

2012- 2015 SSCB Business Plan Review May 2014

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 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.¹

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 (inc. 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.

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.

¹ *Working Together to Safeguard Children*, 2013 Chapter 3.

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.
- **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 2012-2013 as part of the CSE /Missing Children Work Plan

1	To ensure the LSCB is able to deliver its core business as identified in Working Together 2013.
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1.1	Optimise the effectiveness of arrangements to safeguard and protect children and young people		
	Action	Lead Group / Officer	Progress to 31 May 2014
1.1.a	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 a) domestic abuse, b) impact of early help and c) children who are subject to CPP/LAC.	SSCB QA Officer/QA and E Group /Area Groups	<ul style="list-style-type: none"> • An analysis of audit findings and learning from case reviews has identified audit themes for 2014-2015 • Domestic Abuse Audit undertaken and recommendations have been shared with the DA Strategy Group ,QA and Area Groups • Early Help Strategy has been launched and is in the process of rolling out to partner agencies through targeted workshops and Early Help networks. The impact of the changes will be reported to the Board and inform audit planning for 2014/15. • The QA work plan has been revised to reflect changing priorities and the work on CPP/LAC and Children with Disabilities has been changed • In depth audits are scheduled based upon themes highlighted in Case reviews / Serious case reviews; these include:

1.1 Optimise the effectiveness of arrangements to safeguard and protect children and young people			
	Action	Lead Group / Officer	Progress to 31 May 2014
			<p>Bruising in non mobile children Supervision Impact and management of Substance Abuse The assessment of risk. CSF have commissioned from the SSCB Policy and Procedures group a draft strategy to identify the principles of Risk Management</p> <ul style="list-style-type: none"> • 2014-2015 audits have been identified using mapping documentation from Case Reviews and audit findings.
1.1.b	To develop an effective performance management framework to measure outcomes and impact of the work of the LSCB through agreed partnership data and the performance information/measures identified in this Business Plan.	SSCB QA Officer	<ul style="list-style-type: none"> • SSCB Report Card a multi-agency data set is being developed and is reported upon four monthly to the board. • SSCB Report Card and data set is being revised through a multi agency task and finish group to engage partners more effectively in the submission of data and the provision of supporting commentary. • Data Governance issues relating to Health data are currently being discussed via Public Health who form part of the Task group • CCG's are leading on Health Data sets with providers
1.1.c	To complete Section 11 audits and ensure this process is robust and proactive in its responses to partner organisations and supports continuous improvement.	SSCB and Section 11 Panels, QA and E group	<ul style="list-style-type: none"> • 2014 S11 audit will be completed during July 2014. Focussed workshops have been held led by Elmbridge on behalf of BDC's and by the SSCB QA & E Officer on behalf of other partner organisations. • Schools Section 11 document has been agreed in principle. Action plans are in place from partner agencies which are monitored by the QA group • Support has been given throughout 2013/2014 to partners who underperformed in the 2012 S 11 Audit.

1.2 Ensure clear governance arrangements are in place for safeguarding children and young people			
	Action	Lead Group / Officer	Progress to 31 May 2014
1.2.a	Partner agencies and sub group chairs to submit reports to the LSCB 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	Partner agencies / sub group and area group chairs	<ul style="list-style-type: none"> LSCB is informed of activity being undertaken by partners which supports the overarching priority of ensuring effectiveness. A reporting calendar has been developed and is in place which ensures regular updating of the Board from a wide range of agencies
1.2.b	LSCB 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	SSCB Chair / SSCB Business Manager	<ul style="list-style-type: none"> 2012-2013 SSCB Annual report is currently being written to capture Safeguarding activities against the Board priorities across Surrey Report will make recommendations to Surrey Children and Young People’s Partnership and other relevant bodies to inform wider strategic planning and development.

1.3 Oversee Serious Case Reviews [SCRs], CDOP and partnership reviews; and ensure learning and actions are implemented as a result			
	Action	Lead Group / Officer	Progress to 31 May 2014
1.3.a	Oversee and monitor the implementation of Serious Case Review Process and the CDOP processes	SCRG Sub Group CDOP Panel	<ul style="list-style-type: none"> Serious Case Reviews and Partnership Reviews take place in accordance with the relevant guidance in Working Together. And have been mapped to identify recurring themes and inform Board led activities Chairs of CDOP and SCR groups report quarterly to the Operations Group. Board review recommendations of Serious Case Reviews and agree actions and media publications.
1.3.b	Ensure that learning from the review	SSCB	<ul style="list-style-type: none"> Learning from reviews informs ongoing practice and policy

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Oversee Serious Case Reviews [SCRs], CDOP and partnership reviews; and ensure learning and actions are implemented as a result			
	Action	Lead Group / Officer	Progress to 31 May 2014
	processes is: <ul style="list-style-type: none"> Shared with the children’s workforce 	Business Manager, SCRG group chair, CDOP chair and Area Group Chairs	development. <ul style="list-style-type: none"> SSCB Learning Improvement framework has been agreed Learning events and learning from Serious Case Review Leaflets are utilised to share learning via the SSCB Newsletter. National & local learning informs training programmes and audit activities. Workshops held in November and December 2013 have provided information on the barriers to the transfer of learning into practice and these workshop findings will inform planning of services and policy and procedures
1.3c	<ul style="list-style-type: none"> 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. 	SSCB Partnership Support Manager, SCRG group chair, CDOP chair and Area Group Chairs	<ul style="list-style-type: none"> Measurements of the impact of improved learning and policy development as a result of Serious Case Reviews/Partnership Reviews is not yet in place 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. Strategic Case Review Group monitor and record progress against Action Plans

1.4			
To ensure we have a safe workforce and safeguarding training is delivered and monitored.			
	Action	Lead Group / Officer	Progress to 31 May 2014
1.4.a	To move to a Training commissioning model and monitor and review the implementation of the full SSCB training programme.	Head of Safeguarding, SSCB Training sub Group and Training officer	<ul style="list-style-type: none"> E-suite training programme was launched in February 2014. Issues for partners re compatibility of systems to enable payment on line to be achieved have resulted in the payment facility being removed. Training programme under development for July 2014 onwards

1.4 To ensure we have a safe workforce and safeguarding training is delivered and monitored.			
	Action	Lead Group / Officer	Progress to 31 May 2014
			<ul style="list-style-type: none"> • Training Strategy was presented to SSCB in March 14. • Development of training resources is a key priority for May – July 2014; particularly the exploration of e-learning options and specialist courses.
1.4.b	Introduce a framework to monitor the impact of training on workforce competence & confidence and support to children and families.	SSCB Training Officer Children’s Workforce Strategy Group	<ul style="list-style-type: none"> • Measurement of the sufficiency and impact of single agency and multi agency training is not yet in place. • Models to monitor quality and impact of training have been identified and will be piloted are to be run on two programme areas
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	Head of Safeguarding	<ul style="list-style-type: none"> • Senior officers in partner agencies have been identified as first contact with enquiries of workforce allegations. • 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 • Policy and procedure will be clear and understood by all partner agencies. • Annual LADO report presented to SSCB.
1.4.d	To review the impact of safer workforce training on agency practice.	SSCB Operations Group; SSCB Training & Communications Group, SSCB Training Officer, Children’s Workforce strategy Group.	<ul style="list-style-type: none"> • 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 2014 • Training, Development & Commissioning Officer has left the Board and will be recruited to during June 2014

1.5	To raise awareness of the roles and responsibilities of the LSCB and ensure effective engagement with children and young people/parents/carers and staff		
	Action	Lead Group / Officer	Progress to 31 May 2014
1.5.a	<ul style="list-style-type: none"> • To plan and deliver regular newsletters and updates to all staff • To agree a mechanism to ensure engagement of children, young people and their families in measuring the effectiveness of safeguarding arrangements. • To agree a mechanism to enable staff to measure the effectiveness of arrangements in safeguarding services. 	<p>Training & Communications sub-Group</p> <p>SSCB QA Officer</p> <p>SSCB QA Officer</p>	<ul style="list-style-type: none"> • Newsletters raise awareness of key issues. Circulation broadened through link with Early Years settings • Work to engage with children and families is in early stages and is a key priority for the SSCB QA Officer in 2014 via the Participation Agenda task and finish group • 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. • Staff inform understanding and monitoring of effectiveness of safeguarding services. Staff surveys have been carried out and have led to an action plan • Processes have been reviewed and engagement with the workforce is at an early stage of monitoring and development. A participation strategy is being developed and a task/finish group established to oversee this work • 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. A participation strategy is being developed and plans are in place for information gathering to inform this strategy
<p>Current improvement work/ activities</p> <ol style="list-style-type: none"> 1. Updating of SSCB Training Programme and training resources 2. Identification of thematic audits from Serious Case Review, Partnership Review and Audit mapping exercise which is being extended to include learning from Domestic Homicide Reviews 3. Multi agency review and update of SSCB report card to measure outcomes and impact 			

4. Refresh of Policy and Procedures (completion June 2014) including development of SSCB web pages	
TP 1	To ensure sufficient work with partner agencies to reduce incidences of domestic abuse and the impact that this has on children, young people and families.

	Action	Lead Group / Officer	Progress to 31 May 2014
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.	Community and Public Safety Board	<ul style="list-style-type: none"> No specific specialist service is provided to children; children in refuges have an allocated Child Worker funded by SCC 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 Sufficiency of capacity to support families particularly children is not fully understood by the SSCB .The review and mapping of services is part of the work of the DA Development Group which is attended by the Partnership Manager and has been informed by the DA audit. DA Action Plan is on agenda for SSCB June 2014
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.	Training sub-group and Area Groups Training Development & Commissioning Officer SSCB Partnership Mgr	<ul style="list-style-type: none"> SSCB do not deliver DA training; this is to be a priority for the Training, Development and Commissioning Officer/ Partnership to discuss with the DA Development Group and incorporate into the SSCB training programme update Local meetings have taken place with agencies delivering training and observation of training have taken place- capacity is an emerging issue Training needs analysis specifically addresses DA training Externally delivered DA training will be included in the SCC on line training programme which will be broadened to capture other multi agency delivery of partner organisations
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	Community and Public Safety Board and Area Groups	<ul style="list-style-type: none"> Partnership Support Manager sits on DA Development Group Strategy published September 2013. DA Development group leading on developing an implementation plan which will be presented to the June SSCB

	Action	Lead Group / Officer	Progress to 31 May 2014
	and mitigate the impact of domestic abuse on CYP.		

TP 2	To ensure sufficient, timely and effective early help for children and families who do not meet the thresholds for Children’s Social Care		
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	Action	Lead Group / Officer	Progress to 31 May 2014
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 CPPs.	QA and E group	<ul style="list-style-type: none"> • EHA manager reports to the QA group • Early Help Strategy presented to Board together with Multi Agency Level of Needs document. • QA officer monitoring the development of the E-Early Help Assessment • SSCB Report Card details activity, quality and timeliness of decision making
TP 2.2	To undertake survey of children, parents/carers on their experience of early help provision to inform commissioning of appropriate services.	SSCB QA Officer	<ul style="list-style-type: none"> • 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 2014. Task group have started to engage young people and parents • Task and finish group meetings held to identify approaches and planning for participation work. • Surrey Youth Focus have met with the SSCB and have agreed to support some of the participation work
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.	SSCB Operations Group/Board	<ul style="list-style-type: none"> • EH Strategy and level of needs document presented to Board • Detailed implementation plan to be provided to demonstrate how strategy will be taken forward and with impact measures identified

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.		
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	Action	Lead Group / Officer	Progress to 31 May 2014
TP 3.1	To monitor the effectiveness of arrangements by CSC and partners when children are subject to CPPs or LAC through rigorous single and multi-agency audit activity to include quality of practice, management oversight, care planning etc.	QA and E Group and Area Groups	<ul style="list-style-type: none"> • 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. • Audits have been undertaken and reported back to the area groups and quality assurance groups • Outcome of audit has led to the development of a practitioners guide to Core Group working • Recommendations have been made to inform planning of training • Corporate Parenting Board Report on LAC forms part of Board reporting calendar
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	QA and E group to monitor audit information provided by Safeguarding Unit	<ul style="list-style-type: none"> • CP reports are provided to the board 4 monthly and IRO annually. • Issues and challenges are considered • SSCB Report Card data provides information relating to number, timing, and duration of activities including early help • Detailed analysis of one calendar months attendance at CP conferences has been undertaken to identify challenges: reported to March 2014 board
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. Monitoring of LAC is responsibility of the Corporate Parenting Board	Safeguarding CP and IRO Chairs in Safeguarding Unit.	<ul style="list-style-type: none"> • Auditing activity demonstrates some challenges in the effective engagement by partner agencies in CP and LAC processes. • Reports are provided to the board as part of the reporting calendar

	Action	Lead Group / Officer	Progress to 31 May 2014
TP 3.4	To monitor the effectiveness of SCC's contact and referral arrangements and thresholds for Children's Social Care	QA and E group to undertake multi-agency audits and monitor single agency audit activity.	<ul style="list-style-type: none"> • QA Audit on Multi-Agency Referral Forms (MARF) completed and form amended to reflect findings • Central Referral Unit (CRU) has been established and evaluation coming to SSCB in June 14. CRU renamed as Safeguarding Hub • Multi agency threshold document published and available on web-site • Regular update reports are provided to the board.
4	To develop and agree the implementation of a Child Sexual Exploitation Strategy	SSCB / CSE Strategy Group/ CSE training Task Group SSCB Training and Comms Group	<ul style="list-style-type: none"> • Development of multi-agency CSE Strategy agreed and communication plan agreed • Budget implications and roll out of strategy discussed and priorities agreed at July 2013 Board • CSE Champion training has been rolled out and there are planned workshops for CSE updates in the current training programme.
4.1	Implementation of Strategy – Key priorities identified and monitoring procedures agreed	SSCB/ CSE Strategy Group/ CSE training Task Group SSCB Training and Comms Group	<ul style="list-style-type: none"> • Implementation plan agreed and multi-agency communication plan developed • Impact monitoring procedures are yet to be agreed • Effective multi agency sub group now established

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.

Commentary contained within the Report Card provides an analysis of the data and the findings which informs future work plans within the support team. A multi agency focus group have been convened to consider the data requested and to bring together representatives from partner agencies who can allocated resource to the identification and collation of data to effectively measure outcomes for children to be presented to the Board.