

Progress report on the development of the North Wales Safeguarding Boards April 2016



1. Introduction to North Wales Safeguarding Children's Board

The shadow North Wales Safeguarding Children's Board (NWSCB) was established in April 2013 following the direction from Welsh Government to respond to the white paper: Sustainable Social Services: a Framework for Action and the development of the Social Services and Wellbeing (Wales) Act 2014. The regional board was adopted in full in North Wales in April 2014 and replaces the Local Safeguarding Boards, previously 3 in North Wales.

The NWSCB is a statutory partnership of six local authorities, the Betsi Cadwaladar University Health Board, North Wales Police, the National Probation Service, the Community Rehabilitation Company, Public Health Wales, the Welsh Ambulance Health Service Trust and voluntary organisations.

Since its establishment it has been chaired and hosted by Conwy County Borough Council specifically Jenny Williams, Strategic Director of Social Services and Education. A lead local authority must host the safeguarding board and its business unit whilst any agency may chair as appointed by the board, Conwy will chair for a further 12 months until April 2017 where this may be extended for a further period of three years if the board agrees. Progress on the work of safeguarding boards has previously been reported through each board agency's internal governance processes. This is usually in the form of an annual report on or around the end of the financial year, however the reporting period will change following the implementation of the Social Services and Wellbeing Act in April 2016 to each July and will be submitted to the national safeguarding board. Following this there will be a period of consideration by Welsh government and a final response will be provided in which will be shared with each board partner organisation.

The Terms of Reference developed for the NWSCB promote the requirement for accountability and are clear in their definitions of holding to account. They are dated July 2013 and will be reviewed during 2016/17 to ensure that they remain fit for purpose following the implementation of the act.

There continues to be a need for the development of a Role Profile for each board member which each board member will sign up to and will highlight how they are individually accountable in relation to their contribution to the board and attendance at Board Meetings.

There is also a need for the board to develop a Performance and Impact Framework which would assist in reporting the activity of Board members against elements within their role

profiles and would also allow the board to demonstrate multi agency working at a strategic level.

The Board's business is managed through a dedicated Business Unit which is financed through the NWSCB's budget. The Business Unit for NWSCB was established in March 2015 and currently consists of one Business Manager, a Business Co-ordinator and Administrative Assistant. Due to recruitment difficulties, only the Business Manager is in post who was appointed in March 2015. It is anticipated that all posts will have been appointed to by April 2016.

The safeguarding boards rely on a network of agencies to support the safeguarding agenda and three local delivery groups support the board, these are chaired and administered by respective Heads of Service across the six local authorities.

2. Introduction to North Wales Safeguarding Adult Board

Section 134 of the Social Services and Well-Being Act (Wales) 2014 requires that regional Safeguarding Adult Boards be in place. This will put the safeguarding of adults on to a statutory footing similar to that for safeguarding children.

According to the Act, the objectives of a Safeguarding Adults Board are:

- To protect adults within its area who have needs to care and support (whether or not a local authority is meeting any of those needs: and
- Are experiencing, or are at risk of, abuse or neglect,
- To prevent those adults within its area mentioned in paragraph (a)(i) from becoming at risk of abuse or neglect

Regulations have set out those areas in Wales for which there are to be Safeguarding Boards ('Safeguarding Board areas'); these are consistent with the footprint of the regional public sector organisations across North Wales.

North Wales decided, ahead of the legislation being in force that it would commence the planning phase to establish a North Wales Safeguarding Adults Board (NWSAB). A seminar took place on 25th of January 2013 and the outcome of this seminar was the development of options around the structure of the NWSAB. The preferred option was to follow the structure which had been agreed for the North Wales Safeguarding Children's Board and the learning from that development was used to move quicker on the development of the NWSAB; this two-tier model was one of two regional structures which was evaluated by the University of Sheffield on behalf of the Association of Directors of Social Services Cymru and the WLGA. The three local delivery groups were to be created by the six local authorities forming as Gwynedd and Anglesey; Conwy and Denbighshire; Flintshire and Wrexham. It was also proposed that areas such as training, performance and audit, policies and serious case reviews should be undertaken regionally, again following the same pattern as that in Children's safeguarding. The options paper and a 'common script' report was discussed at the Social Services and Health Programme Board on 2nd May 2013 and each partner reported through their own organisational reporting processes.

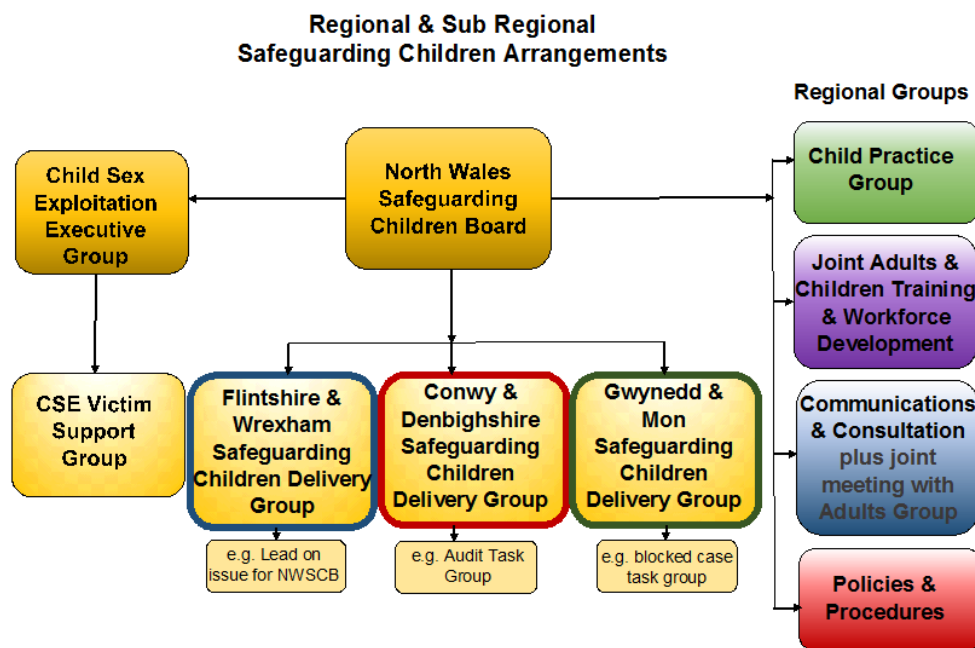
On 16th July 2014 a NWSAB development session was held, this was facilitated by Jan Howarth and the group explored the role of the Board and its regional/sub-groups. These

were explored under four headings – Prepare, Prevent, Protect and Pursue. The outputs of this session enabled an Implementation plan to be developed for the NWSAB.

The role of the North Wales Safeguarding Adults Board is broadly to:

- Add value and improve the outcomes for vulnerable adults in need of safeguarding and protection
- Develop and provide a regional strategic direction
- Direct and monitor regional groups for training and workforce development; policies and procedures; communication and consultation and adult practice reviews
- Develop and monitor a performance management framework
- Provide challenge and support to regional agencies and Local Authorities
- Agree and manage the budget
- Provide the interface with Welsh Government and the National Safeguarding Board

The structure for the North Wales Safeguarding Adults Board is as follows and by now the Training group and the Communication groups are joint with the Children’s Safeguarding Board.



At the development session the Strategic Director of Social Services and Education from Conwy County Borough Council was nominated as Chair of the NWSAB during the ‘start up’ time of this Board and this was later proposed and agreed at the first board meeting held on 3rd September 2014. The Deputy Director of Nursing and Safeguarding in the BCUHB was elected as Vice Chair.

3. Summary and Evaluation of NWSCB’s effectiveness and activity

Governance

The NWSCB has established itself in governance, business arrangements and strategic priorities. In the past, as Local Safeguarding Boards the boards would monitor performance against the standards as set by Welsh Government within the Self-Assessment and

Improvement Tool. This tool is not considered fit for purpose for monitoring the performance of a regional board and the board has been at the forefront of the review/ development of a revised regional SAIT with Professor Jan Howarth. Two developmental sessions have been hosted by the NWSCB in this regard. On both occasions CSSIW were invited and attended the sessions. The Chairs and Business Managers from across the other regional safeguarding boards across Wales also participated.

There needs to be development of Role Profiles for Board Members and also a defined induction process for new members.

The Board sits six times per year, and minutes are prepared promptly following each Board Meeting and are reviewed by Business Manager and Chair within a short timescale. Minutes are sent out the Board Members and in due course will be published on the safeguarding board website. <http://www.northwalessafeguardingboard.wales/about/>

The Child Practice Review Group (CPR)

The Child Practice Review Group is chaired by an Independent Chair and is governed by the Welsh Government Child Practice Review Guidance which replaced Chapter 10 of Safeguarding Children; Working Together under the Children Act 2004.

The CPR Group meets every other month and has developed a referral and decision making process to manage cases consistently across the region, details of the process is on the board's website.

The new guidance promotes the use of Multi Agency Professional Forums where identified lessons for future practice can be learned. The process for MAPFs allow for a much more transparent and robust approach to reviewing cases that do not meet the threshold for a concise or extended child practice review.

The CPR Group has considered the following referrals:

Concise Child Practice Review (CPR)	2
Extended Child Practice Review (ECPR)	6
Multi Agency Professional Forum (MAPF)	5
No Review	4
More Information Required	1 (which then resulted in no review)

Performance Questions

How many new cases have been considered for review during 2015/16? How Many reviews completed within 2015/16	3
How many concise/extended reviews were completed within the 6 month timescale?	-

How many external reviewers / chairs have we commissioned during 2015/16	1
How many Learning Events have been held?	3
Were all Learning events attended appropriately?	Yes, but reviewers did identify that there was inconsistency in how agencies prepared their staff for the Learning Event.
How Many reviews have been published to date	3
How has CPR Group disseminated the Learning?	A CPR road show was held in December 2015. Three days of key themes emerging from the reviews to date was presented to practitioners by Chair and Vice Chair of CPR Group and Business Manager
How are the Action Plans being monitored?	They are monitored through the CPR Sub Group and through the LDG. For 2016/17 there will be a forward plan for each action plan.

Policy and Procedure Sub Group

The P&P subgroup has a focused work plan and has implemented the following protocols documents:

- North Wales Protocol for the provision of pre-trial therapy for child witnesses
- North Wales protocol for resolving professional differences of opinion
- North Wales protocol for Supporting Children when working with parents with severe mental health problems and/or substance misuse
- The Protection of Children and Young People at risk or experiencing harm through the use of Information Communication Technology
- North Wales protocol for the management of complaints relating to child protection conferences
- North Wales procedure for safeguarding children through the management of offenders who have viewed child abuse images
- North Wales Safeguarding Board general complaints procedure

The North Wales Protocol for Supporting Children when working with parents with severe mental health problems and/or substance misuse, is to be reviewed (December 2015). This will be the responsibility of BCUHB. This is an important protocol and one which needs to be assured to be fit for purpose as it has featured in several recent review cases.

An Elected Home Education Task Group was set up and fed into the Welsh Government Guidance. The task group was also directed to standardise regional protocols & procedures in relation to Elected Home Education. However it has not been possible to achieve a regional approach due to poor representation.

A task group has been set up to develop guidance on Safeguarding Disabled Children and on a regional approach to Pre Birth Risk Assessments. Agencies needs to ensure that they are represented at these task groups.

The P&P will be developing a Part 4 Guidance during 2016/17.

Case Conference Registration Appeal

The North Wales Safeguarding Children's Board has considered two appeals against registration at case conference. One was a Wrexham County Borough Council matter which was brought by a maternal grandmother on behalf of the mother and the second was by a mother from Flintshire Council. Both appeal hearings upheld the conference recommendation. However in each appeal recommendations were made in relation to the analysis section of the social worker's case conference reports and the minute taking.

Joint NWSCB & NWSAB Training and Workforce Group

The **purpose** of the North Wales Safeguarding Board Training and Workforce Group is to develop and implement a Regional Adult and Children Safeguarding Workforce and Training Strategy in response to the changing role from providing training to promoting suitable training. This has only recently been merged as a joint group and an agreed budget for the group needs to establish.

Joint NWSCB & NWSAB Communication and Consultation Group

In February 2016 the Communication and Consultation Group merged as a joint adults and children subgroup. The chair of this group is

During 2015 a logo for both Boards was developed. The construction and development of the website was achieved during 2015 with the website being launched in July 2015. The website needs to be further developed in terms of adults safeguarding. The website needs to be developed further as a hub of information and signposting for children, young people and their families.

In September 2015 the Business Unit presented at the Gwynedd & Anglesey JIT training about the role and responsibilities of the Board. This presentation could be delivered across the agencies especially with new recruits to teams.

In October 2015 the NWSCB hosted an annual conference on the topic of Child Sex Exploitation. Key note speakers included Dr Helen Beckett from the University of Bedfordshire and Professor Sally Holland, Wales Children's Commissioner. The conference was attended by 141 delegates across the agencies and feedback was very positive with 75% reporting that they considered the conference to be very good and 25% reporting that they thought the conference was good.

In December 2015, a three day road show was hosted by the NWSCB to deliver the key messages and themes that have emerged from the reviews to date. The themes included the risk of over-optimism, disguised compliance and start again syndrome in neglect cases; children educated at home and the referral process. The roadshows were delivered to 150 delegates and again the feedback was positive.

During week commencing 14th March 2016 the NWSCB will be hosting CSE AWARENESS WEEK with seven different secondary schools across North Wales. Signposting of education resources will be made to teachers (handout). A young person's flyer is also to be developed signposting support services. A letter will be sent to parents of each year 9 pupil at the respective school.

4. North Wales CSE Action Plan

The CSE Action Plan was officially launched on 15th October 2015 at the North Wales Safeguarding Children's Board annual conference which concentrated on CSE. NWSC was one of the first Welsh boards to develop a regional action plan, and this plan has been used by the Welsh Government when developing the national plan.

The CSE Action Plan has been an agenda item on the North Wales Safeguarding Children's Board meetings in November 2015 and January 2016 and the CSE Action Plan's progress and RAG rating has been updated accordingly.

A CSE Executive Group needs to be established with the Terms of Reference and Chair to be agreed.

There has been no allocated budget for the delivery of the CSE Action Plan. The driver of the CSE action Plan has been the North Wales Safeguarding Children's Board and due to recruitment difficulties within the Business Unit it has been difficult to further this agenda in conjunction with the board's other duties.

Delivery of the CSE Action Plan was not envisaged when the staffing levels of the Business Unit was agreed upon and therefore there needs to be consideration of resources in terms of driving and delivering the CSE Action Plan.

5. Summary and Evaluation of NWSAB's effectiveness and activity

Governance

The governance of the NWSAB has now been established and the sub-groups and delivery groups are reporting to the Board. The Board has agreed its business plan which is regularly monitored by the Board. The Board meets bi-monthly and the agendas are structured, it is the intention of the board to publish the minutes on the safeguarding board website.

Adult Practice Review (APR) Group

The Adult Practice Review Group is chaired by an Independent Chair and it meets bi-monthly and are in the process of developing referral and decision making processes in line with the Welsh Government's interim guidance. It is expected that the referral form is fully completed and captures as much detail as possible, this would include reports from any other organisation involved in the case.

The group is now considering each partner organisation's reviewing processes in order to better understand how they are making the decision whether a referral for an APR is required.

To date there have been two APRs that have been completed with detailed action plans.

The themes were as follows:

The NWSAB should request from CSSIW a report on the current levels of compliance of care homes in North Wales with the expectation that CSSIW take action where compliance is not adequate.

Adult protection awareness training should be provided for all staff who have patient / client contact in all health and care agencies, and for the police and CSSIW, and this should be updated regularly.

Thorough specialist training should be provided for those managing adult protection cases (Designated Lead Managers) and for adult protection Investigators. Investigations should not be undertaken by staff without adult protection investigation training

THE NWSAB should develop a regional joint policy and procedures for the support of people who self-neglect

Local Authorities should review and improve their current arrangements for receiving and managing referrals both during office hours and by the out-of-hours service;

The reviews are chaired by an independent chair from a board partner agency and usually two reviewers are appointed.

Policies and Procedures

The P&P sub-group is chaired by Tony Graham, Flintshire County Council. The group has Terms of Reference and an agreed work programme. The group has ratified the following protocols:

- A regional Escalating Concerns Protocol
- A regional professional concerns protocol

The group is currently working on:

- A regional threshold document for POVA referrals and standardising quality of POVA referrals and developing guidance on what a good referral looks like
- A regional self-neglect policy/guidance
- Standardising data reporting

Other areas within the work programme but yet to commence are:

- To develop an agreed multi agency information sharing protocol/guidance.

6. NWSCB Priorities

During two business development days in July and October 2014 the North Wales Safeguarding Children's Board adopted the 3-P approach within its business planning. This being Prevent, Protect and Prepare which are included in the board's three mission statements.

1. North Wales Safeguarding Children Board will **PREVENT** children within its area from being at risk of abuse, neglect or other kind of harm.
2. North Wales Safeguarding Children Board will **PROTECT** children within its area who are experiencing or at risk of abuse, neglect or other kinds of harm.

3. North Wales Safeguarding Children Board will be **PREPARED** to have the overall responsibility for challenging agencies to ensure effective measures are in place to **PROTECT & PREVENT**

The following three areas were identified as being the strategic priorities for the Board

1. CSE and missing from care
2. Children who display sexually harmful behaviour
3. Domestic Abuse

However it is also important that within periods of change, that the North Wales Safeguarding Board operates effectively and meets its statutory responsibilities and therefore this is included as the fourth strategic priority.

7. NWSAB Priorities

The priority outcomes for the North Wales Safeguarding Adults Board in 2016/17 are:

- Outcomes for adults who are the subject of adult protection plan are improved as a result of all agencies across North Wales consistently delivering high quality adult protection services according to agreed best practice
- The NWSAB is assured of the quality of safeguarding services across North Wales
- The risk that vulnerable adults suffer or become subject to abuse or neglect is reduced because staff and the public are fully aware of the need to safeguard and protect, and know what to do if there is a safeguarding issue
- The NWSAB operates effectively and meets its statutory responsibilities
- Outcomes for vulnerable adults are improved because the workforce is safe, skilled, proactive, and family focussed.

8. Budget for 2015/16

The safeguarding boards are funded on a statutory basis by each partner organisation and a revised funding formula has been referenced in the SS and WB Act regulations. This funding formula will have implications for the agencies as there will be a requirement to fund adult safeguarding. The boards will consider a detailed report on the funding options at their meetings in March 2016.

9. Engagement with other Boards and Partnerships

The Business Managers for the Safeguarding Children Boards across Wales meet twice per year. These meetings are valuable in order to have an oversight of how the other boards and business unit function. The Business Managers share examples of good practice and templates etc.

The Business Manager for the NWSCB meets with the Chester and Cheshire West LSCB Business Manager to discuss cross boundary issues regularly. There has also been a meeting between the Chair of NWSCB and the independent chair of the Chester and Cheshire West LSCB and future quarterly meetings have also been arranged.

A Serious Case Review from Chester and Cheshire West LSCB will be presented to the NWSCB in March 2016 due to implications raised within the reviews as a the child resided in North Wales during part of the timeframe considered within the review.

NWSCB has met with the North Wales Safer Communities Board, during the last year. However the relationship between both boards needs to be developed further to ensure efficiency and ensuring no duplication.

10. Looking forward to 2016/17

The NWSCB Business Plan has been agreed and the quantitative and qualitative outcomes will measure how the Board performs during 2016/17 and when the NWSCB reports to the National Independent Safeguarding Board in July 2017 these outcomes will measure the difference that the Board has made in Preventing and Protecting individuals from risk of harm.

However the success of the NWSCB depends upon the commitment and engagement of each authority playing its part within the work of the Board.

It is likely that the CPR group will remain busy in the forthcoming year and it is important that the learning from the reviews are disseminated in a similar way that was delivered during the road shows in December 2015. However there may be need to be consideration of extending the length of the roadshows as feedback from these 3-day events in 2015 referred to them being too rushed and needing to take part over more than two hours at each venue.

Looking forward towards 2016/17 there needs to be consideration of how to capture reviewers' experience and learning of the process in order to develop and ensure that the process is implemented effectively and efficiently. With a fully staffed business unit, it will be essential to monitor and report on submission of chronologies, responses and to ensure that this information is contained within the highlighting report of the CPR to the Board every quarter.

The NWSCB Business Unit has an important role to drive and deliver the CSE Action Plan .The establishment of the CSE Executive Group will be integral to this. Looking forward to 2016/17 the appointment of a Chair to this Executive Group needs to be addressed immediately.

The NWSCB will need to strengthen its links with service users and the community and one step to achieve this will be during CSE week in March 2016 when the Business Unit will be hosting workshops with school pupils across seven schools across North Wales.

The NWSCB will access the services of the 'Buddies' from Conwy County Borough Council who will act as a sounding board in relation to marketing and publication materials.

NWSCB will need to make use of digital technology and in particular social media to enhance the interaction with practitioners, young people and the community.

The NWSAB will become a statutory board on 6th April 2016 when the Social Services and Well-Being (Wales) Act 2014 comes into force.

As with the NWSCB, the success of the NWSAB and its regional and sub-regional sub-groups are dependent on the commitment and engagement of partners.

Citizens Voice – work will be developed to seek engagement and participation from clients and members of the public in relation to adult safeguarding.

A draft POVA questionnaire has been developed to use with individuals who have been through the POVA process to capture their views/feedback on their journey and to help identify any areas of practice which need addressing and to promote areas of good practice identified.

Work around tackling Modern Slavery will be one of the areas of development within adult safeguarding.

The current NWSAB Business plan will be reviewed and the work of the sub-groups and delivery groups is increasing. It is envisaged that further APR training will be held over the next year however, the funding stream for the NWSAB needs to be discussed and agreed as a matter of urgency by the Board.

A conference is being planned for September 2016 and the joint communication and participation group will be planning this