



Wolverhampton Safeguarding Children Board Annual Report 2016 -17

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Foreword by the Independent Chair

Welcome to this year's Wolverhampton Safeguarding Children Board (WSCB) Annual Report for 2016/17.



This will be my last Annual Report on behalf of WSCB as I have indicated my wish to move on. With this in mind, I would like to thank all of those that I have worked alongside over the last four years.

I have been privileged to be part of a very effective partnership in the City of Wolverhampton, which has demonstrated, and, remains extremely focused on safeguarding and promoting the welfare of the children and young people of our City.

The work of Wolverhampton Safeguarding Board was rigorously inspected by Ofsted as part of a wider inspection of Council Children's services early in 2017. I am pleased to say that Wolverhampton Council is 'good' but Ofsted rightly identified what we already knew, namely that the Board required improvement. As a partnership, we are very effective in recognising children and young people that are at risk of harm, and, once we know about them, we provide effective services to help and protect them. What we need to do better is have improved systems that can assure the Board that we remain an effective partnership. The Board identified this issue during the year and I am pleased to say the Council has increased its financial contribution so that we can better audit and review all agencies safeguarding practices both individually and as a partnership. This report also seeks to summarise the journey of the Board to become more effective and to better evidence the impact it is having on the safety and welfare of our children and young people.

Given that Wolverhampton has received such rigorous scrutiny that mirrored our own analysis, this year's report will focus on highlighting key successes and our plans for the coming year.

I would encourage everyone to read the Ofsted Report published 31st March 2017:

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/wolverhampton/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

I would like to highlight the contribution of our 'B-Safe Team'. This is a group of young people that works closely with, and as part of, the WSCB to help us to remain focussed on the issues that are most important to children and young people. These young people not only inspire us as a Board, they keep us grounded and hold us to account for what we say that we will do. We see this

as a critical part of our governance framework and in self-assessing our performance as a Board. B-Safe also received particular recognition by Ofsted in their review of the Board.

Going forward, I am confident we will continue to build and sustain a strong safeguarding culture and arrangements in the City, where the focus is firmly on the experience of the child or young person and their journey to getting effective help and protection.

I hope you find this report though-provoking, challenging but also reassuring that professionals working in Wolverhampton and the wider community are alive to the issues of safeguarding and they make a positive difference to the lives of the children, young people and families living in our city.

I am extremely proud to have been 'part of the journey to good' over my time as the Independent Chair of the WSCB and I am confident that with the leadership of the new Chair, Linda Sanders the excellent work across the partnership to help and protect our children and young people will continue in the years to come.

A handwritten signature in black ink, appearing to read 'Alan Coe', with a stylized flourish underneath.

Alan Coe, Independent Chair, Wolverhampton Safeguarding Children Board

Formal Summary Statement

The Wolverhampton Safeguarding Children Board (WSCB) is a statutory body set up in accordance with the Children Act 2004, and in line with the guidance in *Working Together (2015)*¹. The Board is a partnership of enthusiastic members, dedicated to the improvement of practice and services that safeguard children in Wolverhampton.

Information about our work, and our current membership, plus advice, guidance and links to other useful websites is available on our website for the public and professionals: <https://www.wolverhamptonsafeguarding.org.uk/>

We work closely with other strategic boards including the Wolverhampton Children's Trust Board, the Health and Wellbeing Board, the Safer Wolverhampton Partnership and the Safeguarding Adults Board.

This Report is a summary of our work during 2016-17.

Overall, our Board believes that arrangements for safeguarding children in Wolverhampton during this period were effective; that there is a strong commitment to safeguarding children across the Wolverhampton partnership; and that frontline practice continues to improve.

In reaching this conclusion, we have:

- **Acknowledged** the findings of the Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers and the Review of the effectiveness of the Local Safeguarding Children Board that concluded that **Children's Services in Wolverhampton are 'good'**². Chapter 1 tells you more about this;
- Continued to invest in the B-Safe Team to strengthen our **engagement with children and young people**. Chapter 2 tells you what the team have been doing during the year;
- **Monitored** data and information on a regular basis. Chapter 3 tells you about this;
- **Created** a new **Quality Assurance Committee** to enhance our capacity to scrutinise front line practice;

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

²https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/wolverhampton/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

- **Invited** our partners to contribute accounts of the work they have carried out over the last year to safeguard children. These are summarised in Chapter 4;
- **Conducted** an audit (a "**Section 11**" audit process [Children Act 2004]) of our safeguarding arrangements;
- **Undertaken** a series of **MACFAs** (multi-agency case file audits) of frontline practice which have included themes such as;
- We **published** two **Serious Case Reviews** in 2016 – 17 and promoted the learning that came from them.

Our learning from our audit and case review activity is covered in Chapter 5;

- **Updated** our guidance in relation to: What is the Wolverhampton Multi-Agency Safeguarding Hub (MASH), Inter-agency Protocol for Unborn Children and Young Children, Child Sexual Exploitation (CSE) Screening Tool, CSE Pathway and associated guidance, Multi-Agency Referral Form (MARF), Wolverhampton Safeguarding Children's Board Dispute Resolution Policy, and information for staff facing allegations.
- **Overseen** the implementation of the Wolverhampton combined **MASH (Multi-Agency Safeguarding Hub)**. Wolverhampton Children's MASH was created in January 2016 and the introduction of the Adult MASH followed in late August 2016 to start to create a Whole Family MASH approach to Safeguarding both adults and children.

The MASH has meant that there is now greater consistency in the way that referrals are dealt with, as the team oversee all new referrals. The intelligence gathering the MASH undertake ensures that appropriate and timely decisions are taken about a child's level of need or risk and the best means of responding to these is identified. Having oversight of all referrals means that patterns and trends can easily identified and this informs both preventative work and the wider work of the WSCB.

Having the Children and Adult MASH located together has meant that the sharing of information in families that have both children and adults has started to develop and enrich the work of the team to ensure there is more joined up work, which promotes our 'think family' ideology.

- **Initiated and carried out successful communication and engagement activity** with the public and the workforce by: developing our new website; making engagement with faith groups a priority; undertaking a city-wide campaign 'Orange Wolverhampton' to raise awareness of violence against women and girls; and establishing a multi-agency forum for front-line staff to influence operational and strategic developments;

- **Provided training.** Our training programmes are described in Chapter 6;

Chapter 7 contains an assessment of our performance as a Board, whilst Appendices B - D contain more details about our membership, structure and finances.

Chapter 8 sets out our priorities for the year ahead.

This report is formally the responsibility of the independent Chair, Alan Coe. Its contents have been accepted by the WSCB. In line with statutory guidance in Working Together 2015, it will be submitted to the Managing Director of the Council, the Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Well-being Board.

Furthermore, the report is published on our Website to promote it to the citizens of, and professionals working in, Wolverhampton.

DRAFT

Chapter 1: What Ofsted told us

Children's Services in Wolverhampton have been judged to be "Good" by Ofsted, with the help and support available to vulnerable children, young people and families in the City ranked in the top 20% nationally.

That is the outcome of an in-depth review into how the care and support provided by the City of Wolverhampton Council and its partners protects children and young people, supports families and improves their quality of life and future prospects.

The four-week inspection, which took place from 16 January to 9 February 2017, looked closely at the experiences of children and young people who need help or protection, including looked after children, children leaving care and those starting their lives as young adults.

The inspection team considered the quality of work and the difference it makes to the lives of children, young people and families in Wolverhampton, and reviewed case files, observed how professionals work with families and each other and assessed the effectiveness of help and care given to children and young people.

They interviewed dozens of colleagues, both from the council and partner agencies, and wherever possible, talked to children, young people and their families to understand their experiences of Children's Services in Wolverhampton.

Ofsted's final report was published on 31 March, 2017. The overall judgement is "Good" with the individual inspection areas as follows:

- Leadership, management and governance – "Good".
- Services for looked after children – "Good".
- Adoption performance – "Good".
- The experiences and progress of care leavers – "Good".
- Children who need help and protection – "Requires Improvement" to be "Good".

The overall judgement of "Good" means that Children's Services in Wolverhampton are one of the best in the West Midlands and that the City is joint 23rd out of the 129 areas nationwide to have assessed by Ofsted using its current single inspection framework.

The key findings are summarised as:

Senior managers, leaders, and elected members are systematically driving improvements in services for children and families. Corporate leadership is strong and effective. With a clear sense of vision and purpose, and by focusing on key priorities, senior managers, leaders and elected members are using

performance management information to monitor and track performance, and deliver better outcomes for children across a range of different areas.

Early help services have been reconfigured in such a way as to bring together strengthening family workers with health visitors, midwives and social workers in eight community-based hubs.

Although it is too early to evaluate the full impact of this new service model, parents told inspectors that it is making a difference to them and their families and that, increasingly, they are able to get the right help, in the right way, at the right time.

The Multi-Agency Safeguarding Hub (MASH) provides a robust and effective service at the first point of contact. With good links to the emergency duty team, timely information-sharing and robust management oversight, the MASH ensures that appropriate action is taken to safeguard and protect children and young people, including those who go missing and/or are at risk of being sexually exploited.

Good and sustained improvements have been made across the whole range of services for children looked after. Edge-of-care services are targeted effectively to prevent avoidable family breakdown. As a result, children only become looked after when it is right that they should.

Most children come into care in a planned way. Permanence planning starts early. The number of children looked after has been significantly reduced without compromising children's safety. A strong and effective virtual school is delivering positive outcomes for children looked after. Most children are living in stable placements.

The local authority takes its responsibilities as a corporate parent very seriously. The Children in Care Council and the care leavers' forum have been influential in shaping the way in which services are developed and delivered.

Good use is made of adoption to achieve permanence for those children for whom it is the right solution. This includes older children and those with complex needs, regardless of their ethnic identity. The timeliness of legal proceedings, and of matching and placing children with adoptive families, is improving.

Care leavers receive a good, individualised service, which prepares them well for independence. They say that they feel valued and are listened to. Too many care leavers are not in education, employment or training, but appropriate action is being taken and the position is improving. All care leavers live in suitable accommodation.

However, the help and protection which children and young people receive require improvement to be good. The quality of analysis, assessments and

plans, including child in need and child protection plans, is variable. The child's voice is not given sufficient prominence or consistently clearly articulated in case files. The level of critical challenge provided by frontline managers is not consistently robust. Some children are not getting the help and support that they need quickly enough.

The local authority has recognised the need to rationalise its performance management information and make sure that the balanced scorecard provides a clear line of sight on all aspects of frontline practice. Further work is also required to embed fully the quality assurance framework.

Inspectors made 11 recommendations in total, each of which is included in an action plan that was presented to Cabinet in April. This action plan has also been incorporated into the council's ongoing Children's Services Improvement Plan.

The role of WSCB will be to monitor progression and impact of these actions throughout 2017/18. Regular reports will be presented to WSCB and the work of the Quality Assurance and Performance Committees will analyse impact on practice and effectiveness of service delivery for children, young people and families.

It is pleasing to note that the Ofsted findings very much mirrored the Board's analysis through its monitoring effectiveness work.

Ofsted's review of the WSCB is outlined in Chapter 7.

Chapter 2: The work of our B-Safe Team



The Wolverhampton B-Safe Team brings together a diverse group of young people to work with WSCB to represent the voice of young people in the work of the Board. The team is “hosted” by HeadStart whereby specially trained staff support our young people to develop their work plan and shape their contribution to WSCB. The Independent Chair and Board Manager regularly meet with the team.

The B-Safe Team have agreed the following outcomes for members:

- Improved skills and knowledge of young people, such as speaking in and to groups, negotiation, event planning, listening and communication, writing and preparing reports, presentation skills and public speaking.
- Improved peer relationships through problems solving, team working and feeling valued to friends and peers, to act as a role model by valuing positive impact on the lives of others.
- Greater awareness on key issues and priorities, children and young people’s rights, participation and decision making.

What have we been up to this year?

The Anti Bullying Charter:

One of the key priorities for the B-Safe Team was to raise awareness and create a strategy for Wolverhampton on Anti Bullying. Our young people told us that bullying is a priority that needs to be addressed (as all the young people in the B-Safe group had experienced bullying at some point in their lives). The B-Safe Team delivered peer education workshops to 100 other young people to raise awareness about what bullying is and provided information on support and services available locally.



The B-Safe Team also wanted to challenge organisations on how they deal with bullying within their service, to do this they created the Anti Bullying Charter. The Anti Bullying Charter is a set of rights and commitments that all young people and professionals should promote, discuss and respect. The Charter aims to support every child in the City of Wolverhampton in feeling safe against bullying in any setting, whether in school, youth clubs, or the community. As part of the Safeguarding audit (known as the 175/157 Audit)

the charter was sent out to all the schools in Wolverhampton with a self-assessment form for them to complete. The self-assessment had 8 statements which schools were asked to provide evidence to show how they are supporting and embedding the anti-bullying agenda. We are awaiting returns in the summer and will analyse these and feedback to WSCB.

Young Woman and Violence:

During March 2016, The B-Safe held an event called Stand UP 4 Urself, to help raise awareness around young women and males in violent relationships. The event was held at The Way and reached out to 145 young people who attended. Professionals and partners came to support the event including Councillor Gibson (Lead Cabinet member for children), Steve Dodd (Board member), Alan Coe (independent Chair) and the police. Workshops were held for young people to participate in including Arts Therapy, Self Defence and Drama. The event was very successful and led to some young people coming forward to ask for support about violent relationships they were in. Feedback from professionals was also very positive.

What Good Care looks Like:

The B-Safe team wanted to create awareness on 'what good care looks like' for a young person who is a young carer. 40% of the B-Safe Team are young carers for their families and wanted to raise awareness around this issue. The B-Safe team were interviewed by the HeadStart Radio journalist and created a radio Podcast on the day in the life of a young carer, the show was broadcasted on the HeadStart FM platform and listened to by 87 other young people. The showing was very moving and demonstrated the real struggle young people face today. The feedback from some of the young people was it can be a really lonely role and having a group like B-Safe has given them the chance to help change the lives of their peers. The young people also created posters and leaflets for wider circulation.

Board Development Day Take over 2017:

The B-Safe Team were invited to take over the afternoon of the WSCB development day.

The attendees included representatives from the Police, Public Health, Youth Offending Team, WCCG, the Acute Hospital Trust, Wolverhampton College, Children and Young People Services, Safeguarding Services, Wolverhampton Voluntary Sector Council and the Mental Health Trust. Plus, the Independent Chair of the Board and members of the Business Unit that supports the Board.



The B-Safe team split the session into two parts, one was to look at the day in the life of a young person in Wolverhampton; and the second to pose the following challenge question: "how do you as an organisation capture the 'Voice of the Child'". The young people developed case studies around online bullying, gangs and grooming which were presented to the Board to consider. Board members were asked to discuss what help is available for these issues in Wolverhampton and what services are/should be available. The B-Safe Team wanted to explore whether WSCB understood key priorities for young people and challenge whether available services are the right ones. Whilst there is always more that can and should be done; a good assurance position was agreed that WSCB has a good understanding of key safeguarding concerns of young people and strategies are in place to address these.

The young people also wanted to challenge different organisations on how they capture the voice of the child within their service and ensure they are meeting the needs of the young people accessing their service. The feedback from organisations was very positive the young people felt very empowered and they gave organisations a chance to see real life situations from a young person's perspective.



Some of the feedback from the professionals included:

"The fact you drew on real situations and made us focus on what we do to support the young people"

"The interactive delivery of the session, staging and delivery (subtle use of masks symbolic to the 'silent voice of the child') and the engagement of young people with the audience allowed us to think of the 'child's' perspective and how services should respond to the situations raised"

"It's made me rethink some issues and to include young people more in our services"

Meeting Ofsted:

The B-Safe team were invited to meet with Ofsted Inspectors. The Inspection Report said: "*Children and young people are influential in the work of the board. With good links to the children in care and youth councils, members of the 'B-safe' sub-group regularly meet with the LSCB chair. As well as organising a number of initiatives to raise awareness of safeguarding issues which directly affect young people, such as bullying, alcohol misuse and sexual exploitation, this dynamic group of young people continues to shape the thinking of board members*".

Recruitment of Ambassador and B-Safe Members:

During February 2017, we created the opportunity for more young people to apply to become members of the B-Safe Team. In total, we had 56 applications from young people across the City. The young people were invited to group interviews and 25 young people were shortlisted to join the Team. As well as this we opened the opportunity for young people aged between 16-25 to apply to become Ambassadors within HeadStart, with one Ambassador specifically working with the B-Safe team and representing the Team at WSCB.

Going forward priorities for the B-Safe Team April 2017 – March 2018 are:

- Inform the WSCB of children and young people's experiences of safeguarding processes by devising suitable ways to understand what difference safeguarding processes have made to children and young people.
- During Safeguarding week, the B-Safe Team will help raise the profile of Safeguarding by contributing to and developing their own publicity campaign.
- The B-Safe team will be designing, developing and populating the children and young person's pages of the Safeguarding Website to ensure it is appropriately targeted and relevant.
- The B-Safe Team will be taking part in a residential event with the Children in Care Council and Youth Council to strengthen strategic links.
- During October 2017, the B-Safe team and members of the Safeguarding Board will be invited to a workshop to evaluate the evidence submitted for the Anti-Bullying Charter. The panel will make decisions, (dependent on information returned) on who to award the Anti Bullying Charter Kite Mark. An Anti-Bullying Conference will be held in November 2017 during Anti Bullying Week and schools will be presented with their awards.
- Run at least one 'open' / or 'by invitation' event for young people to raise awareness of, and actively involve young people in influencing a specific safeguarding concern.

Chapter 3: Some facts, figures and Case Studies

Wolverhampton in numbers:

There are 58,167 children and young people in Wolverhampton, this equates to 22.9% of the population. 30% of children and young people are living in low-income families, and 41.6% are from minority ethnic groups.

The largest minority ethnic groups of children and young people in the Wolverhampton area are Asian or Asian-British, followed by mixed (20.6% and 11.3% respectively).

Wolverhampton is a very diverse city and has the second highest Sikh population in the country.

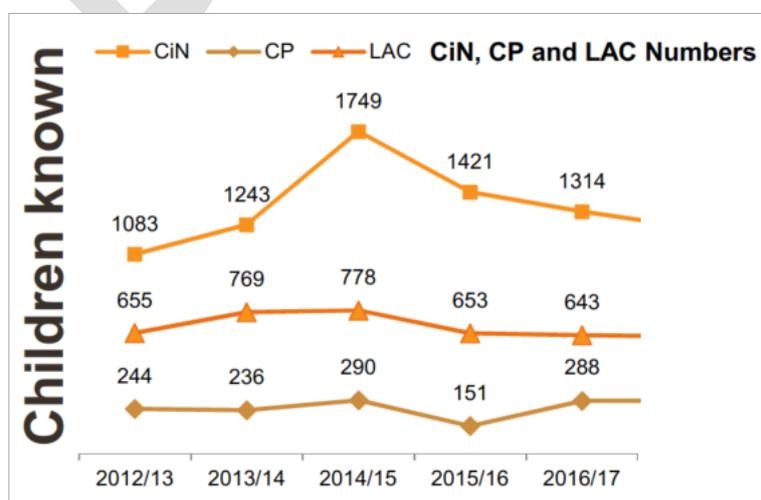
2,042 children and young people were identified through assessment as being formally in need of a specialist children's service as of September 2016, this is down from 2,225 in March 2016 and 2817 in March 2015.

This breaks down into the following:

1207 children and young people were in receipt of support services (Child in Need Plan) as of September 2016, this is a decrease from 1421 in March 2016 and 1749 in March 2015.

209 children and young people were subject of a child protection plan as of September 2016, this in an increase from 151 in March 2016, but a decrease from 290 in March 2015.

626 children were being looked after by the Local Authority as of September 2016, down from 778 in March 2015. 40 children and young people have been adopted in the last 12 months, while 229 children ceased to be looked after and 38 moved on to independent living.



Early Help

The following table shows the number of children and young people receiving support, having had an Early Help Assessment (EHA).

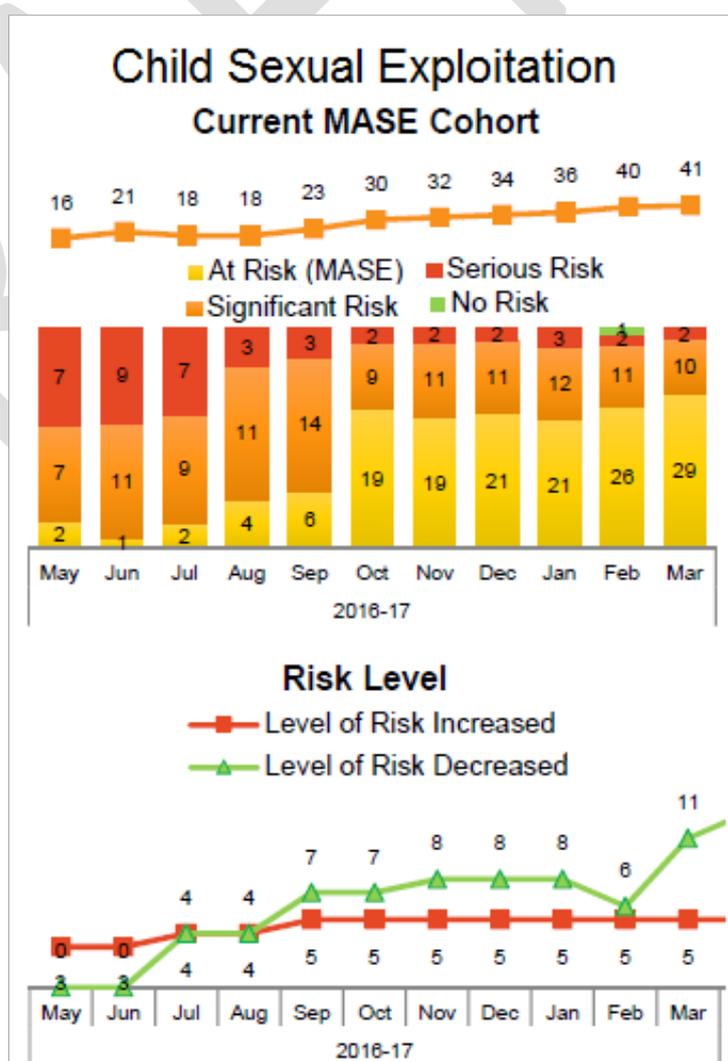
Measure	Period	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of EHAs Initiated	2016-17	525	354	406	1830
Number of EHAs Completed	2016-17	213	116	1724	1219
Number of EHAs open at point in time	2016-17	2492	2730	1412	2023

In November 2016, a new Early Help recording system was implemented, this appears to have led to more accurate recording of the number of children, young people, and families receiving support services through the Early Help Framework.

Child Sexual Exploitation

This table shows the number of young people that have been considered through the Multi-Agency Sexual Exploitation meeting process, and outlines the risk rating allocated against each young person.

This table shows the trajectory of risk across the reporting year,



Child Death Overview Process (CDOP)

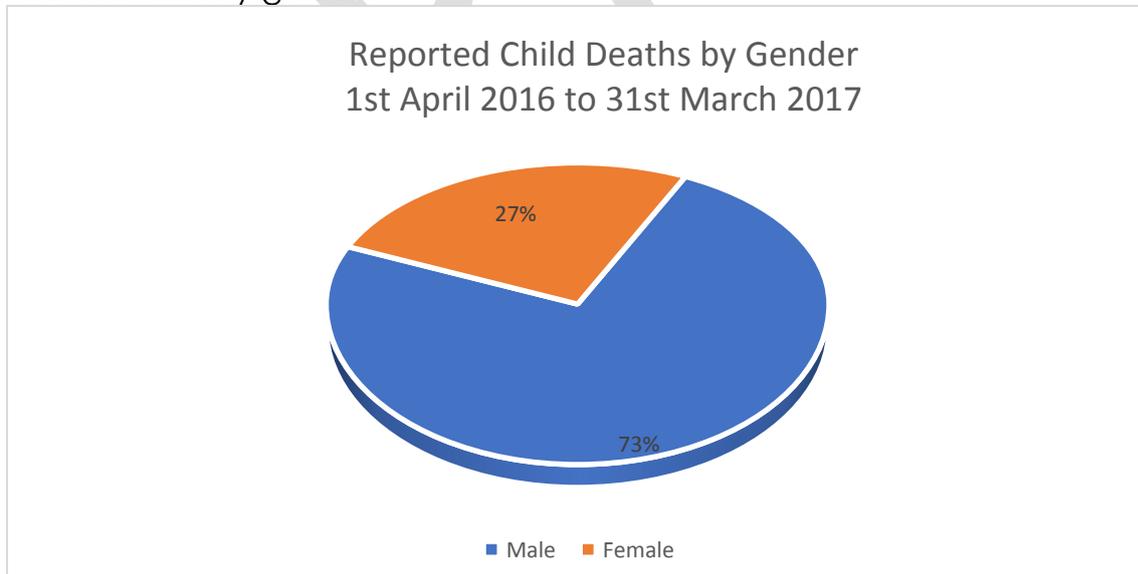
In accordance with statutory requirements the local Child Death Overview Panel (CDOP) was established during 2008 and has continued thereafter to operate as a joint forum under the direction of Wolverhampton Safeguarding Children Board and Walsall Safeguarding Children Board. The Child Death Overview process, which informs the business of the CDOP attends to:

- local care and attention to the needs of individual children and their families around and after the time of death;
- inter-agency working arrangements and activities in the context of fieldwork practice and procedural needs;
- system and process of all child death notifications in the local area;
- local rapid response activities in relation to unexpected deaths;
- local centralised collation of details to inform review by the CDOP; and
- CDOP review of all individual child deaths via combined, multi-agency, collaborative effort.

Number of child deaths:

Neonatal	12
Expected	6
Unexpected	8
Total	26

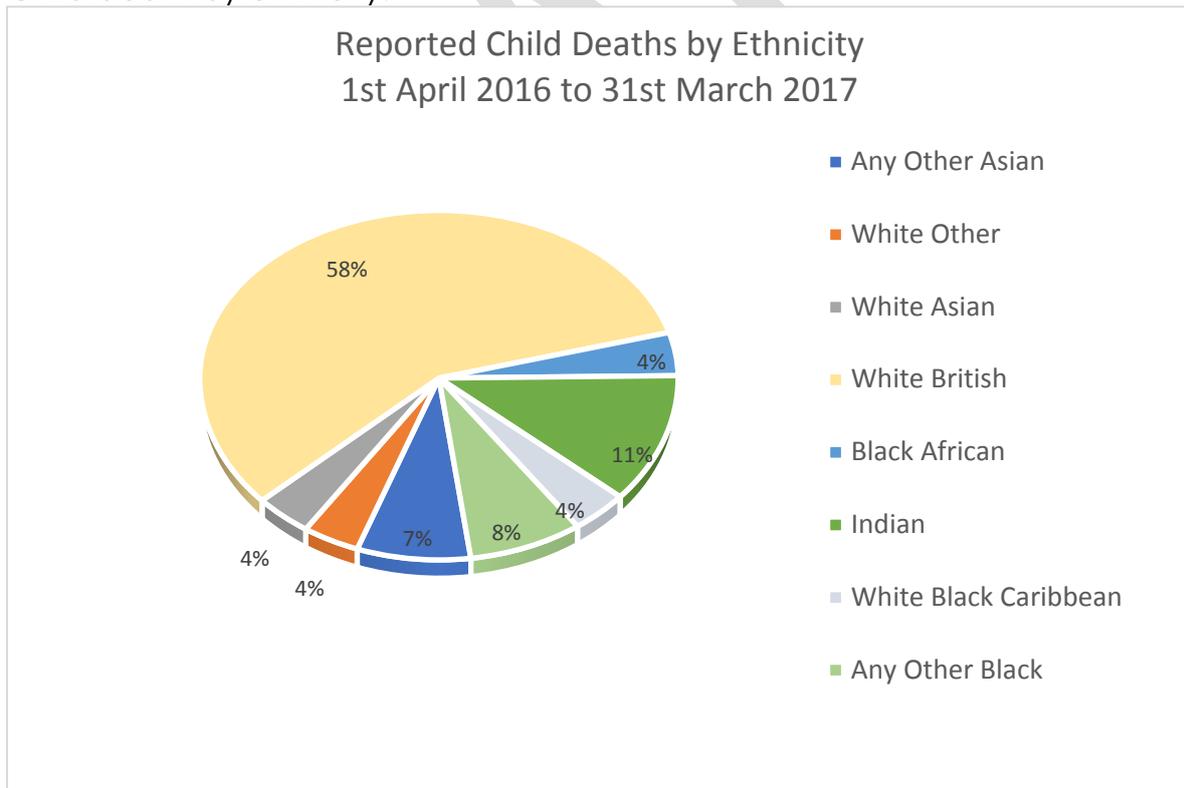
Child deaths by gender:



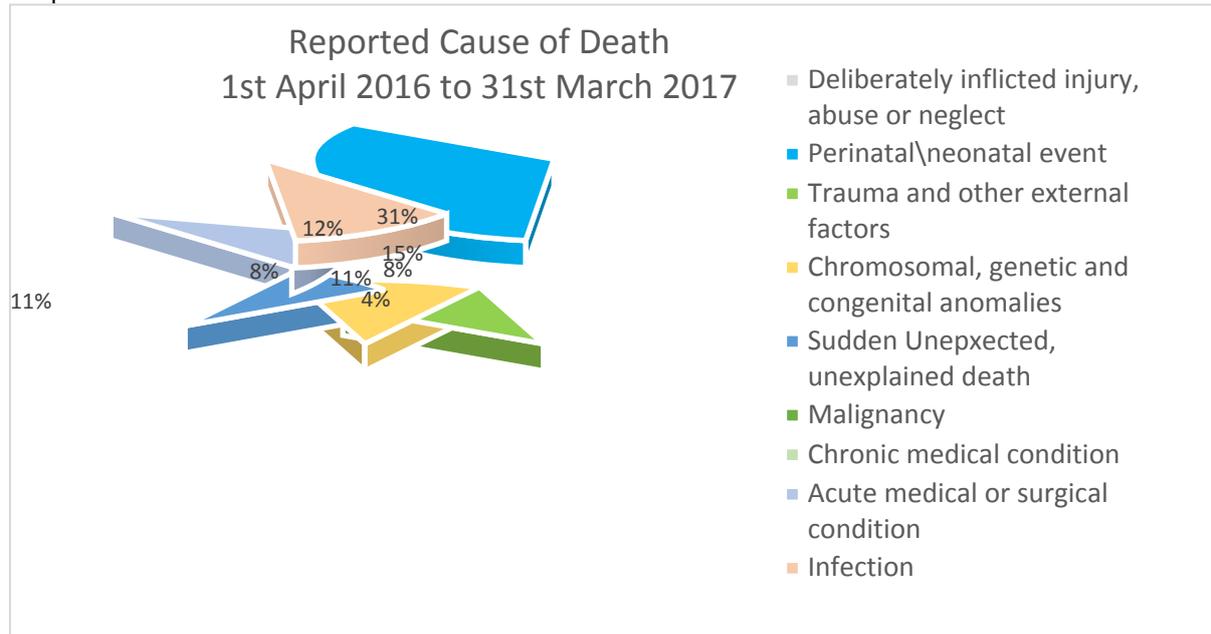
Child deaths by age:



Child death by ethnicity:



Reported cause of death:



“Safeguarding”, in its simplest form, is the recognition of individuals who may be at risk of harm from themselves or others; and once identified, that these individuals receive services that help and protect them. Please find below some examples of what this can ‘look like’ in practice:

Case Study 1

A criminal investigation commenced in July 2016 regarding a 3 year old child who suffered significant and permanent injuries, and neglect, at the hands of his mother's and her partner. The case involved a family originally from Zimbabwe, and initial enquiries hypothesised that witchcraft practices may have been involved due to the nature of some of the injuries and the parties involved in the investigation - though this was later unproven.

Sensitive enquiries were required in order to understand cultural practices and the backgrounds of the family and also to engage with the Zimbabwean community who initially were reluctant to support police activity.

The criminal investigation resulted in the victim's step-father being convicted of Grievous Bodily Harm and receiving a sentence of imprisonment of 12 years. The victim's mother was found guilty of child neglect and sentenced to 18 months imprisonment. Both offenders are now facing deportation.

Children's Services supported the victim and found a new home (placement) for him once he was discharged from hospital, where he is reported to be thriving. Since the incident mother has had another child, who is now in local authority care and safeguarded. Whilst this is an individual case where a single child suffered harm (but was rescued from potentially even worse), it does highlight the difficulties and sensitivities required in investigating matters that

may involve differing cultural practices in a tightly knit community, and the potential consequences of being unable to engage with harder to reach communities effectively.

Case Study 2

A youth accommodation facility within Wolverhampton was identified as a CSE (child sexual exploitation) risk location as a result of local police tasking meetings and CMOG (Children missing operational group). This was some premises with a high number of older children at risk of CSE, with a high turnover of occupants. Children would go missing from the premises and sometimes come to harm and there were reports of CSE offences occurring at the premises themselves. It had been challenging to engage with the management and staff at the premises with the initial police activity and partnership scrutiny putting staff on the defensive.

The local authority, CSE co-ordinator, and police partnerships team worked hard at building up a rapport with this facility and identified that effective communication would be key to working together. Training and awareness sessions were provided to staff and management, shared objectives were discussed, regular meetings were arranged, and relationships vastly improved. This led to regular (and welcome) police and agency visits, information and intelligence sharing, and a reduction in both missing episodes and crimes reported at the facility.

Case Study 3

An unborn baby was referred to Children's Social Care by the family GP when the pregnancy was identified, as the previous child in the family had been removed because of significant neglect by birth parents. This elder child was living with their adoptive parents. A Social Worker completed a full assessment prior to the baby's birth that recommended a plan of adoption. Court proceedings were initiated upon birth. The Social Worker utilised 'foster to adopt' procedures, which means that upon discharge from hospital (at birth) the baby went to live with their prospective adoptive parents and their older sibling. The plan of adoption is progressing for this child.

Case Study 4

Hospital Midwives identified that a pregnant woman had suffered Female Genital Mutilation (FGM). This was reported to MASH, in line with local procedures. Both parents were visited at home by workers from their local Strengthening Families Hub to explore parents' views on this issue and assess whether there was any potential risk to the baby once born. The GP was also notified so that their records included information about a potential future risk. In this case parents were very clear that they did not support this practice and would not subject their child to it.

Chapter 4. Individual Agency Assessments

The Royal Wolverhampton NHS Trust (RWT) is one of the largest acute and community providers in the West Midlands having more than 800 beds on the New Cross site including intensive care beds and neonatal intensive care cots.

It also has 80 rehabilitation beds at West Park Hospital and 54 beds at Cannock Chase Hospital.

As the second largest employer in Wolverhampton the Trust employs more than 8,000 staff.

The Trust provides its services from the following locations:

- New Cross Hospital - secondary and tertiary services, maternity, Accident & Emergency, critical care and outpatients
- West Park Hospital - rehabilitation inpatient and day care services, therapy services and outpatients
- More than 20 Community sites - community services for children and adults, Walk in Centres and therapy and rehabilitation services
- Cannock Chase Hospital – general surgery, orthopaedics, breast surgery, urology, dermatology, and medical day case investigations and treatment (including endoscopy)

RWT is well represented at both Board and Committee level. Training and the promotion of the safeguarding agenda has remained a key focus of work for the year. We have continued to provide safeguarding children training to all RWT staff as reflected in the Intercollegiate Document for Health and delivered PREVENT training to over 4000 staff.

We have also developed an internal group within RWT to review the learning from all SCR/SAR/DHR and to ensure actions are progressed. Examples would be our review of Emergency Department (ED) documentation, the introduction of our new Maternity Standard Operating Procedures and our new domestic abuse policy that promotes 'think family'. Furthermore, we have two new groups: Safeguarding Operational Group and Strategic Safeguarding Group to ensure all key messages both locally and nationally are embedded and communicated out to all staff.

Operationally, we have a health representative (Named Nurse) working within the MASH who communicates to all stakeholders both internally and externally; and we contribute to BST screening, MARAC, MASE and other operational groups. We have also reviewed the ED environment for children to ensure the waiting areas are safe. The Family Nurse Partnership Team work continuously

with children, young people and families to ensure their voices and needs are reflected in service delivery.

The ongoing review of policy has continued through the year whereby we have reviewed RWT Safeguarding Children Policy and regularly update the RWT safeguarding Intranet to reflect WSCB key priorities. We also have developed a new DNA policy to ensure young people are kept safe.

RWT remains committed to the work of the WSCB and in the coming year we will continue to prioritise our representation. Our priority for training is to roll out domestic abuse training to key staff and to work with WDVF for FGM and Trafficking training.

We will also be reviewing RWT safeguarding supervision model to ensure we raise within that process an awareness of engaging with children, young people and families/communities as best practice for staff and service users.

West Midlands Police (WMP) is the second largest police force in the country, covering an area of 348 square miles and serving a population of almost 2.8 million. The force is divided into eight Neighbourhood Policing Units, each headed by a Chief Superintendent and containing police officers, police community support officers and special constables. There are also 11 specialist teams, which includes the Protecting Vulnerable People team that leads child protection enquiries.

In November 2016 WMP introduced new operational response principles (for all people contacting WMP), which included the introduction of a new grading policy to support the identification of the most suitable Primary (initial response) and Secondary (Investigation management and outcome) investigation resource.

Since the inception of the MASH, which includes a police staffing and information sharing contribution, we have seen referrals for child abuse matters, and corresponding recorded crime (which includes sexual abuse, CSE, physical abuse, and neglect) increase dramatically. This provides evidence of the effective identification of risk from all agencies and the ethical recording of such crime.

In 2016/17 two full time officers were provided to the strengthening families initiative, each having responsibility for 4 Strengthening Families Hubs. 2016/17 saw this service really take off and in partnership with a variety of other agencies support has been provided to some of our vulnerable children in Wolverhampton who have challenging needs in their lives and benefit from this early help support.

The Children's Home forum has been reinvigorated in 2016/17 and is a multi-agency forum, attended by police partnerships team officers, where supported accommodation staff can attend and share information with agencies. This has led to improved contact in 2016/17 and, as a result, an improved picture of the vulnerabilities of some of our children in care. Work has been undertaken to try and improve consistency and standardisation of working practices in care homes and regular inputs are provided by a variety of agencies, such as the CSE co-ordinator, to promote learning in relation to CSE risks and responsibilities to both staff and children.

This has also been an opportunity for staff to feed back to agencies on behalf of the children in their care – particularly in relation to police and social care engagement and is an opportunity for the voice of the child to be heard.

In 2015/16 a Police and Schools Panel was piloted for Wolverhampton. This was then launched officially in September 2016 and continued throughout the school year. The schools panel is attended by head teachers, or their representatives, from secondary schools across Wolverhampton. Partner agencies also attend the meeting, including senior police officers. Information is shared, which may assist the schools in safeguarding their pupils such as recent arrests, drugs seizures, or other significant police contact with young people at their schools. Head teachers will also share intelligence and information which may assist police and other agencies safeguard children or deal with a community threat or tension issue.

In Summer 2017 a review of impact will be carried out and will scrutinise outcomes such as reductions in repeat arrests and reduction in ASB. Police "schools officers" also assist in delivering inputs on the RESPECT agenda where pupils are nominated to take part in this programme.

Police Partnership teams chair the WASP (Wolverhampton Against Slavery Partnership) meeting. This is a multi-agency practitioners group which had previously met to discuss and share information regarding MDS issues and Trafficking. This has now developed, and will continue to develop in 2017/18 into a more strategic tasking group. Attendees include faith leaders, black country women's aid, refugee and migrant centre, statutory partners, Hope for Justice, The Haven, and many others.

Further to the operational contribution to safeguarding WMP are also actively engaged in the work of WSCB and chair the SEMT (sexual exploitation, missing and trafficked) Committee. A key priority for the coming year is to develop a Committee scorecard that will increase our understanding of both activity and outcomes in relation to CSE and Missing and will provide valuable feedback in relation to the effectiveness of partnership tactics and initiatives.

Public Health and Wellbeing (PH) is a department that sits within the People Directorate of the City of Wolverhampton Council, tasked with the responsibility for reducing health inequalities and improving the health and wellbeing of the local population. The department aims to influence the planning and delivery of integrated local services, informs commissioning decisions, based on assessed local need; identify and tackle factors that impact upon health and wellbeing; engage with communities in the improvement of their own health and wellbeing, and provide advice on making the best use of collective resources.

In practice this means that PH have assurance roles at various Boards, committees and scrutiny panels across the City. There is a robust process for monitoring performance against service specifications, primarily for public health contracts, to provide assurance on the quality of service provision.

All PH staff undergo mandatory safeguarding training as part of corporate requirements. The department induction pack has been revised to ensure that all new starters and temporary staff are signposted to safeguarding training at a level appropriate to their role. The induction pack also contains contact details for MASH, in the event that there are any concerns about a child or young person.

Safer Wolverhampton Partnership (SWP) provides strong governance for delivery against the city's Harm Reduction and Community Safety Strategy 2017-20, monitored through a performance management framework. The strategic priorities of Reducing Reoffending, Violence Prevention and Reducing Victimisation have cross-cutting elements for WSAB and WSCB.

DHR learning is embedded into organisations and learning is disseminated widely.

Case management support, and specialist interventions are commissioned to provide support for those who may be at risk of or involved in youth violence and gang related activities to provide support for the young people to exit such life styles and remain safe.

SWP provides direct safeguarding cross-sector support to partners, e.g. annual address at the Keeping Children Safe in education conference highlighting the requirements of schools under the prevent duty.

SWP takes responsibility for WRAP training to ensure that internal staff and our partner agencies have a full understanding of the Prevent agenda and their responsibilities within that. 94% of all schools have received the training and over 12,000 individuals from partner agencies and the Council since July 2015.

SWP funds several specialist posts including MARAC Coordinator, trainer and IDVA posts, both of which sit within WDVF to ensure that victims of DV are supported and have the correct security and support in place to exit from harmful lifestyle. Provision is integrated into the city's safeguarding arrangements.

SWP has mapped communities across the city which may be more vulnerable to FGM to inform targeted communications and support to challenge cultural acceptance of VAWG and increase confidence in reporting.

SWP will contribute to WSCB and WSAB priorities by:

- Strengthening the integration of pathways into MASH (Prevent and modern slavery);
- Continuing to disseminate learning from DHRs;
- Continuing delivery of WRAP training form frontline practitioners and communities;
- Increasing the provision for hate crime reporting centres within the city; *and*
- Increasing awareness and understanding of modern slavery across the city and build confidence of victims to report.

Wolverhampton Clinical Commissioning Group (WCCG) is the leader of the local NHS. WCCG commissions (buy and monitor) everything from emergency/A&E care, routine operations, community clinics, health tests and checks, nursing homes, mental health and learning disability services. As a commissioner, it is the role of the WCCG to ensure that the services that are brought from a range of providers, including RWT and BCPFT, are of high quality and appropriate for the health needs of the City.

The WCCG works closely with Public Health to promote healthy lifestyles and commission services that help people to make healthier life choices.

The WCCG Executive Director for Nursing and Quality has overall leadership responsibility for the organisation's safeguarding arrangements and is a member of WSCB.

The Designated Professional's role is to work across the local health system to support other professionals in their agencies on all aspects of safeguarding and child protection. Designated Professionals are clinical experts and strategic leaders for safeguarding and as such are a vital source of advice and support to health commissioners in CCGs, the local authority and NHS England, other health professionals in provider organisations, quality surveillance groups

(QSG), regulators, the LSCB and the Health and Wellbeing Board. The designated professionals are advisors to WSCB.

The WCCG designated professionals have developed a safeguarding dashboard and a reporting/assurance framework that is to be used by all services commissioned by WCCG to provide assurances regarding their organisations safeguarding arrangements. Reports are presented at established forums where non-compliance is challenged and areas for further development are identified. This is further enhanced as the WCCG safeguarding team carry out safeguarding quality visits as required and request additional information as required through the contract team to maintain an oversight of all health services across the city.

The WCCG Designated Doctors and Nurses for Safeguarding and Looked After Children are embedded in the clinical decision making of the organisation, with the authority to work within local health economies to influence local thinking and practice.

The WCCG commissioners and contract team work closely with the WCCG safeguarding team to ensure services commissioned by WCCG includes appropriate arrangements to safeguard all children.

The WCCG safeguarding policy help staff to recognise additional vulnerabilities as defined in Working Together (2015).

On commencement of a new contract the WCCG designated professionals meet with the organisations safeguarding lead to clarify the expectations of WCCG regarding the organisations safeguarding arrangements and reporting arrangements. This ensures appropriate oversight and availability of on-going support.

The WCCG safeguarding team are working with the contracts team to request position statements for a number of specific areas. These include assurances against the West Midlands Domestic Violence standards and FGM. This will identify areas of good practice and those where further work is required to achieve full compliance.

The Children's commissioner is working with the local authority to ensure that the revised Local CAMHS transformation plan takes into account the needs of children and young people who are particularly vulnerable including those who are looked after by the Local Authority. WCCG is working with the Mental Health Provider to ensure that there is an increased presence in the Refugee and Migrant Centre to increase assessments undertaken of their mental health needs.

In 2017/18 WCCG are planning to access schools, Wolverhampton Youth Council and local colleges and universities specifically to engage about the

CAMHS plans and SEND agenda. WCCG have agreed to go into local schools (secondary) to gather opinions and views to inform the CCG on the public's current understanding of CAMHS; what is needed; and what is wanted by young people across the city.

Wolverhampton Youth Offending Team (YOT) is a multi-agency team that comprises of staff from partner organisations who work together in co-location to improve outcomes for children and young people and enhance the safety of the community. The YOT is located within the Children and Young People Service of Wolverhampton City Council, which places our work within the wider services for vulnerable children. Under statute, a local YOT is accountable to a YOT Management Board who oversee and scrutinise the work of YOT's.

The YOT Head of Service is a member of the WSCB and Executive, chairing the SCR Committee. The reports taken to the Youth Justice Board in respect of Community Safety and Public Protection Incidents (CSPPI) are a standing agenda item on the SCR Committee agenda.

Safeguarding is a standing item on the YOT Management Board agenda and discussions in the last year have focused on CSE, gangs and the needs of children in custody.

The YOT actively participates in the local procedures to address CSE – MASE, strategy meetings and CMOG, being represented at the strategic group by a colleague Head of Service.

Over the last twelve months the assessment template and process for the YOT has completely changed to ASSETplus. This new assessment framework requires full assessment of the safety and wellbeing of young people, and management oversight is mandatory. In addition, recent National Standards Audit focused on our work with victims and young people in the court, and safeguarding was an area of focus within this. Viewpoint survey undertaken with a cohort of 60 YOT service users indicated the majority were aware of and felt safe with their work with the YOT.

The monitoring and evaluating the impact of our services continues through management countersigning, supervision, audit and service user feedback. We also share our serious incident reviews within the partnership to ensure transparency and accountability.

A key safeguarding concern within the YMB and operational delivery at present is the impact and harm caused by youth violence and gang affiliation within the city.

The YOT is working across the partnership to highlight these concerns and work on a multiagency basis to improve the choices and range of services available to young people vulnerable to involvement in gang and youth violence.

The YOT will continue to work to address the needs of young people vulnerable to CSE.

The YOT will strive to provide a quality service that addresses the needs of young people in courts (including safeguarding) but this is an increasing challenge given the unpredictable listings.

Our priorities for the coming year are to continue:

- To regularly utilise our risk safety and wellbeing processes to promote safeguarding and ensure relevant delivery;
- To participate in SCR processes;
- To undertake CSPPI where appropriate;
- To attend and contribute to CMOG;
- To support MASE, strategy and other multiagency venues to support the drive against CSE;
- To have a bespoke custody officer in the YOT to undertake visits;
- To ensure we undertake assessments in the court cell blocks wherever possible; *and*
- To continue to support the work of our B-Safe Team.

City of Wolverhampton College is a further education provider within the City for around 8,000 students. The college offers courses to students from Wolverhampton and the surrounding area. Courses offered include NVQs, GCSEs, BTECs, A Levels and Access courses. In addition, the college also offers some higher education courses in conjunction with the University of Wolverhampton.

The college has a designated person with responsibility for strategy, policy and procedure - the Student Services Director. In addition, there are two college managers with responsibility as Deputy Designated Person.

The Safeguarding Team is represented by a named Safeguarding Officer on each of the three main campuses in order to support day to day welfare concerns and child protection issues.

All members of the safeguarding team have access to safeguarding supervision from a qualified NSPCC trained professional. This support can be extended to include the wider college community when required.

- College has a highly skilled & trained safeguarding team working across all college campuses.
- College has a robust safeguarding policy & procedures in place that comply by the Board's expectation in keeping children, young people and vulnerable adults safe.
- There is a service level of agreement in place with Wolverhampton Youth Offending Team.
- There is a Post 16 Young People in Care and Care Leaver Learner Support Partnership Agreement in place with Wolverhampton City Council.
- Offender risk assessments are conducted where students have declared they have a conviction with the relevant agency (YOT, Probation, Police)
- Termly safeguarding reports are provided for governors
- Feedback is sought from students who have been supported by the safeguarding team.
- Safeguarding team update their training to ensure their knowledge and skills are up to date relation to safeguarding.
- Safeguarding team meet on a fortnightly to discuss their case load as part of their supervision. In addition to the termly reports provided to Executive Management tTeam updates are regularly provided to Inform strategic planning regarding national reports including; Counter Terrorism and lessons learnt from serious case reviews undertaken nationally and within the city.

A comprehensive risk register has been developed to monitor safeguarding at all levels. The risk register is maintained by the Designated Person linking in with named leads for; Quality, Finance/Health and Safety, Human Resources and Teaching, Learning and Assessment. An additional risk register has been developed to monitor the implementation of Prevent and British values.

In addition to the termly reports provided to Executive Management Team updates are regularly provided to Inform strategic planning regarding national reports including; Counter Terrorism and lessons learnt from serious case reviews undertaken nationally and within the city. Additional questions regarding Prevent and British Values have been included with the safeguarding questions asked during recruitment to all new positions.

Furthermore, an annual self-assessment is undertaken to review the overall effectiveness of safeguarding within the College.

The college is represented on all safeguarding board meetings for both children and adult services. In addition, the team have representation on a number of committees.

Two members of the safeguarding team have completed the PREVENT train the trainer course (WRAP 3) and are now delivering the training to college staff. To date 31 workshops have been delivered and 342 staff have successfully completed the training and a further 501 college staff have successfully completed face to face safeguarding training. 43 college managers have successfully completed safer recruitment training.

In line with our commitment to continue to safeguard children, young people and vulnerable adults at the College we will:

- Continue to develop challenging and rigorous approaches for monitoring and evaluating the impact of services on safeguarding and promoting the welfare of our students.
- Ensure safeguards are in place and everything we do promotes safe and welcoming environment for our students, staff and all college users.
- Continue to critically monitor our safeguarding practices and develop best practice.
- Safeguarding policy & procedures reflect guidance given by DfE Keeping Children Safe in Education.
- Take part in all audit processes that are undertaken through the LSCB.
- All staff have received safeguarding & Prevent training.
- All students are made aware of support available through the college
- Safeguarding is promoted to students through the personal tutorial process (Career Coach sessions).
- Students and staff are clear on what action to take if they have concerns or if they need support.
- We support key campaigns within the City including 'Turn the World Orange'.

Wolverhampton Voluntary Sector Council (WVSC) / Third Sector WVSC is a Local Infrastructure Support Organisation for voluntary and community organisations (VCOs) in Wolverhampton which exists to support the development of an effective voluntary and community sector (VCS) in the city.

In 2016-17 it also delivered a number of services based on an 'experts by experience model'.

Our representative on the safeguarding boards acts as the safeguarding champion for the local VCS providing a single point of contact for local VCOs in all matters relating to safeguarding that they need help and support with. In 2016-17 this has included: supporting policy and procedure review /development; advising on DBS checks (including eligibility); supporting organisations facing allegations about staff or volunteers; providing regular up to date safeguarding information and news; and signposting to, or facilitating access to, training.

The WVSC rep provides regular challenge to the Board, in particular by highlighting a voluntary and community sector perspective on safeguarding developments, and also by ensuring that the experiences of service users / members of the public are at the forefront of decision-making.

Our representative is a member of the WSAB Executive, chairs the Communication & Engagement committee and is an active member of the Joint Learning and Development committee. We have played a leading role in: the #orangewolves campaign to raise awareness of violence against women and girls (alongside Wolverhampton Domestic Violence Forum and the Council); the #smallgoodthings initiative to prevent the needs of adults reaching a point where they need a safeguarding intervention; and organised two multi-agency safeguarding forums for staff to share their views.

As an organisation, this year we have: reviewed our own safeguarding adults and children policies and procedures; begun work on embedding the Wolverhampton Domestic Violence Protocols in the work of our organisation; successfully argued the case for funding from the Boards for a Faith Group Engagement Worker to enhance safeguarding support for faith groups; rolled out online safeguarding training to all staff; implemented a safeguarding training framework for VCOs; and successfully applied for funding from the Council under the Pathways to Support funding to lead a collaboration of 6 other VCOs to support 20 adult facing organisations in the city to embed a 'Think Family' approach in their work.

WVSC contribution to WSAB priorities for 2017-18:

1. Deliver training to embed Domestic Violence Protocols across all parts of the organisation.
2. Develop the safeguarding adults training offer for VCOs.
3. Support Faith Group engagement in relation to safeguarding and across Safer Wolverhampton Partnership and Public Health agendas.

4. Support the prevention agenda through #smallgoodthings approach and Think Family Champions project.
5. Continue to support the work of WSAB through membership of Executive committee, chairing the Communication and Engagement committee and membership of Learning and Development committee.

Cafcass (Children and Family Court Advisory and Support Service) represents children in family court cases, making sure that their voices are heard and decisions are taken in their best interests.

The process by which safeguarding is integrated into the different aspects of Cafcass' statutory work in private law, public law and adoption cases are set out in discrete sections of Cafcass' Operating Framework.

Cafcass has a statutory duty (s16A Children Act 1989) to undertake a risk assessment where there is cause to suspect that a child is at risk of harm, and to provide that risk assessment to the court. The requirements relating to Cafcass' s16A duty are set out in the Child Protection Policy and in the s16A guidance to staff.

Performance is measured by a number of key performance indicators that are set by our sponsor department, the Ministry of Justice. The key performance indicators measure:

- The proportion of open public law care workload allocated to an appointed Children's Guardian.
- The timeliness of allocation to an appointed Children's Guardian, for all care applications received.
- The proportion of open private law workload allocated to a Family Court Adviser.
- The proportion of Section 7 reports that meet their agreed filing times.

The experiences of children (and families) are captured through compliments and complaints and internal audits as well as our contributions to serious case reviews and where complaints are received from young people. Key issues are fed into the national learning log.

The FJYPB has inspected all Cafcass offices to ensure they are child friendly and promote participation. This involved interviewing staff about how they engage with children and young people. FJYPB members have been trained to participate in peer reviews of Cafcass service areas. They have also reviewed the tools used to engage children to ensure that they are effective from their perspective.

Cafcass' main priorities in 2016/17 were to continue to improve the quality of our work, and to support family justice reform. These are a few examples of how we have done this:

Production of the **Domestic Abuse Practice Pathway** which provides a structured framework for assessing cases where domestic abuse is a feature, and ten new evidence-based assessment tools.

A revised **Quality Assurance and Impact Framework**, together with mechanisms to establish, and raise, the quality of our work including thematic audits, Area Quality Reviews, and the work of the National Improvement Service.

Provision of continuous **Learning and Development** opportunities for staff including: e-learning; Research in Practice resources, the Cafcass library and the dissemination of internal research.

Contributions to **innovations** and **family justice reform**, designed to improve children's outcomes and make family justice more efficient. These are formed in private law by projects trialling pre-court or out-of-court ways of resolving disputes; and in public law projects aimed at helping local authorities and parents to 'find common ground', thus diverting cases from or expediting cases within, care proceedings.

Support to our **child exploitation** and **diversity** ambassadors/champions who collate learning from inside and outside the organisation on these subjects and promote it to colleagues.

City of Wolverhampton Council **Children and Young People Services (CYPS)** brings together a range of help and protection services for children and young people.

During 2016/17 the work of children's services moved from improvement to transformation. A Transforming Children's Board was established to oversee the delivery of key priorities including:

- the revised early intervention model and specialist support service, ensuring families that need help are identified early and receive the right support at the right time;
- the continued development of the Multi-Agency Safeguarding Hub (MASH) to ensure a whole family approach to protecting children and families;
- a sustained focused analysis and work on looked after children to ensure only the right children come into the system and when they do that permanency is secured for them in a timely manner;
- the review and transformation of child and adolescent mental health and emotional wellbeing services including Headstart; *and*

- the development of a 16+ Strategy to improve the support and options available to increase the engagement of young people in education, employment and training.

Over the last year there has been increased capacity in the social work structure to reduce caseloads of front line managers and ensure manageable caseloads across the social work teams.

The MASH has put Wolverhampton in a good position to effectively respond to safeguarding referrals and strengthen the

referral and assessment process. At the end of August 2016, the MASH was extended to include safeguarding adults to ensure an integrated approach to safeguarding across children and adults.

In April 2016, the Specialist Support Service was established in recognition of the need to develop additional support for families in crisis and on the edge of care.

During 2016 the services were subject to fundamental transformation and redesign in order to ensure that there is a focus on children and families with the greatest need and to improve the effectiveness of interventions. A 0-18 Strengthening Families model, based on 8 locality hubs, was developed working with whole families and an emphasis on outreach.

Early Intervention Service: One of the key targets for this service is increasing take-up of the 2 year old nursery offer. Since the team formed in April 2016, they have supported over achievement of both local (75%) and national (70%) targets with 80% of eligible children accessing a place in the Spring 2017 term.

Creation of parent champions: The creation of this role has led to an increase in parents achieving permanent employment and actively seeking employment – The parent champions acknowledge they would have found difficult, or not a priority, prior to their taking on their role.

Outcome Star: The star is completed at the first intervention with the family, ensuring an accurate baseline is established. Evidence is available to demonstrate that families that receive support do have improved outcomes

Specialist Support Service: The support available via intensive family support, family mediation and family group conferencing, short break respite support, therapeutic support and out of hours support to Emergency Duty Team has resulted in the active prevention of family breakdown. Evidence also shows that less than 12% of young people who have accessed respite care subsequently became Looked After Children (LAC). Furthermore, Family Support workers working alongside EDY have resulted in a 16% decrease of emergency admissions into the care system.

Monthly Strengthening Families Hub Surgeries have been introduced which provide an opportunity for professionals to drop in and discuss concerns that they may have about an individual/family with managers from the strengthening families hub and an educational psychologist. The surgeries support early intervention work being undertaken by partners and ensure cases are being dealt with in the right threshold.

Private Fostering: An action plans in place to increase awareness and reporting of private fostering arrangements. Extensive marketing and awareness has been rolled out within the local authority and across the city, using revised/re-branded materials.

Participation of children and young people across the city is an essential contributory factor to the development of services delivered to children. This is underpinned by the Participation Strategy, which sets out clear standards of participation for children and young people to ensure that it is not tokenistic and remains relevant.

Wolverhampton have created a Children and Young People's Plan wherein the priorities for 2017/18 are outlined. To contribute to the safety and protection of children, young people and their families the Directorate will:

- Continue to transform the way that we work, providing the workforce with the tools and training to be agile and productive;
- Deliver consistent and quality services to children, young people and families;
- Embed the culture of participation and ensure feedback from service users is captured, analysed and used to inform service improvement;
- Work effectively in partnership with other statutory and voluntary agencies to develop and deliver integrated approaches and improved outcomes for children and young people.

Chapter 5: Formal audits of our safeguarding arrangements

WSCB undertakes a range of audit activity in discharging our 'monitoring effectiveness' function. During 2016/17 this included a formal evaluation against Section 11 compliance; completion of a range of MACFAs (multi-agency case file audits); and a variety of case reviews, to include the publication of two Serious Case Reviews.

We also publish our CDOP (child death overview panel) Annual Report – summary details outlined in Chapter 3.

All of these activities have supported the WSCB to shape our priorities for the coming year and to formulate our assurance statement.

As we have stated in a number of sections of this report, our own evaluation has very much mirrored the findings of the Ofsted Inspection conducted towards the end of the financial year.

In brief, that we have strong partnership arrangements and there is a strong commitment to safeguard and promote the welfare of children and young people in Wolverhampton. In turn, children and young people at risk of harm or in need of additional help are appropriately identified and, once known, services are appropriate to meet their needs and protect them from harm.

However, even though we have a good degree of assurance through our own evaluation processes and from the Ofsted Inspection, we remain committed to continually improve our oversight and monitoring effectiveness function. To this end during 2016/17 we separated our Performance and Quality Committees into two separate Committees and we have committed additional budget to employ a Quality and Performance Officer in the course of 2017 as part of an enhanced Business Unit support infrastructure.

Furthermore, we have taken part in the Regional Section 11 project and will continue with this work in the coming year to further strengthen our audit processes under Section 11 (the duty to co-operate and prioritise safeguarding of children and young people outlined in Section 11 of the Children Act 1989, updated 2004).

Chapter 6: Learning and Development

WSCB Learning and Development Committee set the following priorities for 2016 – 2017.

- The amalgamation of the two current committees – WSCB Learning and Development Committee and WSAB Workforce Development to become one committee that represents both Local Safeguarding Boards;
- Development of a Joint Safeguarding Training Strategy and training programme through the work of the Joint Committee;
- Further analysis of the training programme;
- Complete a full analysis of evaluation outcomes once they have been in place for twelve months; *and*
- Develop an evaluation tool to monitor the quality of single agency training and provide appropriate support.

In respect of the amalgamation of the two Committees the ideology underpinning this was to:

- Strengthen the message across the workforce through training to 'Think Family';
- Increase capacity to deliver a training programme that meets the need of the workforce; *and*
- Increase capacity of those individuals who attend both adults and children committees.

A series of workshops lead by the City of Wolverhampton Council Workforce Development Team were held to plan and realise the joint committee. The Committee Annual Report presented to December 2016 WSAB stated: "This method of working was felt to be a great success, with full consultation and engagement with partners, resulting in a number of key decisions being made."

The first Joint Learning and Development Committee met on the 10th November 2016 and has met bi-monthly since then. The Committee has agreed terms of reference and a Work Plan aligned to the WSCB and WSAB Strategic Priorities.

The Ofsted Single Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board published on the 31st March 2017 recognised that:

"Experienced and assured, the LSCB chair brings rigour to the work of the (children's) board while at the same time providing effective challenge. He

has used his position as chair of both the Adult and Children Safeguarding Boards effectively to promote a more joined-up approach across children and adult services, particularly at key transition points. Two of the sub-groups (committees) – the learning and development, and the communication and engagement – are shared with the Adult Safeguarding Board."

Furthermore, this inspection determined that:

"Working in close collaboration with neighbouring safeguarding boards, the learning and development sub-group (committee) offers a comprehensive range of safeguarding courses. Many of these courses are relevant to professionals working with children or adults. This approach ensures that, irrespective of their primary focus, professionals are able to recognise and respond to safeguarding issues and concerns that have an impact on children and young people (and adults). However, although the board has strengthened its capacity to design and deliver training, it neither has a formal training strategy nor routinely evaluates the impact of training on frontline practice."

This feedback reflects that the joint committee did not fully realise all of the priorities set for the year due to the additional work to align the committees. However, work has commenced on the Joint Training Strategy and a refreshed Joint Learning and Improvement Framework whereby it is anticipated that these will be presented to the Executive in the summer for ratification.

Furthermore, an evaluation tool has been implemented that provides initial 'reactive' feedback from delegates immediately following multi-agency course delivery. Limited capacity within the Business Unit has impacted upon the ability to undertake any further impact evaluation both from a multi-agency perspective or in support of single agency impact evaluation. The proposed increase in resource within the Business Unit is anticipated to bring traction to this work throughout 2017/18.

During the year members of the Committee have been actively engaged in the Black Country Training Project. This project sought to realise a fully integrated training offer and support structure across the Black Country conurbation (Wolverhampton, Walsall, Dudley and Sandwell). The project has had limited success in achieving its primary objective of a single unified regional multi-agency training programme delivered through a formal partnership and single IT support structure. The project has realised some shared training and it is anticipated that this will continue.

However, a formal project review mid-year identified that achieving a full partnership approach with a shared booking systems and one regional offer is not logistically desirable or viable within current resources. A decision has therefore been taken to formally close the project. However, a 'collaborative approach' that delivers a blend of both regional and locally commissioned

training will continue. Each Board area will manage their own offer and will retain their own individual support infrastructures.

Whilst the project has not realised its main objectives, the Committee notes that there has been some success and the current collaborative way of working across the Board areas is proving very productive. It is anticipated that the current level of co-operation will result in an increasing pool of regional training over time but with each area retaining the freedom to tailor this to local need.

You can find details of our latest training online at:

<https://www.wolverhamptonsafeguarding.org.uk/>

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Chapter 7: How are we doing as a Board?

As referenced earlier in the report Ofsted undertook a rigorous inspection of services in Wolverhampton. This included a review of the WSCB. Inspectors found the board is meeting its statutory responsibilities, is “well chaired and well led”, has strengthened engagement with schools and health partners, and promoted “a more joined up approach across children and adult services”.

Partner agencies are well represented on the board and have a “shared commitment to delivering high quality safeguarding services”.

The serious case review sub-group and child death overview panel are both “well developed and effective.” Learning from serious case and child death reviews are “systematically shared with professional and partner agencies”, and “result in improvements in service delivery and safeguarding practice”.

Robust strategic and operational arrangements “safeguard and protect children and young people who go missing or are at risk of sexual exploitation” – with inspectors noting that training for taxi drivers and hoteliers has increased awareness of child sexual exploitation – and links with local faith groups have been strengthened.

The board has “developed a strong local profile by running successful campaigns” highlighting issues such as violence against women and girls, radicalisation and sexual exploitation, while good links with the Children in Care and Youth Councils mean children and young people are “able to shape and influence the work and thinking of the board”.

Concluding that Wolverhampton Safeguarding Children's Board “requires improvement”, inspectors made a total of five recommendations, each of which have been incorporated into the Board's refresh of the strategic plan.

These are outlined in the following chapter.

Over the course of 2016/17 the Board undertook a series of self-assessment exercises and it is pleasing to note that our own analysis formulated similar conclusions to those of Ofsted in terms of our strengths and areas for development.

Chapter 8: What we have learnt: the priorities and challenges for next year

Our review of the work of the Board over the last 12 months has helped us to review and re-shape our strategic priorities for 2017 to 2019. These are outlined below and will drive the work of the Board and all of its constituent parts:

<p>Priority 1:</p> <p>Effective Leadership, Challenge and Change</p>	<p>Priority Lead: Emma Bennett</p> <p>We will operate an effective LSCB that focuses its work on local safeguarding priorities including support, challenge and holding multi agencies to account for their contribution to the safety and protection of children, young people and families living in the City of Wolverhampton.</p>
<p>Priority 2:</p> <p>Front-line Practice and Performance and the impact of Safeguarding</p>	<p>Priority Lead: Manjeet Garcha</p> <p>We will develop rigorous approaches to monitoring and evaluating the impact of services on safeguarding and promoting the welfare of children & young people.</p>
<p>Priority 3:</p> <p>Safeguards for particular vulnerable children and Young People</p>	<p>Priority Lead: Des Lambert</p> <p>We will ensure that everything we do promotes improved practice to help safeguard and meet the needs of those children and young people who are particularly vulnerable, or are at increased risk of harm.</p>
<p>Priority 4:</p> <p>Communicate and Engage</p>	<p>Priority Lead: Stephen Dodd</p> <p>We will ensure that we engage children, young people, families and communities of all backgrounds and make up, in the work of WSCB.</p>

Our priority actions for the coming 12 months have been shaped by the recommendations made by the Ofsted inspection and our own evaluation. These are:

WSCB Priority Actions

Ofsted Recommendations 2017

1. Further develop the board's risk register to include those risks which have the potential to have a negative impact on the ability of partner agencies to safeguard and protect children and young people effectively (para. 119).
2. Ensure that the Local Safeguarding Children Board has the right level of performance management information with which to challenge and hold to account partner agencies on the effectiveness of their safeguarding responsibilities (para. 120).
3. Develop a coherent rolling programme of single and multi-agency audits with which to quality-assure the work of partner agencies in safeguarding and protecting children, and ensure that the results of Section 11 audits are moderated effectively (paras. 121 and 122).

4. Develop a robust training strategy which incorporates a system with which to evaluate the impact of training on frontline practice (para. 129).

5. Further strengthen the annual report to ensure that it provides a clear picture of the effectiveness of partner agencies across all key safeguarding services, including the independent reviewing officer service, the work of the designated officer in managing allegations against professional and private fostering arrangements, as well as learning from serious case reviews and child deaths (para. 130).

Additional Areas of Focus

1. Continue to strengthen the voice of the child in influencing the work of WSCB.
2. Publish a revised Thresholds to Support to aid understanding and application of thresholds.
3. Strengthen the evaluation of the early help offer, including partners understanding and implementation of their early help responsibilities.
4. Evaluate CSE and missing initiatives relating to prevention, protection, prosecution and disruption and seek assurance that the right support is being made available to victims.
5. Maintain focus and scrutiny of services for particular groups of vulnerable children.
6. Continue to strengthen communication and engagement with children, families, communities and the wider public.

Contact details for the Board

Priory Green Building

Tel: 01902 550477

Whitburn Close

Email:

Pendeford

wscb@wolverhampton.gov.uk

Wolverhampton

wsab@wolverhampton.gov.uk

WV9 5NJ

How to report concerns about a child or young person

If you are concerned about a child or young person (including yourself)....

If a child is in immediate danger of serious harm or has been left alone dial 999 and let the operator know that it is a possible child protection issue.

If the child is not in immediate danger of serious harm but you know or suspect they are being abused or neglected call us:

- **Monday to Thursday 8:30am to 5pm, Friday 8:30am to 4:30pm on 01902 555392**
- **Outside of the above hours for emergencies on 01902 552999**
- **If the child or young person is at immediate risk of serious harm dial 999**

If you suspect or believe a child is suffering or is likely to suffer Significant Harm, including any form of mistreatment or abuse, you should report your concerns. You can report your concerns by phone or by completing a [Wolverhampton Safeguarding Children Board Multi-Agency Referral Form](#) for referrals to Children's Social Care. If you work for an organisation, you should always complete one of these forms within 24 hours of any phone call preferably after having spoken with your organisation's Named Safeguarding Children Lead.

Appendix A. Illustrative Scorecard

The Quality and Performance Sub Group of WSCB was tasked, two years ago, with developing a multi-agency dataset for the Board. This was to address the long-standing imbalance whereby almost all of the performance data that the Board scrutinised came from the city council as opposed to the broader partnership. This dataset was first used during the 2012-13 performance year and had begun to provide longitudinal data which can assist in identifying trends. However, the heavy focus on social care rather than multi-agency indicators and the limitations in the performance analysis have been recognised and WSCB requested that performance reporting was reviewed and redeveloped in order to meet performance monitoring requirements.

To assist LSCBs in undertaking performance monitoring responsibilities, regional LSCBs have developed a compendium of qualitative and quantitative performance information which may be considered by single agencies or LSCB as a partnership to help undertake their responsibilities alongside the DfE Safeguarding Performance and Information Framework. This framework has been used as a basis for the re-development of the WSCB quarterly performance monitoring report. The quarterly monitoring will specifically utilise Part A of the framework which is a short list of key performance measures. Part B comprises a more comprehensive list of possible information (or evidence), both qualitative and quantitative and the intention is to bring this together for Wolverhampton, however, the priority is the development of the regular report based on Part A.

The quarterly data set is collated, compiled and analysed by the Business Intelligence Team (Community). It will then be presented to the Quality and Performance Sub-Committee (Q&P) who will look at the data, provide further analysis, commentary and possible explanations and identify areas where further analysis and investigation may be required. The group will also identify areas of good performance and areas of potential concern which need to be brought to the attention of the Board. The Chair of the Q&P Sub-committee will then prepare an overview report to support the quarterly report and these will be submitted to the WSCB.

The full scorecard can be electronically accessed via the following link, or by request via the Safeguarding Boards Business Unit.

<https://www.wolverhamptonsafeguarding.org.uk/images/safeguarding-children/WSCB-Performance-Scorecard-Q3-2016-17.pdf>

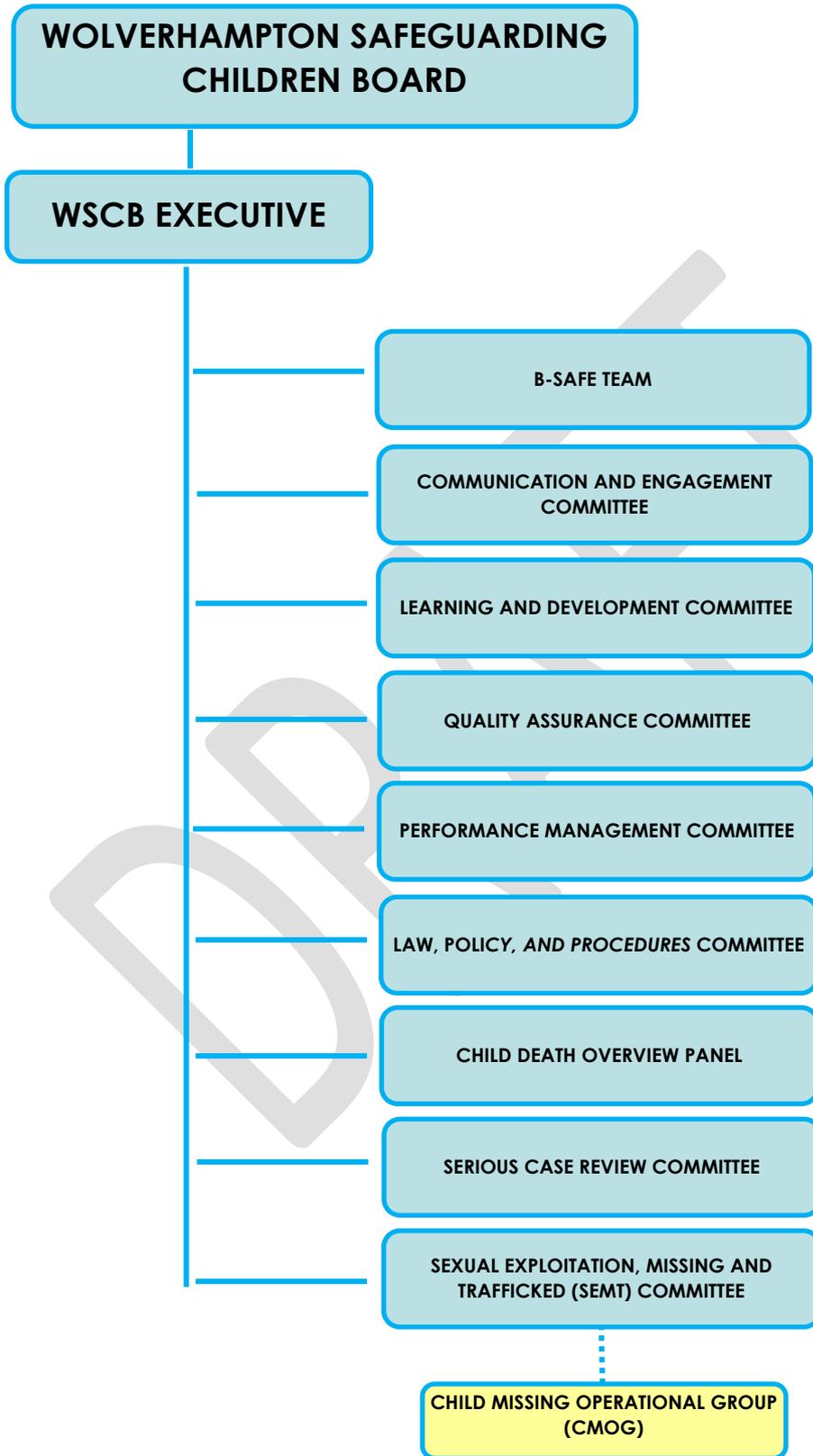
Appendix B. Members of Wolverhampton Safeguarding Children Board (31 March 2017)

Member Details	Group / Role
Alan Coe	Joint Independent Safeguarding Adult's & Children's Board Chair
Andrea Dill-Russell	Student Services Director, Wolverhampton College
Ann Brown	Executive Head Teacher, Central Learning Partnership Trust Special Schools, Secondary School Representative
Catherine Williams	Designated Doctor for Safeguarding, Wolverhampton Clinical Commissioning Group
Cheryl Etches	Chief Nursing officer, Royal Wolverhampton Hospital Trust
Chris Bryne	Deputy Head, Designated Safeguarding Lead
Cllr Val Gibson	Cabinet Member for Children and Young People
David Perrin	Lay Advisor, Wolverhampton Safeguarding Children Board
Dawn Williams	Head of Service, Safeguarding Services, City of Wolverhampton Council
DCI Derek Lambert	Detective Chief Inspector, West Midlands Police Lead for Adult and Child Public Protection
Diane Partridge	Interim Board Manager
Emma Bennett	Service Director, Children and Young People, City of Wolverhampton Council
Eva Rix	Associate Director of Safeguarding, Black Country Partnership Foundation Trust
Fiona Pickford	Head of Safeguarding, Royal Wolverhampton Trust
Glenda Augustine	Consultant in Public Health
Jayne Meir	Chief Superintendent, Local Policing Unit Commander, West Midlands Police Service
Karen Samuels	Head of Community Safety, Red Lion Street
Kathy Cole-Evans	Strategy Co-ordinator & Manager, Wolverhampton Domestic Violence Forum
Linda Sanders	Strategic Director, People Directorate, City of Wolverhampton Council
Lorraine Millard	Designated Nurse for Safeguarding, Wolverhampton Clinical Commissioning Group
Manjeet Garcha	Executive Lead Nurse, Wolverhampton Clinical Commissioning Group
Mark Heywood	Head Teacher, Independent School Representative, Royal School Wolverhampton
Patricia Scott	Head Teacher, Infant / Junior School Representative, Loxdale Primary School

Member Details	Group / Role
Pauline McDonald	Service Manager, Public Law A12, Children and Family Court Advisory and Support Service
Sally Nash	Head of Youth Offending, City of Wolverhampton Council
Stephen Dodd	Wolverhampton Voluntary Sector Council
Ros Jervis	Service Director, Public Health and Wellbeing, City of Wolverhampton Council
Viv Townsend	Head of the Black Country Cluster, National Probation Service

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Appendix C. The Board and Committee structure



Appendix D. The Board's Finances

The WSCB receives the following contributions from partners:

Contributing Agency	WSCB
Wolverhampton City Council (WCC) **to include Public Health	145,910
Wolverhampton Clinical Commissioning Group (WCCG)	66,464
West Midlands Police	14,923
National Probation Service (NPS)	1,500
Community Rehabilitation Company (CRC)	1,500
Child and Family Court Advisory and Support Service (CAFCASS)	550
Fees	2,610
Reserves	35,538
TOTAL	268,445

The WSCB receives quarterly budget statements to evidence spend. In the main, spend is accrued against staffing costs within the Business Unit, Safeguarding Children and other case reviews, Website maintenance costs and campaigns.

During 2016-17 a high frequency of case review activity led to a budget pressure of c£40K. The Local Authority and Wolverhampton Clinical Commissioning Group addressed this by one-off additional contributions in year.

Furthermore, the Local Authority has agreed a further rolling increase in their annual contribution of £82,230 from 2017-18 onwards. This will be allocated across both the WSCB and WSAB.