Annual Report
2011 - 2012

“Keeping our children safe from harm”
SSCB Annual report – Foreword

I am pleased to present the Shropshire Safeguarding Children Board annual report 2011-2012, which provides an assessment of the effectiveness of local safeguarding arrangements during the last twelve months, identifies challenges to be addressed and sets out priorities for the coming year. The report covers a period that has been characterised – as ever - by significant change both nationally and locally.

Professor Eileen Munro’s Review of Child Protection was published during the year. She argues that the child protection system has lost its focus on the things that matter most: the views and experiences of children themselves; and recommends a move towards a child protection system with less central prescription and interference, where greater trust and responsibility is placed on skilled professionals at the front line.

The government accepted her analysis, stating that there is now a significant opportunity to build a child-centred system that values professional expertise; shares responsibility for the provision of early help; develops social work expertise and supports effective social work practice; and strengthens accountabilities and promotes learning. This has resulted in a revision to Working Together (awaited later this year), and indications that LSCBs will play a significantly enhanced role in acting as the ‘regulator’ of the local safeguarding system. Within Shropshire, much work has already been undertaken to develop early help services to children and families.

Locally, safeguarding and looked after children services were inspected by Ofsted, which judged the overall effectiveness of safeguarding, and the capacity of the council and its partners to improve as adequate. A number of strengths were noted, including the well-established nature of partnership working. Nevertheless, a number of challenges were identified, and a series of recommendations made for the local authority and its partners, some of which were directed at the SSCB.

The resulting action plan led, amongst other things, to developments in the governance, structure, membership, and operation of the SSCB, including the welcome appointment of two community members. There is now an independent chair, appointed specifically to strengthen the ability of the SSCB to challenge and hold its partners to account.

For many of the board’s partner agencies, there is considerable organisational change. National government has introduced new policies and structures for education and for health services; the local authority has merged its services for children and adults, with the former Director of Children’s Services having significantly enlarged responsibilities; forthcoming changes to policing will have an impact locally. SSCB is responding by adapting and strengthening its arrangements as needed to ensure an unwavering focus is maintained on the safety and well-being of children.

The continuing reports of the harm and exploitation of children and young people in the media are a stark and sad reminder of why we are here: to learn and apply lessons in order to safeguard children as effectively as we can. They are also a reminder of the challenges facing front-line workers and managers, who deserve our thanks as they undertake each day the challenging, difficult and often distressing work of safeguarding Shropshire’s children.

Sally Halls
Independent Chair
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1. Summary

Shropshire is one of England’s most rural and sparsely populated counties with a large geographic area of 1,235 square miles. Situated in the West Midlands, bordering Wales to the west and Cheshire to the north, the area has a population of just under 291,000. Shropshire’s population is largely of White British ethnic origin. The numbers of residents from minority ethnic groups is low, at 1.2% of the population, an increase of 0.5% since the 1991 census. Fifty-five per cent of Shropshire’s population live in Shrewsbury or in the other main market towns of Oswestry, Whitchurch, Market Drayton, Ludlow, Bridgnorth and Church Stretton.

Children and young people aged 0–19 make up 23.4% of Shropshire’s population, a proportion that is line with England averages. However, the number of people living in the county aged 16–29 fell by 16.2% between 1991 and 2007, a figure significantly higher that the England average figure of 6.4%.

There are currently 35,751 children and young people of school age (4–16). Between mid-1981 and mid 2007 the population of Shropshire increased by 13.9%, largely due to people moving into the county, which is a more rapid growth rate than nationally (8.9%).

According to the Indices of Deprivation Affecting Children Index, Shropshire ranks as seventeenth least deprived local authority in England. However, this statistic masks pockets of deprivation in the more rural areas, where five areas, each covering up to 1500 people, are amongst the 20% most deprived nationally in terms of their income, and a further 11 are among the 30% most deprived cohort. The most recent data shows that 13.3% of children are living in income deprived households.

At the time of the Ofsted inspection (February 2011) there were 201 children subject to child protection plans, 225 looked after children, including one unaccompanied asylum-seeking child, and 181 care leavers. Shropshire had 110 foster carer households and 18 children in independent fostering agency placements. Fifty children were currently placed in residential care, 42 of which are in external provision, the remainder being placed in the council’s own provision. In the previous two years, 15 looked after children were adopted or secured permanence through special guardianship orders.

By the end of 2011/12, there were:

→ 180 children subject of a child protection plan – 7 fewer than at the end of the previous year
→ 3.3% of child protection plans lasted for 2 years or more, a reduction from 11.8% the previous year
→ 9.7% of children subject to a child protection plan for the second or subsequent time – a small rise
→ 205 Looked After Children
→ 14.19 per 10,000 offences against children reported – a rise from 12.66 per 10,000 the previous year
→ 764 CAFs completed
→ 40 children who had been missing from home for more than 24 hours, of whom 4 were looked after by Shropshire Council, compared with a total of 55 (6 LAC) the previous year
Further details are given in the report, and in Appendix 2.

Ofsted inspected Shropshire’s safeguarding and looked after children’s services in February 2011 and judged the overall effectiveness of safeguarding to be adequate. The Children’s Trust and the SSCB were judged as fulfilling their statutory functions. Across the partnership, Ofsted noted a strong commitment to safeguarding and evidence of thorough planning to protect front line services as much as is possible in an acutely challenging financial climate.

The capacity of the council and its partners to improve was also judged to be adequate. Partnership working was found to be well established with a long history of sound professional relationships at all levels, with significant and successful work being undertaken to modernise and refocus strategic partnerships so that they were well placed to tackle emerging demands and opportunities. Ofsted noted that similar modernisation plans were in place to improve the effectiveness of the SSCB, but progress was not able to proceed as quickly as some members would wish due to organisational uncertainty in some key agencies such as health services. Nevertheless, the core business was being undertaken adequately.

Ofsted (February 2011) found that modernisation plans are in place to improve the effectiveness of the LSCB, but progress cannot proceed as quickly as some members would wish due to organisational uncertainty in some key agencies such as health services. Nevertheless, the core business is being undertaken adequately.

The Ofsted inspection provides a baseline for performance and a backdrop to this report, which sets out progress made since then, together with future priorities for SSCB.

2. Governance and accountability arrangements

2.1 Role, function and structure of the Board

Shropshire Safeguarding Children Board (SSCB) was established in April 2006 and is the key statutory mechanism for co-ordinating local work to safeguard and promote the welfare of children and ensuring the effectiveness of that work. Its core functions are:

- Developing policies, procedures and protocols for safeguarding and promoting the welfare of children and young people in the area, including:
  - Action to be taken where there are concerns about a child’s safety or welfare (including thresholds for intervention);
  - Training for people working with children or in services affecting their safety and welfare;
  - Recruitment and supervision of persons working with children;
  - Investigation of allegations concerning persons working with children;
  - Safety and welfare of children who are privately fostered;

- Communicating and raising awareness;
Monitoring and evaluation;

Participating in planning and commissioning;

Actions relating to child deaths;

Undertaking Serious Case Reviews.

SSCB board members are accountable for delivering the objectives and actions agreed by the Board and for ensuring that their agency delivers on safeguarding children responsibilities. However, the SSCB is not accountable for the operational work of partners nor does it have the power to direct them.

The SSCB is comprised of senior members from a range of Shropshire agencies that work with and/or have contact with children and who are able to:

- Speak for their agency;
- Hold their agency to account and challenge its practices;
- Make decisions about safeguarding as required and allocate resources;
- Ensure that safeguarding is given strategic priority within their own agency.

Partners work:

- Collaboratively to ensure that good outcomes for the most vulnerable children are achieved through quality services, which place children and young people at the centre;
- To safeguard children and promote their wellbeing with a particular focus on children who are in need of protection.

2.2 Membership and attendance

The following agencies are represented on the Board itself, with many more contributing to the work of its sub-groups:

Shropshire Council
Shropshire PCT, Hospitals, Community and Foundation Trusts
West Mercia Probation
West Mercia Police
CAFCASS
Youth Offending Service
Lead (Elected) Member for Safeguarding

Dedicated SSCB Officers also attend.

Following the inspection, a review of SSCB structure and membership was carried out which resulted in significant changes, including the appointment of an Independent Chair and two lay members representing the local community. The
The Chair of the Board has a crucial role in ensuring that the Board operates effectively and secures an independent voice for the SSCB. The role of the community members is to support stronger public engagement in local child safety issues, bring a “grass roots perspective”, to contribute to an improved understanding of the LSCB’s child protection work in the wider community and to challenge the LSCB on the accessibility by the public and children and young people of its plans and procedures.

The Board itself has also evolved within the context of significant public services restructures. Whilst significant challenges remain present for the public sector, the streamlining and consolidation of the SSCB has been successfully implemented. These steps have reduced the numbers on the main board to 21.

The Chair of the Board now attends the Children’s Trust on a regular basis, including presenting the Annual Report, to ensure a strong relationship between the two bodies, and will also be attending the newly established Health and Wellbeing Board. Arrangements for ensuring scrutiny within the local authority are under discussion and will be in place during 2012/13.

The independent Chair also has regular meetings with the Director of Children’s Services, who is held to account for the effective working of the LSCB by the Chief Executive of Shropshire Council, and challenged where appropriate by the Lead Member. The Lead Member is a ‘participating observer’ of the SSCB, routinely attending meetings as an observer and receiving all its written reports.

**Diagram 1** below shows the structure and strategic links of SSCB.

The Board also has explicit links with other strategic groups with safeguarding responsibilities, including:

- MAPPA (Multi Agency Public Protection Arrangements)
- MARAC (Multi Agency Risk Assessment Conference via Criminal Justice Sub Group)
- Domestic Abuse Forum
Diagram 1: Structure of SSCB

Association of Directors of Children's Services

Regionals:
- West Midlands Regional Safeguarding Network
- Association of Chief Police Officers
- MAPPA
- Education

Shropshire Children's Trust Executive

Chair: Sally Halls

Executive Sub-Group – Chair: Kath Edwards, Group Manager – Safeguarding (SC)

Partnerships Sub-Group – Chair: Janet Graham, Group Manager – Health and Wellbeing (SC)

Communications Sub-Group – Chair: Lisa Charles, SSCB Development Officer

Audit & Evaluation Sub-Group – Chair: Steve Ladd, Service Specialist – Safeguarding (SC)

Suicide Prevention Sub-Group – Chair: Kath Edwards, Group Manager – Safeguarding (SC)

Serious Case Review Sub-Group – Chair: Claire Porter, Corporate Head of Legal & Democratic Services (SC)

Child Sexual Exploitation Sub-Group – Chair: Steve Ladd, Service Specialist – Safeguarding (SC)

Child Death Overview Panel – Chair: Audrey Scott-Ryan, Designated Nurse - Safeguarding

Healthcare Governance - Safeguarding Children Committee – Chair: Prof. Rod Thomson, Director Public Health

Training Sub-Group - Chair: Donna Chapman, SSCB Training Co-ordinator

e-Safety Sub-Group – Chair: Lisa Charles, SSCB Development Officer

Criminal Justice Sub-Group – Chair: Steve Hoskings/Sue Horne, YOS

Policy & Procedures Sub-Group – Chair: Steve Ladd, Service Specialist – Safeguarding (SC)

Culture, Leisure & Learning Sub-Group – Chair: Erica Garner – soon to be subsumed by Area Strategic Fora

West Midlands LADO Network

West Midlands Runaways, Sexually Exploited & Trafficked Children Network

West Midlands IRO Network

SCR Panel

Tri-X West Mercia Consortium Child Protection Procedures

575x760
2.3 Sub Groups

The SSCB carries out much of its work through a number of subgroups (Diagram 1) and task and finish groups. These groups support the work of the Board through progressing actions and fulfilling the functions of the SSCB, including specified activity as directed by the Board and the business plan, and are well supported by a wide range of agencies, including schools, colleges, voluntary sector organisations as well as the larger statutory organisations who also contribute to the main Board.

The work plans of the sub-groups are included in the Board’s business plan.

Further details of the focus, membership and activity of the sub-groups are included in Appendix 1.

2.4 Financial arrangements

To function effectively, LSCBs have to be supported by their member organisations with adequate and reliable resources. In Shropshire, the core financial contributions are provided by the local authority, the NHS organisations in Shropshire, and the police. Other organisations contribution both in cash and in kind according to their resources and local circumstances, for example through making staff and premises available to deliver SSCB training.

The budget for 2011/12 was as follows:

<table>
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<tr>
<th>LSCB</th>
<th>CAFCASS</th>
<th>Health</th>
<th>Local Authority</th>
<th>Probation</th>
<th>Police</th>
<th>Other</th>
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<th>(0.36%)</th>
<th>(29.15%)</th>
<th>(37.94%)</th>
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<tr>
<td>Schools</td>
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<tr>
<td>YOS</td>
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<td></td>
<td></td>
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<td></td>
<td>(4.09%)</td>
<td>(6.90%)</td>
<td>(1.02%)</td>
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</tr>
</tbody>
</table>

The SSCB budget has been used to support key SSCB officers’ posts including the appointment of an Independent Chair, progress of the business plan 2010-11 (Appendix 3) and significant safeguarding training across agencies.

A contingency budget has also been set aside for Serious Case Reviews.
3. Quality Assurance

LSCBs are required to monitor the quality of professional practice within their area. This role has been reinforced following the death of Peter Connelly in Haringey, and the revision of Working Together, with a clear expectation that LSCBs consider the quality of front-line practice and challenge any deficits.

Robust assessment and decision-making in safeguarding services, in respect of individual families and children, depends on good internal and cross-agency practice that draws appropriately on the most up-to-date knowledge base. This good practice depends in turn on adequate organisational engagement, processes and structures. Assuring the quality of both professional practice and organisational processes and structures depends on robust internal and cross-agency audit systems.

Ofsted inspected Shropshire’s safeguarding and looked after children services in February 2011 and found that "Revised quality assurance and performance management processes are established and increasingly effective, although the use of data in parts of front line services is more variable and audit processes are not sufficiently outcome focussed. They concluded that performance management and quality assurance were adequate overall. Recommendations specified improvements to be made regarding the reporting of allegations against adults who work with children, and complaints in relation to child protection processes and decisions. Ofsted also commented that the quality assurance role of child protection conference chairs was underdeveloped, and that auditing arrangements needed to be more outcome focused and evaluative.

3.1 The quality assurance framework

Shropshire’s Safeguarding Children Board in June 2011 requested that the Audit and Evaluation sub-group prepare proposals for strengthening quality assurance arrangements. A new framework for audit and quality assurance was developed to build a cumulative picture of practice, share good practice and plan for further improvement where needed. The final framework was presented to, and agreed by, SSCB in September 2011.

The framework is explicitly designed to build a cumulative picture focussed on practice, outcomes and compliance rather than just one-off snapshots. The framework sets out tiers of activity relating to oversight, practice, and compliance. Most of the activity described in the framework is essentially what we collectively do already and the associated tools enable a better capture of this information.
Diagram 2: Audit and Quality Assurance Model

Oversight & Analysis
Audit and Evaluation Sub Group

Practice
Agencies – Police, Health, Education, Social Care

Compliance
All Agencies

SSCB Compliance Audit - all agencies annual – June 2012 responses back to SSCB business manager

Section 11 – Winter / Spring 2011 / 12 (Joint with Telford and Wrekin)

3 Multi agency file audits per term (3.5 months) – 1st Report December 2011

Practice - 10 files per term (3.5 months) – summary to A/E group at end of each Term
The SSCB approach to quality assurance includes:

- looking systematically and objectively at samples of practice, using the audit and quality assurance framework and its associated tools;
- the child protection conference chairs quality assuring each child protection conference, including seeking the views of service users through “exit interviews”;
- collating and analysing the findings, taking a wide view;
- sharing the issues which emerge with staff, managers and others as relevant;
- deciding the actions needed both to promote the good practice identified and to make improvements where needed;
- providing support for staff to achieve required changes;
- re-auditing to measure that improvements have been achieved and maintained.

The audit and quality assurance model is illustrated in diagram 2.

3.2 The approach to auditing in Shropshire

The overall aim of the audit programme is to ensure SSCB’s work is effective and high quality, demonstrate continuous improvement and meet national requirements for self-assessment and quality assurance.

Audits in Shropshire are undertaken in a range of circumstances. The following audit activity in relation to active child protection cases has taken place or is underway –

- **Oversight tier** – There have been 3 multi-agency audits undertaken and outcomes presented to SSCB by the audit and evaluation subgroup since September 2011. The audit focussed on children subject to Child Protection Plans where domestic abuse had featured.

- **Practice tier** – Over 70 case files in total were audited by agencies between September and December 2011. These audits involved direct operational managers and front line practitioners from education, police, children’s social care health services.
Compliance – A joint Section 11 (of the Children Act 2004) audit was undertaken between November and December 2011 by Shropshire and Telford and Wrekin Safeguarding Children Boards, in order to examine the degree to which member agencies were carrying out their statutory duty to safeguard and promote children’s welfare, in all aspects of their delivery of services and functions. Results were based on a self-assessment by each agency, and identified a number of areas which are in need of improvement or development, and also highlighted areas of good practice. Overall, the audit has given a baseline of information against which each LSCB will be able to assess progress.

Quality Assurance – Child protection conferences have continued to be quality assured by the Child Protection Conference Chairs – 120 Conferences as at end December 2011.

In general the outcomes of the above activities were positive, although the process itself posed some challenges for service areas that were not routinely involved in audits.

There is evidence that the child protection process works well and is understood by statutory agencies, with cases being progressed appropriately once in the formal child protection arena. However, there remain a number of agencies whose contribution to core child protection activity needs improving. Notably, West Mercia Police has taken immediate steps to address this through appointment of a child protection conference coordinator.

The audits also indicated that the TAC and CAF process started well but lost momentum, showing high levels of professional activity and repetition of intervention strategies with limited outcomes; and of poor record keeping across agencies. These findings, along with the outcomes of Eileen Munro’s review of child protection system, led to a review of our early offers of help to families and this review will affect the way in which we respond to the need for early intervention.

A number of recommendations were made as a result of the audits. These relate to improved participation by key agencies, and availability of accessible information for parents regarding child protection processes. An additional action relates to the development of guidance to assist partner agencies with completing audits, particularly practice audits.

3.3 The scorecard

An additional tool has recently been developed by the SSCB which seeks to take the integration of performance, quality assurance and demographic data a step further in the form of a combined scorecard. The scorecard is presented to the SSCB, on a quarterly basis, giving quantitative and qualitative information around
selected outcomes, multi-agency service quality measures, threshold indicators and staffing information. In some instances, measures have been suggested where data is not yet readily available, e.g. referral sources and average time of assessments. These work towards the direction indicated by the Munro Review final report of May 2011. While none of these measures are intended for use individually as absolute indicators of success or failure, together they are intended to give a picture of overall performance.

The most recent scorecard is included as **appendix 2**.

### 3.4 Exit Interviews – feedback from children and parents/carers

Independent Child Protection Conference Chairs are a key part of the SSCB quality assurance framework. They monitor the quality of the child protection process in relation to a range of measures. An increasingly important element of their work involves gaining feedback from parents and young people on their experience of the child protection process.

Feedback to date includes the following comments:

- A young person said: *A lot of things have changed, my health is better I have no worries about my older brother’s behaviour and I am happy now.*

- Young people generally did not feel the child protection conference process was explained to them but, by contrast, in one case the youngest and the eldest child participated in the conferences; each came prepared with what they wished to say.

- Some parents say that being part of the child protection process was helpful and recognised the changes that they themselves made with multi-agency support. A consistent message is that more information needs to be made available to parents about the child protection process, including the conference.

### 3.5 Children subject of child protection plans

Following the death of Peter Connolly (‘Baby P’) in Haringey and other factors, Shropshire, like many authorities nationally, experienced a significant rise in the numbers of children referred under the auspices of child protection, and an increase of the numbers of children subject to child protection plans through 2009-2010/11. This picture has now stabilised.
When Ofsted visited Shropshire in February 2011 for its announced 2 week long inspection of safeguarding arrangements, it commented that the number of children who were the subject of child protection plans for 2 or more years was higher than would or should be expected. Work had already begun to attend to this area in 2010 and efforts were reinforced through strong performance management in 2011. SSCB has been kept informed of the progress via the newly-introduced scorecard system.

The two charts below demonstrate the progress made over the last 12 months in addressing lengthy episodes of children remaining subject of a child protection plan. The latest data suggests that over 85% of child protection plans are fewer than 12 months old. This data, when coupled with the low rate of re-registrations, indicates that child protection plans are achieving suitable safeguarding outcomes for children in a timely fashion.
4. Performance 2009-12

4.1 Progress on 2009/2012 priorities

In addition to objectives relating to strengthening governance and improving overall performance described above, SSCB agreed four core practice priorities in its business plan 2009-2012: Suicide Prevention, Neglect, Child Sexual Exploitation and Information Sharing.

(i) Suicide Prevention

SSCB aimed to establish a multi-agency collaborative approach to suicide prevention in Shropshire.

A Suicide Prevention Strategy and Care Pathway has been developed which sets out a common understanding and approach to suicide prevention, including a practitioner’s toolkit to assist frontline workers with identifying risk of suicide. The strategy and care pathway was formally launched in the spring of 2011.

(ii) Neglect

SSCB aimed to assist practitioners with identifying childhood neglect at the earliest opportunity in order to plan early intervention.

A strategy, practitioner’s toolkit and guidance has been developed which together set out a common understanding and approach to identification of and interventions in relation to childhood neglect. These were formally launched with key managers across agencies including schools. Staff who attended the launch events were provided with session plans and resources to disseminate the briefings to their teams.

An evaluation of the impact that this work has had on the early identification of neglect cases and the management of the escalation/de-escalation of cases will be carried out over the summer of 2012 and reported to SSCB in the autumn.

(iii) Child Sexual Exploitation (CSE)

SSCB aimed to examine areas of good practice across the country including Derbyshire, Dudley and our immediate neighbour, Telford and Wrekin in order to develop our approach to CSE and trafficking.

A strategy, guidance and toolkit to assist with the identification, prevention and intervention in relation to CSE and trafficking has been developed. In addition, a CSE panel has been established as the key mechanism for agreeing how relevant organisations will co-operate and work together to safeguard and promote the welfare of individual children and young people who are identified as experiencing or at risk of experiencing CSE in Shropshire, and for monitoring their effectiveness.

The activities described above are in their first 12 months of implementation and their effectiveness will become clearer over time. What is already known is that the dozen children who have been identified as either experiencing or at
risk of experiencing CSE have received a co-ordinated response, including the police using strategies of disruption such as issuing of harbouring notices; one case is subject to a criminal investigation; and effective care planning is in place for a looked after child.

(iv) Information sharing

SSCB aimed to improve information sharing within and between agencies.

An Information Sharing Themed conference was held in May 2011 which focussed on exploring the barriers to information sharing and how these could be overcome to improve the safeguarding of children and young people in Shropshire. It was a presenter led event with a range of keynote speakers focusing on topics such as the research review ‘Safeguarding in 21st Century’ (by the report’s author Jane Barlow), ‘Hearing from the Voices of our Children in Care’ (Shropshire’s Care Council Crew), ‘Sex Offender Disclosure Scheme & Domestic Abuse Protection Orders’ (Martin Lakeman – West Mercia Police HQ) and ‘A Legal and practical Tool Kit for Sharing Information’ (Tim Collard, Head of Legal Services and Roy Morris, Information Governance Officer - Shropshire Council).

In Addition

- SSCB reviewed, renewed and re-launched the Missing from Home and Care Protocol in collaboration with Herefordshire, Worcestershire, Telford and Wrekin LSCBs and West Mercia Police. This protocol also links to child sexual exploitation.

- The SSCB Child Protection procedures were updated to reflect the changes in Working Together 2010, and systems put in place to ensure that these remain updated and compliant with statutory changes.

4.2 Training and development

The training sub-group oversees and manages multi-agency training on behalf of SSCB informed by the requirements set out in Working Together to Safeguard Children 2010, and the priorities set within the business plan.

In the past 12 months the SSCB training project has planned, commissioned and delivered a varied range of training opportunities for Shropshire for a large number of agencies and practitioners. In addition, a series of one-off events and manager briefings were delivered through the year 2011-12 to meet additional training needs identified.

Details are set out in Appendix 5.

The training pool has continued to be sustained and there have been three development sessions provided for trainers throughout the year, attended by an
average of 40 trainers, which has continued to develop their skills and knowledge to deliver training for the SSCB.

The training sub-group and the training co-ordinator have developed good links with the Fire Service, Independent Schools and the Education Advisory team, who deliver child protection training in schools and to designated school safeguarding leads.

The training sub-group has also introduced a new charging policy, agreed by the SSCB, to ensure consistency in charging, and is exploring new income generation developments.

As the new financial year progresses, the training sub-group plans to make stronger links to the audit and evaluation sub-group and develop good quality assurance mechanisms for single agency and multi-agency child protection training.

4.3 Serious case review

There were no serious cases in Shropshire during 2011/12 which met the criteria for a serious case review, which are set out in chapter 8 of Working Together 2010. However, there were two instances where SSCB wished to review the effectiveness of work and derive learning, so decided to undertake a review of multi-agency safeguarding practice in respect of each.

There were points of learning in relation to improving the support of young people who are Looked After or Children in Need. As a result, there were a number of changes in practice that were identified and addressed. These changes were attended to through training events and team briefings in the majority of agencies to address a number of compliance issues, and to further raise awareness of key strategies and tools developed by SSCB including the Suicide Prevention Care Pathway. In addition, an Information Sharing conference was delivered by the SSCB, which underlined the importance of swift and comprehensive information sharing on an inter and intra agency basis.

Action plans were developed by agencies and collated into a multi-agency action plan, against which progress will be monitored by the Serious Case Review Sub-group of the LSCB. It is hoped that the actions taken prior to, and during the process of these reviews, will help to protect other children and young people from experiencing further harm, whilst being provided with a multi-agency safeguarding plan.

5. Looking to the future

Members of SSCB attended a development day in December 2011 to review progress of their work, and to agree the priorities for the 2012\15 period. A range of information and evidence was considered, including relevant data, the outcomes of local audit activity including prevalent factors in Shropshire’s child protection population, government reviews, initiatives and research, including analysis of serious case reviews.

5.1 Key Priorities 2012-2015
The following three priorities will be a particular focus of activity during the next three years and are reflected in the Board’s Business Plan for 2012-2015:

1) Compromised Parenting

To include: Domestic abuse
Substance misuse
Parental mental health

This priority has been chosen because evidence from serious case reviews and elsewhere demonstrates that children living in households where there is domestic abuse, and/or parents/carers who suffer from poor mental health, or misuse drugs or alcohol, are more likely to suffer significant harm. This is also the case in Shropshire, with one or more of these factors being a feature in the lives of children on child protection plans or entering the care system.

This work is being taken forward as part of the work of the Partnership Subgroup, with the aims of:

- Establishing a common understanding, commitment and approach to identifying children and young people who are experiencing, or are at risk of experiencing, harm due to domestic abuse, substance misuse or adult mental illness;
- Ensuring that children living in such circumstances are recognised as being at risk of harm/being harmed – not hidden;
- Delivering a co-ordinated response to these children and young people that reduces the risk of harm and ensures that they receive a joined up service;
- Ensuring that children and young people feel safe and supported.

2) Missing

To include: Trafficking
Child Sexual Exploitation

This priority has been chosen for a number of reasons. Examination of data in Shropshire has revealed that, in addition to its own children in care population of around 205 children, there are around 350 children placed within Shropshire who are looked after by another local authority. Of these, a small but significant number go missing regularly. An increasing body of evidence is indicating that this population of young people is particularly vulnerable to exploitation of various kinds.

A task and finish group has been established to take this forward. We will be aiming to keep children safe through:

- Developing and embedding policies & procedures that are effective in reducing missing children in each
organisation, agency, school and children’s home;

- Achieving a reduction in the number of children reported as having been harmed when missing;
- Achieving a reduction in the number of missing episodes;
- Developing greater knowledge of where missing children have been;
- Ensuring that there is a named person responsible for ‘missing’ in each relevant agency.

In relation to child sexual exploitation & trafficking, our measures of success are:

- A reduction in young people’s vulnerability to child sexual exploitation and trafficking;
- An improvement in young people’s resilience;
- Disruption and prevention of the activities of perpetrators;
- Reducing tolerance of exploitative behaviour;
- Successful identification and prosecution of abusers.

3) Communication

To include: Promotion
Community engagement
Inter-agency communication
Voice of children and young people
Information Sharing

This priority has been chosen to reflect the importance we place as a board on promoting awareness and understanding of the need to safeguard and promote the welfare of children and young people, and that we regard this as a collective responsibility. This will include listening to and consulting children and young people and ensuring that their views and opinions are taken into account in planning and delivering safeguarding and promoting welfare services.

The following strap-line for SSCB has been adopted to reflect the Board’s child-centred approach:

‘Keeping our children safe from harm’

Through improved communication and awareness, we aim to achieve the following:

- Earlier and more effective identification of vulnerable young people;
- Workforce awareness of their responsibilities, board priorities and the contribution they can make;
- The public having an understanding of safeguarding issues and the role of the LSCB;
- Active community involvement in safeguarding children;
- All members of council to understand safeguarding issues;
- Different methods of communication being used for different audiences;
- SSCB to be regularly informed by children and young people’s views.

5.2 Business Plan 2012-2015
In addition to the above priorities, the Board will be continuing to deliver on its statutory responsibilities, as well as monitoring and responding to the extensive public sector change which has already taken place in relation to public sector finance, human resources and statutory guidance, with more to come in the next 12 months. A safeguarding peer review has been commissioned in order to provide an independent look at SSCB progress and development following the Ofsted inspection and assist us with our improvement journey. This will take place in May 2012.

There are also developments both locally and nationally to which the SSCB will be responding in the next year. These include:

- The “Back to basics” review, which is developing the approach in Shropshire to early intervention in the light of the Munro Review and the government response, will be completed in the late summer of 2012. The outcome and any proposals will be presented to SSCB in Autumn 2012. The partnerships sub-group will be leading this work;

- The revised Working Together to Safeguard Children guidance, which is in the process of being consulted on nationally, and will doubtless have implications will need to be considered and implemented; including revision of the SSCB policies and/or procedures;

- The Protection of Freedoms Bill, which has brought changes to the disclosure scheme. This will be a particular focus of work by the policy and procedures sub-group.

In this context of significant change, maintaining the momentum of multi-agency collaboration has its challenges. However, the continuing effort and commitment of our partner agencies will enable the good work of the Board to progress next year and beyond.

The SSCB business plan 2012-15 is attached at Appendix 4.
## Current working arrangements by sub-group

### 2.1 Executive Sub-group

| Membership | Chair: Safeguarding Group Manager, Shropshire Council  
Safeguarding Group Service Specialist & SSCB Business Manager  
Corporate Head of Legal & Democratic Services, Shropshire Council  
Designated Nurse for Shropshire, Telford & Wrekin  
Assistant Chief Officer, West Mercia Probation  
SSCB Training Officer  
Area Commander, West Mercia Police  
SSCB Development Officer  
Designated Doctor for Shropshire and Telford & Wrekin |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency of meetings</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Focus</td>
<td>Developing the SSCB agenda</td>
</tr>
<tr>
<td>Activity</td>
<td>The Executive Sub-group debates and clarifies the issues that are scheduled for the SSCB, receives all performance management reports and reports from sub-groups and determines the matters to be considered by the full SSCB.</td>
</tr>
</tbody>
</table>

### Communications Sub-group

| Membership | Chair: SSCB Development Officer  
PCT Communications Officer  
Shropshire Councils Communications Officer  
Regional Safe Network Officer  
Family Information Service  
West Mercia Police Communications Officer  
Community Member  
Hoping to recruit:  
Education, CVS, Equalities and Diversity rep |
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Frequency of meetings</td>
<td>Bi-monthly</td>
</tr>
<tr>
<td>Focus</td>
<td>Communications Strategy and SSCB website development</td>
</tr>
<tr>
<td>Activity</td>
<td>The Communications Sub-Group has led the development of a SSCB Communications Strategy.</td>
</tr>
<tr>
<td>Future work</td>
<td>This group will lead on the SSCB’s Communications priority, and ensure that the message about safeguarding children being everybody’s responsibility is disseminated amongst the widest numbers of the population as possible. They will also undertake tasks on behalf of the Board which are related to the publicising of safeguarding work in Shropshire, and the engagement of children and young people in the work of the Board.</td>
</tr>
</tbody>
</table>

### 2.2 Training Sub-group

| Membership | Chair: Inter-agency Training Officer, SSCB  
Shropshire Council (SSCB)  
Shropshire Council (LETS)  
West Mercia Police  
SSSFT (South Staffordshire & Shropshire Healthcare NHS Foundation Trust), |

23
<table>
<thead>
<tr>
<th>Membership</th>
<th>Frequency of meetings</th>
<th>Focus</th>
<th>Activity</th>
<th>Future work</th>
</tr>
</thead>
</table>
| **Lead Nurse for Child Protection**  
Shropshire Council (IRU)  
Walford & North Shropshire College  
Shropshire Council (Prevention & Inclusion)  
Shropshire Early Years & Child Care  
NSPCC  
Shropshire Community NHS Trust & SATH, Named Nurse for Child Protection  
Shropshire Council, Joint Training for Adult Community & Health Services  
Shropshire Council – Shrewsbury Children’s Centre  
Shropshire Council – Raising Achievement & Inclusion  
Shropshire Council – Social Care & Safeguards | **Bi Monthly** | Co-ordinating the delivery and quality assurance of Safeguarding training in Shropshire for all those working with children, safeguarding or child protection.  
The group is developing a quality assurance model to achieve this consistently. | The group has reviewed developing practice modules, and has agreed training priorities for 2012 in line with Board Priorities. It ensures that learning from Serious Case Reviews and other developments is embedded into the Safeguarding Training packages.  
The group has commissioned suitable e-Learning packages for Group 1 as defined in Working Together to Safeguard Children 2010.  
It is currently working on reviewing developing practice modules, and agreeing priorities for 2012 in line with Board Priorities. | Developing and co-ordinating a Safeguarding training Audit Tool.  
Developing ways of communicating Learning from SCR’s. |

2.3 **Audit & Evaluation Sub-group**

<table>
<thead>
<tr>
<th>Membership</th>
<th>Frequency of meetings</th>
<th>Focus</th>
<th>Activity</th>
<th>Future work</th>
</tr>
</thead>
</table>
| **Chair: Safeguarding Group Service Specialist**  
SSCB Development Officer  
West Mercia Police  
Education Welfare  
PCT  
Army Welfare  
Shropshire Council Performance Manager  
NHS | **Bi-monthly** | Scrutinising and evaluating practice to ensure this is effective and complies with standards. | The Audit and Evaluation sub group developed and launched the Audit and Quality Assurance Framework (tiered audits) throughout last year and is currently implementing this Framework. Section 11 audits feed into this framework. These were completed in January 2012, in conjunction with Telford and Wrekin LSCB. Proposals for quality assuring returns will be presented at the April SSCB meeting. |  
- Further embedding and improvement of the Audit Framework (Oversight, Practice, Compliance)  
- Development of the SSCB scorecard based on audit, quality assurance activities (such as agencies’ attendance at child protection conferences |
and views of children and families)
- Considering proposed Munro performance information and incorporating it into SSCB processes.

### 2.4 e-Safety Sub-group

| Membership: | Chair: SSCB Development Officer  
Education Harnessing Technology Officer  
Youth Association  
Independent Schools  
Connexions  
Broadplaces  
West Mercia Police  
School Nurse Manager  
SSCB Training Officer  
Secondary School Deputy Head  
Primary School Head  
Library Service |
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<tbody>
<tr>
<td>Frequency of meetings:</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Focus:</td>
<td>Delivery of e-safety strategy</td>
</tr>
<tr>
<td>Activity:</td>
<td>An e-safety training audit identified that schools require help with resources and training for parents, would welcome CPD opportunities and the chance to network and share good practice with others. An e-Safety Conference for schools was organised by the sub-group in January 2012 to address some of the issues arising from the audit and follow-up work to organise training events and develop resources for parents is underway. The group has signed up to a West Mercia wide e-Safety website for young people, parents and carers. It was launched to young people in Shropshire during Anti-Bullying week. It is hoped that as many young people as possible will complete the online questionnaire on an annual basis, which will identify the e-Safety issues they face and further inform the groups work. <a href="http://www.shropsesafety.info">www.shropsesafety.info</a></td>
</tr>
<tr>
<td>Future work:</td>
<td>The recently developed e-safety Policy Guidance for non-school settings will be launched along with the Online Compass self-assessment tool in May 2012.</td>
</tr>
</tbody>
</table>

### 2.5 Suicide Prevention Sub-group

| Membership: | Chair: Group Manager Safeguarding  
SSCB Development Officer  
SSCB Training Co-ordinator  
Education Welfare  
Head of Multi-Agency Teams  
TAMHS Co-ordinator  
Education Psych  
Samaritans  
PCT  
Assistant Director MAP  
CAMHS |
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<tbody>
<tr>
<td>Frequency of meetings:</td>
<td>Currently bi-monthly</td>
</tr>
<tr>
<td>Focus:</td>
<td>This group was developed in late 2009 to determine the nature and level of self-harming and risk of suicidal attempts by children and young people in Shropshire, to outline the support services available and how these are</td>
</tr>
</tbody>
</table>
coordinated, and to agree a strategy for service development.

| **Activity:** | The Suicide Prevention Strategy was launched by SSCB in Spring 2011. The sub-group continues to monitor the implementation of the Suicide Prevention Care Pathway (part of the strategy) which was launched in March 2011 and disseminates learning taken from recent cases. The Pathway provides:  
  - A systematic approach to identifying and addressing the needs of children and young people at risk of suicide;  
  - Risk assessment guidance, early intervention questions and baseline risk assessment questions;  
  - A care pathway flowchart for workers to follow;  
  - Additional supporting information and guidance.  
  
  Suicide Prevention Training is being delivered to practitioners across Shropshire in the form of STORM Training (Skills Training on Risk Management) continues to be delivered to multi-agency audiences by a pool of six qualified trainers. The training has been well received and has equipped practitioners with the confidence and skills that they need when working with young people at risk of suicide. |
| **Future work:** | A mini-STORM raising awareness training package has been developed and will be delivered to foster carers in May 2012. |

### 2.6 Criminal Justice Sub-group

| **Membership:** | Chair: Service Manager, YOS  
West Mercia Probation  
West Mercia Police  
Independent Reviewing Officer  
Stoke Heath  
Army Welfare  
Assessment & Support Service  
Independent Domestic Violence Advocate |
| **Frequency of meetings:** | Quarterly |
| **Focus:** | Monitors criminal justice agencies’ activity in relation to safeguarding children, for example the management of offenders in the community, including reviewing, monitoring and ensuring implementation of PPRC. |
| **Activity:** | The group, in conjunction with the Community Safety Partnership has:  
- carried out a scoping exercise in relation to provision of domestic abuse services in relation to the SSCB priority of ‘Compromised Parenting’;  
- completed a 2 year workplan, which has included overseeing implementation of the West Midlands revised procedures for criminal justice agencies *Persons Posing a Risk to Children*. The group was represented at a regional level during the revision and has subsequently reviewed local compliance levels and issues with practice.  
- Monitored the safeguarding of children at Stoke Heath YOI until the YJB’s decision to decommission places for under 18 years old at this institution. The county now has no secure custodial facilities for under 18 year olds. |
| **Future work:** | This group is being discontinued. |

### 2.7 Serious Case Review Sub-group

| **Membership:** | Chair: Head of Legal and Democratic Services  
Group Manager Safeguarding  
Service Manager Safeguarding & Review |
### 2.8 Policy & Procedures Sub-group

**Membership:**
- **Chair:** Service Specialist Safeguarding
- Service Manager Safeguarding & Review
- SSCB Development Officer
- Human Resources
- Designated Nurse
- Education Welfare
- West Mercia Police
- Hope House

**Frequency of meetings:** Bi-Monthly

**Activity:** Since West Mercia consortia has been established, updates to procedures have been subsumed by this group which consists of the 4 LSCB business managers and Tri-
X as well as priority groups such as Sexual Exploitation and Suicide Prevention. Changes to Safer Recruitment procedures will be a priority area of work for this group following the introduction of the Protection of Freedoms Bill.

**Future work:** This renewed group will be looking at arrangements for ensuring a safe workforce, including recruitment and developments with the Protection of Freedoms Bill (vetting & barring) and LADO activity.

### 2.9 Child Sexual Exploitation Sub-group

**Membership:**
- **Chair:** Service Manager Safeguarding & Review
- Service Specialist Safeguarding
- SSCB Development Officer
- SSCB Training Co-ordinator
- Education Welfare
- PCT
- West Mercia Police
- Assessment & Support Service
- YOS
- Residential
- Independent Reviewing Officer
- LAC Nurse
- Connexions

**Frequency of meetings:** Bi-Monthly

**Focus:** This group is responsible for considering whether or not cases meet the Serious Case Review criteria or require Management Reviews to be undertaken. Other work-streams involve monitoring agencies compliance with SCR recommendations/action plans, analysing cases for key themes, learning and identifying trends.

**Activity:** Two Management Reviews have been completed in the last twelve months and work is ongoing on a review of teenage suicides.

**Future work:** This group is also considering the implementation of a systems model for undertaking SCRs and is exploring training opportunities.
<table>
<thead>
<tr>
<th>Frequency of meetings:</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus:</strong></td>
<td>Development and delivery of CSE strategy</td>
</tr>
<tr>
<td><strong>Activity:</strong></td>
<td>The group has recently developed and launched the CSE Strategy and Practitioner’s Toolkit to aid front line practitioners to take a common approach based on shared understanding in the identification of CSE. Over 100 managers from different agencies have attended the briefings to launch the strategy and referrals are now being received. The group has also initiated the development of a CSE Multi-Agency Panel that considers cases on a monthly basis, and ensures adequate resources are available to attend to them and enable progress to be maintained. This panel has been meeting on a monthly basis since December 2011 and has already considered 12 cases of child sexual exploitation and have agreed safeguarding plans for the young people affected.</td>
</tr>
<tr>
<td><strong>Future work:</strong></td>
<td>The group will develop an action plan in response to the Government’s Action Plan for tackling CSE. A Task and Finish group is to be formed to review the missing children arrangements currently in place and ensure they fit with the recently revised ‘Joint Protocol For Reporting Missing Children and Young People’. The CSE sub group will report on the number of cases heard and the overall effect it has had on Child Sexual Exploitation in Shropshire in the 2012/13 annual report.</td>
</tr>
</tbody>
</table>

### 2.10 Partnerships Sub-group

<table>
<thead>
<tr>
<th><strong>Membership:</strong></th>
<th><strong>Chair: Group Manager Care &amp; Wellbeing</strong></th>
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<tbody>
<tr>
<td></td>
<td>Group Manager Safeguarding</td>
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<tr>
<td></td>
<td>SSCB Training Officer</td>
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<td></td>
<td>West Mercia Police</td>
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<td></td>
<td>Designated Nurse</td>
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<td></td>
<td>Service Manager Assessment &amp; LAC</td>
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<td></td>
<td>Service Specialist, Safeguarding Group</td>
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<td></td>
<td>Headteacher, Oldbury Wells</td>
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<td>Headteacher, Weston Ryn</td>
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<td></td>
<td>CVS Representative</td>
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<td>Education Welfare</td>
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<td>Named Nurse</td>
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<td>Inclusion Officer</td>
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<td></td>
<td>Service Manager, Family Care &amp; Wellbeing</td>
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<td></td>
<td>Health Development Manager, Family Care &amp; Wellbeing</td>
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<td></td>
<td>Programme Lead for Childhood Obesity</td>
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<td></td>
<td>Service Manager, Support Services</td>
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<td></td>
<td>CAMHS</td>
</tr>
<tr>
<td></td>
<td>Children &amp; Specialist Services, NHS</td>
</tr>
<tr>
<td><strong>Frequency of meetings:</strong></td>
<td>Monthly</td>
</tr>
<tr>
<td><strong>Focus:</strong></td>
<td>Review thresholds and work on early intervention strategies: Developing interagency collaboration across all tiers, with a particular eye on early intervention and support; including review of thresholds; also leading the response to the Munro Review.</td>
</tr>
<tr>
<td><strong>Activity:</strong></td>
<td>This group is a recent addition (October 2011). The group has commissioned a “Back to Basics Review” to consider the arrangements regarding early intervention and prevention including the</td>
</tr>
</tbody>
</table>
systems, support, resources, tools and training involved. It is consulting all agencies including schools. This review is due to be completed in the summer 2012 and outcomes and proposals will be presented to SSCB in the autumn 2012.

**Future work:**

- Co-ordinate work on the priority theme of ‘Compromised Parenting’, with other sub-groups contributing. The following groups have been asked to carry out a scoping exercise on the provision of the adult services, to begin this piece of work;

<table>
<thead>
<tr>
<th>Group</th>
<th>Scoping exercise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hidden Harm Group</td>
<td>Adult Substance Misuse Services</td>
</tr>
<tr>
<td>Health Governance Group</td>
<td>Adult Mental Health Services</td>
</tr>
<tr>
<td>Criminal Justice Sub-group</td>
<td>Domestic Abuse Services</td>
</tr>
</tbody>
</table>

- Consider the use of the CWDC funding in providing Early Intervention services
- Establish task and finish group to develop programmes and resources for parenting support

**2.11 Health Governance Safeguarding Children Committee**

**Membership:**

**Chair: Director of Public Health for Shropshire**
- Group Manager Safeguarding
- Designated Nurse
- Director of Nursing & Quality
- Nurse Director (Shropshire Doctors Ltd)
- Designated Nurse LAC
- Named Nurse SSSFT
- Service Delivery Manager Safeguarding (T&W)
- Services Manager Safeguarding (T&W)
- Director of Nursing (RJ&AH)
- Head of Safeguarding (Powys)
- Deputy Director of Child & Family Support Services (T&W)
- Named Nurse (RJ&AH)
- Named Nurse for Safeguarding (SATH)
- Named Midwife (SATH)
- Lead Nurse (CDOP)
- Joint Lead Commissioner (T&W)
- Consultant Paediatrician/Designated Doctor
- Designated Nurse for Children in Care (T&W)
- Managing Director for Community Health Services (T&W)
- Deputy Director for Children & Specialist Services
- West Midlands Ambulance Service
- Service Specialist for Safeguarding, Shropshire Council
- Named Nurse (T&W)
- Director of Quality & Safety/Chief Nurse (SATH)

**Frequency of meetings:** Quarterly

**Focus:**

Providing assurance to the SSCB and Care Quality Commission (CQC) that safeguarding children remains a key agenda item for the Shropshire, Telford and Wrekin health economy and that:

- all statutory requirements are met,
- healthcare standards relating to safeguarding children are performance monitored, and
- appropriate action taken to ensure compliance.
### Activity:
This group was formally requested to become a sub group of SSCB in January 2012. An extraordinary meeting of this group was convened in February 2012 and the Terms of Reference are currently being re drafted to positively reflect the SSCBs proposal.

### Future work:
To oversee the safe transition of the heath organisations to new arrangements, ensuring continued priority is given to safeguarding children.

### 2.12 Child Death Overview Panel Sub Group

#### Membership:
SSCB and Telford & Wrekin LSCB share the Child Death Overview Panel (CDOP)

#### Frequency of meetings:
Monthly

#### Focus:
Monitor and review child deaths during the year on behalf of both LSCBs. Reviewing child deaths includes collecting information about the circumstances of the child’s death, with the overall purpose of understanding how and why children die, making recommendations to protect other children and preventing future deaths. The group is responsible for the submission of CDOP national data.

#### Activity:
- There were 25 deaths during the year 2010/11, 17 fewer than the 42 which occurred in 2009/10 and 30 fewer than the 55 that occurred in 2008/09. Of the 25 deaths, a Rapid Response was carried out for 9 deaths.
- The total number of child deaths notified to CDOP since commencing in April 2008 is 122.
- There were no child deaths due to deliberately inflicted harm, trauma or acute or chronic medical conditions over the last 12 months.
- Key achievements include securing agreement to the appointment of a CDOP Lead Nurse, and developing effective partnership working with the coroner.

#### Future work:
To continue to monitor and review child deaths during the year on behalf of both LSCBs, as required.
# Shropshire Safeguarding Children's Board

## Appendix 2

### Child Protection Quality

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>YE 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP01 % CPs with 5 or more reviews in 12 months</td>
<td>70.0%</td>
<td>70.0%</td>
<td>70.0%</td>
<td>70.0%</td>
<td>70.0%</td>
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</tr>
<tr>
<td>CP02 % CPs with 5 or more reviews in 24 months</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
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</tr>
<tr>
<td>CP03 % CPs with 5 or more reviews in 36 months</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
<td></td>
</tr>
<tr>
<td>CP04 % CPs with 5 or more reviews in 48 months</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
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</table>

### Timeframes

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>YE 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>N60.00 % Initial Assessments completed within 10 working days</td>
<td>70.0%</td>
<td>70.0%</td>
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<tr>
<td>N60.01 % Core Assessments completed within 35 working days</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
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<tr>
<td>N60.02 % Child Protection Cases reviewed within 6 months</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
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<td>100.0%</td>
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### Child Protection Quality

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>YE 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP05 % CPs with 5 or more reviews in 12 months</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
<td>60.0%</td>
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</tr>
<tr>
<td>CP06 % CPs with 5 or more reviews in 24 months</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
<td>90.0%</td>
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</tr>
<tr>
<td>CP07 % CPs with 5 or more reviews in 36 months</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
<td>95.0%</td>
<td></td>
</tr>
<tr>
<td>CP08 % CPs with 5 or more reviews in 48 months</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
<td>85.0%</td>
<td></td>
</tr>
</tbody>
</table>

### Partnership (Measure TEE for 2012/13)

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>YE 10/11</th>
<th>YE 11/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>O12 Number of OAPs completed (cumulative)</td>
<td>764</td>
<td></td>
</tr>
<tr>
<td>O13 Number of TAC meetings held in the year</td>
<td>245</td>
<td></td>
</tr>
<tr>
<td>O14 Number of Review TACs held in the year</td>
<td>126</td>
<td></td>
</tr>
<tr>
<td>O15 All agencies attended and contributed meaningfully to Core Groups</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

### Safeguarding referrals

<table>
<thead>
<tr>
<th>Indicator Name</th>
<th>YE Total</th>
<th>Police</th>
<th>Health</th>
<th>Education</th>
<th>Adult Serv</th>
<th>Others</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSEC Referrals to Children Social Services</td>
<td>1,486</td>
<td>18.0%</td>
<td>14.0%</td>
<td>14.0%</td>
<td>9.0%</td>
<td>9.0%</td>
<td>9.0%</td>
</tr>
<tr>
<td>SSEC Referrals Resulting in NFA</td>
<td>164</td>
<td>16.0%</td>
<td>0.0%</td>
<td>16.0%</td>
<td>0.0%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

---

### 31
### LADO

<table>
<thead>
<tr>
<th>DoT</th>
<th>Indicator Name</th>
<th>Y/E 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0404: No LADO investigations active for 3+ months, and being dealt with by the provider</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0404: No LADO investigations active for 3+ months, and progressed to GPE enquiry</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Complaints

<table>
<thead>
<tr>
<th>DoT</th>
<th>Indicator Name</th>
<th>Y/E 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0304: Number of Child Protection Complaints received</td>
<td>3.0</td>
<td>3.0</td>
<td>5.0</td>
<td>7.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0304b: Number of Child Protection Complaints Upheld / Partially upheld</td>
<td>1.0</td>
<td>3.0</td>
<td>3.0</td>
<td>2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Missing From Home and Care

<table>
<thead>
<tr>
<th>DoT</th>
<th>Indicator Name</th>
<th>Y/E 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MHC01: Number of children that went missing for more than 24 hours</td>
<td>55</td>
<td>13</td>
<td>25</td>
<td>33</td>
<td>40</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC02: Number of LVC that went missing for more than 24 hours</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC03: Number of children with a CPP that went missing for more than 24 hours</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC04: Number of children that went missing for more than 24 hours (Q only)</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC05: Number of LVC that went missing for more than 24 hours (Q only)</td>
<td>5</td>
<td>15</td>
<td>13</td>
<td>12</td>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC06: Number of children with a CPP that went missing for more than 24 hrs (Q only)</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC07: Number of children that went missing for more than 24 hrs (Q only)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MHC08: Number of LVC that went missing for more than 24 hrs (Q only)</td>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td></td>
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### Input

### Human Resources

<table>
<thead>
<tr>
<th>DoT</th>
<th>Indicator Name</th>
<th>Y/E 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/2</th>
<th>YE 11/2</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SSBG HR01: Total number of FTE (non-salaried) working as part of the Safeguarding Group</td>
<td>?</td>
<td>?</td>
<td>270</td>
<td>269</td>
<td>261</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG HR02: Total number of vacancies FTE for the Safeguarding Group</td>
<td>?</td>
<td>?</td>
<td>20</td>
<td>15</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG HR03: % employee turnover (Safeguarding Group)</td>
<td>?</td>
<td>?</td>
<td>37 (%)</td>
<td>4 (%)</td>
<td>3 (%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG HR04: Sick leave (average) days per employee (Safeguarding Group)</td>
<td>?</td>
<td>?</td>
<td>0.8</td>
<td>2.2</td>
<td>3.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG HR05: Total number of FRONT LINE SOCIAL WORKERS FTE working as part of the Safeguarding Group</td>
<td>?</td>
<td>?</td>
<td>82</td>
<td>85</td>
<td>78</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG HR06: Total number of FRONT LINE SOCIAL WORKERS FTE for the Safeguarding Group</td>
<td>?</td>
<td>?</td>
<td>5</td>
<td>9</td>
<td>7</td>
<td></td>
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</tr>
</tbody>
</table>

### Finance

<table>
<thead>
<tr>
<th>DoT</th>
<th>Indicator Name</th>
<th>Y/E 10/11</th>
<th>Q1 11/12</th>
<th>Q2 11/12</th>
<th>Q3 11/12</th>
<th>Q4 11/12</th>
<th>YE 11/12</th>
<th>YE Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SSBG Fin01 (£k) - SSBG Spend for the year</td>
<td>£170,080</td>
<td>£242,277</td>
<td>£71,006</td>
<td>£166,730</td>
<td>£166,590</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG Fin02 (£k) - Budget &amp; Year End Projection</td>
<td>£170,080</td>
<td>£166,390</td>
<td>£166,390</td>
<td>£166,390</td>
<td>£166,390</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SSBG Fin03 (£k) - Net Variation</td>
<td>£0</td>
<td>£132,361</td>
<td>£95,584</td>
<td>£59,360</td>
<td>£0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Children Missing for 24 hrs or more

- **MHC01**: Number of children that went missing for more than 24 hours
- **MHC02**: Number of LVC that went missing for more than 24 hours

### Finance (£k) - SSBG Spend for the year (cumulative)

- **SSBG Fin01 (£k)** - SSBG Spend for the year
- **SSBG Fin02 (£k)** - Budget & Year End Projection
- **SSBG Fin03 (£k)** - Net Variation

---

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The overall aim of this business plan is to enable the Shropshire Safeguarding Children Board to fulfil its objectives, which are:

1. to support local work to safeguard and promote the welfare of children and
2. to ensure the effectiveness of that work.

Business Priorities for 2009-2012

<table>
<thead>
<tr>
<th>Activity Area</th>
<th>Objectives</th>
<th>When</th>
<th>RAG Rating</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>• Following revision of Working Together to Safeguard Children 2006, review current relationship with Shropshire’s Children Trust to ensure compliance with new statutory guidance.</td>
<td>Sept 2010</td>
<td>Green</td>
<td>A report was presented to the SSCB meeting in June 2010 on the relationship between the Board and The Children’s Trust and the roles and responsibilities of both.</td>
</tr>
<tr>
<td></td>
<td>• Review the arrangements for the Chair of SSCB.</td>
<td>June 2010</td>
<td>Green</td>
<td>A new Independent Chair was appointed in September 2011 on a 2 year fixed term contract.</td>
</tr>
<tr>
<td></td>
<td>• Ensure Lead Member for Children’s Services is able participate fully in the work of SSCB.</td>
<td>Dec 2009</td>
<td>Green</td>
<td>Cllr Anne Hartley involved in the work of SSCB and attends Board meetings.</td>
</tr>
<tr>
<td></td>
<td>• Agree reporting arrangement between SSCB and Shropshire Council Scrutiny Committee.</td>
<td>Mar 2010</td>
<td>Green</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>• Review SSCB Subgroups’ Terms Of Reference and reporting process.</td>
<td>Mar 2010</td>
<td>Green</td>
<td>Completed and reported to SSCB in March 2010.</td>
</tr>
<tr>
<td></td>
<td>• Revise SSCB Member Agreements.</td>
<td>Mar 2010</td>
<td>Green</td>
<td>Member roles and responsibilities revised and agreed at the Development Day in December 2011.</td>
</tr>
<tr>
<td><strong>Activity Area</strong></td>
<td><strong>Objectives</strong></td>
<td><strong>When</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>----------------</td>
<td>---------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Practice</strong></td>
<td>• Revise SSCB Tri X Child Protection Guidance once Working Together to Safeguard Children 2006 is revised and published.</td>
<td>Sep 2010</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore with SSCB members how information sharing between agencies can be improved.</td>
<td>Dec 2010</td>
<td>Inter-agency Information Sharing Conference took place in May 2011</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establish CDOP Action Planning process for SSCB to ensure issues relating to preventable child deaths are addressed.</td>
<td>June 2010</td>
<td>CDOP Annual Reports are presented at Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Undertake SSCB Self Audit exercise every two years to ensure effectiveness maintained.</td>
<td>June 2012</td>
<td>Timing to be decided by the Board in April 2012 (to be completed during a Board meeting?)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Report detailed data on Missing Children to SSCB from 2010 onwards.</td>
<td>Annual</td>
<td>Report to SSCB April 2012.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Undertake annual interagency case file audit, reporting findings to SSCB.</td>
<td>Annual</td>
<td>Three inter-agency case file audits will now be completed every term in line with the new Audit Framework.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ensure new SSCB members complete Section 11 Audits, when necessary.</td>
<td>Dec 2010</td>
<td>Section 11 Audits completed by all Board member agencies and findings reported to Board in January 2012.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Report on outcome of annual Compliance Audit process.</td>
<td>Annual</td>
<td>To be discussed at Exec (to be completed June 2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Report annually on outcomes of SSCB Performance Data Set.</td>
<td>Annual</td>
<td>Performance Data for the last quarter is critically analysed and presented at each Board meeting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Audit the implementation by SSCB members of new guidance.</td>
<td>On-going</td>
<td>This is done on a project specific basis and also measured using the Audit Framework and scorecard.</td>
<td></td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>• Revise SSCB Tri X Child Protection Guidance once Working Together to Safeguard Children 2006 is revised and published.</td>
<td>Sep 2010</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Explore with SSCB members how information sharing between agencies can be improved.</td>
<td>Dec 2010</td>
<td>Inter-agency Information Sharing Conference took place in May 2011</td>
<td></td>
</tr>
</tbody>
</table>
- **SSCB to agree specific strategies regarding:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Year</th>
<th>Updates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accident Prevention</td>
<td>2011</td>
<td>Strategy has been presented to Board.</td>
</tr>
<tr>
<td>Child Sexual Exploitation</td>
<td>2010</td>
<td>The CSE Sub-group has re-convened, developed and launched a strategy and has set-up a Multi-Agency Panel to consider CSE cases on a monthly basis.</td>
</tr>
<tr>
<td>Suicide Prevention</td>
<td>2010</td>
<td>A Suicide Prevention Care Pathway and toolkit has been developed and launched. The Suicide Prevention sub-group continues to meet to monitor progress and work together to prevent the suicides of children and young people.</td>
</tr>
<tr>
<td>Neglect</td>
<td>2010</td>
<td>A Neglect Strategy and Practitioner’s Toolkit has been developed and launched. A review of progress since the launch of the strategy will take place in Spring 2012</td>
</tr>
<tr>
<td>Communication, including Young People, their Carers and the Children’s Workforce.</td>
<td>2010</td>
<td>The Media Sub-group to consider this areas of work in the development of a Communication Strategy in 2012</td>
</tr>
<tr>
<td>2010 Annual Conference to address Information Sharing.</td>
<td>Dec 2010</td>
<td>Completed</td>
</tr>
<tr>
<td>Provide briefings on the Safeguarding Agenda to elected members, trustees and governors to ensure a strategic understanding of the issues.</td>
<td>Dec 2010</td>
<td>Consideration is being given to developing a briefing on CSE for elected members early in 2012.</td>
</tr>
<tr>
<td>Re-launch People Posing A Risk To Children protocol.</td>
<td>Feb 2010</td>
<td>The PPRC protocol was re-launched in 2010, however its implementation is currently under review through the Criminal Justice Sub-group.</td>
</tr>
<tr>
<td>Ensure all SSCB members are prepared for the implementation of the Vetting and Barring Scheme.</td>
<td>Nov 2010</td>
<td>Awaiting the outcome of the Freedoms Bill in order to consider the implications for</td>
</tr>
<tr>
<td>Task Description</td>
<td>Frequency</td>
<td>Notes</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Assist Shropshire Children’s Trust in its work addressing Domestic Abuse within the county.</td>
<td>Ongoing</td>
<td>SSCB has representation on the County DV Forum. Inter-agency training on Domestic Abuse was developed and piloted in 2010 and is now being delivered as part of the SSCB training programme.</td>
</tr>
<tr>
<td>Receive annual report on children missing from education and those educated at home.</td>
<td>Annual</td>
<td>Report due in April 2012</td>
</tr>
<tr>
<td>Review e-Safety Strategy and Training content to reflect evolving understanding of Cyber-bullying and the wider e-Safety area.</td>
<td>Dec 2010</td>
<td>e-Safety Annual Action Plan (2011-2012) has been developed and progress is monitored at each e-Safety sub-group meeting.</td>
</tr>
</tbody>
</table>

Last updated April 2012
<table>
<thead>
<tr>
<th>Priority</th>
<th>Key Activities</th>
<th>Measure of success</th>
<th>Lead Role</th>
<th>Timescale</th>
<th>RAG &amp; progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>Strengthen the governance of the Board</td>
<td>Develop a Board Constitution to include Terms of Reference and Board Structure diagram</td>
<td>Board Constitution in place and adhered to by all members</td>
<td>SSCB Business Manager</td>
<td>Apr-12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Share in the development and delivery of the new Area Strategic Forum meetings</td>
<td>SSCB priorities are shared with and owned by the Area Fora</td>
<td>SSCB Business Manager &amp; Group Manager for Safeguarding</td>
<td>During 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Re-convene Law &amp; Procedures Sub-group, re-name as Policy &amp; Procedures Sub-Group and revise terms of reference. Sub-group to initially focus on Safe Recruitment.</td>
<td>Safe Recruitment messages communicated to partner agencies prior to launch of Protection of Freedom's Bill</td>
<td>SSCB Business Manager</td>
<td>Apr 2012 - Sept 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review the arrangements for the Independent Chair and Community Members</td>
<td>Successful re-appointment/appointment of Independent Chair and Community Members</td>
<td>SSCB Development Officer &amp; SSCB Members</td>
<td>Spring 2013</td>
</tr>
<tr>
<td>Task</td>
<td>Details</td>
<td>Responsible Party</td>
<td>Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------------------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Further develop links with scrutiny/Children's Trust with reporting</td>
<td>Governance arrangements in place. SCT commitment to SSCB recommendations about the service improvements.</td>
<td>DCS &amp; SSCB Chair</td>
<td>Sep-12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>across partnerships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure each sub-group has terms of reference and an action plan</td>
<td>Documents in place for each sub-group</td>
<td>SSCB Development Officer</td>
<td>Jul-12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respond to and implement Government legislation, strategies and</td>
<td>Ensure all SSCB members are prepared for the implementation of the Disclosure and Barring Scheme.</td>
<td>SSCB member agencies effectively implementing the DBS</td>
<td>Dec-12</td>
<td></td>
<td></td>
</tr>
<tr>
<td>guidance</td>
<td></td>
<td>Policy &amp; Procedures Sub-Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revise SSCB Tri X Child Protection Guidance following the revision of</td>
<td>New procedures online and updates announced</td>
<td>Policy &amp; Procedures Sub-Group</td>
<td>Sep 2012 - Dec 2012</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Together to Safeguard Children 2010 and the outcome of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Back to Basics Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit and evaluate practice objectively to ensure compliance with</td>
<td>Undertake SSCB Self Audit exercise every two years to ensure effectiveness maintained. to be decided at Exec Meeting in June 2012</td>
<td>Audit &amp; Evaluation Sub-Group</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>standards and highlight areas for improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
**Priority 1 - Missing Children, CSE & Trafficking**

**Practice**

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Responsible Parties</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain the S11 Audit as a 'live' document to be updated every 6 months by agencies and carry out sample audits for quality assurance on an annual basis</td>
<td></td>
<td>Audit &amp; Evaluation Sub-Group</td>
<td>Update June &amp; Dec 2012 QA Sep 2012 - Jan 2013</td>
</tr>
<tr>
<td>Further embed and improve the Audit Framework (Oversight, Practice, Compliance)</td>
<td></td>
<td>Audit &amp; Evaluation Sub-Group</td>
<td>Sep-12</td>
</tr>
<tr>
<td>Review the Audit Framework</td>
<td></td>
<td>Audit &amp; Evaluation Sub-Group &amp; Performance Team</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Develop the SSCB scorecard on a flexible basis to reflect audit and quality assurance activities</td>
<td></td>
<td>Audit &amp; Evaluation Sub-Group</td>
<td></td>
</tr>
<tr>
<td>Consider the proposed Munro performance information and comparative data</td>
<td></td>
<td>Audit &amp; Evaluation Sub-Group</td>
<td></td>
</tr>
<tr>
<td>Implement the Missing Joint Protocol in Shropshire through the creation of a Task/Finish Group</td>
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<tr>
<td>Monitor and evaluate the implementation of the Missing From Home and Care Protocol.</td>
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<tr>
<td>Improve SSCBs awareness of LAC children placed in Shropshire from other local authorities and improve notification systems</td>
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<tr>
<td>Reduction in the number of children reported as having been harmed when missing</td>
<td></td>
<td>Missing Task/Finish Group</td>
<td>May - Dec 2012</td>
</tr>
<tr>
<td>Reduction in the number of missing episodes</td>
<td></td>
<td>Missing Task/Finish Group</td>
<td>Report to Board in April 2013</td>
</tr>
<tr>
<td>Greater knowledge of where missing children have been</td>
<td></td>
<td>Missing Task/Finish Group</td>
<td></td>
</tr>
<tr>
<td>LAC Census to be reported to Board in July 2012 to better establish a baseline population count of this cohort of young people.</td>
<td></td>
<td>LAC Strategy Group</td>
<td>July 2012</td>
</tr>
<tr>
<td>Establishment of data collection processes for Missing, CSE and Trafficking</td>
<td>Added to SSCB scorecard and reported on at the end of each quarter</td>
<td>SSCB Business Manager &amp; Performance Team</td>
<td>Quarterly</td>
</tr>
<tr>
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</tr>
<tr>
<td>Reduce incidences of CSE, Missing and Trafficking through the disruption of perpetrators, including those targeting private care homes.</td>
<td>Evidence of disrupted activity</td>
<td>West Mercia Police via CSE sub-group</td>
<td>On-going</td>
</tr>
<tr>
<td>Develop training and education for schools and colleges to include case studies</td>
<td>Raised awareness of the issues, increased young people's resilience and created a culture of zero tolerance - measured through number of referrals</td>
<td>Training Sub-group &amp; CSE Sub-group</td>
<td>Sep-12</td>
</tr>
</tbody>
</table>

**Priority 2 - Communication**

<p>| Keeping our children safe from harm by communicating safeguarding messages effectively | Revise Terms of Reference for Media Sub Group and re-name as Communications Sub-Group. Develop draft Communications Strategy to include areas of work agreed at the SSCB Development Day and begin implementation. | Community actively involved in safeguarding children Workforce aware of their responsibilities, Board priorities and the contribution they can make | Communications sub-group | May 2012 - Dec 2012 |</p>
<table>
<thead>
<tr>
<th>Priority 3 - Compromised Parenting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping our children safe from harm by creating a common understanding, commitment and approach to identifying children and young people who are experiencing, or are at risk of</td>
</tr>
<tr>
<td>Undertake a scoping exercise/mapping of existing groups, personnel, protocols and services in respect of domestic abuse, substance misuse and adult mental health.</td>
</tr>
<tr>
<td>To have a better understanding of the range of services available and to have identified gaps in provision to inform the development of protocols to enable agencies to work together more effectively</td>
</tr>
<tr>
<td>Each steering group to have identified outcomes they would like to see achieved</td>
</tr>
</tbody>
</table>

| Develop the SSCB website for Professionals, Parents and Children and Young People |
| Number of hits to be monitored and feedback to be collected |
| Public having a realistic understanding of the role of the LSCB and safeguarding issues |

| Engage with children and young people and seek their views to help shape the work of the Board |
| Children and young people's views are presented to the Board and are used to inform service developments |
| SSCB advocates children's views to partner agencies |

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| SSCB Development Officer & Communications sub-group |
| SSCB Development Officer & Communications sub-group |
| SSCB Development Officer & Communications sub-group |

| Sep-12 |
| On-going |

| March 2012 for consideration by Exec Sub-Group to decide how work is progressed. |
experiencing, harm due to domestic abuse, substance misuse or adult mental health.

<table>
<thead>
<tr>
<th>Deliver a co-ordinated response to children and young people to reduce the risk of harm from compromised parenting</th>
<th>Young person’s confirmation that they feel supported/safer</th>
<th>Partnership Sub-group</th>
<th>April 2012 for consideration by Partnership Sub-group as to how work is progressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced, harm due to domestic abuse, substance misuse or adult mental health.</td>
<td>Better identification of young people at risk of harm</td>
<td></td>
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<tr>
<td>Joined up approach to working with the young person</td>
<td></td>
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</table>

### On-going work streams

#### Understand how and why children die, make recommendations to protect other children and to prevent future deaths.

- Embed CDOP Action Planning process for SSCB to ensure issues relating to preventable child deaths are addressed
- Multi-Agency Panel review child deaths across Shropshire.
- Contribute to the review and revision West Mercia SUDIC Protocol.
- Promote the reduction in child deaths due to accidents
- Lessons learnt incorporated in Child Death Overview Panel
- Achieve consistency of response across the West Mercia area for Sudden and Unexpected Death in Childhood.

#### Delivering the core functions required of the LSCB as detailed in Working Together through the operational sub-

- Develop a quality assurance model for SSCB training modules that measures the impact that training has on practice
- Positive changes in working practice as a result of training
- SSCB Training Officer & Training Sub-Group
- Dec-12
<table>
<thead>
<tr>
<th>Groups.</th>
<th>Continue to monitor the effectiveness of the PPRC process</th>
<th>Referrals are sent to the appropriate contact;</th>
<th>Criminal Justice Sub-Group</th>
<th>Jul 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consider the implications of the Domestic Homicide Review process</td>
<td>Staff are aware of the PPRC process</td>
<td></td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>Work with the Community Safety Partnership to ensure that children are appropriately safeguarded from domestic abuse and MARAC processes are working effectively</td>
<td>Reduction in number of children affected by domestic abuse</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Raise awareness of the risks associated with online technologies and provide resources/support networks for professionals, parents and young people</td>
<td>Young people are effectively safeguarded</td>
<td>e-Safety Sub-Group</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Professionals and parents feel supported</td>
<td></td>
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<tr>
<td></td>
<td>Consider the implementation of systems approach model for undertaking SCR’s and explore training opportunities</td>
<td>Appropriate managers to have attended SCIE training event</td>
<td>SCR Sub-Group</td>
<td>Jun 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implementing a systems model for SCRs</td>
<td></td>
<td>Dec 2012</td>
</tr>
<tr>
<td></td>
<td>Continue to monitor the implementation of the Suicide Prevention Care Pathway Pilot raising awareness training for crisis fosters carers</td>
<td>Reduction in number of suicides of young people</td>
<td>Suicide Prevention Sub-Group</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Practitioner's feel more confident when dealing with suicidal young people</td>
<td></td>
<td>June 2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Raised awareness amongst foster carers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developing collaborative Health contribution to SSCB</td>
<td>Improved NHS reporting to LADO. Improved NHS \ PCT engagement within Child Protection Conferences</td>
<td>Health Governance Sub-Group</td>
<td>On-going</td>
<td></td>
</tr>
<tr>
<td>Monitor the effectiveness and productivity of the sub-groups through producing a report of progress against work plans.</td>
<td>Sub-groups review their work plans and terms of reference in light of Board developments and/or recommendations.</td>
<td>All Sub-group Chairs</td>
<td>Oct 2012 &amp; April 2013</td>
<td></td>
</tr>
</tbody>
</table>
### Multi-Agency Core Training delivered in 2011

<table>
<thead>
<tr>
<th>Modules</th>
<th>No. delivered</th>
<th>No. delegates</th>
<th>Multi-agency / single</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raising Awareness in CP</td>
<td>9</td>
<td>151</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Raising Awareness</td>
<td>4</td>
<td>51</td>
<td>Single agency (commissioned)</td>
</tr>
<tr>
<td>CDOP briefing</td>
<td>3</td>
<td>62</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Case conference &amp; core group</td>
<td>2</td>
<td>39</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Neglect DP Module</td>
<td>7</td>
<td>124</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Physical Abuse</td>
<td>7</td>
<td>109</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Sexual Abuse</td>
<td>6</td>
<td>80</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>MAPPA Briefing</td>
<td>3</td>
<td>64</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>STORM</td>
<td>6</td>
<td>63</td>
<td>Multi-agency</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>61</strong></td>
<td><strong>1051</strong></td>
<td>Multi-agency</td>
</tr>
</tbody>
</table>

### Additional Training delivered in 2011

<table>
<thead>
<tr>
<th>Course</th>
<th>No. delivered</th>
<th>No. delegates</th>
<th>Multi-agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fabricated and induced illness</td>
<td>1</td>
<td>92</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Information Sharing Conference</td>
<td>1</td>
<td>163</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Train the trainers in Raising Awareness in CP</td>
<td>2</td>
<td>25</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Managers Briefing – CSE Strategy</td>
<td>3</td>
<td>87</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Managers Briefing – Neglect Strategy</td>
<td>3</td>
<td>100</td>
<td>Multi-agency</td>
</tr>
<tr>
<td>Managers Briefing – Suicide Prevention strategy</td>
<td>3</td>
<td>100</td>
<td>Multi-agency</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>13</strong></td>
<td><strong>567</strong></td>
<td>Multi-agency</td>
</tr>
</tbody>
</table>