



Telford & Wrekin  
Local Safeguarding  
Children Board

**Annual Report** April 2012 - March 2013



Telford & Wrekin Local Safeguarding Children Board

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Team Safeguarding Voice Annual Report 2012-2013



# Introduction and report summary from the Independent Chair

I am pleased to present the Telford & Wrekin Safeguarding Children Board (SCB) Annual Report for 2012-2013. This report covers the period April 2012 to April 2013. The SCB is the key statutory mechanism for coordinating the work in Telford and Wrekin to safeguard and promote the welfare of children and ensure the effectiveness of that work. It is intended to be read by both professionals and members of the public. The purpose of the report is to provide an assessment of the performance and effectiveness of local safeguarding services, identify areas requiring improvement and set out the actions and plans to be taken in the following year to improve performance and the effectiveness of the Board.

It starts by explaining how the board works, describing the organisations and individuals involved and the way the Board is financed before describing the context in which the Board operates. Telford and Wrekin is a place of socio-economic contrasts with parts amongst the most deprived, comparable with inner cities, and other areas the least deprived nationally. Headline performance is then analysed. At the end of the reporting period there were 320 looked after children and 142 children subject to a child protection plan, a fall from 221 at the same point in 2012. The Board was assured that this fall resulted from improvements in practice and did not reflect any changes in threshold criteria. More than half the plans resulted from neglect.

The next sections assess the effectiveness of the SCB with particular emphasis on the three priorities: Children at Risk of Sexual Exploitation, Missing Children and Children and Young People Feeling Safe. Considerable progress has been made in all these areas to the extent that new working practices are well embedded and the Board is therefore able to start preparing to deal with new emerging priorities. During the year Ofsted undertook an Inspection of Safeguarding and Looked After Children Services and Telford & Wrekin received an adequate

judgment. A Children's Services Improvement Plan was developed in response to the inspection recommendations and the majority of actions have now been successfully implemented.

The work that has been undertaken to develop the Safeguarding Partnership is then examined, including a description of Family Connect, a new multiagency partnership service which provides a single point of contact for all enquiries relating to children and families and delivers a proportionate, timely and coordinated approach to meeting their needs through an innovative process of partnership working that ensures the child is at the centre of everything we do. Its work has been facilitated by the introduction of new a threshold document that assists in identifying consistent criteria for referrals to appropriate Children's Services. The Board recognises that the quality of services can only be assured through accurate and timely data on both performance and outcomes and so the Quality Assurance Sub-group has developed a multi-agency data set that will assist the Board in monitoring and further understanding the effectiveness and impact of the partnership.

The final sections of the report detail areas for improvement and describe the new priorities, Neglect, Domestic Abuse and Improving Professional Practice that will take over from the existing priorities once the Board is satisfied that effective new approaches are fully established across the partnership. An outline of the planned work programme for 2013-2014 completes the report.

I am confident that the Board and partners will continue to work together to improve the quality of services and learn from their own experience and the practice of other organisations and I would like to record my appreciation for their hard work during a time of organisational transition



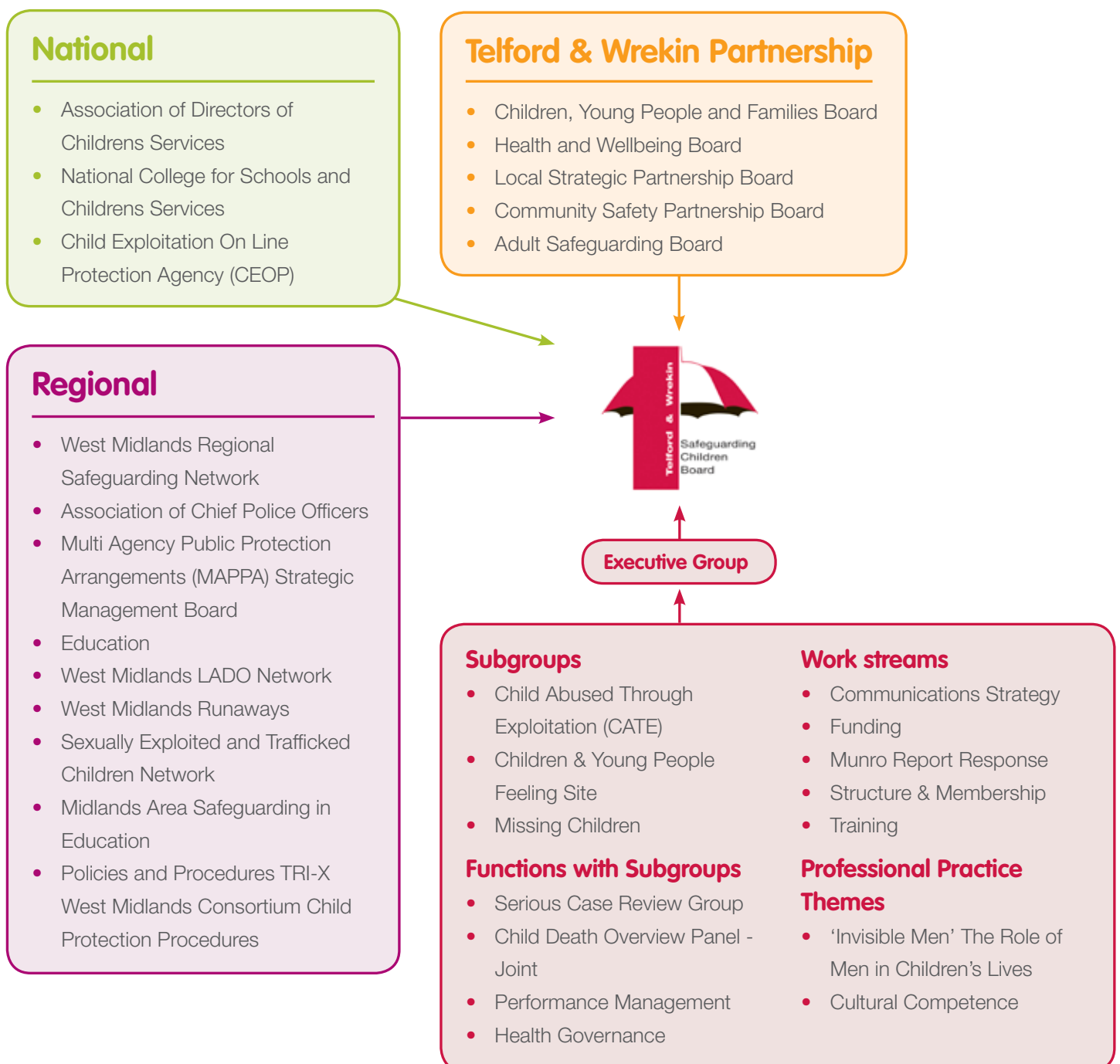
on budgetary pressures. But, as always, the Board will need to rely on the dedication and skills of all the staff engaged in working with children, families and communities. I would like to conclude by thanking them for what they have achieved in safeguarding and promoting the welfare of children in Telford and Wrekin.

**Andrew Mason**  
**Independent Chair**

# Governance and accountability arrangements

The structure and reporting relationships of the Telford and Wrekin Safeguarding Children Board during the reporting period are set out in the following diagram.

## Current Telford and Wrekin LSCB structure





While the Board's performance was recognised as good by Ofsted, it was acknowledged that with the increasing demands placed on it and the organisational and resource pressures felt by all partners, a review of Board structure and governance arrangements would be appropriate. A Board Development Day facilitated by Professor Jan Horwath of Sheffield University was therefore held in February 2013 and focussed on a number of questions about what makes an effective board:

- What is the most appropriate structure for the Board and its sub-groups?
- How should the roles and responsibilities of the members of the Board and sub-groups be defined?
- How best can the Board challenge and support the Telford and Wrekin Safeguarding Children Partnership?

- With increasing pressures on funding and members time, how can we best make use of these valuable resources to improve outcomes for children and young people?

Following the Development Day a Governance Working Group was established to develop proposals for a streamlined Board structure and a whole systems approach to Board governance including the publication of an annual timetable covering the timing and content of Board and sub-group meetings.

### Membership of the Telford and Wrekin Safeguarding Children Board

The membership of the Board and the details of the organisations represented and the positions of members are set out in the table on the opposite page.



Team: Safeguarding Voice

**Picture left:** Sharing our work at the Anti-Bullying Alliance Conference in London

**Picture above:** Parents and children making Chatterboxes together 2012

	Organisation/Representing/Job Role	Board Member
	Independent Chair	Andrew Mason
<b>Council</b>	Director of Children and Family Services	Laura Johnston
	Assistant Director Safeguarding	Karen Perry
	Assistant Director School Achievement	Jim Collins
	Assistant Director Family & Community	Clive Jones
	Safer Cohesive Communities	Jas Bedasha
	Adult Social Services Representative	Dave Robson
	Children's Services Legal Advisor	Kirsty Fisher
	Lead Member	Paul Watling
<b>Health</b>	Strategic Health Authority	Helen Hipkiss
	Shropshire Community Health NHS Trust	Maggie Bayley
	NHS Acute (Shropshire and Telford Hospitals)	Vicky Morris
	NHS Foundation Trusts (Staffs & Shropshire)	Mandy Lee
	T&W Clinical Commissioning Group	Christine Morris
	Named GP	Dr Innes
	Designated Doctor	Dr Ganesh
	Designated Nurse	Audrey Scott-Ryan
<b>Police</b>	Police (Public Protection Unit)	DS Amanda Blakeman
	Local Police	DCI Jason Wells
<b>Education</b>	Governing body of a maintained school	Sian Deane & Dr Gill Eatough
	Non-maintained special school	Gill Knox
	Further Education institution	Beverly Jackson
<b>Probation</b>	Probation	George Branch
<b>YOS</b>	Youth Offending Service	Keith Barham
<b>CAFCASS</b>	Children & Family Court Advisory and Support Service	Vera Boyes
<b>Lay Members</b>	Community Board Member	Kate Hancocks
	Community Board Member	Sue North
<b>Board Officers</b>	Safeguarding Advisory Service Service Delivery Manager	Jo Britton
	Safeguarding Children Partnership Development Officer	Kris Woodcock
	Support Services Officer - SCB	Emma Boddison
	Training Coordinator	Claire Hughes
	Conference & Review TL & Local Authority Designated Officer	Tina Knight
	CP Schools & Early Years & Local Authority Designated Officer	Mark Turner



Annual Report April 2012 - March 2013

# Budget and Financial Summary 2012 - 2013 and 2013 - 2014

	2012 - 2013				2013 - 2014		
	Original Budget	Budget Adjustments	Revised Budgets	Actual Outturn	Original Budget	Budget Adjustments	Revised Budget
		(including partners payment holiday)				(including partners payment holiday)	
	£	£	£	£	£	£	£
<b>Expenditure</b>							
Salaries	155,996	-5,000	150,996	138,156	114,372	-31,814	145,761
Non Salaries	44,420	5,000	49,420	43,530	86,044	31,814	89,800
CEC/DEC's	24,580		24,580	24,581	14,296	0	14,296
	<b>224,996</b>	<b>0</b>	<b>224,996</b>	<b>206,267</b>	<b>214,712</b>	<b>0</b>	<b>249,857</b>
<b>Income</b>							
Shropshire & Telford Hospital	-5,000		-5,000	-3,750	-5,000		-5,000
Telford & Wrekin PCT	-38,000		-38,000	-28,500	-38,000		-38,000
West Mercia Constabulary	-14,000		-14,000	-10,500	-14,000		-14,000
West Mercia Probation	-4,340		-4,340	-3,255	-4,340		-4,340
CAFCASS	-550		-550	-413	-550		-550
YOS	-500		-500	-375	-500		-500
Education	-24,106		-24,106	-29,606	-24,106		-29,606
T&W Base Budget	-99,740		-99,740	-66,404	-89,456		-89,456
Schools	-25,000		-25,000	-25,000	-25,000		-25,000
Training Fees	-4,560		-4,560	-4,791	-4,560		-5,000
Non Attendance Fees	-1,200		-1,200	0	-1,200		0
Daphne	-8,000		-8,000	0	-8,000		0
Funded from reserve	0		0	-33,673	0		-38,405
	<b>-224,996</b>	<b>0</b>	<b>-224,996</b>	<b>-206,267</b>	<b>-214,712</b>	<b>0</b>	<b>-249,857</b>



Reserves		
<b>2012 - 2013</b>		
Opening Reserves 12/13 (as at 01/04/2012)		-87,493
Actual Reserves used 12/13		33,673
Closing reserves 12/13 (as at 31/03/2013)		-53,820
<b>2013 - 2014</b>		
Opening reserves 13/14 (as at 01/04/2013)	-53,820	-53,820
Planned use of reserves 13/14		38,405
Current Serious Case Review		
Planned closing reserves 12/13 (as at 31/03/2014)		-15,415

# Local background and context

## Our Population

Telford and Wrekin is a place of contrasts, a distinctive blend of urban and rural areas, with green open spaces alongside contemporary housing developments. With the development of Telford New Town from the 1960s, the area's population grew rapidly - in the 1990s it was one of the fastest growing areas in England. The borough is a regional focus for growth and our population of 170,300 people is forecast to grow to over 200,000 by 2031.

There are around 43,600 children aged 0-19 living in Telford and Wrekin, around a quarter (25.6%) of the population. The borough's population is 'younger' than the national position, although with the fastest growth being in the 65+ age group the age profile of the borough is now much closer to the national age profile. The 0-4 population, however, has grown by 8% from 2001 to 2011, faster than the overall population growth, reflecting the borough's increasing fertility rate.

Telford and Wrekin is a place of socio-economic contrasts with parts amongst the most deprived, comparable with inner cities, and other areas the least deprived nationally. Poverty and deprivation has a known impact on people's wellbeing and their ability to fulfil their potential. Between 2007 and 2010 income deprivation affecting children in Telford and Wrekin increased comparative to the national position.

In total, 10,200 children (aged 0-15) in Telford and Wrekin are living in areas ranked in the 20% most deprived nationally for income deprivation affecting children, almost a third (31%) of the Borough's 0-15 population. Around 4,800 people aged 0-15 in Telford and Wrekin live in areas ranked in the 20% least deprived nationally for income deprivation affecting children, around 15% of the 0-15 population.

The 2011 Census confirmed that our population continues to change. It is estimated that our black and minority ethnic (BME) population is 17,545 people (10.5%).

As well as new migrants, a key driver of this change has been the younger age structure of BME groups, leading to a greater likelihood of them having children. A quarter of the BME population is estimated to be aged 0-15. Following White British the largest ethnic groups are Other White, Indian and Pakistani.

More information on our population can be found at [www.telford.gov.uk/factsandfigures](http://www.telford.gov.uk/factsandfigures)

## Child Protection and Children in Care Headline Performance

At the end of March 2013 there were 142 children subject to a child protection plan, a fall from 221 at the same point in 2012. The Board was assured that this fall resulted from improvements in practice and did not reflect any changes in the application of threshold criteria.

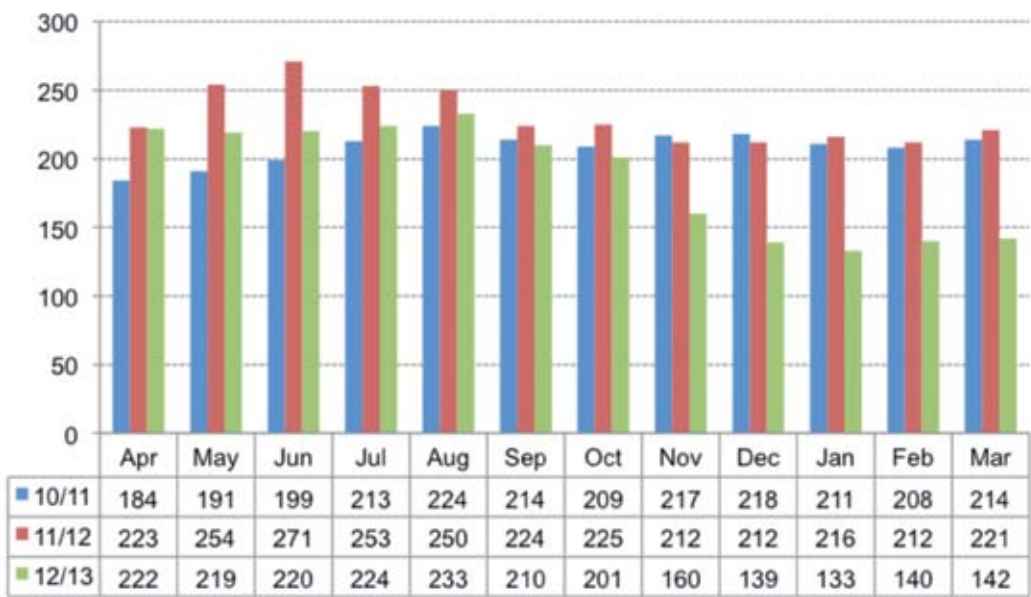
In line with the national picture, over half of child protection plans (57%) are categorised as being subject to neglect. The percentage of children subject to a child protection plan for the second or subsequent time is high at 16.8%, however in year the actual numbers of children have dropped from 47 to 33, the percentage having been impacted by the drop in overall registrations.

5.4% of child protection plans lasted for two or more years.

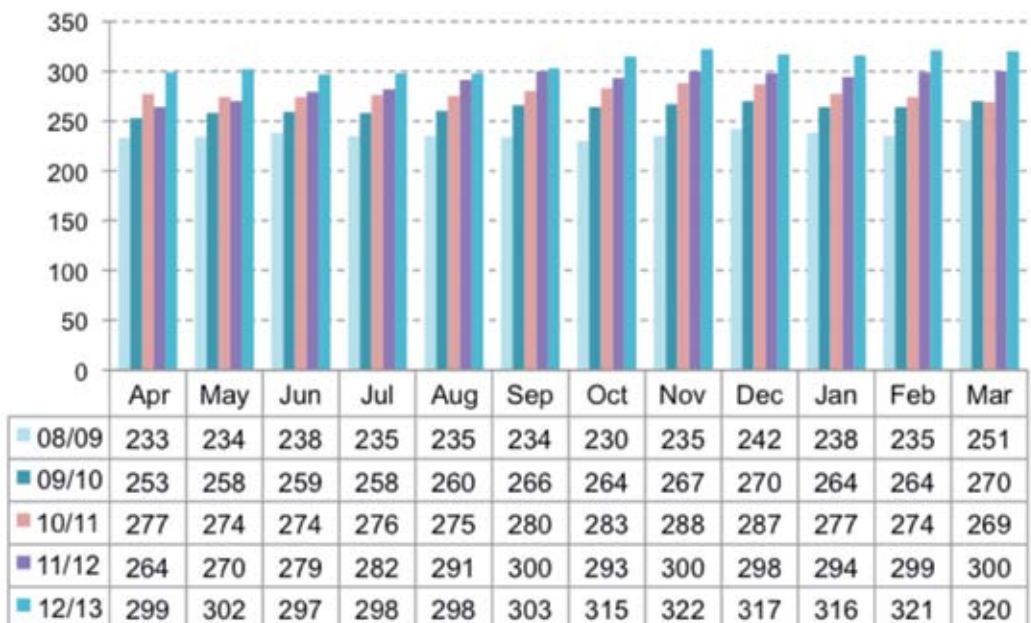
The numbers of looked after children in Telford & Wrekin remains high at 320 (March 2013). While the numbers of new admissions have fallen, more children with complex needs have remained in care for longer periods.



**Number of Children Subject to a Child Protection Plan at month end  
01/04/2010 - 31/03/2013**



**Number of Children in Care at month end**



# Assessment of LSCB Effectiveness

## Progress on key priorities for 2012 - 2013 Children at Risk of Exploitation

### Activity Report

The partnership has continued to work strategically and has directly assisted in the successful outcome of the criminal trial of 9 perpetrators of Child Sexual Exploitation (CSE).

The Children at Risk of Sexual Exploitation (CATE) pathway has been successfully mainstreamed as part of the Council restructure resulting in a tiered and increased capacity to respond to children and young people who are at risk from CSE. There is now an extended range of services available to respond to the needs of children and young people exposed to CSE, along with their families, including services from across partner organisations, voluntary organisations and organisations with charity status. Telford & Wrekin procedures for Child Sexual Exploitation have been completed, agreed and are being implemented. A tiered training programme for professionals across the partnership is in place.

Partnership working has been established with voluntary groups and local businesses focusing on raising awareness of CSE and the development of proactive preventative measures to assist children and young people to be kept safe. Coordinated data collection systems have been developed within the police force.

### Impact on Front Line Practice

Professionals across the partnership are now better equipped to offer a professional service to children and

young people who may be affected by CSE. Within the Council restructure the CATE Service has been successfully mainstreamed, CSE policies and procedures are in place and the local SCB partnership has successfully supported victims and staff through the first criminal trial.

### Children and Young People

The involvement of children and young people in the CATE development work has been significantly restricted due to the on-going 2012/13 criminal trial, during which time a number of young people were called to give evidence. However, young people have been directly involved in operational CATE Care Pathway Strategy Meetings where alongside professionals from across the partnership, plans and actions to reduce the risk of CSE for young people have been agreed and put in place.

With the completion of the criminal trial young people (affected by CSE) have been involved in assisting in the assessment of the quality of the support offered to them and their families and in examining whether the support offered is accessible, available, timely and of the right kind.

The introduction of a clear professional pathway, training programmes and procedures enable children and young people to be safeguarded and supported when affected or at risk of being affected by CSE. Children and young people are safer due to the imprisonment of multiple significant perpetrators of CSE.

### Future Plans

CSE will always be considered a high level safeguarding concern both strategically and operationally within T&W. Following the successful mainstreaming of the Child Sexual Exploitation operational response the same approach will

need to be put in place for the on-going strategic development which will replace the work undertaken by the CATE sub-group.

An external independent organisation has been commissioned to assist us with our learning from the experience to date, with the intention of supporting plans for learning and developing further services related to child sexual exploitation.

## Missing Children

### Activity Report

During the year the sub-group was restructured to include partners from other agencies and a Police Inspector was appointed as the new Chair to ensure joint ownership of the priority beyond the local authority,

During the reporting period, local operating procedures for Missing Children were completed and briefings delivered on their application to all children's services team meetings. A consistent data collection process was also developed and the sub-group has regularly monitored, reviewed and analysed the data set in order to identify service improvements.

Completed return interview templates are now received by the Council's Cohesion Services where they are collated and analysed for presentation to each sub-group meeting. Individual case studies are also discussed for those young people who are causing significant problems and increasing their vulnerability due to persistent missing episodes.

### Impact on Front Line Practice

A Missing Children workshop was organised to develop the pathway that interfaces with Family Connect and there is now a clear process for Missing Children in the Authority. Telford & Wrekin Children Services have also been trained to undertake the process and in particular the return interviews for Missing Children.

## Children and Young People

Processes are being developed with the Rights and Representation Service to ensure that children in care are involved in the development of Missing Children services and a number of forums have been arranged to discuss this issue with the young people in order to ensure that mainstream services are made accessible and that they recognise the issues raised in the return interviews.

Currently available real-time information has been used to inform the risk management of vulnerable children in a multi-agency setting. The pilot has demonstrated that the return interviews have offered better outcomes for children who have gone missing and identified complex issues that will need to be addressed in further developing prevention services.

### Future Plans

The sub-group will closely monitor the progress of the Missing Children procedures and ensure that all teams and individuals comply with the process as documented. The quality of return interview templates will also be analysed so that any requirements for additional safeguarding processes are identified.

With changes in the definition of missing scheduled for next year it is recognised that further work will be required to keep procedures and practices up-to-date and quarterly briefings are planned to inform relevant teams of these changes.

The possibility of commissioning external agencies to undertake the return interviews will also be considered as a possible value-for-money initiative.

# Children and Young People Feeling Safe

## Activity Report

Team: Safeguarding Voice was formed during the year to work on behalf of the Board and involved nine children from Holmer Lake Primary School. Its prime focus was listening to the voice of the child in order to increase the numbers of children in Telford and Wrekin who feel safe. Their Annual Report appears at Appendix A. Key features of the initiative were:

- an anti-bullying campaign which involved creating a chatterbox and supporting the school curriculum for other schools. This work was recognised by the Children's Commissioner as being best practice. It was also referred to in a Cyber-bullying and E-Safety book by Adrienne Katz. Team Safeguarding Voice presented their anti-bullying work to the National Anti-bullying Alliance Conference in London, LSCB, Ofsted, a whole school assembly and to parents during anti-bullying week



- a commission from the LSCB to produce a logo, create a Stay Safe poster and contribute to the Neglect Tool Project

Ofsted said Team Safeguarding Voice was ***'the best safeguarding children practice we have ever seen'***  
**Holmer Lake Ofsted Report February 2013**

Other work initiated by the Children and Young People Feeling Safe Subgroup included:

- increased E-Technology Awareness – specifically in schools and with foster carers

- the formation of a Youth Participation Steering Group which has produced a draft action plan
- six Police Community Support Officers are now working intensively with vulnerable young people in six schools and this work has been highly commended
- organising Crucial Crew – a universal offer to 2000 Year 6 pupils which culminates in a three week event, enabling young people to have confidence in how to report or access services they may require
- CRUSH, a programme for young people who are at risk of domestic abuse, who will be able to opt into an experiential resource that aims to support them to avoid abusive relationships, exit an abusive relationship safely or better manage their exposure to domestic abuse in the home
- Fire Service Educational Package to make sure that young people understand the dangers of fire and know what to do if they are involved in a fire incident
- Unintentional Injury Prevention which will be based around a consultation exercise with young people in the Borough

## Impact on Front Line Practice

Feedback evaluations from foster carers indicated that after training they were more aware and better able to notice early signs of concern. Anecdotal and verbal evidence suggests that safeguarding training, both professionally and personally has made colleagues more alert and aware and better able to challenge behaviour previously thought not to be of concern

In order to promote its work to a wider audience, Team: Safeguarding Voice created of anti-bullying poster and bookmark.



## Children and Young People

During the year children and young people have been increasingly involved in safeguarding activities including:

- the nine children who make up Team: Safeguarding Voice created a self-governing group which has advised the Board on safeguarding children matters
- 12,000 Relationships Concertina Cards were distributed to Years 9, 10, 11 and young people in post 16 education (pictured below)



- a safeguarding ICT Project was established at St Peters School, Edgmond
- 2,800 children have undergone fire safety training
- six Community Support Officers are now working with vulnerable children in six targeted schools

This work has made a difference to children and young people by:

- focussing on anti-bullying, low level sexual abuse and domestic abuse through the Concertina Card, which helps children understand bullying better and where to go for further help
- made Brookside a safer community from fires
- raising the profile of domestic abuse through working directly in schools
- providing Team: Safeguarding Voice children ambassadors to the Board

## Future Plans

Plans for next year will build on the successes of 2012-13 and will include:

- cascading of the successful Team: Safeguarding Voice methodology to schools throughout the borough
- continuing to cascade e-technology awareness to the Telford and Wrekin population
- the Youth Participation Steering Group organising a conference

- continuing the work of the Police Community Support Officers
- holding the Crucial Crew Event at Buildwas Abbey over three weeks in June and July 2013
- rolling out CRUSH to two secondary schools
- continuing to run the Fire Service Educational Package Programme
- using the results of the consultation on Unintentional Injury Prevention to influence future work

## Children and Young People Feeling Safe - e-Safety

### Activity Report

E-safety was a particular priority during the year:

- practical educational work with children continued through Child Exploitation and Online Protection Centre 'Think You Know' (CEOP TUK) initiative

which was extended to include parents evenings, thereby communicating with a previously hard to reach group

- e-safety is now explicitly part of the Ofsted criteria and training has been extended to teachers
- the NSPCC in conjunction with the Board have delivered “ChildLine” sessions where e-safety was a key element to 27 Primary Schools and e-safety training (3x) has now been delivered to 12 foster carers
- the e-safety website domain remains a core element of a “one stop shop” for e-safety, reflecting the work done across all 4 West Mercia SCBs
- delivery of a specific case study to around 50 Designated Teachers in two briefing sessions. Some schools and colleges have adapted this presentation to form part of their own bespoke training
- Facebook guidance from the Safer Internet Organisation has been sent out to all schools for all to use
- Crucial Crew workshops on e-safety have continued in 2012-13
- the Principal Officer continues with link lead for CEOP referrals to make children safe

## Impact on Front Line Practice

During 2012-13, TUK delivered e-safety sessions to over 7,000 children to every Primary (Year 6) and Secondary (Year 9) school and the Windmill School have formed an e-safety committee.

E-safety sessions were delivered at parents evenings where average attendance was between 40-60 and 27 Primary Schools received “ChildLine” Sessions.

Feedback evaluations from Foster Carers indicated that after training they are more able to notice early signs of concerning on-line behaviour and anecdotal and verbal evidence suggests that training, both professionally and personally, has made colleagues more alert and aware and able to challenge behaviour previously thought not to be of concern.

## Children and Young People

During the year children and young people have been increasingly involved in e-safeguarding activities:

- by definition the targeted school work in TUK and Childline involves children’s constant feedback and age appropriate discussion in an engaging process
- Windmill School’s proactive approach cascades responsibility to the children via a committee to shape the e-safety agenda

This work has made a difference to children and young people by:

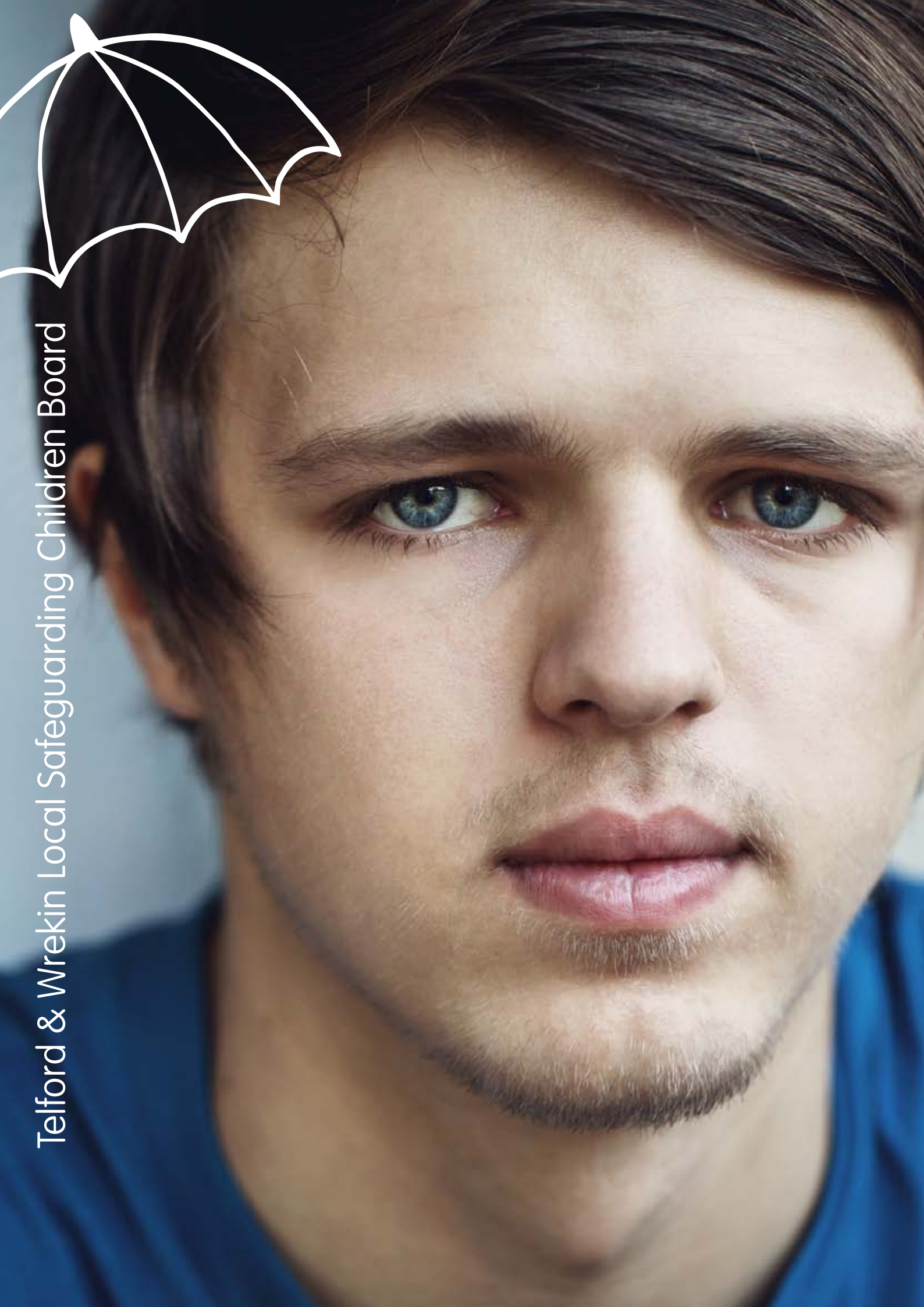
- reducing referrals to the Local Authority Designated Officer (LADO) in relation to e-safety allegations towards children from 11 in 2011-12 to five in 2012-13
- one direct referral from CEOP resulting in arrest and charges of a teacher within a school
- obtaining two convictions and prison terms as a result of LADO e-safety and child contact cases outstanding from 2011-12
- in 2012-13 one conviction has already been secured and two more are in the court process
- using an e-safety case study in some schools and colleges to cascade the inherent dangers of the e world

## Future Plans

The ‘Think You Know’ project aims to continue to make children as safe as is possible within the e-technology world.

The next steps for the action leads will be to continue to assist and continue to manage the “bite size” approach to e-safety within the current challenges of capacity and resources, but also reflect and take stock of the ever changing e-agenda.

Priority will now be given to cascading messages down to children and professionals in a way that can be managed without overburdening resources, duplication and time management. Future activity will now include the newly formed Youth Person’s Advisory Group (YPAG) led by the Police.



Telford & Wrekin Local Safeguarding Children Board

# Progress and Achievements during 2012 - 2013

## Social Work Redesign

Following on from the 2011 Review of Services for Adult Social Care and Children, Families and Schools and the subsequent Phases 1 and 2 of service redesign, a process was initiated to review and redesign the way in which child and family social work is delivered across the whole of children and family services.

This medium term project is driven by recent inspection recommendations, the Munro report and a determination to achieve better quality services to keep children safe and promote their welfare while achieving cost savings in the placement budget. The project will result in whole system changes which involve:

- further development and embedding of the Family Connect service, freeing up Child Support Workers to spend most of their time supporting other Lead Professionals in helping families strengthen edge of care arrangements
- remodelling child protection and case management functions and implementing an evidence-based model of systemic practice across the whole of children and family services

Initially, a number of briefings were organised to share the vision with the Council's children's services staff to begin their engagement in shaping the future of the service. Subsequently a consultation exercise was held with partners to gain their views on service redesign.

## Training

### Activity Report

During 2012 - 2013:

- 38 interagency training sessions were provided with 600 learning opportunities for practitioners
- the training programme was expanded in line with Working Together 2010 requirements to include Safeguarding Children with Disabilities
- three conference style events were organised for more than 200 learners
- despite the organisational restructures in the statutory organisations, the Interagency Training Pool has been maintained and developed to ensure the continued provision of the training programme
- Child Protection training was provided for 10 private and voluntary organisations in addition to the standard programme
- the statutory agencies have continued to work towards developing their own single agency Safeguarding Training Plan which will complement the Interagency Training provision of the Board
- the Neglect Steering Group developed a tool to assist interagency understanding of a child's daily lived experience, in partnership with two other LSCB's and Sheffield University

### Impact on Front Line Practice

This work has impacted in front line practice by enabling practitioners to transfer the knowledge and skills gained into their front line practice and contributed to the research and development of a Neglect Tool. This has led to a new way of undertaking Child Protection Conferences where neglect is identified in a child's life and all learners are informed about the new processes involved in Family

Connect through the delivery of the Basic Child Protection training.

Opportunities have also been provided for front line practitioners to network in structured and informal situations, engage in forums to learn about the restructured provision of children's services across agencies and for practitioners to provide research-based care.

## Children and Young People

Children and young people have been involved through the delivery of Child Protection training to a limited number of groups of children, through TCAT extending their Child Protection training programme to include sessions directly delivered to students and by enabling ChildLine to deliver sessions to Year 6 pupils in Telford & Wrekin schools to raise awareness of sexual abuse.

The Interagency Training Coordinator has also delivered a scenario at the Crucial Crew event identifying situations where children should discuss a worry with a trusted adult. School children were provided with an opportunity to develop an understanding of who a trusted adult could be and when they should talk to them about their worries.

This work has made a difference to children and young people by raising the awareness of the workforce to child abuse and by maintaining a focus on the vulnerability of specific groups of children such as those:

- living with a family member in prison
- living with domestic abuse
- living with a parent who misuses substances or who have a parent or carer with an unmet mental health disorder
- being sexually exploited
- privately fostered
- being marginalised and bullied because of their sexuality

## Future Plans

In future the objective will be to maintain the current training provision of the Board whilst continuing to support the voluntary sector to meet their safeguarding training requirements, working with partner organisations to further develop their single agency training plans, further developing the multi-agency training pool, responding to the new Working Together 2013 requirements and contributing to the development and implementation of the Neglect Tool in partnership with Sheffield University and partner LSCBs.

## Health Governance

### Activity Report

The Healthcare Governance Safeguarding Children Group (HGSCG) is a joint sub-committee with Shropshire SCB and aims to safeguard children and young people by effective, formal communication and partnership working across the local health economy in order to achieve of best local outcomes for children and young people.

In response to a marked increase during the summer of 2012 in children and young people being admitted via A&E with substance and alcohol misuse increased, all children and young people are now followed up by a dedicated substance misuse worker prior and through liaison with the school nurses. A holistic assessment tool was also introduced via the Community Substance Misuse Team and a screening tool was developed specifically for young people.

A paediatric Liaison Health Visitor has been employed within Shrewsbury and Telford Hospitals (SaTH) to improve information sharing between secondary and primary care providers and to ensure that robust procedures are in place to pick up any potential safeguarding issues and act on them in a timely manner.

Safeguarding children training takes place, within the Clinical Commissioning Groups (CCG), the Shropshire Community Health Trust (SCHT) and SaTH, and all

have improved their participation over the last 12 months and are monitored by the HGSCG, internal quality meetings and by the training sub-group of the Board.

During the year there has been a high level of joint working between the two CCGs, supported by the CCG's Safeguarding Accountable Officer. The designated professionals for Telford & Wrekin sit within Shropshire CCG and their services are commissioned by Telford & Wrekin CCG. Level 2 training was delivered to all CCG Board members in December 2012.

A Substantive Named Midwife was appointed in October 2012 and this has led to an increase in safeguarding and child protection issues being reported. This increase is attributable to improved awareness by maternity staff of the vulnerabilities of the unborn and new-born children, particularly with reference to parental risk factors.

Domestic abuse training has been delivered to independent contractors including dentists, optometrists and GP practice staff in an attempt to improve their recognition of abuse within their client groups.

Commissioning safeguarding children policy was developed and ratified following CCG authorisation. SCHAT have recently updated their policy and both are now available to staff via the intranet. Managing allegations against Staff, Safeguarding Supervision and Paediatric DNA policies have also been completed and ratified by the SCHAT.

Single agency Common Assessment Framework (CAF) and Team Around the Child (TAC) training commenced in October 2012 to give midwives and maternity staff a better understanding of the process which integrates into the pre-birth pathway for vulnerable women.

Provider staff are being included in multi-agency case note audits via the SCB. Providers are also conducting record keeping audits in order to ensure that all records pertaining to vulnerable children and children at risk are contemporaneous and comprehensive. This determines whether records contain all relevant information from involved agencies and follow the child's journey in a chronological manner.

The Designated and Named professionals have received SCIE systems thinking learning together with case review training, in line with Munro Recommendations (2013).

CCG and Provider Partners have completed their annual safeguarding children reports which have been presented to the appropriate boards and SCB via the Health Governance Shropshire County Council and Quality Assurance Groups.

Designated staff attended a training event hosted by T&W SCB which included a presentation by Professor Jan Howarth (Sheffield University) who has been working with a multi-agency team to develop a different model of working within the Child Protection Conference arena involving an understanding of the child's lived experience.

Designated and Named staff have offered guidance and support for those members of frontline staff involved in the Operation Chalice court case. The Named Nurse is currently spending a proportion of her time within the multi-agency hub of Family Connect and it is expected that an evaluation of the effectiveness of this current health involvement will be held after six months.

Terms of Reference for the HGSCC have been updated. Feedback has been received from the independent chair of the LSCB and minor amendments have been made.

There is now a newly opened Sexual Assault Referral Centre (SARC) at West Road now renamed "The Glade". It is a purpose designed facility for both adults and children. Dr Lucy Lowe is the newly appointed Director.

Staff can arrange to visit the facility but as the room has to be forensically cleaned, visits cannot be on an ad hoc basis and need to be pre-arranged with the staff. There are two dedicated crisis workers for children.

The Named Midwife for safeguarding children has developed a protocol to ensure that all unborn child protection conferences are attended by midwives and this will be audited after six months. All invitations to conference will be sent to the Named Midwife as well as the Community Midwife in order to audit attendance.

## Impact on Front Line Practice

Staff now have a better understanding of parental risk factors (including domestic abuse) which can impact on the health and wellbeing of children and there has been a marked improvement in safeguarding training levels across community and acute Trust providers leading to a better understanding of safeguarding issues and risks to children

Safeguarding training for GP's within the Telford and Wrekin area is above National Care Quality Commission (CQC) standards and subsequently there has been an increase in requests for advice from the designated staff and staff receive legislative changes, strategic guidance and LSCB information and action plans in a timely manner via dissemination from the HGSCC.

## Children and Young People

The Designated Looked After Children (LAC) Nurse is involved in the Care Council and feeds back any health related concerns to HGSCC and the Children's Panel is present at certain health staff appointments, for instance in the case of the LAC Designated Nurse.

The Children in Care Team works closely with vulnerable children and monitors the effectiveness of help by way of audit and evaluation processes and staff are involved in multi-agency work with children and are encouraged to consider the voice of the child at all stages of the process.

## Future Plans

Further development of a competent and confident workforce, able to recognise children at risk and respond appropriately to the safeguarding needs of children and young people will be achieved by improving the recognition of staff of the need for early help to ensure that children attain their full potential and achieve good outcomes. We will also ensure that there is increased staff awareness of the signs of sexual exploitation in an attempt to ensure that children and young people receive appropriate support in a timely manner.

## A Safer Workforce

### Activity Report

The Local Authority Designated Officer's (LADO) Annual Report for 2012-2013 noted that:

- 118 Referrals were made
- 56 initial Strategy Meetings were held
- 16 follow up Resolution Meetings took place
- 40 people were trained in "Safer Recruitment"
- 85% of referrals were addressed within a 1 month timescale (in line with suggested targets of 80% Working Together 2010)
- 95% of referrals were addressed within three months (in line with suggested targets of 90% Working Together 2010)
- anecdotal feedback suggests that participants of the LADO process find it supportive and transparent
- trend over time shows referrals decreased by 24 from 2010-11 with strategy meetings falling to 49% from 52% as the process has become embedded and smarter
- evaluation reports expressed 70% "excellent" and 29% "good" satisfaction rating, in content, quality, delivery and outcome objectives of "Safer Recruitment" training (40 attendees 2011-12)
- a case was referred of mismanagement by a complainant to the Local Ombudsman and then escalated to the Local Government Ombudsman for judgement. The judgement found that the case had been handled appropriately with no right of appeal

### Impact on Front Line Practice

- Anecdotal verbal evidence suggests that training has made colleagues more alert and aware to challenge behaviour previously thought not to be of concern
- 85% of staff having had an allegation/disclosure made against them had a resolution within a month
- 95% of staff having had an allegation/disclosure made against them had a resolution within a 1 month-3 months

## Children and Young People

During 2012-2013:

- seven Dismissals were made
- three Convictions were achieved
- five ISA Referrals were made
- two cases are still within the Court and Police process
- 13 Foster Panels were convened to discuss issues of disclosures on CRB's in a further safeguard to protect children as best we can

Although there can never be a guarantee that those who caused harm to children will not work within the children's workforce again, it should be noted that the figures above are actions taken within the LADO process to make it less likely.

## Ofsted Social Care and Health Improvement Plan

Following the Ofsted Inspection of Safeguarding and Looked After Children Services in June-July 2012, a Children's Services Improvement Plan was developed in response to the inspection recommendations.

The plan was produced in partnership by Telford and Wrekin Children and Family Services, the Co-operative Council Planning and Delivery Team and colleagues from health services. The Plan focuses on 8 shared priorities, which will be monitored quarterly by the Board and reviewed annually:

- **Priority 1:** there is a timely and effective response to social care enquiries
- **Priority 2:** redesigned social work services to better support the child's journey from needing to receiving help
- **Priority 3:** the quality of social work practice and early help is consistently good
- **Priority 4:** the provision to support children and young people's mental health and emotional wellbeing is improved
- **Priority 5:** children and young people and their families are involved in shaping and improving the services they receive
- **Priority 6:** practitioners across agencies learn from each other so that we have the knowledge skills and capacity to keep children safe

- **Priority 7:** children and young people in care are kept healthy
- **Priority 8:** young people are helped to make the transition from being in care to independent living

The plan currently interconnects with the Corporate Parenting and Fostering Service Action Plans and will also interconnect with the Reconfiguring Children's Services Action Plan as it develops. Progress reports will be provided quarterly to allow the Board to monitor the implementation of the plan which will also be subject to a comprehensive annual review.

## Fostering – Ofsted Report

The recent Ofsted fostering inspected rated the fostering service as adequately effective and noted that the fostering service provides an adequate quality of care and outcomes for children and that young people who are performing strongly in health and education.

The other key findings were that children and young people's views are well captured through the Children's Council's review meetings. Foster carers and children and young people's assessments cover all required areas and contribute to keeping children and young people safe. Children and young people form positive relationships with their foster carers. Children and young people say they lead busy and active lives and they enjoy a range of recreational activities that promote their confidence and self-esteem.

Leadership and management of the fostering services was rated adequate. The management team are honest and transparent in their approach. Much of their work is on-going and in the early stages of development. Development plans are in place to begin the tracking of children and young people's progress, development and outcomes.

Ten recommendations were made relating to foster carer recruitment: increasing opportunities to engage views further, improving the delegated authority arrangements, improving supervision record keeping, improving the uptake of foster carers training, organising unannounced visits to foster carer's homes, providing more information about the role of Children's Right Director and to continue to monitor the performance of the fostering service achieving good outcomes for children and young people. These recommendations have been implemented and are being regularly monitored by the Board

## Community Board Member Participation

### Activity Report

The two Community Board Members have continued to be involved with the Board Meetings, the Children and Young People Staying Safe Sub-group and the Executive Group.

They have attended these meetings regularly and have offered independent scrutiny and challenge in relation to the work being undertaken to try and ensure that the needs of the community are clearly reflected. At the end of each meeting, the Community members are asked to reflect back on how the work of the Board has had an impact on safeguarding children and young people in Telford and Wrekin and these observations are then recorded in the formal minutes.

### Impact on Front Line Practice

The Community Board Members have supported the development of a range of practice that safeguards disabled children and young people and in particular have contributed to the direct work with young people through the Children and Young People Staying Safe Sub-Group.

## Children and Young People

It is not within the Community Board members' remit to work directly with children and young people. The Community Board Members contributions have enabled those who deliver services to, on occasion reflect and review delivery arrangements from a community based perspective to ensure the needs of diverse groups are always considered.

### Future Plans

The current Community Board Members will remain in place for the next year and they believe that their contributions as Independent Board Members will enable them to continue to offer a "critical friend" role to the partner agencies who are also required to be members of the Board.

## Challenges from the Children, Young People and Families Board

The Children, Young People and Family Board is focused on improving universal outcomes for all children and young people in the borough, structured around the Marmot themes of start well, develop well, live well and work well.

As well as these universal outcomes, the Board has a series of 'targeted outcomes'. A Board workshop in June 2013 plans to review these outcomes and agree a new focus on 'early help'. This is a critical area for improving outcomes by ensuring that the 'right help' at the 'right time' is available when support is needed to avoid problems escalating and the need for more intensive and expensive later intervention. 'Early help' is delivered through universal services, such as schools, and through settings which provide more targeted support such as Children Centres. To ensure this offer is co-coordinated across all Council and partner services, an Early Help Partnership has been established which will report to the Board. For families

with more complex needs, the Strengthening Families Operation Group reports to the Board.

The two other 'targeted outcomes' which the Board focusses on are 'corporate parenting' and 'aiming high for disabled children' – both aimed at ensuring that these children and young people have the support which they require to fulfil their potential.

The Board has strong-linkages with the Health and Wellbeing Board whose strategy is structured around the same Marmot themes as the Children Young People and Families Board. This strategy identifies a series of priorities for improving the health and wellbeing of the Borough. Key outcomes in relation to children and young people include: excess weight, teenage pregnancy, young carers, emotional health and wellbeing, and supporting people with autism.

The lead Member for Children and Families and the Director of Children and Family Services attend the the Children, Young People and Family Board, the Health and Wellbeing Board and the Safeguarding Children Board to ensure effective joint working across all three Boards.

The Council's Delivery and Planning team work closely with Public Health to develop the Joint Strategic Needs Assessment (JSNA) process. In reviewing the work programme for future development of the JSNA process, a commitment has been made to ensure that safeguarding issues are explicitly addressed. Significant work has been undertaken to take this forward in 2013 with the development of Children and Family Service Locality Profiles which set out key evidence around children in care and a number of important risk factors which impact on the 'outcomes' of the Borough's children and young people.



Telford & Wrekin Local Safeguarding Children Board



# Serious Case Reviews

During 2012 - 2013 the Serious Case Reviews Sub-group Group meet on a bi-monthly basis and:

- reviewed the groups action plan for 2012-15
- reviewed the draft Learning and Improvement Guidance before its final publication in March 2013 and considered updates to the SCB Policy and Procedures
- co-ordinated the production of several discretionary reviews and identified relevant learning
- received and considered reports of serious incidents from the Youth Offending Service
- considered a report analysing partnership working between mental health services for children (CAMHS), children's social care and private hospitals and made recommendations for progressing the issues identified through a task and finish group
- considered relevant information from the Child Death Overview Panel (CDOP)
- contributed to learning events arising from 'Operation Chalice' and monitored the progress of the criminal trials
- considered reports published by LSCBs nationally including the Rochdale LSCB report upon child sexual exploitation published in September 2012
- examined, and will continue to examine future arrangements for the Serious Case Review [SCR] Process and the Groups terms of reference and membership in response to:
  - the publication of Working Together in March 2013 and the more flexible Learning and Improvement Framework set out in Chapter 4 which came into force on 15 April 2013
  - the interface with the National Panel of Independent Experts for serious case reviews (SCR) which will become operational on 1 July 2013. The Group will respond to these changes by identifying a menu of models and resources, including reciprocal arrangement to support different types of reviews
- attended foundation training provided by the Social Care Institute for Excellence (SCIE) in December 2012 and January 2013 upon SCIE's systems approach learning tool. A pilot using SCIE is proposed for later in 2013 and Lead Reviewers have been identified
- commissioned a discretionary review to take place in July 2013 using the Significant Incident Learning Process (SILP) systems approach methodology.
- contributed to the development of the West Mercia Multi Agency Review Process with West Mercia and Warwickshire Police and with SCB colleagues in Herefordshire ,Shropshire and Warwickshire ,to share learning and expertise. This will be published in August 2013
- planned to undertake a Peer Review Case Mapping Exercise in April 2013 to look at 40 cases selected at random
- convened specific Panel meetings to progress and address the recommendations from the individual SCR (Child B) which commenced in November 2012
- progressed the learning from the individual SCR for Child A and Child B, although due to on-going criminal court processes although it has not yet been possible to publish the final reports due to delays in the legal process although three key learning points were identified and disseminated:
  - the importance of assessing fathers and partners in assessments of families
  - recognition of the vulnerability of pregnant teenagers and the need to offer all of them a CAF assessment of needs and an integrated support plan
  - the requirement that all professionals working with children should be aware of the research regarding bruising in infants who are not independently mobile and all professionals should consistently consider injuries in children alongside the child's developmental stage



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# Child Death Overview Panel

## Activity Report

The joint Shropshire/Telford & Wrekin Child Death Overview Panel (CDOP) continues to review all child deaths, ensuring that bereaved families are supported and that lessons are learnt to help reduce the number of preventable child deaths in the future.

Data from local child deaths is submitted regionally and nationally to enable trends to be identified and to share good practice developed from lessons learnt.

During the year 6 CDOP Panels were held and 39 cases were reviewed.

## Impact on Front Line Practice

Front line practice has been improved as a result of:

- increased multi-agency working and support following a sudden and unexpected death of a child
- increased awareness of the CDOP process through training.
- sharing key messages of lessons learnt from CDOPs across England.

## Children and Young People

Young people and children were involved in the reviewing and updating of the CDOP Information Leaflet for Families.

A key focus during the year has been on ensuring that bereaved families, including children and young people, have adequate support

## Future Plans

CDOP professionals will continue to input into preventative work such as Unintentional Injury in Childhood and Smoking in Pregnancy, a recognised risk factor in early labour.

Following a number of 'cot deaths' a workshop is scheduled for April 2013 to review how safer sleeping practices in babies and infants can be better supported.



Telford & Wrekin Local Safeguarding Children Board

# Partnership development

## Threshold document

The threshold document has been developed to outline the partnership working model for agencies in Telford & Wrekin working with children, young people and their families. It includes the Telford & Wrekin windscreen continuum of need and the threshold descriptors that assist in identifying criteria for referrals to appropriate children's services.

This guidance will help everyone in Telford & Wrekin to work together to provide the most effective support and clearer pathways for children and their families. This guidance is a tool for professionals to help ensure that all the needs of children, young people and their families are met from those who need very low levels of support to those who are at risk of significant harm. It will assist practitioners in identifying a child's level of need and what type of services and resources may meet those needs.

The partnership model to support children and families in Telford & Wrekin has been developed:

- to establish use of the Common Assessment Framework in Telford & Wrekin to more effectively meet the needs of children and young people
- to provide early intervention and preventative services to children with additional needs
- because of increasing volumes of contacts and referrals to Children's Social Care, many of which are not meeting the threshold

The Working Together to Safeguard Children (2013) guidance emphasises that protecting children from harm and promoting their welfare depends on a shared responsibility and effective joint working between different agencies, and it is these principles on which the partnership model is based.

The development of this document has included partnership members from the SCB and the Executive Group. There has also been opportunities for comments from the Children and Family Services Service Delivery Manager Group and the Family Connect Implementation and Review Partnership. The people involved at the stated groups comprise of strategic leads and practitioners from Community Health, Clinical Commissioning Group, Police, Education, Vulnerable Adult services, Schools, Probation, Telford Commissioning Service and Parent Partnership.

## Family Connect

Family Connect was established at the end of 2012 to provide a single point of contact for all enquiries relating to children and family services in the borough of Telford & Wrekin. It consists of a multiagency partnership which, by working together, provides a proportionate, timely and coordinated approach to meeting the needs of children and their families through an innovative process of partnership working that ensures the child is at the centre of everything we do.

Family Connect aims to ensure that early intervention and preventative services respond to families in need of support at the earliest opportunity in order to avoid escalation into more acute services. However, it is recognised that there will be times when a safeguarding response is required. The service offers a more consistent, timely and unified multi-agency response to individual safeguarding concerns, rather than children's social care services making unilateral decisions in response to referrals. Family Connect's process of information sharing between agencies means that decisions can be both quicker and more informed in that they are based on a more complete understanding of an individual case.



## Working together to safeguard children 2013

The Department of Education published the 2013 edition of the statutory guidance document “Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children” in March 2013. The guidance is aimed at making systematic and operational improvements to support how the Local Authority and its partners help individual children and their families. The guidance will come into effect on 15th April 2013.

Working Together (WT) 2013 replaces the following existing documents; Working Together to Safeguard Children 2010, the Framework for the Assessment of Children in Need and their Families 2000 and the statutory guidance on making arrangements to safeguard and promote the welfare of children under Section 11 of the Children Act 2004.

In June 2010 the then Secretary of State for Education, Michael Gove, commissioned Professor Eileen Munro to conduct an independent review of child protection in England. In the final report of her review “A Child Centred System” Professor Munro concluded that the focus on need and experience of individual children had been lost within a child protection system that was overly concentrated on compliance and procedures. The Government agreed with Professor Munro’s analysis and published a formal response to her 15 recommendations in July 2011.

The revision of this document forms part of a wider programme of radical reforms recommended by Professor Munro as a result of her review of child protection. The Government has accepted Munro’s recommendations and introduced three underlying principles for bringing about long term change:

- building a child-focused system
- reducing unnecessary Government prescription
- placing greater responsibility on the professional skills and judgement of frontline practitioners.

The new WT 2013 guidance states that this can be achieved through:

- being clear about our legal responsibilities as single agencies and collective inter-agency responsibilities
- providing the right help at the right time
- improving our local assessment processes
- improving how we coordinate our working together arrangements to support children in need and those in need of protection
- promoting a culture of continuous learning and development

Over the next 12 months the Telford & Wrekin LSCB will continue to coordinate work to safeguard children locally and ensure that changes brought about from the implementation of the WT 2013 are monitored in terms of effectiveness and appropriate challenge.

## Policy and procedures sub-group

The experience provided an opportunity to witness in real time multi-agency decision making and consider the impact of process on effective information sharing.

The Policy and Procedure Sub group has continued to review, amend and update policy and procedures to ensure that multi-agency procedures comply with Working Together 2013 and has reviewed procedures in light of the changes. The group has also developed policy and procedures from learning from Serious Case Reviews.

## LSCB stakeholders events

**SCIE Training:** In preparation for the requirement to use a systems approach for undertaking serious case review, a three day learning event was held during December 2012 and January 2013 to familiarise partners with this new approach. The event was facilitated by the Social Care Institute for Excellence and was attended by representatives from Social Services, Education, the Police, Health, Probation, CAFCASS and the Independent Chair.

Following the event the West Mercia Mercia Police took the lead in a project to examine the potential for creating a common approach to Serious Case Reviews across West Mercia and Warwickshire.

**MACIE:** On 24th and 25th January 2013, the Board organised a Multi-Agency Critical Incident Experience (MACIE) which was run at the College of Policing Hydra suite at Ryton-on-Dunsmore. This course was part of the national rollout programme for MACIE by the NPIA, as identified as good practice by Munroe.

27 people attended the 2 day Hydra immersive learning event lead by the NPI. Police, Social Care, Health Economy, Education were represented within the group along with senior advisory roles from the T&WSCB.

Through participation in a live time scenario, learners moved between syndicate discussions and interagency plenaries, resulting in an evolving practical learning opportunity.



Telford & Wrekin Local Safeguarding Children Board



# Monitoring and evaluation - quality assurance activity

## Quality assurance sub-group

During the year the Quality Assurance Sub-group developed a multi-agency data set that will assist the Board in monitoring and further understanding the effectiveness and impact of the partnership and assist in informing the SCB Business Plan. The data set includes performance indicators that are being regionally developed and will be adopted across West Mercia.

The group has also overseen the Section 11 Audit of SCB partners and has continued to review the learning from this activity with partners continuing to report on progress.

The SCB led a case mapping exercise which involved partners auditing a number of children's cases. The findings from this activity concluded that there was positive evidence of inter-agency working, and effective co-ordination and planning. The exercise also highlighted areas for development such as: further attention being paid to the needs of children living in circumstances where there is domestic abuse and the impact and effectiveness of multiagency working for children and their families. The learning from these activities has informed the development of SCB priorities and quality assurance data set.

In the next year the group will continue to develop the SCB data set and aims to overcome some of the challenges that have been identified in terms of data collection, so that the SCB can identify issues relating to child safeguarding and better understand the impact of the SCB's Threshold Guidance.

The Framework for Learning and Improvement as required by Working Together 2013, will incorporate a thematic

programme of multi-agency activity which will assist in developing learning across all partners around safeguarding practice. This programme will be moving forward over the next year.

The methodology of the Section 11 audits is also being reviewed by the group with the aim of establishing a smarter process and reporting mechanism.

## Areas of strength and areas requiring improvement

During the course of the year the Board undertook a number of self-assessment exercises and identified the strengths and areas requiring improvement. The key strengths identified were:

- **Partnership Working:** the work undertaken by the CATE Sub-group to successfully mainstream the care pathway demonstrated effective partnership working, had a significant impact on a vulnerable group of children, raised awareness of CSE across the borough, resulted in the conviction of 8 perpetrators of CSE and directly involved children and young people
- **A Willingness to Learn and Improve:** the Board commissioned an external independent organisation to assist with learning, initiated a Peer Review and embarked on a programme to streamline the operation of the Board and increase the participation of the wider partnership in the management of Board sub-groups
- **An Effective Approach to Priorities:** all three priorities identified in the business plan have reached a point at



which the new approaches developed are being fully embedded, allowing the priority start and finish groups to be stood down and replaced by groups focussing on new priorities. For example, new operating procedures to deal with missing children have been completed, there is now consistent data collected so we can better understand improvement gaps and themes and this information has been used to inform the risk management of these vulnerable children in order to further develop preventative services. Children in care have been involved via the rights and reps project to develop Missing Children Services.

- **Listening to the Voice of the Child.** The child's voice is increasingly being heard in all the business of the SCB, Team Safeguarding Voice has gone from strength to strength by informing the business and the agenda of the SCB, focussing on anti-bullying, raising profile of domestic abuse and organising practical ChildLine sessions where e-safety is a key element
- **Comprehensive and Responsive Training.** Despite the organisational restructures in the statutory organisations the Interagency Training Pool has been developed and the scope and scale of training activity has improved.

The key areas requiring improvement identified were:

- **Quality Assurance.** While progress has been made in developing a multi-agency data set, there is still insufficient information on outcomes and how the work of the Board is making a difference to the lives of children.

- **Communications.** The formal procedures for communicating the work of the Board and its sub-groups have failed to transmit essential messages to all front line staff and there is a recognition of the need for a more direct approach to establish clear links between aspiration and front line practice.
- **The Pace of Change.** Current board structures and governance arrangements are not well suited to responding quickly to increased demands, performance shortfalls and changes in the external environment.
- **Engaging with the Wider Partnership.** The work and management of the Board and sub-groups tends to be dominated by representatives from the Local Authority and there needs to be a more equitable sharing of roles and responsibilities.
- **Risk Management.** The Board's approach to risk management is unstructured and underdeveloped. A formal approach to risk management is required based on a risk register developed and updated through regular inputs from all partners.

# Priorities for 2013 - 2014

Following a review at the Board Development Day of existing priorities it was agreed that considerable progress had been made in all three areas and that improved approaches were close to being fully embedded across the partnership. It was agreed that in each case outstanding work could be completed before the end of 2013 and that new priorities would therefore need to be identified.

A working group was set up to develop recommendations and its initial thoughts were to build on work that was already underway in three areas:

- neglect
- domestic abuse
- improving professional practice

The progress made to date in these areas is summarised below.

## Neglect

Telford & Wrekin SCB are one of three Local Safeguarding Children's Boards including Cheshire West and Chester and Halton who are attempting to address the challenges that practitioners encounter in maintaining a focus on the child when planning and intervening to meet the needs of the child where there are issues of chronic neglect. In attempting to improve outcomes for children the "Childs Daily Lived Experience Model" has been developed in collaboration with Professor Horwath. This model has three components and has been designed to ensure at Child Protection Case Conferences and reviews information is gathered that centres on the daily lived experience of the child which informs decision making and the Child Protection Plan.

It is anticipated that the pilot of the model will commence in May of this year with the evaluation undertaken by Sheffield University beginning in October. The purpose of the study is to establish whether the implementation of the Childs Daily Lived Experience Model is likely to promote better outcomes for children. More specifically this study seeks to establish:

- whether child protection plans and interventions are focusing on improving the daily lived experience of neglected children
- if outcomes and measures of progress are more child focused
- ways in which operational staff make decisions about outcomes for children who are suffering or likely to suffer significant harm as a result of neglect using the Model
- aspects of the model that are felt to contribute to improving child focused practice and those which do not
- factors that promote and inhibit the use of the Model
- suggested revisions to the model in light of the piloting experience

## Domestic abuse

The new Domestic Abuse Sub-group will be based on a current steering group which has focused on the developments in legislation and how the partnership could meet the requirements in line with the vision of the Council and the evidence of need within the borough. The Domestic Abuse steering group currently reports directly to the Community Safety Partnership Board.

Progress is being made with a view that Telford and Wrekin become a White Ribbon Town, a classification which encompasses a proactive approach to raising the profile of Domestic Abuse as a priority concern and highlights its impact upon children, adults and communities.



The Domestic Abuse Strategy is in the process of being developed and will incorporate the changes of definition from the legislation, and in particular embrace the needs of 16 and 17 year olds who are in relationships where domestic abuse is a feature. This age group are frequently accessing safe accommodation.

Free CRUSH training has been provided across a range of agencies including schools. Group work and work with individual children is taking place to raise awareness and strategies are being developed to create a comprehensive and coordinated approach to dealing with this issue. Telford & Wrekin Council is also developing its own programme for supporting victims and survivors of Domestic Abuse building upon the Freedom Programme.

Free training is available to statutory and non-statutory agencies and the voluntary sector for raising the awareness of domestic abuse and strategies for responding to it. This is facilitated through the Council but facilitated by a multi-agency approach.

In terms of updates, the Multi-Agency Risk assessment Conference (MARAC) has recently been assessed by Coordinated Action against Domestic Abuse (CAADA) and was found to be good practice with all recommendations being followed. New orders available to the Police for taking a perpetrator out of the situation are now being implemented following a successful pilot. These orders are intended to keep victims and children safe for a fixed period of time. The Council has almost completed its first Domestic Homicide review and the recommendations have been incorporated into the Domestic Abuse strategy.

Training, protocols and communication are a key feature for ensuring that awareness is raised, that Domestic Abuse is identified and that information is shared in a timely manner to ensure the victims, children and the community is kept safe.

## Improving professional practice

During the year two themes were identified as priorities, Invisible Men and Cultural Competence. Towards the end of the year it became clear that whilst much effort had been expended in these areas, it was difficult to identify where this work had had a significant impact on improving professional practice. It was therefore decided to focus on the methods by which professional practice is improved rather than concentrating on specific themes as it was felt that once workable universal models were identified for achieving steps changes in performance, it would be easier to tackle individual themes.

# Work Programme for 2013 - 2014

In addition to the work already identified on new priorities that following work programme has been agreed:

## **Children's Safeguarding Peer Review:**

The decision was taken in March 2013 to undertake a Children's Safeguarding Peer Review which was scheduled to take place in June. Peer Reviews are offered by the Local Government Association (LGA) to local authorities to support them in improving services. On request, teams of peer reviewers, which include Directors, Members and specialist practitioners from other local authorities, examine evidence from a wide range of sources in order to challenge the council and help them to recognise their strengths and identify areas for improvement.

The key purpose of peer reviews is to act as a 'critical friend' and stimulate local discussion about how the safeguarding partnership can improve safeguarding outcomes for children and young people. The Peer Review covers a variety of activities involving the council and partner agencies including; focus groups, interviews, an assessment of the Quality Assurance file audit process, a review of case records and a multi-agency case mapping exercise.

## **Learning and Development Framework:**

The Board will embed the Learning and Development Framework and strengthen governance arrangements, particularly regarding SCB influence upon other key partnerships in terms of informing priority actions and commissioning. The terms of reference of the Serious Case Review Sub-group will be extended and it will become a Learning and Development Sub-group, providing a focus on the outcomes of all review, in addition to its continuing work on SCRs.

## **Quality Assurance Framework:**

The Board will strengthen the Quality Assurance Framework through regular interrogation and consideration of the multi-agency data set, themed audits and Section 11 audit activity.

## **Responding to Working Together 2013:**

The Board will continue with development of changes identified in Working Together 2013 particular in understanding the impact of the Threshold Document and developments in undertaking Serious Case Reviews

## **Team Safeguarding Voice:**

The Board has approved plans to cascade the Team Safeguarding Voice model across schools in Telford and Wrekin.

## **Streamlined Board and Improved Governance:**

Membership of the Board will be reorganised to reduce duplication, reallocate resources to sub-groups and increase Board membership and management of sub-groups from non-Local Authority partners. The number of sub-groups reporting directly to the Board will be reduced and all statutory functions and objectives will be distributed amongst the sub-groups to ensure all activities are fully covered. An annual Board and sub-group timetable will also be produced. All sub-group chairs will sit on the Board and all sub-groups will be required to formally report to the Board on the principle of exception reporting.

## **Accelerated and Improved Communications:**

Plans are being developed to accelerate the dissemination of learning to front line staff throughout the partnership by encouraging the Board and its sub-groups to distribute accessible briefing documents across the whenever issues are raised which require urgent attention.



**Ensuring the Child's Voice is Heard:**

All agenda items at the Board and its sub-groups will be reviewed to determine how the voice of the child is heard and reflected in its decision making.

# Glossary of Abbreviations

<b>CAMHS</b>	Child and Adolescent Mental Health Services
<b>CAF</b>	Common Assessment Framework
<b>CATE</b>	Child At Risk of Sexual Exploitation
<b>CCG</b>	Clinical Commissioning Group
<b>CDOP</b>	Child Death Overview Panel
<b>CEOP TUK</b>	Child Exploitation and Online Protection Centre Think You Know
<b>CQC</b>	Care Quality Commission
<b>CSE</b>	Child Sexual Exploitation
<b>HGSCG</b>	Healthcare Governance Safeguarding Children Group
<b>JSNA</b>	Joint Strategic Needs Assessment
<b>LAC</b>	Looked After Children
<b>LADO</b>	Local Authority Designated Officer
<b>LGA</b>	Local Government Association
<b>LSCB</b>	Local Safeguarding Children Board
<b>MACIE</b>	Multi-Agency Critical Incident Experience
<b>SARC</b>	Sexual Assault Referral Centre
<b>SaTH</b>	Shrewsbury and Telford Hospitals
<b>SCB</b>	Safeguarding Children Board
<b>SCHT</b>	Shropshire Community Health Trust
<b>SCIE</b>	Social Care Institute for Excellence
<b>SCR</b>	Serious Case Review
<b>SILP</b>	Significant Incident Learning Process
<b>TAC</b>	Team Around the Child
<b>YPAG</b>	Young Persons Advisory Group





# Appendix



## Team Safeguarding Voice - Annual Report

A culture of listening to children and taking account of their wishes and feelings, both in individual decisions and the development of services  
(Working Together 2013)

### What's gone well

Designing new logos and a poster to catch people's eye help everyone everywhere in T&W STAY SAFE!



Speaking at the Anti-Bullying Alliance Conference in London with Adrienne Katz

Teaching Mr Partington how to make a Chatterbox



We got an award from T&W Council for our safeguarding work. We met the Mayor in his parlour for cakes, biscuits and squash. He made a Chatterbox too!

**Getting the High Sherriff of Shropshire Award for our work**



**Working with Jan Howarth on the neglect tool to help Social Workers find out about our day**



**We travelled on the Golden Bus!**



**The impact our work has had on us and our school.....**

**We all understand what bullying looks like and feels like, including domestic abuse and homophobia. We have reduced bullying in school especially homophobia**



**The impact our work has had across Telford and Wrekin.....**

**The Chatterbox went to every school**

**All our work is shared with the Safeguarding Board and then it's shared with other schools.**

**New child friendly keeping SAFE poster and logo**



## What we would like to do next.....

**Organise a conference for all the Team Safeguarding Voice groups in Telford, with workshops and us as speakers**

**To have our new logo on a badge, so that everyone recognises every member of Team Safeguarding Voice across Telford and Wrekin**

**Have a Team Safeguarding Voice T Shirt to wear at meetings**

**Try and get Loudmouth Theatre into every school in Telford and Wrekin to tackle cyber, physical, sexual and emotional abuse. Also homophobia, racism and domestic abuse**



## Who and what we need to help us.....

We need Kris and Shirley,  
Mrs Deane and Mrs  
Mitchell

We need each other to  
make Safeguarding Voice  
work



## What we found out about the Safeguarding Children's Board!

"They can't follow  
instructions, can  
they Dr. Ganesh?"

"They are very  
competitive,  
aren't they M  
Johnson?"

"When we came to  
visit and when we  
went to London, we  
found out that  
adults haven't got  
very good listening  
skills!"

"They think we can be bribed with  
chocolate biscuits to choose their  
chatterbox as the best, don't they Mr  
Partington?"



**"Kris is good at getting sweets!"**



**But most of all, thank you for listening to us and helping us to make a real difference to keeping all our friends SAFE, we couldn't have done it without you!**

**Aaron, Vicky, Keiran, Lewis, Bethany, Craig, Sophie, Emily and Callum**

