



Annual Report

2013 - 2014



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Foreword - Independent Chair

I joined WSCB as Independent Chair in February 2013 and my previous contact with Wigan had given me a confidence that there is a strong foundation of effective partnership working on which to base the work of the Safeguarding Board. I have not been disappointed: Board Members and their Agencies have continued to work with energy and commitment to improve services provided to local children and families and thereby improve their safety and wellbeing. But, as always, there is still much to do.

Early in the year, the Board reviewed the priorities previously identified in the Business Plan to make sure we were focusing on the areas in most need of attention; we were able to identify considerable progress with some priorities, such as safe sleeping and working on a multi-agency basis to address incidents of domestic abuse at an early stage. However, other aspects of the plan require continued robust effort, for example actively engaging the wider community in Wigan in safeguarding our children, and therefore they remain priorities for our work. These are fully detailed later in this report.

In addition, in response to the Munro report and Working Together 2013, the Board has reconsidered how we both evaluate the effectiveness of multi-agency safeguarding services and support any practice improvement necessary. We have moved to a new structure of working groups which will enable us to monitor how we are working to meet the needs of our children, including the most vulnerable and to identify where practice falls short and to improve this. We have also further developed our core data set which provides helpful information on service impact.

The above has required much work by those on the Board and of course, by those who deliver front line services and I am grateful to all for their energy and commitment. There have been several changes to Board membership due to finishing terms of tenure or changes within individual agencies. I would like to thank the previous Lay Members for the contribution to our work and also the previous Lead Member for children who worked tirelessly to promote the safety of children and young people. It is a challenge for the Board

to ensure continuity of our work in these circumstances but I have confidence that the newer Board Members will rise to this challenge and continue our commitment to both support and challenge performance.

In the past twelve months we have commissioned two Serious Case reviews to review the circumstances leading to the death of one child and the serious injury of another. These reviews have entailed considerable work and more significantly they have shone a light on some aspects of practice that have caused concern. We were determined to learn from these issues as they emerged and have already made considerable progress in changing practice. For example, there is now a consistently robust response to any injury in non mobile infants and they are being offered more protection as a result. Other areas, such as improving communication between agencies and offering appropriate support to families at an early stage require further action and are ongoing. It is encouraging to note that our front line practitioners are keen to learn from such reviews and improve the serviced offered, despite the difficult tasks they perform on a daily basis.

This enthusiasm for improvement was demonstrated at the annual conference where the strategy to combat the sexual exploitation of children and young people was launched in February 2014. This conference built upon the effective work which had been ongoing in the Wigan area and has led to the continued good practice which has been recognised regionally. It is clear that this has been a year of change, challenge and some progress. I hope the report gives an overview of this and of the areas where we need to continue to work with energy and commitment next year. We are aware that we need the involvement of the whole community to safeguard children and promote their welfare so we intend to reach out to a wider audience this year to engage their support! I hope this report will be a starting point.

Kath Nelson
October 2014

Commentary Lead Member Children's Services

The Safeguarding Board are a conscientious group of people who I would like to thank for their time, support, and commitment I totally admire how they work together for the good of the young people of this borough. I am pleased to report that our partnership, across service deliverers, is working well. I also welcome the excellent training programme that has been developed by Board Members. It is being offered, and taken up enthusiastically, across our partnership.

Last year I outlined the problems the local authority and its partners were facing with massive budget cuts to the public sector and it grieves me to say the cuts have been as deep and penetrating as I warned.

However I am pleased to report that the Safeguarding Board members have not lessened their commitment and have continued to ensure that the financial cuts are not compromising the safety and wellbeing of the children of this Borough.

For our residents, the rise in unemployment and various, changes to the benefits system puts them in to new financial difficulties and a larger number of our children are living in poverty. We all

understand that child protection issues don't just impact on poorer families but there appears to be a clear correlation between the numbers of looked after children and those subject to child protection plans with some of our areas of highest deprivation. As the health of our poorer families deteriorates, we have also recognised that many of our child deaths are in those deprived areas.

In the Borough of Wigan we are very lucky to have some fantastic facilities and services providing early support. However as times get tougher we will have to focus our energies more in to the areas of high deprivation and try to support our poorest families to keep children safe.

This past year was my final year as Portfolio Holder and therefore I will no longer be a member of the Safeguarding Board. I would like to wish my successor, Councillor Joanne Platt, all the best in her new role I know she will find her work with the Safeguarding Board rewarding. May I take this opportunity to wish good luck to the staff and members of the Boardcarry on the excellent work.

Councillor Susan Loudon
October 2014

Executive Summary

Purpose

The Wigan Safeguarding Children Board's annual report aims to reflect on the board's assessment of its performance, its evaluation of achievements and its recognition of the areas that still need improvement. The report also aims to inform colleagues, across the different agencies that have a role in safeguarding children, about the work of the board throughout the year. Additionally, the report complies with the requirements of Working Together 2013 to publish an annual report on the effectiveness of arrangements to promote welfare and safeguard the children of the Borough of Wigan. This report covers the period from April 2013 to March 2014.

Throughout this year, the board has focussed on delivering against the challenges identified in last year's report and against the revised business plan for the year which is outlined in Section 1. These include safeguarding some of our most vulnerable infants and young people affected by a number of issues such as domestic abuse, unintentional and deliberate injuries and bullying including cyber bullying. This report outlines full details of WSCB Subgroups, member organisation contributions and governance arrangements.

Achievements and work programme

Whilst the board acknowledges that there is still much work to be done around keeping the children and families of Wigan safe and ensuring that safeguarding is seen as everybody's business, significant progress has been made

around a range of issues including, child sexual exploitation, bruising in non-mobile children, domestic abuse and training in safeguarding.

Highlights of the year are

- A well received and well attended Child Sexual Exploitation Conference was attended by over 250 professionals from across the borough.
- The board launched its Child Sexual Exploitation Strategy.
- A bruising in non-mobile infants pathway was successfully introduced.
- A new training brochure was published and take up of training increased with 97% of education settings have signed up for training.
- Training evaluations show 99% rated their overall training experience as good or very good.
- The Integrated Safeguarding and Public Protection team was launched to address the impact Domestic Abuse in the Borough.
- A Young Person's Domestic Violence Advisor was appointed to work with young people and schools.
- The Wigan Children's Safeguarding Board's website was re-launched influenced by feedback from the young people of the Borough.
- The redesign of the Independent Reviewing Officer service was completed.
- A Provider's Forum was set up to allow private children's homes to attend to share good practice and for the board to monitor compliance with requirements.



Section 1

WSCB Business Plan and WSCB Principles and values 2013 - 2014



WSCB Business Plan and WSCB Principles and Values 2013-2014

In 2013/2014, the board identified its key priorities as:

- Safeguarding children and young people living with domestic abuse.
- Strengthening the insight and response of the children's workforce to vulnerable infants
- Consolidating the multi-agency response to the needs of vulnerable teenagers
- Engaging the community to support multi-agency efforts to keep children safe.

Over the last year, the members of WSCB and its subgroups have continued to develop a strong sense of shared responsibility for keeping children safe. The newly restructured Subgroups have ensured that multi-agency working arrangements remain strong and that they underpin the workings of the WSCB and its Business Plan and support the delivery of the identified key priorities.



Vulnerable Young People Sub Group

We continue to have a dedicated subgroup that responds to the needs of our most Vulnerable Young People in Wigan. This group has been leading the way in taking forward new initiatives in working directly with the young people of Wigan by young apprentices of WSCB offering training on E safety, Healthy Relationships and living with Domestic Abuse.

Safeguarding children and young people living with domestic abuse

The launch of the Integrated Safeguarding and Public Protection Team (ISAPP), in March 2013, has significantly strengthened the multi-agency response to domestic abuse and Multi-Agency Risk Assessment Conferences (MARAC) has moved from four weekly to a daily basis.

The team has been augmented through the recruitment of a Young Person's Violence Advocate and a specialist Drugs and Alcohol outreach worker for parents.

The Young Person's Violence Advocate works with both young victims and perpetrators. This year, supported by the WSCB Young Person's Engagement worker, he has visited schools offering training to staff and raising awareness of the support available to young people in abusive relationships.

Strengthening the insight and response of the multiagency work force to vulnerable infants

Key issues with vulnerable infants have been identified around bruising in non-mobile infants and safe sleeping.

The WSCB training offers a half day, scenario based, training on safe sleeping arrangements. Training is continuously updated to incorporate emerging evidence including new information on reducing risks from the use of baby slings, baby sleep positions and an update on e-cigarettes.

A major campaign has been undertaken around bruising in non-mobile infants with the launch of our Bruising and Injury Pathway for non-mobile infants. This new pathway has been produced as a result of the learning from the Serious Case

Review for Child C.

Considerable awareness raising has taken place with large groups of practitioners including GPs, Nurseries and Child Minders. This pathway aims to ensure a consistent response to all injuries and bruising in non-mobile infants. The impact of the new pathway will be considered in a multi-agency audit in November 2014

Consolidating the multiagency response to the needs of vulnerable teenagers

Child Sexual Exploitation

In February 2014, the WSCB hosted a successful and well received conference on Child Sexual Exploitation (CSE). The conference provided an opportunity for the launch of the board's CSE Strategy and the Greater Manchester Police (GMP) CSE Phoenix campaign. The conference was attended by many different agencies and members of the community, including parents, carers and young people.

Key Facts

- 250 parents, carers and professionals attended the CSE conference.
- In excess of 1,000 leaflets have been shared with the community, raising awareness on CSE.
- 100 bar staff were trained on spotting the signs of CSE.

Cases of CSE are managed through the Sexual Exploitation and Missing group (SEAM). SEAM is a multi-agency panel, which meets weekly to share information and intelligence, assess risk and put together action plans to keep young people safe from this type of abuse. Further work is undertaken within this forum to gather intelligence regarding local hotspots and manage this in a multi-agency way.

The board is also a partner in the Project Phoenix work going on across Greater Manchester aimed at ensuring a consistent and measureable practice for all Greater Manchester areas.

Media and Communications Sub Group

In acknowledgment of the fact that the board needs to improve how it shares its messages with communities, young people and professionals, we now have in place a subgroup dedicated to improving our performance in Communication and Media.

Engaging the community to support the multi-agency efforts to keep children safe

The subgroup is undertaking a programme of work to develop a robust communications strategy. The first stage of this has been the redesign of the board's website, taking into account the feedback received from young people and professionals. The board has a twitter account and currently has 336 followers. These communication channels help the board engage the community in safeguarding issues.

Since early last year, the board has been consulting with young people in Wigan to seek their views on what issues affect them. A training package is developed and will be delivered to children and young people and also their parents and carers in 2014/2015. Young people have also expressed an interest in delivering the package with us.

WSCB is very interested in involving young people in its work and has employed a young person as a Young Person's Engagement Officer to facilitate this engagement.

Key members of the Vulnerable Young People subgroup have also been involved in Operation Challenger, where visits were made to local taxi firms and pubs and clubs to raise awareness of CSE within Wigan.

Additionally, over 100 bar staff were trained on how to spot the signs of CSE and report concerns in joint sessions held with the Best Bar None Ambassador for Wigan. Along with Conflict Resolution Training bar staff from businesses across the Borough received a half hour awareness session on CSE.

Further initiatives are planned to raise community awareness of CSE, including a 'Train the Trainers'

half-day programme to Hotel/Hospitality staff, bars/pubs and taxi firms.

Missing from home and care

Support for children who are missing from home and care is considered and planned at our Sexual and Exploitation and Missing (SEAM) meeting. The Board works closely with professionals, voluntary agencies and communities to ensure a joined up approach is delivered through the SEAM meeting.

The Vulnerable Young People subgroup, on behalf of the board, monitors geographical hotspots to understand the activity risk. Services for children missing from the community are provided by the Local Authorities Early Intervention and Prevention Gateway service.

The board expects that private children's homes will work together to share good practice and concerns and to facilitate this a Private Providers Forum has been established

The board has overseen the implementation of the new statutory guidance on children who go missing from home or care, published January 2014. The Board works with a senior named manager from Children's Services who is responsible for ensuring there is an independent person nominated to undertake Return Interviews and facilitate any requirements and needs coming out these Interviews.

Children in secure settings

The board recognises the importance of ensuring appropriate support is available for young people in custody seriously. The learning from the investigation into the death of a young person J.A. in custody two years ago has informed the current work programme. The board has been leading a piece of work on identifying lack of resilience in young people who are spending their first time in custody. If a lack of resilience is identified, then actions are put in place to try and build resilience in the young person which it is hoped will enable them to cope better with their time in custody.

The board has also, in partnership with HMP Young Offenders Institute (YOI) in Hindley,

produced a report on the use of restraint over the period April 2013 to March 2014. Hindley YOI is leading a pilot on a new procedure for restraint, Minimising and Managing Physical Restraint. Since the implementation of the use of this process, the number of restraints has decreased. All young people are offered a debrief after a restraint has taken place. The report has been forwarded to the Youth Justice Board (YJB).

Bullying within custody is also taken very seriously and the Chair of the board supported the request to the YJB for windows to be replaced within the YOI to try and minimize the problem of 'shout outs' at night.

Children who are Privately Fostered

Parents may make their own arrangements for their children to live away from home and these children are privately fostered. The local authority must be notified of these arrangements via social care duty team. At the end of March 2014, the local authority has received one notification of such arrangements. This low number is despite extensive awareness raising in the form of posters and leaflets and information on private fostering being part of every appropriate training session. The board continues to support all in raising awareness on Private Fostering.

Young Person's Engagement Officer –

Jake's story

I was employed by the WSCB in September 2013 as a Teaching Assistant Apprentice to act as an advocate between the WSCB and the children and young people of Wigan. I consult with children and young people directly and indirectly about the business of the board and more importantly on how to keep themselves safe not just in the real world but the online one also.

In the year that I have been here I have attended a multitude of training from Child Sexual Exploitation to Domestic Abuse. All the training I have had has been very useful in both developing my own knowledge but benefiting the service through the delivery of training. This year the Training Support Officer and I have designed, planned and delivered our own bespoke training package on e-safety. This package was originally designed just for 11-19 year olds but due to demand we have adapted it to meet the needs of primary school aged children, as well as the professionals who work with them. When working in schools we have offered the option of a parental briefing so that parents/ carers are fully aware of what we intend to talk to their children about. So far we have trained well over 300 children this year alone not just in schools but in children's homes also.

Another large piece of work that I have been deeply involved with has been our Child Sexual Exploitation campaign "The More You Know, The More You See". This is a region wide project that is being cascaded all across Greater Manchester and a new website has been launched recently to help combat CSE. WSCB has done a considerable amount of work to boost the profile of this campaign, starting in February when the WSCB held a conference on CSE to professionals and foster carers. The feedback from this was really positive and the message started to get out to the workforce. Our next step was to get the message out more widely in the community and to do this we displayed our publicity materials at the DW Stadium on the evening of one the Wigan Warriors matches. We also made a visible presence at the stadium should any people have had any questions, we also did a leaflet drop with information and guidance for parents and carers.

Training and Professional Development Sub Group

Safeguarding training offered by the board is continually reviewed and updated as a result of learning from reviews and case audits. The WSCB training brochure for 2014 has been published and offered to all professionals, parents, schools and members of the community. As in previous years, the brochure has been well received.

Achievements to Date

WSCB has successfully developed, coordinated, promoted and delivered a comprehensive inter-agency safeguarding and child protection annual learning and development programme which incorporates the wider safeguarding agenda.

Key Facts

- 2190 delegates have received face to face training
- 3668 delegates have undertaken e-training
- Delegates include young people, community and voluntary staff and staff from partner agencies.

Each learning and development activity has been regularly reviewed and redesigned to ensure that it presents up to date, relevant, localised information. Recommendations from local Serious Case Reviews, Learning Reviews, Management Reviews and Performance and Quality Audits have been incorporated within safeguarding and child protection learning and development activities.

A multi-agency team of trainers support the delivery of safeguarding and child protection learning and development activities. Front line practitioners from different disciplines support the development and delivery of safeguarding and child protection learning and development, ensuring that delivery is provided on a multi-agency basis whenever possible.

The board has developed a programme of learning and development to provide schools with training packages to meet their safeguarding and child protection training. This programme assists schools in meeting Ofsted inspection criteria and the requirements of Working Together to Safeguard Children.

Key Facts

- 825 education delegates have received e-training.
- 95% of delegates were very satisfied or satisfied with the course.
- 92% of delegates found the training very easy or easy to navigate.
- 93% would recommend the course they completed
- 42% had not done e-training before.

As a member of the North West Interagency training group, the board has developed a Toolkit to facility quality assurance of the learning and development package for safeguarding and child protection. Training courses are regularly reviewed and quality assured by the board's training coordinator, and external verification has been undertaken with positive outcomes.

Local authority designated officer

All Local Authorities are obliged to identify designated officers (referred to as the Local Authority Designated Officer (LADO)). The LADO's role is to undertake the management and oversight of individual cases of allegations of abuse made against those who work with children, as set out in the Allegations against People who Work with Children Procedure. They offer advice and guidance to employers and voluntary organisations; liaise with the police and other agencies, and monitor the progress of cases to ensure that they are dealt with in a timely manner, consistently and with a thorough and fair process.

Key Facts

- 135 referrals to the LADO
- 28% year on year decrease
- Referrals from health settings reduced by 75% (from 4 to 1).
- Awareness raising has reduced the number of inappropriate complaints.

In 2013/2014, referrals have decreased by 28% compared to 2012/2103 with 137 referrals compared to 191 the previous year. However,

there has been a significant increase in the complexity of the referrals predominantly due to the increase in the number of historical and parental complaints. Additionally, awareness raising and training has reduced the number of inappropriate referrals. Additional monitoring has been arranged in order that future reports can analyse this in more detail.

The LADO has focused on raising awareness of the role across the Borough in 2013/2014 and this work will continue in 2014/2015. This includes building stronger relationships with faith groups, health groups, Hindley YOI and other providers such as children's homes.

Wigan Safeguarding Children Board

Wigan Safeguarding Children Board

Training & Development Programme
April 2014 - March 2015

www.wiganlscb.com

Section 2

Governance and Accountability arrangements



Governance and Accountability arrangements

What is the WSCB

The Children Act 2004 and the Local Safeguarding Children Boards (LSCB) Regulations 2005 required all Local Authority areas to establish statutory LSCBs.

LSCBs are required to coordinate and ensure the effectiveness of local arrangements and services to safeguard and promote the welfare of children in their area. In terms of its legal status, WSCB is the key statutory body for agreeing how organisations in Wigan will co-operate to safeguard and promote the welfare of children in the area, and for ensuring the effectiveness of what they do.

The development of Wigan Safeguarding Children Board is built on the commitment from organisations across Wigan to keep children safe and the strong and successful partnerships previously developed.

Since its establishment, the Board has worked hard to develop strong governance arrangements, clear processes for quality assuring safeguarding in the local area. It seeks to raise awareness with workers and members of the public on key safeguarding issues and provides a locally relevant and engaging multi-agency training programme.

The objective of WSCB

To coordinate and ensure the effectiveness of what is done by each agency on WSCB for the purposes of safeguarding and promoting the welfare of children in Wigan

We aim to do this in two ways

To coordinate local work by

- Developing robust policies and procedures
- Participating in the planning of Services for children in Wigan
- Communicating the need to safeguard and promote the welfare of children and explaining how this can be done.

To ensure the effectiveness of that work

- Monitoring what is done by partner agencies to safeguard and promote the welfare of children.
- Undertaking Serious Case Reviews and Local Case Reviews and sharing the learning from these reviews

- Collecting and analysing information about child deaths
- Publishing an annual report on the effectiveness of local arrangements to safeguard and promote the welfare of the children of Wigan.

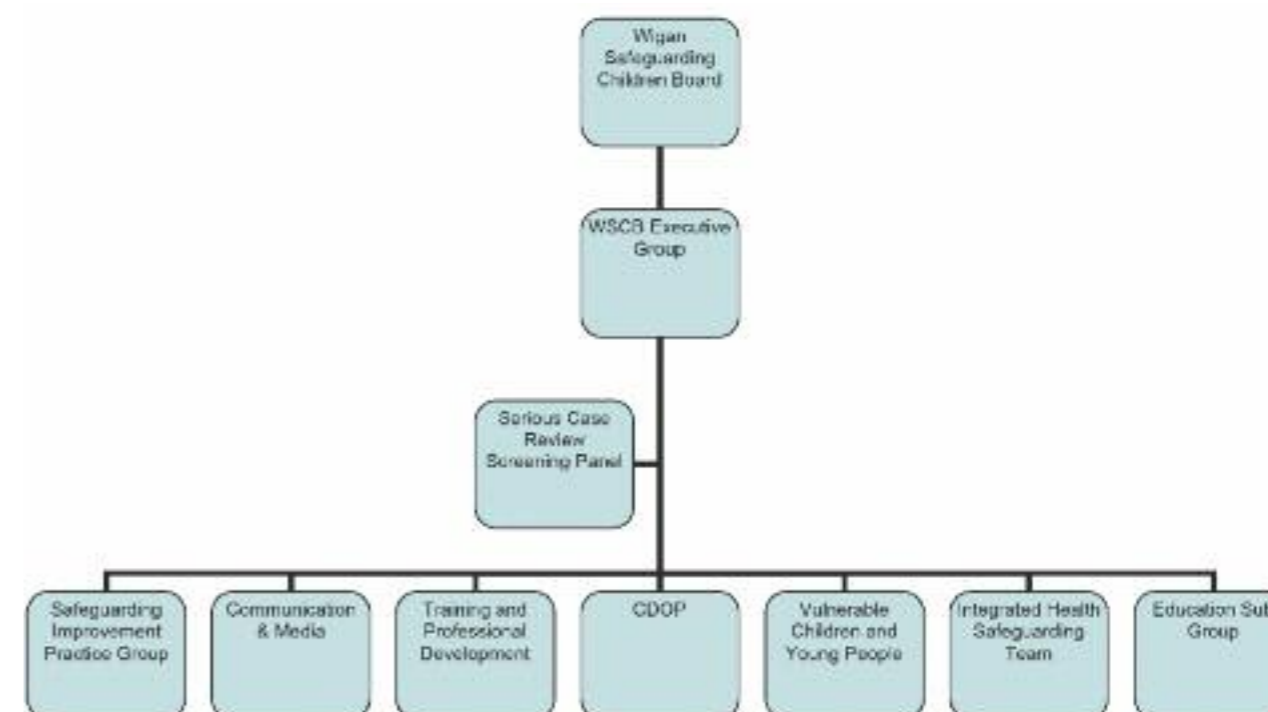
Organisation of WSCB

The Board meets bi-monthly and has a membership made up of representatives from all statutory partners and others who are concerned with safeguarding children.

Board membership

- Wigan Children's Services
- CAFCASS
- Wigan, Wrightington and Leigh NHS Foundation Trust
- GP Representative
- Wigan and Leigh Housing Services
- Greater Manchester Police
- Greater Manchester West Mental Health Trust
- National Probation Service
- Secondary Schools
- Primary Schools
- Bridgewater Community Healthcare Trust
- Wigan and Leigh College
- NHS England
- CAHMS - 5 Boroughs Partnership
- Wigan Borough CCG
- Her Majesty's Prison Service
- Designated Doctor
- Designated Nurse
- Legal Representative
- Two Lay members
- Lead Member from the Council

WSCB Structure



Key Roles

There are some key roles on Local Safeguarding Children Boards (LSCB) which are laid down in the Working Together guidance. These are:

Independent Chair

It is expected that all LSCBs appoint an Independent Chair who can bring expertise and a clear guiding hand to the Board, to make sure that the LSCB fulfils its roles effectively. Wigan Safeguarding Children Board welcomed this role, as having an Independent Chair frees up all the members to participate on an equal footing, without any single agency having the added influence of chairing the Board.

Director of Children and Families Services

The Director of Children and Families Services is required to sit on the main Board of WSCB, as this is a pivotal role in the provision of education and children's social care in Wigan Borough. The Director of Children's Services has a responsibility to make sure that the WSCB functions effectively and as such will liaise closely with the Independent Chair.

Local Authority Chief Executive Officer

The ultimate responsibility for the effectiveness of the WSCB rests with the Chief Executive of Wigan

Borough, Donna Hall. The Director of Children's Services is answerable to the Chief Executive, who forms the final link in this chain of accountability.

Lead member

The elected councillor who has responsibility for children and young people, known as the Lead Member, sits on the board as a 'participating observer'. The Lead Member's role is to scrutinise the WSCB and challenge it, if necessary from her political position, as a representative of the elected members and Wigan communities.

Attendance

The Board and its subgroups generally experiences good attendance and this is monitored. See the chart below.

NHS England is a relatively new partner to the WSCB and a further approach has been made to Secondary Schools for an alternative representative.

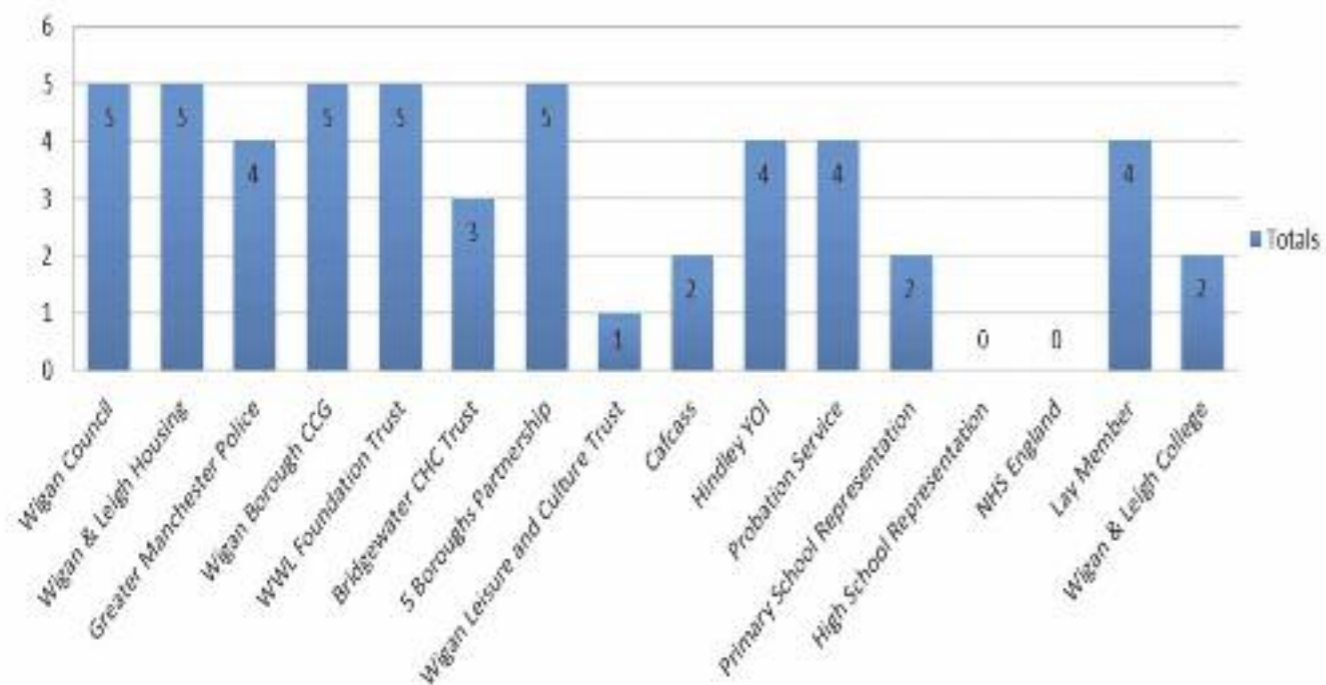
All members have been reminded through the members' pack of the importance of attending WSCB meetings

Section 3

Financial Oversight

Attendance at the Wigan Safeguarding Children Board

Feb 13 - Feb 14



Policies, procedures and quality assurance

The board, alongside all Greater Manchester Local Safeguarding Children Boards, has agreed a set of joint safeguarding policies and procedures, including a Learning and Improvement Framework. The aim is to ensure a consistency of response for children and families across Greater Manchester. In addition, work is ongoing across Greater Manchester regarding an agreed quality assurance framework and data collection tool. Until this is agreed, the board continues to gather data through our local quality assurance and data collection tools.

Governance and accountability with other partnerships

The board works closely with other partnership bodies in the Borough of Wigan. There are memorandums of understanding in place between the board and the Children's Trust, The Health and Wellbeing board, the Building Stronger Communities Partnership and the Wigan Adult Safeguarding Board. These ensure that strategies and action plans align and do not duplicate.

Expenditure	2013 / 2014 Actual	2014 / 2015 Projection
Salaries and Expenses	£112,699	£150,971
Professional Fees	£75,000	£63,500
Equipment and Supplies	£30,234	£19,600
Conferences and Meetings	£4,423	£11,000
Marketing and Publicity	£900	£20,000
Total	£223,256	£265,071

Contribution	2013 / 2014 Actual	2014 / 2015 Projection
Wigan Council	£80,956	£87,206
Training Income	£65,237	£85,535
Partners	£31,093	£1000
Total Income	£177,286	£173,741

In 2013/2014 it was agreed that, as the board had built up significant reserves, contributions from partners would be suspended and the reserves would be used to fill any shortfall in funding the business of the board. A review of the board's funding is currently underway with a view to agreeing partner contributions for the coming year.

Section 4

Progress over 2013/20143



Progress over 2013/2014

Partners in the Wigan Borough, through the Children's Trust, and supported by the Wigan Safeguarding Children Board, are committed to improving outcomes for children and families. The Board has oversight over a range of outcomes delivered by its partner members including:

- Improved outcomes for children in care, on a child protection plan or on a child in need plan delivered by Wigan Council's social care team and their multi-agency partners.
- Improved outcomes for children in families identified as Troubled Families under the Department of Communities and Local Government's Troubled Families Programme.
- Improved outcomes delivered through our Early Help and our Early Intervention and Prevention services.

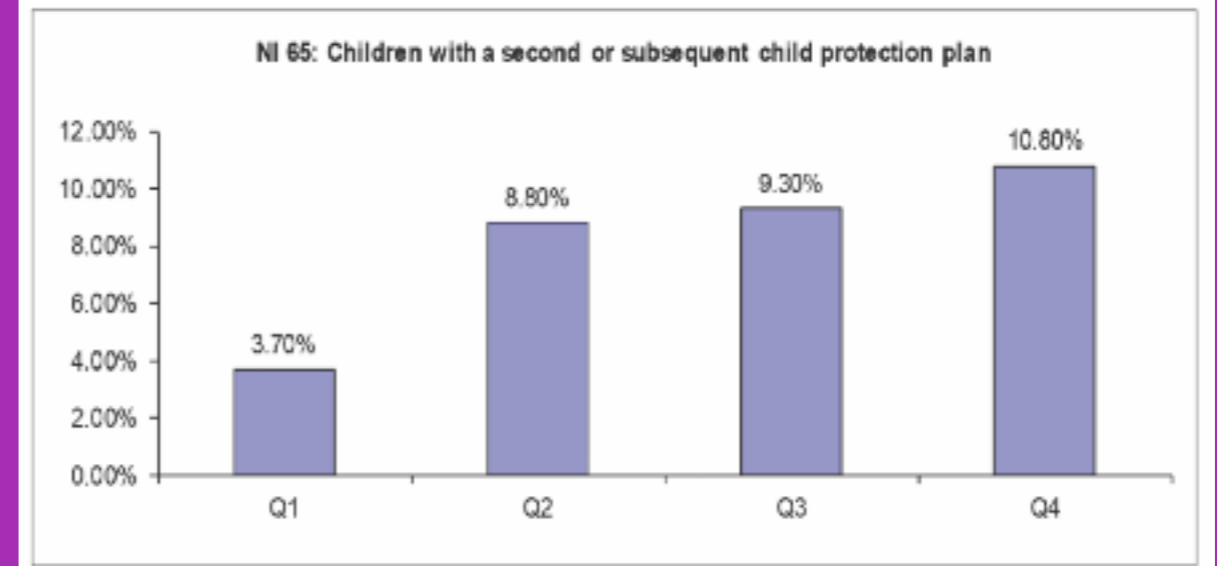
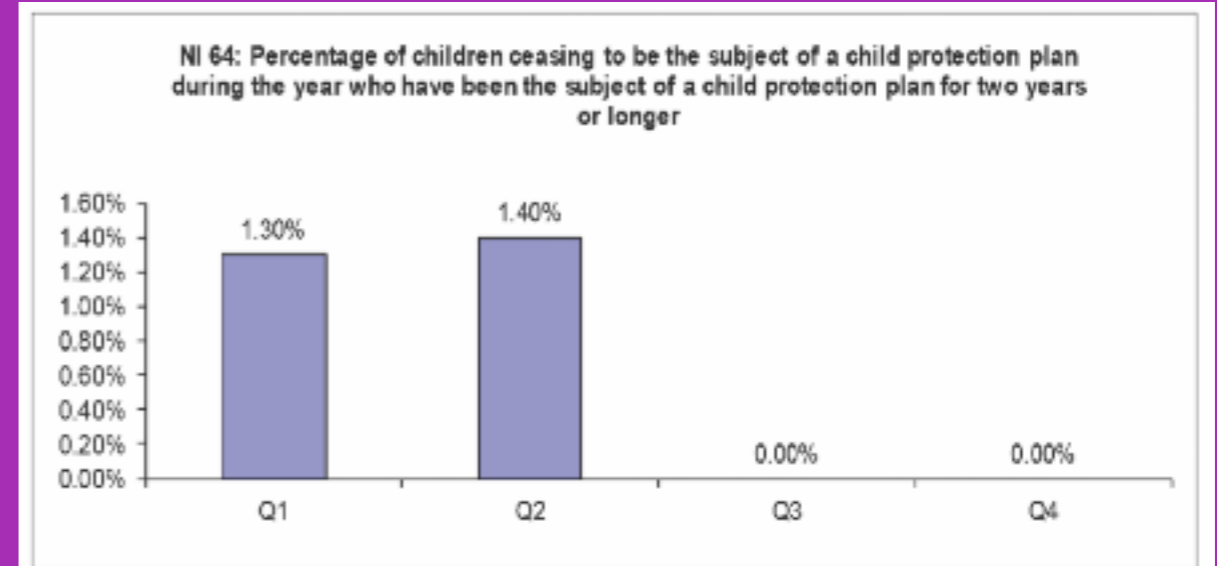
Social Care Outcomes

In seeking to improve outcomes for families engaged with Social Care, Wigan Council has worked with the board to review the appropriateness of referrals and the reason for children and families being referred. As a result a number of actions were agreed and undertaken.

- The WSCB Threshold Document to be reviewed and re launched
- Improvements to be made to the professional referral form to make it more explicit in terms of the current issues that the family were currently experiencing and make the form easier to use.

- The Children's Contact & Referral Team to be strengthened by having qualified Social Work staff taking calls and completing agency checks on any referrals that come into the Children's Duty Team. The Social Work staff will give professional advice and support to families and professionals who contact the team. They will also agree whether it is appropriate to progress to assessment or refer to a different service for support.
- Work closely with all agency safeguarding leads to ensure that they fully understand the threshold of need and give 'read only' access to the Social Care recording system, so that the agency safeguarding leads can check on the current status and history of the case to help facilitate their decision to either make a referral to Social Care or to offer a different solution to the family.

As a result, performance throughout the year has improved. The new Child Protection pathway which was introduced in April 2013, for those children subject to a plan aged 3 years and under, has reduced the period of time younger children are subject to a CP plan by introducing a 3 monthly review cycle. Steps are taken to ensure the plan is progressed and presenting issues are discussed with other agencies to drive service improvement.



A key activity has been around reducing the number of children who become subject to a plan who have previously been subject to a plan. Action taken has successfully reduced this cohort by 8%. The cases have all be subject to significant scrutiny with Independent Reviewing Officers presenting cases to regular supervision to ensure robust management oversight and give the opportunity for any presenting issues to be addressed promptly.

Key Facts

- 10.8% of children subject to a plan, had previously been subject to a plan, compared with 18.8% in the previous year.

Troubled families

The national Troubled Families programme aims to turn around the lives of 120,000 families whose behaviour impacts both on their own positive outcomes and the wider community around them. The programme focuses on crime and anti-social behaviour, education and employment.

Key Facts

- 755 families have been identified
- 653 families are being worked with
- 249 families have been turned around
- Success rate of 33%



Wigan was tasked with identifying and working with 755 families and by the end of 2013/2014 had identified all families and begun to work with 653. At the time of this report, all families are being worked with and a payment by results claim has been made for 500 families within the programme.

Early Help

In November 2013, the Early Help process was launched in Wigan. Early Help replaces CAF by creating an assessment and support process that promotes both the outcomes of children and families and the cooperation between the local authority and all partners potentially having an effect on children's outcomes. Quarterly reports on activity around Early Help will be provided to the Children's Trust, and WSCB Executive Group.

The first step in the Early Help process is to contact the Gateway Referral Team for a background information search and join with existing support if possible. This informs practice, enables multi-agency working, prevents duplication, reduces risk to children and families. The draft Early Help Development Plan details future inclusion of Graded Care Profiles in background searches as well as monitoring of service engagement with the search process in future reports. In Quarter 1 2014, 164 Early Help Part 1 Assessments were completed and registered with the Gateway Referral Team this is an increase in comparison to Quarter 4 2013. Information gathered shows that 79% of assessments were completed by Gateway, schools completed 14% an increase from 8% in comparison to Quarter 4, Health completed 2%. Of those children assessed, 21% were aged 0-4, 38% were aged 5-11 and 41% were aged, 12-19.

Analysis suggests that engagement from schools is increasing and further services such as the Life Project and Restorative Solutions are beginning to engage with Early Help processes. Take up by wider services is slow and warrants further investigation and development (current work ongoing from the EH Development Plan includes refreshing the training product and approach, with other agencies such as Bridgewater, WALH and Drug and Alcohol Services engaged in embedding the EH framework within their business processes).

The age breakdown may suggest that children aged 0-5 are not being reached early enough, or that the Early Help process is not utilised to effectively demonstrate work done in Early Years settings such as Children Centres. Recorded reasons would suggest that by the time families are reached, behavior and school attendance have become an issue and indicates again that increased and/or coordinated support at the 0-5 stage could have a further positive impact on these areas of need.

The Early Help Development Plan will detail and coordinate future development with oversight from key stakeholders, drawing resources together through the Steering Group and the Children's Trust.

Multi-Agency Working

Section 11 audit

In 2013/2014, WSCB undertook an audit of statutory partners compliance with duties under the section 11 of the Children Act 2004 to safeguard and protect children.

Areas identified that need to be improved are

- Organisations to evaluate outcomes from the perspective of the child / young person
- Children are listened too and taken seriously
- Staff working with children receiving regular supervision and appraisal

Areas of strength

- Safeguarding policies and procedures available to all staff
- Safer recruitment processes followed including face to face interviews
- Named Senior Manager in place who champions safeguarding.

Following on from this exercise a Scrutiny Panel was convened chaired by the Independent Chair of the Wigan Safeguarding Children Board. The intention of the panel being that the good practice taking place by agencies on the voice of the child, in involving service users in planning of services and good induction processes for staff including, supervision, appraisal and safeguarding training will be shared across Board partners and used to improve practice across the children's work force. Improvement will need to be monitored by the WSCB.

Section 5

What happens when a child dies or is seriously harmed in Wigan



What happens when a child dies or is seriously harmed in Wigan

Child death overview panel

Bolton, Salford and Wigan Tripartite Child Death Overview Panel (CDOP) aims to investigate how and why children resident in these areas die. Findings are used to take action to prevent future child deaths and more generally to improve the health and safety of the children in the three areas.

WSCBs have a statutory responsibility to review information on all child deaths in their area. In Bolton, Salford and Wigan this is done through the Tripartite CDOP group which is accountable to the three chairs of the LSCBs. The panel is attended by all agencies involved in child death review processes to ensure that each child death has an appropriate review. Learning and actions from child death reviews are also collated in order to identify recurrent themes and areas for improvement.

The board has acted on the recommendations from the 2012 CDOP Annual report

- To continue support the safe sleep campaign
- Ensure anti smoking advice is given to pregnant mothers and parents and carers

A safe sleeping campaign has been run throughout the year.

Pregnant women who smoke are referred by midwives to the Stop Smoking service managed by Bridgewater Community Healthcare NHS Trust. Also the Health Trainer service offers all pregnant women and their families a healthy lifestyle assessment at booking and throughout the antenatal and postnatal period. Following assessment, families are signposted to specialist services or remain within the Health Trainer service for support through the pregnancy and into the postnatal period.

Recommendations from the 2013 CDOP Annual report are that

- The LSCBs should recognise the factors which contribute to neonatal and infant deaths e.g. poverty, infant nutrition, smoking

in pregnancy, maternal and infant infections, obesity in mothers and early access to high quality, culturally sensitive maternity care.

- Vulnerable women should be identified and supported early in the pregnancy through early booking and the provision of appropriate support.
- Addressing these issues will require a partnership approach through local Health and Wellbeing Boards.
- Maternity services in Greater Manchester are commissioned collaboratively; therefore input at a city region level may also be required.

Child death review

A Serious Case is defined as when

- Abuse or neglect of a child is known or suspected
- Either if the child has died or has been seriously harmed and there is cause for concern as to the way in which the authority, their Board Partners or other relevant persons have worked together to safeguard children.

LSCBs are required to consider undertaking a review of these serious cases. These reviews are called Serious Case Reviews (SCRs). The purpose of a SCR is to establish whether there are lessons to be learnt from the case about the way in which professionals and organisations work together to safeguard and promote the welfare of children.

WSCB has also committed to undertaking Multi-agency Learning Reviews (MALRs) for instances where the case does not meet the criteria for a serious case review but it is considered that there are lessons for multi-agency partners. During 2013 /2014, two SCRs have been undertaken (Child C and D) and one MALR. (Family 3)

Family 3

The family involved in the review was made up of Mother, Father and five children. Mother and Father are the parents to all the children. There has been long standing support from Social Care since 2009 regarding issues surrounding neglect and suspected history of sexual abuse towards Mother. Both parents presented as having possible learning difficulties. Poor home conditions deteriorated significantly when the youngest child was born leading to the child being accommodated under Section 20. Home conditions consequently improved and the child was returned to the care of its parents. A male family member moved in to the home and further investigation from services discovered that the male was the previous abuser of Mother as such all children were removed from the family home. Throughout all the intervention from services the family had been apparently compliant and engaging with services.

Key messages from this case were that full chronologies should be on all files, the training on neglect was to be reviewed to ensure it meets the requirements needed by the workforce and sexual abuse course to be commissioned on behalf of the WSCB.

Child C

Child C had been taken to hospital with a significant injury. An explanation was given to the Hospital staff as to how the injury had occurred. This explanation was accepted by staff. A few weeks later Child C was found dead in her crib. At the post mortem it was discovered that she had suffered non accidental injuries prior to her death. The father of child C has been charged with a criminal offence and is presently going through the criminal justice process. The case review cannot be closed until the criminal case has been concluded.

Key messages from this case were that a clear and consistent pathway for bruising or injury in non-mobile infants is required. Also the need to remain focused on the child and that all professional should have challenging management and supervision processes that ensure that they maintain a sufficient level professional curiosity so as to enable reflective case work and to avoid “fixed thinking” about a case as part of their role be aware of their safeguarding responsibilities.

Child D

Child D had been taken many times to different hospitals, GPs, out of Hours provision with a variety of medical issues. This came to a head when he was taken to hospital with “sticky eyes” which was later diagnosed as caused by a chemical substance. He was then subject to a medical assessment and historical injuries of varying ages were found. This case review is now concluded.

Key findings on this review were that more effective communication systems needs to be in place between different health services, particularly for babies. There is a greater need for professional curiosity and scepticism, particularly around significant males in the home and a need to remain focused on the child.

Section 6

Challenges ahead and future priorities



Challenges ahead and future priorities

National drivers

- Tackling child sexual exploitation
- Improving the effectiveness of early help
- The focus on safeguarding within inspection regimes and the proposal to review LSCBs
- Ensuring the potential risk to safeguarding practice and arrangements are kept under review in response to increasing demand on services and reshaping of public services

For the WSCB

- Embedding robust and rigorous quality assurance activity
- Maintaining the WSCB learning and improvement framework

For local multi-agency

- Ensuring there is sufficient provision and use by all agencies of early help and improving the effectiveness of early help
- Continuing to improve our response to child sexual exploitation and children missing from home
- Ensuring there are effective arrangements in place for children with mental health problems

KEY PRIORITY AREAS

Key priority areas in 2014/2015 will be to strengthen and ensure a multi-agency response to vulnerable children and young people, specifically those at risk of sexual exploitation, missing from home, in secure settings, and living with domestic abuse and / or neglect. This will be achieved by:

1. Strengthening and ensuring an effective multi-agency response to vulnerable children and young people, specifically those at risk of sexual exploitation, missing from home, in secure settings, and living with domestic abuse.
2. Providing a consistent response to bruising/ injuries to non-mobile infants
3. Informing and engaging the whole community to support keeping children and young people safe in Wigan
4. Embedding a culture of continuous learning/improvement for all partners of WSCB in safeguarding children and young people
5. Embedding the use of Early Help across all partners of WSCB and reviewing the effectiveness of early help at regular intervals.

Strengthening and ensuring an effective multi-agency response to vulnerable children and young people, specifically those at risk of sexual exploitation, missing from home, in secure settings, and living with domestic abuse. This will be achieved by:

- Challenging practice via a rigorous process of case files audits and local reviews
- Questioning professional practice to assess learning from the above (supervision audits)
- Increasing professional knowledge to prevent abuse or to ensure early identification of abuse

Providing a consistent response to bruising/ injuries to non-mobile infants

- Providing training with respect to child development to all professionals working with children
- Encouraging professional curiosity in family interactions
- Clarifying in the Thresholds Document where advice can be obtained when a concern re an injury arises
- Auditing files of infants attending A and E or walk in clinics with such injuries

Informing and engaging the whole community to support keeping children and young people safe in Wigan

- Creating a media campaign which offers information in various formats to the residents of Wigan with respect to how to keep children safe, what may indicate possible abuse and what to do if they have concerns
- Improving the WSCB website to enhance its accessibility
- Publicising the services available and the thresholds for access to all services

Embedding a culture of continuous learning/improvement for all partners of WSCB in safeguarding children and young people

- By continuing and expanding multi-agency training
- By learning from audits/reviews in multiagency for a
- By contributing to informed and safe planning in the HWB and the Children's trust
- By publicising service changes and informing our community about increasing child safety



Embedding the use of Early Help across all partners of WSCB and reviewing the effectiveness of early help at regular intervals.

- Offer help when needs and concerns are first identified and lessen the need for targeted services (OFSTED)
- Seek families' voices at all stages to define and address the problems they face
- Listen to children and young people and focus practice on their needs and experiences, influenced by their wishes and feelings
- Where they cannot represent their view themselves, those advocated on their behalf (OFSTED)
- Improve integrated working and prevent escalation
- Treat children, young people and families as equals and value their diversity. Help is sensitive and responsive to age, disability, ethnicity, faith or belief, gender, gender identity, language, race and sexual orientation (OFSTED)

- Build capacity in local communities for children, young people and families to increase their self-reliance
- Support access to high quality education for all
- Target early years to maximise the future life chances of vulnerable children
- Support children, young people and families to understand risky behaviours so they are able to make informed choices
- Deliver evidence-based parenting programmes (incl. young men / dads)
- Target early years to maximise the future life chances of vulnerable children
- Support children, young people and families to understand risky behaviours so they are able to make informed choices
- Deliver evidence-based parenting programmes (incl. young men / dads)

Key Messages for Partners

Clinical Commissioning Groups

- CCGs in the health service have a key role in scrutinising the governance and planning across a range of organisations.
- You are required to discharge your safeguarding duties effectively and ensure services are commissioned for the most vulnerable children.

Police and Crime Commissioner

- Ensure that the voices of all child victims are taken notice of within the criminal justice system, particularly in relating to listening to evidence where children disclose abuse.
- Monitor what police and probation staff do to share information regarding high risk perpetrators and the risk that some adults present to children.

Local politicians

- Local politicians represent the vulnerable children and young people in their wards, as well as adults. The Lead Member is the route by which individual councillors can make sure the voices of children and young people are heard by WSCB.
- Community and Voluntary Services in the Borough are reviewing and restructuring their resources in the light of changes to funding streams. Local councillors must pay close attention to any impact of this on the well being of children and young people in their ward and report this to the WSCB.
- When councillors scrutinise any plans for Wigan Borough, they must keep the protection of children as the paramount consideration, asking questions about how any plans will affect children and young people.

Chief Executives and Directors

- Senior officers must ensure that their workforce is able to contribute to the provision of WSCB safeguarding training and to attend training courses and learning events.
- Every agency's contribution to the work of WSCB must be categorised as the highest priority in the allocation of time and resources.
- The WSCB needs to understand the impact of any organisational restructures on the capacity to safeguard children and young people in Wigan Borough.
- Through their membership of WSCB, senior officers need to provide timely impact statements to the Board.

Non-executive directors

- Non-executive directors (NEDs) have a key role in scrutinising the governance and planning across a range of organisations.
- NEDs are therefore well placed to examine each organisation's consideration of children and young people in their planning, ensuring this receives appropriate priority.
- NEDs can also provide valuable feedback to the WSCB about safeguarding in the wider community. This can be directed through the Lead Member.

Children's workforce

- All members of the children's workforce, from all agencies and the voluntary sector, should access all safeguarding courses and learning events required by WSCB for their role.
- All members of the children's workforce, both paid and volunteers, should familiarise themselves with, and use when necessary, WSCB's Escalation Policy to ensure an appropriate response to children and families.
- Practitioners and volunteers should make sure the voices of children and young people are heard, through their representative on WSCB.
- The children's workforce will be supported in all the above by the monthly publication of the Safeguarding News Brief, this will highlight lessons learned, training opportunities, changes in legislation and good practice examples.

The Community

- Members of the public are in the best place to look out for children and young people and to raise the alarm if something is going wrong for them.
- We all share responsibility for protecting children. If anyone is worried about a child, they should do something.
- Children and young people – your voices are the most important of all. We are keen to engage with you and are giving priority to writing Children and Young Persons Charter for Wigan.

The Local media

- We have over the last 12 months taken part in various awareness raising campaigns around safe sleeping, sexual exploitation and e-safety amongst others.
- Communicating the message that safeguarding is everyone's responsibility and is crucial to the WSCB. The local press and media are ideally positioned to help do this and we are happy to continue with the partnership with the local media.
- Please give priority to the protection of children and young people.



WIGAN SAFEGUARDING CHILDREN BOARD

Title	Agency
Independent Chair	
Business Manager	Wigan Council
Business Analyst & Coordinator	Wigan Council
Director of Children's Services	Wigan Council
Assistant Director for Specialist Services	Wigan Council
Service Manager, Children's Safeguarding	Wigan Council
Portfolio Holder for Children & Young People	
Chief Officer	Wigan Borough Clinical Commissioning Group
Designated Nurse	Wigan Borough Clinical Commissioning Group
Designated Doctor	Wigan Borough Clinical Commissioning Group
Named Doctor	Wigan Borough Clinical Commissioning Group
Medical Director	Wigan, Warrington & Leigh NHS Foundation Trust
Director of Nursing	Wigan, Warrington & Leigh NHS Foundation Trust
General Manager for Children & Families	Bridgewater Community Health NHS Foundation Trust
Assistant Director, CAMHS	5 Boroughs Partnership NHS Foundation Trust
Superintendent	Greater Manchester Police
Detective Inspector, PPD	Greater Manchester Police
District Manager	Greater Manchester Probation
Assistant Chief Executive	Bolton & Wigan, Community Rehabilitation Company
Head Teacher	Lowton Church of England High School
Head Teacher	Ince CE Primary
Director of Housing Needs	Wigan & Leigh Homes
Policy & Development Lead	Healthwatch
Quality & Safety Manager, NHS England	NHS England
Risk & Compliance Manager	Wigan & Leigh Cultural Trust
2 Lay Members	