



UNIVERSITY OF
BIRMINGHAM

Birmingham Children's Hospital

NHS Foundation Trust



Better together: political rhetoric or moral imperative in child protection?

Launch of the Centre for Child Wellbeing and Protection, University of Stirling, March 14th 2016

Julie Taylor [PhD; RN; MSc; BSc (Hons); RNT; FRCN]
Professor of Child Protection [and Honorary Professor, CCWP]



HEALTH WARNING

The contents of this exhibition may cause shock, vomiting, confusion, panic, euphoria, and anxiety. If you suffer from high blood pressure, a nervous disorder, or palpitations, you should consult your doctor before viewing this exhibition.



Getty Images

Takeru Kobayashi in action









Birmingham as a City...

Largest Local Authority in England 1.1million

287,000 are children and young people under the age of 19 : **28%** of the population.

The city is expected to grow: by 2020 it is estimated there will be **314,000** children and young people.

Health:

By the age of 10, **24%** of the children are obese in comparison to 19% of the national average.

8-9% of children self report that they suffer significant emotional problems like anxiety and depression (NA 5%).

14% suffer from conduct disorders (NA 11%).

40% rise in hospitals admissions following self harm since 2009-10.

Half of Birmingham children are from ethnic minority background: over **50 languages** spoken in the city.

Schools: 420 Schools **60%** of 16 year olds obtain A*- C grades in 5 subjects. This is above the national average.

Child Poverty

2013: There were 84,114 children living in poverty = **31%** of the city's children.

Only 6 of 40 wards are below the national child poverty rate of **20%**. 7 wards are above **40%**.

Highest levels in child poverty in UK

The top 20 parliamentary constituencies with the highest levels of child poverty in the UK are:

Constituency	% of children in poverty 2013 (after housing costs)
1. Bethnal Green and Bow	49%
2. Poplar and Limehouse	49%
3. Birmingham, Ladywood	47%
4. Manchester Central	44%
5. Birmingham, Hodge Hill	43%
6. Edmonton	43%
7. Westminster North	43%
8. Tottenham	42%
9. Hackney South and Shoreditch	42%
10. Manchester, Gorton	42%
11. East Ham	42%
12. Birmingham, Hall Green	42%
13. Glasgow Central	41%
14. Hackney North and Stoke Newington	41%
15. West Ham	41%
16. Blackley and Broughton	40%
17. Bradford West	39%
18. Brent Central	39%
19. Leeds Central	39%
20. Bradford East	39%

Birmingham City Council

Inspection of services for children in need of help and protection, children looked after and care leavers

and

Review of the effectiveness of the local safeguarding children board¹

Inspection date: 18 March 2014 – 09 April 2014

Report published: 23 May 2014

The overall judgement is Inadequate

There are widespread and serious failures that leave children and young people at risk of harm

It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

1. Children who need help and protection	Inadequate
2. Children looked after and achieving permanence	Inadequate
2.1 Adoption performance	Inadequate
2.2 Experiences and progress of care leavers	Inadequate
3. Leadership, management and governance	Inadequate

The effectiveness of the Local Safeguarding Children Board (LSCB) is inadequate

The LSCB is not demonstrating that it has effective arrangements in place or the required skills to discharge its statutory duties.



SERIOUS CASE REVIEW

Under Chapter VIII

'Working Together to Safeguard Children'

In respect of the death of

Case No.2011/12 - 02

SERIOUS CASE REVIEW

In respect of the death of Keanu Williams

Born 11th December 2008

Died 9th January 2011.

Presented to the Birmingham Safeguarding Children Board

September 2013.



SERIOUS CASE REVIEW

Under Chapter VIII

'Working Together to Safeguard Children'
2010

In respect of the serious injury of a Child

BSCB/2010-11/1



SERIOUS CASE REVIEW

Under Chapter VIII

'Working Together to Safeguard Children'

In respect of the Serious Injury of

Case No.2010-11/3



There was generally a lack of communication and information sharing between professionals.

Adult services engaged with the perpetrator failed to exchange information and to make referral to Children's Social Care when appropriate.

There is a need for effective communication across the three arms of the Local Authority (Early Years, LADO and Children's Social Care) since lack of communication resulted in missed opportunities to collate the accumulating concerns about the Perpetrator and his relationship with Subject Child.

There were several missed opportunities to work collaboratively and share information within agencies and between agencies during this period.





- There were three missed opportunities in October 2009 where Health professionals, particularly the GP and mental health professionals, were extensively involved with the parents and no one considered the need to assess the welfare of the children. The Police and Children's Social Care were involved as well and failed to consider the welfare of the children in their decision making.
- There were four missed opportunities in April 2010 when Health professionals, the Police, the school and Children's Social Care were all separately in possession of information which should have led to inter agency consultation and action to see and assess the children.



Common themes in SCRs of serious and fatal maltreatment

- Family characteristics
- Minority previously known to CPS
- The invisible child
- <Service integration, co- operation, communications
- Failure to interpret the information
- Poor recording of information and decisions
- Decision making
- Relations with families
- Thresholds



Never Events (n = 14):

Wrong site surgery : harm or death to patients or the public;

- Has occurred in the known source of

Retained instrument post-op

5/16

- There is existing national guidance on how it can be prevented:

Wrong route chemotherapy administration
national guidance is followed

- Occurrence of the Never Event can

In-patient suicide using non-collapsible rails



Tareena Shakil: 'I don't want sympathy ... it was my decision to go to Syria'

British health worker convicted of being Isis member and encouraging acts of terror on social media said she only wanted to live under sharia law



📷 Tareena Shakil: 'I just wanted to live an Islamic life, not to kill anybody.' Photograph: West Midlands police/PA

She was a bright, successful student who loved reality television shows and bands like the Spice Girls. Friends of Tareena Shakil describe her as fun-loving and caring young woman while her family have said they did not consider her particularly religious.

Over the past few weeks, a jury at Birmingham crown court has heard the extraordinary story of how Shakil, a 26-year-old health worker, struck up online friendships with members of [Islamic State](#) before travelling with her young child to Syria via Turkey.

On Friday, that same jury [found her guilty](#) of being an Isis member and encouraging acts of terror on social media.





Police name 15-year-old victim of fatal stabbing in Smethwick

Jamar Walker from Birmingham died in hospital on Sunday after suffering stab wound to his leg in Raglan Road



📷 Jamar Walker, who was stabbed in Raglan Road in Smethwick. Photograph: West Midlands police/PA

The aggregation of marginal gains



Dave Brailsford

“The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together”

“Put simply... How small improvements in a number of different aspects of what we do can have a huge impact on the performance of the team”

First: A team with the skills and motivation to succeed



Hall et al 2012

England Rugby Team 2003 'critical non-essentials'

Formula 1

Chess (1886 Steinitz Accumulation Theory)

Resetting the culture

Corporate co-ordination and focus

Not everything needs to be measured





Getty Images

Takeru Kobayashi in action

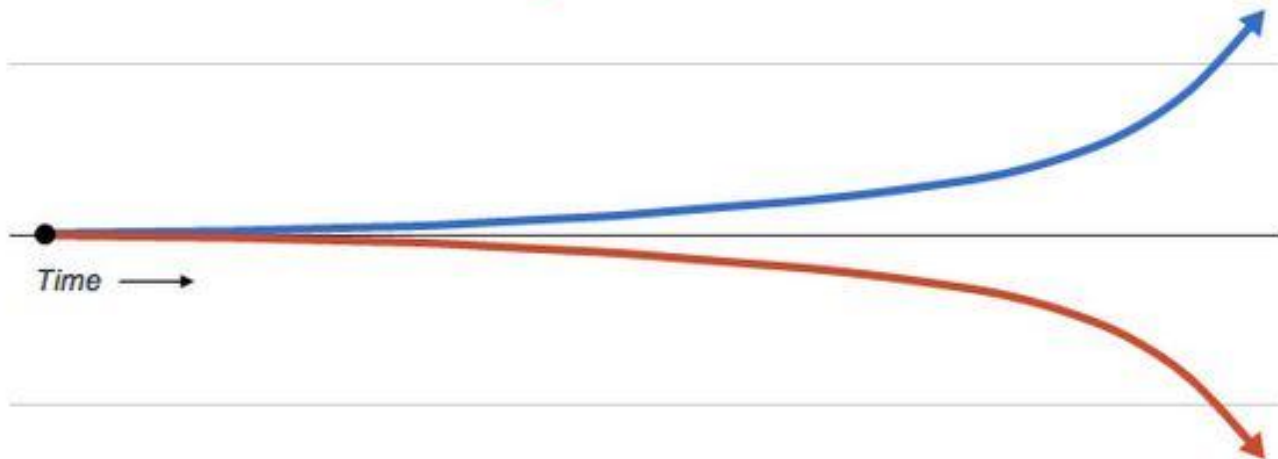
Aggregation of Marginal Gains

- 1% Improvement
- 1% Decline

5.8k

2k

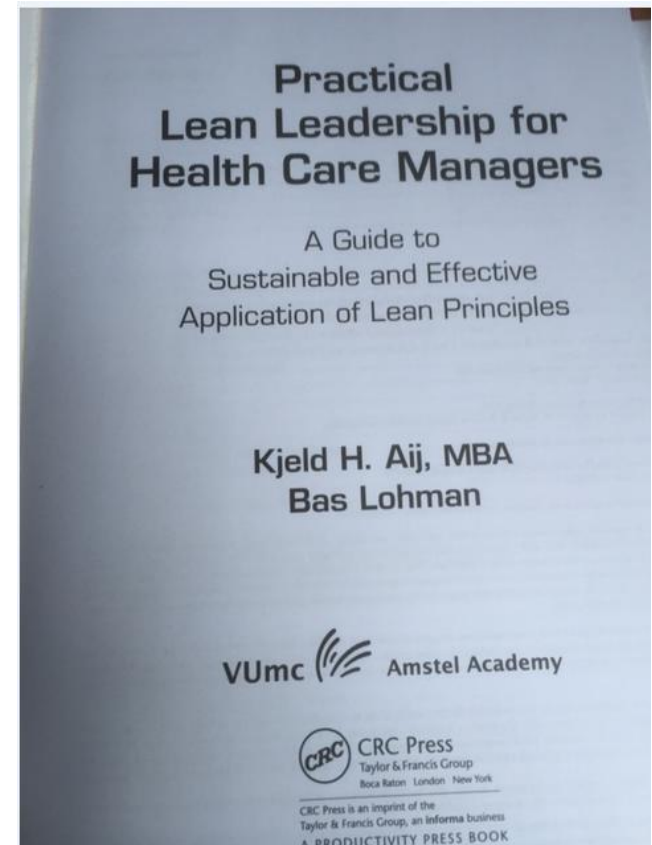
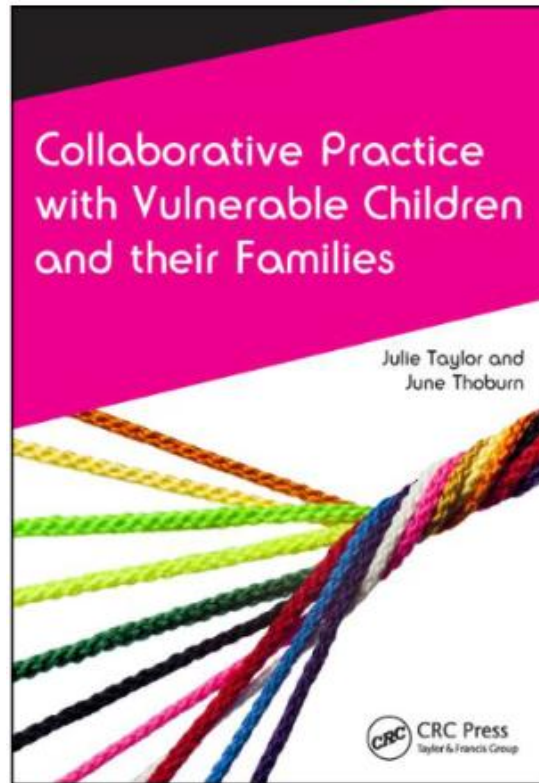
Time →



Dorset Fire and Rescue Service

- 1. Leadership gains:** small changes in overall strategic leadership and management that provokes new thinking in managers, and innovation within and between departments that improve efficiency, effectiveness and increased morale.
- 2. Technological gains:** introducing low cost, undisruptive ICT or equipment changes that improve customer and service delivery experiences.
- 3. Process gains:** changing processes through LEAN thinking and application, along with the improved use of metrics to focus resources on the things that really make a difference and from which marginal gains can be determined.





Lean thinking?

Lean thinking is a business methodology that aims to provide a new way to think about how to organize human activities to deliver more benefits to society and value to individuals while eliminating waste. The term *lean thinking* was coined by James P. Womack and Daniel T. Jones to capture the essence of their in-depth study of Toyota's fabled [Toyota Production System](#). Lean is an improvement approach to improve flow and eliminate waste that was developed by Toyota.

Lean is basically about getting the right things to the right place, at the right time, in the right quantities, while minimising waste and being flexible and open to change.



Lean principles:

Improve flow to eliminate waste and reduce delays

Get things right first time, thus improving quality and lowering cost

Empower staff, motivate them to sustain results

Make good decisions using evidence

Learning by doing get results, quickly



Lean Six Sigma: 8 Wastes



Defects

Efforts caused by rework, scrap, and incorrect information.



Overproduction

Production that is more than needed or before it is needed.



Waiting

Wasted time waiting for the next step in a process.



Non-Utilized Talent

Underutilizing people's talents, skills, & knowledge.



Transportation

Unnecessary movements of products & materials.



Inventory

Excess products and materials not being processed.



Motion

Unnecessary movements by people (e.g., walking).



Extra-Processing

More work or higher quality than is required by the customer.

Ten conditions for success

1. Articulated values and espoused vision for practice
2. Whole system approach to strategic planning and service delivery
3. Unifying use of theoretical models of evidence-based practice
4. Manageable workload that is regularly reviewed
5. Social care teams small enough to allow team managers to know both staff and families well

Stanley, T and Lincoln, H. (2015) *Improving organisational culture – the practice gains* *Social Work in Action*, BASW



Ten conditions for success (cont)

6. Minimise changes to key worker/team transfers whilst respecting need for some specialism
7. Operational culture of dialogue, reflective thinking, feedback, learning and support
8. Aspirant and system –wide approach to improvement and performance
9. Relentless focus on recruitment, development and retention of front-line practitioners
10. Appropriate practical support

Stanley, T and Lincoln, H. (2015) Improving organisational culture – the practice gains *Social Work in Action*, BASW





Better Together?





 @bulawayojulie

j.taylor.3@bham.ac.uk

Julie.Taylor8@bch.nhs.uk