



Calderdale
Safeguarding
Children Board

Annual Report

2016 - 2017



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Foreword

This Annual Report provides an account of how the Calderdale Safeguarding Children Board (CSCB) discharged its statutory responsibilities to coordinate joint working arrangements to protect children and promote their welfare and how it was assured that these arrangements were effective.

The report seeks to demonstrate how objective scrutiny, challenge and support to and from partners results in a commitment to continuous learning and improvement. This informs and steers what the CSCB does next and how it continues to strive to make the most difference for the most children; especially those it knows, or fears to be vulnerable.

Partnership working and coordination of joint working arrangements are complex as they extend to all points at which there may be a concern for the safety and wellbeing of a child. This report, whilst it seeks to reflect and address complexity and diversity, might not always address the many legitimate points of view that those who read it may have. The CSCB encourage dialogue around the substance and meaning of the report.

The report has two parts. The first part is intended to provide an overview and accessible narrative about the achievements, progress and learning that has taken place in the year, and importantly what this means for the protection of children in young people in Calderdale. The second part provides more detail to support the first part, in order to evidence and explain the efforts partners have gone to, in supporting the safeguarding partnership.

The report is formally commissioned and approved by the Board and is sent to the Chief Executive of the Local Authority, The Leader of the Council, The Police and Crime Commissioner and the Chair of the Health and Wellbeing Board. It is also sent to the Chief Executives of all partners and placed on the CSCB website.



Introduction and Summary by the Independent Chair

This is my fourth and final annual report as I come to the end of my term as Chair. The past few years have seen partners and the partnership growing in confidence and clarity of purpose and outcomes. So, as to make sure we can all do our best to be assured that children and young people in Calderdale are as safe and protected as possible. This continued progress is notable not least because all partners face their own challenges in terms of funding and priorities, whilst at the same time our expectations of and understanding of what is best to protect children continues to rise.

Agreeing standards for working together and expectations we have of each other, is always challenging for lots of reasons, not least because the harm and abuse children can experience is not always predictable or preventable, Creating a climate and a culture across organisations, settings and professions, that is transparent, able to celebrate what works well, benefits from sustainable commitment and investment.

This report therefore demonstrates how these arrangements, relationships and outcomes for children continue to develop, mature and remain focused. It is the case that accountability and assurance to and on behalf of children, young people, parents and all members of the community forms the bedrock of our child protection system and the Board has maintained its commitment to this.

The report provides the partnership with direction for the future and how we will take forward our oversight and holding each other to account for our commitments.

As a result of the Children and Social Work Act (2017) The Local Authority, The Clinical Commissioning Group and the Police will be required to identify future arrangements for being assured that joint working arrangements to protect children are coordinated and effective. This will provide opportunities to build on the many strengths demonstrated in this report. It will also provide the opportunity for partners to reflect on what will be essential in the new arrangements to make sure there is trust and confidence in how we prevent harm and abuse in all its forms and respond to vulnerable children and young people.

There remains potential to close some of the gaps between how different people and partnerships see things to be sure we all remain focused on the key elements of an effective early help and protection approach.

The report indicates that in regard to specific risks and threats children face such as radicalisation, on line grooming, sexual exploitation and domestic violence, there has been continued improvement in moving to more integrated approaches.

However there remains the potential to explore new ways of coordinating and integrating approaches to joint working as well as the means by which we are assured these are effective. The new arrangements for shared support and administration with the Safeguarding Adult Board may provide a further opportunity to take an integrated approach to families and vulnerability.

The Partnership continue to be influential in making sure that there is a focus on first responses and the ability to act with confidence. The report demonstrates how the multi agency training provided has continued to be responsive as well as taking further steps in addressing the challenges as to how we can make sure that an ever increasing number of people across many settings have what they need to do what is expected of them.

The active involvement of school and college governors and head teachers in the partnership, as well as those who support the education system, continued to be an important dimension of the Board's work. Continuing to include, support and help those who have contact with children and families on a regular basis will remain a key feature going forward, and the report indicates steps being taken to reach out to early years settings and children involved in sports activities.

The Board will continue to seek assurance about children not in education or in alternative education, and it is hoped that there will be movement on this nationally.

This report suggests that effective, robust and open partnerships can have a real impact and a capacity to effect change. They require the commitment and willingness of those who take part to be able to put their own organisational interests and agendas to one side.

The report concludes that there continues to be grounds for optimism that the partnership culture in Calderdale remains positive. That the partnership has the means to discharge its responsibilities and that the “line of sight” into present and past joint working practice continues to develop in ways that are increasingly focused on the child and effective joint working.

In conclusion, perhaps one of the most significant things to take place during the year was the conclusion and publication of a Serious Case Review. This showed us the extent to which we have successfully demonstrated how we can “see things from the child’s perspective”, how we can address the need to recognise when we fall short of standards and to be able to demonstrate in an objective and a fair way “how things are different now” and that “we know what needs to be different in the future”.

As this is my last annual report I want to thank all the partner organisations in Calderdale for their commitment, patience and genuine concern to strengthen how we work together to protect children. I also want to thank the staff who support the board whose willingness and integrity to take forward what we have to do, has been and remains invaluable.

In the past year we have been able to listen to and be more influenced by the voices of children, and see things from their perspectives. Successful partnership requires the capacity to see

the same thing from lots of different points of view and then to make sure that as a result when people work together this will be better and improve outcomes for children.

Hopefully as the new arrangements to replace the current board and arrangements take place, we will feel confident to take forward what we have learnt and move further towards the “higher ground”.

When we have looked at practice we have been reminded of a number of things. That working together and therefore partnerships are about people, having high standards and expectations of each other, being focused on the child and achieving the best outcomes for them, being able to recognise when we could have done things better or differently and being able to ask each other difficult questions in a spirit of openness and trust.

This report illustrates the comprehensive, realistic and incremental way in which partners are addressing this in Calderdale, on the basis that there is always more to learn gives reason for optimism. The extent to which this continues to mirror and support the daily dilemmas and judgements children themselves have to make as well as practitioners, in making the right decisions must remain an area of ongoing challenge and inspiration.

Richard Burrows
Independent Chair





Impact and Performance

The CSCB is in the final year of a 3-year plan which was revised by learning from the Annual Report, Case Reviews and Peer Challenge. The plan is a tried and tested framework for how statutory functions, the continued commitment to Ofsted recommendations and local priorities are taken forward and progress is assessed against.

Measures piloted and introduced during the year which have helped make a difference include:

- New and different types of reporting that highlight key issues and rank status, risk and implications
- Improved quality control and preparation
- Increased accountability of joint working arrangements through continued development of the Section 11
- A way of learning from inspections of partners and how joint working to protect children can be improved
- A focus on commissioning arrangements to help ensure safeguarding implications are worked out in advance of changes
- Continued working with the Young Advisors who have influenced partners and CSCB activity
- A more strategic focus on monitoring performance and quality of joint working as they have become more effective, so we can focus on things that will make the most difference
- The successful publication of a SCR that dealt with a difficult matter from the victims point of view, so that as a result we were able to confirm that some of the changes we had put in place were working well
- Further advances in being able to understand and assess the importance of early help arrangements
- A continued focus on Female Genital Mutilation, Forced Marriage, Child Trafficking and Slavery, Honour Based Violence and Child Sexual Exploitation, alongside the Community Safety Partnership and Safeguarding Adult Board to ensure appropriate strategies, plans, guidance and monitoring were in place
- Developing how we ensure schools and colleges are engaged in changing expectations to protect children, especially in respect of children missing, at risk of CSE and mental health and well being
- A continued shift in being able to see things from the point of view of children and front line practitioners with a focus on outcomes and promoting confidence to act
- A strengthened approach to multi agency training and how we influence whole workforce knowledge, skills and aptitudes for improved judgments about what's best for children and their safety

Learning for 2017-2018

- Maintaining the capacity to be able to collect a range of evidence from partners and other sources to form an ongoing view and understanding of whether and how well children are being protected.
- Using the results of this to pick out and test that things are as we think they are and how we want them to be.
- Recognising that as arrangements change operationally and structurally both for partners and the replacement of the LSCB, that the consolidated learning and experience in terms of independent, objective and outcome focused scrutiny, challenge and shared learning has a value.
- Raising the challenge as to what this “value” is for children, partners, partnerships and the public and therefore what form this may take in the future
- Continuing to act on learning already identified, and commitments arising from reviews, and to ensure that current statutory requirements are met.
- Continuing to find ways of being inclusive whilst also being focused on what matters and to balance process with outcomes.
- Strengthening the ways in which different organisations, professions, partnerships, needs led priorities and wider preventative/improvement goals are integrated to ensure that the actual protection of children is central and understood.
- Continuing to develop a “place” where people who hold responsibilities and are accountable for how we protect children can come together to step outside of their own interests to determine “what good looks like” and how to ensure the collective and collaborative efforts results in this being a reality for vulnerable children.



PART 2

ANALYSIS



Safeguarding in Calderdale: Context and overview

Calderdale has a population of around 208,400 of which 50,300 are children and young people (1)

The child population in Calderdale is expected to increase as the young age structure of the South Asian population (which currently stands at approximately 12% of children and young people in Calderdale) (2) mean that there are likely to be more South Asian children in future years. In Calderdale, this group is concentrated in the most deprived wards.

Early years provision, schools and colleges play a central part in children's lives and in Calderdale there are 85% of childcare setting judged to be at least Good by Ofsted. The rate for GCSE Grade C or better in Maths and English in England is 63% and in Calderdale this is 65.4%, however this ranges between schools in Calderdale from 99% to 33%. In primary however, the % of pupils meeting the expected standard in Calderdale is 47%, 6% lower than the England average, again with differences within Calderdale from 86% to just 10%.

In 326 local authority districts; Calderdale is the 89th most deprived (the lower the rank, the higher the deprivation). This is based on seven individual domains.

Forty six of Calderdale's neighbourhoods are ranked as within the 30% most deprived neighbourhoods nationally. There are around 28,200 of Calderdale's residents living in neighbourhoods ranked in 2015 as being within the 10% most deprived in England. This includes 7,000 children aged 0-15 years old.

Poverty and disadvantage can impact on the overall wellbeing and development of children and contribute to the occasions when children require protection. Addressing inequalities is central to all partner agendas as we know that in Calderdale, where you live can make a difference.



1. Office for National Statistics, Mid year sub national population estimates 2015

2. ONS [Census 2011 Ethnic group \(table QS201EW\)](#)

Membership, Attendance and Financial Contribution



The membership and attendance of the CSCB is monitored and reported on through the Performance Dataset which scrutinises this information bi-annually. In Calderdale, this meets with the requirements of the statutory guidance and with local expectations as set out in the CSCB Consortium. During the year we have been able to continue to respond to the changing safeguarding landscape by continuing to involve as members, head teachers from primary and secondary schools, the Calderdale Governors Association and Calderdale College. As there have been significant changes in terms of services commissioned through Health and Public Health Board membership has been changed to reflect this. The Board continued to be supported by two lay members.

The Partners (statutory and non statutory) that make up the CSCB have continued to demonstrate their commitment to safeguarding by providing resources to ensure an effective LSCB. Statutory Partners are required to provide financial as well as other forms of support and all partners to commit time and make available other forms of resources if they feel able to.

A Budget of £286,702 was provided for 2016/17 through the following contributions:

CSCB Budget April 2016 to March 2017

	<u>Income</u>
Calderdale Metropolitan Borough Council Contribution	£134,505
Child And Family Court Advisory Support Service	£550
West Yorkshire Community Rehabilitation Company	£1,173
National Probation Service	£873
Calderdale Clinical Commissioning Group	£80,000
West Yorkshire Police	£10,034
Policy & procedure income	£6,400
Police contribution towards PMQA Officer	£11,400
Local Authority Contribution towards PMQA Officer	£11,400
Underspend from 2015-2016 Budget	£25,561
Other Miscellaneous income (e.g. non attendance at training)	£4,806
Total Income	£286,702

	<u>Expenditure</u>
Staff salaries (including NI & Superann)	£196,704
Chair & Board Training & development	£953
Policy & Procedures	£7,407
Advertising	£135
All training costs	£2,981
Room hire & catering	£7,118
Car allowances	£1,292
Printing And Stationery	£557
CSCB Chair Expenses	£29,838
Postage	£60
Case Review Work	£6,264
Website & E Learning costs	£6,000
Miscellaneous Expenses	£1,030
Board Insurance	£603
Total Expenditure	£260,942
Underspend to carry forward	-£25,760

Membership, Attendance and Financial Contribution (continued)



Funding partners have been able to maintain the level of contribution and this has been sufficient to match plans and demand which has included the completion of a SCR. The Board has been able to maintain its policy of holding a contingency reserve. This budget provided by partners has been sufficient to meet the requirements of the Board, and additional funding was identified by some partners to continue to fund the additional specialist Performance Management Post for another year.

All partners provided support in kind by releasing staff to attend events, sub groups and training, as well as fulfilling their commitment to act on Board decisions and recommendations within their own organisations. The Calderdale Clinical Commissioning Group and NHS England continued to ensure that the Board was supported through the services provided by the named and designated health professionals.

Membership and attendance of partners continues to be monitored quarterly and we are able to identify those who have met the standards set out in the CSCB Constitution. During the year there has been a continued focus on not just attendance and participation but on consistency of representation, and whilst at the level of Board meetings good attendance has been maintained, it has been necessary to escalate with a number of partners concerns and this has resulted in improvements. Equally there have been more examples in the year of partners coming forward on a proactive basis to account for and negotiate representation.

Capacity for scrutiny, challenge and action remain central to how the Board and its members conduct themselves. Challenge is recorded and monitored by the Board and a more rigorous approach to follow through in terms of actions has been implemented during the year. This with other measures to prepare, quality assure and focus papers presented to the board has helped to make best use of board time and support the focus on supporting board members to fully undertake their role.

Listening to Children and Young People

Listening to and involving children is an important part of how Calderdale works to deliver the best possible outcomes for families. There are many forums and mechanisms through which the voice of the child is heard in Calderdale. This chapter outlines the key ways in which they are involved in the design and delivery of their own services, and how opportunities for involvement have been improved in 2016-17.

This has been demonstrated most recently in the delivery of the local Transformation Plan for emotional wellbeing services and in the new Domestic Abuse Hub arrangements. Both of these developments represent the potential for a further shift in increasing the effectiveness of responses to children and embedding a more joined up approach, that will reduce delays and support approaches that increase the chance of positive outcomes, and in turn reduce the pressure on acute and intensive services. The Board continues to benefit from when partners are able to demonstrate how they include children in all aspects of their services.

The annual [Public Health led Electronic Health Needs Assessment](#) survey (ENHA) continues to go from strength to strength giving partners a clear view of how safe children feel through to views about social, physical and emotional aspects of their lives. This survey informs how a number of partnerships implement the [Children and Young Peoples Strategic Framework](#),

which sets out how partners share and work together to make things better for children in Calderdale.

The CSCB Members provided extensive assurance through the section 11 of how service planning and delivery is influenced by the views of children and young people.

Members referred to the safeguarding systems which require the voice of the child such as the Early Intervention Single Assessments, Child Protection Plans etc and targeted engagement of children with specific vulnerabilities such as children with disabilities or children who are looked after which resulted in changes to the following policies: Autistic Spectrum Disorder Pathway (ASD); Tier 3 CAMHS Services for Looked After Children; Targeted Mental Health in Schools (TAMS).

Members have used the voice of the child in bid writing and as part of a tendering and commissioning process. More adult focussed services referred to using the views collected by other agencies to inform their own however, some members recognised limitations and suggested that they was still work to do.



Calderdale's Safeguarding Children Board Young Advisors Annual Report - March 2017

The following report was written by Georgie, Jude and Mary from the CSCB Young Advisors:

Calderdale Young Advisors have been working in a paid role for over two years for Calderdale Safeguarding Children Board. They are a committed group made up of 7 young people aged between 14 – 16 years all from different schools. It's important that young people are part of Calderdale Safeguarding Children Board and able to have their say on issues that occur and are meaningful to children and young people.

The group of advisors have worked on a number of topics that include...

- Consulting with the Calderdale Prevent Coordinator and the Engagement Officer
- Designing a survey on extremism aimed at young people
- Circulating the survey to schools and youth groups
- Collating and analysing information from the survey
- Preparing a report on extremism and giving feedback to CSCB
- Designing and running a competition for Calderdale Safeguarding Week 2016
- Circulating instructions to schools and youth groups about the competition
- Contributing to judging the winning posters and involved in presenting the awards
- Participating and contributing to two Section 11 challenge events
- Planning and preparing questions for the agencies being challenged
- Collating and presenting feedback in a report which was sent to the Performance Management Quality Assurance Officer
- Producing a child friendly annual report
- Produce a newsletter to promote our achievements

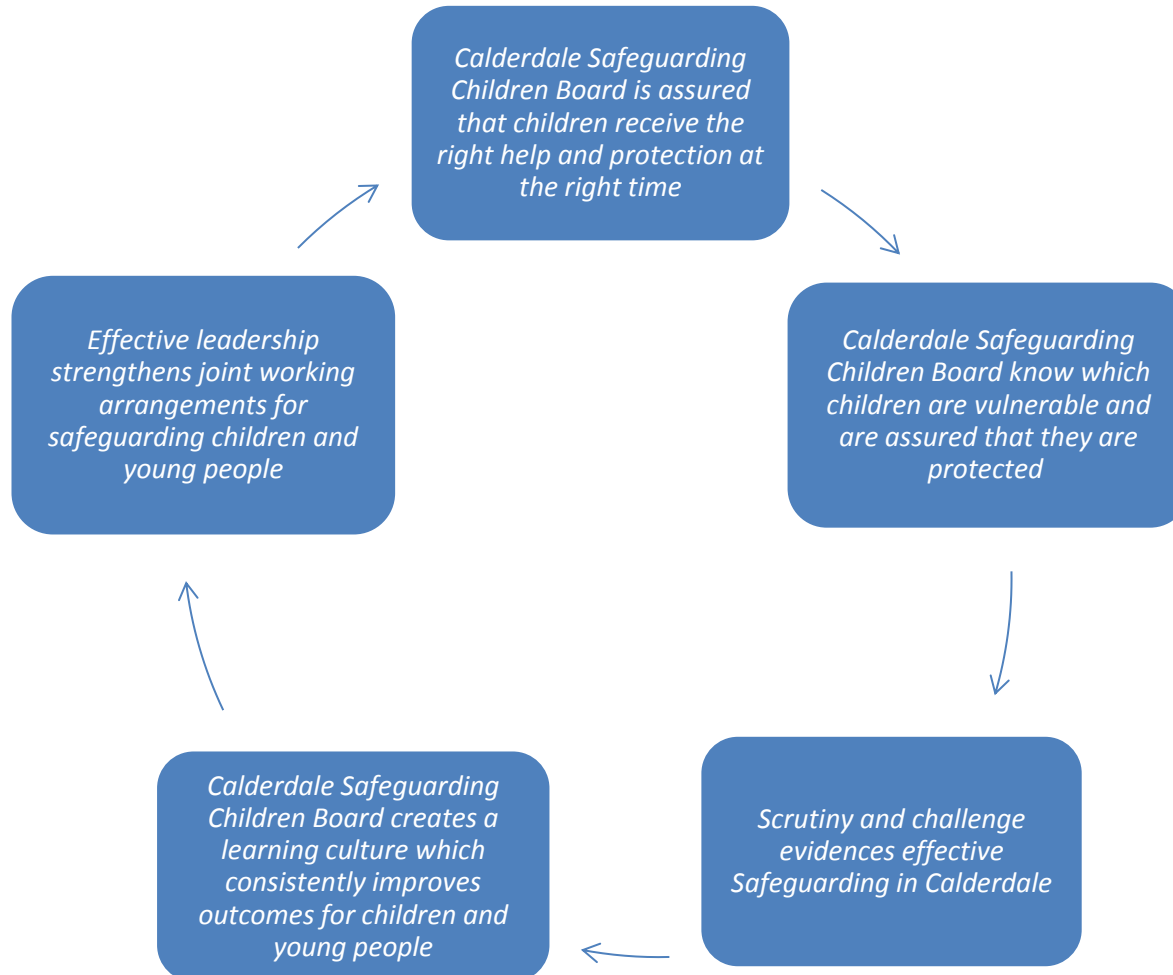


Future plans to the end 2017/2018

Preparation and delivery of an On-line Safety competition for Safeguarding Week 2017
Working closely and forming better working relationships with the CSCB to influence and challenge
Participating in Section 11 challenge events
Identifying new areas of work in consultation with the CSCB

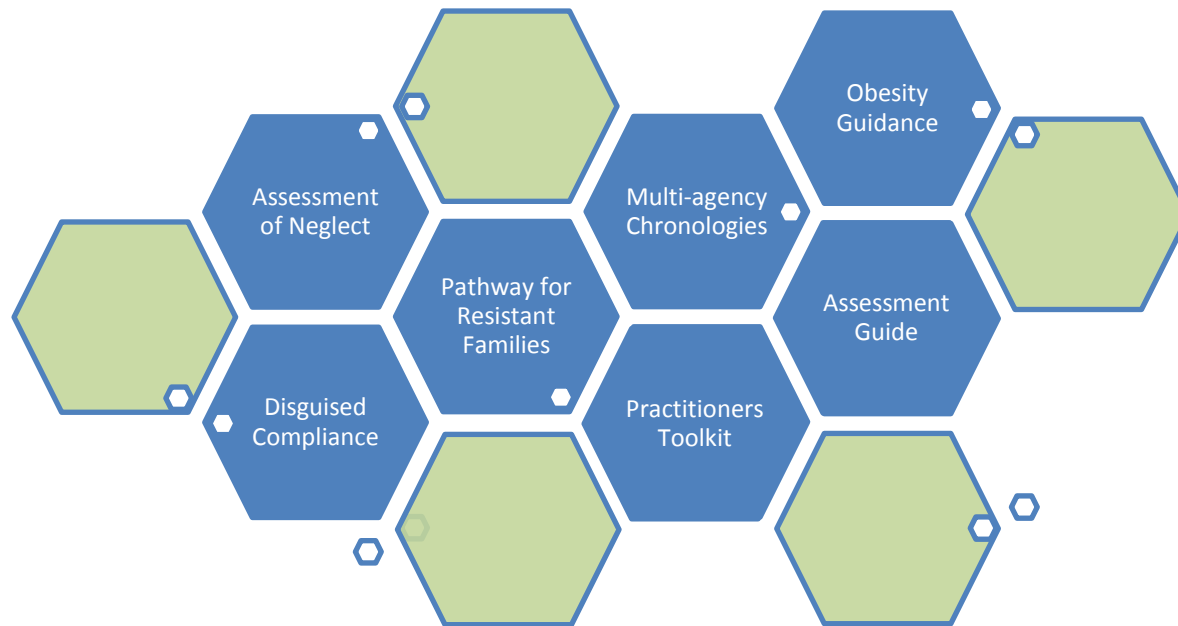
The Effectiveness of the CSCB

This Chapter contains an analysis of the progress the partnership has made during 2016-17. It examines how we have advanced against the five priorities we set ourselves in the 2015-2018 Business Plan and the learning we identified in last year's Annual Report. In 2016-17 we continued to identify the Board's five priorities as:



Objective 1:

We are assured that children receive the right help at the right time



Early Help and Prevention

The CSCB Early Help & Prevention Group delivered against the objectives set out by Business Plan to:

- Seek assurance about the effectiveness of Early Help and Prevention;
- Examine the use of thresholds in achieving integrated delivery including the use and understanding of the threshold documents;
- Provide clear principles to ensure delivery is supported by outcome models of intervention;
- Present proposals for innovative ways of working, with rationale and evidence of local / national need or trends;
- Formally consult the CSCB in the revision of arrangements.

The group promoted the [Pathway for Resistant Families](#), which they introduced last year, to front line practice through multi agency training and the website. A [Disguised Compliance](#) Masterclass held in Calderdale attracted attendance from professionals from across West Yorkshire. The pathway will be reviewed in 2017-2018, alongside more training and promotional work.

The Group considered the issues of Underweight, Overweight and Obesity and how children were safeguarded effectively. The result has been the development of a Safeguarding Pathway which will be reviewed in 2017 – 2018.

The Group introduced [Multi Agency Chronologies](#) training & guidance in 2016-2017, they also requested a

multi-agency audit to explore the uptake and usefulness which has resulted in changes to the delivery of training. The audit showed that practitioners were compiling chronologies across the continuum of need from early intervention through to child protection level cases.

The Group monitored and scrutinised the Early Intervention reports from the Local Authority noting positively that schools Children's Social Care and Health were the main referrers. The group highlighted that there was a discrepancy in how well the four localities engaged with families: An audit will take place in 2017-2018 to establish and share good practice.

A [Practitioners Toolkit](#) and an [Assessment Guide](#) were developed to explain and provide a menu of resources for front line practitioners. These have been received favourably by both practitioners and managers and continue to be promoted through the CSCB.

The revision of the [Assessment of Neglect Toolkit](#) was led by the Early Help Group and the Learning & Improvement Officer which reflected a more structured approach to assessment incorporating the different types of and responses to neglect.



Objective 2:

We know which children are vulnerable and are assured that they are protected



Children who are Looked After by the Local Authority

One of the ways of having a view of how well things are working and how need, risk and demand is responded to is by looking at what happens to children who require a child protection plan and children who are looked after.

The Board in addition to regular scrutiny of key performance information relating to overall trends and particular aspects of how partners work together to meet the needs of Children Looked After (CLA), takes an annual report from the Local Authority and partners to highlight trends and developments especially as these relate to safeguarding.

In 2015/2016 there were 8,027 referrals to Children's Social Care, 5,576 were resolved or referred to Early Intervention Panels without need for statutory intervention, 2,451 required a Social Care service. Repeat referral rates have decreased to 23.3% in 2015/16 which is only 1% higher than the England average, but 6.8% lower than the Yorkshire and Humberside average and this is felt to be a positive trend as it suggests responses are appropriate.

The number of Early Intervention Single Assessments (EISA) is increasing: In 2014/15 there were 56.7 per 10 000 population. In 2015/16: 79.7 per 10 000 population. This indicates that more children and families are benefiting from a multi agency response at an earlier stage. The Board has looked at outcomes from these interventions and will continue to focus on this.

Section 47 enquiries are higher than national performance. There have been increased strategy meetings around missing children and Child Sexual Exploitation as per procedures and guidance re-enforced. Audit undertaken of child protection investigations highlighted were appropriate and included some families with high numbers of children. The Board continues to subject the Section 47 and Child Protection process to independent scrutiny as well as seeking to support all partners in playing their full part.

The numbers of children in care have come down over the past year to under 300. This is now in line with the England average and statistical neighbours. The CLA Social Work Team develop care plans and relationships with those children in care, their carers and their birth families to increase their stability whilst in care. The performance of health in this area continues to be above the national target.

The continued focus of tracking individual permanence for children in care is evidencing more timely outcomes, but further work is required in targeting those children with a plan for long term fostering in securing their permanence plan with the same emphasis that has been achieved within permanence planning for adoption. The continued development of Systemic Practice ensures a small team or pod develops a positive and lasting relationship with child.

Child Sexual Exploitation & Children Missing from Sight

The CSCB Proactive and Responsive Sub Group strategically led the multi-agency focus on CSE and Missing. An Operational Child Sexual Exploitation (CSE) group and an Operational Missing Group report directly into the Proactive and Responsive Sub Group.

In 2016 the CSCB published a Serious Case Review (SCR) focussing on CSE, the learning from which can be found in Objective 4. In addition, the CSCB undertook a Peer Challenge, based on the Joint Targeted Area Inspection with other West Yorkshire LSCBs focussing on CSE and Children Missing from Sight.

The Peer Challenge Self Assessment informed operational action plans which Calderdale partners are working towards improving the prevention, identification, intervention, protection and support for children and families who are affected by these subjects. The many benefits of undertaking the Peer Challenge with other LSCBs included sharing good practice, reassurance of good practice, a better understanding of regional themes and the development of regional collaboration across LSCB borders.

Operationally, the CSE Hub remains well attended by partner agencies and is evidencing good outcomes for children/young people. Intelligence about children who are missing from home, school or care is shared with CSE Hub.

Strategic overview and operational intelligence sharing, focussed on children missing from home and care occurs regularly between Police, Local Authority, Care Homes and other partners. The Board continues to support the

focus on missing children though scrutiny and performance management and has sought direct assurance through the chair in respect of children missing from education during the year:

Risks are well understood and minimised. Local authorities, schools and local police are aware of, and implement in full, the requirements of the statutory guidance for children and young people who are missing. Comprehensive records are held and shared between agencies to help and protect children and young people. Together they take steps to ensure that all children, including those who are excluded from school, are safe and that for those who are missing or often missing there is a clear plan of urgent action in place to protect them and to reduce the risk of harm or further harm.

The CSCB Proactive and Responsive Sub Group also focussed on children affected by trafficking and Female Genital Mutilation (FGM). An FGM Task and Finish Group produced a [Strategic Response](#) and accompanying Action Plan which continues to be implemented across the partnership. Low numbers of FGM are reported locally and more is being done to [raise awareness](#) in communities and with community practitioners.

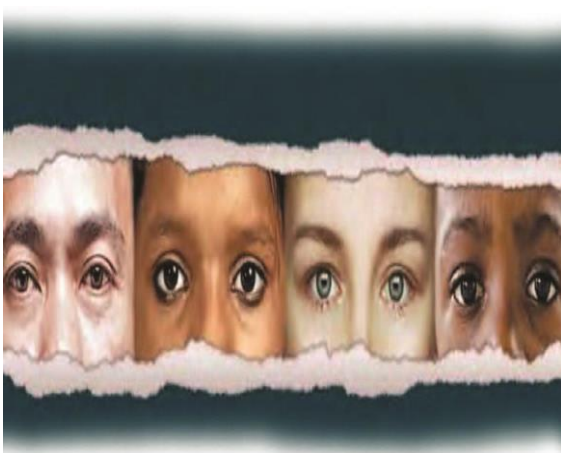


Trafficking and Modern Day Slavery

Modern Day Slavery presents an increasing threat to keeping children safe, referrals of minors to the National Referral Mechanism (NRM) increased by 30% in 2016 (Jan – Dec). In Calderdale, less than 5 referrals of a minor were made to the NRM from April 2016 to March 2017, all Unaccompanied Asylum Seeking young people.

A new model of reporting and supporting victims of Trafficking and Modern Day Slavery was piloted in West Yorkshire in 2016-2017. The pilot is currently under review by the national Modern Slavery Unit but locally practice and emergency response have been developed by a multi agency partnership who are governed by the Community Safety Partnership. The CSCB Manager is involved with this development and the CSCB will lead on the promotion of pathways and guidance once they have been agreed post pilot. In the interim, the CSCB procedures have been updated to accurately reflect the current arrangements and the links between CSE and Modern Day Slavery are now recognised across the partnership through work done by the Group, resulting in CSE perpetrators being charged for trafficking offences.

Training has been delivered throughout the year with Hope for Justice, with good uptake. Some partners including the Police and the NHS also deliver their own internal training programme. Where unaccompanied children are identified as victims of trafficking/Modern Day Slavery the process of safeguarding is the same as for any other child (with the additional flight risk).



Domestic Abuse, Honour Based Violence and Forced Marriage

Calderdale has a slightly higher reported rate of domestic abuse repeat victimisation than the West Yorkshire average (Calderdale [JSNA](#) Report) and domestic abuse features heavily in many child protection and early intervention cases in Calderdale. For example - 41.4% of the families engaged with the Calderdale Troubled Families programme have domestic abuse as a factor. The CSCB is concerned with how children who experience domestic abuse are identified and protected; the Calderdale [Domestic Abuse Strategy](#), led by the Calderdale Domestic Abuse Strategic Group, describes the plans for tackling domestic abuse in Calderdale and provides a context and framework for addressing the issue.

The Domestic Abuse Hub went live in January 2016 which ensures full information sharing from partner agencies on a daily basis for all medium/high cases and actions agreed. MARAC has now been incorporated into the daily hub arrangements and includes referrals from other agencies so actions/support can be addressed in 'real time'. This development in conjunction with the strengthening of links between the board and the Strategic Domestic Abuse Group, has enabled the Board to form a stronger and clearer view as to the impact of DA on children and the response by partners to this. The Hub received a Police District Commander Award in July 2017 which also included special recognition for the CCG commissioned domestic abuse health lead.

The Proactive and Responsive Group have been instrumental in leading the Honour Based Violence and Forced Marriage Guidance up to the point the Domestic Abuse Strategic Group assumed responsibility and at the time of writing this report, this guidance is under consultation. The CSCB in collaboration with the Adults Board held an Honour Based Abuse and Forced Marriage Conference as part of Safeguarding Week in October 2016 attracting professionals from across West Yorkshire who learned from national speakers. The evaluation showed that professionals had discovered practical skills in working with honour based violence and forced marriage.



Private Fostering

An annual report on the arrangements for Private Fostering was scrutinised at the CSCB. It was noted that the report showed how the LA was benchmarking against minimum national standards and there had been developments against some of these. There were some concerns regarding the challenges of raising awareness and the difficulty in knowing what the real level of need and demand is. There has nationally been a concern of underreporting, but that it was also important that the LA was measured against its response to reported cases. Although there is no evidence to say that Calderdale is under reporting, CSCB members felt they could consider a more positive approach to promotion and awareness raising. Promotional leaflets and '[Safeguard Guides](#)' were targeted at schools staff, GP surgeries and in community centres and [leaflets were produced in different languages](#) to try to overcome any further barriers there might be around raising awareness.



Children with Disabilities

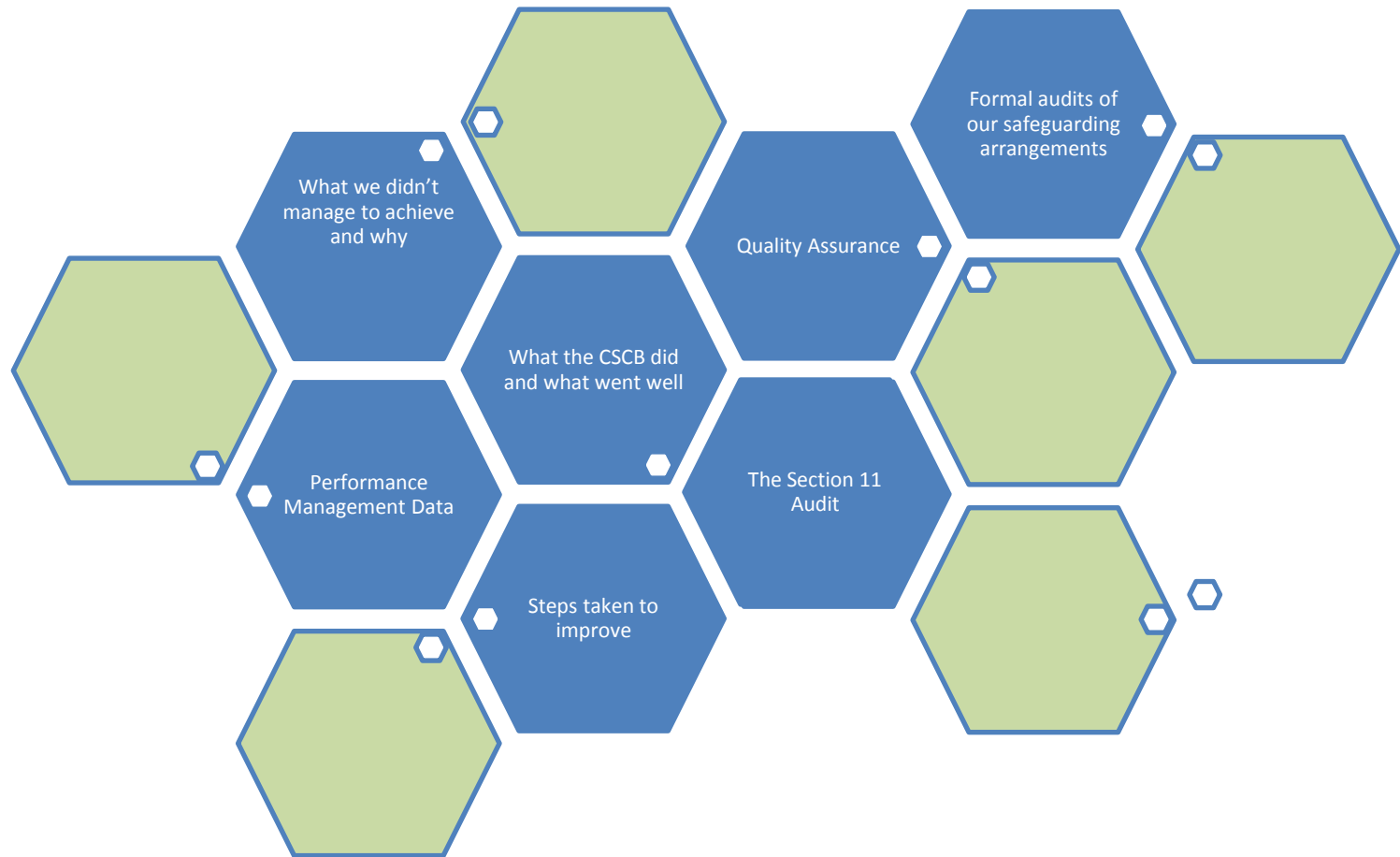


Government figures suggest that around 2,700 (7.3%) of school pupils in Calderdale are identified as having specific, moderate, severe, profound or multiple learning difficulties (Mid year sub national population estimates 2015). This is significantly higher than Yorkshire and the Humber (5.0%), and England (5.0%) averages ([Pupils with Learning Disability: % of school pupils with Learning Disability](#)). Calderdale Disabled Children's Census figures reveal that around 1,500 (3%) of resident children have their day to day activities limited by a long-term health condition or disability.

The CSCB have worked with the Children & Young Peoples Integrated Commissioning Service (LA, CCG etc.) to determine steps to be taken to ensure that children with disabilities are safeguarded. These steps have been identified, monitored and measured through the Disabled Children's Charter at the Disabled Children and Young People Board. The CSCB has led work in keeping with the recent publication from NSPCC on how LSCBs can protect Children with disabilities. This work has included reviewing our multi agency training programme to ensure it is inclusive and differentiates for children who have disabilities or special educational needs. We have also adapted our Section 11 questioning to focus on how partners protect children with disabilities and how they know they are having a positive impact on children and young people. A specific audit looking at children with disabilities has been commissioned; to establish whether partner work together to safeguard children with disabilities effectively.

Objective 3:

Scrutiny and challenge evidences effective Safeguarding in Calderdale



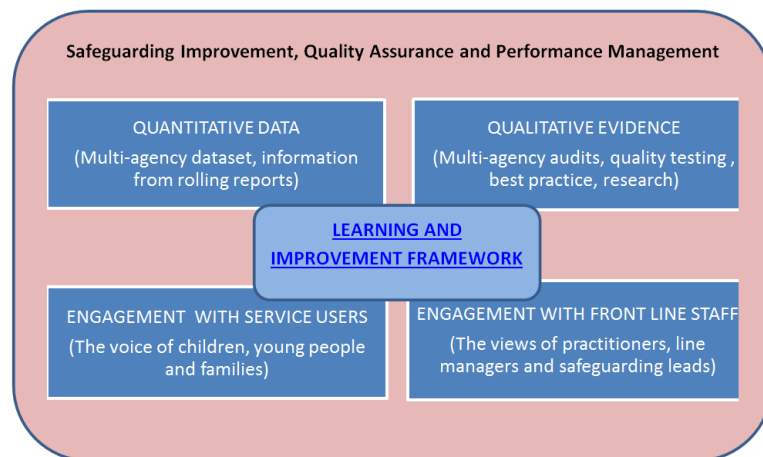
Performance Management Quality Assurance

The CSCB has to ensure and be assured that the priorities set for meeting the needs of the population are effectively coordinated and focused on achieving the protection of children. The Board therefore focuses on key stages and points of a child's journey and the contact they have with all forms of services within recognised and required multi agency approaches when there is a concern for a child.

The Board has a dedicated and specialist capacity for drawing together from partners the full range of information and evidence it need to be able to monitor overall performance and quality of joint working arrangements. In order that a clear understanding and view of how such concerns are raised and dealt with and what happens as a result of this. It is the role of the Board to bring to the attention of partners the results of this scrutiny in order to look for further explanation or commitment to act.

In addition to scrutiny and assurance of these key stages in a child's journey through services the Board also focused on particular areas on need and interest, either to support partners and or to seek specific assurance. Such areas included the partner response to Female Genital Mutilation, the continued development and learning from the response to Child Sexual Exploitation, the developing impact of Prevent and associated risks to children such as Honour Based Violence, Modern Slavery and Forced Marriage.

Many areas of the Performance Indicator Report and Scorecard Report remained stable throughout 2016/17, therefore some indicators have been 'delegated' to their lead agency during 2017/18, with exception reporting should deviation from agreed thresholds or trigger points take place.



A new type of performance reporting will be introduced in 2017/18 to draw together the key Board priorities and report on these thematically throughout the journey of the child. A Thematic Reporting template has been created using a CSCB Priority marker which matches the Board Priorities; using this mechanism it will be possible to draw groups of indicators throughout the child's journey together to produce regular Thematic Reports for the Board.

Examples of Scrutiny



An example of scrutiny and analysis which led to action and outcome was the rate of child protection investigations per 10,000 population highlighted that Calderdale had a significantly higher number than the England average and compared to our statistical neighbours. The referral rate and numbers of case conferences were both in line with national averages, so it could indicate that Calderdale had an over-investigative approach. An audit of all the child protection investigations was undertaken in May 2016 which included 98 children (45 families) to establish if the threshold for intervention was appropriate. The audit identified sound practice and although the rate was higher, the audit reassured that thresholds were appropriate too.

Another area which was started in the years prior to this annual report highlighted the poor rate of completion of Strengths and Difficulties Questionnaires (SDQs) for children who are looked after. Only 9% were completed in 2013-2014 when this was raised by the CSCB through the Child J Serious Case Review. SDQ scores were not being shared with the CLA health team and therefore were not informing the review health assessment process.

Due to partnership working to raise this number and improve the quality of SDQs, the numbers now stand at 80% for 2016-2017. In addition, the SDQ scores inform the Routine Health Assessment process and GP's are aware of the SDQ score which means there are opportunities to provide early help & support to improve health outcomes. In addition, Social workers are able to feed the information back on the child's health assessment and the information is available to inform the Looked After Child Review Process.

Another area managed and monitored by the Performance Management Sub Group was the target for Early Intervention Single Assessments per 10 000 population, which had not been achieved for 2 consecutive years: 2013/14 - 48.1%, 2014/15 - 56.7%. The CSCB assisted the local Authority in streamlining the assessment process and revising the single assessment form. The revised document and support programme put in place has ensured partnership 'buy in'. In addition there has been increased use of the electronic Early Intervention assessment which is allowing improved monitoring. The target has now been achieved and sustained for the past two years: 2015/16 – 79.7%, 2016/17 – 73.7%

Formal Audits of our Safeguarding Arrangements

The CSCB undertakes a number of formal audit processes in addition to looking to partners and other Boards for the information given in the previous chapters. This enables the Board to identify where improvements can be made, to identify good practice and to be assured about safeguarding across the city. This chapter describes these formal audits. Learning has been fed back to frontline staff as part of our commitment to continuous improvement, in line with our Performance Management Quality Assurance and Learning and Improvement Frameworks.



The Section 11 Audit

Section 11 of the Children Act 2004 places a statutory duty on key agencies and bodies to make arrangements to safeguard and promote the welfare of children.

The *Section 11 Audit* is the Board's annual audit to examine the safeguarding arrangements within local agencies and provides the Board with assurance that agencies are doing what they can to ensure the safety and welfare of children and young people.

This year the Section 11 process expanded from the statutory sector to the wider multi-agency partnership including non-statutory partners. Overall there was very good support for the process in the Calderdale multi agency partnership: 19 Board members (100%) submitted, 106 (92.5%) of schools, 10 (100%) of Public Health commissioned organisations, 2 (100%) of CCG commissioned services, 84 (34%) of Early Years settings and 9 (19%) of the Non-Commissioned Services from the Voluntary and Community Sector submitted their completed audits.

Areas of Good Practice:

- Use of tools to identify and assess children and young people in need of support
- Evidence of impact and outcomes for children in receipt of intervention services
- Supervision in schools has risen from 0% at the beginning of the year to 76% at the end following the implementation of the Supervision Framework by the Schools Safeguarding Advisor
- Use and implementation of VIP and Visiting Media policies in force post-Savile.

Themes from the Section 11 Learning to be further developed:

- Disseminating the learning from Serious Case Reviews
- The accessibility of and promotion of updates to the West Yorkshire Policies and Procedures
- Increased training and guidance around Safer Recruitment and Allegation Management



Multi Agency Case File Audits

The audit schedule of the Multi Agency Audit Group (MAAG) is linked to the key priorities within the business plan of the CSCB, namely that children and families receive the right help at the right time, that children are protected and that the agencies work effectively together to support those activities. The group audits safeguarding activity in order to seek assurance regarding practice, propose changes where practice is not sufficiently robust, and monitor progress against agreed actions plans.

An audit schedule remains in place and is progressing with a clear process for undertaking audits, challenging outcomes and actions plans and communication of those outcomes. There are explicit ties to the performance management and other quality assurance work that is undertaken on behalf of the Board.

In the period 2016 -2017, 11 communication bulletins were distributed to front line practitioners and managers which summarised the learning from audits. These explained findings, implications for practice and specific changes, such as; rewrite of practice procedures; [Good Practice Guide](#); and update of practice tools ([Thresholds Tool](#)). For some, (e.g. SMART planning), the audit provided reassurance that planning practice had improved.

The MAAG has reviewed its activities over the past year, and planned for the year ahead: It specifically considered the issues raised in the 2016 Peer Challenge and Development Day. Changes are proposed to the way MAAG operates in future. The key changes relate to the following:

- the increased inclusion in its work of children and young people, specifically to seek views on the proposed action plans that arise out of the audits thereby seeking to ensure their influence on practice.
- increased emphasis on specifying how the changes are likely to impact on children and families. Currently, communication bulletins are sent out to agencies regarding findings and proposals from audits. We now expect that members of the group feedback response from their agencies as to whether the bulletins have been shared, what the response has been and whether any other changes to practice have taken place.
- increased scrutiny of whether audit findings reflect systemic issues requiring Board response and actions plans, or relate to more individualised errors requiring targeted response, with a view to a more proportionate response to audit outcomes. This distinction is needed because it contributes to the effective deployment of the group's resources. Where possible, continued monitoring should be overseen by the individual, responsible agencies and exceptions reported in order that the group can focus on audit work.



Objective 4:

We create a learning culture which consistently improves outcomes for children and young people



Learning & Improvement

The learning & improvement sub group adhered to the [Learning & Improvement Framework](#) which continued to provide a clear understanding of how we learn and how we are working towards a learning culture. A comprehensive multi-agency safeguarding training programme was produced based on a rationale which took into account: CSCB priorities; a Training Needs Analysis (TNA); local and national emerging needs; learning and evaluation from previous training; frequency demands; level; and from learning from CSCB SCR's, audit and section 11 returns.

The TNA returns were improved from previous years, however there are still difficulties locally and nationally with determining who and what the whole children's workforce are; especially for agencies who work across borders, those who work with whole populations, and those who determine 'levels' of training need very differently.

Different methods of delivering key safeguarding messages and learning from SCR's, have been used to ensure that learning reaches front line practitioners and their managers. This has included briefings, involving practitioners in presenting cases and training delivery and shorter courses to encourage attendance.

The CSCB in conjunction with the Safeguarding Adults Board coordinated the annual Safeguarding Week which reached a diverse audience including members of the public and members of the workforce for whom safeguarding is not the main focus of their work. There were over 1000 attendees at events in Calderdale aimed at raising awareness of safeguarding across adults and children's services.

A short educational DVD has been prepared to raise awareness of the responsibilities of everyone in safeguarding children and adults at risk to provide a different way of cascading key messages to those for who face to face or e-learning is not available or appropriate.

Partnerships in Calderdale have financially contributed and committed to using a CSCB-led Safeguarding E-learning package. The package will provide more flexibility for staff to access good quality safeguarding training on a range of subjects. The partnerships contributing include the Community Safety Partnership, the Safeguarding Adults Board, the Domestic Abuse Strategic Group, the School Safeguarding Advisor and Public Health. The total training package includes an Event Management system which should make it easier for participants to book onto learning events. The system will be reviewed and evaluated in 2017-2018.



Evaluation of Multi Agency Training

- In 2016—2017, fewer courses have had to be cancelled due to lack of take up. This is attributed to the overall reduction in number of courses available, improved marketing and learning from the evaluation of the programme from the previous year and demonstrates that CSCB resources are more effectively managed by organising and delivering training more aligned to need.
- Courses have continued to be evaluated positively: Over 99% of participants expressed satisfaction with courses and a large number comment on the value of meeting people from different agencies and being able to network.
- Follow up surveys/audits of specific courses have highlighted that learning has been implemented e.g. improved SMART planning resulted in a reduction in the number of courses on offer. Other audits have showed that transfer of learning has not taken place e.g. an audit of compiling multi-agency chronologies showed people did not understand the combined aspect, resulting in amendments to the course content.
- A task and finish group has considered different ways of measuring the impact of training, some of which have been implemented e.g. linking learning outcomes of individual courses with multi-agency audits, and performance management indicators. This has generated some understanding about the effectiveness of multi-agency training and has identified improvements in front line practitioner practice. Alternative ways to strengthen understanding of impact continue to be explored.
- A different approach, 'Logic Model', is now being used to review each course to more closely align the course rationale, learning outcomes and ways to evidence impact of training and further improve the training offer.
- The revised Learning & Improvement Framework (LIF) shows how learning will be captured in Calderdale and how it provides a comprehensive framework to enable organisations to be clear about their responsibilities, to learn from experience and improve services.



Serious Case Reviews

The CSCB published a SCR for Jeanette in late 2016, details of which are on the next page. In this year, the CSCB also considered whether a further four cases met the criteria for a SCR. A decision was made on 3 of the cases that they did not meet the criteria, to which the National Panel of Experts agreed with. A decision was made about the fourth subsequent to this financial year (May 2017) that this case does meet the criteria. There were local CSCB-led learning events on the other 3 cases even though they did not meet the criteria; Multi Agency Reflective Practice Sessions and Briefings which produced learning which has contributed to the Learning & Improvement Multi Agency Training Programme. The fourth case will commence as a SCR in 2017-2018.

The CSCB led a review on the historical SCR, Child J, which was published in 2015. Three years after the Child J SCR commenced, practitioners challenge events explored what was learned, changed, improved upon, whether improvements were sustainable, whether there were any positive outcomes from the learning and what more we have learnt since the SCR was completed. We had evidence that the action plan that resulted from the learning from Child J had been acted upon and had been 'completed'; we also held briefing sessions highlighting the learning, which over 100 front line staff attended. The challenge events were held to triangulate what the senior leaders had told the CSCB about what had been learned, and have helped to inform current efforts to improve joint working arrangements to safeguard children.

The findings highlighted that issues around social media, healthy relationships, missing episodes, disguised compliance and professional confidence were themes which were still being worked on. Agencies reported that the SCR and the Challenge Events were constructive and had produced positive results for practice, children & young people; however the improvements occurred over a time of immense change and improvement for Calderdale and this was seen as a catalyst and beneficial for the improvement journey. The findings of the Challenge Event were valued as a measure of how much services and joint working arrangements had improved over this period of time.

It has been agreed that challenge events will be considered to evidence learning for future SCRs and this has been included in the Case Review Framework.



Learning from Serious Case Review



The CSCB undertook a Serious Case Review (SCR) which was published at the end of 2016. This SCR focussed on 'Jeanette'; a remarkable young woman, who was abused by a large number of men over the period 2008 to 2011 (when she was 12 to 15 years old). Jeanette came through a life full of difficulty, upset, neglect and sexual exploitation, despite this, she was able to assist the police in bringing 17 successful prosecutions for a variety of trafficking and sexual offences including rape.

The three main agencies, police, health and children's social care initially failed to protect her, despite attempts made by individual professionals. When Jeanette spoke to the Police, in December 2011, about the abuse that she had suffered, the SCR found that in contrast to the failures prior to this: work was co-ordinated, people understood their roles and Jeanette accepted that she was abused and responded positively to the guidance and support she was offered.

Changes to joint working arrangements for protecting vulnerable children from child sexual exploitation meant that the author found current practice to be much improved and he was 'confident that practices, systems and processes have improved both the services to children in need and children at risk from significant harm and sexual exploitation in Calderdale'.

The review did not find that professional staff in Calderdale were fearful of discussing issues of race and culture (as had been found nationally) nor any evidence that anyone higher up in the organisations placed pressure upon professionals to cover up any discussions that could damage community cohesion.

The CSCB commissioned this review as an important part of its ongoing response to supporting the partnership joint working response to children who are sexually exploited or at risk of sexual exploitation. The SCR findings helpfully built on the work that the CSCB had undertaken in response to the 2015 Ofsted inspection regarding having consistent and full data on victims, perpetrators and risk.

Child Deaths



The CSCB received and rejected a proposal that the current Calderdale-Kirklees joint Child Death Overview Panel (CDOP) merge with neighbouring Wakefield in light of the recent Wood report. The CSCB agreed that until the new CDOP Guidance from the Department of Health is published; local arrangements will not change. Notwithstanding the rejected merger, the Calderdale, Kirklees and Wakefield CDOP Agreed to share good practice and learn from audit across borders.

In 2016/2017 there were a total of 48 child deaths across Calderdale and Kirklees. 20 of these were unexpected deaths. Since 2012/2013 there has been a 20% decrease in the number of child deaths in Calderdale and Kirklees. Until recently, infant mortality rates in Calderdale were significantly higher than both the Yorkshire and Humber and England averages, and are now similar to both.

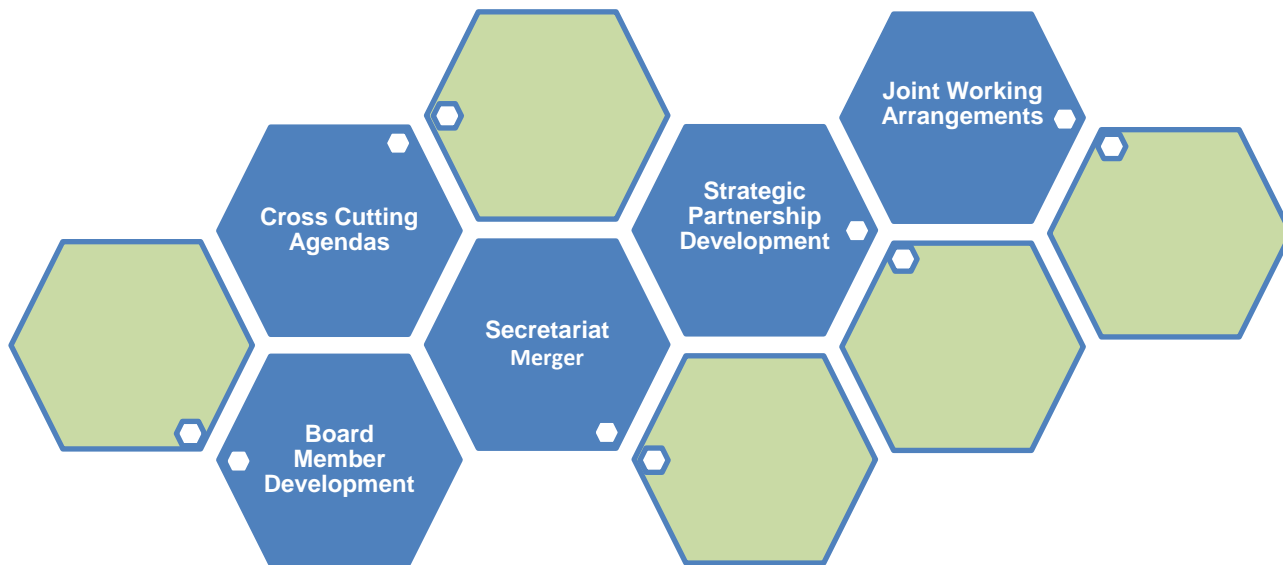
During the year, the panel reviewed 63 cases, of which 43 were deaths from previous years. Ongoing investigations, inquiries and outstanding information are the main reasons for cases not to be reviewed in year. Out of the 63 deaths, there were 20 cases which were found to have modifiable factors; actions were put in place for the relevant professionals to take forward as appropriate. The only factor identified that occurred in more than 5 cases was consanguinity, which accounted for 7 of the modifiable factor identified. The main categories CDOP has recorded child deaths against over 5 years are: chromosomal, genetic and congenital anomalies (38%); perinatal/neonatal event (25%), and malignancy (10%).

During the year the CDOP acted on recommendations from previous annual reports around streamlining the CDOP process, updating information around e-Cigarettes, gaining further insight on support given to families around consanguinity in other geographical areas, defining and recording where BMI is a modifiable factor and exploring what learning can be shared on a wider geographical footprint.

The recommendations for 2017-2018 include: an audit to identify further learning for bereavement support; develop an approach to target families and individuals considered at high risk of genetic abnormalities; respond to any changes to CDOP from the Department of Health; engage in a regional CDOP network; record whether a child has a learning disability in line with the Learning from Disabilities Review (LeDeR); start reviewing premature deaths under 23 weeks; and provide any updates to learning from the use of e-cigarettes in pregnancy.

Objective 5:

Effective leadership strengthens joint working arrangements



Joint Working Arrangements



The CSCB, in conjunction with other key partnerships has continued to support and strengthen the ways in which resources, skills and services are joined up to reflect local priorities. The challenges of constrained or reducing resources and the inherent challenge of complexity in terms of roles, perspectives and primary responsibilities has been a major focus.

As a partnership the CSCB sought to be more inclusive of and give recognition to the role of partners across a wide range of diverse settings. The focus on schools and education remained a priority and resulted in a number of measurable outcomes and learning across this sector. The commitment of head teachers and governors to the LSCB in the year is worthy of note.

The CSCB recognised that the main inspectorates were increasingly looking at and providing an important perspective on joint working arrangements to protect children and safeguarding capacity and performance. As a result the Board introduced a protocol whereupon partners subject to inspection agreed to highlight and share findings and learning that directly impacted on their capacity to safeguard children and of any implications for the wider joint working arrangements. This has allowed the board to continue to develop its strategic and whole system overview whilst providing an additional level of assurance and challenge.

During the year the CQC reported on a wide range of services overseen by the CCG as well as some of those provided by particular partners. This demonstrated the commitment to shared and robust services for children and their families at all points in their journey through childhood and the times when they expect or need particular help and support. It also highlighted some areas where there was room for improvement and partners demonstrated to the Board that they had clear plans to address these.

The range of provision to meet health needs is complex, diverse and subject to continuous change. The report demonstrates the continued and significant role and contribution made by the CCG and providers across the community and acute spectrum. The active role played by Public Health in the CSCB has also helped to ensure that as a partnership we are engaged with and integrating into a shared approach to safeguarding and assurance. Learning from CQC inspections was supported by a new approach to responding to this as a Board and during the year we were also able to pinpoint our attention on the development and performance of how children's emotional and mental health needs were being met.

The Board continued to benefit from the lead provided by the Police especially in respect of CSE and Domestic Violence. The year saw some changes in personnel in terms of contribution to the Board this is in contrast to previous years.

In terms of other statutory partners, the partnership recognised the pressures on them in terms of their larger footprints and diminishing resources and sought to formally accommodate this by strengthening links and ensuring a more targeted approach in terms of their role and accountabilities. The actual commitment and contribution of these partners remained significant.

Strategic Partnership Development

Partnership arrangements are important in Calderdale, with a strong and clear understanding between the Health and Well Being Board (HWB) and its Childrens Partnership subcommittee, the Children & Young Peoples Executive (CYPPE), the CSCB and the Council's Scrutiny Committee. The CSCB Independent Chair is a member of the Executive and he uses his role to influence the partnerships in respect of ensuring that the protection of children is paramount. The CSCB Annual Report provides the HWB, Scrutiny Panel, the Police and Crime Commissioner and other strategic partnerships with analysis and assessment of the local effectiveness of safeguarding and utilises this to influence priorities and agendas in Calderdale and wider.

The role of the Council's Scrutiny arrangements has been positive enabling regular dialogue between respective chairs and formal reporting. The CSCB Business Manager attends a range of other meetings that support linkages, shared understanding and accountability both in Calderdale and regionally. The Chair and Business Manager have met with other regional Chairs and Business Managers during the year.

There has been an identification and development of ways in which the various Strategic Boards in Calderdale and their sub-groups can collaborate and work together, share priorities, reduce duplication and streamline reporting. A Strategic Partnership Group led by the Chief Executive of Calderdale Metropolitan Borough Council has commenced work to establish cross cutting agendas and to separate work streams. The CSCB revised its Business Plan to include further partnership working and to reflect these strategic led agreements. This work continues as cross cutting agendas such as online safety and trafficking affects each one.



Board Member Development

Board Members have been supported to further develop their roles and champion safeguarding within their own organisations through development days, support from the CSCB secretariat and appraisals with the Independent Chair. Development Days in particular cultivate roles, encourage challenge and scrutiny, improve the ability to work in partnership and increase accountability. The development sessions focussed on learning from the Annual Report 2015-2016, informing and prioritising through business planning and revision of structure, having a clearer line of sight to front line working and a focus on learning from the recent Child M (Jeanette) SCR.

Secretariat Merger

During the year some important steps were made to make better use of the resources partners make available to support the work of the CSCB and the Safeguarding Adult Board. Recognising the potential to share skills, knowledge and experience alongside some common areas of approach a new arrangement was agreed and implemented. Partners were able to scrutinise and support these developments and identified a number of risks and benefits, and have in place arrangements to monitor these.





Calderdale **Safeguarding** **Children Board**

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www.calderdale-scb.org.uk; www.calderdale.gov.uk/socialcare/safeguardingadults