

ANNUAL REPORT 2014 - 2015

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# Foreword

I am pleased to present Knowsley Safeguarding Children Board (KSCB) Annual Report 2014-2015. I hope that you will find the report informative and one which provides a picture both of the needs of vulnerable children and the work which has been undertaken in Knowsley to meet those needs. Safeguarding vulnerable children continues to be a priority for all those responsible for services to children in Knowsley.

All Local Safeguarding Children Boards (LSCB) are required to publish their annual report describing and analysing the work of the Board together with the agencies and organisations which provide services to vulnerable children. It must show how the partnership holds agencies to account for how effectively they work across the locality to keep children and young people safe. We know that it is only by all agencies working together that vulnerable children and young people can be truly protected. The Board has clear responsibility and accountability to co-ordinate the actions of those agencies, scrutinise their practice and hold them to account for the effectiveness of their services.

This year's Knowsley Safeguarding Children Board Annual Report is particularly important; in May 2014 Ofsted, the inspection body for children's services, scrutinised the quality of Knowsley Council's Children's Services and reviewed the effectiveness of the Safeguarding Children Board. Both were judged to be inadequate. Key findings in relation to the Safeguarding Children Board included:

- Board functioning continues to be challenged by a lack of common understanding of members' responsibilities.
- The LSCB has not instituted a regular programme of multi-agency case and thematic audits. This is a significant omission in the Boards' ability to assess the effectiveness of its constituent members and whether agencies are keeping children safe in Knowsley.
- There has been a significant turnover of the major agency representatives including health and the local authority throughout 2012 and 2013. This has affected the ability of the Board to establish itself.

As a result of these findings Ofsted set out a list of immediate actions including:

- The LSCB should review its business unit to ensure that it has sufficient capacity and is available to conduct all the LSCB's business.
- The LSCB should establish a multi-agency audit framework and obtain a commitment from all Board members and the managing bodies of each individual agency to resource a programme of audits of practice across the partnership.
- The LSCB should review the policies and training provided to ensure that professionals in all partner agencies understand and apply the thresholds for access to services.

This annual report covers the findings of the inspection and our response to challenging and improving the co-ordination of services responsible for safeguarding children in Knowsley.

I can report that our Board has demonstrated its determination to address the findings of the inspection and become effective in holding agencies

to account for making sure that safeguarding services for children improve quickly.

Supported by strong leadership from the Council Lead Member for Children's Services, the Chief Executive of the Council and senior managers from key agencies such as Merseyside Police and the Clinical Commissioning Group, all partners have affirmed their commitment to safeguarding children, not just in words but in actions. Increased resources have been provided which has ensured that the Board has been able to increase the training available for practitioners across the partnership on a range of issues including child neglect.

Organisations were swift to accept the need to provide greater leadership across the partnership and decisive action has been taken:

- Knowsley Council now lead on the important work of addressing the risks of child sexual exploitation.
- Merseyside Police and Knowsley Youth Offending Service have taken an important joint lead on the newly identified priority of child criminal exploitation.
- Knowsley Clinical Commissioning Group has led on improving our knowledge of current practice through multi agency audits, a priority action from the Ofsted inspection.

All of these developments have helped the Board to become better informed about vulnerable children and young people in Knowsley, to challenge services and to protect and safeguard them effectively.

It is important to state that there is still a long way to go and all partners continue to recognise this. While we are increasingly confident as a Board to challenge agencies and seek improvements, we know

that there remains much to do. We have made some progress listening to frontline staff such as social workers, health visitors and police officers to gain their views on how to improve, but we still need to increase our focus on the voice of children, young people and their families. This year we will seek to develop new ways of hearing from those who receive services so that this group has a real influence on how services are delivered. In next year's annual report my intention is to be able to demonstrate significant improvements in this area.

The findings from the Ofsted inspection report were serious and have not been minimised by any of the agencies and organisations responsible for safeguarding vulnerable children in Knowsley. Services are closely monitored to ensure that children, young people and their families receive the right level of service to meet their needs. We recognise that the needs of some vulnerable groups, for example children and young people missing from home and education, require more focus. It is the intention of our Safeguarding Children Board to continue to challenge and hold to account all those responsible for services to these children to ensure that this happens.



**Audrey Williamson**  
Independent Chair  
Knowsley Safeguarding  
Children board



# Knowsley Safeguarding Children Board

## its statutory responsibilities and the purpose of the annual report

Knowsley Safeguarding Children Board (KSCB) is a statutory body established under the Children Act 2004. It is independently chaired (as required by statute) and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the borough. The Board's membership for 2014/15 is set out in Appendix 1. Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children.
- To ensure the effectiveness of that work.

The full Board currently meets bi-monthly and an Executive Group meets on the alternate months in order to maintain the momentum and ensure actions are progressing. The Board has a series of sub-groups, each with its own work plan, focused on key elements of the Board's work. The Board Manager is supported by a Business Unit which supports the varied elements of the Board's work (Appendix i).

Working Together to Safeguard Children (2015) requires each Local Safeguarding Children Board to produce and publish an annual report evaluating the effectiveness of safeguarding in the local area. The report is submitted to the Chief Executive and Leader of the Local Authority, reflecting that overall accountability for the safety and welfare of children and young people must be led by them. It is also sent to the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

The guidance states that the annual report 'should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action'. The report should:

- Recognise achievements and progress made as well as identifying challenges.
- Demonstrate the extent to which the functions of KSCB are being effectively discharged.
- Include an account of progress made in implementing actions from Serious Case Reviews (SCR).



# Knowsley Safeguarding Children Board priorities and vision

Section 14 of the Children Act 2004 sets out the strategic objectives of LSCBs, which are:

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

## Our vision

"We believe that all children and young people should be able to grow up safe, be healthy, feel listened to and are given the right opportunities to achieve their potential."

## Our mission

We will work together to ensure that we put children and young people at the heart of what we do. Where children are at risk or have been harmed, we will actively co-operate to safeguard them and promote their welfare.

## Our strategic priorities

- KSCB is effective in its work with partners to ensure that they deliver better outcomes for children and families who need help, through monitoring single and multi-agency arrangements to safeguard children.
- The voice of the child is evident in all safeguarding practice in partnership planning and partnership working.
- Children and young people in Knowsley are safeguarded from exploitation including child sexual exploitation.

## Key outcomes

Knowsley Safeguarding Children Board will have assurance that:

- Children and young people in Knowsley are safeguarded and protected from harm including abuse and neglect.
- The voice of children and young people is fully embedded in practice and service planning.
- All practitioners working with children and young people have the skills needed to help and protect children, are well supervised and well managed.
- All children, young people and their families receive consistent support, and are fully involved in making decisions about their lives.
- Frontline social work practice is consistently good and effective.
- There is effective multi-agency delivery of early help.

- All partners work together effectively to support and protect the most vulnerable children and families.

And in order to do this, Knowsley Safeguarding Children Board will provide effective leadership, scrutiny and challenge.

This annual report demonstrates how we are achieving our vision by working on our mission to achieve compliance with our priorities which will ensure good outcomes for all Knowsley children.





# The national safeguarding context

This year has seen the introduction of key pieces of legislation and guidance which direct and influence our working practices.

## Working Together to Safeguard Children 2015

2014/15 was a year of change for safeguarding practice nationally. New statutory guidance was introduced from March 2015 (Working together to Safeguard Children and Young People 2015). This is statutory guidance which aims to help professionals understand what they need to do under the law, and what they can expect from one another, to safeguard children. It focuses on the core legal requirements and it makes clear what individuals and organisations should do to keep children safe.

The revisions include changes to:

1. The referral of allegations against those who work with children.
2. Notifiable incidents involving the care of a child.
3. The definition of serious harm for the purposes of serious case reviews.

## What to do if you're worried a child is being abused: Advice for practitioners

This advice is non-statutory and has been produced to help practitioners identify child abuse and neglect and take appropriate action in response. The advice replaced the previous version of 'What to do if you're worried a child is being abused', published in 2006, and complements Working Together to Safeguard Children (2015) statutory guidance.

This advice is for anyone whose work brings them into contact with children and families.

## Information sharing: Advice for practitioners providing safeguarding services to children, young people, parents and carers

This advice is for all frontline practitioners and senior managers working with children, young people, parents and carers who have to make decisions about sharing personal information on a case by case basis. It might also be helpful for practitioners working with adults who are responsible for children who may be in need.

## Child Sexual Exploitation (CSE)

This continues to be an issue that gathers momentum as new reports come to light. The Office of the Children's Commissioner continues to produce publications which assist in shaping the areas of work we concentrate on e.g. "if it's not better, it's not the end" Inquiry into Child Sexual Exploitation in Gangs and Groups: "I thought I was the only one. The only one in the world": Interim report Inquiry into the sexual exploitation of children in gangs and groups.

One year on. Response to the Home Office Consultation: Introducing Mandatory Reporting for Female Genital Mutilation.

These reports together with planned changes in legislation will ensure that Safeguarding Boards continue to develop their responses to emerging threats to children.



# Knowsley in context

Knowsley is one of six Local Authority districts that comprise the Liverpool City Region. It is located at the heart of the North West, between Liverpool and Manchester and covers an area of 33 square miles; just over 10 miles from South to North, and up to 7 miles across.

In recent years, Knowsley has experienced population loss and now has around 146,000 people living in 65,000 households. The population is distributed across the borough as follows: 38% in Huyton; 28% in Kirkby; 14% in Halewood; and the remaining 20% split between Prescott, Whiston, Cronton, and Knowsley Village.

The age profile of Knowsley's population resembles that of Merseyside, the North West and Great Britain. Although the working age population (age 16-64 years) is on parity with the latter, a slightly higher proportion of residents are in the 0-14 age group than regionally or nationally.

As is the case in many parts of the UK, the number of older people (over 65) in the borough has steadily increased over the last 21 years. It rose by 24% between 1991 and 2012.

Other notable characteristics of the borough's resident population include its comparatively small non-white ethnic population, representing only around 3% of residents; a higher than average proportion of lone parent households, which are particularly concentrated in the Kirkby area and a relatively low proportion of single person households.

Knowsley does experience higher than average levels of economic deprivation, with around 20% of the working age population receiving some type of out-of-work benefit. However, the current worklessness rate in Knowsley is the lowest it has been in at least 10 years and the reduction is significantly greater than that nationally and sub-regionally over that period.

Approximately 32,788 children and young people under the age of 18 years live in Knowsley. This is 22% of the total population in the area.

- Approximately 31% of the local authority's children are living in poverty (the national average is 20%).
- The proportion of children entitled to free school meals:
  - in primary schools is 29.4% (the national average is 18.1%)
  - in secondary schools is 34.1% (the national average is 15.1%).
- Children and young people from minority ethnic groups account for 4.5% of all children living in the area, compared with 21.5% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are mixed ethnic background and Asian or Asian British.
- The proportion of children and young people with English as an additional language:
  - in primary schools is 2.1% (the national average is 18.1%)
  - in secondary schools is 0.6% (the national average is 13.6%).





# Ofsted inspection

In May 2014 Ofsted inspectors conducted the single inspection of the Local Authority's Children's Services and review of the LSCB. Their assessment was that the arrangements in Knowsley were inadequate. One aspect considered in making this judgement was that KSCB was not demonstrating that it had effective arrangements in place to discharge its statutory duties. It recommended a review of KSCB business unit to ensure sufficient capacity to conduct its business, and other recommendations regarding work that needed to be prioritised.

This led to an immediate recommendation that the functioning of the Knowsley Safeguarding Children Board should be reviewed to ensure that it provided sufficient scrutiny of the full range of child protection practice and appropriately holds agencies to account for the quality and impact of that activity. By the end of November 2014 the Board had been reviewed and was provided with additional resources to enable it to develop its work, particularly in respect of quality assurance of multi-agency practice and training.

Since the Ofsted Inspection judgement, KSCB has viewed itself as being on an 'improvement journey' based on political and professional leadership and co-operation, generating a coherent and sustainable strategic plan to improve multi-agency working and services and to improve outcomes for children and young people. The Business Plan for 2014-16 (Appendix vi) outlines the progress made to date, together with the ongoing priority areas to be addressed.





# Knowsley Safeguarding Children Board

## Our improvement journey

This has been a challenging year for KSCB, and following the inspection by Ofsted, governance arrangements have been strengthened. There has been strong support for KSCB provided by the Cabinet Member for Children's Services, and the Chief Executive of the Council who meet regularly with the Independent Chair and the Director of Children's Services to provide a forum for challenge and scrutiny. We continue to provide monthly reports to the Improvement Board, which is in place as a result of the Ofsted findings. In these reports we demonstrate to the Improvement Board the progress that has been made in relation to the KSCB business plan, and inform it of planned future developments.

This year, due to additional investment, KSCB has increased its capacity, strengthened its commitment to working together to safeguard children and developed a robust work plan in order to fulfil our statutory obligations. This has led to improved challenge and scrutiny of the work of partnership agencies resulting in a clear overview of what is happening within Knowsley. Our overview and scrutiny process has been reinforced and members are better informed of our areas of development. This work has started to become embedded in our working practices and links not only to our Business Plan but also to our annual plan helping us to embed in our practices a continuous framework of scrutiny. We recognise that Ofsted found KSCB inadequate and aim to address the inadequacies with a focussed plan of progress.

This plan has been informed by the two management reviews undertaken in 2014/2015. The development of a stronger Multi Agency Quality Assurance Framework has assisted in giving Board members a clearer quantitative picture of Knowsley, with reports providing the qualitative information to enable the Board to challenge from an informed position and to have assurance that there is an awareness of how Knowsley is keeping children safe.

The structure of KSCB has been reviewed and there has been a change in both the number of sub-groups and the chairing arrangements. Three new sub-groups have been established; the Learning and Development sub-group, Audit and Review sub-group and Health sub-group. Changes in chairing arrangements have ensured a more effective implementation of multi-agency working. The Designated Nurse chairs the Audit and Review group, a Police Inspector chairs the Learning and Development sub group and our Health partners have their own sub group chaired by the Lead Nurse Quality & Safety of the CCG. This emphasises the commitment of partner agencies and strengthened leadership in response to the Ofsted findings. The Assistant Executive Director of Children's Social Care is the chair of the CSE sub-group demonstrating the priority given to CSE within the borough. The introduction of new and revised protocols has been overseen by the Thresholds Policy and Procedures sub-group chaired by the Head of Integrated Services. This group has undertaken the scrutiny and challenge of a number of key guidance documents covering areas such as thresholds in relation to the continuum of need, the Neglect Strategy, inappropriate and harmful sexual behaviours and child protection standards - none of which were in existence previously.

Revision of KSCB has led to a change in the Independent Chair and due to changes in the Probation Service, we now have representation from National Probation Service, and Merseyside Community Rehabilitation Company. Actual membership numbers of the strategic board have been reduced due to the implementation of the Health sub-group. This enables representation from all aspects of the health economy at the sub group with their nominated representative having a seat at the strategic board.

A useful development session was held with members with a focus on how we worked both as a collective body and as individuals, and where we want to be in the future. The resulting actions have helped us to ensure we remain focussed on our purpose and vision. This has resulted in plans for future challenge and additional scrutiny processes to be put in place. Although scrutiny panels take place to review the section 11 audits, our plan is to introduce challenge panels which will invite partner agencies to come and present their current safeguarding working practices, and safeguarding plans for the future. These panels will be chaired by the Independent Chair of KSCB.





# Response to Knowsley Safeguarding Children Board challenge

As part of the improvement journey KSCB initially looked at how we would comply with our safeguarding responsibilities as per Regulation 5 of the LSCB Regulations 2006 1 (c)

**'monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.'**

In the Ofsted report, the lack of robust audit activity was criticised and in response this became a key area for development. The Audit and Review sub-group was established to provide an audit framework across KSCB partnership, evaluate practice and drive safeguarding improvements for children and families.

The initial thematic review on neglect highlighted the requirement for a number of actions:

- The need for a Neglect strategy.
- The need for clearer thresholds for intervention.
- The need for tools to assist with assessments.

These have now been completed - however evidence that these are embedded in practice still remains to be established. There is evidence that clearer thresholds are leading to fewer inappropriate referrals, which could infer that the appropriate intervention is being identified. Comprehensive training has been rolled out on Graded Care Profile. The task will now be to ensure this is used and measured. Full scale evaluation of this training is part of the Learning and Development sub-group action plan.

Child Protection standards were the subject of the second thematic audit undertaken. Ongoing emphasis of the standards continues to be accentuated to partner agencies to encourage compliance. The plan is for a repeat multi-agency audit on the Child Protection standards in 2016.

The third thematic audit addressed CSE and was completed in conjunction with the other LSCBs in the Merseyside area. This collaborative working demonstrated how the LSCBs have worked together across not only our own area but wider into neighbouring areas regarding this area of work resulting in Merseyside wide working arrangements. The findings from this report have not yet been completed.

The key priority regarding Early Help had led to an across-the-board training programme, the establishment of an Early Help team and the new IT system for Early Help. The Early Help team is based in the MASH and this is ensuring collaborative working and effective signposting. The next planned audit will be on Early Help in October when we will examine how the process is working and what the next steps will be.





# Outcomes

The completed audits have identified key areas of work such as neglect and sexually harmful behaviours that require further development to support practitioners, and as such have been valuable in ensuring we are monitoring and evaluating effectiveness. The action planning from these audits have led to the identification of improved ways of working, for example the Graded Care Profile. An evaluation will need to be undertaken to test out its impact on practice.

Our year planner has helped us to embed in our practice a continuous framework of scrutiny and as we become more proficient. The lessons we are learning are becoming more defined and the resulting actions an additional part of practice improvement.





# Areas for development

The audit group has identified a range of ways in which their processes could be improved, for example collaborative working across agencies needs to improve. The electronic audit tool for Section 11 audits have been strengthened which will lead to clearer identification when actions need to be taken. Instead of individual audits on each theme, a generic audit tool has been developed and the focus group will identify the theme through the completed audits. This will assist with a more effective audit process and lead to greater compliance of the process.

The links with education have improved - there has been representation from the Director of Schools and Educational Attainment, a primary school head, the safeguarding lead for education and representation from the local college. Representation from secondary schools needs to be strengthened and in order to support this KSCB education representatives have recently developed an education safeguarding newsletter which is distributed to all schools following each strategic board meeting. The CSE sub-group has recently benefitted from the addition of a Secondary Head, ensuring better communication on this issue. These newsletters are proving an influential and effective method of keeping schools updated on the KSCB agenda and key messages for dissemination. This is a positive way forward for improving links with education.

The Sexual Harmful Behaviours protocol and its implementation are due to be launched in September 2015.

In recognition of the importance of the Prevent Strategy, we will continue to raise awareness across all agencies and ensure that the requirement that frontline staff in all agencies and organisations supporting children are fully aware of the prevent duty and their role in discharging it. The e-learning module on Understanding Pathways to Extremism and the Prevent Programme is now part of our e-learning package.

Following initial awareness raising sessions regarding harmful practices (female genital mutilation, Honour based violence, and forced marriage), we have commissioned online training which all staff can access, advertised the home office app on our website for staff to access and practitioner training is part of this year's training programme.

The commissioned report into children exploited through crime led to the establishment of a strategic task and finish group to ascertain the prevalence of activity relating to the criminal exploitation of children, and to develop a partnership response to tackling criminal exploitation from organised crime groups. This is a piece of work in its infancy but cohorts of young people have been identified and updates from this group will continue to be reported to KSCB.





# Roles and responsibilities of members

Although the majority of the members of the Board are nominated by their agency, they are accountable for their work as a Board member to the Independent Chair of the Board. In addition Knowsley Council has a nominated Elected Member (Councillor) who serves on the Board as a participant observer. A table of membership can be found in the appendix to this report.

## Lay Member

In line with statutory requirements and as part of KSCB commitment to engaging communities in safeguarding and promoting the welfare of children and young people, we have two volunteer Lay Members. Their role is to bring a more 'grass roots' perspective to the work of KSCB on safeguarding children, to think as a member of the public, and to play a part in the oversight and scrutiny of decisions and policies made by the Board.

## My role as Lay Member

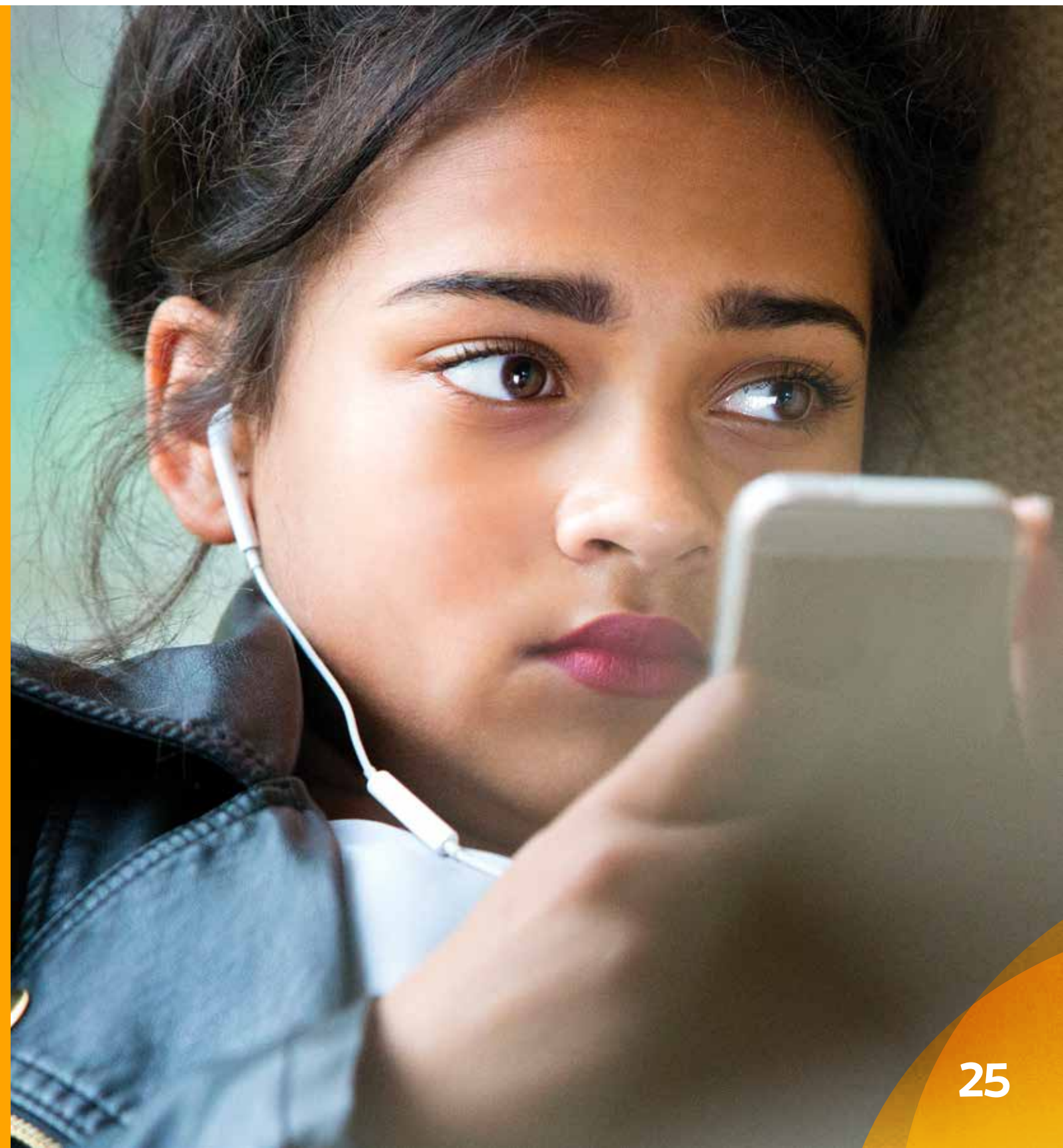
I have been a Lay Member for three and a half years and during that time I have attended board meetings and sub committees.

I have been able to bring the "normal everyday person in the community's" point of view to the board. I look at things from a parent's point of view, a community's point of view and hopefully the young person's point of view when needed. I have learnt a tremendous amount about safeguarding and have contributed to discussions and decisions that have been made during my time as a Lay Member.

The good point about being a Lay Member is that I don't have the responsibility of being part of an agency that have to deal with these issues every day and hence I am able to look "outside the box" on issues and not be tied by usual routine and procedures. I am able to look holistically at the issues and sometimes see the "wood from the trees".

I feel it's a very important part of the Board to have Lay Members to bring that contribution and a different perspective to the meetings.

I hope to continue to serve my community in this honoured position.



# Effectiveness of safeguarding arrangements

This section provides an overview of the work and progress being made to improve services and outcomes for children and young people from universal services through to early help and statutory intervention and indicates where more work needs to be done.

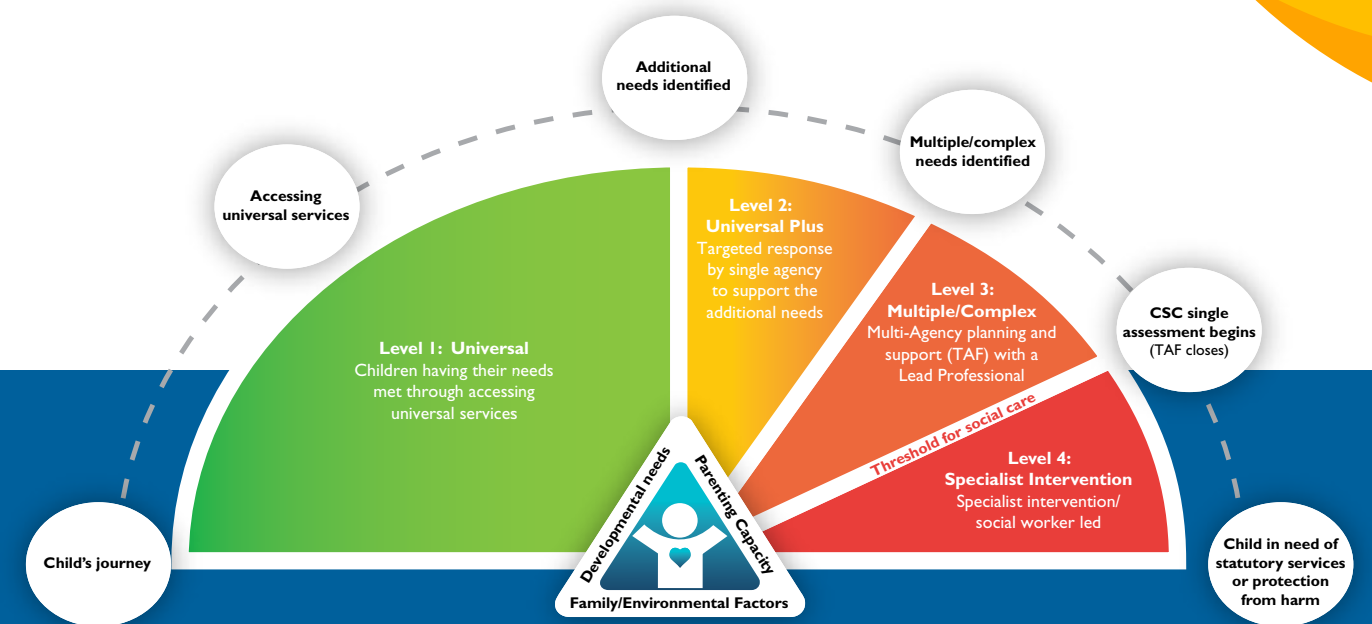
## The continuum of need

### What impact is KSCB having?

Following the Ofsted Inspection and subsequent recommendations, KSCB identified the Continuum of Need as a key area of improvement. Ofsted in their summary said 'The threshold for referral to children's social care is not consistently applied by partner agencies and children's services', and agencies told us 'There is confusion over when to make a referral'.

In response to these comments the 'thresholds' document was developed by KSCB to ensure that children's needs are responded to at an appropriate level and in a timely way. It is an overarching guidance for the whole of the workforce within Knowsley and guides professionals and volunteers in considering how best to meet the needs of children and young people. This does not alter the agency's own threshold for intervention and response to children's needs, but supports their own framework for delivering appropriate interventions for children and families.

**Figure 1**  
Thresholds - the continuum of need

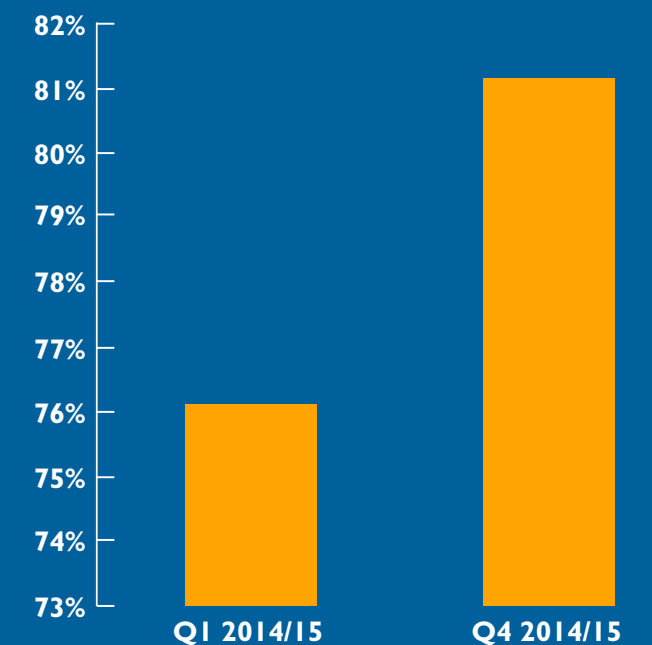


The "windscreen model" is a depiction of what services a child may encounter during their life. This chart demonstrates the levels of need across the continuum from universal service provision (which all children receive) through to statutory intervention (when it is required).

### Are we doing the right thing?

The continuum of need has led to greater clarity for the workforce as to when and why to refer, and where is the most appropriate referral pathway. This, together with other strategies, has led to a reduction of inappropriate referrals and the early identification of how best to meet the needs of the child. It is possible to identify that the number of referrals going onto single assessment have increased from Quarter 1 2014/15 to Quarter 4 2014/15 (see below), which means that thresholds are being used appropriately.

Although at present this is a gradual improvement this, together with the development of more robust Early Help Services to ensure the right families are being worked with and the right cases are being stepped up and stepped down, ensures that families are getting the most appropriate services to meet their needs. See Figure 8, page 55 which gives an example of how an agency has reduced the number of referrals which previously proceeded to no further action.



### What do we need to do next?

The performance data presented to KSCB needs to continue to be interrogated to assure the Board that correct pathways are in place to ensure that the needs of children and families are receiving the help and support which best meets their needs. We will also continue to provide training and awareness sessions on thresholds to ensure all practitioners across the partnership have a good understanding of the model and the continuum of need.





## Changes in Early Help

### What impact is KSCB having?

Focusing on early intervention has become a national priority following the findings of the Munro Review of Child Protection, which are incorporated in the Working Together to Safeguard Children (April, 2013) (March 2015). The Knowsley Safeguarding Children Board (KSCB) has responsibility of 'assessing the effectiveness of the help being provided to children and families, including early help' Working Together 2015. We know that the earlier needs are identified and met, the less likely statutory intervention will be needed to safeguard children and ultimately they will achieve better outcomes. Knowsley has a range of services and processes that would be considered part of the borough's Early Help offer. These services sit within Levels 2 and 3 of the KSCB's 'Continuum of Need Model'. This means that children who need additional support with additional input from a single agency (level 2), for example support from school, to those with more complex needs that need a multi-agency input supporting a range of needs including child development and family functioning (level 3). Family support is therefore a vital component of the KSCB's Early Help offer.

The establishment of an Early Help team provides a system of advice and support for agencies as one strand of the Early Help system, improving the processes and bringing capacity to the co-ordination and management of Early Help in the borough.

The team is fully established and is part of the Multi-Agency Safeguarding Hub (MASH). The Knowsley Information Service and Early Help Support Officer have played a significant role in the implementation of the new IT system for Early Help.

The Common Assessment Framework for children and young people (CAF) is a shared assessment tool used across agencies in England. It can help professionals develop a shared understanding of a child's needs, so they can be met more effectively. It will avoid children and families having to tell and re-tell their story.

The CAF is an important tool for Early Help. It has been designed specifically to help professionals assess needs at an earlier stage and then work with families, alongside other professionals and agencies, to meet them.

A review of the Early Help Service has been able to identify:

- a. **Number of CAFs registered.** The monitoring information indicates improved co-ordination of Common Assessments in the borough following the establishment of the Early Help team with improvement in two key areas;
  - An increase in the number of Common Assessments initiated in the borough.
  - Improvement in the quality of assessments undertaken.

Number of CAFs registered has increased from 405 in 2013 to 502 in 2014 (calendar year), a 24% increase with the largest percentage increase in the August to December period. The highest percentage increase is the number of CAFs initiated by Nurseries (33%), evidencing improved engagement with Early Years services.

- b. **Quality of CAFs.** The Early Help team has co-ordinated two multi-agency quality audits of common assessments. The outcomes of each audit have been reported to the Early Help Advisory Board, the Early Help Operational Group and individual feedback given to practitioners whose CAFs were assessed. The audits have shown a reduction in the percentage of CAFs not meeting the minimum standards and an increase in the percentage of CAFs assessed as 'good' or 'excellent.' The key areas for improvement, outcome focused analytical assessment and voice of the child, are being addressed in the Early Help training programme currently being delivered in Knowsley.

### Are we doing the right thing?

'Early Help services are not well co-ordinated or targeted, therefore the local authority cannot be sure that children and young people who most need support get it.

Although increasing, the number of common assessments (CAF) undertaken remains low and the quality is poor overall, so that in many cases children's needs are not recognised or addressed early enough.'

### Ofsted 2014

As a result of the above finding, this area of work has been a key improvement priority. It has received resources as described above, but also increased scrutiny with updates of this continuous improvement being regularly reported to KSCB. It is recognised that this is still an improving area of work and there is more to do, but with the increased capacity of a new Assistant Director of Early Help who is also a member of KSCB, the focus on improvement will be further strengthened.

### What do we need to do next?

As a means to ensure this work is now embedded in practice a thematic audit is planned for October 2015 to review the changes in the Early Help offer and to identify learning and actions for future development.

## Neglect Strategy

### What Impact is KSCB having?

The LSCB has not implemented a regular programme of multi-agency case and thematic audits. This is a significant omission in the Board's ability to assess the effectiveness of its constituent members and whether agencies are keeping children safe in Knowsley.

#### Ofsted 2014

As a result of the above finding, along with quality assurance data presented to KSCB which identified neglect as the highest category of children subject to child protection plans, neglect was identified as a key topic for scrutiny by KSCB and as a result the first thematic audit of the newly established Audit and Review Group was undertaken.

'Child neglect is the ongoing failure to meet a child's basic needs - from providing a secure environment, food and clothing to making them feel loved and safe. It is a huge problem, and currently the biggest reason for child protection in the UK.'

**Action for Children Child Neglect Experiences from the Front Line 2010 Evaluation of the Action for Children Neglect Project 2008-20012**

As an outcome of the thematic audit and its findings, the Neglect Strategy was devised and launched in February 2014.

The aim of the strategy was to promote practice that focuses on parents taking responsibility and being empowered to make sustainable positive changes to their own and their children's lives. By professionals being clear and understanding the early signs of both short-term and long-term neglect, they are enabled to determine the most appropriate course of action, preventing drift. In developing professionals' ability to measure and quantify outcomes for children and the impact of neglect on their development, clear and consistent thresholds have been established for progression to care proceedings.

#### Priority actions of the Neglect Strategy

1. Raising and sustaining awareness of the impact of neglect on children and families.
2. Ensuring practitioners and managers are able to recognise and respond to early indicators of neglect.
3. Ensuring that practitioners and managers are able to respond to, and to work purposefully with families where neglect is causing significant harm.
4. Developing and sustaining a multi-agency response to neglect which ensures multi-agency partnership working.
5. Ensuring that the effectiveness of service provision, in respect of neglect, is evaluated including the voice of the child's lived experience.
6. Adopting a consistent model for practitioners to assess neglect at the point children are deemed to be Level 3 or Level 4 of the continuum.

Practitioners requested working tools to support their work. Following review and consultation, the Graded Care Profile was identified as best practice. As a result, a planned implementation programme to adopt this as the assessment tool for neglect within Knowsley was agreed. Multi-Agency training is currently being undertaken and over 140 frontline staff have completed this training at March 2015. A launch is planned once a sufficient number of the frontline workforce is proficient in using the tool and the information technology is in place to support its use, both of which are currently being progressed.

### Are we doing the right thing?

Ofsted identified the need for audits to be undertaken in order to inform our practice. The thematic audit into neglect identified an urgent need for actions to be undertaken. The work started immediately and the pace has continued. Following the launch of the Graded Care Profile, monitoring will be in place to ensure it becomes embedded in practice. The identification of the importance of this piece of work is emphasised by the fact that the primary reason this year that 54.7% of all children subject to Child Protection plans is because they have suffered from neglect.

### What do we need to do next?

Three months following the launch of the Graded Care Profile, a full scale evaluation of impact on practice will be undertaken by members of the Learning and Development sub-group. This will be followed by a repeat of the thematic audit pertaining to neglect by the Audit and Review Group. This will tell us if the Graded Care Profile

has become embedded in practice and if neglect is being identified earlier and drift is prevented. This will help us to evidence that frontline staff understand the impact of accumulative neglect and that there is a consistent multi-agency response resulting in improved outcomes for children experiencing neglect.

## Child Protection Standards

### What impact is KSCB having?

'Widespread failures and inconsistent practice across help and protection services leave some children and young people at risk of suffering harm'

#### Ofsted 2014

The Multi-Agency Child Protection Standards were launched in October 2014 and a follow up audit undertaken (Feb 2015) to review whether they had been embedded in practice.

The purpose of the Child Protection Standards is to ensure a high quality service and to:

- Ensure that local and national policy and procedures are adhered to.
- Statutory minimum requirements are being met for children subject to child protection procedures.

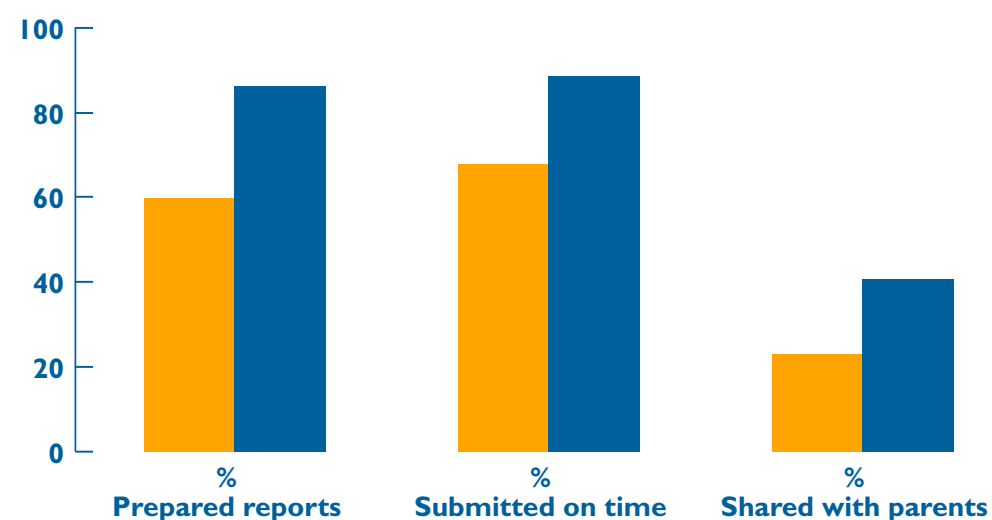


- Ensure all workers understand what good practice looks like.
- Support workers in providing services which are of good quality and which will result in better outcomes for children and families.
- Help workers to be clearer and more confident about the service they provide.
- Assist in the gathering, sharing and evaluation of information within and across agencies.
- Provide a clear picture for service users/carers of the process of decision-making and accountability.
- Enable service users/carers to understand and participate in the child protection process
- Enable service users/carers to know what they can expect from all agencies involved in the child protection process.
- Ensure multi agency contribution to ongoing service improvement and development.

### Are we doing the right thing?

Following the launch of the standards, the Audit and Review Group undertook a thematic audit in February 2015 of Child Protection Standards. This identified that there is still work to be undertaken to ensure that the standards are embedded in practice. Raising multi-agency awareness of the standards has been a priority and further sessions were held for all staff where information was shared across the partnership to both raise awareness of the standards and their implementation across all agencies. As a result, standards for child protection conferences have improved. A review of working practices for strategy meetings has been undertaken and there is increased compliance with the child protection visits to children. The chart below shows there are now more reports being prepared, submitted on time and shared with parents through the improvement measures put in place:

CP Conferences - January to April



### What do we need to do next?

The importance of the standards continues to be emphasised to partner agencies and has been highlighted in our recent newsletter. The plan is for a repeat multi-agency audit of the Child Protection Standards in 2016 as a comparative study. We believe that the standards improve the quality of service to families and supports the development of a performance culture across the partnership. We continue to ensure that the Child Protection Standards are part of the ongoing Working Together training but that there are also specific single subject sessions on these alone.

### Child Sexual Exploitation

#### What impact is KSCB having?

Child Sexual Exploitation (CSE) continues to be a priority for KSCB and this year has seen us move forward from our initial position of establishing a sub-group and developing our action plan. We continued the work started the previous year when we commissioned Essential Safeguarding to raise awareness of Child Sexual Exploitation within the 58 primary schools and six secondary schools in Knowsley. The brief also included working with the three schools for children and young people with additional needs.

Knowsley Safeguarding Children Board sought to commission a range of innovative sessions/workshops to schools regarding the subject of CSE to target the following outcomes:

- Raise awareness amongst young people and adults of the sensitive issues surrounding CSE.

- Raise awareness of the varying forms that CSE can take.
- Raise awareness and understanding of the importance of healthy relationships.
- Promote safe internet use.

The commission was to deliver to a range of cohorts including school children, parents and professionals, specifically targeting the work in secondary schools but also to deliver a bespoke provision for children of a primary school age. This was phase one of the project.

Phase two saw Essential Safeguarding worked with Alterego Theatre Productions on the delivery of the production of Chelsea's Choice to years 9, 10 and 11.

Chelsea's Choice is a powerful drama seen by over 100,000 young people across the United Kingdom. It tells the story of a group of young people who discover the diary of a young girl called Chelsea. Chelsea had fallen out with her friends and family and was approached by a man called Gary. Gary was an older man, owned a car and had a flat and treated her like an adult. Unfortunately, Gary was not what he seemed to be. Chelsea's story is played and examined by the three students who, along with their teacher, attempt to understand what happened to Chelsea and how it could be prevented.

Phase three saw multi-agency professionals, elected members and young people via Knowsley Youth Mutual were invited to watch the production of Chelsea's choice and attend a briefing session to raise awareness of CSE and understand current concerns in Knowsley and Merseyside.

**Multi agency training and evaluation of Chelsea’s Choice production**

Approximately 700 staff across the partnership attended both the Chelsea’s Choice production and a briefing session to raise awareness of CSE and to inform staff of relevant practice guidance, working arrangements and referral pathways in the event of any safeguarding concerns. The Chelsea’s Choice production was shown to 300 young people and adults from the age of 16 years plus at Knowsley Community College.

In all, this was a successful process that reached both young people in Knowsley and high numbers of multi-agency professionals.

The Jay Report (2014) into CSE in Rotherham, and the Ofsted report Child Sexual Exploitation It Couldn’t Happen Here - Could It (Ofsted 2014) concluded that ‘Local Authorities and their partners are not meeting their full responsibilities to prevent child sexual exploitation in their areas, to protect its victims and to pursue and prosecute the perpetrators’.

Following the publication of these reports, KSCB commissioned an independent consultant to review CSE in Knowsley to provide an overview of the current CSE picture and to ensure we were targeting our resources to achieve the best outcomes for children. It was also the first step to benchmarking Knowsley’s strategy and practice in relation to CSE.

This report made 20 recommendations which formed part of the CSE action plan, and concluded that Knowsley has made significant progress in relation to developing a robust response to CSE at strategy and practice level. The report also highlighted the willingness and enthusiasm of staff, managers and strategic leaders who participated in this review and the local commitment to learning lessons and moving forward in response to tackling CSE.

The National Working Group made a request for all local authorities to raise awareness about child sexual exploitation on 18 March 2015.

Knowsley CSE sub-group took this opportunity to raise awareness but extended the one day of awareness raising into a week of action. Following this, KSCB is working in partnership with Merseyside Police to support a year-long CSE campaign, Listen to my story, which includes the launch of a microsite - [www.listentomystory.co.uk](http://www.listentomystory.co.uk). The week of action received positive feedback and the engagement of all the agencies was excellent. A range of communications, including social media updates, leaflets and posters about ‘listen to my story’ were handed out and all staff were encouraged to visit the website to increase their knowledge about CSE.

**Are we doing the right thing?**

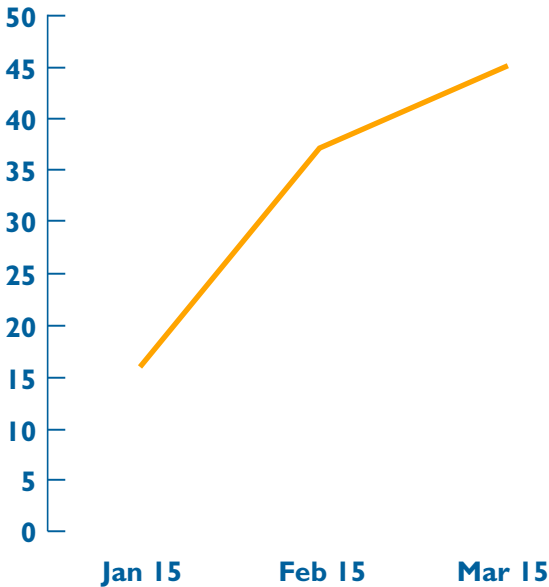
Phase two of the Merseyside campaign to deliver multi-agency training and briefings to strengthen partnership working, including the opportunity for Knowsley to strengthen its support and response to parents is now taking place. These will assist staff to learn from each other and understand the key role each person has with supporting and protecting children and young people from CSE.

Over the last 12 months, KSCB has strengthened its engagement with the child exploitation agenda. Work in this area has included the development of multi-agency groups to tackle these issues of exploitation strategically and as a result:

- Partners in Knowsley have a good understanding of the different characteristics of child exploitation that are present in Knowsley and have been able to identify children and young people who are vulnerable to CSE, and work proactively with them.
- The number of contacts to Children’s Social Care has risen for CSE - this means that more people are aware of it as an issue, and are identifying potential cases. This has not led to an increase the overall numbers of cases discussed at the monthly Multi-Agency Child Sexual Exploitation (MACSE) meetings, and the effective triage system in place ensures that the most vulnerable children and young people are the subject of multi-agency discussion and are receiving the services they require.
- Operational and strategic partnerships have been established for both areas, to drive accountability throughout local partnership. There is a clear and robust multi-agency strategy in place for preventing and managing the child exploitation risk.
- Evidence-led work for child criminal exploitation; leading responses to this locally/regionally, as part of national work to help understand the dangers of child criminal exploitation, and how to effectively intervene.

- Establishment of the MACSE process to proactively tackle CSE and specialisation of social workers to deal with these issues. The number of contacts to Children’s Social Care has risen for CSE - this means that more people are aware of it as an issue, and are identifying potential cases. This has not led to an increase the overall numbers of cases discussed at the monthly Multi-Agency Child Sexual Exploitation (MACSE) meetings, and the effective triage system in place ensures that the most vulnerable children and young people are the subject of multi-agency discussion and are receiving the services they require:

CSE notifications





### What do we need to do next?

- Increase knowledge and awareness of the signs and triggers of CSE throughout the area. Increase awareness amongst perpetrators of the consequences of exploiting children/young people.
- Increase awareness amongst young people and amongst professionals, care home staff, taxi drivers, hoteliers about their responsibilities to victims and vulnerable young people and ensure they know what to do if they think a young person is at risk of CSE.
- Increase the identification of young people at risk of CSE.
- Complete and implement the establishment of a Specialist Multi-Agency Child Exploitation and Missing Children team to provide co-ordinated response and intervention to children at risk of exploitation.
- Work closely with all care homes to ensure their continued and proactive work on this issue.

### Missing children

#### What impact is KSCB having?

It is widely recognised that missing from home or care is a risk factor linked to CSE and potentially increases a child's vulnerability to being subject of CSE. National statistics indicate that a higher proportion of child CSE victims reside at home rather than in care, and Knowsley MACSE figures over the last six months support this, with a 2:1 ratio of 26 children identified at potential risk residing at home and 13 children looked after.

Demographically, Knowsley has a relatively small number of care homes when compared to other areas within Merseyside. There are 10 privately run care homes which accept young people from other local and national areas, and two Knowsley local authority care homes.

The three main private care providers in Knowsley have experience in caring for children with CSE concerns. Missing/CSE linked cases and incidents involving Looked After Children tend to fluctuate and are not predictive, as they depend on the combination of private care home residents, and the dynamics which evolve during their placement together.

In recognition of the importance of early identification and support for children who go missing, we have reviewed our Missing from Home/Care strategy and this has been re-launched.

#### Children and Young people who are Looked After in Knowsley

The recently reformed Missing from Home or Care group is monitoring the support provided to those young people with frequent missing from care episodes. The group monitors the requirement for return interviews to be completed in line with the protocol.

Figures from analysis of Children Looked After missing from care evidenced the following:

- In the last 12 months (March 2014-15) there has been 324 episodes of Knowsley Children Looked After going missing.
- 42 Children Looked After have been reported as missing over the past 12 months.

- 67% of the children going missing are male.
- 69% have gone missing more than once over 12 month period, of which 25% have gone missing at least 11 times or more.
- 96% of children going missing are aged 14 years and over; children aged 15 years account for 40%.
- 19% of children missing have been identified as being at risk of sexual exploitation.

Within Knowsley, Children Missing Education (CME) has a proactive approach so we have a database which contains 2,245 children who are deemed as vulnerable based on Department For Education definitions.

The attendance of these pupils is monitored while they are on roll at Knowsley Schools.

The aim of the service is to ensure that all children within the borough are receiving education. This is done by monitoring all pupils' attendance on a half termly cycle, and identifies vulnerable groups as a specific cohort. The lead Education Officer for CME liaises with health, social care and the police to share information which may lead to locating missing children. The school attendance service monitors all admissions and deletions from school rolls to ensure pupils do not "slip through the net" and are accessing education. The School Attendance Service follow up any child without a destination school.

Attendance data, together with vulnerable pupil data, is merged and together this gives a clearer picture of where concerns may be identified. Links are maintained with the teams who work directly with children ensuring the information is updated and

accurate. The CSE single point of contact is used to ensure these concerns are fed through to the MACSE meetings.

Referrals from the police in respect of missing children are included in monitoring processes. Children who are of school age who are not involved with social care receive a return interview by the education service. Links are maintained via the bi-monthly Missing from Home and Care monitoring meeting.

### What do we need to do next?

This proactive process ensures that information is quickly verified and appropriate people informed. However we have identified the need to strengthen the information gathering following missing episodes and the local authority has plans to ensure that this is a priority for the future. Consistent processes across agencies to ensure the same questions are asked and the relevant information is gathered are currently being planned. KSCB will closely monitor the implementation of the strategy and its impact on children who go missing.

## Domestic Abuse

### What impact is KSCB having?

The prevalence of domestic abuse is a key area of concern and has been highlighted within the data presented to KSCB. We know that there is a significant impact on children and young people who witness and experience domestic abuse.

Our performance data indicates the prevalence of domestic abuse within Knowsley:

- 669 cases or 19% of Child In Need assessments recorded a concern over domestic violence.
- 59% of child protection conferences were concerned with a parent who was a victim of domestic violence and 49% where a parent was a perpetrator of domestic violence.
- Over a 12 month period 3,453 police recorded incidents of domestic violence and abuse - 43% were repeat victims over a 12 month period (1,495).
- over a three month period, 732 contacts to Children's Social Care were due to domestic abuse, equating to 27% of all contacts. Domestic violence is consistently the highest single reason for contacts to Children's Social Care

A number of programmes and interventions are in place across the borough for victim/ survivors and their families. The Freedom Programme, organised by The First Step Ltd, helps women to understand what domestic abuse is and how perpetrators use a variety of different tactics to control them. InPACT, again organised by The First Step, is a male perpetrator programme which uses the domestic violence intervention programme based on the Duluth model. The two basic aims are to empower women to

increase their safety and to stop men's use of violence and abuse.

The Knowsley Target Hardening Scheme enables families at risk of being declared homeless as a result of domestic abuse to remain in their own homes. Building on the national annual "White Ribbon" campaign, there have been a number of campaigns across Cheshire and Merseyside to raise awareness of the effects of domestic abuse and to pledge support to never commit, condone or remain silent about abuse.

A pilot campaign "Say no to injury time" took place in June 2014 to coincide with the first three England matches of the World Cup. Research shows that domestic abuse incidents increased by 37% if England lost and even when they won 26% more incidents were reported to the police. The aim of the campaign was to raise awareness of the effects of domestic abuse and how it is linked to increased drinking.

Based on findings from the pilot campaign, a six week long awareness raising campaign took place early in 2015, in the run up to Valentine's Day, across Cheshire and Merseyside to encourage people to help end domestic abuse by talking more about it. Called "Be a Lover, not a Fighter". The campaign generated a great deal of discussion, awareness and support through social media.

### Operation Encompass

The Operation Encompass pilot undertaken by Knowsley was included in last year's annual report. Operation Encompass provides the children and young people who are experiencing and witnessing domestic abuse with responsive support after a domestic abuse incident, as police inform the child's school early next morning of any incident.

Following the evaluation of Operation Encompass, Knowsley's evaluation of the initiative was circulated widely both to our geographical neighbours and further afield. As a result Operation Encompass was launched across Merseyside on 6 October 2014. It has so far resulted in 3,075 children being supported in just under seven months. There are also pilots taking place in Cheshire and consultation has taken place as far as Newcastle.

Children are receiving support, staff have had additional training and resources have been provided in schools to enable ongoing targeted support for the identified young people. Listening Ear has been commissioned to provide a service for those young people who need one on one support.

### What do we need to do next?

Domestic abuse and its impact on children has now become a priority for KSCB and we will seek assurance that there is a strong and co-ordinated response across all agencies to tackle this. Some planned developments are in place; for example the extension of Operation Encompass to include those children in Early Years settings. This will enable support for children at an early age and links with our plans around early intervention. Knowsley will pilot this using links between the police and the Early Years services on behalf of the Merseyside area.

In order to challenge attitudes towards healthy relationships, a range of Personal, Social, Health Education (PSHE) resources and associated training have been provided to universal staff and schools. These include resources from Ariel Trust called "Face Up", which is a curriculum based DVD resource linked to literacy, and "Real Love Rocks" which was developed by Barnardo's. Both resources raise

awareness and include interactive preventative tools which support the development of healthy consensual relationships among children and young people. These continue to be developed across agencies.

In addition in the coming year there are plans to raise awareness with young people about healthy teenage intimate relationships. However there is more to do and in the next 12 months KSCB will continue to scrutinise the numbers of children and young people who experience domestic abuse and expect a strengthened response from partners.





# How KSCB functions are being effectively discharged

KSCB must have a comprehensive overview of the quality, timeliness and effectiveness of safeguarding practice across the partnership and challenge where improvements in performance are required. This is provided through a range of activities, reports and challenges including the KSCB audit and review process, the Child Death Overview Panel and findings from Serious Case and management reviews. KSCB has been working through its Quality Assurance sub-groups to review and evaluate the information and the process of presentation of the information to KSCB and on developing a comprehensive quality assurance framework.

This is to address the Ofsted finding that 'Widespread failures and inconsistent practice across help and protection services leave some children and young people at risk of suffering harm'

**Ofsted inspection report**

The framework determines how all the different quality assurance elements (e.g. performance data set, audits, external reviews of services) fit together; how they will be reported on, and ensure that all partners understand the expectations placed upon them. Regular reports are provided to the Board for scrutiny with exception reporting informing the board of current developments.

This continues to be a developing area of work for KSCB and the individual elements of the process have been developed over the last year. We are now beginning to see how each element will culminate into a process which will give us the confidence that we are seeing a comprehensive picture of safeguarding services across Knowsley and enable us to identify areas for further development.



# Quality Assurance

## The Ofsted inspection said

'The LSCB should review its business unit to ensure that sufficient capacity is available to conduct all the LSCB's business'

KSCB members increased both their financial commitment and their operational commitment to our work. This ensured an additional post within the KSCB business unit for Quality Assurance providing additional capacity and enabling KSCB to fulfil its statutory function as stated under Regulation 5 of Working Together to Safeguard Children 2013:

LSCBs should use data and, as a minimum should:

- Assess the effectiveness of the help being provided to children and families, including early help.
- Assess whether LSCB partners are fulfilling their statutory obligations.
- Assess Quality assurance practice, including joint audits of case files involving practitioners and identifying lessons to be learned.
- Monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

As part of this, Knowsley Safeguarding Children Board is committed to ensure that frontline services are delivered to a high standard by KSCB partners and individual organisations for children and families. Within this multi-agency child protection system, there is an imperative to have continual and robust feedback and evidence on how well the system and agencies are performing. Through this feedback and evidence (or quality assurance) the KSCB and constituent organisations understand how well protected children and families are, how effective services are in working with families, and what challenges are faced by children, families and services in Knowsley. This is demonstrated by the Quality Assurance Framework.

There are three distinct elements of the Quality Assurance Framework that comprise the evidence base; each element or source gives a partial perspective of the current state of services provided for children and whether improvements have been made, but not a complete picture. By triangulating safeguarding intelligence, the KSCB has a comprehensive understanding of how well services are being delivered and whether children and young people have positive outcomes following interventions.

**Quantitative information** is evidence based on data and analysis that is collected on a regular basis, analysed and shared with the Board. This will include the performance indicators and targets that can be found in Knowsley Safeguarding Children Board dataset.

**Qualitative information** is evidence based on how well services are delivered; this will often be done in tandem with the third element of the quality assurance system - outcomes.

The qualitative element of quality assurance focuses on specific areas of practice or topics. Among these are the identified priorities of the Quality Assurance sub-group, which cover a significant range of safeguarding practice and topics.

In addition to the bespoke audit work undertaken on behalf of the KSCB, there is a rich body of qualitative evidence available in regards to services for children and safeguarding. This includes:

- External reviews or inspections (Ofsted, CQC, or Peer Challenge reviews).
- Internal or external evaluation programmes - for example external evaluation of Stronger Families programme, or internal evaluation of the Knowsley Improvement Plan.
- Section 11 and Section 175 audits of service providers.
- KSCB reviews of services delivered across local authority boundaries (e.g. police).
- Service reviews and case file reviews.

**Outcomes** - this is concerned with impact, what difference have interventions made to children and families, and whether positive changes have been brought about by interventions.

The qualitative information is focused on the voice of the child and the family, and uses a range of tools, in particular extracting information from areas where the voice of the child is already gathered:

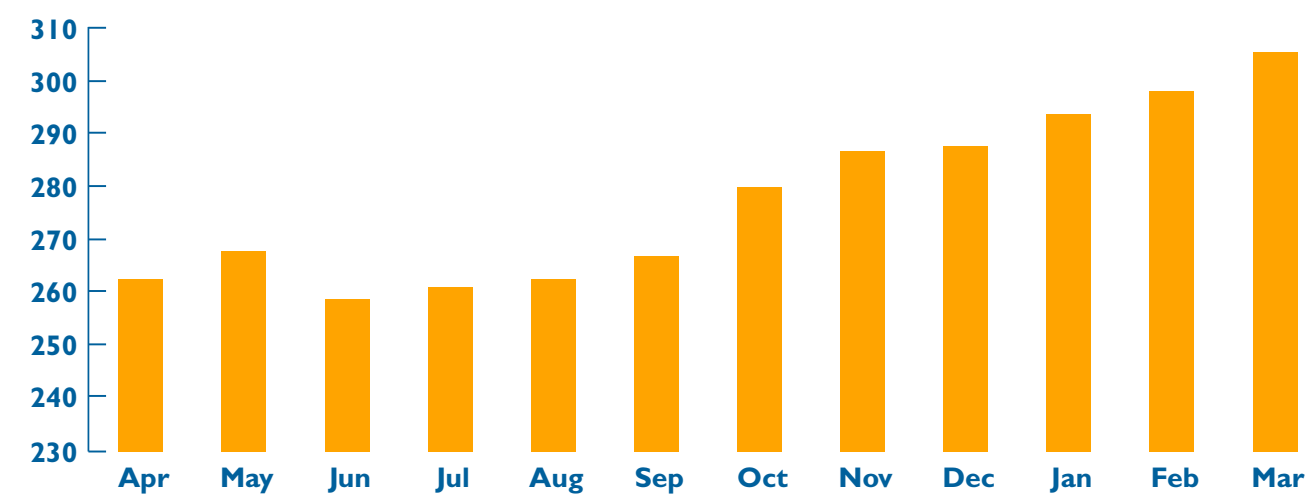
- Audits - for example early help and the child protection audits (have consistent questions about voice of the child).
- Use of information gathered by Stronger Families, Early Help, Child Protection.
- MADE (Making A Difference Everywhere made up of representatives from Children Looked After) - direct work with Children Looked After and care leavers - direct feedback on services from the most vulnerable children.

Although elements of the Quality Assurance Framework are reported independently, (for example the performance management dataset, and the audit reports), the information from the evidence base is used to evaluate whether effective services are provided, and whether interventions are having a positive impact on children.

The following demonstrate some of the quantitative data that is presented as part of the KSCB dataset. This data is used to inform KSCB and is part of the assurance methods that the Board uses to demonstrate that the most vulnerable children in Knowsley are having their needs met.



Figure 2  
Children Looked After (CLA)



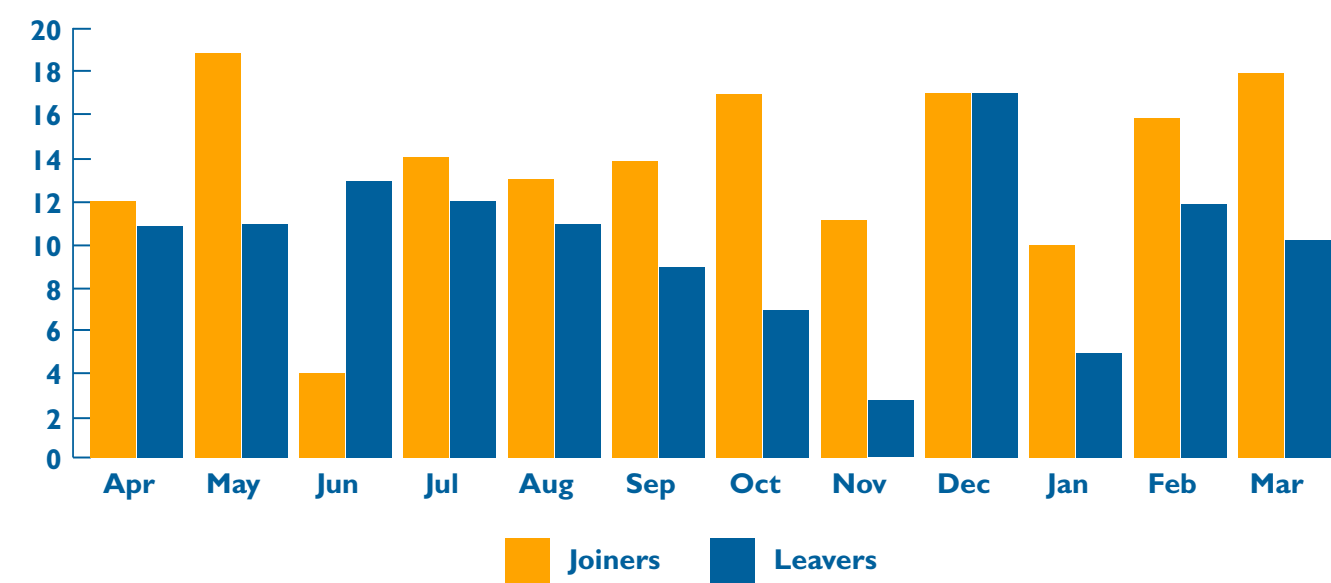
	CLA
England (2013/14)	60 per 10,000
North West (2013/14)	81 per 10,000
Stat Neighbour (2013/14)	97.9 per 10,000
Knowsley (2012/13)	72.3 per 10,000
Knowsley (2013/14)	80.0 per 10,000
Knowsley CLA Mar 15	94.5 per 10,000

There are now significantly more Children Looked After in Knowsley at the end of 2014/15 than there were at the beginning. At the end of March 2015, there were 306 Children Looked After; an increase of 19% from 258 in March 2014 and the largest number of Children Looked After for five years. The number of Children Looked After in Knowsley has risen over the last 12 months, partly due to the drive towards improvement following the Ofsted inspection during 2014, which found that services relating to adoption and fostering required improvement, and that Children’s Social Care overall was judged to be inadequate. As a result of this, children who were potentially at risk of harm were reviewed. This together with the influence of Public Law Outline arrangements, the use of pre-proceedings, increased recognition of accumulative neglect and the overall national trend of increased numbers of children becoming looked after, have all accounted for this increase in numbers.

There is evidence in Knowsley of greater complexity of cases, which has resulted in more children requiring specialist provision or accommodation, often using agency/independent provision. More children are now accommodated in residential placements, both in-house and agency than previously, and there have been five children in secure units throughout the course of the year.

During the course of 2014/15, there have been 165 children becoming looked after; and 121 leaving care (with 11 becoming adopted, 23 leaving care to independent living as adults).

Figure 3



The increase of Children Looked After has had a significant impact on resources - in terms of available budget, and workforce. There has been a significant impact on workloads of staff with increasing caseloads, and more complex cases.

In addition to dealing with cases in a more proactive way, national trends indicate that more children are becoming looked after and more children are being subject to protection plans. Knowsley has seen an increase in cases connected to neglect, domestic violence and issues relating to child sexual exploitation, gun and knife crime, and issues around substance abuse.

In order to meet this increased demand and ensure that staff are able to complete their tasks, a number of measures have been introduced to assist staff with this. They have included the implementation of performance reports and dashboard to ensure that there is continuous improvement and remedial actions are identified and actions taken. There has been improvement in information technology to streamline systems and significant resources have been used to review and streamline working practices to ensure teams are working efficiently.

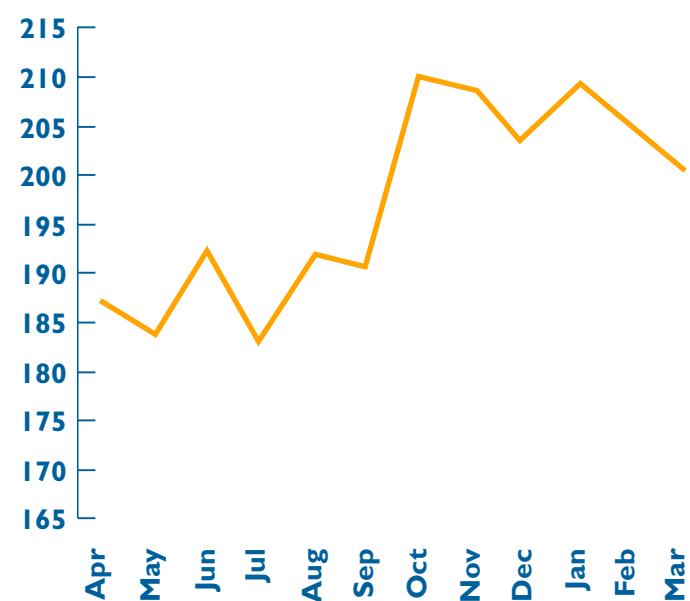
All children and young people looked after have an identified community health practitioner, health visitor or school nurse, who has responsibility for addressing their needs throughout their childhood up to age 19 years of age.



## Child Protection

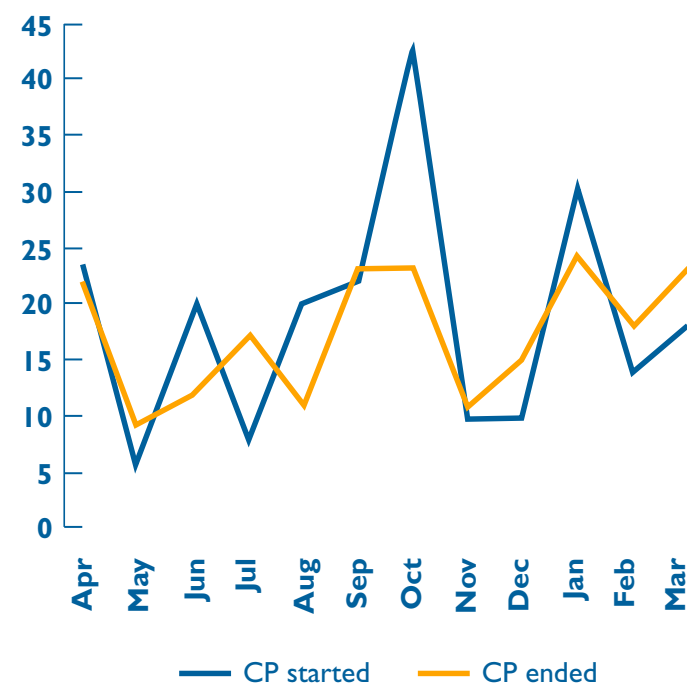
The following information is important providing a picture of the most vulnerable children in Knowsley

**Figure 4**  
Total Child Protection Plans



	Child protection
England (2013/14)	42 per 10,000
North West (2013/14)	51 per 10,000
Stat Neighbour (2013/14)	62 per 10,000
Knowsley (2012/13)	44 per 10,000
Knowsley (2013/14)	57 per 10,000
Knowsley CP March 15	62 per 10,000

**Figure 5**  
Numbers of Child Protection (CP) Plans Started and Ended

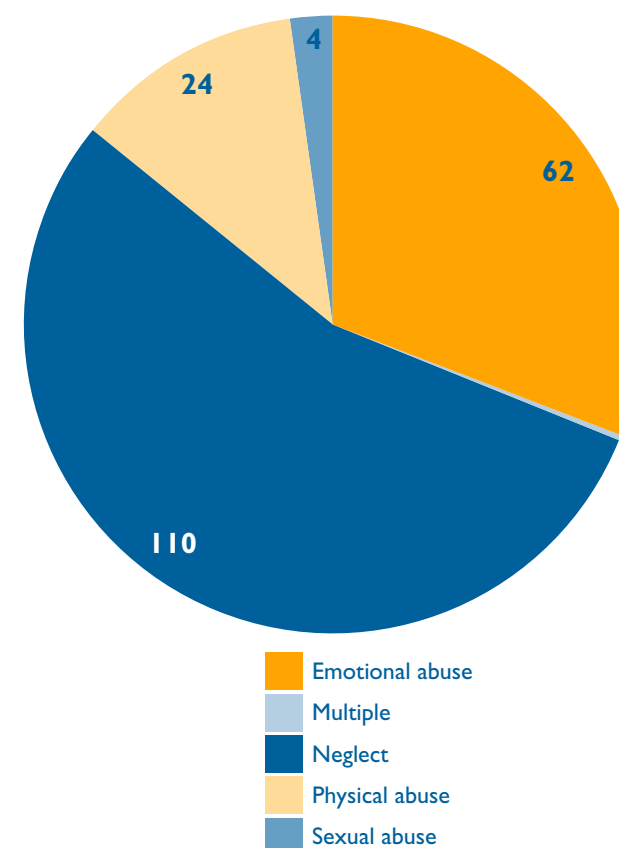


	CP started	CP ended
England (2013/14)	52 per 10000	47 per 10,000
North West (2013/14)	64 per 10000	54 per 10,000
Stat Neighbour (2013/14)	78 per 10000	68 per 10,000
Joiners and leavers 2014/15	69 per 10000	64 per 10,000

## Child Protection Demographics

CP Category	Total	%
Emotional Abuse	62	30.8%
Multiple	1	0.5%
Neglect	110	54.7%
Physical Abuse	24	11.9%
Sexual Abuse	4	2.0%
<b>Total</b>	<b>201</b>	

**Figure 6**  
CP by Category



In March 2015, there were 201 children subject to child protection plans, an increase from 185 child protection plans in March 2014. While this represents an increase from 2014, the rate of active child protection plans (62 per 10,000) now corresponds with Knowsley's statistical neighbours. As part of the drive to improvement throughout 2014/15 increases in the number of child protection plans, and children looked after to align with statistical neighbours were expected, and there is increased confidence that the right children are now receiving the right level of protection and support.

The number of children protection plans peaked in October 2014, with a total of 210, and during this month there were 42 new plans started, with only one child subject of a repeat plan. Throughout the course of 2014/15 there have been 30 children subject to a child protection plan for a second or subsequent time, as opposed to 52 repeat or subsequent child protection plans in 2013/14. This improvement suggests that more children and families are receiving interventions at the right level, and are being escalated to care status or Child in Need plans.

KSCB monitors specific information about children who are subject to child protection plans, around demand for services and timeliness of the social care proceedings. This information shows the significant increase in demand and how improvements have been made to child protection procedures:



Indicator	Current value	Target	Narrative
Referrals of children per 10,000 population	772	660	It has been projected that the rate of referrals will increase in next 12 months - both locally & nationally.
% of children whose referral occurred within 12 months of a previous referral	30.24%	25%	This is still high - however, it has improved: March 2014 - 36.17% March 2013 - 32.64% March 2012 - 32.86%
% of referrals to children's social care going on to single assessment	81.16%	95%	146 Single Assessments were completed in March. This is consistent with recent months, but lower than previous years. Data indicates there are a limited number of Single Assessments being completed as part of ongoing work on open cases. This will be the focus of further work with the social work teams and SGQU.

As previously identified the neglect data led to the identification of neglect as the first topic for our thematic audits, as it was the largest percentage of category for child protection plans. In addition the smallest percentage of category was sexual abuse, which led us to review current working practices. As a result we have now a planned launch and awareness raising session about inappropriate and harmful sexually behaviours protocol and a clear plan to include a tiered training programme for identified staff. It is expected that as a result of these developments there will be an increase in the number of referrals in this area.

As demonstrated, the data allows the Quality Assurance sub-group to provide more in-depth intelligence on emerging areas of concern for the Board to review, and take action.

KSCB Performance Management Dataset is based on eight different themes, and provides a wide range of performance information and contextual intelligence to the KSCB. This information is supplemented by thematic reports, where more detailed information is provided on a topic, for example domestic violence. The dataset includes information ranging from population size, to specific safeguarding performance management information, and is beginning to provide the Board with a consistent overview of the prevalent

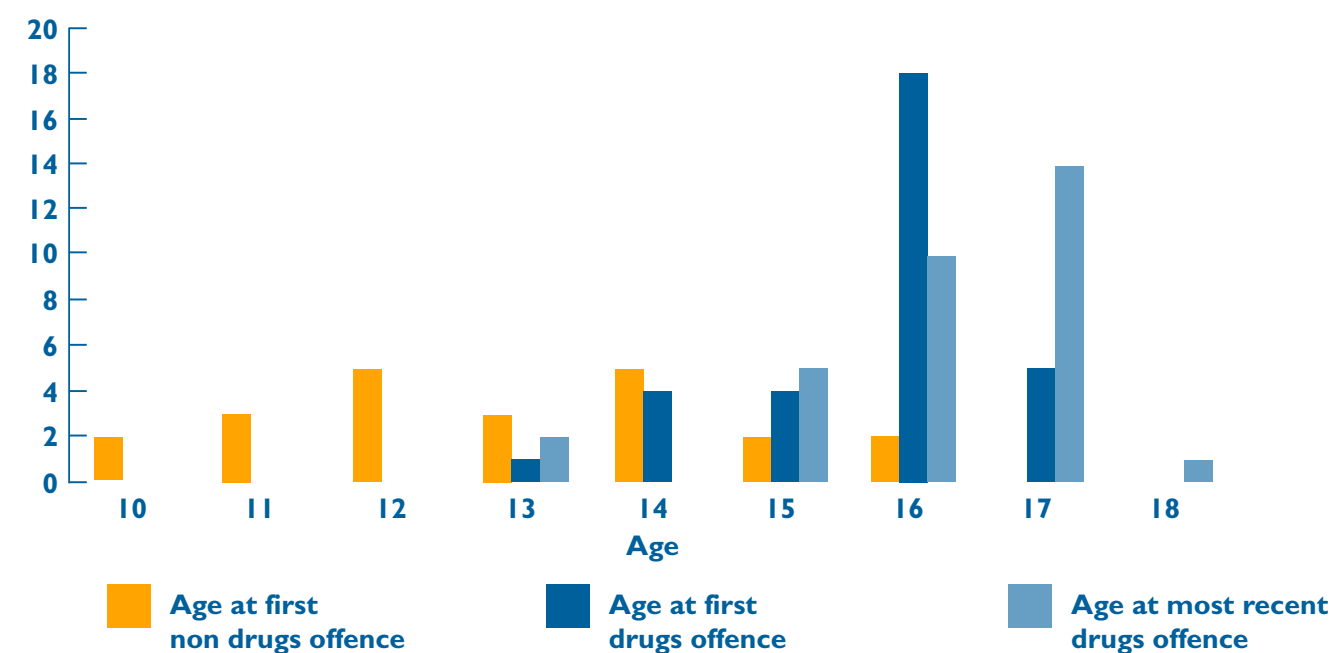
issues in Knowsley and performance across the partnership. The dataset can be found at Appendix v.

This information is supplemented by thematic reports, where more detailed information is provided on a topic, for example domestic violence. The dataset includes information ranging from population size, to specific safeguarding performance management information, and is beginning to provide the Board with a consistent overview of the prevalent issues in Knowsley and performance across the partnership.

Through agreeing the performance management process, it has been possible for the KSCB to have oversight of agencies active in the Borough; this includes information on how well staffed agencies in Knowsley are with both 5 Boroughs Partnership and Knowsley Council supplying information on vacancies in the Borough. This information allows the Board to escalate issues that are causing a concern to the executive managers of these organisations. The below extract from the performance management dataset shows that at the end of March 2015 Knowsley Council had a high level of social worker posts covered by agency, but a low vacancy rate. It also shows the relatively high rates of vacancy within school nurses and health visitors in Knowsley currently. This information allows for active and supportive challenge of these agencies:

Indicator	Last update	Current value	Current target or projected figure
% turnover rate of social workers (cumulative)	March 2015	18%	
% unfilled social worker posts (vacancies)	March 2015	2.3%	7.5%
% unfilled social worker posts covered by agency	March 2015	21.1%	15%
Number of FTE school nurses	March 2015	19.53	25.27
Vacancy rate of school nurses	March 2015	10.95%	5%
Turnover rate of school nurses	March 2015	24%	10%
Number of FTE health visitors	March 2015	42.61	44.7
Vacancy rate of health visitors	March 2015	8.67%	5%
Turnover rate of health visitors	March 2015	25%	10%

In the last 12-months thematic reports and contextual intelligence presented to the Board have included a focus on children who have been at risk of or exposed to child exploitation. Through the presentation of such reports there has been greater understanding and impetus towards action. This is especially true of the reports on children who have been criminally exploited, through highlighting this issue, partnership work has been undertaken and has resulted in criminal exploitation being integrated into CSE pathways and development of the multi-agency team. Examples of the greater understanding include that it has been possible to identify patterns of behaviour that increase vulnerability to being criminally exploited (including previous criminal experience), and that there has been a significant increase in more serious offences:



The following reports have informed the Board of the progress taking place and the identified next steps needed.

### Private fostering

Private fostering is when a child or young person under 16 years (or under 18 if disabled) is living with someone who is not a close relative for 28 days or more. This might be a friend, a great aunt, a cousin or someone else known to the child or young person. A close relative is defined as a grandparent, aunt, uncle, brother or step-parent by marriage. This type of arrangement is completely different to fostering arrangements where children and young people are placed with local authority approved foster carers, or via friends and family (kinship care) foster carers. Many private fostering arrangements remain unknown to the local authority and this is a cause for concern as privately fostered children and young people, without the safeguards provided by law, are a particularly vulnerable group.

The Children's Act 2004 and the fostering regulations in force are intended to strengthen private fostering notifications, and place duties on local authorities to assess private fostering arrangements. This is to ensure that children and young people are safeguarded.

The local authority should be notified when a child/young person is proposed to be privately fostered and when he/she is being privately fostered. Local authorities have to duty assess the child/young person's circumstances and raise public awareness of the requirement to notify the local authority if they are private fostering.

In Knowsley once Children's Social Care receives a notification that a child is privately fostered, a single assessment is undertaken and a social worker from the Child Protection team completes a joint visit with a fostering team social worker.

This is followed by a more comprehensive assessment and decision regarding the suitability of the arrangement.

The Council has received two private fostering notifications since April 2014 and one of the arrangements continues.

Any carers assessed as private foster carers are presented to the Fostering Panel, and children who are assessed as privately fostered are reviewed under child in need procedures. The KSCB has a statutory responsibility to develop policies and procedures for safeguarding and promote the welfare of children including policies and procedures in relation to the safety and welfare of children who are privately fostered. KSCB monitors these arrangements and receives an annual report on the private fostering arrangements.

### Recommendations:

There is a need to continue to raise awareness of private fostering arrangements, to ensure children and young people in such circumstances are reviewed and safeguarded. In order to achieve this we will ensure:

- Training is provided to all agencies.
- The private fostering procedures are reviewed and updated.
- Publicity material is reviewed and updated.

- A multi-agency forum is created so that private fostering arrangements/processes and awareness is scrutinised.
- Future private fostering arrangements are signed off by the Agency Decision Maker instead of being presented to the Fostering Panel.

### Quality Assurance Unit

The core function of the Safeguarding and Quality Assurance Unit is to safeguard and promote the welfare of children and young people through the provision of quality independent chairing of child protection conferences and children who are looked after reviews. These children and young people have by definition been assessed as being unlikely to achieve, maintain or have the opportunity to achieve or maintain a reasonable standard of health or development without the provision of services from the local authority (S17). Some children will be assessed as being in need of a protection plan (S47) and some children will need to be looked after (S20, S31, S38).

The unit seeks to ensure that all agencies who have contact with children understand their responsibilities to safeguard and promote their welfare. This is done by monitoring compliance with quality standards for both children subject to a child protection plan and those who are looked after. The unit reports all agencies contributions to the KSCB and the KSCB holds agencies to account.

The Quality Assurance and Learning framework is Children's Services vehicle for driving improvement and all audit activity is co-ordinated from the Quality Assurance Unit within a robust schedule of audit, learning and improvement.

Feedback from children and young people is at the heart of service improvement within the Quality Assurance Unit. The Make a Difference Everywhere (MADE) group provides operational and strategic feedback, whilst the complaints services help to address areas for development and gaps in service. A young people's forum for care leavers has established a platform to engage with developing leaving care services. A Children Looked After Charter holds the local authority to account with service delivery and expectations regarding provision of services to meet children and young people's needs. The voice of the child is also a key element of the Quality Assurance and Learning Framework and the audit process identifies if this is evidenced throughout all records, assessments and work undertaken.



## Local Authority Designated Officer (LADO)

The LADO report that was presented to the KSCB sets out the referral data for allegations made against professionals and non-professionals working with children for the period 1 April 2014 to 31 March 2015. The report provides profiling analysis of allegations made in Knowsley, comparative data and an update of the organisation of the business of the LADO since the last report provided to the Safeguarding Board in January 2014. It is important that the partnership understands the level of allegations against staff working with children and the subsequent outcomes. Safe recruitment and employment are essential to keeping vulnerable children safe.

### Referrals concerning staff/volunteers according to employment sector

The data analysis clearly identifies the staff more likely to be referred to the LADO are residential social workers, foster carers, school staff and early years staff. This is expected as these are areas where there are high levels of interaction with children and where the issue of safeguarding awareness is highest which can subsequently trigger referral/consultation to the LADO.

## Overall Outcomes

Data analysis shows that unlike 2012-13 when the number of substantiated outcomes was greater than the sum of those deemed to be unsubstantiated and unfounded, the last two years has seen the number of substantiated outcomes fall. This might be explained by a particular local application/evaluation of the threshold criteria used to implement the LADO process, but this requires further analysis and access to regional/national comparative data concerning allegation outcomes.

Being able to identify the outcomes of the LADO process is central to ensuring that children are safeguarded from adults with whom they come into regular contact as a consequence of employment types or activities such as volunteering. Allegations that are unsubstantiated may still result in process outcomes such as warnings or identified training needs and as such this is an area that requires robust recording mechanisms and is identified as an area for improvement in Knowsley's LADO process.

## Conclusion

In 2014-15, the previous increase from 2012-13 has been maintained for the overall number of referrals, however when we consider the figures for no further action after an initial consideration which are 50% lower in 2014-15 than for the previous year then it becomes apparent that there has been an increase in LADO work. However it is of note that during this reporting period no clusters of allegations in Knowsley were identified by the LADO.

Referral Year	Total	NFA after initial consideration
2012-13	32	4
2013-14	76	30
2014-15	71	16

## Independent Reviewing Officers (IRO)

On 31 March 2015, Knowsley was looking after 306 children and young people, which equates to 80 Children Looked After (CLA) per 10,000 17 year olds. This is slightly lower than the North West (81) and statistical neighbour average (97.9) but remains higher than the national average (60). The number of CLA by Knowsley has increased in the last two years following previous year on year reductions between 2010 and 2013. There are now 43 more Children Looked After in Knowsley than at the start of the year in April 2014.

The CLA population has steadily increased over the year and a total of 432 children have been through the system in the last 12 months. The CLA population has fluctuated over the period from a low of 259 to a high of 306 in March 2015 - 165 Children came into care and 121 left care. 869 reviews were held in the year on 388 children.

Effective and timely reviews undertaken by an independent reviewing officer should ensure that the care plan remains appropriate for the child and that

the needs of the child are met. An average of 72 reviews are held each month - these are a mixture of initial reviews and subsequent reviews. Allocations are completed by the Senior Conference and Reviewing Officer within 24 hours of a request being made. On a month by month basis, 96.7% of reviews were held within timescales.

Stability of placements is generally good in Knowsley. Seventeen CLA have had three or more placements over the previous year (5.4%). The Senior Conference Reviewing Officer meets regularly with the Fostering Manager to discuss cases that may be at risk of breaking down. IROs also bring reviews forward if there is a possibility of a placement breaking down.

In the reporting period 1 April 2014 - 31 March 2015, 88.95% of Knowsley Looked After Children (CLA) had a completed Review Health Assessment (RHA) which is a slight decrease from previous years and may be indicative of the increased numbers of children and young people looked after overall. All Knowsley CLA are offered a review health assessment regardless of the area of placement.

A significant number of Knowsley Looked After Children are placed in other local authorities, many of which are neighbouring boroughs with whom we have reciprocal arrangements for RHA's however it is felt that for some areas they are not prioritised in a timely manner. Evidence of this is supplied to the Clinical Commissioning Group on a quarterly basis to highlight areas where this is an issue and systems and processes are in place within the LAC Health team to monitor compliance with requests.

The LAC Health team has recently appointed a Looked after Children Specialist Nurse to a vacant post in the team who has oversight of the management of the health needs of children placed out of borough. The role has included the development of a more robust system to monitor the compliance of requests for RHA's. For children and young people placed within the Knowsley boundary who refuse to participate in an RHA with their School Nurse, the LAC Specialist Nurse has a role in offering an alternative to this which may include visiting their home address to aid engagement or linking with other agencies and carers to ensure an individual health plan can be formulated.

Children and young people are regularly invited to and supported to participate with their reviews. The practice of children and young people being supported to chair their own review is not in place in Knowsley and there is no current framework for this although it does happen in some cases. This is an area for development for the Unit which is working on developing young people chairing their own reviews and being fully involved in the planning of those reviews.

### Multi Agency Safeguarding Hub (MASH)

MASH is the 'front door' for all safeguarding concerns relating to children. Contacts are recorded by the MASH's in-house call advisors and then the Early Help team and Children's Social Care team work together, in conjunction with partners, to decide an appropriate response to all safeguarding contacts made from members of the public or other agencies. Multi-agency processes are set-up to deliver timely and well informed decision making around thresholds and management of risk that takes into account information held by the MASH's in-house and virtual partners. Once this process has taken place, cases leave the MASH to be managed via statutory assessment, Early Help or single-agency activity.

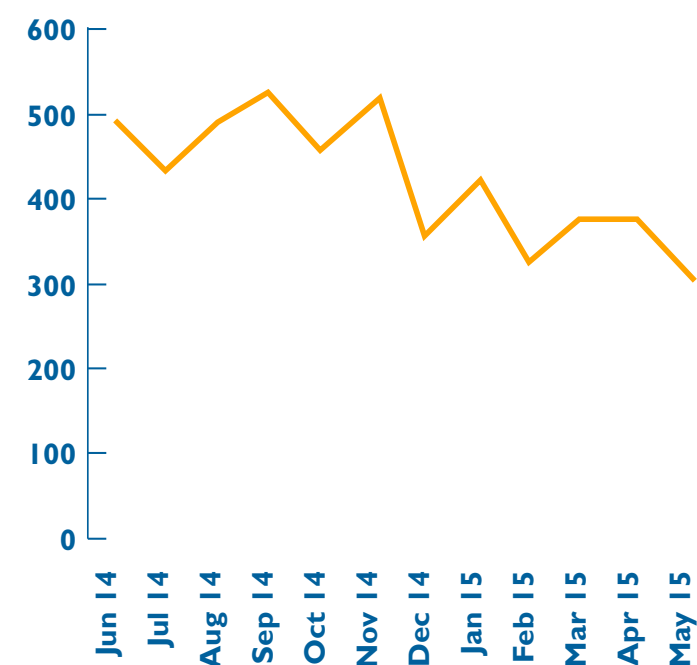
Knowsley MASH began operations in March 2014. The MASH was established in order to provide an initial multi-agency response to safeguarding concerns raised in respect of children and adults at risk. Partners currently present in the MASH include the police, Children's and Adult's Social Care, the Early Help Service, the 5 Borough's Partnership, Safeguarding Nurses team and Knowsley Housing Trust. Barnardos are also represented in the MASH as part of the co-located Child Sexual Exploitation team. Representatives from Probation and the Community Rehabilitation Company are expected to have a presence in the MASH later on in 2015 as is a representative from the Education Service.

The development of the MASH has been progressive since inception and has been driven by the provision of a thematic action plan. The action plan is managed

across three tiers of governance in order to provide an effective 'task & finish' capability supported by a quality assurance function at Executive level. Regular progress reports are provided to the KSCB. December 2014 saw the Early Help IT Module go live in the MASH.

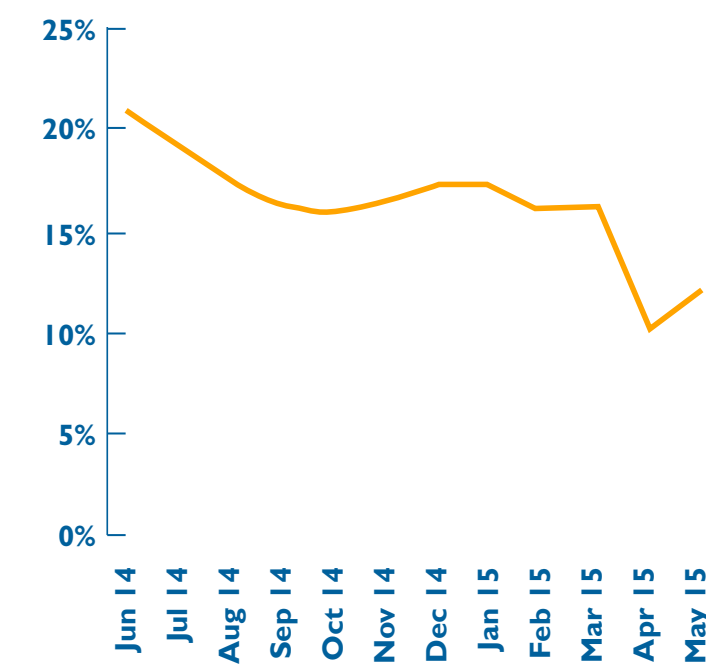
The effectiveness of the MASH is demonstrated by the fact that the number of contacts have dropped significantly. High volume of contacts had previously been problematic, with the system becoming overloaded, and a reduction in the ability to make effective assessments. With better partnership working and communication this has resulted in fuller understanding of thresholds from partners:

**Figure 7**  
Police notifications to CSC



The numbers of contacts progressing to a referral has also fallen, with MASH effectively triaging cases, and identifying which cases need to be referred on to Children's Social Care and which to Early Help services. The number of cases being subject to 'no further action' (NFA) has also fallen in the last 12 months, showing that the MASH system is improving with more children and families getting the right support:

**Figure 8**  
Number of cases subject to no further action





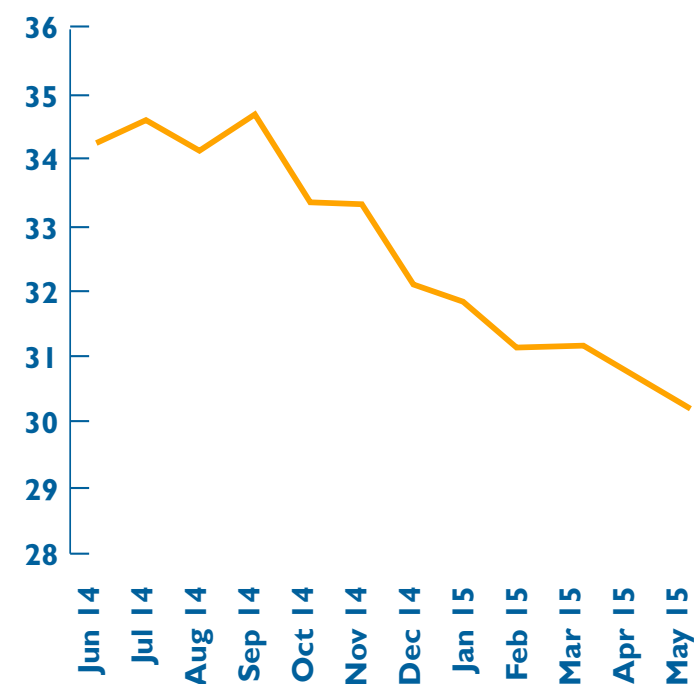
There have been significant improvements in the service provided at first point of contact. These were highlighted by a recent independent review and included:

- Additional multi-agency resources have been secured including excellent business support to ensure that children's needs are identified at the earliest stage.
- More effective leadership is ensuring all contacts are screened and improving management direction in recognition of the importance of this critical service.
- Information sharing is effective so that all the relevant services are working together.

These improvements together with the evidence from audits show that:

- Thresholds are increasingly better understood, and are escalated at the right time.
- Conversions to section 17 and section 47 assessments are now in line with regional conversions.
- The numbers of repeat referrals have decreased significantly over the last 12-month period indicating that children and family's needs are being assessed at an earlier stage,

**Figure 9**  
**Percentage of repeat referrals with 12 months of a previous referral**



The MASH will continue to provide an important role in ensuring that those children who are most vulnerable are safeguarded at the earliest possible stage and receive a coordinated and speedy response. KSCB will continue to scrutinise this service and ensure that the thresholds procedure continues to be applied by all partners.



# Scrutiny and accountability

## Thematic audits

'The KSCB has not implemented a regular programme of multi-agency case and thematic audits. This is a significant omission in the Board's ability to assess the effectiveness of its constituent members and whether agencies are keeping children safe in Knowsley' (Ofsted Inspection report) **Ofsted 2014**

To address this KSCB established an Audit sub-group to undertake a programme of multi-agency audits. The audit calendar includes four thematic audits with two additional multi-agency case file audits planned for the next year.

The first thematic audit was on neglect, because the data presented to KSCB identified neglect as the highest category for children subject to child protection plans.

The multi-agency audit process enables identification of areas of practice that are working well and those that need improvement across the partnership. Learning from the audits was widely shared. This audit promoted service improvement through the identification of key practice issues which were addressed in the action plan, for example the Neglect Strategy was initiated and later the Graded Care Profile identified as the working tool as a result.

## Sect 11 Audits

Working Together to Safeguard Children (2013) requires LSCBs to use data and information to assess whether partners are fulfilling their statutory obligations. This includes compliance with Section 11 of the Children Act 2004 which places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. In Knowsley, compliance with Section 11 is monitored using an online Section 11 Self-Assessment Toolkit. The majority of the self-assessments were completed between March 2014 and April 2014, and updated in October 2014 and November 2014.

This was the first comprehensive use of the electronic toolkit. Seventeen agencies completed the audit and following completion agencies were asked to attend scrutiny panels to look at how they had assessed themselves and were challenged to assure the panels as to the validation of the assessment they had made. Findings were presented to the strategic board together with an action plan which identified that:

- Agencies should reflect upon the section audit process and the scrutiny and challenge sessions and ensure that remedial actions required to be undertaken are completed.
- The software used for Section 11 audits is changing, once in place all agencies should start to fill in the self-assessments again. Several of the services have experienced significant change over the last 12 months, and this needs to be reflected in the new Section 11 self assessments.
- Representatives of the services and agencies who sit on KSCB should ensure that they have

identified the most appropriate person to complete the self assessment, as this was not always the case.

- Those larger organisations should ensure that they work with their Human resources support and other centralised functions to complete the Section 11 form, especially on issues such as recruitment and training.

The overall learning from this audit was that agencies were able to give more detailed information regarding their safeguarding practices during the scrutiny sessions than was evidenced within the audit itself. There was a deficiency in the evidence attached and this was fed back to agencies together with what the scrutiny panel would wish to see in the next audit.

The findings from the panel were that the electronic audit tool served to provide basic information. In future this information should form the basis for the scrutiny panel sessions and these sessions should be extended to allow greater time for consultation.

Compliance with Section 11 requirements remains a priority for KSCB for 2016. Following this audit, the electronic toolkit has been updated in line with the new guidance in Working Together 2015 and the plan is to extend the cohort of agencies completing the audit to include the voluntary sector for 2015/16.

## Section 175 Audits

Section 175 of the Education Act 2002 came into effect on the 1 June 2004. Section 175 requires school governing bodies, local education authorities and further education institutions to make arrangements to safeguard and promote the welfare of children.

An electronic Section 175 audit toolkit was introduced in 2014/15 in Knowsley. Not all schools have completed their Section 175 self assessment on the electronic version, while some schools completed a paper version of the audit template. There was positive feedback from those who did complete.

The toolkit has now been updated and the aim for 2015 is to ensure compliance with this toolkit which will then give KSCB comprehensive comparative data across all schools in Knowsley.

We know that we need to improve both the section 11 and the 175 audits and work has already started to raise both awareness and priority of these audits. The education newsletter has featured the section 175 as an area for improvement and the scrutiny panel has worked towards improvement of the scrutiny process.

Future planning around the section 175 audit is that once completed there will be a dip sample by the Audit and Review group and those selected will be invited to present to the scrutiny panel.

Finding from these audits identified that agencies could not always evidence the voice of the child within their working practices. As a result, KSCB has identified this as an immediate priority and as a result is in the process of commissioning services to help identify how we can improve in this area of work.



### Frontline visits by KSCB Members

The purpose of the visits was to enable Board members to visit an organisation other than their own, to give them an understanding and experience of other agencies working practices and in doing this give the opportunity to highlight to staff and partners the membership, purpose and work of KSCB as staff had told us. 'Other agencies don't know or understand what it is we do'. Staff also commented that they 'Found it useful to sit down and reflect on practice'.

The frontline visits have proved a valuable experience for all Board members who have undertaken them and for staff who reported they found the 'the style and process conversational'. Board members have had the opportunity to discuss key areas of work with frontline staff and have been able to hear full and frank recommendations from those staff. KSCB now has the responsibility to listen to the comments of frontline staff and ensure deficiencies they highlighted are addressed. The importance of communicating results to frontline staff will be crucial in our efforts to inform and engage staff in the work of KSCB. Staff also reported that following the exercise that, 'It makes you realise how much work you have done'. This has already featured in the first KSCB newsletter, a 'you said' 'we did' section, which is hoped will encourage increased dialogue.

This exercise has not only given the Board the opportunity to look at aspects of working in Knowsley as a whole across various agencies, it has also given the opportunity to highlight good pieces of work that are taking place and try to ensure they are emulated across the different areas - for example, Operation Encompass. As a result we can use this feedback to inform our future working practices, appraise what we are being told and compare our information and ensure we have clear and accurate picture of how we are working together in Knowsley



# Learning and Improvement Framework

## Serious Case Reviews, Management Reviews

The Serious Incident Review Group has not undertaken any Serious Case Reviews during the period covered by this Annual Report. It has, however, commissioned independent authors for two management reviews and undertaken an internal review.

Child L was a premature baby with complex health needs. He was discovered by family member as needing urgent medical attention. Re-admission to hospital did not prompt review of support arrangements. Child L was back home with parents and was then discovered by a professional as needing urgent medical attention. The child was admitted directly to hospital, the condition described as near fatal. Section 47 investigation initiated after referral by health visitor. After four months in hospital, the child went to live with a family member. There was further confusion about the application of fostering assessment in kinship care; this was compounded by developing concerns about the carer's ability to meet the child's overall needs, in particular, complex health needs.

The lessons to be learnt from this review were:

- When family support needs are identified, multi-agency referral and planning processes should be deployed. In this case a CAF was used as a referral mechanism which caused confusion in intent and outcomes.

- Medical establishments must clearly document safeguarding concerns and discuss with named professionals.
- For children in neo-natal units, discharge with health needs requires that a Health Lead Professional is identified.
- Shared understanding of when to hold multi-agency professionals meetings in circumstances when parents unwilling to engage with support options.
- Multi-agency professionals need to have open communication pathways to teams with specialist knowledge and where strict criteria for case management is not met, advice and consultation should be built into the core function of the team.
- In relation to placement regulations, professionals need to ensure they are absolutely clear about the basis of the work undertaken and the legal context within which this is occurring.
- Need to review approach to both temporary and full approval of connected person's foster carers in a safe and timely way.

Many of the recommendations from the first review served to illustrate the intentions behind the launch of the early help agenda. Actions identified from this review have been largely addressed in the emphasis and training being given in this area of work.

The second review highlighted the issue of children exploited through crime. Child M was known to be at high risk of gang involvement. There were growing concerns regarding disruptive and criminal behaviour. He was frequently missing and had been found in other parts of the country. There were issues of

parental substance abuse and domestic abuse within the family. Child M suffered life threatening injuries and was immediately admitted to hospital. The issues regarding grooming by adult criminals of children and the dangers these children were placed in was apparent from this review. It was demonstrated in this review that the risk to exploited children was not always being identified as due to their criminality they were seen as a risk to others, eg regarding possession of drugs.

The recommendations following this review were:

- Need to understand of the complexity of adolescent risk taking, risk management and vulnerability.
- Professional decision making was influenced by Child M's age. Professionals should be clear about the responsibility to safeguard children below the age of 18 years.
- Need an integrated multi-agency approach to working with the whole family.
- Have an understanding of what compromises care (domestic abuse, parental substance abuse and parental mental health).
- Clear assessments regarding the accommodation needs of vulnerable and high-risk young people.
- Increase the understanding of the grooming process regarding the criminal exploitation of young people.

This review has led to further work being undertaken and an independent review of the current position in Knowsley was presented to KSCB. Work continues on this important area of work with local actions

being undertaken and updates reported to KSCB. A new procedure regarding Children Exploited through Crime is currently being developed for implementation this year.

Following an internal review under the Local Learning and Improvement Framework, it was recognised that there was no processes in place identifying how work should be undertaken when sexually harmful behaviours by young people are identified. Local research, looking at cases that led to 'no further action' by the police identified a gap in procedure. This resulted in work being undertaken which looked at how the agencies should work together regarding sexually harmful behaviours. This piece of work has resulted in a multi-agency policy regarding children who display inappropriate and harmful sexual behaviours, which has now been ratified. This policy and implementation plan around awareness raising and training will ensure that over the next year the workforce will become skilled in dealing with this area of work. The launch of the policy is scheduled for September 2015, with a planned training programme to follow.



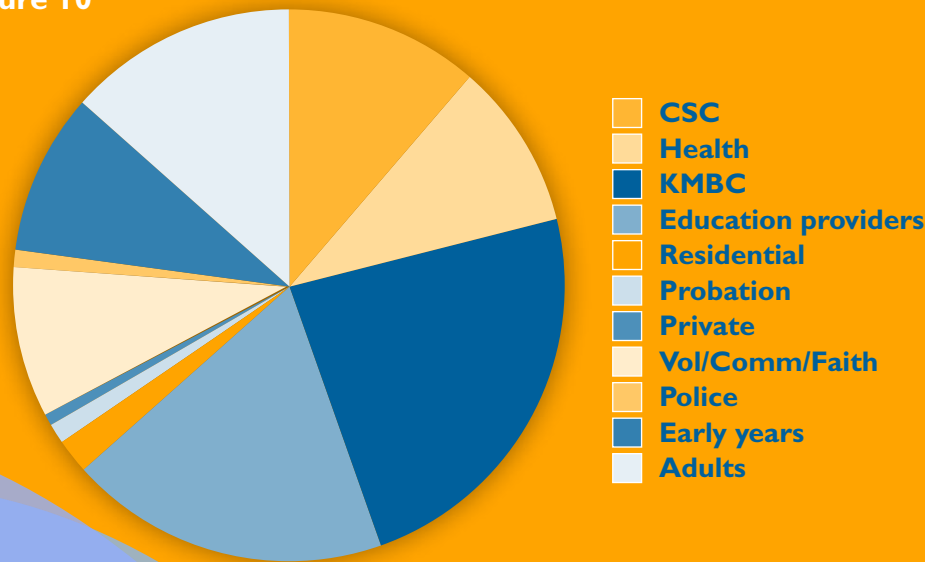
# Learning and development

KSCB recognises the need to ensure that staff across the partnership have the right skills at the right level to confidently deliver high quality services to vulnerable children in Knowsley. To achieve this staff must be able to access regular and relevant multi-agency training. A multi-agency training programme is in place which provides a range of courses and briefings on various themes including compromised care, child sexual exploitation and domestic abuse. It aims to improve knowledge and understanding of the key priorities identified by the KSCB, of national and local agendas and of recent changes to policies and procedures,

It should be noted that the success of this year's training programme would not be possible without the extensive contributions of many of the partner agencies of the KSCB.

The following chart depicts proportion of agency attendance on KSCB multi agency training courses during 2014-15.

Figure 10



The above chart highlights that staff from the local authority (Children's Social Care) and education providers (schools and colleges) take up the majority of places on multi-agency training courses, followed subsequently by health colleagues. It is also clear that there is a considerable representation from the voluntary, community and faith sector.

## How training has supported business plan priorities

**Priority 1** of the Business Plan 2014-16 is that the KSCB is effective in its work with partners to ensure that they deliver better outcomes for children and families who need help, through monitoring single and multi-agency arrangements to safeguard children. This priority has been broken down in to a number of actions:

**Ensure there is a skilled and capable multi agency workforce.** This has been progressed through a training needs analysis across partner agencies to identify gaps in knowledge and skills and to address these by building future training programmes around what has been identified. (An action within **Priority 1** also relates to completing a training needs analysis). This has now been completed and the data captured will shape next year's training programme. This will be a continual process and analysing the training needs of the workforce will take place on an annual basis.

**Develop a new Training Strategy.** The aim of this strategy is to support the KSCB in fulfilling one of its key responsibilities; to ensure both single and inter-agency learning activities are delivered to a consistently high standard and that a process exists for evaluating the effectiveness of training and learning. The Strategy will also outline how the Learning and Development Sub Group will play a strategic and operational role in successfully achieving this. This strategy has been developed and will be subject to an annual review.

KSCB should ensure that focused training and briefing events take place on a regular basis on local and national lessons from serious case reviews and management reviews.

**Ofsted**

We have undertaken two management reviews this year, under the principles of our Learning and Improvement Framework. As a result we have identified that there is significant learning identified above which was cascaded to staff via formal feedback sessions. The learning has been embedded in multi-agency training courses and regular briefing sessions are part of the training programme which gives assurance that the priority within the business plan is achieved. Learning from national reviews is an integral part of the training programme and embedded in a number of courses. There is also planned a specific 60 minute briefing session on recent reviews. These feedback sessions will allow practitioners to come together from a variety of agencies giving them the opportunity to network and build relationships whilst discussing issues that are relevant to their practice.

**Strengthening the relationships with frontline staff through the delivery of partnership forums.** Each month a 60 minute briefing will take place on a topic identified via learning and improvement and feedback sessions are planned to cascade the learning to KSCB members. This will then be followed by briefings for frontline practitioners to ensure that lessons are shared and professionals are kept abreast of recent learning. The first 60 minute briefing coincided with national CSE Awareness Day and explored working with children and young people who are being, or at risk of being, sexually exploited.

Any learning resulting from reviews and audits will also be included in our quarterly KSCB newsletters.

**KSCB should ensure partners' understanding of and engagement in delivering services through the Early Help model.**

An Early Help training programme has been established and an in depth evaluation is being undertaken which will be fed back to the KSCB. The revised continuum of need and threshold document was also launched to coincide with this training programme to ensure that practitioners are clear where Early Help services sit within the continuum of need.

**Launching a multi-agency Neglect Strategy and equipping practitioners with the tools and skills necessary to enable them to deliver high quality services for children experiencing neglect.**

An event was held to launch the Neglect Strategy, it was attended by a multi-agency audience and was held to raise awareness of the KSCB approach to preventing and dealing with neglect.

**Priority 3** of the Business Plan 2014-16 is that Children and Young People in Knowsley are safeguarded from exploitation including Child Sexual Exploitation. It is imperative that consistent messages and learning regarding the sexual exploitation of children are shared across partner agencies.

Specific CSE courses were commissioned for managers. These were well attended by a multi-agency audience and all delegates felt that their knowledge and understanding had been increased as a result of attending the training.

The majority of attendees found learning about the CSE protocol, MACSE (Multi Agency Child Sexual Exploitation) meetings and the MACSE referral process most useful, they also valued the opportunity to network and share experiences with managers from other services. Comments included:

"Lots of shared knowledge and experience, very open and honest group which lead to lots of discussion and debate"

"Having the time to familiarise myself with the national guidance and local multi-agency working arrangements and how these will impact on my role"

Attendees were asked to feedback on how they would share and embed what they have learned back at the workplace and to consider how their practice might change in light of this. Comments included:

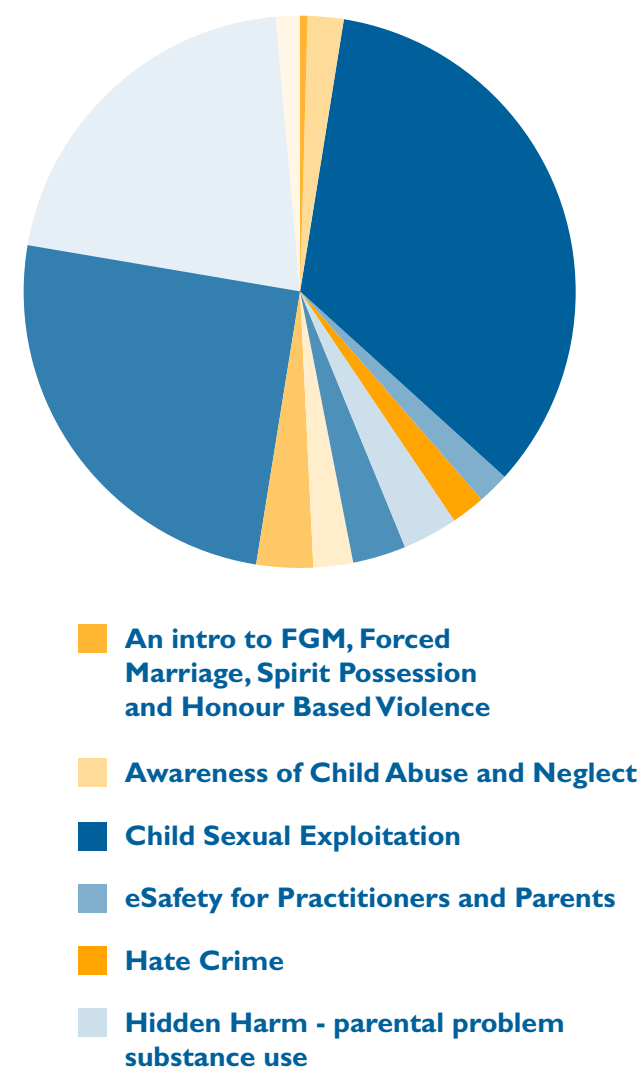
"To factor CSE when reviewing a child's plan or risk assessment"

"To review and update relevant policies and procedures"

"Develop a protocol regarding school absence to assess whether there are risks regarding CSE"

"Disseminate information to all staff in a staff meeting"

**Figure 11**  
**Review of e-learning courses**



KSCB commission the Virtual College to provide a variety of online safeguarding courses. The pie chart above depicts a number of courses that have been made available to the Knowsley Children's Workforce; free of charge. The chart highlights the high level of take-up of the following online modules:

- Child Sexual Exploitation
- Safeguarding Everyone Safeguarding Refresher - Child Abuse
- Neglect

We reviewed the online training courses on offer and introduced a module regarding Female Genital Mutilation, Forced Marriage, Spirit Possession and Honour Based Violence (often referred to as Harmful Practices). This has previously been available to practitioners via a face to face course provided by a specialist in this field in conjunction with Merseyside Police. Having reviewed training and having a revised training strategy we are in future going to provide both face to face and online training regarding Harmful Practices to practitioners as part of our forthcoming annual training programme.

The KSCB have now recruited a Training Officer who will be responsible for the training programme and for evidencing the impact that training has made on practice and improved outcomes for children and young people.



# Communications

KSCB has recognised that it needs to raise the profile of both the importance of safeguarding across the locality and the work of the Board to support staff to deliver high quality services. As a result we have worked hard to improve communications with both professionals and the public. Our new website [www.knowsleyscb.org.uk](http://www.knowsleyscb.org.uk) has helped us to send news items out quickly and our revised procedures are readily accessible. We have listened to our frontline staff members who have fed back the need for shorter information sharing sessions 'We can't always attend training especially for a whole day' and as a result we have launched our lunchtime 60 minutes safeguarding sessions. These together with our planned 7@7 which will give updates/briefings in seven bullet points and the introduction of a newsletter show that we are listening to staff and acting on their recommendations.





# Voice of the child

“Children have the right to say what they think should happen when adults are making decisions that affect them and to have their opinions taken into account ... this applies to everyone, whatever their race, religion, abilities whatever they think or say or whatever type of family they come from”

## **Article 12 & 2 U.N. Convention on the Rights of the Child**

The Participation Officer sits within the Safeguarding & Quality Assurance Unit. The post holder is involved in supporting of the group known as MADE.

MADE (Making A Difference Everywhere) forms Knowsley's Children in Care Council (CICC). The group provides a safe and secure forum for young people to express their views informally about life in care and life as a care leaver. Over the past year, MADE groups have worked in partnership with corporate parents and the leadership team within children's social care to provide a realistic and current perspective on areas of development from care experienced children and young people.

Within the MADE group there are 28 young people who are current attending members, 49 young people who participate in activities within the group, and we also have over 50 young people who we consult with virtually via Facebook.

Following a request from the MADE group, it was decided that Knowsley undergo an external assessment through their working partners A National Voice, through Lilac which is a project run by A National Voice. The key purpose of LILAC is to draw upon the experiences and expertise of care-experienced young people to improve the policy and practice of agencies in how they involve and consult with children in care and care leavers. It does this by using a framework of quality standards.

In 2014 Knowsley was judged by care-experienced young people to have fully achieved six of the seven LILAC standards. The area needed for the final standard was around the involvement of young people in practices across the authority such as staff appraisals, staff inductions and participation training to be mandatory for new staff. There was praise for the Children Charter and the subsequent Children Looked After and Care Leavers Pledge.

In the Charter the children requested that the people working with them did the following:

1. Get to know us
2. Listen with your heart as well as your ears
3. Take us seriously
4. Involve us and be honest with us
5. Respect our privacy
6. Think about our lives as a whole
7. Think about how you share our information.
8. Put us in touch with the 'right' people
9. Use your power to help make things happen when they should
10. Help us be safe

As a response to this, Knowsley's Children Looked After and Care Leaver's Pledge has been developed by Knowsley Council in response to Knowsley's Children Looked After Charter pointing out clearly what support children and young people in care and leaving care can expect from their corporate parents.

In response to listening to the Voice of the Child, representation was invited to the KSCB annual safeguarding event. Two young people presented at the event and they planned a 'Hands On' approach. Following their presentation they asked the delegates to draw around their hands and write inside what they as individuals could do to make a difference in their future practice with regard to listening to the voice of young people. This proved to be a symbolic demonstration of how partners could improve their practice.

The group continue to develop under the support of their participation officer and have undertaken a number of projects. At the invitation of Her Honour Judge De Haas, the Family Justice Young People's Board (FJYPB) and representatives from the Knowsley Children in Care Council (CICC) undertook a tour of the Liverpool Civil Justice Centre.

The group helped host the Celebration of Achievement Awards held in November and over 170 children and young people in care or care leavers were nominated to receive awards. The event was attended by over 100 young people their carers, social workers, support workers. In addition to hosting the event they also provided the entertainment.

Their entertainment skills were also in the fore at the 'Transitions' event on 26 March 2015. 'Transitions' is a drama based project in collaboration with LIPA, Liverpool City Council, Knowsley and Wirral Council. It explores the issues surrounding the leaving care transition as seen by the young people. The performance highlighted what young people think works, what doesn't and what they felt needed to improve. The event was successfully presented at Knowsley and attended by Knowsley partners, staff and elected members.

The 'Making a Difference Everywhere' MADE group have undertaken a number of consultation projects to ensure their voice is heard; with the virtual school developing a short film about educational needs and support for children in care, they are working with fostering and adoption to support the developments within that service, they present at various social work training including John Moores university for social work students. They continue to be part of interview panels for new staff and have been part of regulation 33 visits to residential children's homes.



Their future plans include:

- Young people becoming peer mentors (for children who are new to care or experiencing difficult times).
- Inspecting services to make improvements for children and young people.
- Independent living skills for care leavers and stay put policy.
- Young people getting involved in training staff and carers.
- Transitions project (where care leavers express their views and experiences).
- Improving the health and wellbeing of Children Looked After.

The Participation Officer is currently developing a website for Children Looked After which will support the work to engage with children and young people in a more responsive way and extend our communication through technology.

This period of time has seen new developments and commitment towards hearing the voice of the child however there is still a need for this work to be extended. The need for an embedded process to ensure consistent evidence of the child's voice has been identified by the audit group and is part of their work plan. As has been identified following our audit review the newly commissioned service will help us to address the gaps in this area of work and we plan the voice of the child and how we can best hear it to be the main theme of the annual workforce conference in 2015.

Working with young people and asking for their feedback they tell us who and what works for them, we have been told

'I liked working with YOS as they were the first staff who listened and believed what I was saying'

'I confide in the pastoral care officer as they listen'

'I spoke to the school safety officer as he treats you with respect'

These quotes demonstrate that how we initially approach young people impacts on how they perceive us and how we can best work with them in the future. Demonstrating that we as a board are hearing their voice is a key area of future development for KSCB and one we are currently working on to improve.





# Corporate Parenting Board

The Corporate Parenting Board (CPB) ensures that all partner agencies fulfill their legal obligations and responsibilities towards children looked after (CLA) and leaving care, under the Children Act 1989 and Children (Leaving Care) Act 2000. The CPB acts strategically to ensure that children looked after and care leavers are effectively supported to reach their potential through the provision of excellent parenting, high quality education, and opportunities to develop their talents and skills, and effective support for their transition to adulthood.

The CPB has a responsibility to monitor and review the quality and effectiveness of services for CLA delivered by Corporate Parents - the council, partner agencies and commissioned services - to ensure that every child and young person looked after is supported to be safe, happy, healthy and to achieve their full potential. In addition, it has a key role in listening to the voice of children and young people looked after and leaving care.

The strategic aims and objectives of the CPB are to

- Narrow the inequality gap.
- Children get the best possible start in life and have opportunities to reach their potential.
- Improved outcomes for our most vulnerable young people.
- Ensuring young people have the skills and opportunities to achieve in learning, life and work (Corporate Plan 2013-2016).

Members of KSCB sit on the CPB and their reports are shared with KSCB as part of the quality assurance processes in place.





# CDOP national and local

## National Child Death Overview Panel (CDOP)

The Local Safeguarding Children Board's data collection was introduced from 1 April 2008 and is designed to collect information on the number of child death reviews completed and the decisions made by Child Death Overview Panels on behalf of their Local Safeguarding Children Boards in England. Since 1 April 2010, Local Safeguarding Children Boards have been required to determine whether there were modifiable factors in the death of a child when reviewing the death. Factors may be judged modifiable if they could use nationally or locally achievable interventions to reduce the risks of future child deaths. Reviewing deaths involves collating information on the cause, location and other circumstances of the death, but is not an investigation into why a child has died and it is not a serious case review, although a serious case review may be completed in respect of a death where abuse or neglect is considered to be a factor.

A child death review is completed for every child that dies in England and includes:

- a. collecting and analysing information about each death with a view to identifying:
  - i. any matters of concern affecting the safety and welfare of children in the area of the authority including any case giving rise to the need for a review
  - ii. any general public health or safety concerns arising from deaths of such children

- b. putting in place procedures for ensuring that there is a coordinated response by the authority, their Board partners and other relevant persons to an unexpected death.

Most child deaths do not lead to a serious case review.

Nationally 70% of child deaths reviewed in the year were completed within 12 months of the child's death, a year-on-year decrease from 80% in the year ending 31 March 2011. However, reviews generally take longer if modifiable factors are identified in the death and there has been an increase in the percentage of deaths reviewed which have modifiable factors. In the year ending 31 March 2015, 14% of reviews which were completed in less than six months had identified modifiable factors, compared to 32% of reviews which took longer than a year to complete

## Local Child Death Overview Panel (CDOP)

Knowsley has now been part of Merseyside CDOP for the last year. This has been the first year that Knowsley has been part of the Merseyside arrangements and during that time there have been 12 child deaths within Knowsley. Two of these deaths have been subject to the Merseyside CDOP review process.

This year, an independent review of the Merseyside CDOP has been commissioned to review the purpose and the current functioning of Merseyside's Child Death Overview Panel, and to make

recommendations for its future operation. The CDOP is part of the learning and improvement strand within the LSCB process, with the LSCBs required to evidence that it has used its CDOP to learn from the deaths of children, and put policies/procedures/measures in place that will prevent or reduce the risk of future deaths. Within the Merseyside area, a safe sleeping campaign has been implemented across all the areas with awareness raising sessions being delivered in each of the area. This has enabled a consistent message to be given across all agencies. As Merseyside health providers and Merseyside (CDOP) collated the 'Safe Sleeping Guidance' for professionals, in order for the professionals to have a clear and consistent message when advising parents and carers on safe sleeping arrangements. There were six sessions held in Knowsley, which were attended by staff from various agencies and approximately 40 staff attended.

Findings from the review suggest that reviewing the operation of the CDOP and considering options for improvement should be regularly undertaken by both the CDOP and the LSCB.

Some particular issues are:

- Role of the CDOP administrator/manager and links to other processes.
- Panel membership.
- Conduct of panel meetings - frequency, style, case management, scope.
- Emotional support to the panel.
- Quality (comprehensiveness and consistency) of data.
- Data analysis and reporting.
- Working with LSCBs.

The CDOP needs to be clear about its reporting arrangements and governance structure, especially when it covers more than one LSCB area. The CDOP is a sub-committee of the LSCB and as such it needs to ensure that it is operating to the requirements of each LSCB to which it reports, and should be able to demonstrate three deliverables:

- That it is providing data to inform strategic planning on how best to safeguard and promote the welfare of children.
- That it is providing evidence to support the development of the Children and Young People's Plan.
- That it is providing learning outcomes relevant to partner agencies.

At the same time, the LSCBs need to support their CDOP to work efficiently. There are enormous benefits of working on a larger footprint and the LSCBs should encourage the CDOP to help them identify issues which cut across borough boundaries.

The recommendations will form the outline for the future planning within Merseyside CDOP and the combined LSCBs.

# Challenges for 2014/15

The economic downturn and reduced public expenditure has led to an increase in the number of children and young people experiencing poverty and deprivation in Knowsley. The public sector continues to face the twin challenges of financial restriction and increasing demand for services. However despite this partners remain committed to maintaining robust safeguarding arrangements for vulnerable children within the context of budgetary pressures and organisational change and restructure. Significant progress has been demonstrated through the implementation of more 'joined up' multi-agency services such as the Early Help approach, the MASH, and the CSE team.

There is a clear commitment across the partnership to:

- Ensure that lessons learnt from Serious Case Reviews and Management Reviews are acted upon and that the impact of changes to practice and multi-agency working is monitored.
- Strengthen 'the voice of the child' in practice and make sure the experience and views of children and young people inform the development of services.
- Further develop robust audit processes to monitor the quality of practice and evaluate its impact on outcomes for children and young people

- Ensure that staff continue to have access to comprehensive and high quality safeguarding training.
- Continue to develop our challenge and understanding of safeguarding arrangements through an external independent evaluation (peer challenge) in November 2015.

The work KSCB has undertaken this year has been wide-ranging and we are beginning to see an impact on practice. However there is more to do and we realise that we have to both maintain the progress we have made, and, ensure the improvements in practice are embedded. The pace of change will continue.

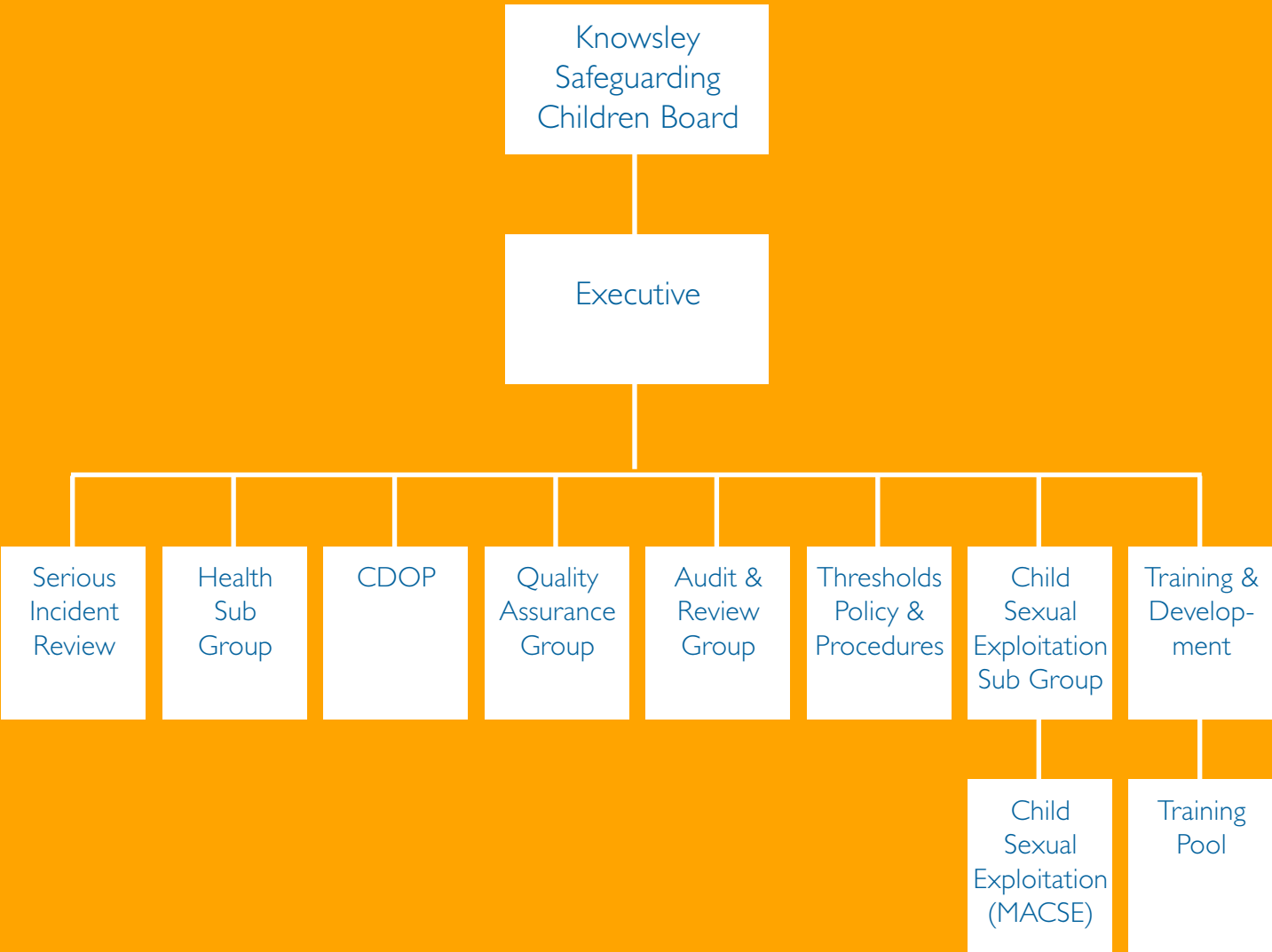




# Appendices

Appendix i  
Knowsley Safeguarding Children Board Organisational Structure

Appendix ii  
Membership List



**Board Members 2014-15**

**Independent Chair**  
**Audrey Williamson**  
Independent Chair for Knowsley Safeguarding Children Board

**Vice Chair**  
**Helen Meredith**  
Clinical Commissioning Group (May 2015-)

**Members (Statutory)**  
Knowsley Metropolitan Borough Council

**Matt Ashton**  
Director of Public Health

**Paul Boyce**  
Executive Director (Children)

**Colette Dutton**  
Assistant Director Safeguarding and Quality Assurance

**Peter Murphy**  
Assistant Executive Director Childrens Social Care

**Julie Young**  
Director of Schools and Educational Attainment

**Vicki Clements**  
Safeguarding Officer for Education

**Julie Moss**  
Director of Adult Social Services

- Health**
- Michelle Creed**  
Deputy Director of Nursing  
NHS England
- Ann Dunne**  
Designated Nurse Safeguarding Children  
Clinical Commissioning Group
- Rose Douglas**  
Head of Midwifery  
St Helens & Knowsley NHS Trust
- Sue Gunson**  
Designated Nurse Safeguarding Children  
Clinical Commissioning Group
- Julie Knowles**  
Named Nurse  
Alder Hey Children's Foundation Trust
- Angela Lacey**  
Named Nurse for Safeguarding Children  
Merseycare NHS Trust
- Chris Masikane**  
Assistant Director - CAHMS  
5 Boroughs Partnership NHS Trust
- Helen Meredith**  
Head of Quality Assurance & Safety/Governing Board  
Nurse  
Clinical Commissioning Group
- Dr Linda Teebay**  
Consultant Community  
Paediatrician - Designated Doctor

Education  
**Trish Long**  
Head of Student Services, Knowsley Community College

**Penny France**  
Head Teacher, Mosscroft Primary School

**Vacancy**  
Secondary Head

Merseyside Police  
**Chief Superintendant Mark Harrison**  
Area Commander

National Probation Service  
**Marie Orrell**  
Head of LDU, Knowsley, Wirral and St Helens

Merseyside Community Rehabilitation Company  
**Rosie Goodwin**  
Assistant Chief Executive

Youth Offending Team  
**Dionne Atkinson**  
Head of Service

Children and Families Court Advisory Support Service (CAFCASS) Connexions  
**Michelle Evans**  
Senior Service Manager

Members (by invitation)  
Housing  
**Martina Daly**  
Head of Customer & Independent Living Services  
Knowsley Housing Trust

Fire and Rescue  
**Dean Bolton**  
District Manager  
Merseyside Fire and Rescue

Faith Groups  
**Jeremy Fagan**  
Vicar, St Martin's Church

Voluntary Sector  
**Pamela Ball**  
Director, Knowsley Community & Voluntary Sector (KCVS)

**Angela Cholet**  
Chief Executive Officer, The First Step

Lay Members  
**Caroline Collins**  
**Cathy Manley**

Participating Observer  
**Councillor Gary See**  
Lead Member

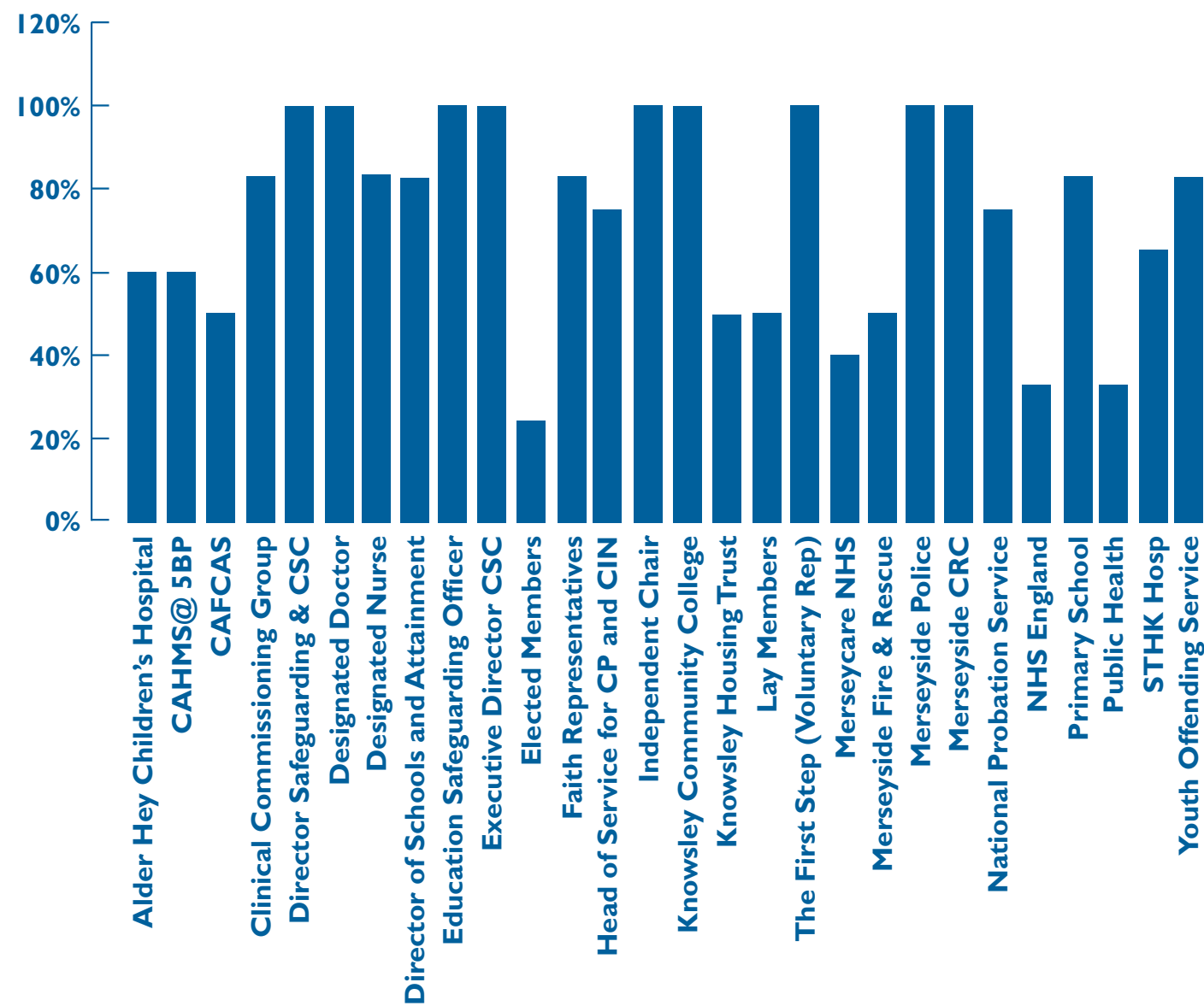
Support Staff  
**Eve Smith**  
KSCB Board Manager

**Carly Gebhardt**  
KSCB Executive Support Assistant

Contributions in Year 2014/15	
Knowsley Council - Children's Services	95,950.00
Knowsley Council - Early Years	3,163.00
Knowsley Council - Public Health	21,100.00
Knowsley Council - Leisure	7,905.00
Dedicated Schools Grant	42,000.00
CCG	47,014.00
Police	20,795.00
KHT	5,129.00
Probation	9,300.00
Community College	1,080.00
CAFCAS	550.00
	<hr/>
	253,986.00



KSCB Attendance April 14 - March 15



NB Please note the % for health representation was not 100% due to the development of a health sub-group

The following is the framework that is used to demonstrate the data set when reporting to the Board. The dataset includes information ranging from population size, to specific safeguarding performance management information, and gives the Board a consistent overview of the prevalent issues in Knowsley currently:

**We know about all children and young people in the local area, what their needs are and how they are doing.**

- Proportion of children under 16 in poverty
- Infant Mortality
- Child population
- Ethnicity of child population

**We know about groups of children with particular needs - number in point of time of:**

- CLA from another LA placed in Knowsley
- CP from another LA living in Knowsley
- % CIN - with disability

**Safeguarding and supporting children in specific circumstances**

- Number of children missing from education
- Number of CLA missing
- % of CLA children missing who had a return interview within 72 hours
- Number of DV notifications from police where a child is recorded to live at address
- Number of DV notifications to CSC that led to a referral
- Number of repeat DV call outs by police to an address where a child is recorded to live
- Number of children missing from home
- The rate of violent and sexual offences against children aged 0-17 per 10,000 U18 population

- Number of CSE referrals recorded as being 'high' risk of CSE
- Number of new CSE referrals recorded as being at 'high' risk of CSE.

**Children, young people and families are able to access early help when they require it, and it is effective**

- Number of EHA/CAFs completed in the period
- Number of EHAs/CAFs open at point in time
- Number of referrals to Children's Services where a CAF has already been in place

**Thresholds are clear and appropriate, planning and decision making is effective**

- Referrals of children per 10,000 population
- No. of referrals to children's social care
- Single Assessments completed within the Specified Target Date set by Team Manager
- % of children whose referral occurred within 12 months of a previous referral
- % of referrals to children's social care going on to single assessment
- Open cases per 10,000 population
- Open cases CSC - TOTAL - includes parked

## Appendix vi Agency contributions

### We are safeguarding and supporting children who are in need of protection

- CP per 10,000 population
- CP total
- The rate of s47 enquiries per 10,000 population
- Hospital admissions caused by unintentional and deliberate injuries to children and young people
- % of Child Protection plans ending after 2 years or more
- % ICPCC on time
- No of times police powers of protection applied

### The LA fulfils its corporate parenting role and looked after children and care leavers have good outcomes

- CLA per 10,000 population
- CLA admissions per 10,000 population
- CLA discharges per 10,000 population

### There is effective use of resources and the workforce is judged to deliver good quality services

- Number of allegations referred to LADO
- % turnover rate of social workers (cumulative)
- % unfilled social worker posts (vacancies)
- % unfilled social worker posts covered by agency
- Children's social care FTE
- Number of FTE school nurses
- Vacancy rate of school nurses
- Turnover rate of school nurses
- Number of FTE health visitors
- Vacancy rate of health visitors
- Turnover rate of health visitors
- Record 'safeguarding' judgements by main service providers carried out since last QA report.

The following agencies have contributed to this annual report:

CAFCASS, Clinical Commissioning Group, Knowsley Council - Children's Social Care, Education Service, Public Health and Youth Offending Service, The First Steps Agency Knowsley Community College, Knowsley Housing Trust, Merseyside Community Rehabilitation Company (MCRC), Merseyside Fire and Rescue (MFR), Merseyside National Probation Service (MNPS), Merseyside Police, NHS England (NHE), North West Ambulance Service (NWAS)

**Please report on any key activity/developments/good practice examples in safeguarding children work across your organisation**

### CAFCASS

2014-2015 has seen the implementation of the **National** CSE Strategy which has involved consolidating national systems to capture data on CSE in cases known to CAFCASS; providing mandatory training on CSE to staff; running workshops to increase awareness; reviewing policy guidance to staff; creating dedicated management time to support the delivery of the strategy at a national level; and creating CSE ambassadors within each service area.

### Clinical Commissioning Group

Increased financial contribution to the LSCB budget. Commitment from CCG and its Safeguarding Service to actively engage with all relevant groups within the LSCB at Strategic Board, Executive Board and subgroup level. Chair of Audit & Review subgroup, Serious Incident Review Group, and Health Subgroup. Lead for health economy within CSE agenda across Merseyside with links into Cheshire. Lead for health economy within CDOP process which has continued into new Pan Mersey arrangements. We now have increased oversight, scrutiny and quality assurance of safeguarding in all commissioned health services via contracts. There are required reporting mechanisms and review of service specifications. There has been adaptation of performance framework, within contracts for all commissioned health services, to ensure that areas of concern and Board priorities are addressed and monitored. We make a contribution to strategic overview of MASH.

### Childrens Social Care

Children's Social Care is heavily involved in activities related to improving the quality of social work practice (linked to the DfE Improvement Notice).



This has included restructuring of the social work teams, investment in resources in supporting the MASH arrangements and the implementation of a new Quality Assurance Framework. Development of the cse team, the team is expanding to include Barnardos to ensure children's emotional need are met, and early help worker is in the team to ensure children who may be at risk receive support, and that their parents are given support also.

**Knowsley Council Education** has developed a user friendly newsletter containing updates and relevant information which will be sent to all Head teachers in Knowsley. The newsletter is produced by the education sub group which meets to discuss issues and developments raised at the safeguarding board meetings. The newsletter will be sent out after every meeting.

### **The First Step**

Our in-house trainer wrote and delivered 2 training courses covering: Impact of Domestic Abuse on pre-birth to 11 years and Impact of DA on 12 years to 18 years. The training was delivered to 86 multi-agency frontline practitioners during 2014/15. 88 children kept safe in their own homes by The First Step in partnership with Community Safe by target hardening their homes i.e. new locks, fire bags, hunter cameras, security lights etc. In partnership with the safeguarding team at Aintree hospital 2 'Domestic Abuse Awareness Weeks' were organised throughout 2014/15 to raise awareness of DA. We established a domestic abuse information station at the entrance to the hospital and delivered 9 sessions to staff which 97 people attended.

### **Knowsley Community College**

Staff participated in Prevent training delivered by Merseyside Special Branch Prevent Officers and also KSCB online training on CSE. College Designated Safeguarding Officers have all completed additional KSCB online training to extend their knowledge and skills. Four theatre in education performances were delivered to students this academic year to raise their awareness of how to keep themselves safe:

- **Chelsea's Choice** (about Child Sexual Exploitation)
- **One Family's Story** (about how young people can get into/avoid crippling debt)
- **Terriers** (about the dangers of Guns, Gangs and Sexual Exploitation)
- **New Wheels** (about the dangers of drink/drug driving)

### **Knowsley Housing Trust**

We have a "Concern Card" process that allows trade operatives who are working in customers' homes to quickly and easily report any concerns to the appropriate teams for further investigation and action.

### **Merseyside Community Rehabilitation Company**

All managers have attended executive safeguarding training and a Safeguarding committee has been established which drives all the safeguarding business. Safeguarding audit are undertaken and action plans produced. Safeguarding practice sessions, Action learning sets, group supervision are all part of the reflective safeguarding processes in place. We have also refreshed policy and practice guidance to take into account both children and adult safeguarding and within the service safeguarding champions identified.

### **Merseyside Fire and Rescue**

Series of Policies and standard operational procedures along with robust staff training ensure understanding within the Organisation. Named safeguarding officers are in place and readily available at any time to assist with emerging operational issues.

### **Merseyside National Probation Service**

Engagement with MACSE at local and GOLD groups. Conducted a Mappa Audit on DV cases. Are in attendance at MARAC.

### **Merseyside Police**

In January 2015 Knowsley initiated a dedicated CSE Team to focus solely on children at risk of sexual exploitation. Police in Knowsley continue to safeguard children present at domestic abuse incidents via Operation Encompass.

### **NHS England**

Merseyside Safeguarding Forum established for Designated Professionals. Baseline Safeguarding Audit undertaken across all GP surgeries. Review of Health Visiting service specification and recruitment of additional Health Visitors.

### **North West Ambulance Service**

The Trust took part in the CQC pilot assessments of Ambulance Service NHS Trusts. The result is that a number of standards have been developed for Ambulance Services and good assurance was received in relation to safeguarding arrangements.

### **Knowsley Council's Public Health**

Building on the success of Chelsea's Choice last year, Public Health commissioned Essential Safeguarding to develop and deliver bespoke training for key staff

regarding Child Sexual Exploitation. This included, Pharmacies, Environmental Health, licensing facilities and GPs. These sessions have been positively received.

### **Knowsley Council's Youth Offending Service**

YOS have been integral partners in the development of support network for young people who are at Risk of Child Criminal and Sexual Exploitation. All YOS practitioners are aware the presenting risks for young people in Knowsley and early identification has enabled a co-ordinated multi-agency response to both vulnerability and risk management via the YOS High Risk Management Panel.

**Please highlight any areas of development for information of the Board.**

### **CAFCASS**

Cafcass has developed its CSE strategy. Key elements include: updating training; developing ambassador roles; seconding a member of staff to eg collate and disseminate LSCB learning; establishing through the Electronic Case Management System (ECMS) the prevalence and profile of children known to **Cafcass** who have been subject to CSE. Cafcass has a robust programme of internal audits to assure the effectiveness of safeguarding in both public and private law around the area of CSE.

### **Clinical Commissioning Group**

The CCG safeguarding Service will continue to further develop the health economy response to SCR/MR/ other practice learning reviews in line with Learning and Improvement Framework, NHSE guidance and the requirements to respond to new methodologies

### Children's Social Care

Improving the overall quality of social work practice. This includes the assessment, planning, intervention and review process. Social workers have access to good quality reflective supervision. Single agency auditing, as part of the Quality Assurance Framework, has been implemented across the service.

### Knowsley Council Education

We continue to develop the SLA (service level agreement) for schools to ensure the needs of all are met as efficiently as possible.

### The First Step

In partnership with GP Millbrook Practice we are running a pilot service including training of practice staff and acceptance of GP referrals. Developing borough wide domestic abuse training with funding from the Police & Crime Commissioner which should feed into the early help agenda by raising practitioners awareness of domestic abuse and its effects on children.

### Knowsley Community College

There is continuous quality improvement to all aspects of our safeguarding work, including a focus on Prevent and CSE staff awareness raising.

### Knowsley Housing Trust

Child protection standards have been rolled out to staff attending case conferences Safeguarding awareness sessions required for all staff KHT are a core member of the MASH Team.

### Merseyside Community Rehabilitation Company

is privately owned by an Interserve led conglomerate of organisations under the name of Purple Futures. The Company was formed in June 2014 and has embarked on a major review of safeguarding policy and practice. The strategic plan 2014/2015 has, as one of its key principles, the safeguarding of children and adults. All managers have attended executive safeguarding training in the first instance. Out of this work, an executive safeguarding committee was formed which drives all the safeguarding initiatives within the Company. The committee commissioned a safeguarding audit of cases and an action plan has been formulated following the results of the audit. A refreshed Safeguarding policy and good practice guidance has recently been issued to all staff. Key initiatives with practitioners this year have included safeguarding practice workshops in every location. Group supervision and action learning sets have raised the quality of case management. There has been an emphasis on training in CSE and harmful practices. The Assistant Chief Executive covering the Knowsley area sits on the LSCB and engages in other strategic partnership work in relation to safeguarding. The criminal exploitation of children is an area where the MCRC will be able to make a significant contribution to local safeguarding over the next year and the Company remains committed to developing strong links with other partner agencies involved in this area of work.

### Merseyside Police

The CSE team co-ordinated various activities during the CSE week of action March 2015. Presentations of current CSE issues were provided to all front line Police officers within Knowsley. Listening to the child voice is paramount and an action plan has been set to seek feedback from the child following Police intervention during incidents or events ie. Domestic abuse report, missing from home or child protection investigations. This review will take place during the forthcoming year.

### Merseyside National Probation Service

Staff will be working more closely with police in 2015/16 following roll out of ARMS training to manage low-medium risk sex offenders in the community.

### NHS England

In addition to Child Sexual Exploitation National NHS England are working through the National Group on Sexual Violence against Children and Vulnerable People to improve the support available to people who have suffered sexual abuse in any form North West Ambulance Service A significant amount of work has been done to update the Policy and associated procedures. These now include the principles of adult safeguarding and pathways are included for victims of Child Sexual Exploitation (CSE), Female Genital Mutilation (FGM) and the radicalisation of vulnerable people (PREVENT).

### Knowsley Council's Public Health

Public Health are currently piloting a peri-mental health service, aimed at supporting those new mothers who maybe at increased risk of poor attachment or mental health issues. Many of the

participants have previously had high levels of safeguarding need. This pilot works across 3 levels from universal through to targeted support and initial findings appear positive, the pilot concludes in September.

### Knowsley Council's Youth Offending Service

YOS are currently involved in the implementation of multi agency working practices regarding Sexually Harmful Behaviours.

**All partner agencies need to sustain full engagement with the work of the Board. Can you give an example of this**

### CAFCASS

Learning from SCRs is disseminated, at a local and national level, through various mechanisms. There is a Safeguarding Team comprising a National Child Care Policy Manager and a Corporate Support Officer. Their functions include: co-ordinating and quality assuring submissions to serious case reviews (and other multi-agency reviews); supporting CAFCASS members in contributing to LSCBs.

### Clinical Commissioning Group

The Designated Nurse took a lead on reviewing and rewriting the Knowsley Continuum of Need and Thresholds for Response. This was then followed by delivering a series of sessions to the multi-agency workforce in Knowsley to launch the protocol and facilitating workshops to ensure staff could demonstrate an understanding of the thresholds and articulate the appropriate level of need for the child.



### Children's Social Care

Children's Social Care is fully engaged in the work of the Board, the Executive and the Sub-Groups of the KSCB. In particular on behalf of the Board, Children's Social Care have taken on lead agency responsibility for child sexual exploitation.

### Education

We ensure, where possible, the safeguarding officer, a Head teacher representative and an education improvement officer attend every LSCB meeting and there is an education sub group which meets after this and consists of representatives from early years, Knowsley college and the three collaboratives as well as the members of the Board as stated. The Safeguarding Officer represents education on SIRP and CDOP and attends Audit review and training sub groups. The Head teacher Board representative attends the CSE sub-group.

### The First Step

CEO of the agency is a member of the KSCB main board representing the voluntary sector. Agency in-house trainer is vice chair of the KSCB training sub group ensuring domestic abuse expertise is shared with the group. Agency in-house trainer delivered training courses on behalf of KSCB.

### Knowsley Community College

Knowsley Community College is represented at KSCB. Following each board, education representatives meet to agree KSCB feedback to schools and College.

### Knowsley Housing Trust

Attendance at Board meetings and development sessions, working with the MASH and are member of the CSE subgroup. A KHT staff member is working as part of the Stronger Families team.

### Merseyside Community Rehabilitation Company

The Assistant Chief Executive covering the Knowsley area sits on the LSCB and engages in other strategic partnership work in relation to safeguarding. The criminal exploitation of children is an area where the MCRC will be able to make a significant contribution to local safeguarding over the next year and the Company remains committed to developing strong links with other partner agencies involved in this area of work. Frontline visit to Looked after children team and report to board submitted.

### Merseyside Fire and Rescue

MFRS are embedded as a board member, ensuring good practice can be reported directly from Board level into the Organisation for wider sharing both internally and externally.

### Merseyside Police

Representation by senior officers at Board level and attendance at all sub groups and chair the Training sub group.

### Merseyside National Probation Service

Member of Board since November and have undertaken front line visit and hosted visit to NPS. Attended development session: Participated in multi-agency audit. Prioritise attendance at Board and other relevant meetings. Disseminate information from Boards to managers and staff,

### NHSE

Membership of Local Safeguarding Children's and Adult Board and Merseyside Safeguarding Forum established for Designated Professionals.

### North West Ambulance Service

The Trust has a named contact for each of the 46 Safeguarding Boards across the North West. This strengthens working together and information sharing relationships and is reflected in the increased number of Serious Case Reviews, Safeguarding Adult Reviews and Domestic Homicide Reviews. Staff also access multi-agency training and share learning and expertise with their peers.

### Knowsley Council's Public Health

representatives are now on many key sub groups of the Children's Safeguarding Board and are more integrated within the council systems.

### Youth Offending Service

Representation by senior managers at both board and sub groups, representative chairs KSCB sub group. The YOS practitioners/managers have met with KSCB Board Members to discuss knowledge/practice and share an understanding of frontline issues for practitioners.

**Agencies need to ensure that services and resources are effectively targeted at the areas of highest need. Can you give an example of this.**

### CAFCASS

Cafcass has a specialised Commissioning Team that ensures that all commissioned services meet required standards of safeguarding children. This requirement is set out in the Operating Framework and in contracts with service providers.

### Clinical Commissioning Group

The CCG, working in partnership with collaborative commissioning colleagues, put in place additional capacity at Alder Hey Childrens Hospital to provide a dedicated telephone service offering specialist paediatric advice to GPs in order to support management of a range of medical conditions children throughout the borough.

### Children's Social Care

In response to CSE as the Council has already committed to providing funding to support the new team. The MASH Team has increased in terms of capacity. The additional capacity will enable the CSC element of MASH to identify children in need of support and safeguarding more quickly.

### Knowsley Council's Education

The generic safeguarding offer, which is free to all schools, consists of Single agency basic CP awareness training for all teachers and support staff and particularly helpful for NQTs as part of their school induction. This also includes safer recruitment training essential for school safeguarding and telephone advice and support regarding safeguarding matters.

### The First Step

Our accredited male perpetrator programme targets offending behaviour accepting Childrens Social Care referrals for men with children on the CP register; an integrated partner support service is delivered alongside. Our accredited male perpetrator programme holds a contract with Cafcass to provide change behaviour programme to court ordered male perpetrators seeking changes to their child contact arrangements.

The First Step manages the IDSVA service, who works with high risk victims; we also facilitate the MARAC meetings within our centre. Our First Step project works with people who self refer identifying themselves as in need of a service. Our refuge provides emergency, safe, supported accommodation to women and children fleeing domestic abuse.

#### **Knowsley Community College**

Key safeguarding priorities are communicated to managers and staff via Safeguarding newsletters, start of term reminders, training and as a standing agenda item for key College meetings.

#### **Knowsley Housing Trust**

Vulnerability checks are carried out for all new tenants to ensure that they are given the correct level of support to maintain their home.

#### **Merseyside Community Rehabilitation Company**

Child protection cases are reserved for the most senior probation officer grade.

**Merseyside Fire and Rescue** will deal with emerging issues as they arise although training, development and raising staff awareness will assist in Service delivery.

#### **Merseyside Police**

Due to increased work and safeguarding within domestic violence, child protection and child sexual exploitation. Police in Knowsley have invested heavily in resources to ensure the demand is met. MASH Policing team has increased in establishment. The Vulnerable Persons Unit saw a significant increase in staff over the previous year and a recent review of work has led to a further posts being secured. Police have invested in a number of staff in a multi-agency CSE team.

#### **Merseyside National Probation Service**

Complex cases which involve safeguarding issues would be managed by probation officers only.

**NHS England** Safeguarding Assurance and Accountability Framework 2014 will influence the work of CCG Commissioners and NHS Provider Trusts in their discharging of statutory duties.

#### **North West Ambulance Service**

The Trust is working with partners to help tackle issues relating to Slavery and Trafficking of children and adults. This work is in the initial scoping phase and any identified actions will be added to the Safeguarding Work Plan for the year and progress monitored.

#### **Public Health**

Building on the success of Chelsea's Choice last year, Public Health commissioned Essential Safeguarding to develop and deliver bespoke training for key staff regarding Child Sexual Exploitation. This included, Pharmacies, Environmental Health, licensing facilities and GPs.

#### **Youth Offending Service**

The YOS Management Team meet monthly to discuss quality, effectiveness of service delivery, data analysis and adherence to performance standards. This meeting has facilitated the re direction of the team whereby a re-allocation of Case management resources has taken place to ensure the needs of the service users at both ends of the risk continuum are being met.

**Effective responses to emerging urgent requirements need to be embedded in practice for future years. How can you demonstrate that you have taken this into account.**

#### **CAFCASS**

In private law cases the supporting separating parent in dispute (SSPID) helpline was launched in November 2014. This was partly in response to recognising the reductions in legal aid funding. Callers are put through to a Cafcass practitioner who can talk through the difficulties of separation, offering support, guidance, and information. Cafcass has a pilot in place of a safeguarding advisory support service for mediators, aimed at providing support in private law cases featuring child protection concerns.

#### **Clinical Commissioning Group**

Knowsley CCG have established a performance framework for all commissioned providers which requires them to demonstrate how changes in service delivery are embedded in practice, monitored for effectiveness and making a difference to the lives of children by improving outcomes.

#### **Children's Social Care**

This is highlighted by our responses to CSE and supporting the development of a dedicated team.

#### **Knowsley Council's Education**

We have applied to the schools forum for funding to support a full time education post within the MASH. DSL training on CSE and neglect was offered as a response to emerging issues locally and nationally. Schools received a training pack for use at staff meetings to cascade the learning and embed practice in their own settings. Briefing sheets include advice on current and emerging issues.

#### **The First Step**

Our day to day work responds to urgent need i.e. people turning up at the centre and wanting refuge, we will find refuge space for them outside of Knowsley.

Provision of a refuge facility responds to urgent need from Knowsley (if appropriate) and outside of Knowsley ensuring children are safe.

All staff trained in safeguarding children, we have 2 staff who are also agency safeguarding officers providing support and advice to staff around safeguarding issues/concerns. Our accredited male perpetrator programme has a minimal waiting list enabling men to be assessed within a short time scale.

#### **Knowsley Community College**

There is awareness raising of key priorities to College managers and staff via Safeguarding newsletters, contributions to meetings and updating training.



### **Knowsley Housing Trust**

There is strong awareness of CSE across agency. KHT is now part of MASH and Staff Training.

### **Merseyside Community Rehabilitation Company**

All staff are required to attend at least one multi agency event a year. Priority training has been targeted at CSE and harmful practices. In service mandatory safeguarding training includes elements of emerging themes such as CSE. Learning from SCRs is disseminated throughout the organisation. Safeguarding training is mandatory for all new staff as part of their induction

### **Merseyside Fire and Rescue**

Safeguarding is scrutinised robustly within the Organisation and MFRS have a Safeguarding Champion at Authority level to ensure leadership is demonstrated.

**Merseyside Police** are currently supporting the implementation of a multi-agency CSE team to include Heath, education and Barnardos.

### **Merseyside National Probation Service**

CSE awareness raising among staff has been undertaken and future changes to delivery of sex offender interventions will support CSE strategy.

**NHS England** has oversight and Assurance and Performance Monitoring of Healthcare Providers to ensure high quality, safe and effective service provision for: Early Help, LAC, CSE Specialised Commissioned Services (CAMHS Tier 4), Independent Contractors (GP, Dentist, Optometrists, Pharmacists) and Oversight and Assurance of CCG safeguarding arrangements.

### **North West Ambulance Service**

The Electronic Information Sharing System (ERISS) is a bespoke web-based system used by the Trust for sharing safeguarding referral information with Children's and Adult Social Care. This system has the functionality to place warning flags to alert the attending crew about child or adult protection issues. The application will be piloted over the forthcoming year. The current position of staff raising alerts with the Trust Safeguarding Team remains in place.

### **Knowsley Council's Public Health**

Following feedback from Young People in the Borough, a range of PSHE training/ materials were commissioned. Barnardos delivered training around their 'Real Love Rocks' resources in Knowsley during February and March 2015. The resources for both primary and secondary schools focus on healthy relationships and child sexual exploitation; provide age appropriate activities to equip young people to make safer choices around relationships.

**Youth Offending Service** have introduced a stringent Quality Assurance Process which highlights any emerging trends. Information collated is used to direct service provision. An example of this is the introduction of the Cannabis Matrix. Specialist Substance Misuse provision has been targeted towards individuals who have been identified via YOS data/intelligence.

**All agencies need to ensure relevant staff understand the Early Help Strategy and the part their work plays in this, and structure their work with children and families in line with the Continuum of Need and Thresholds**

### **CAFCASS**

Early help and support is referred to in the pilots that Cafcass are running nationally. Cafcass has developed systems to ensure that in cases coming to court both in public and private - safeguarding issues are identified and appropriate signposting occurs.

### **Clinical Commissioning Group**

The CCG safeguarding service is actively involved in the development of the Early Help agenda within Knowsley and has included a number of Key Performance Indicators to benchmark the delivery of early help within provider contracts which are monitored on a quarterly basis. Quality audits on various aspects of the safeguarding agenda including Early Help are part of the annual self assessment audit conducted by all provider organisations and the action plans are monitored as part of the quarterly returns.

### **Children's Social Care**

Children's services staff have been briefed on the Early Help strategy and work at the interface between Early Help and children's social care. Regular meetings are held between the two services and a programme of audit work is also underway to continually check the step up and step down processes and feedback from these are cascaded to relevant staff. There is ongoing work within the child protection service to ensure that children are stepped up and down the continuum of need.

**Knowsley Council's Education** do not work directly with children and families however; the service signposts schools to relevant policies and practice and agencies where needed. Child protection standards, Thresholds and the Knowsley model for Child in Need have been incorporated into training and sent out to all schools via the newsletter. All Head teachers have been made aware of the developing Early Help Strategy and the importance of schools in the effective implementation of this at a half day conference on 9th February 2015.

### **The First Step**

Staff are aware of the Early Help Strategy and the Early Help Assessment.

### **Knowsley Community College**

Designated Safeguarding Officers are aware of the Early Help Strategy.

### **Knowsley Housing Trust**

We are developing this and have engaging a consultant to help us to develop this area of work.

### **Merseyside Community Rehabilitation Company**

Key staff have attended thresholds training and cascaded learning to staff.

### **Merseyside Fire and Rescue**

Children and young person advocate employed within the Organisation to assist in matters internally and externally with key partners.

### Merseyside Police

All relevant staff, within MASH have been issued with a MASH operational manual which explains the Early Help Strategy. Governance has been put in place to ensure that staff have read and have a full understanding. Early Help Strategy supports the implementation of the BRAG process which has now been fully imbedded within the MASH to ensure that CSC are not receiving inappropriate referrals from the Police and were appropriate early help referrals are made.

### Merseyside National Probation Service

Information has been circulated to staff regarding the Early Help strategy and services available. Some staff have attended relevant training provided. Senior and middle managers have communicated information to staff on regular basis. Staff are also operationally aware as a result of attending conferences and core groups.

### NHS England

Performance Monitoring of Healthcare Providers to ensure high quality, safe and effective service provision which includes Early Help.

### North West Ambulance Service

The safeguarding and frequent caller teams are regularly identifying and sharing information to enable a joined up approach to ensure vulnerable people are afforded the assessment and care they require in accordance with their wishes. When appropriate they are protected from harm or abuse and a significant amount of valuable patient data is now shared to ensure the best outcomes for these patients.

### Youth Offending Service

All YOS practitioners and managers have attended the Early Help training. YOS have introduced the Early Help Assessments into the YOS Assessment process to ensure consistency of assessment, ensure common professional language and the integration/embedding of the Continuum of Need and Thresholds.

**Any other information that you think may be included in the annual report re your agency that we are unaware of.**

### CAFCASS

Regarding Child Sexual Exploitation (CSE), Cafcass has developed a strategy, led by three senior managers. Key elements include: updating training; developing ambassador roles; seconding a member of staff to e.g. collate and disseminate LSCB learning; establishing through the Electronic Case Management System (ECMS) the prevalence and profile of children known to Cafcass who have been subject to CSE.

### Children's Social Care

In light of the Ofsted inspection, Children's Social Care has overhauled how it provides social work services. The Council has provided significant financial investment in recruiting additional team managers, independent reviewing officers and social workers to support the new service structures. The operating procedures for safeguarding have been reviewed, along with the introduction of standards to ensure statutory requirements are being achieved. Also, a model of quality assurance has been introduced to support single agency oversight of case management. The recording system has been updated for children's case files.

### Knowsley Council's Education

The relationship between all schools in the borough and the education improvement team is continuing to develop in strength due the appointment of permanent full time senior officers including a designated senior officer for Engagement and Safeguarding and a Strategic Lead for Education.

**The First Step** is the only agency in Knowsley delivering the accredited Recovery Toolkit programme which includes the effects of domestic abuse on parenting and the relationship between parent and child. We are a resource for other Knowsley agencies by providing support to them to support users of their service affected by domestic abuse and any staff personally affected (both victims and perpetrators). Partnership with Listening Ear who provide an outreach counselling service in our centre.

### Knowsley Community College

The Lead Safeguarding Officer at College presents a half-yearly and annual report to the Senior Leadership Team and Board of Governors and before staff training. This covers: the number of safeguarding cases which are analysed by type and for equalities information, safeguarding activities delivered to students, staff training.

### Merseyside National Probation Service

Significant structural change to delivery of probation services following Transforming Rehabilitation changes in 2014.

**Youth Offending Service** continue to embrace partnership working. However, when there are differences of opinion within the Safeguarding Arena YOS are effective in utilising the Safeguarding Escalation Process.



Appendix vii  
Business Plan 2014 -16

**Priority I**

**KSCB is effective in its work with partners to ensure that they deliver better outcomes for children and families who need help, through monitoring single and multi-agency arrangements to safeguard children.**

Action	Owner	Timescale	Impact	Outcome
KSCB to ensure there is sufficient capacity to conduct the business of the Board.	KSCB	March 2015	Membership of the Safeguarding Board is increased, adequate and effective. There is sufficient support in the business unit to support the work of the Board.	KSCB will be able to fulfill its statutory duty and increase in its capacity by the employment of additional posts. <ul style="list-style-type: none"> <li>• Training Officer</li> <li>• Quality assurance officer</li> <li>• Additional admin support</li> </ul>
KSCB will ensure that elected members have an understanding of safeguarding including Child Sexual Exploitation.	CSE Strategic Sub-Group	December 2014	There is a raised awareness of the impact of safeguarding children issues for example CSE in Knowsley.	Nominated elected member as CSE champion to ensure all are updated and awareness raising is ongoing.
All board members will understand the governance arrangements for KSCB.	KSCB Independent Chair	February 2015	That all Board Members will understand the role of the board and their responsibilities as board members.	All KSCB members will understand governance arrangements and renew their commitment to KSCB.
Assess whether partners are fulfilling their obligations under Section 11.	Audit and Review Group	March 2015	Section 11 obligations are fulfilled by partners.	Scrutiny of Section 11 is used to improve services for children

Action	Owner	Timescale	Impact	Outcome
KSCB to evaluate the effectiveness of the Early Help service in identifying children and families who would benefit the most from early help.	Audit and Review Group	April 2015	Early help is provided to those children and families who are identified as being most in need. Problems in those children and families who are identified are prevented from escalating.	Early help services are well coordinated and effective with children's needs identified early and addressed.
KSCB to monitor compliance with thresholds for early help and social care and evaluate the quality of practice through multi-agency audits.	Audit and Review Group	April 2015	Thresholds for early help are implemented effectively.	Appropriate referrals received by CSC and early intervention prevents escalation to Child Protection.
Undertake a program of regular case auditing on a multi-agency basis and ensure that recommendations and actions from audits inform and drive improvements in practice.	Audit and Review Group	Annual Plan of audits	Practice will be improved across agencies where improvements in practice are identified as a result of the case auditing.	Audits are completed and identified actions completed resulting in improvements in practice.
Ensure there is a consistent quality of service to children who are in need of safeguarding.	KSCB	February 2015	Shared ownership of risk and decision making informed by good multi agency evidence.	Improved compliance with Multi Agency Standards.
KSCB will understand and seek assurance of good outcomes for Children Looked After.	QA Sub group	April 2015	There will be evidence that the outcomes for Children Looked After will be delivered.	Improved outcomes identified e.g. Increase in placement choice, increase in educational attainment.
Workforce Development				
Ensure that there is a skilled and capable multi-agency workforce.	Training and Development Sub	December 2015	Improvement in continuous professional development.	Demonstration of improved working practices following training.

Action	Owner	Timescale	Impact	Outcome
Develop a new training strategy for 2015/16.	Training and Development Sub	April 2015	There will evidence of improvements of outcomes for safeguarding children.	Implementation of strategy and improvement in agency understanding.
Strengthen the relationship with frontline staff through the delivery of partnership forums.	Training and Development Sub	April 2015	Workforce is informed of good practice which is shared.	Improved partnership working relationships and forums have all agency endorsement.
KSCB should ensure that focused training and briefing events take place on a regular basis on local and national lessons from serious case reviews and management reviews.	Training and Development Sub Group and Independent reviewers	April 2015	Practitioners in all partner agencies are up to date with the learning from local and national serious case and management reviews.	Improvement in staff understanding of how the lessons learnt from SCRs impact on all working practices.
KSCB should ensure partners' understanding of and engagement in delivering services through the CAF model.	Training and Development Sub Group and Early Help	January 2015	There is effective and appropriate use of the CAF model and Early Help is offered to the right families at the right time.	Increase of number of CAFs being undertaken.
Practitioners across the partnership should be equipped with the tools and skills to deliver high quality services for children experiencing neglect.	TPP sub group and training sub group	May 2015	All partner agencies are aware of the KSCB approach to preventing and dealing with neglect.	Action implemented and increase in skills demonstrated in better outcomes for children.
KSCB should ensure there is an neglect strategy effectively disseminated to all agencies.	Training sub group	May 2015	All partner agencies are aware of the KSCB approach to preventing and dealing with neglect.	Effective launch and use of strategy demonstrated by consistent working practices across agencies as embedded in practice.
Training needs analysis will be completed and will inform development of multi agency training strategy.	Training sub group		The KSCB will be able to evidence that professionals in partner agencies are demonstrating effective application of the training given.	Improved outcomes for children as a result of effective training.

Action	Owner	Timescale	Impact	Outcome
<b>Thresholds and Early Help</b>				
The continuum of need and thresholds for Early Help and Social Care are revised, understood and embedded in practice.	KSCB		The continuum of need and thresholds are embedded and effective in practice.	Launched and then evaluated to ensure they are embedded in practice.
KSCB to evaluate the effectiveness of the Early Help service in identifying children and families who would benefit the most from early help.	KSCB	February 2015	Early help is provided to those children and families who are identified as being most in need. Problems in those children and families who are identified are prevented from escalating.	Number of children supported through early help provision receive appropriate input and support and as a result of early intervention prevent escalation into the need for greater input.
KSCB to monitor compliance with thresholds for early help and social care and evaluate the quality of practice through multi-agency audits.	KSCB	February 2015	Thresholds for early help are implemented effectively.	Number of children supported through early help provision receive appropriate input and support and as a result of early intervention prevent escalation into the need for greater input.
KSCB will review the thresholds, policies and training provided to ensure that professionals in all partner agencies understand and apply the thresholds for access to services.	Training and development sub group which will meet bi-monthly	April 2015	The KSCB will be able to evidence that professionals in partner agencies are demonstrating effective application of the thresholds for access to services.	Reduction in the number of inappropriate referrals and the appropriate service and intervention being provided at the correct time.

<b>Priority 2</b> <b>The Voice of the Child is evident in all safeguarding practice in partnership planning and partnership working.</b>				
Action	Owner	Timescale	Impact	Outcome
KSCB will consult with Children and Young People to inform the development of policy and procedures.	Thresholds Policy and Procedures sub group	Policies coming to TP&P sub group will be interrogated for this	Priorities for children and families will be clearly identified and influence key strategies and resource decisions.	All new policies can evidence that they have consulted with children and young people.
The views of children and families will be sought as part of the multi agency audit process.	Audit and Review Group	October 2014 - then quarterly	Multi Agency file audits will include the views of children and families.	Review the number of times children have been consulted and the impact that their views have had.
The views of children and young people in Knowsley will be sought on issues such as DV, CSE, e-safety to inform KSCB priorities.	Training and Development Sub group and KYM	Annually	Young people will be involved in setting priorities for.	The views of children and families are fed into the planned program of conferences.
KSCB will be informed of work with emerging and vulnerable communities and priorities via the JSNA and other key sources of intelligence.	QA sub group Training and Development Sub group	Annually	The KSCB will use the intelligence from the reports within the JSNA to inform actions and interventions.	JSNA demonstrates and includes the voice of the child and the community.
Evidence of the views and voices of children will be expected to be included in the S I I Audit Process.	Audit and Review Group		Evidence of the views of children will be included in Sect. I I audit.	Children can confirm that they are involved in the process.

<b>Priority 3</b> <b>Children and Young People in Knowsley are safeguarded from exploitation including Child Sexual Exploitation</b>				
Action	Owner	Timescale	Impact	Outcome
KSCB will ensure that elected members have an understanding of safeguarding including Child Sexual Exploitation.	CSE Strategic Sub		There is a raised awareness of the impact of safeguarding children issues for example CSE in Knowsley.	Nominated elected member as CSE champion to ensure all are updated and awareness raising is ongoing.
KSCB to commission an independent review of the work in Knowsley to address Child Sexual Exploitation.	CSE Strategic Sub	December 2014	Recommended improvements to the strategic and operational work to address child sexual exploitation including leadership and where the operational work should be located within the system.	Gaps identified and additional work commissioned to ensure full awareness.
The CSE subgroup should identify the training needs of the workforce and through the training sub group develop a training strategy.	CSE Strategic Sub		There is a demonstrable improvement in the quality of training for child sexual exploitation.	Training completed and an informed workforce as a result.
KSCB will monitor the quality of multi-agency practice coordinated through the MACSE arrangements in providing effective responses to young people considered to be at risk of Child Sexual Exploitation.	CSE Strategic Sub		The quality of multi-agency practice to support young people considered to be at risk of child sexual exploitation is improved.	Joint chairing arrangements.
KSCB will seek assurance on how well the Child Sexual Exploitation Protocol is understood and embedded by practitioners.	CSE Strategic Sub		The Child Sexual Exploitation Protocol is effectively embedded within the work of practitioners.	Audit completed and findings are improved identification of cases and protocol embedded in practice.



Action	Owner	Timescale	Impact	Outcome
KSCB will be informed of Wider Community engagement re CSE.	CSE Strategic Sub		KSCB will be better informed of wider community engagement in relation to child sexual exploitation.	Engaged, informed and informed community.

