

Staffordshire Safeguarding Children Board



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Annual Report 2010-11

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2.0 Foreword

Welcome to Staffordshire Safeguarding Children Board's fifth Annual Report for 2010-2011.

Staffordshire Safeguarding Children Board (hereafter also referred to as SSCB) has worked hard over the last five years to coordinate local work to safeguard and promote the welfare of children and ensure the effectiveness of that work. This Annual Report provides an account of what has been done in the last year to improve safeguarding services and to ensure their effectiveness. It reflects on the good work completed during April 2010 to March 2011 and identifies future priorities for our Safeguarding Children Board which has been embedded into the SSCB Business Plan for 2011-2012.

The work of Staffordshire Safeguarding Children Board has been coordinated through a wide range of initiatives and targeted training programs, aimed at providing local practitioners who work with children and their families with increased knowledge and skills about how they can work together to safeguard children. The effectiveness of the safeguarding children work in Staffordshire has continued to be discussed and monitored within the Safeguarding Children Board's Quarterly Strategic Board Meetings, Executive Meetings and bi-monthly sub-groups; with gaps in local safeguarding children practice being identified through lessons from serious case reviews, targeted multi-agency audit work and multi-agency information sharing around local safeguarding children trends and themes.

With a new Government, changes in policy and practice, austerity measures, local reorganisation and further changes ahead following a national review of child protection, it is recognised that there are great challenges ahead. Throughout these challenging times it will be critical for agencies to remain focussed on appropriately resourcing and providing support to front-line practitioners and managers, to help provide quality services to children and their families. Local agencies and practitioners recognise that the challenge of safeguarding children is a task that cannot be achieved by working in isolation. Our Safeguarding Children Board believes that we can continue to help each-other to make improvements through sharing our multi-disciplinary knowledge, skills and expertise and remaining committed to working together to make a real difference to safeguarding children and young people living in our area.

Staffordshire Safeguarding Children Board would like to thank managers and professionals from all agencies for their contribution to the Board's work and to the safety and wellbeing of children in Staffordshire.

The core functions of the Board are detailed within Working Together to Safeguard Children, 2010 (paragraphs 3.13 – 49), and these include;

- Developing inter-agency policies and procedures for safeguarding and promoting the welfare of children;
- Contributing to the commissioning, planning and delivery of services for children in the area of the local authority;
- Communicating the need to safeguard and promote the welfare of children;
- Monitoring the effectiveness of what is done to safeguard and promote the welfare of children;
- Undertaking serious case reviews;
- Collecting and analysing data about child deaths;
- Leading on inter-agency safeguarding training issues;
- Identifying specific projects aimed at the prevention of maltreatment;
- Identifying areas for in need of further local development.

Staffordshire Safeguarding Children Board's Business Plan for 2010-2011 identified this year's priority actions and detailed the work required from the Board for the period of April 2010 to March 2011. It was approved by members of the Board in June 2010 and published in June 2010.

Introduction

Staffordshire Safeguarding Children Board was formally established in April 2006 in response to the requirements of the Children Act 2004 and its accompanying guidance 'Working Together to Safeguard Children' (2006). Local Safeguarding Children Boards (LSCB) were tasked with a preventative role to promote the safety and care of all children; a proactive role to target particular groups of children who are potentially more vulnerable than the general population, and with responsive work to protect children who are suffering, or are likely to suffer, significant harm.

Our Board is a key statutory body and has the continuing responsibility for agreeing how relevant organisations cooperate to safeguard and promote the welfare of children residing in Staffordshire (not including Stoke-on-Trent), and for ensuring the effectiveness of what they do.

The work of Staffordshire Safeguarding Children Board is part of the wider context of Staffordshire's Children's Trust co-operation arrangements which aim to improve the overall wellbeing of all children in Staffordshire in relation to the Government's five Every Child Matters outcomes (2003). Whilst the work of the SSCB contributes to the broader goals of improving the wellbeing of all children through the commissioning, planning and delivery of services for children and their families, it has a particular focus on aspects of the 'staying safe' outcome of Staffordshire's Children & Young People's Plan (CYPP).

Staffordshire Safeguarding Children Board has spent the last five years developing local safeguarding children strategic arrangements with our partner agencies and has made a significant positive contribution towards helping children in Staffordshire to be safe.

The SSCB has produced an Annual Report each year since 2006 to reflect the work completed by the Board within each business panning period and to identify key priorities for the Board for the year ahead. This Annual Review therefore fulfils the requirements of the 'Apprenticeship, Skills, Children and Learning Act 2009' which states that LSCBs must publish an annual report on the effectiveness of safeguarding in their local area and present the report to the Children's Trust. This Annual Report reflects the priorities set within the SSCB Business Plan 2010-2011; provides details of how these priorities have been progressed; and identifies areas in need of further development by the SSCB during 2011-2012 to help promote improved outcomes for children living in Staffordshire.

The main purpose of this Annual Report is to:

- Outline the main activity and achievements of Staffordshire Safeguarding Children Board during 2010-2011;
- Provide an assessment of the effectiveness of safeguarding activity in Staffordshire;
- Provide the general public, practitioners and main stakeholders with an overview of how well children in Staffordshire are protected and;
- Identify future challenges and gaps in service development for 2011-2012.

Last year the 2009-2010 SSCB Annual Report was presented to Staffordshire Children's Trust Board under the new requirements of Working Together to Safeguard Children, 2010 (paragraphs 3.34 – 3.39), and in accordance with the Apprenticeships, Skills, Children

and Learning Act 2009, however reporting arrangements for this annual period have been affected by recent changes in the social and political climate.

The new Coalition Government has embarked upon a programme of radical reform in public services to streamline services and provide value for money in a difficult economic climate. As part of this reform the Government has stated its intention to repeal the existing legislation which requires local authorities to have a Children's Trust Board, and is introducing the concept of 'localism,' to encourage local authorities to understand the needs of their community, target resources and be innovative in providing services to meet local needs.

Staffordshire County Council and partners are currently in the process of establishing a new Health and Wellbeing Board which will incorporate the previous role and responsibilities of the Children's Trust. It will therefore be critical in the coming months ahead to develop and clarify governance and accountability arrangements between the SSCB and the Health and Wellbeing Board; and this will include presenting the SSCB Annual Report to the Health and Wellbeing Board when they are established.

It is also worthy to note that the SSCB has also recently been aligned under Staffordshire County Council's 'People' service area and within community safety services. Within this new structure the Board retains its existing roles and responsibilities and continues to be accountable for scrutinising the work of local partners to help ensure that services are safeguarding and promoting the welfare of children and young people in Staffordshire.

The final chapter of this report provides commentary from the SSCB on the effectiveness of arrangements to safeguard children in Staffordshire during 2010-2011.

Who needs to read this report?

This SSCB Annual Report is aimed at all agencies, managers and practitioners who work with children, young people, parents and carers in Staffordshire. It is a public facing document and is available to view and download at www.staffsscb.org.uk/publications.

We hope the public; practitioners, managers and stakeholders will find this annual report informative in understanding the role and work of the SSCB and will be inspired to maintain the highest possible standards in the delivery of services for children and young people.

3.0 Coordinating local work to safeguard and promote the welfare of children

Key Priorities for 2010 - 2011

Staffordshire Safeguarding Children Board published its [Business Plan](#) for 2010 – 2011, in June 2010. This plan identified the key priorities and actions for the Board during this period and included detailed work plans on how these priorities would be achieved.

The Children and Young People’s Plan (2010 – 11) Objective 1 forms the basis of the SSCB Strategic Priority for 2010 – 13:

“Safeguarding and promoting children’s welfare is everyone’s business. Children, young people and their families should experience Staffordshire as a place where they are supported to feel safe, and this will be achieved by improving everyone’s understanding of their roles and responsibility in keeping children safe and healthy.”

The SSCB identified five key Strategic Objectives, that underpin the above overarching Strategic Priority, and these formed the basis of the Business Plan for 2010 – 2011. **Please see table 1 below.**

The SSCB has begun work on all of the priorities detailed within the Business Plan 2010-2011 and has made good progress against some of these priorities. As a result of two serious case reviews and capacity issues on the SSCB staffing unit, it was agreed by the Board for some of the priorities identified for 2010-2011 to be brought forward into the SSCB Business Plan for 2011-2012 and for others to be developed in greater depth between 2011-2013. **Please see Table 2 below for details of the progress made against the 2010-2011 priority outcomes.**

Table 1: SSCB’s Strategic Priorities for 2010-2013 and Annual Outcomes for 2010-2011:

Strategic Priority 2010 – 13: Safeguarding and promoting children’s welfare is everyone’s business. Children, young people and their families should experience Staffordshire as a place where they are supported to feel safe, and this will be achieved by improving everyone’s understanding of their roles and responsibility in keeping children safe and healthy.

Long Term Aims (Strategic Objectives)	The SSCB coordinates and ensures the effectiveness of what member organisations do individually and together.	Children and young people are safe from abuse, neglect, violence and the consequences of other people’s behaviour.	Children and young people are safe from accidents on Staffordshire’s roads and in their homes.	Children and young people, their families, carers and professionals find it easier to get the information they need.	Children and young people, their families, carers and professionals contribute to making Staffordshire a safe place to live.
Priority Outcomes 2010 – 11	<ol style="list-style-type: none"> To review and evaluate the current structure and governance arrangements of the SSCB, its sub-groups and work streams. To develop and publish the SSCB Constitution. To deliver an annual report to the Children’s Trust Board which considers the challenges faced by individual member organisations, and barriers to effective working together; alongside achievements. 	<ol style="list-style-type: none"> To review, revise and re-launch the SSCB Inter-agency procedures for Safeguarding and promoting children’s welfare, in line with Working Together 2010.* To develop a SSCB Inter-agency Training Strategy, training programme and supporting materials to equip staff who have contact with children, young people and their families (albeit directly or indirectly) have knowledge and skills necessary to safeguard and promote children’s welfare. <p>* Key deliverable to the Children’s Trust</p>	<ol style="list-style-type: none"> To develop a range of materials to provide practical advice, guidance and signposting for children and young people. To develop a range of materials to provide practical advice, guidance and signposting for parents and carers. 	<ol style="list-style-type: none"> To develop and implement a public information and communication strategy. To review, revise and develop the children, young people and their family contents of the SSCB website. To publish and distribute hard copy posters and leaflets to enable people to report a concern about a child. 	<ol style="list-style-type: none"> To develop and implement a Performance Management Framework that builds upon the existing bi-annual S11 Audit process. To develop and implement a joint participation strategy with the Children’s Trust. To disseminate lessons learnt from learning reviews, serious case reviews and child deaths, to inform frontline practice, policies, procedures and training. To establish an effective working relationship with the Adult Safeguarding Board.

Table 2: Progress made against the 2010-2011 priority outcomes:

<u>STRATEGIC PRIORITY 2010 – 2013:</u>		
Safeguarding and promoting children’s welfare is everyone’s business. Children, young people and their families should experience Staffordshire as a place where they are supported to feel safe, and this will be achieved by improving everyone’s understanding of their roles and responsibility in keeping children safe and healthy.		
	Priority Outcomes 2010-2011	Progress Made Against These Outcomes:
1.	To review and evaluate the current structure and governance arrangements of the SSCB, its sub-groups and work streams.	An annual review and refresh of the terms of reference for the SSCB sub-groups and work streams has been undertaken. A more formal review and evaluation of the current structure has been carried forward into the 2010-2011 Business Plan in acknowledgement of the potential changes ahead as a result of the Munro Review of Child Protection; the Government’s stance on Children’s Trust arrangements and the introduction of Health and Wellbeing Boards in 2011.
2.	To develop and publish the SSCB Constitution.	The development of the SSCB Constitution will also be carried forward for the same reasons stated above.
3.	To deliver an annual report to the Children’s Trust Board which considers the challenges faced by individual member organisations, and barriers to effective working together; alongside achievements.	The SSCB Annual Report for 2009-2010 has been presented to the Children’s Trust Board and to Staffordshire County Council’s Safeguarding Children Scrutiny Panel. This year however, due to national developments Staffordshire Children’s Trust has been significantly streamlined and the SSCB Annual Report for 2010-2011 will now need to be presented to the scrutiny committee and also the new Staffordshire Health and Wellbeing Board when it is formally established in October 2011.

	Priority Outcomes 2010-2011	Progress Made Against These Outcomes:
4.	To review, revise and re-launch the SSCB Inter-agency procedures for Safeguarding and promoting children's welfare, in line with Working Together 2010.	The SSCB has made good progress on this priority outcome which was a major piece of work and the key deliverable of the Children's Trust for this business planning period. Key SSCB Inter-agency Safeguarding Children Procedures have been updated to reflect the revisions made in <i>Working Together to Safeguard Children 2010</i> and there is a rolling programme in place to review and refresh all SSCB procedures in accordance with national guidance, local trends, themes and lessons to be learnt from serious case reviews. Road shows have been undertaken with managers and practitioners and the procedures are due to be re-launched on the SSCB website in the autumn. Work is also in progress to review and revise all of the SSCB information leaflets and to undertake an equality impact assessment. Significant work is also planned for 2011-2012 to work towards merging Staffordshire LSCB's and Stoke-on-Trent LSCB's procedures, in recognition of the need to provide all practitioners with one set of inter-agency safeguarding children procedures.
5.	To develop a SSCB Inter-agency Training Strategy, training programme and supporting materials to equip staff who have contact with children, young people and their families (albeit directly or indirectly) to have the knowledge and skills necessary to safeguard and promote children's welfare.	Good progress has been made against this priority outcome. The SSCB Inter-agency Training Strategy 2011-2014 was developed by the 1 st April 2011 and was formally ratified by the Board in June 2011. This training strategy helps to shape inter-agency and single agency training pathways with the aim of ensuring that front-line workers and their managers receive the appropriate level of safeguarding children training. The aim of this training is to help practitioners to develop the knowledge, skills and professional confidence that they need to help promote positive outcomes for children and their families. The strategy is intended to add value rather than replace workforce strategies in a wide range of partner organisations. This is a live document which will be responsive to changes in national and local trends and themes and the strategy will be refined and re-focused as a result of ongoing monitoring and evaluation processes. To view this strategy in full please go to: http://www.staffsscb.org.uk/SSCBWorkforceDevelopmentTrainingStrat.pdf

	Priority Outcomes 2010-2011	Progress Made Against These Outcomes:
6.	To develop a range of materials to provide practical advice, guidance and signposting for children and young people.	The SSCB website was developed during 2010-2011 to offer specific information and guidance for children and young people as part of the initial stage towards achieving this priority outcome. Whilst progress is being made against this objective, it is recognised that is an important piece of work that will need to be developed further as part of a broader approach to engaging and seeking the views and experiences of children and young people, during 2011-2013. It will be equally important for these views and experiences to be used to help to improve and shape the function and delivery of local services.
7.	To develop a range of materials to provide practical advice, guidance and signposting for parents and carers.	Good progress has been made on this outcome with the development of a parents' and carers' information page on the SSCB website. But as with the priority outcome above, it is recognised that is an important piece of work that will need to be developed further as part of a broader approach to engaging and seeking the views and experiences of parents and carers, during 2011-2013. It will again be important for these views and experiences to be used to help to improve and shape local services.
8.	To develop and implement a public information and communication strategy.	A targeted information and communications campaign was implemented and rolled out across Staffordshire and Stoke-on-Trent in relation to blind cord safety for children under the age of five years old, following the tragic deaths of three young children in Staffordshire as a result of blind cord strangulation since 2006. The development of a wider public information and communications strategy on 'what to do if you have a concern about a child' will be carried forward for development during 2011 to the beginning of 2013. This delay will enable new service developments (such as Staffordshire County Council's Families First Service, the Multi-Agency Safeguarding Hub) to be implemented and key agency restructures (within children's social care, the police and health services) to have been agreed and settled, so that the Board can actively support the clear communication of changes to how the public and practitioners can raise a concern about a child or their family.

	Priority Outcomes 2010-2011	Progress Made Against These Outcomes:
9.	To review, revise and develop the children, young people and their family contents of the SSCB website.	Good progress has been made against this priority outcome and information and guidance web-pages on safeguarding children issues have been developed for children and young people. As stated above, further work is needed to develop this initial stage of improving the way in which the SSCB engages the views and experiences of children across the thresholds of services, during 2011-2013.
10.	To publish and distribute hard copy posters and leaflets to enable people to report a concern about a child.	This piece of work has been carried forward as part of the wider development of a public information and communications strategy on 'what to do if you have a concern about a child' (as stated above in priority outcome 8). This delay will enable new service developments to be implemented and key agency restructures to have been agreed and clarified, so that the Board can actively support the clear communication of changes to how the public and practitioners can raise a concern about a child or their family.
11.	To develop and implement a Performance Management Framework that builds upon the existing bi-annual S11 Audit process.	Good progress has been made against this priority outcome and the SSCB have worked hard to develop a performance management framework to strengthen the way in which the Board monitors the effectiveness of local safeguarding children arrangements. The framework incorporates a range of ways in which multi-agency information can be collated and analysed to help gain a better understand how safe children are in their communities and in services in Staffordshire. This framework is aimed at both strategic partnerships and managers; and also individual agencies. To view this framework please go to: http://www.staffsscb.org.uk/professionals/Publications/

	Priority Outcomes 2010-2011	Progress Made Against These Outcomes:
12.	To develop and implement a joint participation strategy with the Children's Trust.	This priority outcome was placed on hold as a result of the current Government's view that local authorities were no longer required to have local Children's Trust arrangements in place. In Staffordshire the work of the Children's Trust was streamlined and plans are currently being made to develop a new Staffordshire Health and Wellbeing Board which will begin to function in autumn 2011.
13.	To disseminate lessons learnt from learning reviews, serious case reviews and child deaths, to inform frontline practice, policies, procedures and training.	The Board has made good progress on this priority outcome. It has delivered multi-agency workshops and training on lessons to be learnt from serious case reviews to raise awareness of national and local key trends, themes and lessons to managers and frontline practitioners. This important role of the Board will continue to be carried forward into 2011-2012 to help to widely disseminate findings across both the children's and adult workforce.
14.	To establish an effective working relationship with the Adult Safeguarding Board.	The relationship between the SSCB and the Adult Safeguarding Partnership for Staffordshire and Stoke-on-Trent has been strengthened, with improved liaison between the chairs of the two Boards and also improved synergy and information sharing between the manager of the Adult Safeguarding Partnership and the SSCB Manager. There are plans to in place to strengthen this relationship further during 2011-2012 to improve the way in which we work together and to reflect Staffordshire County Council's vision for safeguarding people.

Governance & Accountability Arrangements

The Structure of Staffordshire Safeguarding Children Board

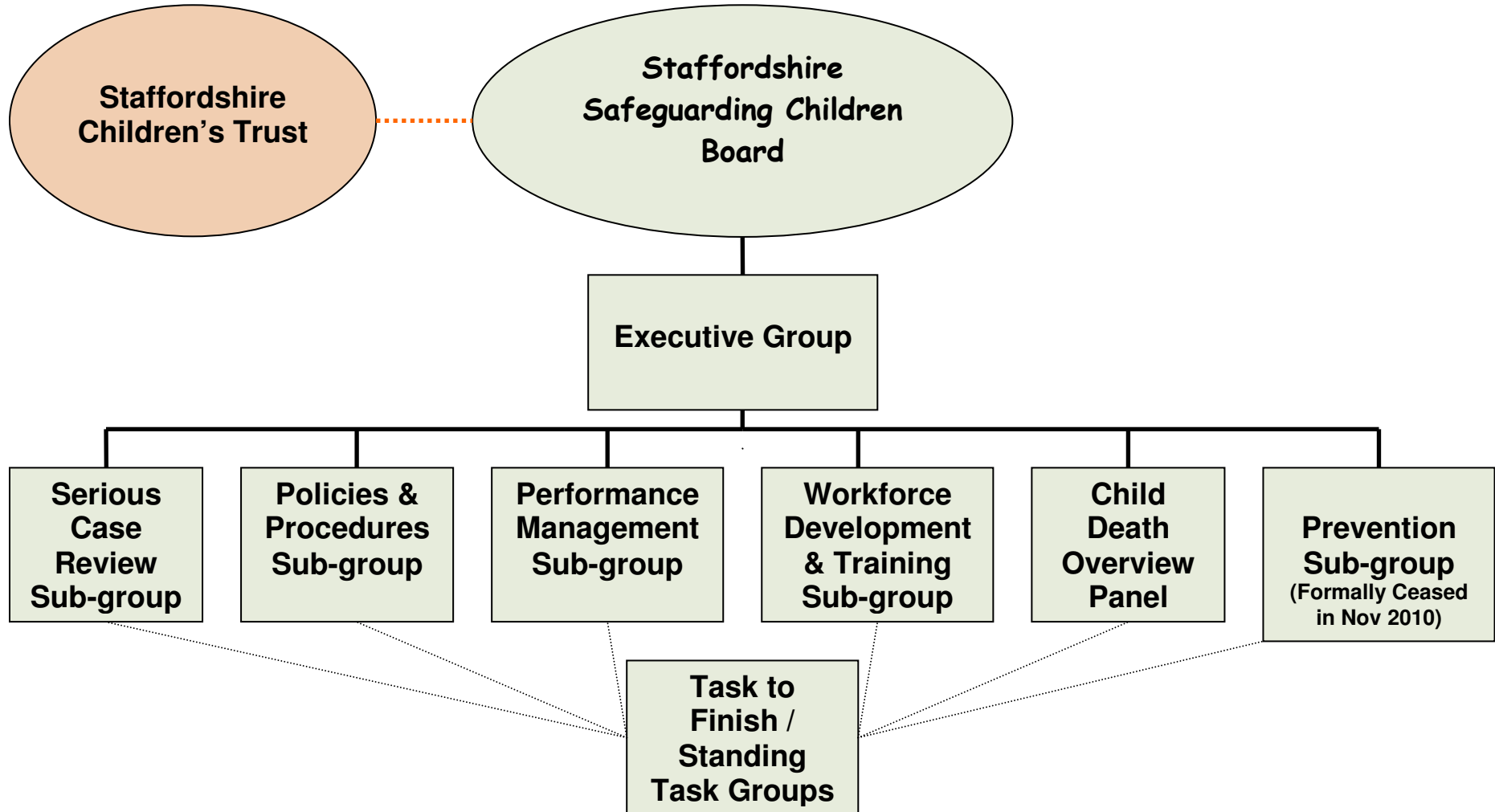
Working Together to Safeguard Children, 2010-(Chapter 3) provides Staffordshire Safeguarding Children Board with the framework for managing its core functions. This section of the Annual Report details the structure, governance and accountability arrangements of our Local Safeguarding Children Board.

The SSCB was chaired by an experienced Independent Chairperson (Ken Black) who was appointed in July 2009 and whom remained in post up until November 2010, when the decision was made by Board members for this funding for the Independent Chairperson post to cease. This was in light of significant financial cuts many partner agencies were facing at time that the debate was held. The Board held a vote on the most appropriate way forward and as a result the Director of Children's Services (Sally Rees) was appointed as the new Chair of the Board.

Both Board Chairs have had a crucial role to play in making certain that the Board had a strong voice and operated effectively and securely during this time of significant change. Each respective chair has continued to report to Staffordshire County Council's Children and Young People's Scrutiny Cabinet on the progress of the work of the Board; they have met with partner agencies to further promote inter-agency cooperation; commissioned two serious case reviews since November 2009; and supported the development of SSCB Strategic Priorities for 2010 – 2013.

The diagram below details the current structure and governance arrangements of the SSCB:

Structure of Staffordshire Safeguarding Children Board



In addition to the main quarterly Board meetings, there are a number of sub-groups which take responsibility for specific activities on behalf of the Board; these are as follows:

Executive Group– This is made up of the chair’s of the other sub-groups and is currently chaired by the Staffordshire Safeguarding Children Board’s Vice-Chair (a Consultant Paediatrician). The group meets monthly and the remit of the Executive Group is to ensure that the key priorities identified within the business plan are managed effectively and in a timely manner. All sub-group chairs are required to present a bi-monthly report to the Executive Group based on the SSCB Business Plan Monitoring Tool, which clearly identifies where targets are being, or are not being met. Members of the Executive Group support the SSCB Acting Board Manager and the SSCB Chair in setting the quarterly Staffordshire Safeguarding Children Board meeting agendas.

Serious Case Review Sub-group – This sub-group consists of senior manager’s of statutory members who have responsibility for the commissioning of Individual Management Reviews (in accordance with the requirements of Chapter 8, Working Together to Safeguard Children, 2010).The sub-group is responsible for monitoring the implementation and effectiveness of all Serious Case Review Action Plans on behalf of Board. In addition, sub-group members act as Independent panel members for serious case reviews where their agency is not directly involved with the case. The sub-group is currently chaired by a Designated Nurse for Safeguarding. The sub-group meets six times per year and its activity is supported by the SSCB Acting Board Manager.

Child Death Review Panel – This is a cross-authority panel which consists of representatives from both Staffordshire Safeguarding Children Board and Stoke-on-Trent Safeguarding Children Board. This group has the responsibility for reviewing all deaths of children in Staffordshire (including Stoke-on-Trent). The panel is currently chaired by Staffordshire Police’s Chief Superintendent (of their Public Protection Division) and its work is supported by two Designated Doctors for Unexpected Death (one for each Primary Care Trust in Staffordshire); a Child Death Coordinator, partner representatives and the LSCB Board Managers for Staffordshire and Stoke-on-Trent.

Professional Development & Training Sub-group – This sub-group is made up of training specialists from each of the statutory Board partners. The sub-group is responsible for the;

- Planning, organisation and delivery of inter-agency training to safeguard children and promote their welfare;
- Quality assurance and evaluation of single agency training;
- Quality assurance and evaluation of inter-agency training and;
- The publication of the Staffordshire Safeguarding Children Board Training Brochure for 2010-2011.

During the period covered by this Annual Report the sub-group was chaired by the Staffordshire Safeguarding Children Board Training Manager in the absence of an appropriate representative being identified to fulfil this function. A new chair has now been identified from Staffordshire Police and they will be now attend the Executive Group and held to drive forward the business plan monitoring tool for this SSCB Sub-group.

Policies and Procedures Sub-group – This sub-group consists of operational managers and practitioners who specialise in child protection within their agencies and who have experience of writing policies and procedures. The sub-group is responsible for the development, publication and implementation of the ‘SSCB Inter-Agency Procedures to Safeguard and Promote the Welfare of Children.’ The sub-group also reviews existing procedures according to an agreed review schedule, and as necessary in response to changes in statutory and non-statutory guidance. In addition, the sub-group has responsibility for communicating information about the work of Staffordshire Safeguarding Children Board to children, young people, their parents, carers, professionals and agencies. The sub-group is currently chaired by the Chief Executive of Staffordshire Connexions and is supported by Acting SSCB Manager.

Performance Management Sub-group – This sub-group consists of representatives from partner agencies who have experience and knowledge of information & performance management and the implementation of quality assurance audits. The sub-group is responsible for coordinating and analysing the annual section 11 self-assessment audit of partner agencies (under section 11 of the Children Act 2004), and the six-month section 11 review audit; where agencies are asked to report on the progress they are making on any indicators they assessed as being in need of further development. In addition, the sub-group conducts thematic audits to quality assure and promote compliance with Staffordshire Safeguarding Children Board’s Inter-agency Procedures. Audits are also undertaken to identify the impact on children of issues that make them vulnerable to abuse and neglect, such as domestic abuse. The sub-group is chaired by Staffordshire County Council’s Head of Families First and is supported by Acting SSCB Manager.

Prevention Sub-group – The Board agreed for this sub-group of the SSCB to formally end on 15th November due to changes and a reduction in agency representation; difficulties in coordinating the work streams that fed into the sub-group and the retirement of the chair of the sub-group. The last meeting for this group was convened in June 2010. It is recognised by the Board that when this sub-group was functioning effectively, it received, monitored and helped to drive forward critical safeguarding work streams such as private fostering, hidden harm and bullying. It has therefore been agreed for the previous reporting routes on the progress of these work streams to now feed directly into the Performance Management Sub-group. This recognises the importance of the work driven by the Prevention Sub-group and helps to ensure that the quantitative and qualitative information collated from these various agendas, is continued to be monitored and evaluated by the Board.

The relationship between the SSCB & Staffordshire Children's Trust

The responsibilities of Staffordshire Safeguarding Children Board are part of the wider context of Staffordshire's Children's Trust arrangements and the SSCB actively contributes to making local progress for children and their families against the Every Child Matters five outcomes. Staffordshire Safeguarding Children Board's Manager and Staffordshire Children's Trust Manager worked closely together during the development of the [Children and Young People's Plan 2010 – 2011](#) to ensure that there was effective communication and synergy between both strategic Boards.

Both the SSCB Independent Chair and from November 2010 the SSCB Chair, have maintained a good link with the Children's Trust Board and they have provided twice yearly reports to the Children's Trust on the work of the SSCB and its partner agencies. The SSCB Annual Report for 2009-2010 was presented to the Children's Trust and there are plans for this annual report to be presented later this year. The Chairs of both strategic Boards receive the minutes and agenda items for the Boards and are able to make any representation on the matters being discussed. The SSCB seeks to provide challenge and scrutiny to the work of the Children's Trust to help ensure that the safeguarding of children remains a priority within the commissioning, planning and delivery of local services.

The strategic relationship between the two Boards is evolving and in 2010 the new Coalition Government embarked upon a programme of radical reform in public services to streamline services and provide value for money in a difficult economic climate. As part of this reform the Government has stated its intention to repeal the existing legislation which requires local authorities to have a Children's Trust Board (under the Apprenticeship, Skills, Children and Learning Act 2009). In Staffordshire the Children and Young People's Strategic Action Plan 2011-12 was subsequently revised and streamlined to reflect six specific key priority outcomes, aimed at helping to ensure that Staffordshire's children and young people get the best start in life and receive a good education so that they can make a positive contribution to their communities.

The development of Staffordshire's new statutory Health and Wellbeing Board in Staffordshire is expected to fulfill a similar role to Children's Trust Boards and governance arrangements between the SSCB and this new board will need to be developed over the next twelve months to ensure that the previous reporting and scrutiny arrangements that existed with the Children's Trust, are formally established and clarified with Staffordshire's Health and Wellbeing Board. In the interim period the work of the SSCB will continue to be scrutinised by Staffordshire County Council's Safeguarding Children Scrutiny Panel. It is also important to note that the SSCB has recently been re-aligned and placed within Staffordshire County Council's People's service area under Community Safety services. The Board will continue with its functions and will remain accountable for scrutinising the work of local partners to help ensure that services are safeguarding and promoting the welfare of children and young people in Staffordshire within this new structure.

Membership & Attendance

During the period covered by this Annual Report the Staffordshire Safeguarding Children Board has maintained full, statutory membership. A full list of the members of the Board can be found in **Appendix 1: SSCB Membership (see p.81)**.

There has been some fluctuation with Board membership during recent months due to significant organisational restructures occurring within partner agencies, and this has led to some inconsistencies with representation and it has been acknowledged that it will be a challenge for the Board in the forthcoming months to ensure that partner members are of the appropriate seniority to help drive local safeguarding improvements forward during the 2011-2012 business planning period and beyond. The Board also faces a further challenge during 2011-2012 in relation to the chairing arrangements for the Board.

In November 2010 the Board decided that the existing Independent Chair arrangements should end due to number of factors: The new climate of national austerity measures and changes in the political-socio climate led to an uncertain future for the roles and responsibilities of LSCBs under the new Coalition Government. The contract for the Independent Chair had been extended for a further short-term period in June 2010 (following the end of their initial twelve month contract period) pending further deliberation by the Board on the most appropriate way forward for SSCB chairing arrangements. In September 2010 the Board debated this issue at length and subsequently agreed that the contract with the existing Independent Chair should continue until the end of November 2010, at which point the newly nominated chair, Staffordshire's Director of Children's Services (DCS), would become the newly appointed SSCB Chair.

The Board have recently been informed that as part of the local government restructure, the DCS post is to be merged with the Director of Adults Services post to create the new position of Staffordshire County Council's 'Director of People'. This decision will result in the DCS's role coming to an end in the autumn of 2011, and the Board will then be in a position where they will need to either identify a new chair from partner agencies; or agree that a new Independent Chair should be appointed to undertake this critical role for the SSCB.

Staffordshire's Cabinet Member for Children's Wellbeing (Councillor Mike Lawrence) also sits on Staffordshire Safeguarding Children Board as a 'participating observer'. Councillor Lawrence routinely receives all Staffordshire Safeguarding Children Board's written reports and minutes of its quarterly meetings. There is currently no lay member representation on the SSCB and partners have had initial discussions regarding the process for appointing lay members during 2011-2012. This recognised area in need of development will therefore be actioned by the end of the year.

The SSCB convenes a total of four quarterly meetings per year and has historically held an annual development meeting. Regular and consistent attendance at meetings is necessary to take forward the safeguarding activity as set out in the SSCB's Annual Business Plan and Board member attendance is monitored across the year and this information informs the annual performance monitoring data. **Appendix 2: Table of SSCB Meeting Attendance (p.84)** details the attendance of statutory members of the Board at our quarterly Safeguarding Children Board meetings during 2010 to 2011. This data offers the following analysis for 2010-2011:

Analysis of SSCB Membership:

Membership attendance is good across the key stakeholders of children's social care services, the police and most health services. There have however been some difficulties in securing membership and consistent attendance from Education Transformation, South Staffordshire and Shropshire Healthcare NHS Foundation Trust, the Youth Offending Service (YOS) and the NSPCC. HMYOI Brinsford has historically been represented at the Board, but now no longer attends as its functions have changed and is no longer a juvenile establishment. A representative from the Strategic Health Authority attends the Board at least on an annual basis and continues to routinely receive all Staffordshire Safeguarding Children Board's written reports and minutes of its quarterly meetings. The Board recognises that further work will need to be undertaken to secure representation from head-teacher's forums and GPs next for 2011-2012.

SSCB membership will continue to be monitored and any issues in relation to representation and attendance will be appropriately addressed with agencies as they arise and will also be reported within the SSCB's Annual Report for 2011-2012.

SSCB Financial and staffing arrangements

To function effectively the SSCB needs to be supported by member organisations with adequate and reliable resources. The total budget to support SSCB activity in 2010-2011 was £304,120. Partner agency contribution was made up as follows:

- Staffordshire County Council - £152,590
- Police- £31,794
- Probation- £15,897
- North Staffordshire PCT – £22,256
- South Staffordshire PCT - £44,512

- HMYOI Werrington -£3,179
- District Councils (x8) – £15,897
- Youth Offending Service -£4,769
- Connexions -£15,897
- CAFCASS £559
- **Total Contributions- £307,390**

The SSCB is funded through a multi-agency budget and the agreed budget allocation for 2010-2011 was as follows:

- Board Development- £138,405
- Training and Development- £168,945
- **Total £307,390**

This budget includes the following staffing costs;

- SSCB Independent Chair
- SSCB Manager
- SSCB Development Officer
- SSCB Training Manager
- SSCB Child Death Review Panel Administrator x 0.5
- SSCB Administrator - 2 x 0.6 FTE
- SSCB Training Co-ordinator- 2 x 0.5 FTE
- SSCB Training Administrator x 0.5 FTE

The additional cost of the SSCB Manager that had to be accounted for this year, plus maternity leave cover for two of the training coordinators was included within the 2010-2011. In addition, from 01.04.2010, HMP Brinsford ceased to accommodate young people and was no longer represented at the Board. This had an impact on the budget, with a net reduction in income of £9,538.

SSCB Business Unit

The SSCB Business Unit consists of the following members of staff:

- SSCB Manager; (Acting SSCB Manager in post from November 2010 to current date)
- SSCB Training Officer;
- SSCB Development Officer (vacant post since November 2010)
- 2 x 0.6 SSCB Administrators (1.2 FTE);
- 1 x 0.6 SSCB Child Death Coordinator (70% funded by SSCB and 30% funded by Stoke-on-Trent SCB)

The employment contracts of all the staff, with the exception of the Child Death Coordinator are managed by the local authority with the exception of the Child Death Coordinator, whose employment contract is managed by Staffordshire Police. Following a restructure within Staffordshire County Council the training function of the SSCB was transferred under the umbrella of the Staffordshire County Council Learning and Development Arm (LDA) on 1st April 2011. The cost and management of the previous 2 x 0.5 SSCB Training Coordinator posts (1.0 FTE) along with the 1 x 0.5 SSCB Training Administrator post, were transferred to the LDA on this date.

SSCB Effectiveness

The table (3) below provides a self assessment of the SSCB using the model contained within the consultation document 'Local Safeguarding Children Boards: Practice Guidance' published by the DCSF in March 2010;

Table 3: Self-assessment of the Effectiveness of SSCB:

Effectiveness Factor	Effectiveness Indicator
Charing, governance and accountability	
Strong Leadership of the Independent Chair.	Independent Chair recruited in July 2009 up until November 2010. Staffordshire's Director of Children's Services was subsequently appointed to the Chair post. The current chair provides strong leadership to the SSCB Strategic Board and the SSCB staff, and they have significant working experience and knowledge about our locality.

	<p>The Independent Chair provides leadership, facilitates information sharing and appropriately steers the strategic direction of the Board.</p> <p>The DCSF LSCB Challenge and Improvement Self- evaluation Tool was undertaken by the Board in 2009 and is scheduled to be undertaken again during 2011-2012.</p>
Clarity of governance.	<p>The SSCB was due to review its constitution and governance arrangements during 2010-2011, however due to staffing capacity issues and the management of two local serious case reviews, this action has been carried forward into the 2011-2012 SSCB Business Plan. This scheduled piece of work will need to ensure that there are clear lines of accountability between the SSCB Chair (who is currently the Director of Children's Services) and the Children's Trust and/or the Health and Wellbeing Board; the SSCB subgroups; and the SSCB task to finish groups.</p>
Understanding of roles and responsibilities of Board members.	<p>As stated above the SSCB Constitution will be developed during 2011-2012 and will incorporate a review of the SSCB's terms of reference. The terms of reference for all subgroups and the task to finish groups, and clarifying the roles and responsibilities of Board and sub-group members will also be reviewed and revised as part of this process. At present all new Board members and any potential deputies meet with the SSCB Chair and the SSCB Manager as part of their induction process to help new members to be clear about their contributing role and responsibilities. All new members are provided with information folders about the Board and its functions.</p>
Structure & Membership	
Priorities & focus.	<p>The priorities for the SSCB are based on key national and local guidance, trends and themes relating to the safeguarding of children. The drivers and the resulting priorities are clearly detailed within our Business Plan for 2010-2011.</p> <p>These tools are 'RAG' (red, amber, green) rated and the progress of sub-group activity is reported by the Chair of the Subgroups, to the SSCB Executive Group on a monthly basis and on a quarterly basis to the Strategic Board.</p>
Clear planning and reviewing of work.	<p>The progress of the SSCB's Business Plan is routinely managed and monitored via the SSCB Executive Group as stated above. All SSCB sub-groups also have a</p>

	Business Plan Monitoring Tool that they update following meetings to help ensure that the respective chairs and members of each subgroup are clear and accountable for the differing functions and work priorities detailed within the business plan.
Clarity of purpose, values and vision.	The SSCB Business Plan 2010-2011 and for 2011-2012 have been agreed and ratified by all Board members and they clearly detail the purpose, values and vision of the SSCB. All subgroups and task to finish groups also have clear terms of reference to clarify their aims and purpose. Further work will need to be undertaken during 2011-2013 to communicate local achievements, as well as areas identified as being in need of further development, to frontline managers and practitioners to help improve local safeguarding children arrangements.
Appropriate levels of seniority.	Members of the SSCB Strategic Board are all senior managers within their agencies who also have a lead for safeguarding. Membership includes Staffordshire's Director of Children's Services, senior representatives from across the health economy and the Head of Public Protection from Staffordshire Police. The SSCB also has senior agency representation from other partner agencies and is supported by a number of senior professionals who act as advisors to the Board.
Stability of Board membership.	Attendance at the SSCB Strategic Board has remained relatively stable despite a period of significant reorganisation and restructure within partner agencies, (see Appendix ADD), however there are known future changes ahead in respect of the Chair of the SSCB. Further work is needed to widen partner agency representation and strengthen the expertise of the Performance Management Subgroup.
Communication	
Strong partnership exists between the LSCB and safeguarding operational teams.	The SSCB has strong links with Staffordshire's Children's Services, the safeguarding teams across the local Health Trusts and the Police Public Protection Unit. The SSCB also has good links with other multi agency forums such as MAPPA (Multi Agency Public Protection Arrangements) and receives information from

	MARAC (Multi- Agency Risk Assessment Conferences for domestic violence). There are also improvements in the relationship between the SSCB and the local Staffordshire and Stoke-on-Trent Adults Safeguarding Partnership Board which will be strengthened during 2011-2012.
Open communication and shared language between professionals.	The Inter-agency Continuum of Need Framework (2009-2010) for practitioners and managers provides clarity about the different levels of need and appropriate interventions within safeguarding across universal, targeted and specialist services in Staffordshire and helps to promote the use of a common language and understanding between professionals. There is also easily accessible information on the SSCB website on the Common Assessment Framework within Staffordshire to help promote clear guidance and tools on early intervention and integrated preventative support to children, young people and their families. It has been acknowledged by the Board that the Continuum of Need Framework will need to be reviewed, refreshed and re-launched during 2011-2012 to reflect the changes in restructure being made to Staffordshire's Children's Social Care Services.
Resources	
The LSCB has capacity to fulfil its responsibilities.	The appointed SSCB Board Manager resigned from their post in November 2010 following a lengthy period of illness and the SSCB Development Officer was temporarily appointed as the Acting SSCB Manager in November 2010. This has resulted in there being a significant reduction in the capacity of the SSCB staffing team which is scheduled to be addressed in the near future. The SSCB also has a Training Manager, a Child Death Coordinator and appropriate administrative Support for the Board and for the training function. It should be noted that the volume of work generated and undertaken by the board is extensive and that capacity issues have had an impact on the ability of the Board to function as effectively as it could have during 2010-2011.

4.0 Key Areas of Progress & Achievements

This section of the Annual Report describes the main progress that was made by Staffordshire Safeguarding Children Board against the SSCB Business Plan key priorities for 2010 to 2011 as identified in pages 8-11 above. It also considers the work undertaken by Staffordshire Safeguarding Children Boards Subgroups and Task to Finish Groups and discusses their achievements.

Executive Group

During 2009 to 2010, as part of the SSCB's governance review, the decision was taken to re-constitute the existing Planning, Development and Resources Sub-group into a formal Executive of the Board. In September 2010 the decision was made by the Board for this group to increase the Executive Group meetings from bi-monthly to monthly. The Executive Group maintains its responsibility for the coordination and monitoring of the SSCB Business Plan. The sub-group activity of the Board is monitored by the Executive Group to ensure that the Board is driving forward its annual objectives and is effectively meeting the aims it set out to achieve in 2010-2011.

The key achievements of the Executive Group during the reporting period are;

- Establishing a secure website for SSCB members to enable the safe sharing of strategic board agenda items and minutes; extraordinary Board meeting agendas and minutes and other key safeguarding children information;
- Coordinating and monitoring the progress of the SSCB Business Plan. All business plan monitoring tools were reviewed and refreshed during 2010-2011 to ensure that the work being undertaken within sub-groups was achievable and focussed on key priorities;
- Managing and ensuring effective chairing and vice chairing arrangements for SSCB sub-group and task groups;
- Initiating the development of the SSCB Constitution and Governance Arrangements during May-August 2010, however due to announcements about the impending national and local government reorganisations and austerity measures, it was agreed for this action to be placed on hold and to be carried forward to the next SSCB business planning period;
- Developed a new role profile for chairs of the SSCB sub-groups to clarify the roles and responsibilities of the chairs;
- Developing a revised job description for statutory Board members and a job description for officers of the Board;
- Supported the development of the SSCB Training Strategy for 2011-2014;

- Supported the nomination of a new chair following the contract ending for the Board's Independent Chair of Staffordshire Safeguarding Children Board in November 2010;
- Agreeing the Board's Budget for 2010 to 2011;
- Supported the Acting SSCB Manager and the SSCB business unit to drive the objectives of the SSCB Business Plan.

The Executive Group has also received and analysed the following reports in relation to vulnerable children and young people;

- The publication of Staffordshire Safeguarding Children Board Training Programme 2011/12;
- Private Fostering;
- Transition Plans for Disabled Children;
- Placement Stability for Looked After Children;
- Children the subject of a Child Protection Plan (15 Plus Months);
- Multi-Agency Public Protection Arrangements (MAPPA); and
- The Local Authority Designated Officer (LADO) in relation to Allegations Management;
- A report on safer recruitment in October 2010. Safer recruitment training has been very successful and well attended. It was agreed for a safe recruitment audit to be undertaken by the Performance Management Sub-group in 2011-2012 to determine whether the number of people who have accessed the training are still employed in their post and therefore continuing to implement safer recruitment practice within their organisations.
- Supported the initial development of a Draft Hidden Harm Strategy for Staffordshire. This piece of work will be a priority objective for the SSCB during 2011-2012.

SSCB Manager

The appointed SSCB Manager's period of employment following the submission of her resignation come to a formal end on 12th November 2010 following a lengthy period of sickness related absence from 23rd August 2010 and they were unfortunately unable to return to her post prior to her contract of employment ending. Following a decision at the strategic Board in November 2010, the SSCB Development Officer was temporarily appointed to this post and formally became the Acting SSCB Manager on 30th November 2010.

This has resulted in there being a vacant post (SSCB Development Officer) on the Board's staffing team since August 2010 which has had a significant impact on the ability of the staffing group to manage all of the objectives detailed within the SSCB Business Plan for 2010-2011. The Board's aims and objectives were reviewed in December 2010 and prioritised for completion during 2010-2011. The objectives that we were unable to achieve in 2010-2011 have been carried forward into the business plan for 2010-2011 in recognition of their importance. It should however be noted that despite the challenging times, the SSCB Business Unit has worked incredibly hard to achieve many of the objectives it set out to achieve during this business planning period and has effectively managed the significant demands of two serious case reviews, and it is a credit to these staff that the Board has maintained its drive to meet objectives and to improve outcomes for children.

SSCB Chairing Arrangements

As previously stated on page 19 of this report, the chairing arrangements for the Board has experienced change during 2010-2011 and faces further instability in 2011-2012. The nominated SSCB Chair Sally Rees (also the DCS for Staffordshire's Children's Social Care Services), formally advised the Board in March 2010 that as of 31st August 2011, she will no longer be in the role of Director of Children's Services following the appointment of a new Director for People in Staffordshire. Chairing arrangements for SSCB from September 2011 onwards will therefore need to be carefully considered. Sally Rees has remained a consistent member of the Board since its inception and the tremendous dedication and contribution that Sally Rees has made on behalf of both the Board and Staffordshire County Council is a testament to her passion and drive to improve outcomes for children in Staffordshire. The Board would like to wish her all the very best for her future endeavours.

Health Sub-group

During 2010 the SSCB supported the development of a SSCB Health Sub-group. The early stages of development were undertaken and the terms of reference agreed however in June 2010, following the receipt of the White Paper and the instability due to occur across the health economy, it was decided by health representatives to revert back to health meetings being held, but not under a formal sub-group of the Board.

Policy and Procedures Subgroup

This sub-group had the responsibility for the development of new 'SSCB Inter-agency Procedures to Safeguard and Promote the Welfare of Children', and for the annual review and revision of existing policies and procedures. All new or revised procedures are widely consulted on and once completed they are re-launched to ensure a wide dissemination to local practitioners and managers. A development session was held with the sub-group on 16th March 2010.

All safeguarding policies and procedures are robust and regularly updated to enable multi-agency partnership staff to work within agreed safeguarding directives by utilising up to date documentation. Changes to national policy and procedures are localised and embedded within partnership processes to ensure compliance.

The key achievements for this sub-group, during the reporting period are as follows:

The development of; or review and revision of:-

- The SSCB Escalation Procedure (an action arising from a local serious case review);
- Active contribution to the Children's Social Care Services Medication Guidance; a framework to be used alongside medical policies across all Staffordshire County Council premises;
- A revision of the LADO leaflet;
- Adult Mental Health and Safeguarding;
- A revision of the Multi-agency Referral Form
- Responding to Fabricated Illness;
- School Safeguarding Policy;
- A briefing on the Child Sex Offender Disclosure Scheme;
- Support with the development of Staffordshire's Children's Social Care Services 'Critical Pathways' document;
- Draft SSCB Responding to Self-harm and Disclosures of Intent to Commit Suicide (an action arising from a local serious case review);

- The new SSCB Inter-agency Procedures for Safeguarding Children (Chapters 1-8) have been produced in draft and made available for wider multi-agency consultation. These revised procedures reflect the changes made to Working Together 2010, national guidance and changes to local processes.

An executive summary of Professor Munro's Review of Child Protection: *'The Child's Journey'* was circulated to the Board in March 2011. This review of child protection in England was commissioned in June 2010 by the Secretary of State for Education as part of a national drive to improve the quality of child protection services. This second Munro report sets out for discussion the characteristics of an effective child protection system and the reforms that are needed to help create such a system. It is recognised by the SSCB that the Munro review has the potential to introduce radical reform for children protection services and we now eagerly await the final report due to be published in May 2011. It was agreed that on behalf of the Board, the Executive Group should consider the key recommendations of the review and their impact.

Working Together to Safeguard Children briefings have been held in North and South Staffordshire during January 2011 to raise awareness about the changes made to inter-agency procedures following the publication of Working Together 2010. Over 300 professionals received information relating to; the key changes arising from the revision of Working Together 2010; Lessons from National and Local Serious Case Reviews; Responding to Suicide and Self-harm, Sexual Exploitation and awareness about the introduction of a new SSCB Escalation Policy. This event was well attended with over 300 multi-agency practitioners and managers participating in the events. The evaluations from these briefings were very positive and the sessions were well received.

The range of seven SSCB leaflets for children, parents and carers and professionals on child protection conferences and core group meetings, as well as the public information leaflet on 'what to do if you have a concern' have been consulted on by young people and parent / carer forums across Staffordshire to help ensure that the literature produced by the Board was appropriately meeting the needs of the individuals they are informing. The feedback from these consultations will be used to revise the SSCB leaflets in the near future.

The SSCB Development Officer was an active consultant on behalf of SSCB Members to the publication of the new *'Staffordshire Domestic Violence, Drug and Alcohol Toolkit for Practitioners'*. A wide range of key statutory, voluntary and third sector organisations have been involved alongside Staffordshire's Domestic Violence Coordinators to produce this document. The toolkit was launched across Staffordshire in November 2010.

The SSCB Development Officer also actively contributed to the strategic objectives of Staffordshire's Hidden Harm Strategy on behalf of Board members during 2010-2011. It will be important to ensure that the SSCB continues to actively contribute and provide consultation to the development plan for this strategy during 2011-2012 and that clear governance and reporting arrangements are established with the SSCB in view of the well known associated risks posed to children and young people in respect of this issue.

The SSCB Development Officer has also worked with District Council colleagues in relation to establishing a standard template for their Child Protection Policies. Further work is planned to support this group with their section 11 audits to promote quality assurance and a consistent approach across all eight districts.

In November 2010 there was a proposal for the SSCB's Policies and Procedures Sub-group to be merged with Stoke-on-Trent LSCB's Policies and Procedures Sub-committee to promote consistency and compliance with joint policies, procedures and protocols between all agencies who work across Staffordshire and Stoke-on-Trent. This working together arrangement will help to reduce workforce duplication and enable both Boards to benefit from pooling time, energy and (when required) financial resources. It has now been agreed for any new safeguarding children policies and procedures to be undertaken jointly and there are plans to produce joint Staffordshire and Stoke-on-Trent Inter-agency Policies and Procedures during 2011-2013. The sub-groups officially merge on 1st April 2011.

Performance Management Subgroup:

This sub-group is responsible for managing a range of quality assurance and audit activities on behalf of Staffordshire Safeguarding Children Board and has achieved the following in relation to the priorities detailed within the 2010-2011 SSCB Business Plan.

Section 11 Six Month Review

The six-month section 11 audit progress review of all Board member agencies was completed in June 2010. A report was completed and the content and recommendations arising from the review were finalised at the Performance Management Sub-group held on 28th July 2010. It should be noted that there was an excellent response from all partners and 100% compliance on returns was received.

The Performance Management Sub-group is continuing to develop a minimum descriptor set to support the use of the Section 11 Self Assessment Audit Tool. The group is currently seeking evidence from agencies that have reported as reaching 'green' status on all fifty-one of the descriptors; so that good practice can be shared with organisations who are having greater difficulties in driving forward internal safeguarding children improvements.

SSCB Performance Management Framework

Work is also being undertaken to produce a SSCB Continuous Improvement Performance Management Framework for the SSCB using the model developed by Staffordshire's Children & Families Services. The aim of this framework will be to offer a clear performance management process for the Board which will incorporate section 11 audit findings, thematic audits and a clear process for receiving important local research, data and reports from partner agencies and wider organisations. The SSCB Performance Management Framework concentrates on four key areas of activity:

- A new Safeguarding Children Needs Assessment;
- Section 11 audit and thematic audits;

This new SSCB Performance Management Framework is currently being developed to set out the commitment and key performance elements of the SSCB. It is supported by all the Board Members in enabling a greater understanding on how safe children are in Staffordshire. The Framework is informed by national and local safeguarding aims and objectives, research and analysis that are underpinned by 'Working Together' 2010 and will be informed by an outcome based approach to understand what impact and difference has been made and if lives are better as a result of various services, and interventions.

It is intended that the Board and Individual Agencies use the elements of the Framework to inform their annual Business Plan and subsequent performance management action plan. The SSCB will monitor the Framework through the Performance Management Sub-group while individual agencies may want to consider suitable mechanism for their monitoring arrangements.

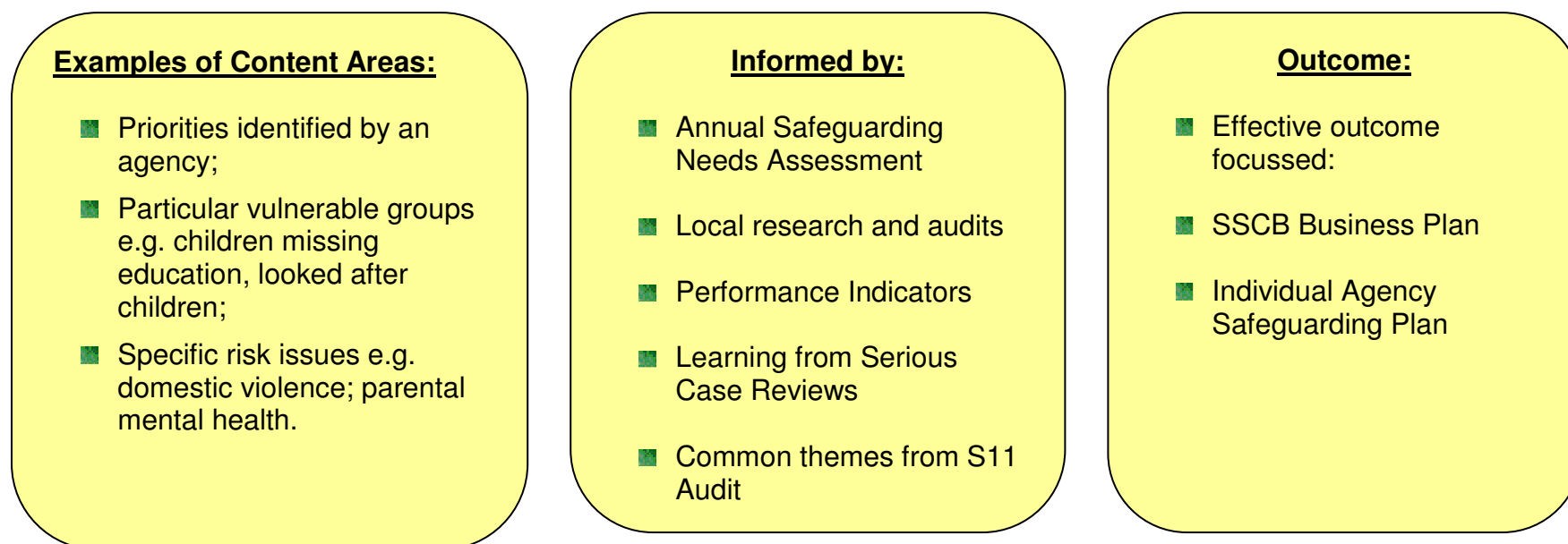
The purpose of the Framework is to enable the Board and agencies to:

- have a **planned approach in scrutinising and challenging** the quality and effectiveness of their services through self assessment;
- **performance monitor** safeguarding outcomes for children and young people;
- have business/Board plans that are **informed by need** identified by national and local safeguarding data and information;
- **Learn from reviews, and audits to continuously improve.**

The Framework is aimed at both the Board and individual organisations that are responsible for safeguarding children and young people in Staffordshire. It includes several key elements that enable performance to be measured at the 3 levels:

- Level 1 – Efficiency and effectiveness of the **Board**
- Level 2 - **Individual Services/Agencies** ability to safeguard children and young people;
- Level 3 – **Outcome: Children and Young people are safe and feel safe.**

The ‘content areas’ are defined and agreed as the most important by the Board. It sets the priorities and focus to inform business plans and action plans for forthcoming years. Often the ‘content priorities’ will be informed by the **Annual Children Safeguarding Needs Assessment**, which include data and information both locally and nationally. The diagram below offers a clear view of how the interrelation between content areas, how they are informed and the outcome:



The main purpose of the Framework is to ultimately show improved outcomes for children and young people. There are plans for this framework to be developed and embedded further during 2011-2012 across the Board and individual agencies. By using the performance information and learning from audits and reviews the Board and individual agencies, it is hoped that the SSCB can help to implement a continuous approach to:

- Evidence-based actions;
- Workforce development strategies – learning, development and recruitment of staff;
- Reviewed / revised policy and procedures;
- Improved service delivery, and accessibility.

Safeguarding Children Needs Assessment

In March 2011 a new SSCB Safeguarding Children Needs Assessment document was produced by Staffordshire Observatory, who was commissioned by the Board to collate all known data from partner agencies in relation to safeguarding children in Staffordshire. The report also included wider safeguarding issues relating to lessons and pre-disposing risk factors identified within national and local serious case reviews; national research findings and qualitative reports. The overall purpose of this document is to provide a needs assessment of children's safeguarding issues in Staffordshire; bringing together data and information that relates to the protection of children. The aim of the needs assessment is to enable the Safeguarding Board to assess performance and progress and highlight risk factors that have an impact on the safeguarding of children. It also raises key questions for practitioners and managers in terms of action and service delivery needed to address the issues raised throughout the needs assessment. This document has been used to inform the SSCB Business Plan for 2011-2012.

The assessment together existing data; with a view to building on the assessment for 2011-2012 and identifying further datasets to broaden the view of safeguarding issues in Staffordshire. Due to the short timescale required to produce this initial needs assessment for 2010- 2011, it was based on information that was held by or was easily accessible to Staffordshire Observatory.

The issues surrounding safeguarding and the protection of children are very much reliant on a multi-agency approach, and this is also the case with the development of a needs assessment and evidence base. The importance of partners working together to assist the development of a wide ranging and well developed needs assessment in future years has been recognised by the Board and will be critical to helping to understand and work towards improving local safeguarding children services. To view a copy of the report, which includes relevant demographic data and key data relating to child protection, please go to:

<http://www.staffscb.org.uk/professionals/Publications/>

Performance Indicator Data Set

Members of the sub-group are also in the processes of revising the current SSCB Performance Data Set to include national and local multi-agency performance indicator measures which will be presented with analysis to each quarterly strategic Board meeting. This will ensure that there is a coordinated and robust quarterly reporting mechanism in place and greater identification of multi-agency safeguarding children trends and themes to enable the Board to provide a targeted, proactive and preventative approach to safeguarding children in Staffordshire. Work is being undertaken with Stoke-on-Trent LSCB to produce a data set template that can be used across both Boards.

SSCB Threshold Audit (July 2009)

The recommendations from this audit were received and accepted by the Board in June 2010. This multi-agency threshold audit helped to inform the development of the new 'Families First' service within Staffordshire's Children's Social Care Services, which is aimed at improving local frontline child protection and safeguarding practice and strengthen inter-agency working.

Highly Resistant Families Audit

Members of this group also coordinated a multi-agency Highly Resistant Families Learning Review in March 2011, to analyse case files for families defined as being 'highly resistant' in accordance with the Centre for Excellent Outcomes for Children and Young People (C4EO). This was a recommendation arising from one of our local serious case reviews. The findings from this audit have been reported to the Performance Management Sub-group and are scheduled to be reported to the strategic Board for further action in June 2011. Further information about this audit is provided on page 55 of the report.

Safer Recruitment Audit Report

The sub-group received the final report of an audit completed in 2009-2010 in relation to safe recruitment in September 2010.

Annual Section 11 Self-Assessment Audit

A number of partner agencies have a statutory responsibility to undertake a self assessment of their agency's safeguarding children arrangements and to report their findings to the Board in accordance with section 11 of the Children Act 2004. A SSCB request for organisations to undertake their annual section 11 self-audit was scheduled to be sent out to relevant partners in September / October 2010 in order to receive returns and to report of the self-audit review at the Strategic Board Meeting on 30th November; however, in 2009 the SSCB invested time and resources into working with Virtual College, a private computer learning company, to help develop a new LSCB section 11 electronic tool. A Briefing Paper was produced for agencies explaining the requirements for the 2010 audit, with the timescale for completion being on 28th January.

The analysis of the agency returns was completed and this analysis and the recommendations arising from the audit are detailed on page 36 of this report.

The process of using the electronic tool has caused a number of difficulties for a variety of reasons; primarily due this being a change in the way we collate and record the data and a variation in the questions that are being asked within the tool. A feedback tool was subsequently developed by the Board and disseminated to agencies that completed a return. This feedback will be used by the SSCB to determine how to develop the section 11 process for 2011-2012. The Board is currently exploring the introduction of peer audits for section 11 self-assessments to strengthen the process and there are plans to develop this further during 2011-2012.

The Performance Management Sub-group continues to monitor the implementation of the recommendations arising from the section 11 audit to help drive local safeguarding children improvements.

Proposed Merger

There is a proposed merger of the SSCB's Performance Management Subgroup with Stoke-on-Trent LSCB's Performance, Monitoring and Evaluation Sub-committee during 2011-2012. It is hoped that the measuring of specific performance indicators will assist in the strengthening of multi-agency responsibilities for safeguarding across the two local authorities by promoting and achieving consistency of approach. Any trends that emerge from performance measuring can then be addressed via a joint approach.

Serious Case Review Subgroup:

During 2010-2011 two serious case reviews were coordinated and managed through to submission to Ofsted and these reviews have dominated the work of the SSCB Serious Case Review Sub-group during this reporting period.

One serious case review involving the tragic death of a young baby had started in November 2009, but there had been a delay in progressing the serious case review process due to ongoing criminal investigations, and extensions of timescales were granted by Ofsted. An extra-ordinary Board meeting was held on 10th May 2010 to receive an interim report on the progress of the review and on the progression of key recommendations that required immediate action by the SSCB and partner agencies.

The second serious case review in 2010 related to a suicide pact between two teenagers who knew each-other; one young person survived the suicide attempt and the other tragically died. An extra-ordinary Board meeting was held on 7th October to receive and agree the serious case review and documentation.

The 2009 serious case review was finally submitted to Ofsted on 22nd March 2011 and the 2010 review was formally submitted on 27th October 2010. Both serious case reviews were subsequently graded as 'good' by Ofsted. The SSCB are continuing to work hard to ensure that the recommendations arising from both of the reviews are being actively progressed. The recommendations arising from the reviews have been used to inform SSCB Sub-group business planning for 2011-2012 to help ensure that changes in practice, policy and process are fully embedded across all services and outcomes for children and young people are improved.

The key themes and lessons to be learnt from these tragedies have been embedded within SSCB and single agency training and widely disseminated to practitioners. The SSCB provides multi-agency training on the Lessons to be Learnt from National and Local Serious Case Reviews and has also delivered briefing sessions within the Working Together briefings held in January 2011. Further communication and training with frontline managers and staff will occur during 2011-2012 following the publication of the executive summaries for these two serious case reviews.

SCR Scoping Panel

A Serious Case Review Scoping Panel was also convened in May 2010. The SSCB Independent Chair agreed with the Scoping Panel recommendation that the case did not meet the criteria for initiating a serious case review.

In May 2010 the SSCB also submitted a Multi-agency Learning Review (MAR) Report to Derby LSCB to help inform a serious case review they were undertaking in respect of the sexual exploitation of young people across local authority borders.

Learning Review

A single agency learning review was also initiated during 2011 following significant concerns about the abuse and multi-agency service response to a young person with disabilities. The lessons from this review will be carried forward into the new business planning period and a multi-agency case file audit on children with disabilities is scheduled to be undertaken during 2011.

Staffordshire County Council's Education Services have also contributed to a serious case review being led by Cheshire East LSCB.

Individual Management Review (IMR) multi-agency training events were held in November 2010 and these received very positive feedback from managers and practitioners.

SCR Themes: 'Project Newton'

In March 2010 the lead Criminal Intelligence Analyst for Staffordshire Police gave a presentation to the Board on the proposal to analyse the pre-disposing risk indicators that are identified from local serious case reviews across Staffordshire and Stoke-on-Trent. Board members were asked to give consideration to stage one of the proposal which involved submitting individual agency management reviews the police for analysis. Each organisation sought internal agreement and legal guidance in respect of information sharing and reported the outcome of their decision to the Board. All statutory agencies subsequently agreed to support the development of this innovative piece of work and the Board helped to coordinate this process. The outcome of this analysis is scheduled to be presented to the Board in November 2011.

Prevention Subgroup:

This sub-group last met on 15th June 2010. Subsequent to this date it was reported to the strategic Board that the group did not have an appointed chair or vice-chair and that the SSCB Manager was required to facilitate the meetings following the retirement of the previous chair. Due to the inconsistent chairing arrangements for this sub-group the work stream for the Prevention Sub-group was reported to be well behind schedule in November 2010.

It was agreed by the Board to disband the subgroup and for the important preventative work being monitored by this subgroup to be reported into the Performance Management Sub-group by the relevant external working groups. This has ensured that the Board remains aware of and responsive to, the safeguarding children work being undertaken locally. The information received from these areas has directly informed the proposed safeguarding children needs assessment.

The SSCB Prevention sub-group was responsible for monitoring the following work streams; all of which have been reported on within this report:

- E-Safety;
- Behaviour and Bullying Strategy;
- Restraint Working Group
- Sexual Exploitation Strategic Forum;
- MARAC Working Group;
- Missing Children Working Group;
- Hidden Harm Working Group;
- Domestic Violence Forum.

Child Death Overview Panel (CDOP)

The primary goal of the CDOP is to reduce the number of child fatalities through a systematic multi-disciplinary review; to educate professionals and the general public on child death processes, and to make recommendations for legislation and public policy. These recommendations are based on panel reviews of circumstances surrounding individual cases of child death. The data is used to identify trends that require systemic solutions. Further information and data relating to the work of the CDOP is also detailed under Section 5: The Monitoring & Evaluation of SSCB Arrangements (p.76).

The joint funded mandatory panel between Stoke-on-Trent and Staffordshire Safeguarding Children Boards continues to work in close partnership in order to monitor trends in child death nationally and locally, investigate specific child deaths and promote any learning from them. Other factors that are also considered as part of this work are environmental issues and parenting issues.

CDOP meetings are hosted and chaired by Staffordshire Police and joint funding has enabled the work of this panel to be supported by a panel administrator. Stoke-on-Trent and Staffordshire Safeguarding Children Boards have agreed joint processes to fulfill their statutory requirements and continue to build up robust and committed multi-agency partnerships.

The primary aim of the CDOP is to reduce the number of child fatalities through systematic multi-disciplinary review, the education of professionals and the general public; and to make recommendations for legislation and public policy. These recommendations are based on panel reviews and circumstances surrounding individual causes of child death. The data is used to identify trends that require systematic solutions. Much of the analysis into child deaths helps to improve understanding as to the actual causation and explores ways in which improved support can be given to the families affected. In addition, robust statistical evidence and analysis will ultimately help to improve practice in relation to prevention of child abuse.

By analysing statistical data in respect of child death 'trends', this panel has been able to identify issues relating to co-sleeping and the dangers that window blind cords pose. Initially it was anticipated that the issue of co-sleeping would become a national focus and further information was expected to be forthcoming at some point during the year. However, during the latter part of 2010, Government Office West Midlands (GOWM) was disbanded and the new government did not engage in a national promotion campaign. Work continued to be undertaken in respect of the dangers that window blind cords pose. Two families from Staffordshire agreed to participate in a local campaign having sadly experienced the deaths of their young children as a result of strangulation by window blind cords. Joint partnership work between Stoke-on-Trent and Staffordshire Boards has resulted in active preparation for a local awareness campaign. Please see page 41 for further information about this campaign.

During 2010-2011 training places on the CDOP course were also offered to Staffordshire Safeguarding Children Board; this ensured a good uptake of attendees on this course and a partnership approach to the training by both Boards, savings in cost and further development of skills and knowledge for appropriate professionals.

Complaint Received via Child Death Overview Process

In September 2010 a letter of complaint was received by the Chair of the CDOP about practice of the police. The parents of the making the complaint were visited and they agreed to actively support the delivery of training and to share their experiences to frontline workers.

Changes have been made to policing services as a result of this complaint which included:

- Child Abuse Investigation Unit has been renamed – Child Protection Team;
- Rapid Response element of Sudden Unexpected Death in Infancy procedure revised; and
- Guidance written within Staffordshire Police regarding appropriate response to such cases

There should now be an improved response to parents following an unexpected child death and parents or carers who suffer sudden child bereavement should be responded to in a more timely and sensitive manner as a result of the actions arising from this complaint.

Communications Campaign: Blind Cord Safety

In February 2010 a three year old boy living in Staffordshire tragically died at home after becoming entangled in blind cords; five days later a local baby girl aged 16 months also died in a similar incident. The post-mortem results confirmed that both children had died due to accidental strangulation from blind cords.

As a result of these tragic deaths SSCB, via the Child Death Overview Panel, agreed to take a proactive response to raising public awareness via a communications campaign, to ensure that other parents, carers and professionals are alerted to the potential and proven risks posed to young children by looped window blinds.

On 7th May 2010a multi-agency meeting was held with Stoke-on-Trent (S-O-T) Safeguarding Children Board, S-O-T and Staffordshire County Council's Trading Standards, representatives from Staffordshire's Health Economy, Staffordshire Police, Early Years Services and the district councils, and the following action was agreed and subsequently undertaken by the Board;

- Contact needed to be made with the parents of the two children who had tragically to make attempts to engage them in contributing to the campaign;
- The campaign should use the strap line ***'Blind cords can kill children'***
- The campaign would be targeted towards parents and carers of children under the age of five years;
- Posters and leaflets (branded using the two LSCB logos needed to be designed, produced and distributed to the following areas across Staffordshire and Stoke-on-Trent;
 - Health services: Antenatal / Midwifery / Health Visitors / GP surgeries (health representatives to also enquire whether guidance could be added into the child health 'red book');
 - Children's Centres;
 - Childminders;

- Foster carers;
 - Nurseries;
 - Voluntary organisations who are working with parents and carers of children under the age of five years old;
 - Community Learning Partnerships;
 - Community Safety Partnerships.
- Trading standards will target advice and guidance at local manufacturers, traders and suppliers of blinds in order for them to pass on safety advice onto their consumers. They are also trying to access funding to obtain and distribute simple blind cord safety devices. Trading standards from both local authorities have provided resources to offer telephone advice on blind cord safety to the public when the campaign is launched;
 - Action needs to be taken in relation to local authority owned buildings (such as libraries, leisure centres and council buildings) to ensure that improved blind cord health and safety standards are applied to buildings accessed by the community.
 - For there to be a planned advertisement campaign with local newspapers to target the public across Staffordshire and S-O-T.
 - For the following information to be added onto the SSCB website;
 - Information & guidance for parents, carers & practitioners;
 - Information & guidance for manufacturers and suppliers of blinds;
 - Blind cord safety poster;
 - Blind cord safety leaflet.

All of this information can be viewed on the SSCB website at: <http://www.staffsscb.org.uk/professionals/childsafety/blindcords/>

Workforce Development and Training Subgroup

Inter-agency training is an essential feature of all training to safeguard and promote the welfare of children, our training builds on the training provided on a single agency basis.

Staffordshire Safeguarding Children Board is responsible for ensuring that single and inter-agency training on safeguarding and promoting the welfare of children is provided in order to meet local needs. It also has the responsibility to ensure that both single and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training in accordance with the statutory guidance Working Together to Safeguard Children 2010. The core aim of SSCB training is:

- To define priorities for single agency child protection training and ensure these are fed into the local workforce strategy; and
- To define priorities for inter-agency child protection training and to commission and provide that training.

The Board takes a strategic overview of inter-agency training has a SSCB Training Manager who has the lead responsibility for workforce development and training. In 2010-2011 there were two part-time Training Co-ordinators and one part-time Training Support Worker who helped the SSCB Training Manager to coordinate the SSCB Inter-agency Training Programme. The training functions and responsibilities are undertaken by the SSCB Workforce, Development and Training Subgroup and members of the local training teams and the work of the sub-group contributes to, and works within the framework of Staffordshire's Children's Workforce Strategy. During the financial year there was a reduction in administrative staffing due to maternity leave and some cover was provided by temporary staff. In March 2011 a new chair from Staffordshire Police was appointment for lead the Workforce, Development and Training Sub-group.

It is important to note that the SSCB Training Manager, the SSCB Training Co-ordinators and the SSCB Training Administrator posts were transferred under the Learning Development Arm (LDA) of Staffordshire County Council on 1st April 2011. It has been acknowledged that this has some recognised benefits relating to receiving support for any staff sickness or maternity leave, however further assessment is required to evaluate the impact of these changes during 2011-2012. In recognition of the restructure changes ahead it was agreed to 'backload' SSCB training during the latter half of the 2011-2012 business planning period to enable there to be a period of transition from the umbrella of the SSCB to the LDA.

The success of the training programme is heavily dependent upon the contributions made by our members. The Multi-Agency Level 2 Course 'Working Together to Safeguard Children' is delivered by members of the local training team.

The team consists of representatives from the Education Welfare Service, police, children's services, PCT and hospital health professionals, mental health professionals, the Youth Offending Service and Staffordshire Young People's Service. There is a recognised difficulty in maintaining consistent representation from social workers on the team and this issue needs to be appropriately addressed to promote the effectiveness of delivery of multi-agency training during 2011-2012.

This year members from our partner organisations have also contributed to our Refresher Training, Safer Recruitment Training, Forced Marriage and Child Trafficking Training, Lessons from Serious Case Reviews Training, Child Protection and Core Group Training and the Working Together 2010 briefings.

During the year there were **106** events arranged and **a total of 1892 staff and volunteers** accessed these well received training opportunities. The analysis of these figures helped to shape the SSCB training programme for 2011-2012.

The SSCB Inter-agency Training Programme is firmly established and is continually reviewed and updated to reflect changes in statute; guidance; local safeguarding children trends and themes; lessons from national and local serious case reviews; and child deaths. To view statistical information relating to the multi-agency training events coordinated by the SSCB please go to Section 5: The Monitoring and Evaluation of SSCB Arrangements on page 76.

SSCB Workforce Development and Training Strategy (2011-14)

The Workforce Development and Training activities are a key priority in the Staffordshire Safeguarding Children Board (SSCB) Business Plan (2010- 2011). The overall purpose of the strategy is to provide the framework for workforce development and safeguarding training events in Staffordshire to ensure those working with children, adults and families are appropriately skilled and competent. The strategy is intended to add value rather than replace workforce strategies in a wide range of partner organisations. Members of the Workforce, Development and Training Subgroup have worked hard to develop this strategy during 2010-2011 and the strategy has been formally ratified by the strategic Board and disseminated to their organisation's respective training leads for implementation. To view this strategy please go to the SSCB website at: <http://www.staffsscb.org.uk/professionals/Inter-Agencytraining/>

The following progress has been made within the Workforce Development and Training Subgroup during 2010-2011:

- The coordination of the SSCB training programme;
- The development of the SSCB Workforce Development and Training Annual Report;

- Multi-agency overview of the SSCB training budget;
- A review of statistical data, evaluations and reports to help inform and improve training delivery;
- Embedding recommendations arising from serious case reviews into new and existing multi-agency training;

Working Together 2010 suggests that the provision of training should include different training methods and as a direct result the SSCB offers a range of on-line e-learning provision. These provide a selection of Level 1 modules for a variety of different audiences. The SSCB has an annual Safeguarding Children e-Academy membership offering unlimited access to all six versions of the Awareness of Child Abuse and Neglect course (level 1 training) and also have access to seven other e-learning modules. (Please note that the Safeguarding Children with Disabilities modules were purchased through the 'Aiming High' funding stream).

These modules are:

- Introduction to Safeguarding Children;
- The Awareness of Child Abuse & Neglect – Foundation module;
- The Awareness of Child Abuse & Neglect – Core module;
- The Awareness of Child Abuse & Neglect – Police version;
- The Awareness of Child Abuse & Neglect – For professionals/volunteers that work with young people;
- Think Safe, Be Safe and Stay Safe – for young people;
- Safeguarding Children Refresher;
- Child Development;
- E-Safety;
- Introduction to Integrated Working (CAF);
- Safeguarding Children with Disabilities ;
- Safeguarding Children with Disabilities – Short Breaks* (**this is due to 'go live' during 2011-2012**) and;
- Safeguarding Children with Disabilities – An Introduction to the Autism Spectrum

The Board provide free access to contributing SSCB members and the third sector and we also sell licences to other organisations. This may be for the modules listed above or other training provided by our supplier.

Single Agency Training Audit

This audit was undertaken during June and July 2010 with the aim of evaluating section 11 compliance with the training requirements detailed within chapter 4 of *Working Together to Safeguard Children* (DCSF, 2010). 90% of the audit returns were received from agencies and members from the Workforce Development and Training Sub-group produced a report which provided a detailed analysis of the audit findings.

5.0 Monitoring & Evaluation of Local Safeguarding Arrangements

SSCB Training Data

Inter-agency training is an essential feature of all training to safeguard and promote the welfare of children, our training builds on the training provided on a single agency basis. Staffordshire Safeguarding Children Board is responsible for ensuring that single and inter-agency training on safeguarding and promoting the welfare of children is provided in order to meet local needs. It also has the responsibility to ensure that both single and inter-agency training is delivered to a consistently high standard, and that a process exists for evaluating the effectiveness of training in accordance with the statutory guidance *Working Together to Safeguard Children 2010*.

During the year there were **106** events arranged and **a total of 1892 staff and volunteers** accessed these well received training opportunities. Table 4 below offers an insight into the range of events provided by the Board during 2010-2011:

Table 4: SSCB Multi-agency Training Events:

Training Events Organised in 2010-2011	Number of Events
Working Together to Safeguard Children	40
Refresher in Child Protection	6
Child Protection Conferences & Core Groups	4
Recognition of Neglect & Emotional Harm	6
Child Sexual Exploitation	4
Working Together Briefings	4
Children & Domestic Violence	3
Forced Marriage	3
Safeguarding Missing Children in Care	3
Safer Recruitment	3
Substance Misuse and Parenting Capacity	2
Child Trafficking	1
Information Sharing for Managers	2
Lessons from Serious Case Reviews	2
Independent Management Review	1
Team Development Day	1
Training for Managers	1
TOTAL NO OF EVENTS HELD:	87

Organisations Accessing SSCB Training Events:

Table 5 below lists the organisations that have accessed the training this year and shows the number of places they received:

Table 5: SSCB Multi-agency Training Events

Organisations Accessing SSCB Training Events	No. of Places
Schools	566
Children & Families Services	357
South Staffs PCT	168
Independent / Private Sector	101
Voluntary & Charities	87
Connexions	84
Police	65
Early Years	64
NHS North Staffordshire	57
Burton Hospitals NHS Foundation Trust	49
Youth Offending Service	36
Education Welfare Service	33
North Staffordshire Combined Healthcare NHS Trust	28
District Council	26
Staffordshire Young People's Service	26
University Hospital of North Staffordshire NHS Trust	25
Probation	23
Colleges of Further Education	19
Education	19
Prison Service	18
Mid Staffordshire NHS Foundation Trust	11
South Staffordshire & Shropshire Healthcare NHS Foundation Trust	10
County Council (Other)	8

Community & Learning Partnerships	6
Housing Associations	2
Staffordshire Fire & Rescue Service	2
CAFCASS	1
Foster Carers	1
Grand Total	1892

Evaluation

The SSCB's process of evaluating the SSCB training did not change during 2010-2011 and our use of end of course questionnaire continued to be used. It has been recognised that the evaluation process for training needs to be strengthened and this action will be added into the SSCB Business Plan for 2011-2012.

The feedback from this training is generally excellent and a few of the comments from participants are listed below:

“It's super”

“Very informative; useful to know the necessary processes and procedures”

“Less passive listening, more active discussion/participation.”

“Great course – nice mix of activities”

“A lot to put in one day”

“Excellent day, thank you.”

“Informative course executed to a good standard and trainers worked well together”

“One of the best courses I have ever attended on safeguarding, many thanks. Sometimes we need to be given information.”

E-Learning

In the year April 2010 to end of March 2011, 3610 e-learning courses were allocated and this is a 404% increase in the number of courses allocated compared to last year. 2108 e-learning courses have been passed this is a 365% increase in the number of courses learner passes compared to last year.

Quality Assurance and Audits

Single Agency Training Audit

This audit was undertaken during June and July 2010 with the aim of evaluating section 11 compliance with the training requirements detailed within chapter 4 of *Working Together to Safeguard Children* (DCSF, 2010). 90% of the audit returns were received from agencies and members from the Workforce Development and Training Sub-group produced a report which provided a detailed analysis of the audit findings.

Context of the Audit: The provision of the 'Single Agency Level 1 Child Protection Training' is the responsibility of individual organisations. Staffordshire Safeguarding Children Board (SSCB) partner organisations were required to undertake an audit of this training for their staff attendance during the financial year 2009-10.

Aim of the Audit: The purpose of the audit was to determine;-

- Whether organisations have in place a mechanism to identify newly appointed staff
- Whether organisations are able to identify which of these staff come into contact with children and families
- Whether organisations are able to determine what level of contact these staff have with children and families
- Whether the organisation provides Level 1 training for these staff members within 6 months of appointment
- Whether, if they do not provide such training, they direct staff to complete the SSCB e-learning Level 1 package within 6 months of appointment.
- Whether the organisation requires staff to refresh their Level 1 training every 3 years

The Findings of the Audit:

- The 20 organisations that completed the audit employ approximately 61,605 staff members, 93% of these are required to complete Level 1 training. 54% have received this training. Some organisations seem to have difficulty in identifying who has completed the training.
- The training of new appointees is much better with 80% receiving training.
- Some larger organisations have difficulty in identifying when new staff are appointed and if they should be receiving Level 1 training. Many audit returns are completed by the staff members responsible for the training, it would appear that in some cases they train those referred to them but may not be aware of those who are appointed, but are not referred to them for Level 1 training.
- Some organisations may have struggled to complete the audit because they did not provide Level 1 training for their staff.
- There were no returns made by the third sector. There are however increasing numbers accessing our e-learning modules; 17% of those completing our Level 1 packages in 2009-10 were from the voluntary and community sector.

Recommendations Arising from the Audit:

- The SSCB recommends that all organisations ensure that all their staff complete a SSCB e-learning Level 1 package as part of their Induction into safeguarding within 3 months of appointment (unless organisations are able to providing a suitable alternative). Working Together. 4.7.2010. This recommendation needs to be monitored as a SSCB indicator in the 2011 section 11 audit.
- The SSCB recommends that all member organisations staff renew their Level 1 training by accessing a SSCB e-learning Level 1 every 3 years, (unless providing evidence of a suitable alternative).

Please note: The two recommendations detailed above are included in the SSCB Workforce and Training Strategy 2011-2014.

- SSCB recommends that members consider how new staff can be identified and provide evidence in their s11 audit return.

- SSCB recommends that members develop an internal quality assurance process which identifies which staff members need to renew their Level 1 training within the 3 year time frame and provide evidence that they have completed this within their s11 audit return.
- SSCB recommends that the Workforce Development and Training sub group develops a quality assurance process for the content of members' Level 1 training packages. This recommendation is included in the Workforce Development and Training Strategy action plan 2011-14.

The outcomes of this audit were used to facilitate the evaluation the number of 'Working Together' training events that need to be offered during 2011-2012 and the findings of the audit have also been used to inform the SSCB Workforce Development and Training Sub-group work plan and direct the implementation of the final version of the training strategy.

Section 11 Annual Self-Assessment Audit

All organisations that work with children share a commitment to safeguard and promote their welfare. Local authorities, District Councils, NHS bodies, police, Probation & Prison Service, Youth Offending Teams & Connexions have a statutory duty under section 11 (S11) of the Children Act 2004 to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children (as stated in 'Working Together to Safeguard Children', 2010).

Staffordshire Safeguarding Children's Board (SSCB) has made a commitment that an annual self assessment is conducted by these agencies to determine the level of compliance with section 11 requirements. This is the fourth year such an audit has taken place to 'health check' organisations planned and delivered safeguarding children arrangements. The audit has 11 safeguarding key quality standards; each with several sub-standards. The s11 audits are part of the Board's Performance Management Framework in self assessing and continually improving services to children and their families.

In 2010 an electronic online s11 management tool was purchased by the Board from Virtual College. This replaced the paper version of the SSCB's 2009 'Strategic and Organisational Self-Assessment Tool. It provided a range of grade descriptors and an opportunity for agencies to add notes and upload supporting evidence.

Response Rate:

There are 28 individual services that were asked to complete the audit to which 25 responded (89.3%). A response was not received from one district council, Staffordshire's Social Care and Health Service, and the NSPCC. Staffordshire Police, Army Welfare Service and Probation Service were required to complete their s11 using a paper version of the electronic tool due to difficulties in their electronic security systems accepting the e-tool. It should also be noted that Staffordshire Police's self assessment was a joint response to Stoke-on-Trent's Safeguarding Board so some of their response is not completely compatible with the on-line version.

It is difficult to compare response rates from previous years as there have been restructuring changes for example Staffordshire Young People's Service¹ and some agencies no longer providing a service to children & young people, for example HMYOI Brinsford.

For a full list of the agencies involved with the s11 audit see Appendix 1.

Response Analysis Overview:

The electronic assessment of performance in relation to each of the quality standards was graded using the following judgements:

- GREY:** No response / No evidence submitted
- RED:** 'Inadequate' and below the minimum standard. Action is required as a matter of urgency
- BLUE:** 'Adequate' – minimum standard met but further work required
- AMBER:** 'Good' – above the minimum standard with evidence of progress and development
- GREEN:** 'Outstanding' – exceeds the minimum standard

There were 11 key safeguarding areas of which there are a total of 45 quality standards. The overall judgement, across all quality standards shows that agencies feel that 58% are exceeding the minimum standards (GREEN); 23.3% are above the minimum standard with evidence of progress and development (AMBER); and 9% are meeting the minimum standard but with further work (BLUE). This equated to 90.3% of the standards being judged as meeting the minimum standard and above.

¹ SYPS – includes the Youth Offending Service (YOS) and Youth Services.

There were 15 responses (1.5%) that were below the minimum requirements and are seen as a priority for agencies to take urgent action. There were also 91 responses (8.2%) where there was no evidence/no response given; this was particularly in relation to district councils and further development work is required in 2011-2012 to help to ensure that the section 11 process is a meaningful process that actively supports districts in their self-assessment of their organisation's safeguarding children arrangements.

Learning from the Audit:

The electronic version of the audit did pose many difficulties for agencies in accessing, recording and uploading their evidence. For some nominated officers they reported that it felt 'isolating' in completing the audit which relied on their own knowledge to complete the assessment and having an electronic version made it difficult to share and discuss responses with other colleagues. The SSCB plans to undertake a further questionnaire feedback early in 2011-2012 to understand the benefits and weaknesses of this new electronic process to inform the Board's decision about whether this tool should be used again in 2011-2012.

The grade descriptors that had been included in the electronic version were not compatible with previous judgements; meeting a minimum standard in the 2009-2010 audit would have equated to a 'GREEN' whereas in this newer electronic version a minimum standard was 'BLUE'. This could generate some internal agency confusion.

Conclusion/Recommendations:

There is certainly scope to learn from across like-minded agency groups as part of a peer review process; for example district/boroughcouncils, health professionals, children services, to help improve services and to drive action to strengthening safeguarding within and across their organisations.

Overall, the judgements show considerable improvement by agencies in their ability to safeguard and improve the welfare of children and young people. Follow up of the audit is likely to take the shape of a peer review to check evidence and share learning from those agencies that are performing above the minimum standards. It is suggested that this peer review should be undertaken in November 2011.

The electronic s11 version has given Staffordshire a range of grade descriptors for agencies to judge their compliance in meeting a minimum quality standard to safeguard children and it has been agreed that the Board will reflect on the content of the descriptors and develop these during 2011-2012.

There are 15 judgements that have been judged as 'RED'; below the minimum requirement and action has been taken by the Board to request that those agencies take the necessary steps to act on these priority areas and report back to the Board in the next 6 months. These will form a priority for the SSCB Performance Management Sub-group.

In each of the key standard areas several agencies provided no evidence/left blank ('GREY'). This was particularly evident in key standard 2; 'A clear statement of the agency's responsibilities towards children is available to staff' and key standard 9; 'Safe Recruitment'. Greater understanding to the reasons for this is needed by agencies as part of feedback analysis and improving services. The SSCB will be sending a letter is sent to those agencies to determine the basis for their reporting with the aim of offering support and guidance on how these areas can be improved.

Thematic Audit: Working with Highly Resistant Families Learning Review

A recommendation arising from one of Staffordshire's Serious Case Review Overview Action Plans required the SSCB to focus on:

'undertaking consultation with local agencies to identify a sample of those families that currently met the definition of 'highly resistant' and confirm that the welfare of children in those families is adequately safeguarded notwithstanding the difficulties experienced in working with their parents'.

This multi-agency learning review was undertaken in February 2011 and involved providing an agreed definition and coordinating a learning review across identified services. The aim of the review was to develop a SSCB focussed action plan that would enable a joint approach to working effectively with families who met the definition in the future. The Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) has conducted a knowledge review on what works in protecting children living in 'highly resistant' families and this research supported Staffordshire's thinking and approach when developing the learning review audit tool.

Definition of 'Highly Resistant Families: Staffordshire agreed the following two types of highly resistant family in accordance with C4EO publication *'Effective practice to protect children living in 'highly resistant families'*:

(1) Families who do not engage or co-operate with services to protect children at risk of harm:

- Active resistant to services – no contact with services or very little contact in the home environment;
- Lack of acknowledgement of their responsibility to meet the parental needs of the child;

- Repeatedly fail to attend appointments (DNA);
- Known to several agencies but fail to comply with agreed plans to assist them to effectively parent/care for their child.

(2) Families who do not demonstrate positive change despite positive interventions and support:

These families are outwardly compliant ('disguised compliance'), but *'they do not accept change and are resistant to new ways of working. They will subtly disrupt progress by being superficially co-operative, set unrealistic goals to influence positive change and then use them as an excuse for not moving forward...'*

Methodology of the Review: The following 5 agencies were involved in this multi-agency learning review:

- Children's social care involving family assessment services, safeguarding services and disability services;
- Education Welfare;
- North Staffordshire Primary Care Trust;
- South Staffordshire Primary Care Trust;
- Child and Adolescent Mental Health Service (CAMHS).

A minimum of 32 family files were identified using the above definitions and across these services using a semi-structured form. This form sought to understand; what worked; what didn't work; the impact on staff and services; outcomes for the children; and the reflective learning by the auditor on reading such case files.

Analysis around the key themes:

Family Characteristics:

34 families were reviewed using this approach and there was a mixture of young parents, large sibling groups, divorced or separated families but it was difficult to judge from the information and genograms how these characteristics had directly impacted on their resistance with services.

The learning review identified that the main pre-disposing risk factor was mental health issues (53%) with at least one of the parents (mainly mother). Other pre-disposing risk factors included drug and alcohol misuse, domestic violence, and neglect. **Up to 88% of these families had at least two of these identified risk factors present within their lives.**

53% of the families were type 1 displaying high level of 'non attendance at appointments' that were then repeatedly re-scheduled. This was also the case for non attendance at meetings, continual lack of engagement with interventions and services. Some of these families would be verbally aggressive and violent with professionals so that it distracted focus giving little chance of understanding the true needs of the children. **41% of the families were Type 2** outwardly compliant with professionals but with very little change and improvements to the needs of the children involved. Often the needs of the parent(s) overshadowed those of the child so focus is distracted from the main purpose of services being involved in the first place. Usually these families have been known to professionals for a long period of time (over ten years in some cases).

It is important to recognise that these families were presenting their resistance early within universal services; GP, health services, and schools. The lack of engagement and take up of support from these families usually led to closure and the discharge of support as they did not comply or follow the main accessibility mode for service or treatment. This was a recognised missed opportunity to intervene early.

What worked and what didn't work:

Key areas that worked for families and staff was when there was a multi-agency approach with a shared work plan. This provided an understanding from each agency on what outcomes needed to be achieved. Conversely, when this didn't happen there was no joint approach and communication between agencies was poor which enabled families to divide agencies and create frustration and anxiety amongst staff. Through working together, sharing information and building a trust with the family seemed to have provided a positive basis for change.

Key areas that didn't work: When families were discharged from services the 'revolving door syndrome' was created as the needs of these children and families had still not been met but had started to escalate to require more targeted and specialist services. Having the right services intervening and supporting at the right time would minimise this by adopting different approaches. Unannounced visits didn't work for many of these families, as they mistrusted professional and would not answer the door; this was particularly relevant for type 1 families. It was also important not to discharge purely on the grounds that these families do not comply with one treatment model/one approach when their needs are still apparent and long term intensive support from across the thresholds is required to promote improved outcomes for children.

For some of these families the child protection process should have started a lot sooner once robust early intervention and targeted services were not safeguarding the welfare of the child. Only when a more structured and planned approach was adopted families did start to engage.

Impact on staff and services: Staff felt the greatest impact from these families by:

- Experiencing levels of frustration (between agencies and with the families);
- Wasted appointment time, meetings and travel time when families don't turn-up or engage;
- Experiencing levels of hostility, intimidation and verbal abuse from these families. It can only be assumed that this must have a direct effect on sickness and retention levels of staff across all service areas;
- Inability and lack of confidence to engage effectively with these families.
- The financial impact of these families as they require long term support.

Staffs perseverance and resilience did seem to provide a strength factor with some of the families reviewed.

Outcomes and Safeguarding Concerns: Overall there seemed, in all of the cases limited change in the long term outcomes for these child(ren). There was evidence that services were having an impact but this was either short term, slow levels of change over time or a level of progress and then steps back due to circumstantial changes in the home environment.

15 of the 34 files (44%) the service auditor had felt that inadequate safeguarding arrangements were in place, with proposed actions on resolving and improving. Follow-up letters to these services show that appropriate actions had now been put in place either as a referral to Children's Social Care Services, professionals' meetings to gain a joint approach to actions or a different approach in engaging families were now in place. These are complex cases and no 'quick win' solution will make immediate changes, however all of these cases are on the radar of those professionals.

Learning from the Review: Some of the key themes for learning identified through this review were:

- Not to discharge a family purely on the grounds that they didn't comply with one mode of treatment;
- The importance of information sharing at the point of referral;

- The value of keeping in touch with other professionals to get a shared view;
- The value of having experienced, skilled, persistent and resilient staff to work with these families;
- Communication across agencies was often 'patchy' so giving families opportunity to play agencies off against each other – this needed to improve;
- Keeping these families on the 'radar' to make sure there is no drift;
- Agencies / staff ability to respond and adapt to the needs of these families; particularly universal services
- Assessing the impact on staff – retention, sickness levels etc
- Long term engagement with small level of change
- The conflict between professionals and families tend to loose sight of the child's needs.

Proposed Actions from the Audit for 2011-2012

The following actions were identified as part of this learning review and are proposed as learning points for agencies working with highly resistant families. This information will be used to inform the development of practice guidance for practitioners and managers and will lead to a wider communication and training approach to raise awareness across the multi-agency workforce during 2011-2012:

- Multi-agency training should be provided for staff to recognise characteristics for highly resistant families, the tactics and manipulation that are used to avoid effective engagement and the skills, knowledge and approaches required to provide possible solutions. The outcome of such training would build confidence amongst staff and support achieving better outcomes for children and young people;
- Joint planning and shared outcomes amongst all professionals involved with the family must result in one plan. This would limit the family's ability to manipulate information between professionals and help to reduce the frustration felt by staff and professionals when there is a lack of case focus and prioritisation;

- Creative interventions should be provided to enable these families to engage earlier in a universal setting and avoid the ‘revolving door syndrome’;
- Information sharing is critical across agencies at the earliest opportunity. Knowing the history of the family provides a starting platform to engagement. This would be based on a trigger or alert for when a family is displaying some of the behaviours identified in this review;
- Ensuring that the right services are involved at the right time which involves both adult services and children services working in conjunction with one another to offer an improved joint response; particularly as adult mental health was a key pre-disposing risk factor in over half of the families in the review;
- The learning review should help to develop an improved understanding to why families behave in this way (for example anxiety and fear based on their own experiences of being involved with professionals). Multi-agency training and information gathering will support this development process.

Partner Agency Safeguarding Reports

E-safety

The SSCB e-Safety Task to Finish Group recognised that e-safety is not a technological issue and that it must be firmly embedded within safeguarding policies and practices. An e-Safety Action Plan was developed for 2008-2010 and the group organised its work into four work streams:

- Polices, Procedures and Practices;
- Information, Education and Training;
- Infrastructure and Technology;
- Inspection and Standards.

The following offers as summary of the key areas of progress and achievements of the SSCB e-Safety Task to Finish Group:

Polices, Procedures and Practices: This work stream’s objective was to ensure that member agencies and partners have policies, procedures and practices in place to enable children and young people to use the internet and digital technologies safely. All settings

should take appropriate action to ensure ICT used by all users both within and beyond the setting is responsible, safe and secure. Policies should be relevant and comprehensive and regularly in line with developments in technology and practice. Policies should be understood by all and practice monitored to ensure adherence. The work under this work stream has involved the following:

- Reviewing and updating documentation and policies for safeguarding and promoting the welfare of children in Staffordshire to include e-safety;
- Updating guidance for acceptable-use policies;
- Nominating e-Safety School Governors;
- Developing guidance and an incident reporting procedure for staff regarding child protection referrals in relation to technologies abuses;
- Ensuring that children and young people's plans address the need to safeguard and promote the welfare of children when using ICT;
- Contributing to the development of national guidance for local safeguarding children boards and schools.

Information, Education and Training: The objective of this work stream was to develop and implement an education and training strategy that would facilitate:

- the provision of education to children and young people that promotes safe and responsible use of the internet and other digital technologies;
- members of the children's workforce awareness of e-safety and how it relates to safeguarding children.

It is clearly important that practitioners actively engage with e-safety and promote the importance of e-safety to children, young people and parents and carers and the task group has also been involved in the following developments:

- Establishing and promoting the online SSCB Staffordshire e-Safety Toolkit for information, guidance and resources;
- Developing and implementing an SSCB e-Safety Training Strategy for 2008-2010;
- Providing guidance to schools and other settings to develop acceptable use and e-safety policies;
- Supplementing existing training for practitioners and settings with references to e-safety and promoting the availability of the e-Safety Toolkit for further information, practical guidance and resources;

- Developing parents', carers' and foster carers' information and promoting guidance and resources;
- Libraries and adult community learning delivering e-safety events for parents and families;
- Distributing e-safety for schools information to all schools including independent schools;
- Promoting e-safety e-learning resources for children and young people available through the West Midlands Regional Broadband Consortia;
- Working with children and young people's participation teams and youth services to engage with children and young people about e-safety, including consultations, surveys, awareness campaigns and activities.

Statistical data:

- **97% of schools in Staffordshire have attended e-safety training covering e-safety policies, practice, monitoring and education resources;**
- **Awareness training for 95 governors and 107 head teachers;**
- **200 teachers and support staff have attended school based e-safety sessions;**
- **271 delegates across all agencies have attended Recognition of Technology Abuses events which were led by Staffordshire Police;**
- **113 schools have taken part in the ESCape drama workshops with 22,500 children participating (one of the workshops involved an independent school that led to a disclosure that a young person was being groomed online);**
- **Over 200 children and young people from a diverse range of groups, including vulnerable groups, have been involved in e-safety engagement and participation activities;**
- **Over 250 children in care and their foster carers who were beneficiaries of the Laptops for Pupils and Home Access Targeted Group schemes received e-safety briefing and materials, including an acceptable use policy.**

Infrastructure and Technology: The objective of this work stream was to secure and implement monitoring and filtering systems and e-safety technical solutions that were in accordance with national standards and regional best practice. All services under the remit of

the SSCB should have adopted filtering and monitoring systems where children and young people have access to the internet. The work within this area has involved:

- **Adopting and promoting the use of national institutional infrastructure specifications, framework contracts and accredited services as models of good practice for ICT in schools;**
- **Developing tender specifications, using national guidance, for software and interactive web services targeted at children and young people;**
- **Securing and implementing enhanced filtering and monitoring tools for children's use of ICT within all settings;**
- **Developing and implementing a technical e-safety standard and specification for all settings that provide access to the internet for children;**
- **Monitoring emerging technologies and assessing their risks to children's safety and wellbeing;**
- **Identifying good practice to be disseminated to agencies and settings via the Staffordshire e-Safety Toolkit.**

The County Council procured, using national grant funding, an e-safety monitoring solution to enhance its Becta accredited filtering systems and a project was initiated to implement the Securus e-safety monitoring solution in all county settings where children have access to the internet.

Securus monitors computers and records evidence of misuse and alerts staff to issues of concern. The system alerts when children and young people use bullying or threatening behaviour and inappropriate internet sites. It also gives an early warning to harmful situations such as: signs of depression or suicide, predator grooming, racial or religious harassment, drugs and pornography.

The project involved an extensive training programme. The training in addition to using the technical solution also covered wider aspects of e-safety, including e-safety and acceptable use policies, education resources, engaging parents/carers and responding to incidents. 97% of schools in Staffordshire attended the e-safety training for the monitoring solution. This e-safety monitoring solution is currently being piloted in 3 Staffordshire Young People Service centres with a view to roll out to all centres and children's residential homes in 2011-2012.

Through Staffordshire's Violent Extremism Group the project was also able to take an innovative approach in partnership with Staffordshire Police Special Branch Division. A mechanism was put in place to assist in the identification of children at risk of radicalisation. Special Branch now works with Securus to update a data dictionary which captures these instances.

Staffordshire has also worked extensively with Securus to develop their domestic version for foster carers. The intention is to provide the solution for all foster carers and the piloting has involved foster carers developing and using learning resources that engage young

people in their care about e-safety. This has been highlighted as an exemplar of good practice that could be promoted to all parents and carers to help in developing e-safe attitudes and behaviours in their children.

The e-safety monitoring solution project and the wider aspects of e-safety it promoted through local partnerships received a 2010 West Midlands Safeguarding Award.

Standards and Inspection: The objective of this work stream was to ensure that each service under the remit of the SSCB meets its requirements for e-safety. All settings should undertake some form of risk assessment and audit. Inspection of e-safety measures and the monitoring of practices and procedures should be effective in identifying and improving e-safety policy, procedures and practice. This has included:

- **Developing an e-safety checklist for settings;**
- **Working with the County Council's Health and Safety Unit to develop a risk assessment pro-forma for settings and include e-safety in school health and safety audits;**
- **Developing an e-safety pledge;**
- **Piloting the South West Grid for Learning (SWGfL) 360 Degree e-Safety Self Review Tool.**

The SWGfL 360 Degree e-Safety Self Review Tool allows schools to evaluate their own online safety provision; benchmark that provision against others, identify and prioritise areas for improvement and find advice and support to move forward.

Most of the work of the SSCB e-Safety Task to Finish Group was funded using area based grants for ICT and funding from the SSCB training budget. However it should be noted that the government funding streams used to drive forward e-safety across Staffordshire are currently being reviewed and due to local reorganisation, rationalisation and the consolidation of services, some key group members are no longer available to support the work of the group. The accumulation of these factors may have a significant impact on the future functioning of this SSCB Task to Finish Group and the Board will be challenged to be clear about the most appropriate way to take this critical area of work forward during 2011-2012.

Private Fostering

An annual report on private fostering arrangements in Staffordshire was presented to the SSCB during 2010-2011. Reporting on fostering arrangements in Staffordshire is required by regulation 16, Children (Private Arrangements for Fostering) Regulations 2005, and by paragraph 2.45 of the Replacement Children Act 1989 Guidance on Private Fostering 2005.

The basic definition of private fostering is where children and young people up to the age of 16 are looked after by someone other than a parent or close relative for more than 28 days. Staffordshire County Council views all privately fostered children as children in need. The private foster carer becomes responsible for providing the day to day care of the child in a way which will promote and safeguard his welfare. The overarching responsibility for safeguarding and promoting the welfare of the privately fostered child remains with the parent or other person with parental responsibility. Local authorities do not formally approve or register private foster carers, however, it is the duty of local authorities to satisfy themselves that the welfare of children who are, or will be, privately fostered within their area is being, or will be, satisfactorily safeguarded and promoted.

Between April 2010 and the end of March 2011 Staffordshire County Council received **38** new notifications for privately fostered children. There are currently **23** known private fostering arrangements that are being assessed and monitored by Staffordshire County Council.

Private Fostering National Minimum Standards: The aim is for the local authority to be satisfied that the welfare of privately fostered children in Staffordshire is satisfactorily safeguarded and promoted and that the local authority co-operates well with other agencies in this aim. The following information offers an update on private fostering arrangements in Staffordshire for 2010-2011. All of the standards focus on securing positive outcomes for privately fostered children:

Standard 1- Statement on private fostering: The local authority has a policy and procedure document that is available to all staff outlining all duties and functions. The statement of purpose and the Private Fostering Action Plan are due to be reviewed in June 2011

Standard 2- Notification: There is a procedure to deal with notifications and a constant awareness raising programme. The communications team are working on a plan to raise awareness in order to increase notifications. The national lead agency for PF, BAAF, states that;

'the objective should be to safeguard privately fostered children by changing the behaviour of professionals who work with children in identifying private fostering arrangements in the course of their work and by reducing the number of children in un-notified private fostering arrangements'.

There should be a specific focus on the professionals working with privately fostered children rather than on the general public and professionals. Staffordshire's intranet and internet webpage's have been updated as part of the ongoing raising awareness campaign.

Private fostering is now included in the inter agency level two child protection training. Private fostering briefing sessions have been held within the Local Authority across social work teams and with other agencies such as education, and Burton-on-Trent voluntary services co-ordinators. A leaflet drop has been made to as many GP surgeries as possible.

Standard 3- Safeguarding and promoting welfare: Privately fostered children are being kept safe as they are subject to a thorough assessment process and ongoing monitoring for as long as they are privately fostered.

Standards 4- 6. Advice and support: Parents, carers and children are given ongoing advice and support from the initial notification through to end of service. Information has been received from carers and children who have responded to feedback forms and who have received a service with all respondents stating that private fostering was the right option of care for them.

Standard 7- Monitoring compliance with duties and functions in relation to private fostering: The local authority has developed a system for recording all details of privately fostered children with records kept for all children and carers. Staffordshire workers attend the private fostering special interest group to help information sharing and development of good practice between local authorities.

Multi-Agency Public Protection Arrangements (MAPPA)

Forming and maintaining links with other key strategic bodies involved with safeguarding and promoting the welfare of vulnerable children, young people and adults, forms a critical aspect of the development of Staffordshire Safeguarding Children Board. Multi-Agency Public Protection arrangements (MAPPA) were introduced in 2001 and it is the statutory national framework for the identification, assessment and management of risks posed by sexual and dangerous offenders. Local authority social care services have a legal duty, defined with the Criminal Justice Act (2003), to co-operate with the MAPPA process.

The Risk Management Co-ordinator, located within Staffordshire County Council's Directorate for People, is the essential interface between the County Council's Children's Services and the MAPPA activity within Staffordshire. The Risk Management Co-ordinator is responsible for ensuring that the requirement to co-operate is appropriately met, and to facilitate effective working relationships between the local authority and the participating agencies that have responsibility for managing and supporting the complex work of MAPPA in this area.

It is recognised that core data relating to MAPPA offenders, (e.g. by category), does not provide a clear indication as to the nature and extent of risk that is posed to vulnerable children which necessitates specific children's safeguarding activities. For example, category 1 (registered sex offenders) will almost always pose some level of risk to children, albeit recognising that some offence types will relate to children and others to adults. Category 2 and 3 offenders may have index offences (e.g. robbery) which are suggestive of lower risk to vulnerable children but may have propensity to significant violence in domestic family contexts which may be significantly harmful to children.

For that reason, the capturing of data over this recording period has included recording a judgement around each individual offender's propensity to pose potential significant risk of harm to children should their circumstances bring them into close contact with children. For example, violent offenders with propensity for domestic abuse pose a lower risk when living alone and not in a relationship with someone who has children. In this sense, between April 1st 2010 and March 31st 2011 a total of 199 offenders discussed at MAPPA; 88 were considered by the Risk Management Co-ordinator to warrant children's social care assessment activity if their circumstances evidenced links with vulnerable children.

Of the 199 total offenders, 22 have resulted, or been associated with, safeguarding and/or support social work activity by this local authority due to the risk level necessitating direct activity intervention by Staffordshire's Children's Social Care Services. Staffordshire's Families First Service continues to make a significant and effective contribution to the MAPPA activities within Staffordshire. The provision of core representation at all relevant panels ensures that any potential risks to children can be identified and factored into offender risk assessments, and also ensures the early undertaking of appropriate social care interventions and safeguarding actions which are critical elements of individual Risk Management Plans.

The regional guidance regarding notifications to children's social care of people posing a risk to children was re-published in 2009. Staffordshire Safeguarding Children Board's inter-agency '*People Posing a Risk to Children*' procedure has subsequently been updated to reflect the changes to the initial guidance. This local guidance has been approved for publication and implementation by SSCB and was re-launched within Staffordshire in 2010.

The Management of Allegations against People who Work with Children

Appendix 5 of Working Together to Safeguard Children (2010) sets out the procedures for managing allegations against people who work with children. The same guidance and procedures are also set out in Chapter 5 of *Safeguarding Children and Safer recruitment in Education (2006)*.

Staffordshire County Council's Children's Social Care Services and Staffordshire Police have worked in consultation with the Staffordshire Safeguarding Children Board since the publication of Working Together (in 2006) to ensure local procedures for '*Managing Allegations Against People who Work with Children*' complies with statutory guidance. Local Authority Designated Officers (LADOs) are now firmly established within Staffordshire's safeguarding arrangements and the County Council's Risk Management Co-ordinator, who fulfils one of the local LADO roles, has provided ongoing training to both inter-agency and single agency audiences.

The SSCB inter-agency procedure for '*Allegations of abuse against a person who works with Children*' is currently in the process of being reviewed and revised to reflect changes to national guidance and local processes.

For the period April 1st 2010 to March 31st 2011 there was a total of **174** referrals. The total number of recorded referrals has decreased compared with the previous reporting period (183). The profile of referrals reflects an expected and appropriate range across all the relevant sectors with no concerning under or over representations. However, in addition to the formal referral activity, an increasing and significant amount of informal work has been undertaken in respect of providing advice and guidance to individuals and organisations relating to circumstances that do not meet the statutory thresholds and the LADO has been active in supporting activities which relate to more generalised concern about providers of services to children; for example when regulatory bodies have highlighted shortcomings in the quality and standards of provision.

It should also be noted that some referrals reflect behaviours of concern, and potential unsuitability, emanating from conduct not directly related to possible harm of a child; for example concerns relating to the possession of adult pornography or acts of domestic abuse within the adult's own home. Importantly, and consistently across the last three LADO Annual Reports, the data presented here supports prior expectations of higher levels of allegations arising from employment sectors which involve an intensity of face to face interaction with young people, and where particularly the exercise of physical restraint is an occasionally necessary form of professional intervention.

The very nature of these types of activities, where physical contact is a necessary aspect of professional practice, will inevitably generate situations which will culminate in children and young people making allegations about the appropriateness of a workers actions. It is also to be acknowledged that Prison Officers employed within HMP Young Offenders Institutions are lawfully permitted (and required) to occasionally adopt strategies of control which would not be permissible in other settings, e.g. children's homes. There is, therefore, an additional level of responsibility for the allegations management process to have cognizance with the very wide range of settings from within which allegations may be made.

The number of recorded referrals received between April 2010 and March 2011 reflects a continuing effectiveness in the current allegations management process, although does not fully convey the extent of additional but directly linked activities which are ultimately intended to identify individuals who may pose a risks to children, or in other ways be unsuitable members of the children's workforce.

There continues to be a significant number of cases in this reporting period whereby the co-ordination of activity by the LADO has assisted in bringing robust conclusions and outcomes to circumstances which historically would not have been subject to close

external scrutiny. There is therefore, increasing evidence that the Allegations Management process, and the LADO function in particular, continues to work effectively in promoting a safer workforce culture within this local authority's boundaries.

The forthcoming 'Families First' restructuring to children's social care service delivery has brought about an opportunity to fundamentally review the exiting LADO arrangements, and the potential for the Educations Safeguarding Advisors to be more closely aligned with the Risk Management Co-ordinator to help to promote a consistent approach to LADO across Staffordshire. Improvements to the present electronic recording and data storage system are planned during 2011-2012 so that a more accurate capturing of LADO activities may be facilitated.

Safe Recruitment and Safe Working Practices

Staffordshire Safeguarding Children Board continues to take its responsibility for promoting safe recruitment and working practices seriously and safe recruitment procedures are in place across Staffordshire. The SSCB has continued to support the delivery of this training across the children's workforce during 2010-2011 and three events were provided. This training has also been subject to an extensive roll out programme by the County Council to the schools sector where there is a mandatory requirement to evidence the successful completion of the training. A safe recruitment audit was undertaken in 2009-2010 and the recommendations arising from the audit have been used to help improve local policies, training and service delivery.

Complaints

There have been no complaints received by the SSCB as a result of child protection conferences this year. A report on the complaints received by the Independent Chair Coordinator during 2010-2011 is currently being produced and the SSCB is due to receive this report in the very near future to monitor the effectiveness of the complaints process and to explore any arising multi-agency issues. The SSCB will also encourage that any key issues arising from this report are used to drive local service delivery improvements.

Partner Agency Restructures:

The SSCB has been acutely aware of the significant reorganisation that has occurred with three key agencies during 2010-2011 and has sought to ensure that partner agencies are regularly updated on changes being made within Staffordshire's Children's Social Care Services (with the introduction of 'Families First'), the health economy and Staffordshire Police. Presentations and verbal updates on the progress being made and the resulting impact on service delivery has been discussed as a standing agenda item at strategic

Board meetings to help to share information and enable partner agencies to be aware of any potential impact of agency restructure on providing effective services to children and their families.

Restraint in Juvenile Secure Settings

This multi-agency standing SSCB Task Group convenes on a bi-monthly basis at HM Young Offenders Institution (HMYOI) Werrington to drive progress against the multi-agency 'Review of Restraint Action Plan'. This plan was established to monitor and provide multi-agency scrutiny of the restraint of juveniles within our local HMP Young Offenders Institution (YOI). This group has worked hard over the last year and undertaken the following:

- Produced an annual report for the Youth Justice Board on the use of restraint;
- Improve internal arrangements for informing children and their parents or carers about the use of restraint;
- Organised training opportunities for SSCB members and operational managers and practitioners on control and restraint methods;
- Viewed video footage of control and restraint incidents on young people to offer external scrutiny, challenge and quality assurance to the methods and management of individual incidents;
- Driven the progression of recommendations detailed within the Review of Restraint Action Plan.

The relationship between the SSCB AND HMYOI Werrington is good and it is worthy to note that the Acting SSCB Manager and Staffordshire County Council's Risk Management Coordinator regularly attend the establishment's quarterly strategic safeguarding meetings and have actively contributed to recent inspection of HMYOI Werrington.

Behaviour and Bullying

Bullying was the highest scoring response for children aged 7-11 years old who attended the 'Shape it' conference that was coordinated by Staffordshire County Council in 2009. The views and experiences of these young people and national data helped to inform the Anti-bullying Strategy that was launched in Staffordshire by the Children's Trust during National Anti-Bullying Week in 2009-2010. This strategy has recently been reviewed to provide a revised Staffordshire Anti-Bullying Strategy for 2011-2014. Training for managing difficult children has been provided to staff in special schools and a policy has also been developed for mainstream schools during 2010-2011. The purpose of the strategy is:

- To state clearly the values and principles that Staffordshire's Children's Trust upholds around the way that adults and young people are treated and treat each other in the county's schools;
- To encourage the development in the county's schools of greater understanding of bullying and its impact;
- To promote effective action in the county's schools to minimise and deal with bullying.

The principles and priorities embedded within the strategy require every school in Staffordshire to:

- **Ensure that everyone in the organisation is knowledgeable about bullying and supported to promote positive relationships:** for example awareness training is available for managers and all staff; staff and children are encouraged to discuss how safe they feel in their organisation and actions are taken to make improvements where needed;
- **Respond to incidents of bullying:** all forms of bullying are seen to be unacceptable in the organisation; all reported incidents are taken seriously and followed up sensitively;
- **Keep a record of incidents and issues:** there is a written record of all complaints about bullying and the response taken. This record is reviewed regularly to ensure that appropriate action has been taken and that any necessary changes to policies and procedures are identified;
- **Engage with parents and carers regarding concerns and complaints:** all reported incidents are taken seriously and followed up sensitively. Parents are included in planning and discussions where appropriate and are aware of the outcomes of actions taken;
- **Listen to children and young people and ensures that they have clear routes to responsive adults or peer mentors:** The views of children on how safe they feel within the school are sought on a regular basis, through discussion or questionnaire. All reported incidents are taken seriously. Children know what the school's policy on bullying is and how to seek help if needed;
- **Utilise support from the Children's Trust and other organisations where appropriate:** for example schools can join the Local Authority Anti-bullying Pledge Scheme and receive support and advice on improving their policy and practice around anti-bullying; they can commission training for staff and children; they can use information provided by the County Council, DfE or Anti-Bullying Alliance on their websites;

- **Teach and support the development of young people's social, emotional and behavioural skills:** This has been promoted in recent years by the SEAL initiative.

A copy of Staffordshire Children's Trust's Revised Anti-bullying Strategy for 2011-2014 is available to view at:
www.staffordshirechildrenstrust.org.uk/AntiBullyingStrategyDecember2010.pdf

Gap Analysis of Domestic Abuse Children's Services in Staffordshire

Domestic abuse continues to be a key priority for the SSCB given the well documented research linking domestic violence and child abuse. A domestic abuse gap analysis was undertaken during 2010 as a result of concerns raised by local Domestic Abuse Co-ordinators to Staffordshire Safeguarding Children Board. Work is ongoing to address the four recommendations identified within this report to ensure that improvements are made to local services. The development of a local Domestic Abuse Strategy will be critical for improving local services during 2011-2012 and the SSCB will be an active contributor to this important piece of work over the coming months. This new strategy should promote improved working together arrangements and include:

- Improve the coordination of the work carried out by constituent partnership agencies/organisations across Staffordshire;
- The national priorities of 'Prevention, Protection and Support' for victims of domestic abuse;
- Mainstream the issue by raising awareness of domestic abuse and the harm caused;
- Take action to challenge social acceptance and challenge the potential culture where domestic abuse may be tolerated;
- Develop and evaluate a range of flexible and effective services to improve the safety of all those who experience or are affected by domestic abuse;
- Prevent and reduce harm, with eliminating/reducing repeat victimisation a priority;
- Increase first time reporting of incidents and reduce repeat reporting of incidents;
- Bring more offenders to justice and continue to support victims through the court process.

Police Support to Victims of Domestic Abuse (Pilot Project)

In September 2010 the local policing units agreed to pilot a new initiative aimed at supporting victims of domestic violence, who had sustained an assault. A seven step plan was approved which detailed what the police would do from the point of receiving the call from the alleged victim up to any follow up action within a period of 28 days. The package would support the victim, offender and children and provide reassurance. Key partners would also be included in the support mechanisms.

Officers attending incidents will provide an information & literature pack to the victim and should also consider any safeguarding children and/or vulnerable adult issues. The packs include support service contact details, information on the effects on children and a support booklet for perpetrators.

Missing Children

The missing children task group was established in 2009 and has helped to produce SSCB Inter-agency procedures in respect of this vulnerable group of people. Annual data relating to missing children is currently being collated and it was not available to add this information to this report at the time of writing; however it should be noted that significant improvements have been made in relation to the reporting processes for children missing from home or care and the relationship between children's social care services and the police have been strengthened during this reporting period. Data relating to missing children will be used to inform the improved SSCB Performance Management Data Set.

Children at Risk of Sexual Exploitation

The Joint Sexual Exploitation Forum with Staffordshire LSCB is now in place (named the Multi-agency forum for Children at Risk of Sexual Exploitation – MACaRoSE) and the work of this task group is closely linked to national guidance and government directives. Work is currently in progress to look at joint strategies for the local communities to address the risk and identify those young people deemed to be most vulnerable. This is important work in progress and the continued development of the joint forum will result in improved data collection and identification of 'hot spots' and local trends. Joint strategies to deal with presenting areas of concern and improved multi-agency response to children and young people who are being sexually exploited will result in better outcomes for these vulnerable children and young people

There is an identified need to develop an overarching strategy to assist with the development of a clear plan of action around the prevention and response to child sexual exploitation across Staffordshire and Stoke-on-Trent.

The strategy should include;

- A scoping exercise to develop local knowledge;
- Practice guidance for practitioners and managers;
- A prevention communication campaign (targeting education / colleges / youth services /LAC);
- Multi-agency training;
- Performance / data management to help to identify local trends and themes;
- The measurement of outcomes;
- The consideration of introducing an operational panel (with police, children's social care services, health, YOS and third sector representation) to review individual missing children and children at risk of sexual exploitation cases.

Hidden Harm

Hidden harm refers to the damaging effects on children and young people caused by adults who have problematic alcohol and/or drug use. The initial phase of developing a Hidden Harm Strategy in Staffordshire has been undertaken, but further work is needed during 2011-2012 to ensure that this document is launched, embedded and used to improve front-line practice; that an information awareness campaign is coordinated and aimed at children, parents/carers and the public; and amongst others, that the strategic actively improves outcomes for children living in Staffordshire. The SSCB is actively contributing to the development of this strategy and this will be a Board priority for 2011-2012.

Serious Case Reviews and the Child Death Overview Panel

Serious Case Reviews

The prime purpose of a serious case review (SCR) is for agencies and individuals to learn lessons to improve the way in which they work both individually and collectively, to safeguard and promote the welfare of children. The lessons learned should be disseminated effectively, and the recommendations should be implemented in a timely manner so that the required changes result, wherever possible, in children being protected from suffering or being likely to suffer harm in the future.

With the revision and publication of Chapter 8, Working Together to Safeguard Children (December 2009) and the publication of the Working Together to Safeguard Children (March 2010), the SSCB has updated the Serious Case Review Toolkit to reflect the changes to the statutory guidance.

The SSCB has managed two serious case reviews through to their submission to Ofsted during 2010-2011 and into the early part of 2012, and both reviews were graded as being 'good'.

The action plans arising from local serious case reviews were monitored by the SSCB Development Officer up until November 2010 and then this role was undertaken by the Acting SSCB Manager. Reports on the progress of SCR action plan recommendations are reported directly to the SSCB Serious Case Review Sub-Group and the strategic Board. The actions plans of two Serious Case Reviews, which were concluded during 2010-2011, a Multi-agency Learning Review completed on behalf of Derby City LSCB and a single agency action plan for a serious case review led by Cheshire East LSCB, continue to be monitored by the SSCB. Good progress is being made by individual agencies in implementing the actions detailed within their respective action plans and the Overview Report Action Plan, to help improve local safeguarding children arrangements.

Individual serious case review evidence portfolios are maintained to ensure that a robust approach is taken to the completion of any recommendations arising from serious case reviews. A representative from Government Office West Midlands has reviewed the SSCB SCR Action Plan Evidence Folders for two previous reviews and has confirmed that they are satisfied with the evidence that has been monitored and collated by the SSCB.

Staffordshire Safeguarding Children Board partner agencies have also actively contributed to a serious case review conducted by Leicestershire Local Safeguarding Children Board and to a serious case review conducted by Derby City Local Safeguarding Children Board. The findings of these Serious Case Reviews have been presented to the Board and disseminated through the delivery of SSCB and single agency training during 2010 to 2011.

During 2010–2011 additional training was also provided by the SSCB to identified agency Individual Management Review Authors. Our Board has provided training events that reflects the learning from the DCSF/DfE Biennial Reports of on Lessons to be Learnt from National Serious Case Reviews and from lessons to be learnt from local serious case reviews. Executive Summaries for the two serious case reviews that have been approved by Ofsted during 2010-2011 will be made available on the SSCB website and widely distributed to the workforce once the criminal trial has concluded for one case and a multi-agency panel agrees that it is in the best interests of surviving children in the second review. All SSCB training contracts also stipulate the requirement for lessons from serious case reviews to be embedded into the delivery of all SSCB training events.

Child Death Overview Panel (CDOP)

The function of the CDOP has been previously stated (see p.39). The data collated from this process is used to identify trends that require systemic solutions. All childhood deaths below the age of 17 years and 364 days, both unexpected and expected, are reported to and reviewed by the Child Death Overview Panel at quarterly meetings. This includes neonatal deaths from 22 weeks gestation.

It was not possible to fully review all child deaths notified to the Child Death Overview Panel during 2010-2011 by the end of the year. This is because it may take a number of months to gather sufficient information to be able to fully review a child's death, for example, waiting for the outcome of criminal proceedings, post mortems, coroner's reports and the completion of serious case reviews. **During 2010-2011 there were 61 child deaths in Staffordshire and the panel reviewed 62 cases.** This total includes a number of deaths (15 in total) that were outstanding from 2009-2010.

The following tables identify the number of deaths in relation to gender (Table 6) and the category of death under expected or unexpected (Table 7).

Table 6 – Gender

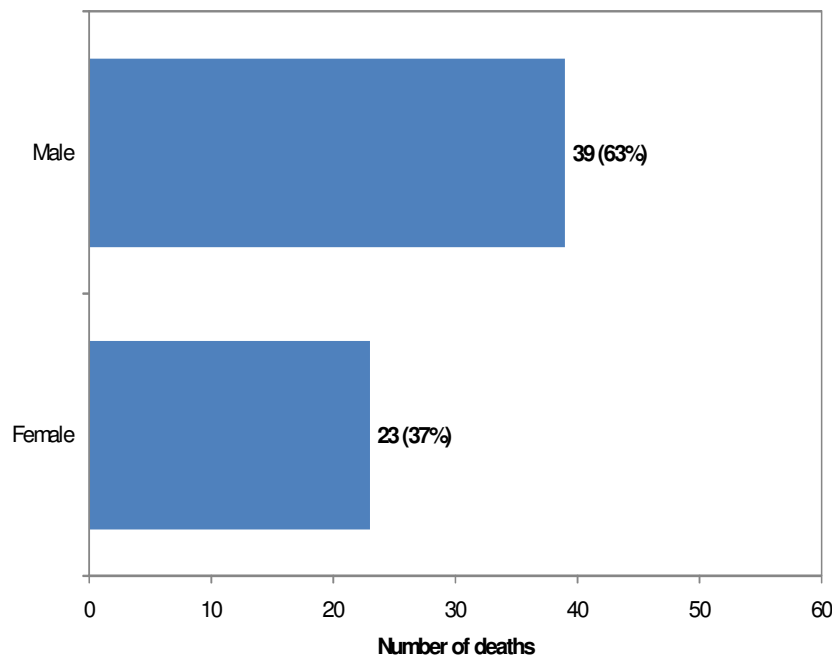
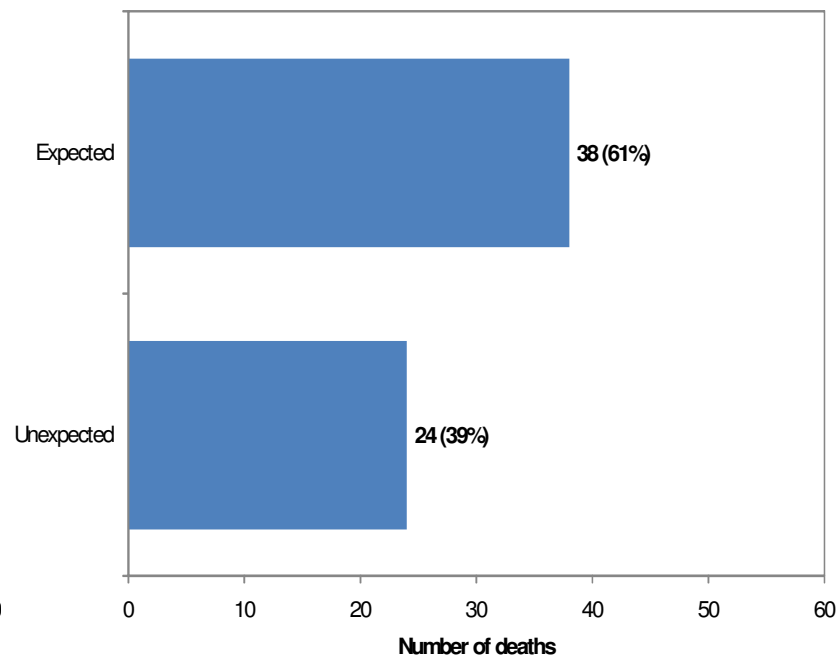


Table 7- Category



The CDOP administrator has continued to collate and analyse statistical information which helps to formulate and produce a localised report and this statistical data is used to inform agencies of any current trends locally and is also used to help inform the national picture. Further information relating to the analysis of child death data is currently being produced and will be reported to the Board in due course.

Inspection Outcome

In 2010 Ofsted carried out an annual children's services assessment and found that the majority of services, settings and institutions inspected by Ofsted are good or better. The large majority of early years settings are good, though a small number are inadequate. Performance in primary and secondary schools is more variable; although the majority are good, a significant minority are only satisfactory. In 2009/2010 six primary schools and two secondary schools were judged to be inadequate. Provision for 16- to 19-year-olds is variable and too much provision is only satisfactory. Just under half of the 47 school sixth forms and three of the five further education colleges were judged to be good or better at their most recent inspection. Nearly three quarters of special schools and special school sixth forms are good, as are four of the six pupil referral units. The local authority fostering agency was judged to be outstanding at its most recent inspection. Four of the five local authority children's homes are outstanding and one is good.

A recent unannounced inspection of front-line child protection services found a balance of strengths and satisfactory practice with some areas for development. There were no areas for priority action. In July 2009 an inspection of safeguarding arrangements and provision for looked after children reported that both were adequate. Private fostering arrangements are good.

Recommendations arising from the assessment were to; Improve the quality of post-16 provision in secondary schools and Colleges; Reduce the number of primary schools which do not meet minimum standards and to improve the effectiveness of the youth offending service and reduce the rate of re-offending of young people.

6.0 SSCB Strategic Priorities for 2011 – 2012

Staffordshire County Council's Strategic Plan '*For your family, our community, and a prosperous Staffordshire*' 2011-2016 underpins the work of the local authority and is reflected in the county council's nine priority outcomes. The work of the SSCB will help to support the following county council's priority outcomes;

- *Staffordshire is a place where people can live safely- increasingly free from crime, the causes of crime and the fear of crime, and;*
- *In Staffordshire's communities vulnerable people are able to live independent and safe lives supported where this is required.*

The Children and Young People's Plan (2010 – 2011) Objective 1 forms the basis of the SSCB Strategic Priority identified for 2010 – 2013 which is:

“Safeguarding and promoting children’s welfare is everyone’s business. Children, young people and their families should experience Staffordshire as a place where they are supported to feel safe, and this will be achieved by improving everyone’s understanding of their roles and responsibility in keeping children safe and healthy.”

The core functions of the SSCB reflect the statutory requirements of Local Safeguarding Children Boards as detailed within the statutory guidance *‘Working Together to Safeguard Children, 2010’* (Chapter 3), advises that Boards should coordinate, ensure the effectiveness of and evaluate local safeguarding children arrangements through;

- Participating in the planning of services for children in the area of the local authority;
- Developing policies & procedures for safeguarding & promoting the welfare of children;
- Monitoring the effectiveness of what is done to safeguard & promote the welfare of children;
- Delivering effective multi-agency safeguarding training;
- Undertaking serious case reviews;
- Ensuring a coordinated response to child deaths;
- Communicating the need to safeguard & promote the welfare of children, and;
- Publishing an Annual Report on the effectiveness of local arrangements to safeguard & promote the welfare of children

The following SSCB priorities have therefore been agreed by the Board for the SSCB Business Plan 2011-2012, to help drive forward improvements in these eight core function areas. These priorities have been derived from the national and local drivers; from SSCB activity undertaken during 2010-2011; national and local safeguarding trends and themes and by actions arising from local serious case reviews. They also support the county council's strategic plan outcomes (as detailed in page 77 above):

- To review and evaluate the current structure and governance arrangements of the SSCB;
- To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements;
- Develop a strategy of engagement to improve links between the SSCB, children, young people, their parents and carers;
- To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce;
- To influence operational and strategic practice with lessons learnt from local serious cases;
- To influence operational and strategic practice with lessons learnt from local child deaths;
- To work towards the development of a multi-agency strategy to reduce suicides and self-harming in adolescents;
- To align SSCB Inter-agency Policies and Procedures with Stoke-on-Trent LSCB's policies and procedures;
- To be a responsive LSCB to national statutory developments and local safeguarding children trends and themes;
- To engage in activity which is targeted at groups of children and young people who have been identified as being vulnerable or where safeguarding issues have been raised, with a particular focus on;
 - The development of a Hidden Harm Strategy;
 - The development of a Domestic Violence Strategy.
 - Developing practice guidance and greater awareness about working with highly resistant families;
 - Safeguarding children in Mosques and Madrassahs;
 - Safeguarding children who are at risk of sexual exploitation.

Remaining Challenges and Issues

Following the socio-political developments that have occurred during 2010-2011 the SSCB is bracing itself to undertake the following actions during 2011-2012:

- Consider the impact of a potential reduction in partnership contributions in response to cuts in public funding;
- Agree a set of key priorities for the Board's core business which are realistic in light of the current climate;
- Meet the priorities outlined under Staffordshire County Council's Strategic Plan and the Children and Young People's Plan with consideration to the reductions in public funding;
- Consider the impact of the changes to Staffordshire's Children's Trust Board arrangements and establish robust governance and information sharing arrangements with the new Staffordshire Health and Wellbeing Board;
- Develop proposals for the future partnership working arrangements with Stoke-on-Trent LSCB; the Adult Safeguarding Partnership Board and adult services;
- Disseminate the learning from the local serious case review to all staff who work with children and families and ensure that the learning is actually making a difference to frontline practice which is measurable and achievable;
- Gather evidence that the necessary changes, where appropriate, in practice are made and that there are measurable improved outcomes for children and young people;
- Respond to the publication of the Munro Report and consider the implications of the proposals and recommendations for safeguarding.
- Implement new guidance and directives following publication of the revised Working Together to Safeguard Children 2010.

7.0 Appendices:

Appendix 1:

Membership of Staffordshire Safeguarding Children Board on March 31st 2011

MEMBERSHIP POSITION: Statutory Members as defined in Children Act 2004 3.58

County Council (incorporating children's services, adult services and public health responsibilities)

- Sally Rees –Corporate Director, Children's Services
- Councillor Mike Lawrence –Cabinet Member, Children and Young People
- Sally Rowe – Head of Families First, Children's Services
- Stephen Butterworth, Deputy Corporate Director, Community Services
- Education – Mike Osborne-Town, Assistant Director, Education Transformation
- Legal – John Hodges, Principal Solicitor

District Councils

- Naomi Chesters – Local Strategic Partnership Manager, Newcastle Borough Council (representing all local borough Councils Children's Leads)

Staffordshire Police

- Detective Supt John Maddox– Staffordshire Police

The Local Probation Board

- Heather Sutton – Head of Staffordshire LDU, Staffordshire Probation

The Youth Offending Service

- Sharon Moore – Assistant Director SYPS
- Barbara Elks, Head of Staffordshire Youth Offending Service

Staffordshire Fire and Rescue Service

- Ian Sloss – Head of Central Risk Reduction, Staffordshire Fire and Rescue Service

Strategic Health Authority

- Helen Hipkiss, Children's Lead, SHA

Primary Care Trusts

- Yvonne Sawbridge – South Staffs Primary Care Trust
- Jan Warren – NHS Stoke on Trent & NHS North Staffordshire

NHS Trusts and NHS Foundation Trusts, all or most of whose hospitals or facilities are situated in the LA area

- Dawn Leese – Burton Hospitals NHS Trust
- Dr Jonathon Lovett – North Staffs Combined Healthcare NHS Trust
- Theresa Moyes - South Staffs & Shropshire Foundation NHS Trust
- Kim Woolliscroft – Lead Nurse, Mid Staffs NHS Foundation Trust
- Dr Kate Reynolds – University Hospital of North Staffordshire – VICE CHAIR

The Connexions Service

- Carol Jones – Chief Executive, Staffordshire Connexions

CAFCASS

- Gen Innerarity – Cafcass Manager

The Governor or Director of any Secure Training Centre in the area of the authority

- Marilyn Welsh - HMYOI Werrington

NSPCC

- Sandra Lescott-Robinson – Regional West Midlands

IN ADDITION LOCAL AGREEMENT HAS BEEN REACHED TO INCLUDE

The Voluntary Sector

- Barry Halls, Staffordshire Council for Voluntary Youth Services

WMAS (NHS) Trust

- Kay Sheppey, West Midlands Ambulance Service

The Army Welfare Service

- Lieutenant Colonel (Ret'd) Jenkins

OFFICERS OF THE BOARD

- Carrie Wain – Acting Safeguarding Children Board Manager
- Jane Rowbottom – Safeguarding Children Board Training Manager
- Designated Nurse (advisory capacity) – Angela Jervis
- Designated Nurse (advisory capacity) – Heather Widdowson
- Designated Doctor (advisory capacity) – Ros Negrycz
- Designated Doctor (advisory capacity) – Julie Sherlock
- Anne Yates – Safeguarding Children Board Administrator
- Estelle Landon – Safeguarding Children Board Administrator

Appendix 2: Table of SSCB Meeting Attendance

Agency	Staffordshire Safeguarding Children Board Meeting Dates – 2010-2011			
	22.06.2010	16.09.2010	30.11.2010	08.03.2011
Directorate for Children Young People & Families	√	√	√	√
Education Transformation	X	X	√	X
Staffordshire Police	√	√	√	√
Staffordshire Connexions	√	√	√	X
NSPCC	√	√	X	X
North Staffordshire Combined Health NHS Trust	√	√	√	√
NHS North Staffordshire	√	√	√	√
South Staffordshire Primary Care Trust	√	√	√	√
West Midlands Ambulance Service	√	√	X	√
South Staffordshire and Shropshire Healthcare NHS Foundation Trust	X	X	X	√
Army Welfare	√	√	√	√
Youth Offending Service (YOS)	√	X	X	X
Burton Hospitals NHS Trust	√	√	X	√
Staffordshire Probation	√	√	X	√
HMYOI Werrington	√	√	√	√
HMYOI Brinsford	X	X	X	X
Staffordshire Council of Voluntary Youth Services	√	√	X	X
District Councils	√	√	√	X
Children and Family Court Advisory and Support Service	√	√	X	√
Strategic Health Authority	X	X	X	√
Staffordshire Fire Service	X	√	X	√
University Hospital North Staffs	√	√	√	√
Mid Staffs NS Foundation Trust	√	X	X	√
Staffordshire Young People's Service	X	√	X	√

Appendix 3: What do we know about Staffordshire's Children? Statistical Facts

Staffordshire's demographics and key data and analysis on local safeguarding and child protection issues can be accessed by viewing the SSCB Safeguarding Children Need Assessment (March 2011). The SSCB commissioned this report by Staffordshire Observatory in January 2011. Please go to the following SSCB website to view this document: <http://www.staffsscb.org.uk/professionals/Publications/>.

The key findings from this needs assessment have developed a series of recommendations based on the findings. These include:

- Neglect
- Domestic Abuse
- Hidden Harm
- Adult Mental Health
- Self-harm and Suicide
- Injuries to Children
- Young Offenders
- Bullying

8.0 SSCB Business Plan 2011-2012

The following extract from the SSCB Business Plan 2011-2012 details the SSCB's strategic priorities and objectives for the forthcoming business planning period. To view the full version of the SSCB Business Plan please go to the SSCB website at: <http://www.staffsscb.org.uk/professionals/Publications/>

Thank you for reading Staffordshire Safeguarding Children's Board's Annual Report for 2010-2011. More helpful information can be found at the SSCB website at:

www.staffsscb.org.uk



The Acting Board Manager, Carrie Wain can be contacted on: 01785 277151

If you require a copy of this report in any other language or format, please contact the Board on the above telephone number or via e-mail at:

sscb.admin@staffordshire.gov.uk

'Safeguarding children is everybody's business'

End of SSCB Annual Report 2010-2011

