, the Board has maintained its collaborative relationships with other LSCBs in the North West, Merseyside and Cheshire areas, and positive outcomes from this, in a number of key areas, are evidenced throughout this Annual Report.

## **SECTION 2**

### **THE STRUCTURE OF THE HSCB**

#### **The overall structure of the HSCB**

The structure of the Halton Safeguarding Children Board (HSCB) has remained broadly unchanged since its inception in February 2006, though the number and range of its Sub-groups has increased. It continues to deal with business at three levels:



The membership of all these groups, and the agencies they represent, are detailed in Appendix 1 of this report.

#### **The Main Board**

Audrey Williamson, has continued to chair the Main Board, and, as the Adult Services Operational Director of HBC's Health and Community Directorate, this provides an appropriate degree of independence.

The Board has met on a quarterly basis, and its membership has continued to develop over the past year, comprising a good range of senior representatives from local agencies.

#### **The Executive Board**

The Executive Board is the 'driver' of the work that is delegated from the main Board. It has been chaired by the Operational Director, Specialist Services in HBC Children and Young People's Directorate, and has met every two months. It reports to each meeting of the main Board, and its key responsibilities include:

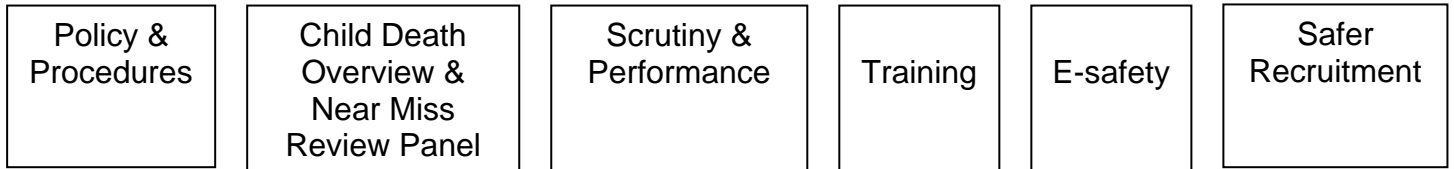
- ensuring that the business of the main Board is driven forward and kept on track
- co-ordinating and driving the activities of the Sub-groups
- agreeing and monitoring the HSCB budget and other resources
- identifying national and local issues that require a response from the HSCB



The business that the Executive Board has dealt with over the past year is detailed in Section 5 of this report.

### **The Sub-groups**

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

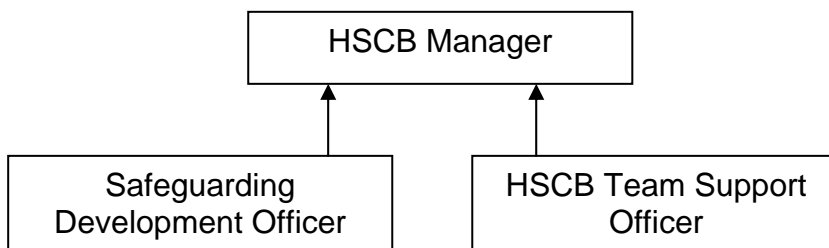


Each Sub-group is chaired by a senior manager from key partner agencies, and reports to each meeting of the main Board. The HSCB Manager sits on each of the Sub-groups to ensure continuity and collaboration between the work streams.

The business that has been dealt with by each of the Sub-groups over the past year is also detailed in Section 5 of this report.

### **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. There are three posts in the team:



#### **HSCB Manager**

This postholder:

- leads and coordinates the work undertaken by the HSCB
- is responsible for the work of the staff team, ensuring that it continues to deliver the expertise and professional support to enable the HSCB to achieve its stated objectives and targets
- is the central point of contact regarding all HSCB issues for senior managers and front-line staff in the partner agencies, and across Halton
- represents the HSCB in public, multi-agency, and regional forums

### 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
- working closely with the HSCB's Training Sub-group, and managers in various agencies, to help plan, commission, deliver and evaluate multi-agency safeguarding training
- developing links with community and voluntary groups across the borough

### HSCB Team Support Officer

This post:

- provides the dedicated clerical and administrative support for the HSCB and its Sub-groups
- is the key officer responsible for maintaining and monitoring safeguarding information and related data on behalf of the HSCB

While the Manager reports to the Chair of the HSCB, the team has also developed formal links with the local authority's Children's Safeguarding Unit. This ensures that the work of the HSCB is integrated into the key policy and practice initiatives within the local authority.

## **SECTION 3**

### **STRATEGIC LINKS ACROSS THE BOROUGH**

The HSCB is 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.

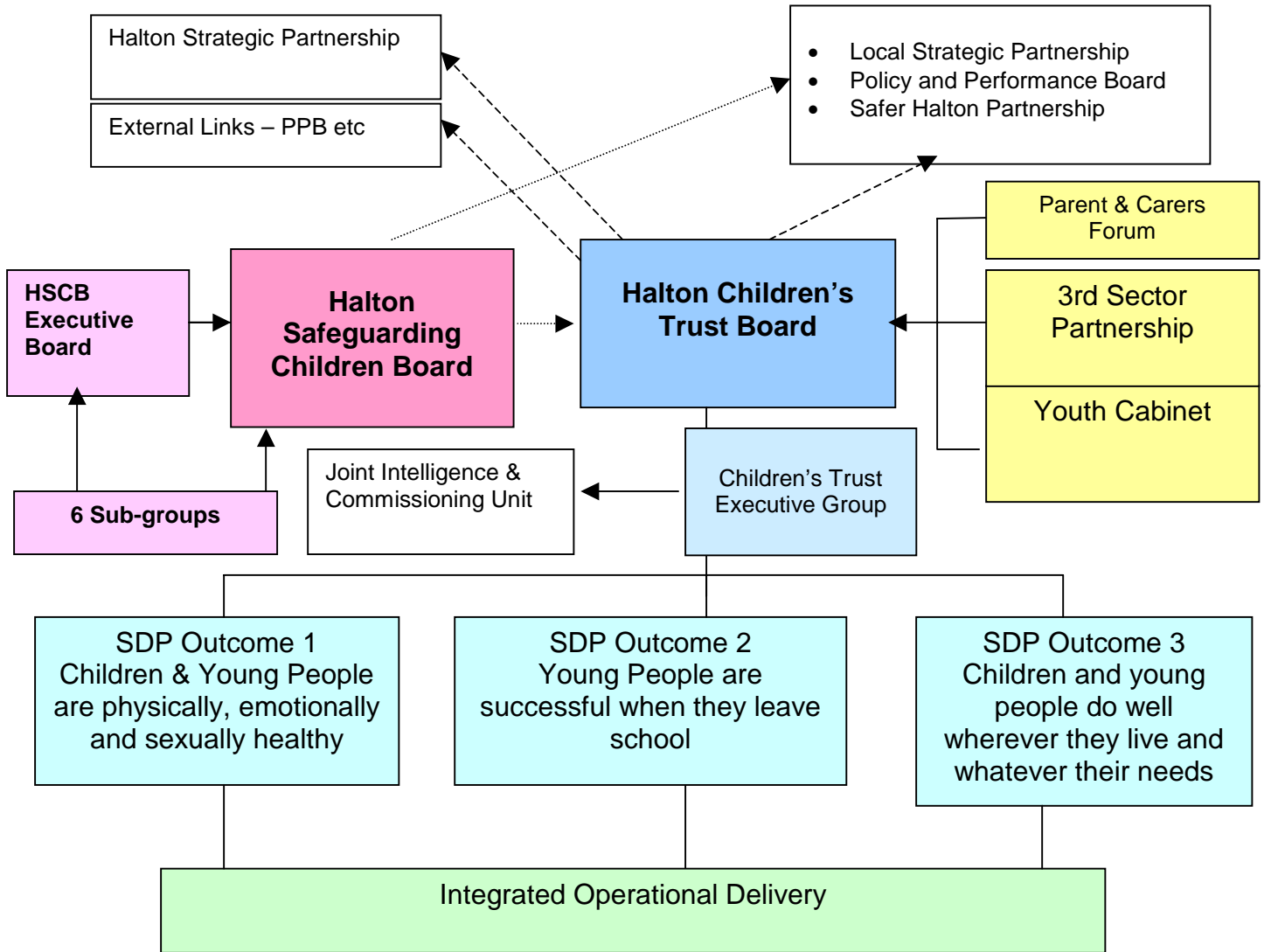
The HSCB has a number of very effective strategic links across the borough:

- The relationship with the new Children's Trust has been formalised over the past year, with the HSCB chair sitting on the Trust's main Board. While the Trust is responsible for the delivery of the Children and Young People's Plan, the HSCB ensures that keeping children and young people safe and promoting their welfare remain central to all such planning, service development, and decision making.
- 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 is responsible 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 has also decided to establish a shadow 'Children and Young People's Local Safeguarding Children Board', and to seek representation on its main Board from lay members of the Halton community. These developments will be taking shape during the coming year.

- The HSCB contributes to – and works within – the joint commissioning framework 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. This is further achieved by the HSCB having strong links with the Children's Trust, which has the strategic lead in the borough for the commissioning of services for children.

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



## **SECTION 4**

### **KEY ACHIEVEMENTS DURING 2008-2009**

The work of the HSCB is under-pinned by a clear purpose that remains central to the borough's commitment to all the people of Halton.

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

The HSCB has maintained a very clear vision that places the safeguarding of children 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 borough's overall Children and Young People's Plan.

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.

#### **Equality and diversity**

The HSCB's commitment to promoting equality and diversity, and to challenging discrimination, underpins everything that is 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 continued to translate this into practice development on the ground
- 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.

## **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 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:

## **Key achievements of the Board**

The work of the HSCB has been wide-ranging and intensive, and, given that much of the work is undertaken by the Executive Board and the Sub-groups, details of its activities are provided in Section 5 of this Annual Report. The main Board has, however, focused on some particularly key issues during the year:

- A major consultation event was held in January 2009, aimed at engaging with front-line staff regarding developments in children's safeguarding, not least following the events in Haringey. A fundamental aspect to the day was to hear directly from staff about their concerns following the Laming report, and about their own practice on the ground.

The event was attended by over 450 workers from a range of agencies and sectors, and feedback was overwhelmingly positive. Staff identified much good practice regarding inter-agency working arrangements and professional relationships, and felt they were working hard to engage with families and children in need. Also identified, though, were areas for development and improvement, notably around staffing levels in some agencies and concerns about the demands of bureaucracy and 'paperwork'.

A report to the HSCB Board identified areas for development, and directly reflected some of the ideas generated by practitioners on the day. These have been translated into an Action Plan, to be taken forward over the coming year.

- Much work has been undertaken to review and analyse the operation of the Levels of Need Framework, which is used to determine the allocation of resources and inform the nature of responses to concerns about children's

welfare. A particular focus has been on the nature of Level of Need '3b' cases – those families that are judged to be experiencing difficulties in providing care for their children, but who are not felt to require high-level, formal child protection interventions.

- Significant steps have been taken by the HSCB to engage agencies within the Third Sector and support the work of the voluntary agencies' representative on the Board. At a Workshop in February 2009 HSCB affirmed its commitment to the Third Sector, and the event provided briefings and information on some of the key issues that smaller organisations are being supported in focussing on – safer recruitment and managing allegations against staff who work with children.
- Board members demonstrated real commitment in taking time out for their annual Development Day in December 2008, and Tony Morrison, a respected Consultant, facilitated an in-depth stock-take of the HSCB's progress in achieving its aims and outcomes. Focusing specifically on the post-Haringey context, members of the Board were able review the strategic direction of the HSCB, including strategic relationships with other bodies across the borough, and accountabilities.

The Day also allowed the Board to consider a proposed 'LSCB Self Assessment and Improvement Tool' to help achieve its aim of ensuring that effective governance arrangements and structures are in place to deliver its Business Plan, and that it has the capacity to do so.

- The commitment of all partners on the Board to the ongoing development of the HSCB has been one of its key strengths over the past year. The high level of engagement of these partners, and of the agencies they represent, has been an impressive feature of the year's work.

The enhancement of the Board's membership to include Housing providers, and a senior manager from the Children with Disabilities Service, has been a particularly welcome development.

## **SECTION 5**

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

#### **Executive Board**

The Executive Board has been chaired by the Operational Director, Specialist Services in the HBC Children and Young People's Directorate, and has met 5 times during the year. In driving forward the main Board's business agenda, it has received reports on key issues being dealt with in the various Sub-groups, and these are reported later in this Section.

Additionally, though, the Executive Board has focused on the following during the year:

- Taking forward new initiatives directed at specific groups of vulnerable children:
  - the Missing from Home Project which aims to prevent children and young people running away, through the provision of support services
  - support to children affected by domestic violence in their families
  - a renewed multi-agency response to children and young people engaging in anti-social behaviour and crime
  - multi-agency coordinated support to young people to reduce risks associated with the consumption of alcohol
- Overseeing the progress of two Serious Case Reviews that were being undertaken during the year
- Coordinating the establishment of the HSCB Communication Group to help manage the demands from the press and other media in relation to Serious Case Reviews
- Reviewing the implications of the Laming Report following the death of Baby P, including a strategy to assess the specific issues raised in the report as they relate to safeguarding practice in Halton
- Reviewing practice relating to pre-birth child protection assessments, and their consideration at Child Protection Conferences
- Reviewing the safety and effectiveness of arrangements for the placement in Halton of children in care from other local authorities
- Agreeing a new Self Harm Protocol
- Driving the development of enhanced performance measures for use by the HSCB in determining the extent to which it is achieving its stated objectives and outcomes



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

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

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:

- Agreeing the following agencies' Child Protection Procedures:
  - Whiston Hospital
  - Cheshire Probation
  - Halton & Warrington YOT
  - 
  - Warrington Hospital
  - Rape and Sexual Abuse Support Centre (RASASC)
  - Early Years
  - CAF/CASS
  
- Reviewing other procedures, practice guidance and protocols in respect of:
  - working with sexually active young people
  - safeguarding children and young people from sexual exploitation
  - Fabricated and Induced Illness
  - the welfare of adopted children
  - domestic abuse
  - consultations with the LADO (Local Authority Designated Officer)
  - the multi-agency pan-Cheshire SUDI protocol on child deaths
  - joint visits to families by professionals
  - children who are missing and are subject to a Section 47 enquiry or a Child Protection Plan
  - out of hours medical services
  
- Approving information and literature (e.g. leaflets) that is produced by the HSCB for practitioners and the public
  
- Reviewing the process of Section 47 Strategy Meetings, following a recommendation from a Serious Case Review
  
- Incorporating NSPCC guidance into the existing Community Safety Toolkit

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

This Panel reports to the HSCB main Board in the same way as the other Sub-groups, and has two specific responsibilities:

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

Through this, the Panel has sought to learn lessons regarding how the safety of children can be improved, and to ensure that those improvements are made.

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 4 times during the past year, and the Chair has produced a separate Annual Report on its activities which is available on the HSCB's website.

Halton was one of the national pilot sites for the development of Child Death Overview Panels, and this has contributed to the high degree of effectiveness with which the Panel functions, and a high degree of collaboration and trust that has been built up between the partner agencies.

The key achievements over the past year have been:

- Conducting reviews of 9 child deaths and near misses, and taking forward recommendations. There were no reviews of near misses during 2008-09
- Providing assurance that the recommendations had been implemented
- Using the experience of the national pilot to contribute to the development of Panels in other LSCBs at a county and regional level, including training for Panel members across Cheshire and Merseyside
- Contributing to the regional CEMACH (Confidential Enquiry for Maternal & Child Health) / GONW (Government Office North West) process for analysing child deaths

Common risk factors have been identified from the cases reviewed by the Panel, and these have included co-sleeping (where babies sleep in the same bed as the parents), poor parental awareness of safety issues in their own home and when they take their babies for visits to other homes, and smoking in the home. As a consequence of these messages, the HSCB is developing information and assessment resources for professionals and parents.

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

This 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. Observations have then been fed back to the agencies, with comments on the quality of the interventions and with recommended Action Plans where required.
- Reviewing quarterly management information regarding the process of Child Protection Conferences within the borough.
- Receiving quarterly reports from the Local Authority Designated Officer (LADO) regarding allegations against adults who work with children. The Sub-group has been satisfied that all allegations over the year have been dealt with in a timely manner.
- Reviewing compliance with procedural guidance regarding the conduct of Section 47 Strategy Meetings. This work has complemented the review of the actual procedures that has been undertaken by the Policy and Procedures Sub-group.
- Collating and considering self assessment audits 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, and a particular focus in the past year has been on schools, including Independent Schools.
- Working with the Children's Trust on a strategy ('Narrowing the Gap') to improve the attendance and attainment of children with Child in Need or Child Protection Plans.

## **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 on what should be commissioned. Additionally, it 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 it 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.

The Sub-group is chaired by the Divisional Manager, Access, HBC Children & Young People, and has met on 4 occasions during the year. The main areas of development and achievement have been:

- The delivery of 56 well-regarded training courses, open to all agencies and other workers in Halton, and provided a number of times during the year where necessary. Details of these can be found on the HSCB website.
- The development of additional training initiatives in a number of practice areas, including:
  - training programmes for parents that built on a pilot the previous year
  - 
  - training specifically focused on the HSCB's Anti-bullying Strategy
  -
- Monitoring and evaluation of the quality of training provided by the HSCB. This has involved working with neighbouring LSCBs to provide an external perspective.
- The development of a 'You Matter' handbook for teenagers, modelled on the previously produced Safe Parenting Handbook.
- The implementation of an HSCB Private Fostering Publicity Plan, to enhance the identification of such arrangements in the borough.

### **E-Safety Sub-group**

This Sub-group has developed its work to address the increasing challenges of protecting children and young people who are vulnerable to harmful uses and effects of communication technology.

The group has been chaired by the Divisional Manager, Services to Children in Need in CYPS, and has good representation from key agencies, such as CYPS and Education, the Third Sector, Cheshire Police, Libraries, the North West Learning Grid, and the Youth Service/Connexions. A decision has been made to also involve young people.

The Sub-group has met 4 times over the year, and has focused on the following issues:

- The development of an E-Safety strategy on behalf of the HSCB
- Reviewing the safety of IT systems in schools and libraries
- Monitoring the usage of 'Acceptable User' policies in partner agencies
- Contributing to Safer Internet Week with a Halton E-Safety Awareness Day
- The development of a Training and Awareness Strategy for professionals, children and young people, and the public

### **Safer Recruitment Sub-group**

This is a new Sub-group that held its first meeting in August 2008, and has been established to provide a specific focus on the need for agencies and organisations that work with children to implement safe recruitment procedures and practices.

The Subgroup is chaired by the Divisional Manager, Safeguarding, Quality & Review in CYPS, and has representation from key HSCB partners, including schools. It has met 4 times during the year, in addition to holding a workshop soon after its inception to consider the learning from other LSCBs.

The following issues have been dealt with:

- The refinement of its training strategy, with a specific focus on organisations that do not readily access multi-agency safeguarding training, and on the use of a 'train the trainers' model
- Contributing to a pan-Cheshire LSCB Safer Recruitment Conference
- Issues arising from quarterly reports that the LADO provides to the Scrutiny and Performance Sub-group
- Reviewing staff selection practice in agencies, including monitoring the requirement for interview panels to have at least one person who has been appropriately trained

## **SECTION 6**

### **THE BUDGET 2008-2009**

The budget contributors for 2008-2009 are outlined below. The chair of the HSCB would like to formally record her thanks and appreciation to those agencies that have directly contributed to the costs. She further acknowledges that other agencies have made contributions in kind, in the time their staff have devoted to HSCB business, and in their contributions to the delivery of training.

#### (i) Contributions from partner agencies

|                            |        |
|----------------------------|--------|
| HBC                        | 43,603 |
| HPCT                       | 43,603 |
| Cheshire Constabulary      | 24,594 |
| Connexions                 | 10,248 |
| Cheshire Probation Service | 3,074  |
| CAFCASS NW                 | 237    |

## **SECTION 7**

### **BUSINESS PLAN AND KEY OBJECTIVES FOR 2009-2010**

The HSCB's Business Plan and Key Objectives for the forthcoming year have been agreed by the Board, having been considered at a Development Day in January 2009.

To provide a clearer focus for the Board's main priorities, and to aid the more effective collation and analysis of performance data, the Objectives and Actions for the forthcoming year have been streamlined. The plan that is set out on the following pages details nine Key Objectives that partly consolidate work that has been ongoing, but also include new initiatives and developments.

The prominence of these Key Objectives demonstrates the breadth and scope of the HSCB's ongoing programme to drive the children's safeguarding agenda in the borough.

## HSCB BUSINESS PLAN AND KEY OBJECTIVES FOR 2009-2010

| KEY OBJECTIVE  | ACTION   | RESPONSIBLE BODY              | TIMESCALE     |
|--|--|-------------------------------|---------------|
| <b>To develop Safeguarding Policies and Procedures</b>                         | To develop Procedure in relation to the Trafficking of Children                                  | Policy & Procedures Sub Group | January 2010  |
|  | To develop and implement HSCB E: Safety Strategy   | E: Safety Sub Group           | February 2010 |
|  | To review and implement Pan Cheshire Rapid Response Protocol (previously known as SUDI Protocol) | Policy & Procedures Sub Group | December 2009 |
| <b>To review Agencies' and Organisations' Safeguarding/CP Procedures</b>       | To develop a Workplan for 2009/10  | Policy & Procedures Sub Group | April 2009    |
|  | To develop a Workplan for 2010/11  | Policy & Procedures Sub Group | April 2010    |
| <b>To engage with frontline staff about the safeguarding agenda</b>            | To hold an annual workshop with Frontline Staff  | HSCB Executive Board          | Ongoing       |
| <b>To review HSCB Neglect Protocol and develop a Neglect Standards Toolkit</b> | To commission the development of Neglect Standards, and implement these Standards                | HSCB Executive Board          | January 2010  |
|  | To develop the Standards   | Multi-agency Task Group       | December 2009 |



|  |  |                               |                |
|--|--|-------------------------------|----------------|
| <b>To ensure effective communication with children, parents and professionals in relation to keeping children safe &amp; promoting their welfare</b> | To continue to promote safeguarding in the community   | Training Sub Group            | Ongoing        |
|  | To implement Safeguarding Training for Parents across Children's Centres   | Training Sub Group            | April 2010     |
|  | To issue the You Matter Handbook (for teenagers)   | Training Sub Group            | November 2009  |
|  | To sponsor and participate in the Annual Crucial Crew Event  | Training Sub Group            | March 2010     |
|  | To continue to raise awareness about Private Fostering by linking with the Private Fostering Special Interest Group  | Training Sub Group            | November 2009  |
|  | Explore the development of a DVD Version of the Safer Parenting Handbook aimed at the Travelling Community to be developed with that assistance of young people from the Traveller Community | Training Sub Group            | June 2010      |
| <b>Ensure that safeguarding children is by having effective links with other strategic bodies</b>  | To ensure forum links with Children's Trust Board  | Main Board                    | April 2009     |
|  | Protocol to be developed between the Children's Trust & HSCB   | Main Board & Children's Trust | September 2009 |

|  |   |                                  |               |
|--|---|----------------------------------|---------------|
| <b>To ensure that Agencies are carrying out their responsibilities to safeguard children including vulnerable groups of children</b> | To undertake multi agency file audit  | Scrutiny & Performance Sub Group | Ongoing       |
|  | To complete Section 11 Audit (incorporating Laming Recommendations)   | Scrutiny & Performance Sub Group | April 2010    |
|  | To ensure that children in the secure estate are being safeguarded via receipt regular Reports from YOT   | Main Board (via Report from YOT) | December 2009 |
|  | To ensure effective links across Adult's and Children's Services in relation to impact of mental health on parenting capacity (including HSCB workshop) | Executive Board                  | March 2010    |
| <b>Ensure that the views of children and young people inform the work of the Board in an effective and meaningful way</b>            | To establish Shadow Children & Young People's Safeguarding Board  | Training Sub Group               | December 2009 |
| <b>To reduce child deaths and injury by disseminating lessons learned from CDOP, Near Miss, HSCB (including SCR) Reviews</b>         | To collaborate with NW Regional Protocol with Cemach  | CDOP                             | Ongoing       |
|  | To disseminate learning to frontline staff  | CDOP                             | Ongoing       |

|  |  |                             |            |
|--|--|-----------------------------|------------|
|  | To incorporate any learning into HSCB Training Programme   | Training Sub Group          | Ongoing    |
|  | To produce an Annual Report  | CDOP                        | June 2009  |
| To ensure that organisations working or in contact with children operate recruitment and human resources practices that take into account of the need to safeguard and promote the welfare of children | To review agencies' Safer Recruitment Policies and Procedures  | Safer Recruitment Sub Group | Ongoing    |
|  | To devise leaflets for agencies/individuals and families concerning managing allegations against adults who work with children | Safer Recruitment Sub Group | March 2010 |

## Appendix 1

### MEMBERSHIP OF THE HSCB & SUB-GROUPS DURING 2008-2009

#### Main Board

|                              |   |
|------------------------------|---|
| Audrey Williamson<br>(Chair) | - Operational Director, Health & Community Directorate, HBC                                     |
| Ann Towey                    | - HSCB Manager  |
| Ruth Gill                    | - HSCB Legal Adviser – Solicitor, HBC Legal Services  |
| Gerald Meehan                | - Strategic Director, Children & Young People Directorate, HBC                                  |
| Nigel Moorhouse              | - Operational Director, Specialist Services – Children & Young People Directorate, HBC          |
| Vicky Buchanan               | - Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC      |
| Paula St Aubyn               | - Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC |
| Jonathan Potter              | - Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC        |
| Gaynor Dickson               | - Head Teacher, Halton Lodge School – Primary Head Teachers' Representative                     |
| Andrew Keeley                | - Head Teacher, St Chads School – Secondary Head Teachers' Representative                       |
| Kate Cawley                  | - Magistrate Representative   |
| Jane Lunt                    | - Operational Director, Child & Family Health, Halton & St Helens PCT                           |
| Gill Core                    | - Director of Nursing, St Helens & Knowsley PCT   |
| Bina Gyawali                 | - Designated Doctor for Child Protection, Halton & St Helens PCT                                |
| Charlie Whelan               | - Designated Nurse for Child Protection, Halton & St Helens PCT                                 |
| Dympna Edwards               | - Deputy Director of Public Health, Halton & St Helens PCT                                      |
| Kath Holbourn                | - Director of Nursing & Governance, Warrington Hospital   |
| John Kelly                   | - Executive Director, 5 Boroughs Partnership  |
| Jed Manley                   | - Superintendent, Cheshire Police   |
| Paul Moore                   | - Detective Chief Inspector, Strategic Public Protection Unit, Cheshire Police                  |
| Mark Bradley                 | - Detective Inspector, Cheshire Police  |
| Julie Raymond-Walters        | - Service Manager, CAF/CASS   |
| Diane Sproson                | - Area Manager, Connexions  |
| Kim Thornden                 | - Assistant Chief Officer, Cheshire Probation   |
| Gareth Jones                 | - Head of Service, Halton & Warrington YOT  |
| Yvonne Jama                  | - Children's Services Manager, NSPCC  |
| Lucy Hindmarch               | - Third Sector Representative   |
| Steve Eastwood               | - Coordinator, Halton Drug & Alcohol Action Team  |
| Mike Andrews                 | - Community Safety Manager, HBC   |
| Michelle Bradshaw            | - Assistant Director, Community Health Services, Halton & St Helens PCT                         |
| Ian Fazakerley               | - Liverpool Housing Trust   |
| Margaret Chaplin             | - Divisional Manager, Children with Disabilities Service  |
| Peter Richmond               | - Divisional Manager, Information & Communication, HBC  |
| Lindsay Smith                | - Divisional Manager, Adult Mental Health, HBC  |
| Laura Brown                  | - HSCB Administrator  |

## **Executive Board**

|                      |  |
|----------------------|--|
| Nigel Moorhouse      | - Operational Director, Specialist Services – Children & Young People Directorate, HBC         |
| Ann Towey            | - LSCB Manager   |
| Elaine Roberts-Smith | - Commissioning Manager, HBC   |
| Paula St Aubyn       | - Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC |
| Vicky Buchanan       | - Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC     |
| Jonathan Potter      | - Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC       |
| Jane Lunt (Chair)    | - Operational Director, Child & Family Health, Halton & St Helens PCT                          |
| Dympna Edwards       | - Deputy Director of Public Health, Halton & St Helens PCT                                     |
| Jed Manley           | - Superintendent, Cheshire Police  |
| Peter Richmond       | - Divisional Manager, Information & Communication, HBC   |
| Gill Core            | - Director of Nursing, St. Helens & Knowsley PCT   |
| Kath Holbourn        | - Director of Nursing & Governance, Warrington Hospitals                                       |
| David Holmes         | - Service Manager ARCH Initiatives, 3 <sup>rd</sup> Sector Representative                      |
| Lindsay Smith        | - Divisional Manager, Mental Health, HBC   |

## **Policy & Procedures**

|                        |  |
|------------------------|--|
| Vicky Buchanan (Chair) | - Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC     |
| Ann Towey              | - HSCB Manager   |
| Charlie Whelan         | - Designated Nurse for Child Protection, Halton & St Helens PCT                                |
| Paula St Aubyn         | - Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC |
| Lorraine Peers         | - Principal Manager, Childcare Team 1, Children & Young People Directorate, HBC                |
| Mark Tasker            | - DI, Strategic Public Protection Unit, Cheshire Police  |
| Mark Bradley           | - DI, Northern Division PPU, Cheshire Police   |
| Mandy Bailey           | - Acting Service Manager, 5 Boroughs Partnership   |
| Steve Withington       | - Child Protection Development Officer, Children & Young People Directorate, HBC               |
| Julie Karmy            | - CYPAN Manager, HBC   |

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

|                        |  |
|------------------------|--|
| Dympna Edwards (Chair) | - Deputy Director of Public Health, Halton & St Helens PCT                                 |
| Nigel Moorhouse        | - Operational Director, Specialist Services – Children & Young People Directorate, HBC     |
| Ann Towey              | - HSCB Manager   |
| Carol Hill             | - Lead Independent Conference and Review Manager– Children & Young People Directorate, HBC |
| Linda Kellie           | - Acting Assistant Director of Operations, 5 Boroughs Partnership                          |
| Nick Bailey            | - DCI, Cheshire Police   |
| Suprio Bhattacharyya   | - Consultant Paediatrician, Halton & St Helens PCT   |

## **Scrutiny & Performance**

|                         |  |
|-------------------------|--|
| Nigel Moorhouse (Chair) | - Operational Director, Specialist Services – Children & Young People Directorate, HBC         |
| Ann Towey               | - HSCB Manager   |
| Bina Gyawali            | - Community Paediatrician, Halton & St Helens PCT  |
| Paula St Aubyn          | - Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC |
| Pauline Burke           | - Manager, YOT   |
| Julie Raymond-Walters   | - Service Manager, Cafcass   |
| Karen Dobson            | - Acting Named Nurse, Safeguarding, 5 Boroughs Partnership                                     |
| Jonathan Potter         | - Divisional Manager, Access Children & Young People Directorate, HBC                          |
| Mark Bradley            | - DI, Cheshire Police  |

## **Training**

|                         |   |
|-------------------------|---|
| Jonathan Potter (Chair) | - Divisional Manager, Access Children & Young People Directorate, HBC                     |
| Ann Towey               | - HSCB Manager  |
| Steve Withington        | - Child Protection Development Officer, Children & Young People Directorate, HBC          |
| Gaynor Dickson          | - Head Teacher, Halton Lodge Primary School   |
| Karen Dobson            | - Acting Named Nurse for Child Protection, 5 Boroughs Partnership                         |
| Marie Fairbrother       | - Nurse Specialist, Child Protection, Halton & St Helens PCT                              |
| Amanda O'Brien          | - 3 <sup>rd</sup> Sector Representative   |
| Martyn Platts           | - PR & Communications, HBC  |
| Sarah Lewis             | - Riverside College   |
| Belinda Yen             | - Training Officer, Early Years - Children & Young People Directorate, HBC                |
| Christine Johnson       | - Safeguarding in Education Development Officer, Children & Young People Directorate, HBC |
| Andrea Farrell          | - Connexions  |
| Brian Hulley            | - Area Training Manager, Cheshire Police  |
| Chris McMahon           | -ARCH Initiatives   |

## **Safer Recruitment**

|                        |   |
|------------------------|---|
| Paula St Aubyn (Chair) | - Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC |
| Ann Towey              | - LSCB Manager  |
| Amanda O'Brien         | -Third Sector Representative  |
| Laura Clare            | - HR Advisor, St Helens & Knowsley Hospital - NHS Trust   |
| Charlie Whelan         | - Designated Nurse for Child Protection, Halton & St Helens PCT                                 |
| Julie McCollom         | - Employee Services, HBC  |
| Jonathan Potter        | - Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC        |
| Margaret Morgan        | - Head Teacher – St Clements School   |
| Tania Strong           | - Manager, HR, Halton & St Helens PCT   |
| Joanne Meneice         | - HR Business Partner, Warrington & Halton Hospitals  |

## **E-Safety**

|                              |   |
|------------------------------|---|
| Peter Richmond<br>(Chair)    | - Divisional Manager, Information & Communication, HBC                              |
| Ann Towey                    | - HSCB Manager  |
| Steve Withington             | - Child Protection Development Officer, Children & Young People<br>Directorate, HBC |
| Amanda O'Brien               | - 3 <sup>rd</sup> Sector Representative   |
| Leyla Mulhall                | - Information & Communications Officer, St Chad's School                            |
| Stephen Bailey               | - Riverside College   |
| Mike Horsely                 | - ICT Services, HBC   |
| Steven Conley                | - Neighbourhood Manager, Connexions   |
| Nicki Lewis                  | - School Liaison Officer, Cheshire Police   |
| George Wells                 | - ICT Teaching & Learning, HBC  |
| Ray Weaver/Graham<br>Holland | - Runcorn & Widnes Community Learning Centres                                       |
| Gary Clawson                 | - Chief Executive, North West Learning Grid   |
| Siobhan Kirk                 | - Senior Librarian, Halton Library Service  |
| Nick Aymes                   | - Director of Learning, Runcorn CLC   |
| Karen Vanner                 | - Consultant & Advisory Teacher, C&YP, HBC  |
| Yvonne Morgan                | - Consultant, ICT Teaching & Learning, HBC  |
| Helen Mitchell               | - Virtual Learning Platform Development Officer, HBC                                |
| Martin Draycott              | - ICT Manager, The Bankfield  |