



# **HALTON SAFEGUARDING CHILDREN BOARD**

**ANNUAL REPORT 2009 - 2010**

**AND**

**BUSINESS PLAN 2010 - 2011**

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## ***FOREWORD***

This Annual Report describes the work and achievements of the Halton Safeguarding Children Board over its fourth year of operation. This work has continued in a rapidly changing national context, where all agencies who work with children and young people are being challenged to target their resources more effectively, and to demonstrate that positive outcomes for children and young people are being achieved. The Board in Halton has continued to rise to this challenge, re-affirming its commitment to ensuring that all agencies remain clearly focused on child safeguarding issues in all aspects of their work, and that they continue to develop their cooperative working arrangements.

The newly published 'Working Together' 2010 now includes guidance on the content of LSCB Annual Reports, emphasising a greater focus on performance analysis, rather than just on descriptive processes. While this guidance does not become mandatory until next year, the Annual Report that I am presenting here is very much informed by this new framework.

This Report illustrates how the HSCB has broadened its perspectives to meet the specific needs of particular groups of children and young people in the borough, developing work beyond its primary remit of 'child protection'. In doing so, individuals and organisations across the borough have continued to work together to ensure that, not only are children protected from harm and neglect, but that imaginative and effective initiatives are also driven forward to promote their welfare in wider contexts.

The Board's targets and aspirations for the children and young people of Halton remain ambitious, and our achievements would not be possible without the skills, energies, and commitment of the staff in all our partner agencies to whom I am immensely grateful.

On a final note, it was with shock and sadness that we learned, during last year, of the sudden death of Tony Morrison, Independent Social Work Consultant and friend and supporter of the Halton Safeguarding Children Board. Tony had, for a number of years, worked closely with both the Board and its predecessor, the ACPC, to help us refine our thinking and develop our practice, and his imaginative insights and valued criticism will be much missed. We remember him with fondness, and the thoughts of all members of the Board remain with his family.

***Audrey Williamson***

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

## ***EXECUTIVE SUMMARY***

The Halton Safeguarding Children Board (HSCB) has just completed its fourth year of operation, and has maintained the 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 progress that has been made in achieving these targets, and how the Board has built on its work over the previous three years. It also sets out the priorities for 2010-2011.

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

The structure of the HSCB is described in Section 1. 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 1.

A breakdown of the overall HSCB budget for 2009-2010 can be found in Section 3.

### **2. Linking with the Children's Trust and other forums 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.

The HSCB has developed its links with the strategic, and other, planning and development structures in Halton, but the key relationship is now with the Children's Trust. While the two bodies have worked well together in implementing and refining the Halton Children and Young People's Plan, structures and processes have also been put in place to ensure that the HSCB has been able to carry out its essential function of challenging and scrutinising the Trust regarding its role in the safeguarding of children and young people in the borough.

Much work has taken place to forge links between the Safeguarding Children Board and the developing Safeguarding Adults Board, and the year has also seen the growth of a children and young people's 'Shadow' HSCB.

Information on all these issues is provided in Section 2.

### **3. The work of the HSCB during 2009-2010**

Section 4 details the achievements of the HSCB over the year, including its work on key priorities and its commitment to driving new developments and initiatives:

- The HSCB has consolidated its role in providing the strategic lead for children's safeguarding in the borough, and its input into a robust and comprehensive Children & Young People's Plan has been effective
- The HSCB has continued to engage well with safeguarding issues on the ground, and this has been facilitated by hosting Frontline Events with practitioners from agencies across Halton, and by promoting a culture of Active Learning that critically scrutinises practice and enhances safeguarding practice and the raising of standards
- This scrutiny of practice across the borough has been assisted by a robust approach to auditing and quality assurance, and Section 4 outlines the processes and structures used by the Board, including a focus during the year on auditing child safeguarding practice in adult-oriented services
- The HSCB has maintained its commitment to the development of services to support parents who have been the victims of domestic abuse, given the safeguarding implications for children who live in households where this occurs, and has been proactive in engaging with the community to increase the reporting of private fostering arrangements in the borough
- Support, leadership, and scrutiny has been maintained by the HSCB in respect of child safeguarding policies and procedures that are developed by both the Board, itself, and by individual agencies in Halton
- Leadership and support have also been evident in the Board's commitment to driving E-safety initiatives, a new Locality Working Pilot on the operation of the Levels of Need Framework, and the prevention of injuries to children. Section 4 contains update information on all these initiatives
- A core component of the HSCB's work that helps drive improved safeguarding practice has been the commitment to multi-agency training, and Section 4 also details the achievements in this area over the past year. In addition to organising formal courses and briefings, the Training Sub-group has led on the provision of workshops and conferences designed to raise awareness and drive new ways of thinking around issues as diverse as anti-bullying, the impact of parental mental health on children's well-being, and the needs of lesbian, gay, bi-sexual and trans-sexual young people
- The Child Death Overview and Near Miss Panel (CDOP) has continued to meet over the year to review the individual and collective factors related to the

deaths/near misses of children and young people across the borough, and Section 5 is devoted to a full report on this work. In addition to CDOP's core function to review cases, this report also highlights its role in public education around child safety, and the raising of practice standards.

### **3. The HSCB performance framework**

The HSCB has committed itself to enhancing the monitoring and analysis of outcomes in respect of the work undertaken in the borough to safeguard children and young people and promote their welfare, and Section 6 describes the systems used to achieve this. The Board has introduced a new data-based tool - the Report Card - to track the progress of multi-agency work against set priority targets, and some early trends have been reported to the HSCB in quarterly reports during the year.

The majority of performance measures have met the set targets over the year, though concerns have been identified regarding the completion of formal Assessments following referrals into Children's Social Care. Information on this is provided in Section 6.

Section 6 also contains the quantitative data on performance, as provided through the Report Card to the HSCB.

### **4. Serious Case Reviews**

The HSCB has taken very seriously its responsibilities to undertake thorough Serious Case Reviews when these have been required, but also to monitor the implementation of Recommendations and Action Plans in respect of SCRs that have been completed, and to ensure that learning is internalised and disseminated. Section 7 highlights the work that has been undertaken during the year in these areas.

The Executive Board has led on this work and, in December 2009, met for an extraordinary session to review overall learning from SCRs undertaken in the borough, and a report from this to the main Board is also contained in Section 7. The Board accepted the report, and next steps have included a review of training needs across the borough, and an HSCB requirement for each partner agency to have effective systems in place to ensure the systematic dissemination of learning from SCRs to all frontline staff.

### **5. Future challenges and areas for development**

In addition to celebrating the positive achievements of the past year, this Annual Report also reflects the self-critical approach to performance evaluation that underpins the culture of the HSCB, and Section 8 highlights areas where more development is needed to enhance the Board's effectiveness. Some of these are key issues:

- Demonstrating outcomes - the Board has agreed that the identification and evaluation of outcomes from its work needs to become more robust. This relates

to all aspects of its work, and needs to more centrally inform ongoing strategic development, the allocation of resources, and the approach to multi-agency training

- Challenging the Children's Trust – while the relationship between the HSCB and the Children's Trust is relatively new and still developing, the HSCB will need to use all opportunities to provide constructive and robust challenge to the Trust on child safeguarding issues
- Fully implementing the CAF - the implementation of the Common Assessment Framework by the Children's Trust has been reviewed during the year, and more work is necessary to ensure that the Trust is supported in moving from a culture of referral to Children's Social Care to a fully integrated model, whereby all agencies are confident in planning and delivering coordinated services to children and families
- Continuing to engage with frontline staff - the HSCB has seen some significant successes in the face-to-face events it has hosted with front line staff. In recognising that the effectiveness of child safeguarding practice is dependent on a motivated, supported, and skilled workforce, the HSCB intends to build on this initiative over the coming year
- Working effectively with the Safeguarding Adults Board - the relationship between the HSCB and its Adults counterpart is in its early stages of development. The challenge ahead will be to translate the mutual commitment to collaborative working into meaningful outcomes for both bodies, and for the whole population of Halton
- Involving the community and service users in Board processes - a priority for the HSCB has been to enhance the involvement of sections of the community in its work. An encouraging start has been made in the early development of the shadow Board for children and young people, and this initiative remains high on the HSCB agenda.

The Board also aims to develop structures for gathering meaningful feedback on its work, from families who engage with children's safeguarding processes in the borough.

- Gaining community representation on the HSCB - new government requirements will soon include direct representation from the local community on the HSCB, and work has already started to facilitate the inclusion of lay members on the main Board.

#### **4. Key Objectives and the Business Plan for 2010-2011**

Much has been done over the fourth year of the HSCB to consolidate and develop its objectives, and, to take this work forward, a Business Plan for 2010-2011 has been agreed by the Board.

Section 9 details the Key Objectives for the forthcoming year, the breadth and scope of which demonstrate the scale of the HSCB's ongoing ambitions for the children and young people of Halton.

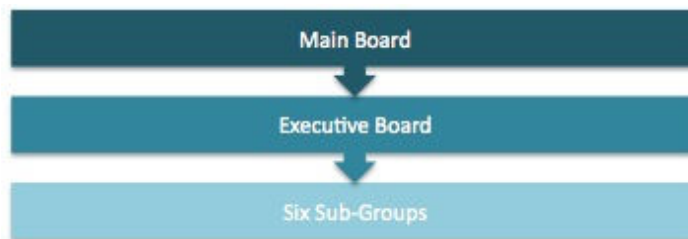


# **SECTION 1**

## **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 continues to provide an appropriate degree of independence.

The Board has met on a quarterly basis, and its membership has continued to comprise a good range of senior representatives from local agencies.

### **The Executive Board**

The Executive Board drives the work that is delegated from the main Board. For the first 3 months of the year, it was chaired by the Operational Director, Specialist Services in HBC Children and Young People's Directorate, but, following his promotion to a post in a neighbouring local authority, he was replaced by the Operational Director of Child and Family Health in Halton and St Helens PCT. It has now been agreed that the chair of the Executive Board should be rotated annually between key agencies, so that the expertise of senior managers outside the local authority can be optimised in this key position.

The Executive Board has met on 6 occasions throughout the year, and has reported to each meeting of the main Board. Its key responsibilities have included:

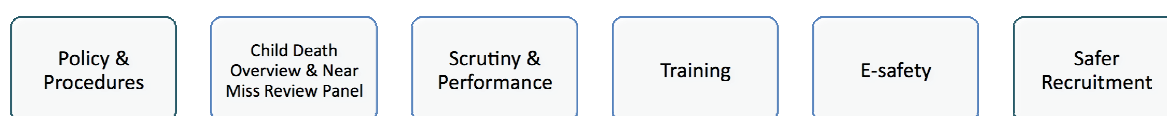
- planning the agenda of the HSCB main Board

- 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 plan and other resources
- identifying national and local issues that require a response from the HSCB

The role of the Executive was formally reviewed during the year by the main Board, and its terms of reference were amended to extend membership to Adult Services in the local authority and to additional health agencies.

### **The Sub-groups**

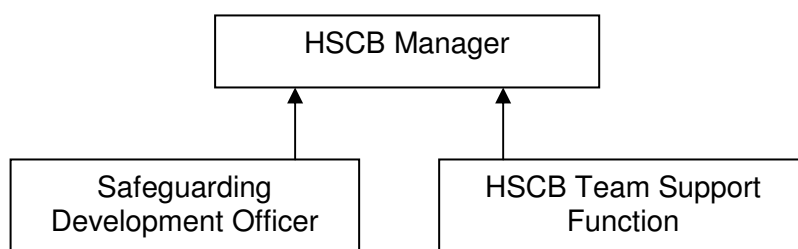
Six Sub-groups have met on a regular basis throughout the year:



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

### **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:



There is an additional post of Child Protection Development Officer, which is funded by the Children & Young People's Directorate. This postholder delivers multi-agency safeguarding training in line with the HSCB Key Objectives, as well as delivering training for staff within the Directorate.

## HSCB Manager

This post-holder:

- 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 and supporting Lay Members.
- supporting the development of the Shadow Board.

## 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 2***

### **STRATEGIC LINKS WITH THE CHILDREN'S TRUST AND OTHER FORUMS**

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 built on a number of very effective strategic links across the borough over the past year:

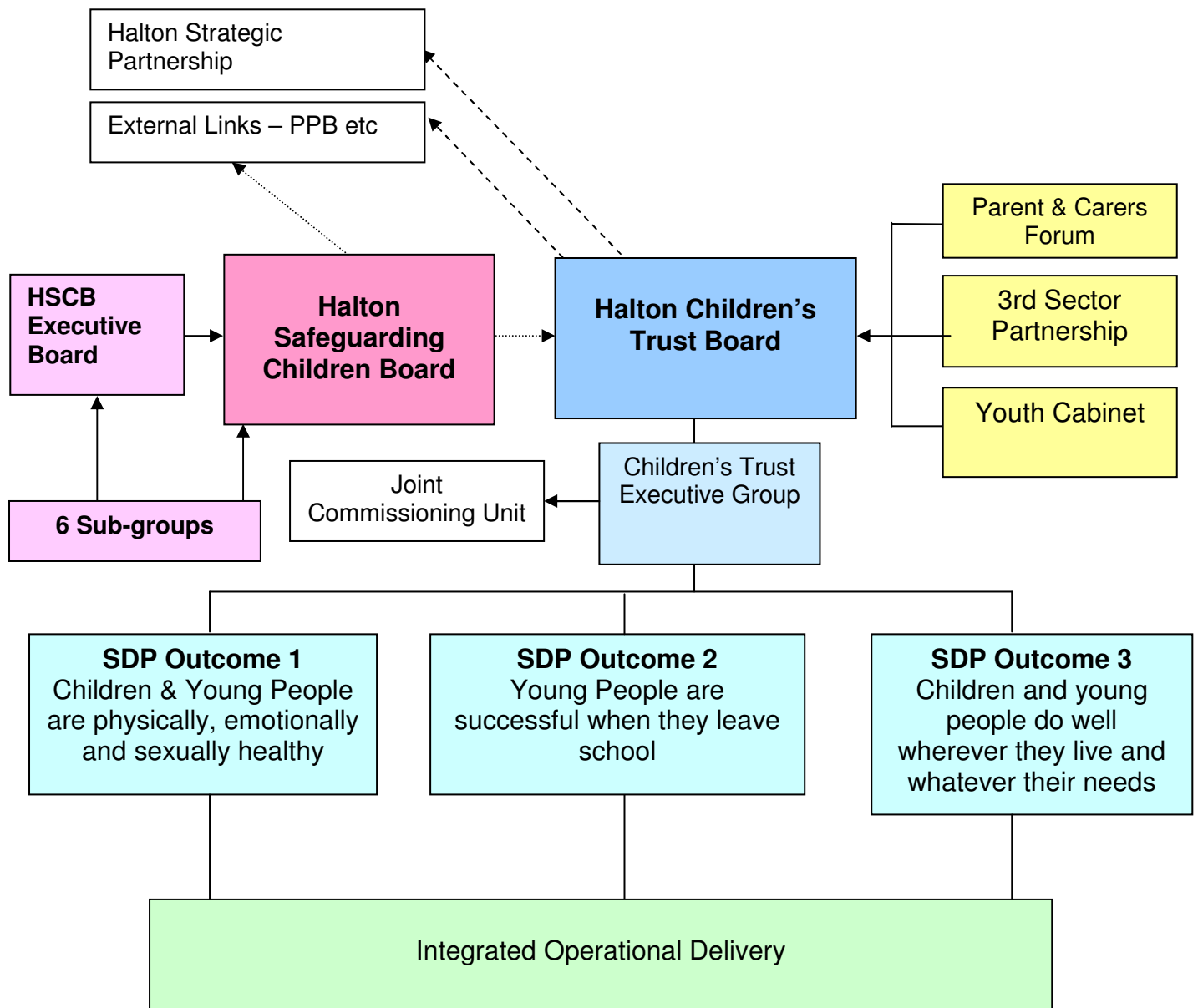
- It continues to play a central role in Halton's children and young people's strategic planning arrangements.
- This is achieved partly by the chair of the HSCB sitting on the main Board of the Children's Trust, which is now the key multi-agency strategic forum in the borough responsible for the delivery of the Children and Young People's Plan. A protocol clarifying the roles and accountabilities of the HSCB and the Children's Trust was agreed during the year, and minutes of Children's Trust meetings are presented to the HSCB main Board. The HSCB Executive Board also meets with the Children's Trust Executive.

The relationship between the HSCB and the Children's Trust is described in more detail below.

- Not only do major elements of the HSCB's work programme stem from the Children and Young People's Plan, but the work of the HSCB directly informs its development, ensuring that the safety and welfare of children and young people remain central to all strategic planning, service development, commissioning, and high-level decision making in the borough.
- 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. The CYPD Commissioning Manager has remained a member of the HSCB Executive Board.
- The HSCB remains 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, via its Safer Recruitment Sub-group, 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. This has included the development of a 'Shadow' Board consisting of young people; this is described in Section 4 of this report.

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



## **The Children's Trust**

Halton's Children's Trust Board was established in 2008 in line with national requirements that became statutory on April 1<sup>st</sup> 2010. The Trust built upon the Children and Young People's Alliance Board that was developed in the borough in 2006 and its responsibilities (rather than the local authority's) now include jointly producing, publishing, reviewing and signing off the Children & Young People's Plan.

The purpose of the Children's Trust Board is to bring together all partners who have a role in improving the five Every Child Matters outcomes for children and young people and to agree and implement a common strategy on how they will co-operate to improve children's wellbeing.

Halton's Children's Trust has identified key issues where a strong partnership approach is needed to improve outcomes for children and young people, and these form the basis and focus for the Children and Young People's Plan 2009-11:

- Children and young people do well wherever they live and whatever their needs
- Children and young people are physically, emotionally and sexually healthy
- Young people are successful when they leave school

However, as safeguarding plays a crucial role in each of these areas, and in order to continue embedding the message that *safeguarding is everybody's business*, the Trust has identified a fourth priority area:

- Children and young people will feel safe at home, in school, and in their communities

## **The HSCB's relationship with the Children's Trust**

Clear guidance on this relationship is contained in the new 'Working Together' 2010, and it is made very clear that the HSCB is not an 'operational sub-committee' of the Children's Trust. Rather, while the work of HSCB clearly contributes to the wider aims of the Trust, it has a discrete focus on safeguarding and promoting the welfare of children and young people.

Because of this, the HSCB must be able to challenge and scrutinise - effectively and impartially - the work of the Children's Trust and its partners, and the structures are already in place in Halton to ensure that this is being achieved:

- The HSCB's clear and distinct identity within the Children's Trust governance arrangements is being further defined by a Protocol between the HSCB and the Children's Trust that has recently been revised in the light of the new 'Working Together' guidance. This Protocol is attached as Appendix 2 to this Annual Report
- The Children's Trust, drawing on support and challenge from the HSCB, is already working to ensure that the Children and Young People's Plan reflects the strengths and weaknesses of safeguarding arrangements and practices in the

area, and to determine what more needs to be done by each partner to improve these arrangements.

- Based on a comprehensive analysis of safeguarding in Halton, the HSCB is positively challenging the work of the Children's Trust and its partners to ensure that necessary overarching structures, processes and cultures are in place to ensure that children are fully safeguarded
- Evidence and analysis contained in the HSCB Annual Report will be key tools for the HSCB to inform the Trust's development and review of the local Children and Young People's Plan, and the Plan will indicate how the Trust intends to respond to issues raised by HSCB

### The Trust's Promises to children and young people

Halton's Children and Young People's Plan 2009 – 2011 contains 14 'promises'. These reflect the Trust's current priorities, and it is significant that many of them relate to the safeguarding of children and young people and the promotion of their welfare.

These promises, and the progress on actions that are being taken to deliver them (at the time of writing this Annual Report) are set out in Appendix 3.

### Links with the Halton Safeguarding Adults Board

There has been encouraging progress over the year in the emergence of formal links between the borough's Safeguarding Children Board and the Safeguarding Adults Board.

The chair of the HSCB and the local authority's Divisional Manager for Children's Safeguarding, Quality and Review (who sits on the HSCB) also have seats on the Adults main Board. The Adults Board is in the relatively early stages of development, but while it particularly benefits from this relationship - in terms of the learning that is available from the HSCB experience - there will be advantages for the Children's Board as well. To further develop links and learning, a regular schedule of meetings for the chairs of the Sub-groups for the Adults Board has been arranged, and the HSCB Board Manager is also a standing invitee. It is recognised that this link addresses only the process requirements regarding the relationship between the two Boards, rather than achieving tangible outcomes.

However, future developments are being explored to take this forward over the coming year, including a joint approach to strategies around safer recruitment - possibly involving the creation of a joint Sub-group to both Boards - and closer working between the LADO and their corresponding officer in Adult Services. Some agencies might also benefit from a joint approach to training. A more concrete example of learning and development that the Children's Board has already identified from the Adults Board is the role and achievements of Halton's Dignity Officer – believed to be a unique role in the country - who has achieved significant

improvements in care environments for adults and this will be explored to ascertain the potential benefits for children.



## **SECTION 3**

### **HSCB INCOME - 2009-2010**

The chair of the HSCB would, again, like to formally record her thanks and appreciation to those agencies that have directly contributed to the Board's running costs. The income from agencies for 2009-2010 is set out below.

However, the chair further acknowledges that other agencies have made contributions in kind, in the considerable time that their staff have devoted to HSCB business, and in their contributions to the delivery of training.

#### **Contributions from partner agencies**

Halton Borough Council – CYPD	£44,693
Halton & St Helens PCT	£44,693
Cheshire Constabulary	£25,209
Connexions	£10,504
Cheshire Probation Service	£3,151
CAFCASS North West	£243

#### **Other income**

Child Death Review Grant	£23,000
Training income	£2,195
Balance c/f from 2008-2009	£80,599
<b>Total income</b>	<b>£234,287</b>

## **SECTION 4**

### **KEY ACHIEVEMENTS OF THE HSCB DURING 2009-2010**

The work of the HSCB remains underpinned by a clear purpose that is 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.

#### **Equality and diversity**

The HSCB's commitment to promoting equality and diversity and 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 key achievements during 2009-10**

As noted in Section 1, the strategic direction and central oversight of the work of the HSCB has been the responsibility of the main Board. The day-to-day activity has been

undertaken by the various Sub-groups, and these have been driven, coordinated, and supported by the Executive Board. This Section highlights the key achievements of the HSCB over the year, to which all these elements have contributed.

## **HSCB Development Day – review of the year's overall progress**

The HSCB main Board held its third successful, and well attended, Development Day in November 2009, again facilitated by Tony Morrison. In reviewing the overall progress and effectiveness of the Business Plan, and in considering how to further enhance its support to improving safeguarding practice on the ground, the Board examined some key issues that it felt were working well, and some that needed more focus.

### **What was working well**

- The Multi- Agency Safeguarding Unit was viewed as the 'delivery arm' of the HSCB, and was seen to be functioning effectively, with good potential to develop further
- The HSCB was providing an effective strategic lead in the borough in respect of child safeguarding, and was making timely and important decisions
- There was an increased engagement by schools in the work of the HSCB, evidenced by Board representation and attendance from schools on multi-agency training
- Locality Working Pilots were operating well, providing opportunities to enhance the implementation of the Common Assessment Framework and co-working across agencies
- The Children & Young People's Plan was seen to be robust and comprehensive, and the Board's input into this was seen to be effective
- The HSCB was working hard to engage with, and understand, safeguarding issues on the ground – for example, by holding Frontline Staff Events, and through the HSCB Chair sitting on the Children's Social Care duty desk to observe practice and discuss issues directly with staff
- The HSCB was achieving success in shifting its *modus operandi* to an Active Learning Model
- The HSCB had been able to evidence both support and challenge to agencies, in enhancing their safeguarding practice and raising standards. This was partly being achieved through multi-agency auditing processes, which were proving effective in encouraging a culture of learning and practice development

### **Issues that needed more focus**

- The Board agreed that the Safeguarding Report Card needed to be developed further, and the evaluation of outcomes needed to become more robust. These issues are dealt with in more detail in Section 6 of this Report
- It was agreed that Learning Sets should be developed for use by the Board, to assist in the engagement with practitioners in improve the quality of performance, and in helping the HSCB enhance its evaluation of outcomes
- Facilitating the involvement of Lay Members on the Board was considered to be a priority, and some key factors were agreed as important in achieving this:
  - clarity about their role - what it involves and what it does not, and 'who' they represent
  - possible remuneration, such as the payment of expenses
  - induction, training, and support, including annual appraisals, to prevent them feeling overwhelmed
  - avoidance of tokenism
  - the consideration of a 'pool' of lay members, to maximise participation and representation from the community
  - making their experience of Board meetings meaningful and accessible, for example through the avoidance of jargon
- Significantly improve the engagement of general practitioners within the child protection processes.

### **Progress in our priority areas**

The HSCB agreed priority areas for development at the end of 2008-09 and it has added to these over the past year. This section of the Report highlights the progress that has been made in these key areas.

#### **1. Auditing of safeguarding activity**

The auditing of practice in Halton is an integral part of quality assurance systems for all agencies who deliver services to children and young people, and this has provided the HSCB with an enhanced understanding of the quality and effectiveness of safeguarding work across the borough. Reports on the findings of audits are provided to meetings of the main Board by the Scrutiny and Performance Sub-group.

Auditing has been carried out in a number of different ways during the year:

- Routine, quarterly audits of cases by groups of managers and practitioners in Children and Young People's Services have now become a firmly embedded process

- Multi-agency audits have been introduced, whereby the practice and co-working arrangements of identified agencies involved in individual cases are scrutinised and reported to the Scrutiny and Performance Sub-group
- Specific audits have been carried out in Halton's Drugs & Alcohol and Adult Mental Health agencies - these are detailed below in this Section
- 'Section 11' auditing has been carried out in respect of those agencies specified in legislation as having a legal duty to safeguard children and promote their welfare
- Additionally, 'Section 11' auditing has been undertaken by service providers within the voluntary and 'third sector' where they are providing services directly to children and families

Learning from these audits is disseminated to professionals and agencies in the borough, for example through the ongoing 'frontline' practitioner events.

The HSCB also decided, during the year, to accept a recommendation from one of these staff events that a 'Good Practice in Safeguarding Recognition Award' be established in the borough. This has become a standing item for consideration on the main Board agenda, and nominations are forwarded to the Chair.

A safeguarding checklist for schools was introduced during the year, to allow teaching staff to more effectively assess their arrangements for promoting the welfare and safety of students. Effective completion of these assessment checklists carries the HSCB kite mark.

### Child safeguarding in Adult Services

The Board has been concerned, over the year, to ensure that the safety and welfare of children and young people are appropriately monitored and safeguarded by professionals who work in predominately adult-focused services. This has specifically involved reviews in two key areas, both of which have been overseen by the Scrutiny and Performance Sub-group:

#### (i) Adult mental health

An independent audit of child safeguarding processes within adult mental health services was presented to the Board, which accepted its recommendations and Action Plan. This Plan focused on the interface between Children's and Adult Services, and recommended actions to:

- clarify process issues, and revise and re-issue the Joint Protocol for working across the two services
- develop a culture of working together and sharing roles and responsibilities

The Board agreed to host a Safeguarding event to help progress these actions, and to commission training regarding risk and protective factors in respect of children being cared for by adults with mental health difficulties.

(ii) Adult drug and alcohol services

A similar independent audit of the effectiveness of child safeguarding practice in the Halton Drug and Alcohol Teams was also commissioned during the year and a report was presented to the HSCB main Board. While, overall, the audit found no major concerns, a number of key recommendations were integrated into an Action Plan to be implemented by the DAT managers, and a follow-up audit to review progress was undertaken some months later.

## **2. Implementing the Common Assessment Framework**

A significant focus of HSCB activity over the year has been the developing use of the Common Assessment Framework, and its importance in successful early intervention with families. An independent review of the CAF was undertaken for the HSCB and presented to the main Board in December 2009, and while it identified emerging good practice, aspects of the CAF's implementation were presenting challenges. Addressing those challenges has been a priority for the HSCB, not least because the responsibility for implementing the CAF rests with the Children's Trust, and a key function of the HSCB is to provide constructive and independent challenge to the Trust.

A central concern for the HSCB, regarding the CAF, has been to review and manage the protocols that determine how agencies are working together so that children and families are appropriately supported when Children's Social Care intervene in their lives or withdraw from involvement. This has involved the Children's Trust laying down clear and transparent protocols that support and guide the practice of professionals working with families, so that individuals are more confident and skilled in undertaking lead responsibilities within the CAF framework. It has also involved the Trust reiterating the need for the CAF to be 'owned' at senior levels within agencies across the borough.

The HSCB has been keen to support the Children's Trust in moving away from a culture of referral to Children's Social Care to a fully integrated model, whereby all agencies involved with families pro-actively contribute to planning and service delivery through the early use of CAF assessments. It is acknowledged that this is a long-term objective, enshrined within the development of Locality Working in Halton.

To coordinate the ongoing development and improvement of the CAF, the Children's Trust has established a strategic CAF Sub-group with clear reporting lines to both the Trust and the HSCB.

## **3. Domestic abuse**

The HSCB has maintained its commitment to the development of services to support parents who have been the victims of domestic abuse, given the safeguarding implications for children and young people living in households where abuse occurs.

These developments have included:

- The Halton Domestic Abuse Forum (HDAF) has recently tendered for new service provision within this area, and Halton and District Women's Aid have been awarded the tender for the delivery of the Domestic Abuse Support Service, including Advocacy through the provision of an Independent Domestic Violence Advisor (IDVA) service, Floating Support, and the Sanctuary Scheme. The purpose of this revised service has been to make access easier for victims, through bringing together the various work strands under one provider.
- The Forum continues to support Independent Sexual Violence Advisor provision (ISVA) within the area, via the commissioning of services from the Rape and Sexual Abuse Support Centre. This ensures that support is available within the local area for older young people who are the victims of sexual assaults and abuse from the age of 16 years.
- The Specialist Domestic Violence Court (SDVC) and Multi-Agency Risk Assessment Conference (MARAC) have continued their work around domestic abuse:
  - the SDVC represents a partnership approach, where agencies have worked together to identify, track and risk-assess domestic violence cases, support victims, and share information more effectively so that more offenders are brought to justice
  - the MARAC is also a partnership forum, designed to reduce the level of repeat incidents of abuse through jointly agreed risk management plans to ensure victim safety and to break cycles of abuse
- A new risk indicator tool (DASH) was adopted in January 2010 to enhance inter-agency working regarding the understanding of risk. It is hoped that the widespread use of this tool will lead to greater consistency between agencies when they are assessing and responding to victims of domestic abuse.
- Data on domestic abuse, reported to the HSCB during the year, has indicated that over half of the referrals made by the police to Children's Social Care have related to domestic abuse. It is also the case that, in January 2010, 59% of children subject to Child Protection Plans were deemed to be at risk from domestic abuse. Further to concerns that this was putting undue pressure on resources in Children's Social Care, a task group was established during the year to explore how the needs of affected children could be met using wider resources more effectively.

#### Future developments

- The HSCB has recognised that the links between Domestic Abuse / Sexual Violence Services and children's safeguarding structures need to be strengthened. For example, the provision of support for children subject to sexual violence needs to be enhanced, as the ISVA role currently only focuses on services to young people aged 16 years and upwards. Work is to be undertaken during 2010-11 to address these issues.
- In partnership with Warrington, the borough is commissioning research to inform a review of the strategy for domestic abuse and sexual violence in the borough. This will focus partly on reviewing whether there are local needs affecting young people within minority ethnic communities in Halton relating to forced marriage, honour based violence, and female genital mutilation.
- Central government has recently produced a Violence Against Women and Girls strategy after a substantial nationwide consultation, and Halton will be developing its own strategy within this and identifying a Champion to take it forward. While this strategy is a positive step in recognising the level of potential need, it will not be without resource implications.
- Key objectives have been identified by the HDAF for 2010-11 including initiatives to raise awareness of domestic violence in the community and increase reporting, publicise the availability of support services, and disseminate clear guidance to professionals on responding to domestic abuse and working collaboratively with other agencies.

#### **4. Communicating with the community - private fostering**

The HSCB has been pro-active over the year in addressing the historically low number of private fostering notifications, and this has achieved a successful outcome. Increased awareness of private fostering has been led by the Training Sub-group which has incorporated Private Fostering awareness in multi-agency training as well as in Child Protection Basic Awareness Training delivered to the 'third sector'. Laminated information sheets have been distributed to frontline staff, and the schools' admission proforma has been adapted to include a section on private fostering. Private Fostering is explained in the HSCB *Safe Parenting Handbook* that has been distributed widely. Additionally, the 22 local authorities in the northwest have produced a leaflet entitled 'Looking After Someone's Child'.

During this year 7 new Private Fostering arrangements were notified, a 40% increase on the previous year. All Private Fostering arrangements are independently reviewed and included in the quarterly case audit process and the monthly performance monitoring arrangements in the Children and Families Department. The HSCB also receives an annual report on Private Fostering to enable oversight. The Private Fostering multi-agency development group continues to meet bi-monthly to ensure progress is maintained and built on.

#### **5. Engaging with children and young people**



The HSCB has pushed ahead with its initiative to involve young people in its business. Two 'Shadow Young People's Safeguarding Children Board' events were held during the year, with feedback from participants indicating that theme-based events were preferred – for example, around anti-bullying strategies.

It has been agreed that, when the Shadow Board is more developed, a joint event will be held with the main Board, hopefully during 2010-11. The Training Sub-group is leading on this.

## **6. Engaging with frontline staff**

The HSCB has built on the success of a multi-agency Frontline Staff Event that it held during 2008-09, which had focused on children's safeguarding challenges following events in Haringey. This event highlighted suggestions and ideas from many attendees regarding 'what the HSCB can do' to help them in their work to safeguard children, and these ideas were considered by the Board during the past year. They were then translated into an Action Plan that was presented at a follow-up Frontline Staff Event in February 2010, this time co-hosted by the HSCB and the Children's Trust.

In addition to specific events, there are a number of established multi-agency groups of first line managers and specialist staff that meet regularly to share information and work together to progress areas of common interest. A key one is the Safeguarding Children Operational Group (SCOG) whose stated aim is to *'discuss safeguarding practice, identifying where improvements in multi agency working can be made and highlight and promote good safeguarding practice'*. The group consists of representatives from midwifery, health visiting, school nursing, mental health services for children and adults, drug/alcohol services, children's centre services, the Safeguarding in Education Officer, the Conference and Reviewing manager and staff from Children's Social Care Services including children with disabilities and children in care, representatives from the police and the Youth Offending Service. The group meets bi-monthly and progresses a wide range of issues including: monitoring the impact on front line practice of policy and procedures, acting as the forum for consultation on inter-agency procedures, reviewing and developing protocols/practice guidance for key issues of concern around safeguarding, implementation of action plans from serious case reviews, sharing good practice and highlighting issues that emerge back to HSCB, disseminating research findings, creating 'task and finish' groups as appropriate and this may include requests from the safeguarding unit or HSCB.

## **7. Developing new policies, procedures, and practice guidance**

The HSCB has agreed a number of new or revised safeguarding policies and procedures over the year, relating to both its own work and that of partner agencies and other organisations across the borough. These have been considered and submitted to the main Board by the Policy and Procedures Sub-group, and have included:

- a review of the Rapid Response SUDIC Procedure
- a review of the HSCB Escalation Process
- ratification of the Child Protection Procedures of a number of agencies in the borough, including in the third sector
- ratification of the procedure relating to missing children who are the subject of Section 47 enquiries
- endorsement of practice guidance on the purpose of Core Groups, in respect of children subject to Child Protection Plans
- endorsement of practice guidance in respect of Pre-Birth Child Protection Conferences and Reviews
- the revision of the Pan-Cheshire SUDI Protocol, so that it is compliant with the new Working Together.

Policies and procedures that have been agreed by the HSCB are located on the Board's website, and all agencies working with children and families have been provided with the link details. The website has also continued to provide organisations with practice guidance on the drafting of their own Child Protection Procedures.

## **Other achievements**

As well as focusing on its key priorities, the HSCB has developed and supported work over the year in a number of additional areas:

### **1. Safeguarding in the youth justice system**

The Halton & Warrington Youth Offending Team has continued its involvement in a regional programme to develop and improve safeguarding practice in respect of young people involved in the youth justice system, with a specific focus on preventing deaths of young people in custody. A key aim has been to scope and identify the effectiveness of specific procedures and practice.

The YOT was also subject to a Core Inspection of its safeguarding practice during the year. This inspection audited approximately 35 cases in Halton, and concluded that safeguarding practice was overwhelmingly good, with only minimal improvements required. Indeed, Halton's assessed grades were the highest of any youth offending service in the country.

### **2. Safer recruitment**

The Safer Recruitment Sub-group has now become firmly established within the HSCB and has met regularly during the year with good multi-agency representation, including from the third sector. Among its achievements, it has:

- driven the implementation of the 'Train the Trainers' initiative in schools
- coordinated the production of practice guidance for managers and selection panels in all agencies who are responsible for recruiting staff

- reviewed the HSCB's Self Assessment Audit Tool regarding recruitment and selection
- received regular reports on the work of the Local Authority Designated Officer (LADO)
- supported the involvement of young people in the recruitment of staff in agencies across the borough

### **3. E-safety**

The E-Safety Sub-group has continued to address the increasing challenges of protecting children and young people who are vulnerable to harmful uses and effects of communication technology. It completed its draft E-Safety Strategy for the borough during the year, and this has been endorsed by the main Board.

E-safety training has been a key concern of the HSCB, and specific steps have been taken to promote awareness among school teaching staff. An online audit tool has also been produced, to be completed by all agencies that provide online services to children and young people in the borough.

The HSCB has worked closely with North West Learning Grid, a Broadband Consortium that supports local authorities to meet their E-safety ambitions, and Halton was the first area in the region to be audited during the year on the quality of its E-Safety Strategy.

### **4. Levels of Need Pilot**

The HSCB has built on its previous work in reviewing and analysing the operation of the Levels of Need Framework in the borough; this is used to determine the allocation of resources and inform the nature of responses to concerns about children's welfare. The particular focus on the nature of '3b' cases has continued – 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 – and the Board agreed to a Locality Working Pilot, which was launched during the year and will be evaluated to inform future arrangements.

### **5. Preventing injuries to children**

The HSCB welcomed Mr Dan Hungerford, researcher from Liverpool John Moores University, to its December 2009 Board meeting to discuss his work with the Trauma and Injury Intelligence Group (TIIG). This Group analyses data from hospital Accident and Emergency Departments regarding injuries to children, and is useful to agencies when they are determining the allocation of their resources, working with families, and customising child safety campaigns.

The HSCB has subsequently agreed to collaborate with the TIIG, specifically in relation to the DCSF national indicator: "Hospital admissions caused by unintentional and deliberate injuries".

## **6. GP Engagement within the Child Protection System**

The issue of GP attendance at child protection initial and review conferences continues to be a national issue of concern and this is reflected in Halton. A number of different strategies have been initiated by children's services to improve the current low level of attendance and/or low level of providing written reports to conference. As a means of improving this, the Primary Care Medical Services Strategy (2009-12) highlights the safeguarding responsibilities of GPs and includes a programme of support to prepare GP practices for registration with the Care Quality Commission (CQC) by April 2011. The Primary Care Trust has utilised Protected Learning Time events (training/update events for GPs) to incorporate safeguarding updates and signposting to training. This has increased the uptake of training amongst GPs and other staff employed within primary care. Each GP practice has been subject to a practice audit, which includes a requirement to identify their safeguarding lead and to evidence training of staff, understanding of policies and their appropriate use within the practice. The guidance regarding attendance/input to child protection conferences has been re-issued to all practices, highlighting that if GPs cannot attend they must submit a written report. In the future, compliance with safeguarding will be monitored through the annual practice audits and will be reported back to the HSCB.

## **HSCB Training**

The HSCB's multi-agency training programme has been overseen by the Training Sub-group during the year, and an end of year report was submitted to the main Board, focusing on the following key issues:

### **Developments**

There have been some encouraging developments over the year:

- The formal training programme has seen an encouraging upward trend in attendance over the year, to the point where it is proving necessary to prioritise certain places for designated agencies. This is partly due to a newly introduced financial penalty for non-attendance at courses without due notice, and also a commitment by agencies to using substitutes, where appropriate, if nominated staff are unable to attend.
- A rolling, multi-agency programme of twelve different courses has continued throughout the year, and additional shortened Child Protection Process and Procedures sessions - including during evening periods - have reached a larger audience, usually with a good mix of agencies. Participants have included Early Years staff; Third Sector staff and volunteers, Direct Link staff, foster carers, child minders, kinship carers, Contact Centre and Children's Centre staff, Support staff, and Adult learning professionals and College students (who work with children).

The greatest demand has been for 'Child Protection Process and Procedures' and this was run 11 times over the year.

- Specific workshops and other sessions related to children's safeguarding have been held at a number of conferences over the year:
  - the 'Next Steps' CWDC Conference, attended by 50 professionals
  - an Anti-Bullying Conference, where 144 people were present.
  - the Third sector Conference in early 2010, where there were 43 participants at an interactive session on Cyberbullying
- Approximately 400 professionals attended a Frontline Event in Widnes, and the programme included input on Serious Case Reviews, the CAF, and the relationship between the Children's Trust and the HSCB
- A pool of professionals has continued to contribute to the delivery of specific courses, and has included a committed group of front line workers whose 'hands on' knowledge and skills have added considerably to the quality of the training. Some pool members have received two-day 'Training for Trainers' tuition
- The return, during the year, of training focusing on children's safeguarding issues within adult mental health work has been a welcome development, accruing positive feedback from professionals who attended. This has been delivered by the 5 Boroughs Partnership, having been absent in 2008-9 due to a lack of presenters
- The year has also seen a focus on recognizing and responding to stress/risk factors within families that have been highlighted in research, and this has been specifically addressed during training relating to domestic abuse, adult substance misuse, and adult mental health

### **Course Attendance**

Comparisons to the previous year suggest some positive trends in key areas:

	2008-09	2009-10
Number of courses	34	35
Attendance	542	694
Number per course	15.9	19.8
Cancellations	177	156
Police	31	50
PCT	102	152
Children's Social Care	126	142
Education-total (School)	56 (37)	110 (78)
Highest Attendance	22	28
Lowest attendance	9	14
Reached Room Limit (or above)	1	10

### **Evaluative feedback**

Completed evaluation forms were received from 531 course participants over the year, and again, the feedback has been very encouraging. Participants were asked to score the session from 1 to 5, with 5 being 'excellent':

0	scored	1
1	scored	2
12	scored	3
192	scored	4
326	scored	5

It remains a challenge for the Training Sub-group to ascertain the impact of training on working practice and how this affects the outcomes for the users of service, but comments on the evaluation forms have been significant:

- There were many comments about how the courses were *"well presented by knowledgeable, local people"*, and were *"informative, refreshing, enjoyable, emotional, empowering, up to date, interactive, and multi-agency"*, using a *"good mix of resources and fun"*.

- Attendees felt they had learned about information-sharing, recording, how to refer concerns and who to speak to, and had gained a greater knowledge of procedures and how child protection processes work. They often commented that they felt far more confident, and would take information back to their workplace and cascade information to their teams.
- School staff, in particular, have regularly fed back positively to the Safeguarding in Education Officer on the impact of training they have received.

### **Challenges for the coming year**

Key challenges have already been highlighted by the Training Sub-group:

- There is a need to focus on the longer-term outcomes of training, and, particularly, its impact on practice and on the users of services. Methodological issues will need addressing, and proposals for moving this forward will be considered by the Training Sub-group
- Plans are being formulated to address the training implications of the Executive Board's analysis of the lessons and learning from previous Serious Case Reviews (see Section 7)
- As noted elsewhere in this Annual Report, the operation of the Common Assessment Framework is being reviewed by the Children's Trust and the HSCB, and a review of the contribution of training will be a priority for 2010-11
- An audit of single agency training is under way, and, in the coming year, agencies will need to begin to take responsibility for refreshing and training their own staff in respect of child safeguarding practice
- As noted above, it has not been possible to accept nominations for certain courses, and discussions will be taking place with certain agencies to explore offering them some priority
- Increased workloads in the Training Unit, the need to extend training beyond current provision, and the need to focus on outcomes of training will require a review of the administrative support to the Unit.

### **Conferences and workshops**

The HSCB has continued to host and support conferences, workshops, and briefings over the year, to drive forward specific safeguarding issues and enhance multi-agency collaboration:

## **HSCB and Children's Trust Frontline Staff Event**

As previously noted, the HSCB and the Children's Trust followed-up the successful Frontline Staff Event of the previous year by co-hosting a similar gathering in the borough, when an Action Plan was presented to staff from a wide range of agencies.

The Action Plan had been agreed by the HSCB, and this follow-up event fed back to the staff how the ideas that they had generated had been translated into tangible actions. The key aim of the event was to explore how staff could be more effectively supported when undertaking child safeguarding work.

## **ISA briefing**

In October 2009 the HSCB hosted a workshop in the borough, in two separate sessions to facilitate maximum attendance, on the Independent Safeguarding Authority and the new Vetting & Barring scheme. Facilitators included Home Office representatives, and the event targeted both operational and HR managers from all relevant agencies, including Third Sector organisations.

88 staff attended, which was a very encouraging response, mainly from the local authority, schools and health agencies, but also from the police and the YOT. They were briefed on how the Criminal Records Bureau and the new ISA will deliver the new Vetting and Barring Scheme, as laid down in new legislation, and also on the potential impact on employees and Third Sector volunteers.

## **Mental Health Workshop**

The HSCB hosted a workshop during the year aimed at developing and promoting better cooperation and understanding between Adult Mental Health Services and Children's Services within the local authority.

The workshop was attended by over 60 professionals, including line managers from the two Services and practitioners from Mental Health Services who act as 'children's champions' within the Service. It explored the impact of mental ill-health on parenting capacity, focusing on a "Think Family" approach, and the Social Care Institute for Excellence provided a valuable input to the day.

It was regarded as a successful event, resulting in significant learning and the production of a comprehensive Action Plan that was subsequently presented to, and supported by, the HSCB main Board.

## **Anti-bullying conference - Stay safe in Cyberspace**

This all-day conference was held in November 2009 at Halton Stadium, scheduled to take place at the start of Anti-Bullying Week in the borough. It included a range of professionals who work with children and young people, and included presentations and workshops on:

- cyber-bullying
- understanding how children and young people use interactive technologies



- what agencies can do to protect them, and how professionals can work with the children and young people to protect themselves
- cyber-safety – how professionals who use interactive technologies can, themselves, practice safely

Speakers included a representative from CEOP (the Child Exploitation Online Protection agency) and BECTA, the lead agency advising the government on cyber-safety.

### **Third sector conference**

In March 2009, the HSCB co-hosted the second Third Sector Conference in the borough with the Children's Workforce Development Council and Halton Voluntary Action. Targeted at managers, frontline practitioners, and volunteers from voluntary, community and faith groups, presentations included a Home Office update on the Vetting and Barring Scheme and briefings on E-safety. Additional workshops allowed for more interactive dialogue, covering issues such as safer recruitment, awareness of child safeguarding issues, creating safe and acceptable working cultures, and E-safety.

Feedback from the 49 delegates who attended was encouragingly positive, with comments indicating that the day provided much "food for thought" and helpful and relevant information for some of the smaller organisations.

### **LGBT scoping day**

In February 2010, the HSCB supported a multi-agency scoping day to explore the needs of lesbian, gay, bi-sexual and trans-sexual people - including young people - in the borough, and to agree a strategy to counter discrimination and oppression.

An extensive and detailed Action Plan was drawn up, with a focus on improving inter-agency effectiveness in supporting LGBT young people, including through:

- strengthening LGBT networks
- mobilising a hate crime reporting campaign
- scoping and developing educational training packages

The Plan allocated specific responsibilities across agencies, and, to maintain momentum, a follow-up event will be held in July 2010 to review progress.

## ***SECTION 5***

### **THE WORK OF THE CHILD DEATH OVERVIEW AND NEAR MISS PANEL**

#### **Introduction**

This Sub-group of the HSCB reviews the circumstances of death of every child under the age of 18 years, in order to identify issues that, if changed, could help to keep other children safer and prevent future deaths. It is a multi-agency, statutory Panel that, in Halton, also considers the learning from 'near miss' events.

#### **Lessons learned from Child deaths**

##### **Bereavement**

Every death is a tragedy for the family concerned. Even when everything that could have been done has been done, there are still lessons that can be learned by agencies supporting a family. In the last year the Child Death Overview Panel (CDOP) has asked questions of agencies as to whether bereavement support is available to families, and whether they have the information and support that they need to provide this service. The Panel has had assurance from hospital services that bereavement support is offered to families shortly after the death of a child, and from GP services that ongoing longer-term support is available.

##### **Support for families**

Approximately half of the deaths that the Panel reviewed in 2009-10 were due to known, life-limiting medical conditions. Medical treatment could not have prevented the deaths of these children.

However the panel did ask questions about whether families received the support that they needed. In many cases there was evidence of excellent palliative care and social care support, with examples of very good care and support from Health and Children's Services. In other cases, though, issues arose around:

- the difficulties families of children with very complex needs had in attending a whole range of health appointments
- their concerns about the impact on siblings
- their confidence in meeting their child's needs.

These learning points have been fed back to services and assurances have been received regarding the services being offered.

## Neonatal deaths

Some babies die shortly after birth. The major causes are due to premature delivery, and many of these are due to medical causes and so cannot be prevented. However, there are known risk factors that can increase the likelihood of premature delivery or stillbirth. These are:

- Smoking in pregnancy
- Mothers being overweight or obese
- Domestic violence
- Alcohol or drug use in mother
- Late access to maternity care

Smoking in pregnancy is responsible for about half of the excess deaths of babies around birth, both nationally and locally. In Halton, nearly one in four women smoke throughout pregnancy compared with fewer than one in six nationally. Consequently, in the last year, midwives have received additional training and women will shortly be offered incentives to quit smoking in pregnancy.

More than 4 in 5 mothers book early to maternity services in Halton, and weight management services are being developed to help women manage their weight during pregnancy.

Domestic abuse often starts, or is exacerbated during, pregnancy. Services are in place to support mothers who disclose domestic abuse, and drug or alcohol use. Some vulnerable women may not disclose domestic abuse or alcohol or drug use to maternity services, so, in addition to providing support within maternity services, we need to continue to work on addressing these issues in families more generally.

## Early Years Child Safety

Last year's annual report identified a number of child safety concerns:

- parents co-sleeping with a baby on a sofa or bed, particularly when combined with moderate alcohol use by parents, leading to deeper sleep or less attention to safety issues
- tobacco smoking in the home
- poor parental awareness and attention to safety, both in the home and outside of the home, including risks arising from baby equipment, falls, poisoning etc.

Work to address these issues in the borough has been taken forward in a number of ways:

- A Child Safety Campaign has been developed jointly by the HSCB and the Children's Trust, and led by Halton and St Helens PCT.

- A series of multi-agency training workshops for frontline professionals have taken place over the past year on preventing sudden infant death and improving child safety. In addition, the child safety message has been integrated into front line practitioner events that have been hosted by the HSCB and the Children's Trust.
- An early years child safety directory and pocket guide for front line professionals from a range of agencies has been developed and widely disseminated. It includes factsheets on key safety issues, and a directory of organisations - ranging from Housing to Dog Wardens - who can help. This directory has been broadly welcomed and held up as an example of good practice regionally.
- Children's centres have taken forward safety equipment and education programmes for parents and carers.
- A community engagement programme has been developed, to be linked with Child Safety Week in June 2010.

### Safeguarding

Deliberate injury or neglect has been a component in some of the deaths and near misses considered by the Panel over the year. The learning from these cases has focused on whether there were early signs that could have predicted the events, whether agencies could have managed the situation differently, and how the experiences can be used to keep other children safer. Where Serious Case Reviews have been undertaken, separate action plans have been developed and are being monitored by the HSCB.

### Child Deaths

The Panel completed reviews on the deaths of fourteen children, from April 2009-March 2010. This was an increase over the previous year, but included three children who had been the subject of Serious Case Reviews who had died in 2008/9, but whose reviews occurred in 2009/10. Again, the majority of deaths were babies under the age of one year.

Using national guidance, the Panel considered whether any of the following factors may have contributed to children's deaths and whether they could be improved to reduce the risk in future:

- Factors intrinsic to the child - e.g. health issues, life limiting conditions
- Factors related to care or parenting
- Factors in the environment - e.g. hazards, road safety limits
- The delivery of services - e.g. delayed medical response.

Cause of death	Numbers in 2008-09	Numbers in 2009-10
Deliberate injury abuse neglect		2
Suicide		
External trauma	1	1
Malignancy		1
Acute medical & surgical condition		
Chronic medical condition	4	2
Genetic or chromosomal condition	1	3
Neonatal	2	4
Infection		
Sudden Unexpected Death of infant (SUDI)	1	1
<b>Total number of deaths reviewed</b>	<b>9</b>	<b>14</b>

Ages of children who died	Numbers in 2008-09	Numbers in 2009-10
0 - 28 days	3	4
1 month < 1 year	3	5
1 - 4 years	4	4
5 - 9 years	0	1
10 - 14 years	0	0
15 - 19 years	0	0

It is often difficult to determine whether a death could have been prevented. In 2009-10 the Panel identified only one such death.

From April 2010 the definition of preventability will change nationally. Preventable deaths will include those where there are factors which, if changed, could reduce the risk of injury or death in other children, although we cannot say that they would have prevented this particular child from dying. This is likely to result in a higher proportion of deaths that will be categorised as preventable. The change is welcome, in that it puts more emphasis on the factors that we need to change rather than on apportioning responsibility.

### **Membership of CDOP**

The Panel reviewed its membership during the year, noting that, where appropriate and potentially useful, other representatives from relevant agencies should be invited to attend Panel meetings – for example professionals from the midwifery and education services.

The Panel has also considered how it can include lay members, and this is to be taken forward with the HSCB main Board.

### **Key issues for 2010/11**

New national guidance has been developed on the child death review process. Moving forward to the third year of the Child Death Overview and Near Miss Panel, there is now a greater emphasis on the provision of information for parents, and in ensuring a robust, rapid response process. There is an opportunity for us in Halton to address preventable factors on a broader footprint across Cheshire or the North West.

## **SECTION 6**

### **UPDATE ON THE HSCB PERFORMANCE FRAMEWORK**

#### **Report card**

The Report Card is a data-based tool that was introduced by the HSCB in November 2009 to track the progress of multi-agency work against set targets that relate to its fundamental priorities. The Board regards it as a significant development in its commitment to more effectively monitor outcomes for children and families, and it focuses on three key priority areas:

1. Improving parenting support to children in need of safeguarding
2. Ensuring that robust safeguarding processes are in place
3. Improving outcomes for children in need of safeguarding

The data contained in the Report Card is critically examined in detail by the Scrutiny and Performance Sub-group, and is then presented to each meeting of the Executive and main Board, supplemented by quarterly summary reports from the CYPD's Performance Manager and the Divisional Safeguarding Manager. These reports identify any areas that may need remedial action or further explanation.

The Report Card has a multi-agency focus and provides a concise 'snapshot' of performance over each quarter. It also reflects local issues as it is not based solely on national indicators. As it develops, the Report Card will increasingly:

- supplement quantitative data with qualitative information
- assist practitioners to engage more with performance issues
- help the HSCB articulate what 'good practice' looks like
- help the HSCB understand, or extend its knowledge of, how its work contributes to positive outcomes for children

The Report Card data for 2009 is set out in detail below, but a number of trends have emerged so far over its first year of operation:

#### **Priority 1 – improving parenting support**

- The majority of the performance measures in this priority met the set targets, where available
- The provisional data indicates that there was a considerable reduction in the number of repeat referrals for domestic abuse from the baseline in 2007-08
- The levels of attendance at parenting courses did not meet the stated targets for the year, despite an increase in quarter 4 from the previous quarters

- Private fostering notifications were not as low as previously reported, and this indicator met the target set for the year with 7 notifications being received

## Priority 2 - Ensuring robust safeguarding processes are in place

There was a mixed response in terms of meeting targets for the measures contributing to Priority 2:

- Children and young people's participation indicators remained at 100% for both children in care reviews and child protection conferences.
- There have been two timescale indicators during the year in relation to child protection conferences being held within the required period. In the light of an amendment to Working Together, a new measure will become the more critical one, and performance in relation to this was variable over the year, with an overall achievement of 66%. However, the locally set HSCB target, reflecting the previous Working Together guidance, continued at 100%.
- The target for Initial Assessments was not met at the end of the year. There was a significant increase in the number of referrals into the CYPD over the latter half of the year. However, in the case of initial assessments, all cases continued to be allocated and children were seen - as required - within 7 working days, ensuring that children were not at risk. Both this indicator and that around Core Assessments were subject to close monitoring by managers over the year to ensure that the quality of work in the Department was not impacted adversely by the increases in workload.

## Priority 3 - Improving outcomes for children in need of safeguarding







- The majority of the outcome measures in this priority have been reported as meeting the targets set
- The take up of early years entitlement for the Child Protection plan population was at 100% at the year end, having showed an increase each quarter
- The measure for children and young people entering the criminal justice system for first time continued to see an encouragingly marked decrease from previous years, and met the target set for the year. It is felt that this has resulted, at least in part, from the successes of:
  - the YOT's diversion scheme, which aims to divert young people, especially those with mental health and learning disabilities, away from the criminal justice system
  - projects such as Operation Stay Safe and the Friday night reparation project
  - the adoption of restorative justice outcomes by Cheshire Constabulary when dealing with young people for the first time, or for relatively minor offences



- Progress has been made over the previous year regarding the numbers of care leavers in education, employment or training, though the intended target was not met. However, the 4 young people who were not in education, employment or training were in this position for specific reasons – having caring responsibilities, pregnancy, or being unable to work due to disability.

The Report Card data, as reported to the HSCB at the end of the year's last quarter, is set out in the following tables:

## HSCB Priority 1: Improve parenting support to children in need of safeguarding

Indicator		Target	Q1	Q2	Q3	Q4	Performance
<b>Key performance measures</b>							
SB01	Percentage of social care referrals that were subject to CAF in previous 12 months	15%	7.8%	8.4%	7.7%	5.8%	
SB02	Percentage change in repeat referrals to social care for Domestic Abuse from 2007-08 baseline	TBA	-50%	-50%	+25%	-50%	
SB03	Number of CAF's initiated by adult substance misuse services	TBA	New indicator for Q3		Awaiting Data		
SB04	Percentage of children in need who have been open cases for 6 months or more who had neglect as a primary factor of referral	20%	24.8%	21.8%	12%	27%	
<b>Key process measures</b>							
SB05	Staff attending Domestic Abuse/Substance misuse/Mental Health training courses (rolling 12 months)	160	102	103	120	146	
SB06	Number of notifications of private fostering arrangements received (cumulative for the year)	6	1	4	5	7	
SB07	Percentage of parents participating in Child Protection conferences	100%	100%	100%	100%	100%	

## HSCB Priority 2: Ensure robust safeguarding processes are in place

Indicator		Target	Q1	Q2	Q3	Q4	Performance
<b>Key performance measures</b>							
SB08a	Percentage of children and young people aged 4 or more participating at Child Protection conferences	100%	100%	100%	100%	100%	✓
SB08b	Percentage of children and young people aged 4 or more participating at Children in Care Reviews	100%	100%	100%	100%	100%	✓
SB09	Percentage of core groups held within agreed timescales	100%	100%	100%	97%	86.3%	✗
SB10a	Percentage of Child Protection conferences held within 15 working days of the initiation of the S47 enquiry	TBA	72%	73%	53%	71%	
SB10b	Percentage of Child Protection conferences held within 15 working days of the multi-agency decision that a Child Protection conference is required	100%	100%	100%	100%	100%	✓
SB11	NI070: CYP admitted to hospital as a result of deliberate or accidental injury	155	40	90	124	Awaiting data	
SB12	Reduce the numbers of preventable child deaths (as defined by the CDOP) (rolling 12 months)	Reduction from 2	0	0	0	0	✓
<b>Key process measures</b>							
SB13	Records of decisions at Strategy Meetings circulated to the Police within agreed timescales	TBA	Require data source identifying			Awaiting data	
SB14	Percentage of children subject to Child Protection Plan for second or subsequent time	10%	0%	26.1%	11%	10%	✓
SB15	Percentage of Child Protection conferences that receive reports (verbal or written) from GP's	100%	55.2%	48%	53% ICPS 50% RCPC	58% ICPS 45%RCPC	✗
SB16	NI059: Percentage of Initial Assessments completed within timescales	90%	Not collected	76%	74%	80%	✗
SB17	NI060: Percentage of Core Assessments completed within timescales	92%	Not collected	81%	77%	94%	✓

### HSCB Priority 3: Improve outcomes for children in need of safeguarding

Indicator		Target	Q1	Q2	Q3	Q4	Performance
Key performance measures							
SB18	Percentage of those children with a Child Protection plan that take up their Early Years Entitlement	75%	40%	50%	65%	100%	✓
SB19	NI101: Percentage of Children in Care achieving 5+ A*-C GCSE's including English and Maths	20%	18%	7.7% Academic year 2008/09			✗
SB20	NI148: Percentage of Care Leavers in Education, Employment or Training	71%	55.6%	66.7%	44.4%	55.6%	✗
SB21a	Percentage of children subject to a Child Protection review conference where their health needs were fully met	TBA	New indicator for Q3		65%	84.5%	
SB21b	Percentage of children subject to a Child Protection review conference where their health needs were partially met	TBA	New indicator for Q3		35%	15.5%	
Key process measures							
SB22	NI111: First Time Entrants to Youth Justice System (cumulative for the year)	239	Not collected	89	109	149	✓
SB23	Percentage of young people aged 16-18 who were previously subject to child protection plan, who are currently NEET	TBA	Not collected	10.1%	11.4%	8.8%	
SB24	Children in Need school attendance rate	96%	87.2%	86.2%	90.1%	Awaiting School Census Information	-
SB25	Child Protection plan children school attendance rate	96%	86.8%	89.8%	89.9%		-
SB26	NI099: Percentage of Children in Care attaining Level 4 at Key Stage 2 English	33%	50%	50% Academic year 2008/09			✓
SB27	NI100: Percentage of Children in Care attaining Level 4 at Key Stage 2 Maths	33%	25%	50% Academic year 2008/09			✓

## **Child in Need referral and assessments performance analysis**

As noted above, the performance data on the completion of Initial and Core Assessments within the Children in Need service (in the CYPD) has suggested that targets were not being met during the year, and this was the subject of a report to the HSCB main Board in March 2010.

Two factors have particularly impacted on performance in this area:

- While there have been no significant concerns regarding the practitioner establishment in the social work teams, difficulties have been encountered in maintaining management capacity, with vacancies at points during the year at the Practice Manager and Principal Manager levels. This has created pressure in respect of authorising assessments and chairing key meetings, such as Child Protection Plan Core Groups and other planning meetings.

Steps were taken during the year to deal with these challenges, including a review of the Recruitment and Retention Strategy.

- While the development of IT systems has continued within the local authority, the integration of existing systems is not yet complete, as extensive consultation has been taking place with staff to ensure that the right result is obtained for those who will be using it. This has presented staff with challenges when inputting data such as Initial and Core Assessments.

In reviewing these issues, the main Board has maintained a good understanding of issues that impact on children's safeguarding performance across the borough. While the Board has noted that steps are required to address the issues, it noted that all children referred into the Children in Need service were being seen by social work staff within the required 7 days, and that - as confirmed through the Case File Audit process - assessments were of a generally high standard.

## **SECTION 7**

### **SERIOUS CASE REVIEWS**

The HSCB has taken very seriously its responsibilities to undertake thorough Serious Case Reviews (SCRs) when these have been required, but also to monitor the implementation of Recommendations and Action Plans in respect of SCRs that have been completed, and to ensure that learning is internalised and disseminated. This Section highlights the work that has been undertaken during the year in these areas.

#### **SCR activity**

While no Serious Case Reviews were commenced during the year, progress has continued on completing two from the previous year, and both are due to be signed-off early in 2010-11. Oversight and monitoring of this has been maintained by the Executive Board through a standing item on its meetings agenda, and it has reported on progress to each meeting of the main Board during the year.

Once these two SCRs have been agreed by Government Office, the Executive Board will monitor the implementation of the Action Plans on behalf of the HSCB, focusing, where necessary, on any actions that will be required in respect of the HSCB itself, as well as those required of individual agencies.

#### **Learning**

In addition to focusing on the progress of the individual SCRs over the past year, the Executive Board has led on reviewing the overall learning from previous SCRs undertaken in the borough, and it held an extraordinary meeting in December 2009 to identify key trends and themes.

A report from this meeting was produced for the main Board, highlighting the following learning:

- *There needs to be more engagement with non-resident parents (mainly fathers) when agencies are working with families. Key issues include:*
  - *non-resident parents need to be kept informed of developments and decisions*
  - *there is a need to prevent bias among professionals towards care-giving parents (mainly mothers).*
- *Professionals must guard against narrative and opinion being interpreted as 'fact'. This is a particular danger if clear case recording processes are not in place.*

- *Record keeping and case recording needs to be more comprehensive and robust:*
  - *the children's 'story' was often not evident*
  - *there was insufficient recording of when children were seen by professionals*
  - *the demeanour and presentation of children was not recorded appropriately*
  - *records featured a lack of clarity about adults living in households or otherwise involved with families*
  - *there had been a lack of follow-up in writing to agencies and families, confirming significant decision that had been made.*
- *Training and support to professionals is needed regarding their interventions with families, including face to face engagement:*
  - *training in interviewing techniques needs to embrace how to challenge parents constructively, and how to elicit and analyse information regarding the welfare of children*
  - *forensic interviewing training is needed for Social Workers*
  - *training needs to target the 'start again syndrome', where workers do not take historical factors into account sufficiently in their assessments of families.*
- *A more robust and consistent risk management framework is required, providing a structured and accepted model that can be used by all agencies - DASH was cited as a possible example, though it was also noted that GONW were also exploring this issue.*
- *The effectiveness of inter-agency working across the borough required further review:*
  - *more joint visiting to families needs to be encouraged across agencies*
  - *the CAF needs to be utilised more appropriately, and the CAF process needs to include questions that would more effectively trigger risk assessments*
  - *difficulties regarding inter-agency challenge need to be resolved, whereby professionals feel inhibited by perceived hierarchies – for example, Children's Social Care to medical professions, and other professions to CSC*
  - *possibilities to extend the co-location of professionals from different agencies need to be explored further, though there is a need to guard against working relationships becoming too 'cosy' – staff need to be able to 'act together, but think alone'.*

The main Board accepted the report, and directed the Executive Board to take forward the issues identified. Next steps have included a review of training needs across the borough, and the HSCB has also required each partner agency to have

an effective system in place for the systematic dissemination of learning from SCRs to all frontline staff.

In addition to the work of the Executive Board, the Scrutiny and Performance Sub-group has also reflected on the lessons from Serious Case Reviews, and has recommended to the HSCB the implementation of a more systematic approach to learning.

### **The production of SCR reports**

The HSCB has endorsed the use of a revised template for the production of Individual Management Reviews when SCRs are undertaken. This template had been developed on a regional basis, and provides a clearer structure for managers who are required to write IMRs. Regional training on writing IMRs has also been accessed and this will form the basis of training for all IMR authors for any SCRs in the future.

### **External communications**

An HSCB Communication Group has been established during the year, to assist in enhancing communication between the HSCB and the public at both the local and national level regarding individual cases that have featured child safeguarding concerns.

The HSCB has agreed the Group's terms of reference and its standing, core membership.



## **SECTION 8**

### **FUTURE CHALLENGES FOR THE HSCB**

The HSCB has identified some key challenges for 2010-11 and beyond:

#### **Demonstrating outcomes**

The Board has agreed that the identification and evaluation of outcomes from its work needs to become more robust. This relates to all aspects of its work, and needs to more centrally inform ongoing strategic development, the allocation of resources, and the approach to multi-agency training.

#### **Challenging the Children's Trust**

The relationship between the HSCB and the Children's Trust is relatively new and still developing, and the HSCB will need to use all opportunities to provide constructive and robust challenge to the Trust on child safeguarding issues. HSCB Annual Reports will be key tools in this, providing analysis and evidence on issues that the Trust will be wanting to take forward in future Children and Young People's Plans.

#### **Fully implementing the CAF**

As noted in this Annual Report, the HSCB has been working with the Children's Trust to ensure that difficulties in the implementation of the Common Assessment Framework are resolved. This will require energy and focus on the part of both bodies, to ensure that actions put in place are implemented and that momentum is not lost.

#### **Continuing to engage with frontline staff**

The HSCB has seen some significant successes in the face-to-face events it has held with front line staff, initially established as a response to the challenges for professionals following the events in Haringey. In recognising that the effectiveness of child safeguarding practice is dependent on a motivated, supported, and skilled workforce, the HSCB will want to build on this initiative over the coming years.

#### **Working effectively with the Safeguarding Adults Board**

The relationship between the HSCB and its Adult counterpart is in its early stages of development, and work so far has been focused on establishing the structures and processes that are needed to make this an effective and mutually supportive collaboration. The challenge ahead will be to translate this commitment into meaningful outcomes for both bodies and for the whole population of Halton.

### **Involving the community and service users in Board processes**

A priority for the HSCB has been to enhance the involvement of sections of the community in its work. It is acknowledged that promoting direct involvement in a high-level strategic forum is not without its challenges, but an encouraging start has been made in the early development of the Shadow Board for children and young people. This initiative remains high on the HSCB agenda.

The Board also needs to develop structures for gathering meaningful feedback on its work from families who engage with children's safeguarding processes in the borough. While such feedback has become routine in certain of areas of the HSCB's work, the Board is mindful of the need to develop effective interactive structures that will inform future policy and decision making.

### **Gaining community representation on the HSCB**

New government requirements will soon include direct representation from the local community on the HSCB, and work has already started to facilitate the inclusion of lay members on the main Board.

*Reproduced below is a summary of the key activities that the Board and its sub-gro*

## SECTION 9

### HSCB BUSINESS PLAN FOR 2010-2011

#### Key to RAG (Red, Amber, Green) Ratings

★	Progress good. On target to deliver objective.
●	Progress not as expected. Issues may affect delivery of objective.
▲	Significant issues affecting progress. Not on target and/or objective unlikely to be delivered

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	HSCB to develop structures for gathering meaningful feedback on its work from families who engage in children's safeguarding processes	Training				
	Promote the engagement of frontline staff with the HSCB to deepen understanding of the Board's purpose, and for the Board to remain 'on track' with prioritising issues of importance to staff.	Executive			Joint delivery with Children's Trust Board of Frontline Event to staff Feb 2010. Planning for 2011 event underway.	★
	Review current Board activity in order to improve effectiveness and impact on outcomes	-	In 11/10	HSCB Manager	Board Development Day scheduled for November 2010	★
	Ensure that the views of parents, children and young people inform the work of the Board in a meaningful way by establishing a Shadow Board	Executive Board		HSCB Manager / HSCB Development Officer	Papers on the development of the Shadow Board and proposals for recruiting Lay Members presented to HSCB in 06/10. Recruitment adverts for lay members scheduled for September via school governing	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	and recruitment of Lay Members				body briefing and Third Sector networks.	
	Monitor the embedding of CAF in the localities and assess its impact on referrals to Children's Social Care	Scrutiny & Performance			Integrated Working Group, including CAF, to be established by Children's Trust. Outcomes to be reported to HSCB.	●
	Ensure the effectiveness of the Adult Mental Health Action Plan to improve safeguarding for children whose carers have mental health concerns.	Scrutiny & Performance			File audits have been undertaken and outcomes reported to Scrutiny & Performance.	★
	Review and re-write all procedures to comply with Working Together (2010) and all subsequent amendments announced by the Government on a pan-Cheshire basis	Policy & Procedures			External consultant commissioned by the Pan-Cheshire LSCBs to revise the procedures. Due to complete Oct/Nov 2010.	★
	Ensure the Neglect protocol is finalised and disseminated to ensure children experiencing neglect receive timely and effective interventions	Policy & Procedures			Halton Neglect Protocol to be included in Pan-Cheshire revised procedures.	★
	To monitor the progress of all agencies who were identified as needing to improve their policies and procedures in the Section 11 Audit	Policy & Procedures			HSCB completed all Section 11 Audits of statutory partners June 2010.	★
	Develop support services for young people under the age of 16 who have experienced sexual violence	Executive			Regional Sexual Assault Referral Centre no longer to proceed. Service to be delivered by St Mary's, Manchester, and local point to deliver services to be identified	●

<b>Nº</b>	<b>Key Activities/ Workstreams</b>	<b>Responsible Sub-Group</b>	<b>Timescales</b>	<b>Lead</b>	<b>Progress Update</b>	<b>RAG Rating</b>
	Consolidate and improve the Training Pool to increase the effectiveness of training on outcomes for children	Training			To be discussed at September 2010 Sub Group Meeting	
	All agencies to have in place systems to disseminate learning from SCRs to their frontline staff	Training			Agencies notified of requirement and dissemination monitored via Training Sub group.	★
	Ensure the lessons from SCRs and 'near misses' inform the future training programmes for all agencies	Training			Training Needs Analysis undertaken; report to be taken to Training Sub group September 2010.	★
	Increase the capacity of all agencies to take responsibility for delivering safeguarding training to their own staff	Training			Training Needs Analysis undertaken; report to be taken to Training Sub group September 2010.	★
	To monitor the progress of all agencies who were identified as needing to improve their safeguarding training in the Section 11 Audit	Training			HSCB completed all Section 11 Audits of statutory partners June 2010.	★
	To develop links with the Safeguarding Adults Board to improve outcomes for the whole population and maximise the efficient use of resources	Main Board		Paula St Aubyn	Safer Recruitment Sub group established across both HSAB and HSCB August 2010. Terms of reference and membership to be reviewed.	★
	To maintain and develop a multi-agency file audit process	Scrutiny and Performance	Three times per year	Paula St Aubyn	Multi-agency file audits embedded in to HSCB and agency work streams. Action plans monitored by Scrutiny & Performance.	★
	To scrutinise any recommendations and subsequent action plans from	Scrutiny and Performance	09-12/10	Chair	HSCB completed all Section 11 Audits of statutory partners June 2010.	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	the 2010 Section 11 Audit					
	To monitor the HSCB performance report card and scrutinise any under-performance	Scrutiny and Performance	Quarterly	Chair	Report Card regularly reviewed with accompanying narrative to support quantitative data.	★
	To monitor and scrutinise Child Protection Conference and Children in Care activity	Scrutiny and Performance	Quarterly	Chair	Regular up-dated provided to Scrutiny & Performance Sub Group	★
	To respond to any recommendations around Scrutiny and performance from the HSCB/Executive Board	Scrutiny and Performance	Quarterly	Chair	Report Card regularly reviewed with accompanying narrative to support quantitative data.	★
	Review agencies' Safer Recruitment Policies and Procedures (including ISA and Vetting and Barring)	Safer Recruitment	One agency policy and procedure to be reviewed each meeting	Chair	There have been some delays in agencies responding to requests to submit policies and procedures. A timetable for the coming year will be agreed to enable sufficient notice is given	●
	Devise and implement an audit tool for assessing the implementation and outcomes of safer recruitment policies and procedures.	Safer Recruitment	Tool to be devised by 08/10	To be identified	To be discussed at August 2010 Sub Group Meeting	●
	Devise and implement a Safer Recruitment Standards tool specifically for use in the third sector	Safer Recruitment	Devise by 07/10 Implementation 08–12/10	Safeguarding Development Officer	A standards tool has been agreed and will be rolled out to the third sector with a review of its effectiveness in six months time	★
	Produce a (sample) effective whistleblowing policy for agencies to adapt	Safer Recruitment	09-12/10	To be identified	To be discussed at August 2010 Sub Group Meeting	★
	Monitor the LADO Business Plan	Safer Recruitment	Each quarter	Chair	Ongoing	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	Progress proposals to amalgamate the work of this sub-group with the Safer Recruitment of Vulnerable Adults sub-group (Adults Safeguarding Board)	Safer Recruitment	06–09/10	Respective Chairs	Respective chairs meeting in June and expect the first joint sub-group to meet in September 2010	★
	Introduce safer recruitment standards when commissioning services	Safer Recruitment	07–10/10	To be identified	To be discussed at August 2010 Sub Group Meeting	★
	Devise a sample policy and procedure for educational settings	Safer Recruitment	07–10/10	Safeguarding in Education Officer	To be discussed at August 2010 Sub Group Meeting	★
	To reduce child deaths and injuries wherever possible by regional collaboration on research and public health campaigns	CDOP	06/10		Early Years Child Safety Directory produced; ongoing work to raise awareness of the resource to be undertaken. Regional CDOP arrangements to be reviewed September 2010 with dissolution of GONW.	★
	Review child deaths & near misses	CDOP	Ongoing	Chair CDOP	<i>On target</i>	★
	Ensure ongoing training of CDOP panel members	CDOP	03/11	HSCB Manager	Scheduled training across Cheshire & Merseyside cancelled- will need to review and pick up in 2011	●
	Highlight emerging issues to HSCB and Children's Trust for action	CDOP	Ongoing	Chair CDOP	Reporting structure in place	★
	Provide assurance on actions	CDOP	ongoing	Chair CDOP	Reporting structure in place	★
	Participate in responses action across broader footprint e.g. Cheshire	CDOP	03/11	Chair CDOP		



<b>Nº</b>	<b>Key Activities/ Workstreams</b>	<b>Responsible Sub-Group</b>	<b>Timescales</b>	<b>Lead</b>	<b>Progress Update</b>	<b>RAG Rating</b>
	Review effectiveness of rapid response system	CDOP	03/11	Suprio Battacharya		
	Develop Terms of Reference for the e-Safety Strategy Group, agree membership, clarify roles, responsibilities and accountability	e-Safety	06/10	PR	Awaiting independent review to be undertaken by NWLG/BECTA	★
	Agree the e-Safety Strategy and e-Safety Policy	e-Safety	06/10	PR	Audit tool circulated June 2010 – awaiting responses	★
	Undertake an Annual Audit of e-Safety for schools and community groups	e-Safety	08/10	PR	Visit arranged – Sue Pickering – Esafety Adviser.	★
	Have NWLG/BECTA carry out an audit of Halton's e-Safety processes	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Audit the provision of e-safety training carried out and e-safety awareness campaigns by member agencies and partners with a view to obtaining consistency	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Consult and engage with children and young people to seek their views on safe use of internet and digital environment	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Develop a monitoring mechanism for safe use of the internet, including incidents of concern and to monitor compliance with safeguarding procedures	e-Safety	06/10	e-Safety Chair	Awaiting independent review to be undertaken by NWLG/BECTA	★

## Appendix 1

### **MEMBERSHIP OF THE HSCB & SUB-GROUPS DURING 2009-2010**

#### **Main Board** (*numbers in brackets refer to attendance out of a possible 4 meetings*)

Audrey Williamson (Chair)	- Operational Director, Health & Community Directorate, HBC (4)
Ann Towey	- HSCB Manager (4)
Ruth Gill	- HSCB Legal Adviser – Solicitor, HBC Legal Services (4)
Gerald Meehan	- Strategic Director, Children & Young People Directorate, HBC (4)
Nigel Moorhouse	- Operational Director, Specialist Services – Children & Young People Directorate, HBC (3)
Vicky Buchanan	- Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC (3)
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC (3)
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC (2)
Gaynor Dickson	- Head Teacher, Halton Lodge School – Primary Head Teachers’ Representative (2)
Andrew Keeley	- Head Teacher, St Chad’s School – Secondary Head Teachers’ Representative (3)
Kim Thornden	- Assistant Chief Officer, Cheshire Probation (3)
Jane Lunt	- Operational Director, Child & Family Health, Halton & St Helens PCT (4)
Gill Core	- Director of Nursing, St Helens & Knowsley PCT (3)
Bina Gyawali	- Designated Doctor for Child Protection, Halton & St Helens PCT (3)
Charlie Whelan	- Designated Nurse for Child Protection, Halton & St Helens PCT (4)
Dympna Edwards	- Deputy Director of Public Health, Halton & St Helens PCT (2)
Kath Holbourn	- Director of Nursing & Governance, Warrington Hospital (3)
John Kelly	- Executive Director, 5 Boroughs Partnership Superintendent, Northern Area, Cheshire Constabulary (2)
Paul Moore	- Detective Chief Inspector, Strategic Public Protection Unit, Cheshire Police (3)
Mark Bradley	- Detective Inspector, Cheshire Constabulary (3)
Jed Manley	- Superintendent, Cheshire Constabulary (2)
Julie Raymond-Walters	- Service Manager, CAF/CASS (1)
Diane Sproson	- Area Manager, Connexions (3)
Gareth Jones	- Head of Service, Halton & Warrington YOT (2)
Yvonne Jama	- Children’s Services Manager, NSPCC (1)
Lucy Hindmarch	- Third Sector Representative (2)
Steve Eastwood	- Coordinator, Halton Drug & Alcohol Action Team (3)
Mike Andrews	- Community Safety Manager, HBC (0)
Michelle Bradshaw	- Assistant Director, Community Health Services, Halton & St Helens PCT (4)
Ian Fazakerley	- Liverpool Housing Trust (1)
Margaret Chaplin	- Divisional Manager, Children with Disabilities Service (0)
Lindsay Smith	- Divisional Manager, Adult Mental Health, HBC (3)
Peter Richmond	- Divisional Manager, Information and Communication, HBC (1)
Kate Cawley	- Magistrate Representative (1)
Tom McInerney	- Councillor, HBC – Participant Observer (3)
Laura Brown	- HSCB Administrator (4)

## **Executive Board**

Paul Boyce (Chair to July 09)	- Operational Director, Specialist Services – Children & Young People Directorate, HBC
Jane Lunt (Chair from July 09)	- Operational Director, Child & Family Health, Halton & St Helens PCT
Ann Towey	- HSCB Manager
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC
Nigel Moorhouse	- Operational Director, Children in Need Services – Children & Young People Directorate, HBC
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC
Vicky Buchanan	- Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC
Dympna Edwards	- Deputy Director of Public Health, Halton & St Helens PCT
Peter Richmond	- Divisional Manager, Information & Communications, HBC
Craig Guildford	- Superintendent, Cheshire Police
Elaine Roberts-Smith	- Commissioning Manager, HBC
Jed Manley	- Superintendent, Cheshire Constabulary
Gill Core	- Director of Nursing, St Helens & Knowsley PCT
Kath Holbourn	- Director of Nursing & Governance, Warrington Hospitals
David Holmes	- Service Manager, ARCH Initiatives

## **Policy & Procedures Sub-group**

Nigel Moorhouse (Chair to Nov.09)	- Operational Director, Children in Need Services – Children & Young People Directorate, HBC
Vicky Buchanan (Chair from Nov. 09)	- 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
Loraine 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	- 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 Sub-group**

Paul Boyce (Chair to May 09)	- Operational Director, Specialist Services – Children & Young People Directorate, HBC
Nigel Moorhouse (Chair from May 09)	- Operational Director, Children in Need 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 (Education linked) Children & Young People Directorate, HBC
Mark Bradley	- DI, Cheshire Police

### **Training Sub-group**

Jonathan Potter (Chair)	- Divisional Manager, Access (Education linked) 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
Chris McMahon	- ARCH Initiatives
Karen Dobson	- Acting Named Nurse for Child Protection, 5 Boroughs Partnership
Marie Fairbrother	- Nurse Specialist, Child Protection, Halton & St Helens PCT
Amanda O'Brien	- Third 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

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

Paula St Aubyn (Chair)	- Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC
Ann Towe	- HSCB Manager
Laura Clare	- HR Advisor, St Helens & Knowsley Teaching Hosps - NHS Trust
Amanda O'Brien	- Third Sector representative
Charlie Whelan	- Designated Nurse for Child Protection, Halton & St Helens PCT
Julie Hunt	- Adult Protection Coordinator, Health & Community – HBC
Julie McCollom	- Employee Services, HBC
Emma Mookerji	- Service Development Officer, HBC
Joanne Meneice	- Warrington & Halton Hospitals
Christine Johnson	- Safeguarding in Education Development Officer, 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
John Gallagher	- Principal Policy Officer, HBC

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

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

## **Appendix 2**



### **Protocol Between Halton's Children's Trust and Halton Safeguarding Children Board (HSCB)**

#### **1.0 AIMS**

- 1.1 This aim of this Protocol is to ensure complete clarity about local accountabilities underpinned by effective local challenge.
- 1.2 Halton's Children's Trust and HSCB have important but distinctive roles in keeping children safe. Halton's Children's Trust is accountable for overseeing the delivery of the Children and Young People's Plan. Through this, the Trust is accountable for ensuring services deliver improved outcomes for children and young people.
- 1.3 HSCB is responsible for challenging all relevant partners of the Children's Trust on their performance in ensuring that children and young people are kept safer in the Borough. The HSCB is responsible for developing local policies for safeguarding and promoting the welfare of children. It is also responsible for identifying training needs and evaluating the extent to which training needs are being met by commissioned services. HSCB will feed this back to the Trust, together with any evaluation of current training provision, in a timely manner, to ensure this can be incorporated into forward plans.
- 1.4 In order to ensure the complementary roles of the two bodies - and the necessary challenge of HSCB to Halton's Children's Trust - the two bodies will be chaired by different people.
- 1.5 The Director of Children's Services (DCS) and the Lead Member for Children's Services have central roles. The DCS has the lead responsibility for improving outcomes for children in Halton. The Lead Member for Children's Services is politically accountable for ensuring that the Local Authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people. The Lead Member will provide the political leadership needed for the effective co-ordination of work with other relevant agencies with safeguarding responsibilities (such as the police and health trusts). The Lead Member will also take steps to assure themselves through scrutiny and challenge that effective quality assurance systems for safeguarding are in place and are functioning effectively across service areas and levels of need.
- 1.6 The DCS and the Lead Member will be members of both Halton's Children's

Trust and HSCB.

- 1.7 The Local Authority Chief Executive and Council Leader also have critical roles to play. The Chief Executive is responsible for satisfying him/herself that the DCS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children and young people and in particular, by ensuring that the relationship between Halton's Children's Trust and HSCB is working effectively.
- 1.8 Halton's Children's Trust will continue to seek the views of the local community and consult children, young people and their families when drawing up the Children and Young People's Plan. Similarly, HSCB will appoint two Lay Members as full Board members, to increase communication links with the local community and support stronger public engagement in, and understanding of, children's safety issues. The HSCB will also continue to support the establishment of a Shadow Young Peoples' Local Children's Safeguarding Board.

## **2.0 HSCB RESPONSIBILITIES**

- 2.1 HSCB will inform and, when necessary, challenge Halton's Children's Trust commissioning arrangements where issues are identified through the various quality assurance processes such as learning from Serious Case Reviews, the Child Death Overview Panel and multi-agency auditing of practice.
- 2.2 HSCB will publish an Annual Report on the effectiveness of safeguarding locally. This will include an analysis of the contribution and activities of each partner, for keeping children safe. This report will provide robust challenge to the work of the Trust.
- 2.3 HSCB will share Safeguarding Performance Information with Halton's Children's Trust on a quarterly basis via an agreed Performance Report Card. Other issues of significance will be reported to the next available Board meeting.

## **3.0 CHILDREN'S TRUST RESPONSIBILITIES**

- 3.1 Halton's Children's Trust will include an assessment of the effectiveness of local government and partnership arrangements in supporting the best possible standards for safeguarding children within its Annual Report.
- 3.2 In addition, as part of the Annual Report, Halton's Children's Trust will advise on workforce development, in particular the safeguarding activity in the delivery of all frontline services.
- 3.3 Halton's Children's Trust will seek approval from HSCB regarding any proposed commissioning arrangements which are linked to the factors which impact on safeguarding children. These will include issues concerning compromised parenting, domestic abuse, parental mental health, alcohol and substance misuse and adult criminality.
- 3.4 The Trust has a statutory responsibility for the delivery and effectiveness of Common Assessment Framework arrangements in Halton.

## **4.0 OPERATIONAL ARRANGEMENTS**

- 4.1 Halton's Children's Trust and HSCB will share their main and Executive Board Minutes on a quarterly basis.
- 4.2 Halton's Children's Trust and HSCB will jointly hold an annual event to meet with frontline staff from all relevant agencies which will explore the effectiveness of safeguarding at all levels of need. The findings from this will be incorporated in relevant action plans.
- 4.3 The following people are members of both Halton's Children's Trust and HSCB Main Boards. This will ensure clear lines of communication:
- Strategic Director of Children's Services
  - Deputy Director of Public Health, Halton and St Helens PCT
  - Chair of HSCB
  - Superintendent Cheshire Constabulary
  - Lead Member for Children's Services
- 4.4 This protocol will be reviewed annually. The next review will be undertaken in April 2011.

## **5.0 RESOLUTION PROCESS**

- 5.1 HSCB will request evidence from the Children's Trust as to its rigour in commissioning or developing safeguarding services. HSCB will call members of the Children's Trust to account should it have evidence that children are not being adequately safeguarded by one or more Relevant Partners. The resolution would require a formal response/action from the Children's Trust.

This protocol is agreed by the Chairpersons on behalf of the Halton Safeguarding Children Board and Halton Children's Trust.



## Appendix 3

### CYPP Promises and progress on their delivery – May 2010

CYPP Promise	Progress/Evidence	Areas for improvement
1. We will make sure that our actions and decisions are guided by a single set of arrangements so we are more accountable to our communities and enable children, young people and their families to receive the support and services they need when they need it.	<ul style="list-style-type: none"> <li>Single set of arrangements in place through the Trust structures</li> <li>Terms of reference in place and updated</li> <li>Business plan drafted for Trust Board and Executive Group, including terms of reference. This has been approved by the Executive</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen arrangements in light of new statutory guidance in terms of developing a Children's Trust Compact</li> </ul>
2. We will continue to prioritise safeguarding as an essential part of everything we do in order to continue to embed the values and goals of ensuring that safeguarding is everybody's business.	<ul style="list-style-type: none"> <li>Children's Trust – HSCB protocol developed and revisited in light of Working Together Guidance</li> <li>Approved by Children's Trust Executive</li> </ul>	<ul style="list-style-type: none"> <li>To be taken to Trust Board/ HSCB for final approval</li> </ul>
3. We will develop a Children's Trust Resource Strategy.	<ul style="list-style-type: none"> <li>Mapping has been started</li> </ul>	<ul style="list-style-type: none"> <li>Further work to be done on this to get a full picture of the available Children's Trust resource</li> </ul>
4. We will support our workforce to be the best they can be by offering opportunities to develop their skills and knowledge in supporting our ambition to make a significant difference to children and young people.	<ul style="list-style-type: none"> <li>New Social Work Workforce Recruitment &amp; Retention Strategy 2010-2011</li> <li>Implementation of Children's Workforce Development Council (CWDC) workforce initiatives, through to a number of successful formal consultations</li> </ul>	<ul style="list-style-type: none"> <li>Integrated Children's Workforce Strategy under development</li> </ul>
5. We will produce a Children's Trust Equality and Diversity Strategy.	<ul style="list-style-type: none"> <li>Directorate Strategy and Trust action plan have been agreed</li> </ul>	<ul style="list-style-type: none"> <li>Strategy to be broadened into a Trust Strategy</li> </ul>
6. We will develop a Children's Trust Commissioning Strategy for Halton.	<ul style="list-style-type: none"> <li>Commissioning Priorities Framework presented to Children's Trust</li> <li>Joint HBC-Health event in May 2010, leading to the development of an action plan</li> </ul>	<ul style="list-style-type: none"> <li>Revised framework to be completed</li> <li>Training programme for the Trust will be rolled out</li> </ul>

CYPP Promise	Progress/Evidence	Areas for improvement
7. The Children's Trust will continue the strong partnership with Third Sector organisations to develop services for enterprising behaviour and entrepreneurial work and will continue to ensure Third Sector involvement in planning and delivery services.		<ul style="list-style-type: none"> <li>This is a key area of focus within the Commissioning Strategy</li> </ul>
8. We will establish a range of secure, safe, stable and permanent accommodation, which young people leaving our care can move into, and stay for as long as they need it.	<ul style="list-style-type: none"> <li>Children in Care Placement Strategy agreed by Council</li> <li>4 units of accommodation have been developed for care leavers in association with the private sector and a local Registered Social Landlord</li> </ul>	<ul style="list-style-type: none"> <li>A further 3 units of accommodation in supported lodgings have been commissioned and should be available to care leavers by September 2010</li> <li>By March 2011 we aim to have 2 additional units of accommodation available through a RSL</li> </ul>
9. We will actively seek resolution to young people's many concerns about transport across the borough by setting up a Young Persons Travel Forum to enable the voice of young people to be heard by those planning and providing transport for young people across Halton.		<ul style="list-style-type: none"> <li>Links with LTP3 to be clarified.</li> </ul>
10. We will introduce locality working across the borough in April 2010.	<ul style="list-style-type: none"> <li>Roll out of locality working began in April 2010. A Divisional Manager has been appointed, as well as 8 Think Family Locality Managers</li> </ul>	<ul style="list-style-type: none"> <li>Work is underway to develop staffing structures and creating multi-agency teams within each locality</li> </ul>
11. We will review and expand the use of CAF as a key mechanism in supporting our commitment to early intervention and prevention.	<ul style="list-style-type: none"> <li>The Common Assessment Framework was fully reviewed on schedule by 31 October 2009</li> <li>CAF is being taken forward in Locality programme to inform the design and rollout of localities</li> </ul>	<ul style="list-style-type: none"> <li>Work to be done to make the CAF process more multi-agency in practice within each case, rather than a single agency leading and taking all responsibility</li> <li>It has been agreed to develop a strategic group within the Children's Trust structures that looks at both CAF and locality working, and this will be established shortly</li> </ul>
12. We will work hard across organisational and professional boundaries to make sure disabled children and young people live in barrier free environments and communities.	<p>Taken forward through:</p> <ul style="list-style-type: none"> <li>Building Bridges Strategy</li> <li>Inclusive Play and Learning</li> <li>Disabled Bikes in Victoria Park</li> <li>Full Core Offer to Disabled Children</li> <li>Short breaks expansion</li> </ul>	

CYPP Promise	Progress/Evidence	Areas for improvement
<p><b>13.</b> We will develop a Children's Trust Business Plan within which a range of protocols will:</p> <ul style="list-style-type: none"> <li>• Clarify and define the relationship between the Children's Trust Board and Halton Safeguarding Children Board</li> <li>• Clarify and define how conflicts between Children's Trust partners will be addressed</li> </ul>	<ul style="list-style-type: none"> <li>• The Children's Trust and HSCB protocol has been updated in light of the latest Working Together guidance, and approved by the Children's Trust Executive Group</li> <li>• Children's Trust membership agreements in place</li> <li>• Children's Trust Business Plan approved by Children's Trust Executive Group</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Children's Trust Compact to build on membership agreements already in place</li> </ul>
<p><b>14.</b> Each Service Delivery Partnership will develop and implement a business plan.</p>	<ul style="list-style-type: none"> <li>• SDP's have Business Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Plans to be reviewed to given greater OBA focus</li> </ul>