



## Surrey Safeguarding Children Board

### Annual Report April 2012 - March 2013



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# Foreword

I am delighted to present the Surrey Safeguarding Children Board (SSCB) annual report for the period April 2012 to March 2013.

The period covered by this report has been one of considerable change both for the board and for all partner agencies, involving budget constraints and major organisational restructures, which continue in the current year. These changes present safeguarding practitioners and agencies with real and complex challenges which the SSCB must monitor to ensure there is no adverse impact.

The SSCB support team has been restructured to enable an increase in capacity to carry out its statutory functions under Regulation 5 of the local safeguarding child board (LSCB) regulations and to enable it to achieve its objectives under Section 14 of the Children Act 2004, which are to co-ordinate and ensure the effectiveness of what is done by each person or body represented on the board, for the purpose of safeguarding and promoting the welfare of children within Surrey.

The review of the full SSCB structure and governance was implemented, which meant we no longer had an executive group. There is now a revised membership of the SSCB full board, with the operations group becoming more focused on driving the business plan and ensuring the links between the board and its sub groups and area groups. A second stage review of the area groups and their effectiveness commenced and will report in 2013-14.

During 2012-13 there were a number of continuing and ongoing serious case reviews (SCRs) and partnership reviews and two SCRs were published. SSCB has pro-actively piloted a number of different methodologies in approaching reviews, adopting the systems approach, as detailed in the Munro Report 2011. This was in anticipation of this becoming a recommendation as part of The Department for Education's (DfE) revised 'Working Together' 2013 guidance.

The 'Working Together' guidance demonstrates the Government's commitment to strengthening the role of LSCBs to ensure and monitor the effectiveness of all partner agencies in safeguarding children. In its monitoring capacity during 2012-13, the SSCB commissioned an external review of the SSCB quality assurance arrangements, to ensure that they were fit for purpose in the light of the revised DfE performance framework and revised processes and procedures are gradually embedding.

The SSCB has undertaken a Section 11 audit of statutory agencies in 12/13 and is providing bespoke support to partner organisations to support improvement in their safeguarding arrangements. The SSCB has also begun a comprehensive piece of work to review the arrangements for the commissioning and delivery of safeguarding training including a comprehensive training needs analysis, which will report in 2013-14.

This annual report clearly demonstrates the significant amount of effective safeguarding activity undertaken by all partners within Surrey. My thanks to all those who chair or are members of the various groups which make up Surrey Safeguarding Children Board, who demonstrate their commitment and passion to protecting children and to improving practice.

The challenge for the Surrey Safeguarding Children Board as it moves forward is to begin to demonstrate and evidence the impact of this activity on children's outcomes.

*A. Walters*

**Alex Walters**

Independent Chair, Surrey Safeguarding Children Board



## Background

### Surrey's children

There are approximately 272,800 children and young people, aged 0-19 living in Surrey. The majority are safe, well educated and cared for, experience good health and have good leisure and employment opportunities.

Surrey has one of the lowest rates of child deprivation in the UK, with the most recent data indicating that there are approximately 23,090 children and young people in Surrey, aged 0-19, living in low-income households. This equates to 11.8% of the 0-19 population.

Birth rates in Surrey have risen by 20%, with a projected peak in 0-5 year olds of 73,600 in 2020. Projections predict that overall the Surrey 0-19 population will grow by 3.7% by 2015 increasing demand on universal services.

In Surrey more than 190 languages are spoken.

The Joint Strategic Needs Analysis (JSNA) for Surrey acknowledges the significant impact that a positive parenting experience has upon a child's emotional wellbeing and development. Conversely the impact of a negative parenting experience can hinder the development of positive outcomes.

The JSNA identifies four key interrelated issues which can adversely impact upon the lives of children and young people:

- parental mental health
- parental substance and alcohol abuse
- domestic abuse
- living in poverty and hardship.

Within Surrey some families have been identified as having multiple needs and require additional support:

- 2012-13 saw a 7% increase in children in need (CIN) with referrals relating to safeguarding concerns rising by 4%.
- At 31 March 2013, 890 children were subject to a child protection plan compared with 794 at 31 March 2012. Whilst this represents a significant increase from the previous year, it is a decrease from a mid-year peak of 936 in August 2012. Previous years indicate a peak is reached in this month of a reporting year.
- During 2012/13, the number of children who had been subjected to more than one child protection plan decreased by 2.8%. In 2012/13 8.8% of children were in this position. This would indicate that plans are being concluded more effectively, either through the success of plans to reduce risk and put in place appropriate support, or escalation to more intensive intervention.
- The numbers of children whose plans ended after being the subject to a Child Protection Plan for more than two years was 3.4% in comparison to 6.7% in March 2012.
- At 31 March 2013 there were 831 looked after children (LAC) within Surrey compared with 807 on 31 March 2012. Whilst still an increase in the numbers of children needing to be looked after; it represents a decrease in the rate of increase compared to the previous year. In April 2011, the number of children looked after was 737.

## The role of Surrey Safeguarding Children Board

Surrey Safeguarding Children Board (SSCB) was established in April 2006 and is chaired by an independent chair, Alex Walters, who is independent of any organisation working within Surrey. Alex Walters was appointed to the SSCB in September 2011.

The SSCB is the key statutory mechanism for agreeing how the relevant organisations in Surrey will cooperate to safeguard and promote the welfare of children and ensure the effectiveness of what they do and provide strategic oversight.

The objectives of the SSCB as set down in 'Working Together to Safeguard Children 2013' are:

- to coordinate what is done by each person or body represented on the board for the purposes of safeguarding and promoting the welfare of children in their area; and,

- ensure the effectiveness of what is done by each such person or body for that purpose.

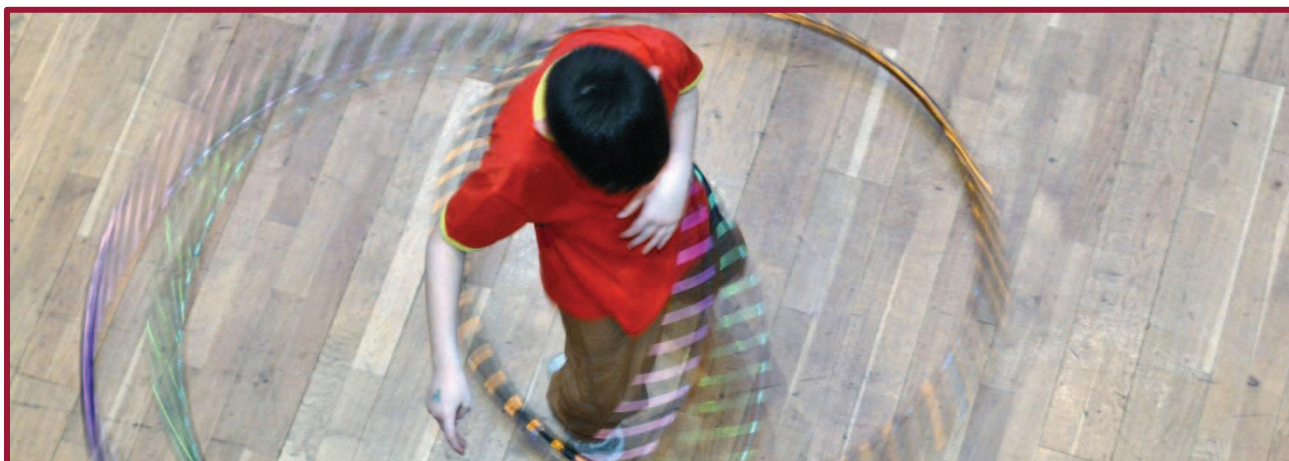
This entails a wide range of responsibilities across the Surrey area including:

- establishing and monitoring thresholds for the provision of services by partner agencies
- developing policies and procedures
- commissioning and evaluating single and multi-agency training
- establishing specific, local protocols to reflect local priorities
- communicating and raising awareness
- monitoring and evaluating the activities of partners through S11 and auditing activity
- reviewing child deaths and conducting serious case reviews.

In the wider Surrey context the SSCB has a statutory scrutiny and monitoring role in relation to the newly established Children and Young People's Partnership (CYPP) and the themed partnerships working within the CYPP and holds them to account in their work to improve outcomes for children and young people. This scrutiny function applies to the Health and Wellbeing Board and the other statutory partnerships i.e. the Public Safety Board where there are issues that impact on children.

The SSCB business plan for 2012-13 agreed **three priority areas** of focus and the progress towards these is reported on throughout this annual report. The priority areas are:

1. to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families
2. to ensure sufficient timely and effective early help for children and families who do not meet the thresholds for children's social care
3. to ensure professionals and the current child protection processes effectively protect those children identified in need of protection.



## Progress in 2012-13

**Targeted priority 1:** To work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families

Progress towards the achievement of this priority has been slower than anticipated. From an evaluative position it is disappointing that a draft domestic abuse strategy has not been agreed and will be further delayed until September 2013. The SSCB has engaged in the process and provided evidence and information through audit recommendations of some of the gaps in services for children and families and area groups have focussed their activities in improving outcomes for children relating to this priority.

However there has been some progress. Following a domestic abuse rapid improvement event (RIE) in June of 2012 the Community and Public Safety Board requested that the Surrey County Council community safety team take the lead in developing a multi-agency domestic abuse strategy for Surrey. Since then the team has undertaken a) research to explore what other localities do, capture effective practise, and understand the different responses, resource allocations and commissioning models, b) completed focus groups with victims, and c) run a series of workshops for health, local authority, third sector, police and army staff. The information gathered from these activities will form the basis of the development of a new strategy. This will be drafted over the summer period of 2013 and following a consultation period it is expected that a report will be submitted to the Community and Public Safety Board meeting in September 2013 proposing adoption of the new draft strategy. The new strategy will then form the basis of future work for the next three to five years and will be supported by a detailed action plan.

The themes of the new strategy are likely to be prevention, early intervention and response.

The role of children's centres and the early years and childcare service is significant and effective in providing support to families where domestic abuse is a concern. However the SSCB has particularly raised concerns that wider specialist support work, directly supporting children affected by domestic abuse across the region, is



very limited and geographically disparate with in many cases support not being provided directly to children until a family moves into a refuge. All children affected by domestic abuse do not therefore have access to specialist support. Audit has highlighted some very significant concerns about the extent of and level of understanding of the support that is available

## Statistical data

The SSCB report card was updated to provide six month data relating to support for children and young people living in households with domestic abuse

	Q3 – Oct 12/Dec 12	Q4 – Jan 13/Mar 13
New contacts /referrals to Surrey Domestic Abuse Outreach Services	718	768
Children living in households that receive support from Surrey Domestic Abuse Outreach Services	159	144
Number of young people accessing Surrey Domestic Abuse Outreach Services : Under 17	2	8
and 17 to 24	145	109

In 2012-13 there were 12,567 incidents/crimes of domestic abuse reported to police representing 15.6% of total incidents/crimes reported; 3625 of these incidents were a repeat incident.

The number of perpetrators who live in households where there are children, who are charged with domestic abuse offences between January and March 2013 was:

Detection type	Total incidents	Repeat incidents
Charged and bailed	34	19
Charged and detained	9	5
Other force dealing - charged	1	0

## Challenges for 2013-14

Domestic abuse and the impact upon children clearly remains a priority for 2013-14.

- The delay in a draft domestic abuse strategy being developed and launched linked with evidence of a wide range of activities being undertaken independently, within organisations and not within a coherent and robust framework, leads to a lack of strategic planning, evaluation and monitoring of county-wide activities.
- The development of specialist support services for children experiencing domestic abuse represents a significant challenge particularly in times of austerity, when agencies have competing priorities with limited funding.

## **Targeted priority 2:** To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care

Partnership agreement has been achieved in principle to the components of the 'Surrey Partnership Early Help Strategy 2013-2017' and the draft strategy and the multi-agency threshold document will now be presented for comment with recommendation for sign off, through the Surrey children and young people's partnership structure in the autumn of 2013. The SSCB has engaged in its development and will be monitoring its effectiveness in its work programme for 2013-14.

### **Statistical data**

<b>CAF**s completed by agency 1 April 2012 to 1 April 2013</b>	
Schools	238
Education Support Service	117
Health	538
Early Years	414
Other agencies**	56

\* Common Assessment Framework

\*\*Other agencies includes Youth Support, Youth justice, police, housing, social care, voluntary organisations

### **Challenges for 2013-14**

- Until the early help strategy is launched, and its impact measured, the effectiveness and how robust the arrangements are for step up/step down into and out of children's social care of young children and families receiving early help is not fully understood. Regular reporting to the SSCB provides updates on progress. Challenges that arise are identified and discussed.
- The SSCB will continue to monitor how all partner agencies are providing early support and preventing cases from escalating.

## **Targeted priority 3:** To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after

SSCB audits of files and individual case reviews and the 2012 Ofsted inspection demonstrate that children are being safeguarded by effective multi-agency practice. Improvements through robust monitoring of action plans have been identified and implemented. Reports are routinely provided to the SSCB on a four monthly basis which demonstrate the effectiveness of child protection conferences and performance data is collated and monitored to ensure that wherever possible statutory time-scales are adhered to. The effectiveness of partner agencies in child

protection conferences is reported upon by independent chairs on a four monthly basis. Looked after children processes are monitored and reported upon annually to the SSCB in the independent reviewing officer report.

## Challenges for 2013-14

- Auditing activity has demonstrated that there are challenges to overcome in making audits truly multi-agency; these include resource availability, access to files, information technology issues etc. Further work is being undertaken to encourage wider participation in audit by partner agencies and for the benefit of multi-agency audit to be fully understood to enable broader reassurance to the Board of the effectiveness of child protection processes.
- Engagement by partner agencies in child protection processes, i.e. the submission of reports and attendance at child protection conferences and core groups will continue to be monitored.

## Progress against the three recommendations in the SSCB annual report 2011-12:

- To request that the Children and Young People's Partnership (CYPP) develop a partnership plan for children, young people and their families which is informed by the Joint Strategic Needs Analysis (JSNA) and sets out the strategic priorities for the partnership and how they will be addressed to improve children's outcomes.

The children's strategic partnership arrangements have been reviewed and re-launched and the CYPP Partnership plan is in development.

- To request that the CYPP clarifies the governance arrangements for domestic abuse and develop a multi-agency strategy which sets out how services will work together to reduce the impact of domestic abuse on children.

The children's strategic partnership has confirmed the governance as residing with the Community and Public Safety Board and work has been undertaken throughout 2012-13 but the domestic abuse strategy is not expected until September 2013.

- To ensure that the children's strategic partnership develops and publishes a multi-agency strategy which sets out the early help arrangements and services available which are able to intervene effectively and prevent escalation of cases to children's social care.

The council have led the development of an early help strategy in 2012-13 which will be endorsed in autumn 2013 and the implementation will be monitored by the SSCB.



## Effectiveness of local safeguarding arrangements and outcomes for children

### How safe are children and young people in Surrey?

In September 2012, Ofsted conducted an unannounced 'Inspection of Local Authority Arrangements for the Protection of Children'.

The overall effectiveness of the arrangements to protect children and young people was judged to be 'adequate', which means that services meet minimum requirements.

The inspection examined multi-agency arrangements for identifying children who are suffering, or likely to suffer harm, and the provision of early help. It also considered the effectiveness of the local authority and its partners in protecting these children if the risk remains or increases.

The SSCB was found to meet its statutory requirements.

Ofsted in September 2012 found that 'children who are at risk of harm are protected through effective and prompt action by the county council and the police'.

Recommendations for improvements, made by Ofsted, are contained in a detailed action plan, which is regularly monitored by SSCB and includes progress against some of those key recommendations, for example the development of a central referral unit, an early help strategy and a multi-agency threshold document.

The SSCB measures the effectiveness of safeguarding arrangements in a number of ways including:

- monitoring single and multi agency training
- Section 11 safeguarding self assessment by all statutory partners
- individual case analysis including child deaths, serious case reviews and partnership reviews and multi-agency audits

- review of performance management information
- multi-agency reporting from area sub groups.

## Serious case reviews and partnership reviews 2012-13

The SSCB is absolutely committed to undertaking reviews to identify and respond to the learning to support improvements in practice. During the year seven reviews were commenced of which three were serious case reviews (SCR). One SCR completed in 2011 child L, was published and a further two have been completed and are awaiting publication following conclusion of criminal proceedings and further engagement with the families. In the interim action plans to instigate improvements in services have been implemented by SSCB and partner agencies.

Progress in respect to the learning from serious case reviews includes:

- the development of a multi-agency early help strategy to support the identification of support and timely help to families
- the creation of a central referral unit where police and social workers are working together more closely to respond to concerns
- the safe sleeping campaign
- detailed analysis of barriers to engaging fathers/male carers
- joint supervision arrangements piloted for social care and health professionals
- specific work/raising awareness with boroughs and districts in relation to their housing functions.

SSCB jointly conducted one review with a local authority in London, the Social Care Institute for Excellence (SCIE) methodology was used and the feedback from the staff involved was positive. It is anticipated that this approach will be further developed in 2013-14.

### Case reviews/partnership reviews started 01.04.2012 – 31.03.2013

Case number	Month commenced	Month reported/to be reported
1	Sept 12	June 13
2	Dec 12	July 13
3	Sept 12	April 13
4	Dec 12	Aug 13

## Serious case reviews commenced 01.04.2012 – 31.03.2013

Initials	Month commenced	Month reported/to be reported
Child S	Oct 12	May 13
Children U & V	Oct 12	May 13
Child X	Dec 12	September 13

Published during 2012-2013	Not yet published
Child I	Children J & K
Child L	Child Q
	Child S
	Children U & V
	Child X

## Challenges/priorities for 2013-14

- Develop a learning and improvement framework to encourage a proactive approach to learning, improving the quality of frontline delivery, identifying emerging and entrenched problems whilst cultivating a culture of reflective practice and professional expertise.
- Ensure that the recurring themes arising from recent reviews are used to inform the development of SSCB work plans, the work of SSCB sub groups, audit activities and training programmes.

In the past twelve months the following themes have been identified:

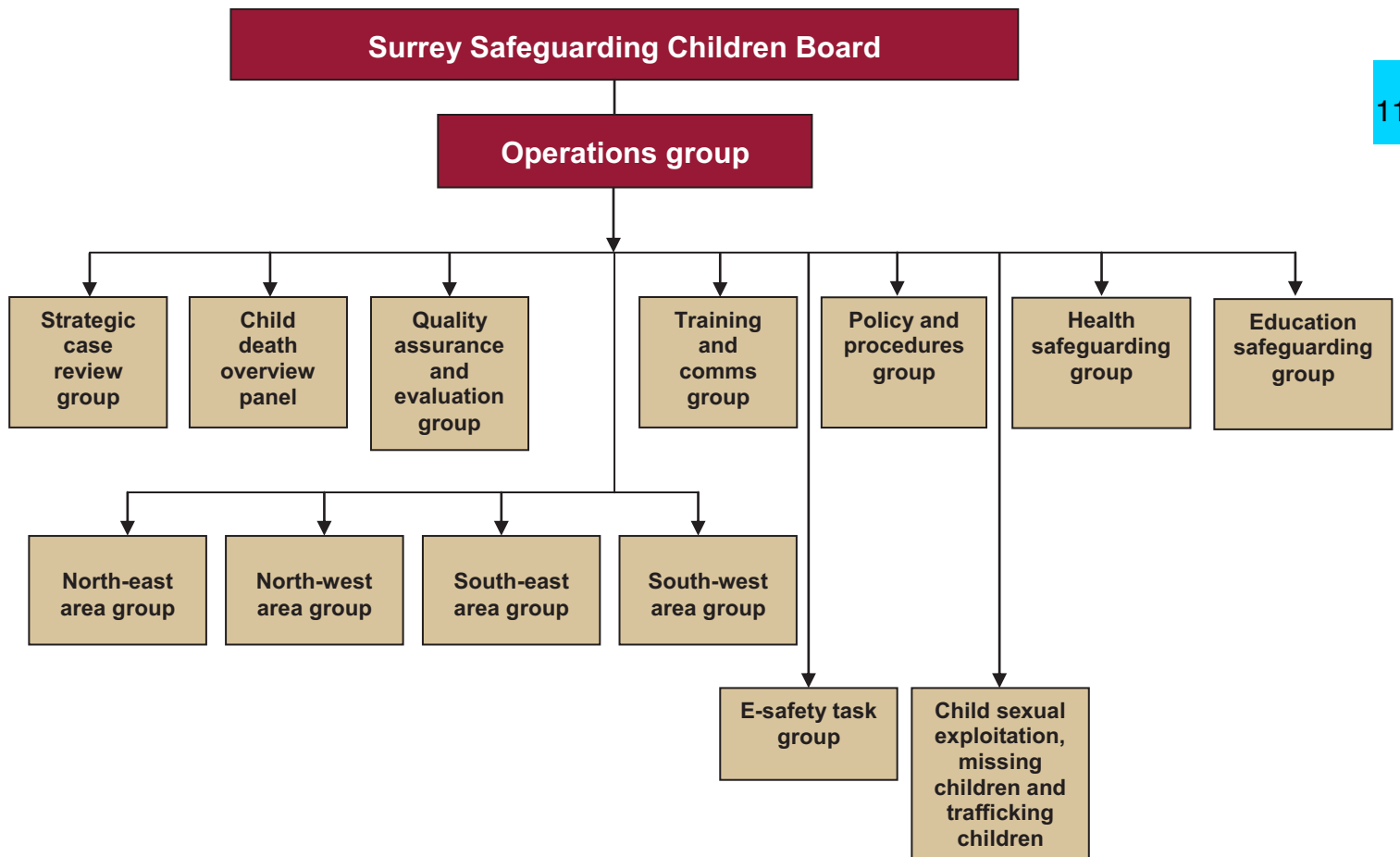
- lack of information/assessment of fathers/ male carers
- poor communications within maternity services
- misuse of alcohol not being given adequate weight in assessment
- failure to give priority to children's needs/over-focus on the problems presented by adults
- inadequate assessment of a child's needs
- inadequate recognition of the significance of interacting risk factors
- lack of recognition of the significance of bruising/injuries in non-mobile babies
- failure to access historical information/ records
- difficulty in working with resistant families
- poor record keeping
- failure to revise judgements in light of new information/human bias in reasoning
- lack of reflective and challenging supervision.

These findings have been shared with all partner organisations and have directly informed the planned 2013-14 audit activities of the quality assurance and evaluation group and the four area groups to monitor practitioners understanding and embedding of learning into practice.

# Achievements and challenges for Surrey's safeguarding groups

## Surrey Safeguarding Children Board sub group structure

The Surrey Safeguarding Children Board structure reflects a diverse membership of partner organisations, which are represented in sub groups and in the membership of the full board. The structure reflects the infrastructure of the Surrey area and the complexities of services provided to young people and families throughout the county.



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## Surrey safeguarding operations group

### Achievements/progress in 2012-13

- The role of the operations group was formally reviewed as part of a wider review of LSCB governance in autumn 2012.
- Contribution to the performance management framework – the Surrey safeguarding children’s report card upon which the full board receives four monthly reports.
- Bi-monthly reporting of all sub-group and area group activities to facilitate two way communication with the SSCB.
- Dissemination of key learning from SCR/case reviews and auditing activity.
- Monitoring the SSCB business plan.

### Multi-agency reporting from SSCB area group activities 2012-13

The four Surrey area groups comprise of operational managers from partner agencies, lay members and members of the voluntary and community sector. The purpose of the area groups is to:

- receive information from the board and translate this into local practice
- develop cross-agency delivery and performance review
- be responsible for ensuring that the SSCB business plan is delivered locally at a strategic level
- form the outward face of SSCB promoting inter-agency working and learning
- receive lessons from serious case reviews and analyse performance data pertinent to the local area
- undertake learning and improvement opportunities.

SSCB area sub groups have completed progress reviews on behalf of their respective agencies, detailing localised activity towards the achievement of the SSCB business plan priorities 2012-2013. Ofsted, in September 2012,



acknowledged that the area groups are becoming increasingly influential in their localities.

In the wider context of the achievement of SSCB business plan priorities there is a significant amount of local development work being undertaken which is reflected in targeted localised activities.

### **Achievements/progress in 2012-13**

- Review of area groups undertaken to assess effectiveness and to ensure that they remain representative of local agenda's and priorities. Membership and chairing arrangements have been reviewed.
- The development and implementation of joint supervision frameworks, across health providers, including Child and Adolescent Mental Health Services (CAMHS) teams and Children's Services, have been very successful in providing opportunities for individual case reviews and in enabling signposting of the most effective support services to families.
- Pro-active work around engaging fathers and male carers including the delivery of workshops to professionals involved in assessment, to develop professional curiosity and effectively assess risk factors.
- Local family support programmes working with the most complex families.
- A very strong focus on professional development and shared learning with agenda items structured to capture thematic approaches to current work, learning from audit findings and case reviews.
- Significant progress towards SSCB business priority 1 and a wide range of initiatives evidenced to identify, respond to, and support children who are living within families where domestic abuse is an issue.

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### **Challenges/priorities for 2013-14**

Priorities for 2013-14 have been identified by co-chairs and partner organisations as:

- Development of multi-agency audit work to ensure that there is wider participation and shared learning between the area groups.
- Professional multi agency workshops/ learning events to be delivered to support the findings and actions from audits SCRs and partnership reviews.
- Development work linked to CSE.
- Engagement of fathers and male carers.
- Risk assessment and risk management for children particularly affected by the impact of alcohol and drug abuse by parents and carers.



## Quality assurance and evaluation group

### Achievements/progress in 2012-13

In the past 12 months, the quality assurance and evaluation group (QA&E) group have achieved some significant successes in developing the work of the board:

- A quality assurance and evaluation officer and an administrator have been appointed, enabling a more efficient and co-ordinated approach to quality assurance work and building on the external review of quality assurance commissioned by SSCB.
- The board undertook and completed Section 11 audits on statutory partners. Overall compliance levels have improved. However, these are minimum standards and there is opportunity for ongoing improvement which the Board is supporting.
- Serious case review (SCR) action plans have been effectively monitored and learning has been disseminated throughout partner organisations.
- Audits have been completed on the multi-agency referral form (MARF); the multi-agency public protection arrangements (MAPPA); multi-agency risk assessment conference (MARAC) processes; supervision of workers; core group meetings and child protection conference reports.
- Analysis has been undertaken to identify the key themes from the auditing activity and from the SCR/Partnership Reviews undertaken and this has been shared with all partners and will be used to inform the auditing work programme for 2013-14.
- A revised report card on performance and quality assurance for the SSCB has been developed providing data and narrative to board members on the impact that partners are having on the lives of children in Surrey. This is reported upon on a four monthly basis to SSCB.

## Challenges/priorities for 2013-14

- Through workshops involving statutory partners to refine audit questions and develop the Section 11 audit tool to improve data quality for the 2014-15 audit.
- Reviewing the process whereby SCR action plans are monitored and implemented to ensure they meet the implementation timescales and provide evidence to monitor impact.
- Develop methods to demonstrate the impact quality assurance work is having on promoting improved outcomes for children. The QA&E group will be focusing upon themes raised by serious case reviews to establish whether learning has been fully embedded into practice.

The four multi-agency audits identified to be undertaken in 2013-14 are:

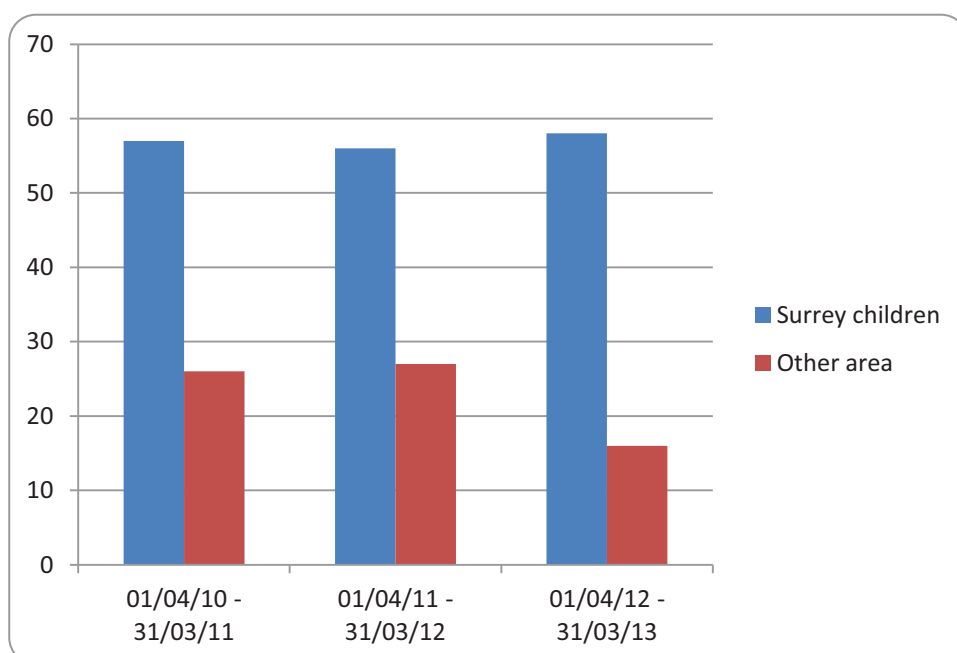
- working with families where substance misuse is an issue
  - assessment of risk where there is lack of engagement by parents
  - the quality of multi-agency supervision
  - the management of cases involving bruising of non-mobile children.
- The QA&E group will be working with the training and communications group and lead officer to audit the impact of training and the extent to which it has contributed to improvements in practice.
  - Develop more creative and inventive ways of getting feedback from service users and staff so that their feedback can inform the future practice and delivery of services by partner agencies.



## Child death overview panel

Between 1 April 2012 and 31 March 2013 the Child death overview panel (CDOP) was notified of 58 deaths of children who were resident in Surrey, and 16 children from outside the area, compared with 56 and 27 respectively in 2011-12. A significant number of the reported deaths are neo-natal, being within 27 days of birth.

**Chart 1 - All deaths notified to CDOP from 1 April 2010 to 31 March 2013**



## Achievements/progress in 2012-13

- CDOP has reviewed a total of 28 deaths during 2012-13 which included some deaths from previous years. There will always be a delay between the date of a child's death and the CDOP review being held because a review cannot be completed until all processes including inquests and serious case reviews are finalised. Between 2010 and 2013 117 deaths were reviewed. Of these 14 were deemed to be potentially preventable, and nine to have had modifiable factors.
- The appointment of an independent chair of CDOP in September 2012 provided the opportunity for the panel to review its processes.
- CDOP continues to work closely with the Coronial Service.
- A safe sleeping campaign was launched by Surrey Police and supported by Surrey CDOP to raise awareness amongst parents, mothers and carers of the increased risk of infant death through overlay when alcohol consumption, drug use and tiredness are prevalent.

## Challenges/priorities for 2013-14

- A review of the CDOP systems, which will be completed by September 2013, looking at rapid response processes and administrative procedures to identify where these can be improved.
- Recruitment of a rapid response nurse to ensure that parents are able to input to the CDOP process and are provided with sufficient support and assistance during a very difficult time.
- Review process for parental engagement.
- Upgrade of database to improve recording and reporting.



## Training and communications group

### Achievements/progress in 2012-13

- Recruitment of a training commissioning and development officer.
- Development and delivery of a multi-agency training and development plan based upon the training work plan, SSCB business plan and multi-agency training needs analysis.
- Recognising the need for a comprehensive county wide training needs analysis.
- Delivering training to 2117 participants including delivery of specialist training courses to 433 participants.
- Throughout 2012-13 key messages from the SSCB in terms of both local and national developments were communicated through the development and distribution of the SSCB newsletter.
- Monitoring and evaluating of single agency training courses.
- Delivering learning outcomes from case reviews.

### Challenges/priorities for 2013-14

- Completion and interpretation of the training needs analysis to inform future planning and programme delivery and updating the SSCB training strategy, last published in 2011-12.
- Developing tools to measure and evaluate courses and the impact of training upon practice.
- Develop the SSCB training delivery including introduction of a 'back up' rota to secure trainers to each course, to cover in the event of unavoidable absences and avoid cancellations of training.
- To ensure that the quality of training meets expectations, evaluations of trainers who deliver multi-agency training will be introduced.



## Policy and procedures group

The work of the policy and procedures group was re-aligned following the autumn 2012 change in sub group structure.

### Achievements/progress in 2012-13

- The inaugural meeting of the revised policy and procedures group was held on 15 February 2013. Membership and terms of reference were reviewed and approved.
- SSCB procedures and guidance were reviewed during autumn 2012 and with Tri.x in May 2013, which is commissioned by SSCB to update LSCB websites to reflect changes in legislation. This resulted in the identification of some out of date procedures and guidance.

### Challenges/priorities for 2012-13

- A multi-agency task and finish group will lead a project in 2013-14 to ensure that SSCB procedures and guidance is current and reflects statutory requirements and meets the needs of practitioners.
- The need to refresh SSCB procedures and guidance documents is as a result of changing legislative requirements, the publication of Working Together and the emerging learning from case review work. In the interim, briefing notes have been prepared and shared with partner organisations relating to Disclosure and Barring Service changes and Working Together 2013.



## Education safeguarding group

### Achievement/progress in 2012-13

- Section 11 audit was completed and submitted through the education safeguarding group to the SSCB.
- Raising awareness of e-safety issues through the delivery of presentations to pupils, teachers and parents at primary and secondary schools, independent primary and secondary schools, maintained and independent special schools.
- Local authority led safeguarding inspections in non maintained special schools group have been carried out in schools which have received adverse Ofsted inspection outcomes or where serious allegations have been made and the schools have not followed safeguarding procedures. As a result of these inspections, robust action plans have been drafted and given to head teachers and principals. Placements to these schools have been suspended until all aspects of the action plans have been implemented.
- Education representatives attend safeguarding meetings where safeguarding concerns have been raised involving children placed by Surrey in schools out of county.
- Child sexual exploitation champions have been identified and trained within Education.
- An up to date exemplar child protection policy has been developed for schools to adopt as a template.

### Challenges/priorities for 2013-14

- Further awareness raising of issues relating to child sexual exploitation (CSE) including training to schools and the roll out of a theatre production 'Chelsea's Choice', to all Surrey secondary schools is planned.
- Further development of regional child protection liaison officer (CPLO) network meetings to include those from the Independent sector. A survey will be completed during 2013-14 to establish how many independent schools attend meetings.
- Engagement with children's centres and pupil referral units and identification of the most vulnerable children in education such as children with special educational needs (SEN) will continue to be a priority of the education sub group.
- Consider implementation of Section 11 audits in all schools.





## Health safeguarding group

### Achievement/progress in 2012-13

- Two-way communication between all Surrey health providers, commissioners, other key agencies and the SSCB.
- Effective sharing of best practice and lessons from SCRs and individual management reviews (IMRs).
- Learning from SCRs and action plans were regularly reviewed and updated and shared with County wide health trust named professionals meetings to promote a cohesive approach between strategic and operational issues.
- Key health issues have been identified and discussed, for example in case reviews such as improving processes for information sharing between GP's, midwives and health visitors in the antenatal period.
- Provide responses to issues raised in CDOP meetings.
- Looked after children (LAC) team updates are provided.
- Consideration of the interface between the safeguarding and looked after systems.
- Commissioned capacity review of designated and named professionals role and responsibilities given the significant changes within the health economy.

### Challenges/priorities for 2013-14

- Ensuring capacity and clear governance arrangements within the new health landscape following the creation of six clinical commissioning groups operating within Surrey.
- Providing assurance to the SSCB that there is sufficiency in the new systems.



## Child sexual exploitation, missing children and trafficking children group

### Missing children

#### Achievements/progress in 2012-13

- Multi-agency missing and exploited children's conferences (MAECC) are held on a six weekly basis focusing upon the 'top 6' missing children as well as those at high risk of CSE and those at risk of human trafficking.
- Effective multi-agency risk assessments in place.
- Patterns/trends and risks are identified to allow preventative work and support to be put in place.
- A team of five volunteers have been set up within the Youth Support Service to work with repeat missing persons.

### Child sexual exploitation task group

#### Achievements/progress in 2012-13

- Data collection systems in place.
- CSE awareness days that have been attended by approximately 400 professionals from a variety of agencies. Two 'champions' training sessions have been held.
- Publicity campaign – an awareness campaign is being planned to be rolled out in October 2013 to raise the awareness of CSE/help prevent it/promote options highlight the risk indicators of CSE to the wider community.

### Challenges/priorities for 2013-14

- Have a joint risk assessment procedure that is agreed with both police and Children's Services.
- Secure funding to employ a third sector to work with potential victims and to integrate within a police or Children's Services team whilst investigating CSE, to provide continuity of care to a child identified to be at risk of CSE.
- Continue to pro-actively identify hot spots/locations within Surrey, where CSE is prevalent.
- Continue to conduct awareness raising activities, in particular to engage within the wider community.
- Develop a prevention strategy.



## Overview of progress

### Key achievements of the SSCB 2012-13

Overall 2012-13 has seen a step up in the performance of the SSCB, with increased capacity to support partner agencies in their work towards achieving the key priorities of the board. This has led to improved partnership working, more robust quality assurance and evaluation of activities and has provided a greater understanding of the challenges faced by partner agencies as they move through a period of austerity, budget cuts and re-structuring. The existing business plan for 2012-15 has been robustly reviewed and this is attached at appendix B with evidence of progress and an updated action plan for 2013-14 has been developed.

In measuring the success of the SSCB in delivering its core business objectives there has been significant progress in 2012-13:

- In the completion of Section 11 audits by all statutory partners and a robust and comprehensive understanding of the activities of partners in optimising effectiveness of arrangements to safeguard and protect children.
- A detailed quality assurance framework and audit work programme has been developed and agreed and a number of audits undertaken. The themes from these audits and case reviews have been identified and disseminated and used to inform the quality assurance and training work programmes for 2013-14.
- Specific awareness raising work with the boroughs and districts in relation to their roles and responsibilities particularly in relation to housing functions.
- A performance scorecard has been developed and is being increasingly populated by data/information from partner agencies.
- CDOP have undertaken reviews of child deaths appropriately and ensured that key public health messages have been identified and are supporting dissemination.
- SSCB has commissioned three serious case reviews and four partnership reviews in 2012-13. This demonstrates an ongoing commitment to learning. These reviews have used a variety of methodologies and have involved frontline staff and practitioners.

- A comprehensive training needs analysis is currently being undertaken to determine the future training needs of partners and to inform decision making as to whether the SSCB should continue to deliver training or move to a commissioning model in 2014-15. Benchmarking against other LSCB's is also being adopted to measure the quality and relevance of SSCB training programmes.
- Safer recruitment and disclosure barring services changes have represented a significant change to the vetting of individuals working with children and the Board has pro-actively responded to these changes by producing a briefing note and hosting a learning workshop for HR professionals.

In addition the SSCB has provided robust scrutiny of some specific issues within Surrey which have included:

- An independent provider of mental health service for young people where there were safeguarding concerns.
- Jointly commissioned a capacity and capability review of the current arrangements for designated and named health professionals.
- Increased reporting to SSCB on the performance of the processes which support children subject to a child protection plan and the engagement of partner organisations.
- A continuing focus on the evolving children's trust arrangements and the development of a children and young person's plan with shared strategic objectives.
- A continuing focus on the early help strategy and that this is a partnership owned approach.
- The effectiveness of area groups to support improved safeguarding practice.
- Informing the domestic abuse strategy with the findings from auditing activity.
- Supporting the need to develop a CSE strategy with a clear action plan.

The SSCB had identified three key strategic priorities. During 2012-13 there is evidence of satisfactory progress being made against these priorities. A multi agency threshold document has been developed and there has been considerable work to develop the early help strategy. The domestic abuse strategy is in the latter stages of development and is expected to be launched in autumn 2013.

It is therefore too early to reflect fully upon the impact of this ongoing work in improving the experience for children and young people requiring early help and in safeguarding children from the adverse impact of domestic abuse. However, in the wider context the SSCB is driving forward the expectation that the relevant partnership bodies develop and implement strategies that will improve outcomes for children and receive regular reports of progress, providing opportunity for discussion and challenge to inform progress.



## Looking forward

### Priorities for Surrey Safeguarding Children Board in 2013-14

1. The SSCB, as part of its review of the business plan in 2012-13 identified a fourth strategic priority; to develop and agree the implementation of a CSE strategy identifying key priorities and monitoring procedures to measure impact and effectiveness.
2. To actively engage with the voluntary, community and faith sectors across Surrey to raise awareness and to begin the process of assuring the quality of safeguarding processes.
3. To improve formal participation by children, young people and their families in the work of SSCB to ensure the priorities are appropriate and that services are of good quality.
4. A learning and improvement framework together with supporting quality improvement processes need to be developed to measure, as a direct result of learning, workforce understanding and confidence to improve practice with children. This learning and improvement framework will also measure the sufficiency and impact of single agency and multiagency training.
5. Consideration of a strategy to engage the independent health sector and maintained and non maintained schools in the Section 11 process.

## Recommendations for 2013-14

1. SSCB would like to see continued urgency and a relentless focus by partners on reducing the impact of domestic abuse on children.
2. SSCB would like the implementation of the early help strategy by all partners to be able to demonstrate that children and families receive timely and appropriate support and prevent the need for escalation. To ensure the step up/step down procedures to children's services are robust and reduce the need for children to become subject to child protection plans.
3. To ensure that all organisations have mechanisms to listen to the voice of children and young people and their families.
4. To ensure that all organisations are informed by feedback from their staff on the effectiveness of safeguarding arrangements.
5. To ensure that senior managers and all partner organisations continue to invest resource in safeguarding through continued commitment to the work of the SSCB and in particular support to the scrutiny and quality assurance functions.
6. To ensure that the significant organisational and structural changes within the NHS and health economy do not impact upon the quality of strategic and operational engagement by health partners in safeguarding.

## Financial resources

Demand and capacity issues throughout partner organisations has been evident throughout 2012-13; however during this period of significant change partners have remained committed to the SSCB and this is demonstrated in their ongoing contributions to the SSCB pooled budget.

Contributions to the budget for the financial year 2012-13 remained the same as the previous year, totalling £310,177.00, with significant contributions from all agencies, including the boroughs and districts and acute health trusts.

The board support team restructuring was agreed and implemented during 2012-13 to support the key functions of the board. The support team consists of a partnership support manager, quality assurance and evaluation officer, training development and commissioning officer, a case review officer (from May 2013), a child death coordinator, plus administrative support.

### Contributions to 2012-13 budget

Organisation	Contribution £	Percentage of Total
PCT	131,852	42.52
Surrey Children's Services	115,195	37.14
Surrey Police	27,765	8.95
NHS trusts	13,500	4.35
District and boroughs	11,000	3.52
Probation Service	7,315	2.36
Youth Support Service	2,000	0.64
Early Years	1,000	0.32
Cafcass	550	0.18
<b>Total</b>	<b>£310,177</b>	

### Expenditure 2012-13

Cost Heading	Expenditure £
Employee related costs	240,287
Staff expenses	3,844
Training	58,191
Other costs	9,669
Independent reviews/case reviews	51,076
Independent chair	19,000

## Appendix A Attendance data

### Full board

05.09.2012	20/35 (57%)
15.11.2012	18/35 (51%)
30.01.2013	16/24 (66%)
21.03.2013	14/24 (58%)

### Executive group

26.04.2012	8/11 (72%)
11.07.2012	7/11 (63%)
05.09.2012	8/11 (72%)
08.11.2012	11/11 (100%)

### Strategic case review group

26.04.2012	6/7 (85%)
21.08.2012	6/7 (85%)
16.10.2012	5/7 (71%)
29.11.2012	5/7 (71%)
22.02.2013	6/7 (85%)

### Quality assurance and evaluation group

30.05.2012	10/15 (66%)
08.08.2012	11/14 (78%)
26.09.2012	8/15 (53%)
28.11.2012	11/14 (78%)
05.02.2013	8/14 (57%)

### Operations group

17.05.2012	10/20 (50%)
29.08.2012	7/19 (37%)
22.11.2012	11/19 (58%)
28.02.2013	12/19 (63%)

### CP conference dissent group

29.10.2012	9/13 (69%)
04.01.2013	5/12 (41%)
25.02.2013	9/12 (75%)

### Training communications and procedures group

30.04.2012	12/20 (60%)
04.07.2012	11/18 (61%)
19.09.2012	11/18 (61%)
15.02.2013	12/18 (66%)

### Health safeguarding group

05.04.2012	17/25 (68%)
05.07.2012	15/25 (60%)
04.10.2012	15/26 (57%)

### North-east area group

05.04.2012	10/35 (28%)
04.05.2012	14/35 (40%)
06.07.2012	16/36 (44%)
28.09.2012	15/40 (37%)
06.12.2012	16/41 (39%)
05.03.2013	16/34 (47%)

### North-west area group

10.05.2012	14/40 (35%)
01.08.2012	16/39 (41%)
06.11.2012	11/37 (30%)
07.02.2013	19/41 (46%)

### South-east area group

15.05.2012	20/40 (50%)
25.06.2012	16/38 (42%)
27.09.2012	21/43 (49%)
13.11.2012	21/41 (51%)
15.02.2013	Workshop
26.03.2013	17/42 (40%)

### South-west area group

22.05.2012	18/33 (54%)
31.08.2012	16/34 (47%)
20.11.2012	16/36 (44%)
05.03.2013	23/39 (59%)

### Education safeguarding group

01.05.2012	12/17 (70%)
02.10.2012	10/18 (55%)
06.03.2013	11/18 (61%)

### CDOP

23.05.2012	10/13 (77%)
25.07.2012	7/12 (58%)
19.09.2012	11/14 (78%)
21.11.2012	10/13 (77%)
23.01.2013	8/13 (61%)
20.03.2013	8/13 (61%)



## **Appendix B**

### **2012-2013 SSCB business plan review**

Surrey Safeguarding Children Board (SSCB) was established as a statutory board under Section 13 of the Children Act 2004, Working Together to Safeguard Children (March 2013). Section 14 of the Children Act sets out the objectives of the local safeguarding children board (LSCB):

- i. To co-ordinate and,
- ii. ensure the effectiveness of,

what is done by each person or body represented on the board for the purpose of safeguarding and promoting the welfare of children in the area.<sup>1</sup>

The LSCB provides a strategic framework for partner agencies in order to maintain a focus on their responsibilities to safeguard and promote the wellbeing of all children and young people.

This document is designed to summarise SSCB's strategic business plan priorities, desired outcomes for children and young people and some associated measures of success for the coming three years with annual review (i.e. April 2012 to March 2015).

The LSCB is committed to working closely with other themed partnerships (including Community Safety Partnerships, the Health and Wellbeing Board and Surrey Children and Young People's Partnership) to ensure strategic co-ordination around common priorities and effective use of limited partnership resource.

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out the functions of the board in relation to its objectives set out above.

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<sup>1</sup> Working Together to Safeguard Children, 2013 Chapter 3.

## 1. Overarching priority:

To ensure the SSCB is able to deliver its core business as identified in Working Together 2013. In order to do this it has five core business objectives:

- optimise the effectiveness of arrangements to safeguard and protect children and young people
- ensure clear governance arrangements are in place for safeguarding children and young people
- oversee Serious case reviews (SCR`s) and Child Death (CDOP) processes and ensure learning and actions are implemented as a result
- to ensure a safe workforce and that single-agency and multi-agency training is effective
- to raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.

**Targeted priorities:** In addition to the delivery of core business the LSCB has identified three areas of need on which to focus its attentions and resources which are reported upon in this review:

- **Targeted priority 1** – to work with partner agencies to reduce incidences of domestic violence and the impact this has on children, young people and families
- **Targeted priority 2** – to ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for children's social care
- **Targeted priority 3** – to ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after

As a result of high profile and emerging cases relating to child sexual exploitation a further priority has been identified for 2013-2014 requiring additional support from the board

- **Targeted priority 4** – to work with partnership agencies to develop, agree and implement a multi-agency child sexual exploitation strategy capturing and developing the significant work undertaken during 2012-13 as part of the CSE/missing children work plan.

<b>1</b>	<b>To ensure the LSCB is able to deliver its core business as identified in Working Together 2013.</b>
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1.1		
	Action	Progress to 17 July 2013
1.1.a	<p>Ensure there is a robust process in place for multi-agency audit and case review informed by SSCB review of current QA arrangements. These should link with SSCB strategic priorities:</p> <ul style="list-style-type: none"> <li>a) domestic abuse</li> <li>b) impact of early help</li> <li>c) children who are subject to CPP/LAC.</li> </ul>	<ul style="list-style-type: none"> <li>• processes have been reviewed and engaging with the workforce is at an early stage</li> <li>• the QA agenda has been reviewed in light of the outcomes of serious case reviews and work undertaken in the SE LSCB independent chairs group</li> <li>• domestic abuse audit has been undertaken leading to recommendations being made to the DA strategy group and QA and area groups</li> <li>• early help strategy is to be launched in September 2013. Regular updates are provided to the board and sub groups</li> <li>• the QA work plan has been revised to reflect changing priorities and the work on CPP/LAC and children with disabilities has been changed</li> <li>• SSCB report card Q4 measures outcomes</li> <li>• It has been agreed that a limited number of more in depth audits will be undertaken in 2013-2014 picking up the themes from case reviews/serious case reviews: <ul style="list-style-type: none"> <li>- bruising in non mobile children</li> <li>- supervision</li> <li>- impact and management of Substance Abuse</li> <li>- the assessment of risk.</li> </ul> </li> </ul>
1.1.b	<p>To develop an effective performance management framework to measure outcomes and impact of the work of the SSCB through agreed partnership data and the performance information/measures identified in this business plan.</p>	<ul style="list-style-type: none"> <li>• SSCB report card a multi-agency data set is being developed and is reported upon four monthly to the board.</li> <li>• challenges include getting data from partners in a timely manner</li> <li>• collation and sharing of data across agencies</li> <li>• work with families and children is in the early stages of development as the views of service users are critical and provide a balance to data set analysis.</li> </ul>
1.1.c	<p>To complete the 2012 Section 11 audits and ensure this process is robust and pro-active in its responses to partner organisations and supports continuous improvement.</p>	<ul style="list-style-type: none"> <li>• 2012 S11 audit completed and was reported upon in November 2012 to the board</li> <li>• action plans in place from partner agencies</li> <li>• review of under-performing partners to be undertaken in 2013.</li> </ul>

1.2		
	Action	Progress to 17 July 2013
1.2.a	Partner agencies and sub group chairs to submit reports to the SSCB as and when required and at least annually. A proportion of these will be those identified in Working Together (e.g. CDOP, MAPPA) but in addition annual IRO reports, complaints reports etc	<ul style="list-style-type: none"> <li>SSCB is informed of activity being undertaken by partners which supports the overarching priority of ensuring effectiveness</li> <li>a report calendar has been developed and agreed with partners to ensure regular updating against priorities.</li> </ul>
1.2.b	SSCB produce an annual report for submission to the Surrey Children and Young People's Partnership and other identified agencies/partnerships in accordance with Working Together guidance	<ul style="list-style-type: none"> <li>annual report is being produced which provides an assessment of the local arrangements to safeguard and promote the welfare of children and young people, and accounts for progress in the previous year for reporting to the July 2013 board</li> <li>report is able to make recommendations to Surrey Children and Young People's Partnership and other relevant bodies to inform wider strategic planning and development.</li> </ul>

1.3		
	Action	Progress to 17 July 2013
1.3.a	Oversee and monitor the implementation of serious case review process and the CDOP processes	<ul style="list-style-type: none"> <li>serious case reviews and partnership reviews take place in accordance with the relevant guidance in Working Together</li> <li>chairs of CDOP and SCR groups report quarterly to the operations group</li> <li>board review recommendations of Serious case reviews and agree actions and media publications.</li> </ul>
1.3.b	Ensure that learning from the review processes is: <ul style="list-style-type: none"> <li>shared with the children's workforce.</li> </ul>	<ul style="list-style-type: none"> <li>learning from reviews informs ongoing practice and policy development.</li> <li>learning events and learning from serious case review leaflets are utilised to share learning via the SSCB newsletter. National and local learning informs training programmes and audit activities.</li> </ul>
	Action	Progress to 17 July 2013
	Monitored through quality assurance processes to ensure that workforce understanding and confidence and subsequent support to children is improved as a direct result of the learning.  Public health messages are effectively disseminated to the wider population.	<ul style="list-style-type: none"> <li>measurements of the impact of improved learning and policy development as a result of serious case reviews/partnership reviews is not yet in place</li> <li>measurements of the impact of serious case reviews on the broader safeguarding agenda and reducing safeguarding risks in respect of public health messages is not yet in place.</li> </ul>

1.4		
	Action	Progress to 17 July 2013
1.4.a	To move to a training commissioning model and monitor and review the implementation of the full SSCB training programme.	<ul style="list-style-type: none"> <li>a multi agency training needs analysis is being undertaken and the findings and recommendations will be reported to the full board in September 2013.</li> </ul>
1.4.b	Introduce a framework to monitor the impact of training on workforce competence & confidence and support to children and families.	<ul style="list-style-type: none"> <li>measurement of the sufficiency and impact of single agency and multi-agency training is not yet in place</li> <li>models to monitor quality and impact of training have been identified and will be piloted on two programme areas.</li> </ul>
1.4.c	To ensure the effectiveness of the role of the local authority designated officer (LADO) and current procedures for dealing with allegations against the workforce	<ul style="list-style-type: none"> <li>senior officers in partner agencies have been identified as first contact with enquiries of workforce allegations</li> <li>LADO role will be clear and understood by all partner agencies, CPLO training is in place and is delivered by Babcock 4S and externally commissioned agencies. The impact of this training is not yet monitored.</li> <li>policy and procedure will be clear and understood by all partner agencies.</li> </ul>
1.4.d	To review the impact of safer workforce training on agency practice.	<ul style="list-style-type: none"> <li>SSCB will be able to determine whether the training is informing safer workforce practice and whether minimum standards are being met; monitoring and measurement is not yet in place and is a priority for development in 2013-14</li> <li>training, development &amp; commissioning officer in post from February 2013 to lead on this area of work.</li> </ul>

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1.5		
	Action	Progress to 17 July 2013
1.5.a	<ul style="list-style-type: none"> <li>To plan and deliver regular newsletters and updates to all staff</li> <li>To agree a mechanism to ensure engagement of children, young people and their families in measuring the effectiveness of safeguarding arrangements.</li> <li>To agree a mechanism to enable staff to measure the effectiveness of arrangements in safeguarding services.</li> </ul>	<ul style="list-style-type: none"> <li>newsletters raise awareness of key issues however the regularity of publication needs improvement.</li> <li>work to engage with children and families is in early stages and is a key priority for the SSCB QA officer in 2013-14</li> <li>key agencies and service providers working with children and young people develop more responsive policy and practice informed by needs, views and wishes of young people</li> <li>children and their families inform and influence quality and effectiveness of safeguarding so that they feel more safe</li> <li>staff inform understanding and monitoring of effectiveness of safeguarding services.</li> </ul>

TP 1

To ensure sufficient work with partner agencies to reduce incidences of domestic abuse and the impact this has on children, young people and families.

	Action	Progress to 17 July 2013
TP 1.1	To ensure all children and young people affected by domestic abuse have access to sufficient specialist service provision that meets their needs and this is demonstrated through audit activity.	<ul style="list-style-type: none"> <li>no specific specialist service is provided to children; children in refuges have an allocated child worker funded by Surrey County Council</li> <li>area group work reflects the local initiatives to support victims and survivors of domestic abuse, in one area a specific post of outreach support worker for children is funded</li> <li>sufficiency of capacity to support families particularly children is not fully understood by the SSCB review and mapping of services is part of the work of the domestic abuse development group.</li> </ul>
TP 1.2	To ensure a consistent holistic approach to children and young people affected by domestic abuse through the development of a skilled workforce.	<ul style="list-style-type: none"> <li>SSCB do not deliver domestic abuse training; this is to be a priority for the training, development and commissioning officer/partnership support manager to forge stronger links between the SSCB and the domestic abuse development group</li> <li>local meetings have taken place with agencies delivering training and observation of training have taken place - capacity is an emerging issue</li> <li>training needs analysis specifically addresses domestic abuse</li> <li>externally delivered domestic abuse training will be included in the SSCB training programme which will be broadened to capture other multi agency delivery of partner organisations.</li> </ul>
TP 1.3	To monitor the domestic abuse strategy to identify if there are ways in which partners can work together more effectively to intervene early and mitigate the impact of domestic abuse on children and young people.	<ul style="list-style-type: none"> <li>partnership support manager sits on domestic abuse development group</li> <li>strategy is due to be published in September 2013 - presentation to the board will be requested and partners asked to work together to develop an implementation plan.</li> </ul>

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<b>TP 2</b>	<b>To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for Children's Social Care</b>
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	<b>Action</b>	<b>Progress to 17 July 2013</b>
TP 2.1	To monitor the effectiveness of the Surrey Children and Young People's Partnership arrangements for early help through audit of cases which are subject to CAF/TAC processes and children subject to child protection plans.	<ul style="list-style-type: none"> <li>• CAF manager reports to the QA group</li> <li>• area group audit has taken place – recommendations and actions are monitored through the QA group and reported upon in area sub groups and quarterly at the operation groups</li> <li>• QA officer working in the development of the e-caf</li> <li>• SSCB report card details activity, quality and timeliness of decision making.</li> </ul>
TP 2.2	To undertake survey of children, parents/carers on their experience of early help provision to inform commissioning of appropriate services.	<ul style="list-style-type: none"> <li>• the experience of children and families is not yet fully understood. The participation agenda is a priority area of work for the QA group in 2013-14.</li> </ul>
TP 2.3	To comment on the early help strategy as it is developed to ensure that it has an effective needs analysis and sufficient services to meet need.	<ul style="list-style-type: none"> <li>• 'Surrey Partnership Early Help Strategy 2013-17'</li> <li>• partnership agreement in principle to the components of the strategy (green/complete - 14 June 2013)</li> <li>• production of a draft strategy and family friendly version (amber, timeframe tbc)</li> <li>• sign-off of strategy through: SSCB, Health and Wellbeing Board, Children and Young People's Partnership Trust, and Public Value Programme Board (amber, timeframes tbc).</li> </ul>

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**TP 3****To ensure professionals and the current child protection processes effectively protects those children identified in need of protection and who are looked after.**

	<b>Action</b>	<b>Progress to 17 July 2013</b>
TP 3.1	To monitor the effectiveness of arrangements by CSC and partners when children are subject to child protection plans or LAC through rigorous single and multi-agency audit activity to include quality of practice, management oversight, care planning etc.	<ul style="list-style-type: none"> <li>• single-agency and multi-agency case file auditing demonstrates that children are being safeguarding by effective multi-agency practice and identifies where improvements are necessary</li> <li>• audits have been undertaken and reported back to the commissioning group</li> <li>• outcome of audit has led to the development of a practitioners guide to Core Group working</li> <li>• recommendations have been made to inform planning of training.</li> </ul>
TP 3.2	To monitor the effectiveness of the arrangements for the conferencing of CP and LAC reviews and evidence of the quality of challenge and decision making	<ul style="list-style-type: none"> <li>• child protection reports are provided to the board on a regular basis</li> <li>• issues and challenges are considered</li> <li>• SSCB report card data provides information relating to number, timing, and duration of activities including early help.</li> </ul>
TP 3.3	To monitor the effectiveness of key partner agency professionals in the CP and LAC processes through IRO annual report, corporate parenting panel annual report etc.	<ul style="list-style-type: none"> <li>• auditing activity demonstrates some challenges in the effective engagement by partner agencies in CP and LAC processes</li> <li>• reports are provided to the board as part of the reporting calendar.</li> </ul>
TP 3.4	To monitor the effectiveness of SCC's contact and referral arrangements and thresholds for children's social care.	<ul style="list-style-type: none"> <li>• CSMT receive regular reporting and updates that inform practice</li> <li>• QA audit on multi-agency referral forms (MARF) completed and form amended to reflect findings</li> <li>• central referral unit (CRU) being established (goes live in July 2013)</li> <li>• Children's Services consultation on threshold document concluded and threshold document published</li> <li>• multi-agency threshold document being developed as part of early help work (approved June 2013)</li> <li>• regular update reports are provided to the board.</li> </ul>

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	Action	Progress to 17 July 2013
4	To develop and agree the implementation of a child sexual exploitation strategy	<ul style="list-style-type: none"> <li>development of multi-agency CSE strategy agreed and communication plan agreed</li> <li>budget implications and roll out of strategy discussed and priorities agreed at July 2013 board</li> <li>multi-agency training plan to be developed.</li> </ul>
4.1	Implementation of strategy - key priorities identified and monitoring procedures agreed	<ul style="list-style-type: none"> <li>implementation plan agreed and multi-agency communication plan developed</li> <li>impact monitoring procedures to be agreed.</li> </ul>

### Performance data review

The data set and performance measures identified in the business plan have been superseded by the development of the Surrey Safeguarding Children's Board report card. The quarter 4 2013 report was presented to the board in May 2013 and includes data collected against key performance criteria to 1 April 2013.

Commentary contained within the report card provides an analysis of the data and the findings which informs future work plans within the support team.

Quality assurance and contribution to consultations has highlighted the need for data to be collated and added to the data set for 2013-14, to record the:

- number of pre-birth assessments undertaken to inform risk assessments
- data relating to young people who sexually harm
- data relating to child sexual exploitation and trafficking.

## **Report contributors:**

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SSCB partnership support manager  
SCC head of safeguarding  
SSCB quality assurance & evaluation officer  
Designated nurse safeguarding children  
Director of quality and governance, Guildford and Waverley CCG  
Chair education safeguarding group  
Surrey Police public protection unit  
SSCB training & development officer  
Director Surrey & Sussex probation trust  
SSCB area group members

## **Communication/publication of the SSCB Annual Review**

Review and approval SSCB 17 July 2013

Publication by SSCB September 2013

Presentation of report to:

Cabinet 22 October 2013

Children & Young Peoples Partnership 3 October 2013

Health & Wellbeing Board October/November 2013

Select Committee November 2013