

**Southwark
Safeguarding
Children
Board**

Appendix 1

**Southwark Safeguarding Children Board
Annual Report 2011-12**

DRAFT

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Introduction from the Chair

I am pleased to be able to make my second report to you on the work of the Southwark Safeguarding Children Board.

In my privileged position as Chair of the SSCB I have observed how agencies and their staff have worked hard to safeguard the children and young people of Southwark. This report reflects on this, but also identifies where we can further improve and the next steps to take on the new challenges arising from the Munro review.

This past year has consolidated much of the thinking and planning set out in my previous report of developing the theme of improving quality of safeguarding work across all our services and building a learning culture around child protection. We have a new productive partnership between the Board and the councils Organisational Development team, which worked together to host a significant conference in November addressing a key local priority in domestic abuse. This Conference was well attended with up to 230 partners joining together to consider the issues and reflect on the lessons learned from local Serious Case Reviews. However the partnership with Organisational Development stretches beyond that of the conference and the arrangements for the conference, which was itself a good milestone in achieving comprehensive cross-agency sign up to the My Learning Source online booking system for the SSCB training programme.

In my last report I spoke of the importance of an efficient engine room to drive the Boards agenda. This has been sustained through the council's internal reorganisation with a new Development Manager and our administrative support now managed by the Strategy, Planning and Policy team. This change has brought about increased capacity in the Development Manager post, and more closely aligns the work of the board with the wider strategic agenda influencing many of the partner agencies. The change also strengthens both the independence and the accountability of the board.

Our partner agencies face significant challenges in budget-making and the change agenda. The NHS and Community Care bill has now completed its passage through Parliament and commissioning structures have already changed, as has the delivery of health care in the borough, with community services moving to be managed by Guy's and St Thomas' NHS Foundation Trust. Early on, we identified this change programme as a significant risk to our safeguarding work, but because of the strong commitment and effective leadership of our health colleagues locally, the board has been reassured that the effectiveness of working together in safeguarding has been sustained.

The Ofsted inspection in February 2011 of Children's Social Care found many strengths including high morale within an increasingly stable work force in Referral and Assessment. Southwark awaits its Ofsted triennial inspection under the existing framework by July 2012 and the effectiveness of the board will be one factor in it.

I continue to apply that vital test to everything we do: ‘so what difference does all this make to the lives of children and families in the borough of Southwark?’ But to measure the outcomes of the board’s work in those lives remains a huge challenge. The focus of this year will be to own the Munro recommendations for data performance ¹and give them meaning IN Southwark; to help shape the borough’s “early help” offer; to consider how the government’s new troubled families initiative can enhance our safeguarding work; and to make new guidance relating to many areas (including Working Together and Serious Case Reviews) relevant and useful to our front-line workers. The board will also address how to bring children and young people, their parents and carers voices even more to inform the directions we take. In this, and other things, we will be strengthened by our new lay members, whose appointments I very much welcome.

Our over-riding ambition is that all front-line workers in Southwark should feel well-equipped to meet the demanding challenges of their responsibilities to safeguard children, which they undertake on behalf of the whole community. That demands enormous commitment and thoughtful deployment from managers, responding to ever-changing circumstances. I am confident that is, and will be, there across the Southwark partnerships.

I am grateful for the unswerving support of the board members, senior managers across the agencies, Romi Bowen and Rory Patterson on behalf of the council and, very importantly, the board’s dedicated support team, Ann Flynn, Tina Hawkins and Nina Scott.

¹ Department for Education (2012) Draft of Children’s Safeguarding Performance Information for Consultation

Introduction

The purpose of this Annual Report is to:

- Provide an outline of the main areas of activity and achievements for the Southwark Safeguarding Board² during 2011/12
- Reflect on the work plan covering this period and provide the public, practitioners and stakeholders with an overview of how well children and young people in Southwark are protected
- Map the challenges ahead in order that the multi agency partnerships can prepare to manage them

The key priorities of the Southwark Safeguarding Children Board as set out in the work plan dated 2011/12 are set out below. All these had advanced by the end of the year:

- Quality assurance of safeguarding in service delivery and commissioned/contracted work that agencies meet the required section 11 standards
- Safeguarding priorities progressed as identified in the 'staying safe' part of the children and young peoples plan.
- To adopt a commissioning role in training, based on sound needs based analysis, and including quality assurance of delivery.
- To build effective relationships with the new leadership structures emerging from the NHS changes, especially the community health provider management and the developing GP consortia
- To lead consideration of what follows from the current Munro review of child protection and the implementation of consequent changes
- In light of Munro report recommendations and government response to ensure co ordination across strategic partnerships in relation to safeguarding children
- In the light of changes from the Munro review, to review the capacity of the board and insure that it is sufficient to fulfil its key responsibilities
- To ensure that the revised sub-groups are working responsively and effectively to address particular local concerns identified through the boards activities and SCR's in the light of the Munro report recommendations and government response to ensure co-ordination across strategic partnerships in relation to safeguarding children
- Work to reduce the over use of inappropriate referrals to social care and drive forward practices that share responsibility for 'early help' and how all agencies will work together to support families and protect children improving all elements of the child's journey
- To find ways of listening better to the voices and views of children and young people about safeguarding in Southwark

² Southwark Safeguarding Children Board will be referred to as SSCB throughout report

- To build a network of designated safeguarding lead persons within agencies encouraging their effective use by practitioners, contributing to their professional development and encourage planning for their succession
- To review jointly with Lambeth Safeguarding Children Board the organisation and administration of the Child Death Overview Panel
- Share information of findings and actions from Ofsted inspections and to prepare for the triennial safeguarding inspection
- Ensure smooth transition of the proposed restructuring of the SSCB support team
- To disseminate the National Messages from Research (on neglect and emotional abuse) published November 2011.

Governance and Accountability

The Children Act 2004 placed a duty on every local authority to establish a Local Safeguarding Children Board by April 2006. This Board is the key statutory mechanism for agreeing how member organisation within Southwark work together to safeguard and promote the welfare of children. The statutory guidance is set out in *Working Together* (2010).³

In Southwark there is now a well established SSCB partnership providing engagement at both a strategic and operational level to ensure that the work undertaken to protect children is properly co-ordinated and effective.

A strength of the SSCB is in the governance and board arrangements. In 2010 these were reviewed under the newly appointed independent chair and the current arrangements reflect this. The arrangements are that the Main board meets twice a year with the Executive board meeting three times. There is a framework of sub-groups (see appendix 2) addressing Auditing and Learning, Child Death Overview Panel, Human Resources, Practice Development and Training, Serious Case Reviews and the Designated and named Professionals. This streamlined framework has ensured a focus to the work and ensured progressive dialogue and compliance to improve individual safeguarding practices within the multi agency system.

In 2011 Lay members were sought to compliment the role of the professional agencies represented on the board. Unfortunately there were no appointments made. However in February 2012 following recruitment two offers of appointment were made and plans are in place for the Lay Members to join the spring boards.

³ Department for Education (2011) *Working Together* London HMSO

The streamlined Board and subgroups have brought a smarter way of working. The intention was to increase accountability and challenge, holding partners to account. In the year on which we are reporting, each agency reported in detail on its safeguarding arrangements, and was constructively challenged by its colleagues and their chair at an executive meeting. This “Section 11” audit process was reviewed at the September 2011 Executive Board meeting. The review identified major strengths, but areas to improve were identified for the next year of reporting: agencies need to be more detailed about their safeguarding training status, how they were ensuring that safeguarding in services outsourced or commissioned are evidenced in the commissioning and monitoring process, statutory services supporting young people in custodial (or remand) placements were asked to ensure their s11 audit report covers the welfare and safeguarding of children in such placements and finally how agencies ensure their service takes into account the views of children and their families.

The importance of the s11 reporting informing the Annual Report is emphasised where from this year it will be presented to the Director of Children’s Services, Chief Executive and Leader of the Council. Following the passage of legislation it will also be presented to the local Police and Crime Commissioner, the Director of Public Health and the Chair of the Health and Wellbeing Board. It is anticipated that in reporting at this strategic level there will be a high level of awareness and accountability of emerging local issues and priorities.

The SSCB has a discrete agency and function as set out in Working Together. However it operates alongside the Children’s Trust Board (CAFT) and the relationship between the two has been clearly defined. The SSCB both advises and challenges the trust on safeguarding issues, with our chair being a member. In turn, we account to the trust for the effectiveness of our work.

This report, for the first time, will be formally presented to the leader and the chief executive of the council, and to the police commander, in order to strengthen our accountability, and in line with Professor Munro’s recommendations.

Strengths and Progress

- Clear governance with good compliance with s11 audit and reporting. This enables good accountability and preparation for possible inspections with a rolling resource available through which agency and interagency safeguarding standards can be evidenced and benchmarked.
- Good engagement of agencies through a period of change to both Board and single agencies

Priorities for improvement

- Review the induction process of board members in order to ensure systematic support and guidance to Lay Members and professional members of the board.

- Systematise service users engagement in the strategic review of services, policies and procedures
- Continue to develop the role of the board in challenge to how the multi agency system works to support early intervention and preventative services, so increasing use of CAF and reducing in use of specialist safeguarding intervention. Also in how the SSCB assesses the effectiveness of early help offered
- Implement the changes within the review of Working Together. These changes are likely to set out advice and frameworks to strengthen the role of Safeguarding Children Boards
- Internally review the s11 process and consider the use of the Pan London audit review framework in order to standardise response and report by exception.

Southwark Safeguarding Children Board Team

The SSCB team currently comprises the following: Independent Chair Chris Davies; Development Manager, Ann Flynn; admin support, Tina Hawkins and Nina Scott (Appendix 4)

Membership:

The statutory membership of LSCB's is set out in s 13(3) Children Act 2004 and Working Together to Safeguard Children 2011. Safeguarding Children Board members should have a strategic role in relation to safeguarding and promoting the welfare of children in their respective agencies. The membership in Southwark is set out in detail at appendix 2.

The majority of agencies attendance throughout 2011/12 has been good and this has led to a building of trust and confidence in local partnership working. The system of recording attendance has been reviewed and members will be subsequently contacted if they do not attend in order to identify any ways they may be supported to attend the next meeting.

SSCB Budget

The SSCB budget is comprised of partner contributions and these are for the reporting period:

Southwark Council	50,000
NHS Southwark	20,000
Police	5,000
SLaM	5,000
Probation	1,000
Lambeth (for CDOP admin charge)	5,000
Total	86,000

The end of year budget statement is attached at appendix 3 (to be added)
The positive balance to the budget at year end is largely due to the fact that Southwark did not have to host a Serious Case review.

The Executive has agreed that the carry-forward will be drawn-down in each of the next three years to avoid any increase in subscriptions. One of the commitments made by all agencies in that regard is that they will fully-fund any necessary Serious Case Review on a shared basis, the formula for which is to be agreed.

Key Issues addressed by Southwark Safeguarding Children Board in 2011/12

Common Assessment Framework

A series of steps has been taken by the board to support and underpin the development of early help and to progress the use of CAF record across the council. In November 2011 a letter sent from the chair of the SSCB was circulated to all key partner agencies advising them as to the need for effective use of the CAF.

Review of the process launched this refocus on CAF and the form and guidance was updated, a clear communication plan ensured key messages about CAF being linked to early help, being an organising tool for each agency's work with its children and families as well as being a referral form were reinforced. This was supported with a series of written briefings and face to face workshops running across all services. These arrangements were reinforced at the SSCB Domestic abuse conference in November 2011 when the Integrated Care Services team presented an information table to the delegates promoting CAF and training about CAF. The SSCB supported this initiative through covering costs for CAF leaflets explaining the process to parents in order to increase awareness.

The progress of CAF has been monitored strategically at the Main SSCB board meeting. The use of CAF is also discussed strategically in the development of the Munro Early Help response at both the SSCB and the Children and Families Trust meetings. Reconfiguring Early Help is a key priority of the local transformation agenda.

As a positive outcome in the refocus on CAF there has been a significant rise in referrals and the average age at which children are referred has reduced to age 2years old.

Case Study

Over the past year following the refocus on the Common Assessment Framework the Integrated Child Support Service reconfigured and enhanced its integration programme with a single front door access to a broad range of targeted and swifter pathways to access early help when a need is first identified. The service now focuses on improving the child's journey between needing and receiving help, ensuring a timely identification, assessment and then delivery through a multi agency Early Help Panel. The impact of the strategic changes to the service is demonstrated in the average age for a CAF to be undertaken in April 2011 was 7 years; however this has now fallen to 2

years old.

An example of this early help to support children and their families is: Sam (not his real name) was referred to Children's Social Care as his mother had mental health difficulties affecting her parenting. These issues were not something that met the criteria for Children's Services to become involved however it was clear the family needed professional support at this time. Children's Social Care shared the referral with the **EARLY HELP PANEL**. This took place with the mother's agreement for the information to be shared. The Early Help Panel proposed a behaviour specialist intervention from **Integrated Child Support Service**. The behaviourist specialist read his CAF, so was aware of the challenges that faced him. Sam is a sensitive boy, sometimes feeling angry and sad. The teacher had explained that Sam sometimes scratches his face when he is upset or if he feels adults are asking him to do too much. The teachers were concerned that this behaviour was affecting his self-esteem, his learning and relationships at home and at school.

At the beginning of our sessions, Sam told me, "I'm sad everyday". In the following sessions, which he called, "my special time", Sam and I talked about the things that make him feel sad, and the things that make him happy, and what he could do to make things better for him when he felt sad or angry. He said he feels sad when his mother has to go into hospital and he and his brother have to stay with family, but that going to church with his family made him happy, especially when singing in the choir. He also said that he loved school and his class, and sometimes brings his work in to show me.

The feedback from his teacher is that Sam seems more relaxed in class and has stopped hurting himself when things go wrong. He is able to think about things more calmly and that he is better at listening to adult instructions.

Sam is enthusiastic about his sessions, and is working hard to understand his world, but it is early days yet, and he has a long way to go to reach his potential.

Private Fostering

Southwark's private fostering service reports to the SSCB every year by way of an annual report. It is responsible for safeguarding and promoting the welfare of privately fostered children and thereby reducing the numbers of unknown private fostering arrangements. Private fostering has been a key priority for the SSCB and has worked in partnership with the fostering service to ensure the national minimum standards and Ofsted's recommendations for good practice are maintained. There has been media support to the issue for the national private fostering awareness week and the issue raised within training and conferences to raise awareness and aid identification. The authority has published on its website a clear statement of purpose, setting out its responsibilities in relation to private fostering

During 2011/12 Southwark's private fostering team received 77 private fostering notifications and took action in 74 of these, with 45 new arrangements made to support children. The private fostering placements have been monitored through rigorous arrangements and supported through monitoring, review, audit and scrutiny. Alongside the Annual Report on private fostering there are regular reports to senior managers, elected members and the SSCB. Statistical returns are routinely made to the Department for Education as required.

Piloting use of Social Care Institute for Excellence Learning Together (SCIE) model

The Serious Case Review sub-group commissioned the use of the SCIE⁴ Learning Together model to understand why good and poor practice occurred in an individual case. The model is based on a 'systems' approach and provides a supportive framework for practitioners, to understand professional practice identifying all the factors in the system that influence the nature and quality of work with families. This method requires the reviewers to engage those people who were directly involved in the case in a collaborative process as well as drawing on the formal documentation as a source of data. In this particular case, not only did the process support SCIE's trial of the programme but it advised the Serious Case Review subgroup as to lessons learned in the case and to the potential to use of this method in future.

Reporting from Sub-groups

Audit and Learning:

This sub-group is responsible for initiating and undertaking multi agency and single agency audits and reviews of safeguarding audit on behalf of the SSCB in order to ensure compliance with child protection and safeguarding procedures. The terms of reference for this sub-group include: co-ordination of a programme of multi-agency case reviews – these to be run in a way similar to the SCIE systems approach in order to provide transformational learning for front line staff during the review process, multi-agency audits of the Child protection process and organisation of learning events for front line operational staff around other themed reviews.

The sub-group met five times over the reporting period with five multi agency audits completed of children subject to child protection plan. Audits were circulated to agency leads to feedback to staff. Although the number involved is too small for significant analysis, some themes have emerged. In summary these evidenced that all parents attended the conference; no concerns required escalation to senior manager; generally child protection plans were appropriate; social work reports to conference were generally detailed and useful; however at times they could be overly long and in a minority of cases more analysis was required; reports from schools were variable; There were

⁴ Fish S, Munro E & Bairstow E (2008) Learning together to safeguard children: developing a multi-agency systems approach for case reviews SCIE

issues as to how to engage GP's and Police to attend conferences given their commitments; Police attended 2 of the 5 conferences. A police report was tabled in 4 conferences and there was variable attendance by health; 3 of the 5 conferences looked at involved physical abuse. In all of these cases there was a feeling that the physical abuse was dealt with well but the underlying emotional issues and family dynamics needed closer attention.

The group is currently piloting a small-scale 'systems approach' to case audit using the SCIE model previously mentioned. This involves working with a child protection core group plus the Child Protection chair and line managers to examine a case in detail and try to analyse and examine the way that agencies are working together with a family. A report about the usefulness of this approach will be presented to the SSCB meeting in May 2012.

The group is also carrying out a larger themed multi-agency audit on Domestic Abuse - this arose as a recommendation of a Serious Case Review.

There have been three inspections in this period. The Ofsted annual unannounced inspection of contact, referral and assessment arrangements took place in January 2011, fostering service in November and the Youth Justice Board inspection of the Youth Offending Service in December 2011.

The Ofsted unannounced inspection of contact referral and assessment in January 2011 identified many areas of strength. The issues arising as areas of development have provided a focus for the SSCB over the year. The areas highlighted as a high proportion of child protection conferences and a low number of initial conferences result in a child becoming subject to a child protection plan. Also that implementation of CAF requires development to ensure the consistent contribution of all key agencies and to support appropriate referral to children's social care.

The announced fostering inspection from Ofsted reported that the overall quality of fostering service was good, services in respect of protecting children from harm or neglect and helping them to stay safe were also assessed as good.

Child Death Overview Panel:

The Child Death Overview Panel (CDOP) is a joint Southwark and Lambeth panel providing a rapid response to the unexpected death of a child. The panel brings together key professionals to enquire into and evaluate each death, and also in overview of all child deaths in a local area, with the aim of improving the understanding as to why children die in the area and where possible take action to prevent deaths in the future.

This panel has wide and good representation from local agencies. In 2011/12 there were 24 Southwark and 20 Lambeth children reviewed. This indicates that this CDOP is one of the busiest in London.

A review of the findings from all cases (from 2008-2011) was done in 2011 as part of the 2011 annual report which outlined key themes and made recommendations. The report went to both the Southwark and Lambeth Children Safeguarding Boards.

The function of the CDOP itself was reviewed locally in 2011 to improve its effectiveness. This identified several areas of change which are now underway: a neonate's⁵ only sub-group has been set-up; a simpler data collection form, the C1 is being piloted so as to improve efficiency and Public Health now chairs the Panel.

Ensuring awareness of and implementation of the annual report recommendations is a priority for CDOP. The current recommendations are:

1. The pilot will be evaluated in April to further develop the local CDOP function
2. Raising awareness of health improvement with the public relating to infant health e.g. co-sleeping, diet
3. Awareness/training for health and related professionals on e.g. sickle cell disease
4. A public health approach to youth violence (knife and gun crime)

Human Resources:

The Human Resources sub group has met four times over the year. Its objective is to improve safeguarding to children and adults services human resource practice and procedures, it emphasises that safeguarding is everybody's business, including carers, public and service providers and to continue to advance the awareness of safeguarding, safeguarding systems and Human Rights with regard to employment practice.

The sub group has reviewed good practice guidelines and compliance with safe recruitment practices in light of government regulation.

Allegations against professionals working with children

The SSCB Human Resources (HR) sub group maintains an overview of allegations against professionals in a position of trust. The investigations into these allegations are led by the Local Area Designated Officer (Lado). The Lado is contacted whenever there is an allegation of concern that any person who works with children in connection with their employment or voluntary activity has behaved in a way that has or may have harmed a child, possibly committed a criminal offence against or related to a child or behaved towards a child or children in a way that indicates they are unsuitable to work with children.

Since 1 April 2011 there have been 43 logged contacts in relation to allegations against professionals.

⁵ A child under 28 days old

In respect of outcomes there have been 51 strategy meetings that have been held using Lado procedures. Nine of the allegations have been substantiated, with 4 criminal investigations and 1 confirmed prosecution.

A significant number of cases do not involve direct allegation of abuse however raise issues about the professionals fitness to work.

Since September 2011 there has been focused joint work between the Quality Assurance Unit and Southwark's fostering service to support best practice in relation to allegation against carers. The Lado has also reviewed the outcome of investigations to identify themes and learning particularly in relation to education and early years staff, considering thresholds within the team and improving the reporting system.

Strengths and Progress

- Joint working across Adult and Children's services creates a joined up approach to safer recruitment
- The transfer of the Lado role to the Quality Assurance Unit has strengthened the link to practice and promoted its function. This has in particular supported the focus on the fostering service

Development priorities

- Continue to promote and use the employment practice self audit tool across the partnership and audit compliance of this noting impact on safer recruitment
- Progress work with commissioning team ensuring good practice is universal and gaps are followed up through contract monitoring
- Develop Lado reporting and audit to progress the lessons learned into safe practice

Practice Development and Training:

The Practice Development and Training sub group was redefined in May 2011. This is now co-chaired by the council's Head of Organisational Development and the designated Nurse for Child Protection.

Critical to support an approach of continuous improvement was the development of the Children Safeguarding Learning Strategy, with a structured delivery plan providing a focused framework to support future improvements.

The rationale for creating this strategy was two-fold: firstly, to create a universal understanding across the 'multi-agency' of the standard and quality of the training offer; secondly, to put in place an evaluation of the current good practice and to create improvements that are responsive to the future and the community organisations needs at a time of change.

The delivery plan for the year set out to establish and embed best practice, quality assured organisational learning, work force development, develop the

continuous learning framework using multi agency best practice forums, user group action learning and using accredited learning frameworks.

The Practice Development and Training sub-group worked to host a Conference in November presenting the theme of Domestic Abuse to a multi agency audience. The conference was a success and 230 delegates attended. This enabled a good forum to explore and progress different issues within the domestic abuse agenda and cascaded key messages and use of the Barnado's Risk Assessment tool to the multi agency audience.

Strengths and Progress

- In the past year the training programme has been advertised and accessed through MyLearningSource the online training site. The lead up to the conference in November enabled partner agencies to sign up to this resource with a 4 fold increase in registration and engagement.
- Good joint working between the Organisational Development team and the SSCB with a clear commissioning relationship developing
- The safeguarding e-learning awareness programme was launched in May 2010. To date 2,200 people have completed this programme making a significant impact to raising knowledge and awareness across a number of disciplines.
- The SSCB website homepage was substantially refreshed and now has links to all partners to the board, key information and link to MyLearningSource

Development priorities

- Quality assurance exercise to be completed on an annual basis to inform commissioning of future training
- Ongoing review of the current training programme to ensure it reflects current local and national evidence base in keeping children safe and this information to inform the commissioning of future training.
- Southwark council has successfully obtained a grant from the CWDC totalling £50K for the provision of safeguarding training. The sub group is planning as to how to optimise the impact of this grant on effective workforce development across the multi agency
- Regular meetings to consider professional development and practice based issues. These practice based issues to include lessons arising from Serious Case Review, Child Death Overview Panel, service user complaints and also government guidance e.g in the case of child trafficking, child exploitation, neglect and private fostering.

Serious Case Review:

A Safeguarding Board conducts Serious Case Reviews (SCR's) to learn lessons and improve the way in which agencies work both individually and collectively to safeguard children.

The key aims for the sub group are to advise the independent chair of the board as to when to commission a serious case review or other type of review, oversee and quality assure all SCR's undertaken by the board and to monitor whether the action plans meet the recommendations' from SCR's.

Although Southwark Safeguarding Board have not commissioned any SCR's in this reporting period key achievements for the sub group have been in reporting to three SCR's hosted in other local authorities. Themes emerging from these SCR's include: issues relating to protecting children in families where there is domestic abuse; risk assessment of domestic abuse; working together with other agencies and the courts to insure good communication and information sharing; managers ensure staff are routinely meeting children and families in their child protection work; to consider the additional vulnerability of children with disabilities when they are living in families subject to domestic abuse and strengthening management of families that are mobile and move across geographic boundaries.

The group has also participated in:

- Reviewing the learning arising from piloting the Social Care Institute of Excellence (SCIE) Learning Together model applied to a case. Learning from this case will be cascaded locally and inform the national development of this model with the Department for Education.
- The terms of reference of the group have been updated to reflect changes to Working Together and to strengthen the processes
- Four Management Overview Reports were commissioned in cases where the case did not meet the criteria for a SCR but it was thought there was single agency or interagency lessons to be learned.
- Feedback events from the author of current serious Case Reviews presented to conference and to a designated lead training event alongside Child Protection update seminars to multi agency group in order that key messages are disseminated and understood within agencies.

Development Priorities:

- A protocol to be developed to inform use of other types of review to learn lessons and develop practice when the case does not meet the criteria for a SCR but there are single agency or interagency lessons to be learned
- Further audit of the action points in previous cases (Jack, child I and child G) to ensure these lessons are embedded in agency practice.
- To implement revised Working Together guidance in respect of SCR and keep under review how to optimise learning from those cases that do not meet the criteria for a SCR but there are single agency or interagency lessons to be learned

Performance information ⁶

The SSCB ensures local safeguarding practice is understood in context of the regional policies and procedure. In this past year the SSCB has regularly presented overview of performance in relation to child protection.

Arrangements for a range of procedures, guidance and policy were streamlined resulting in an explicit policy change to use national and regional guidance rather than local guidance unless there is evidence that to do so will add value. Therefore use of the Pan London Child Protection Procedures was established, use of the Barnado's Risk Matrix to identify Domestic Abuse as examples of use of regional policies alongside Southwark SSCB policies such as Missing Children's Protocol, protocols for children and their families living with drug and alcohol misuse, disability and mental ill health.

The accountability framework for the SSCB changed over the year in that the SSCB management team changed line management to Strategy, Planning and Performance within the Strategy, Commissioning and Business Improvement division of Children's Social Care. This brought a clearer line of accountability with the corporate planning of the SSCB and the Children and Family Trust (CAFT) in order to better progress the Munro demands for improved interrogation of data by Boards and the change to Health and Well Being boards.

The following analysis is based on final published data from the Department for Education. The statistical first release was published on 30 November (and will be updated to reflect the final year end figures for the final report)

- Southwark continues to have a high volume and rate (per 10,000) of children in need in London.
- Contact rates and referrals have decreased by X % and initial assessments completed have risen slightly over the last 12 months.
- The proportion of referrals going onto initial assessments has improved over the last 12 months bringing us in line with national levels and better than the statistical neighbour average
- Initial assessments completed to timescales are now higher than the national and statistical neighbour averages and our rank in London has improved.
- Performance in completing core assessments within timescales remains high
- Re-registration numbers have risen but remain comparatively low.
- Performance for child protection plans lasting 2 years or more remains under review with in depth analysis planned into this area of performance to assist understanding. The initial outturn data for 2011/12 shows improvement

⁶ Child Protection Performance and Data (Provisional data as published by DfE 30/11/2011)

The rate of referrals going to Initial and Core assessment

- The rate of referrals going onto Initial assessments is 74% and above the national average but below the statistical neighbour (78.8%). Initial assessments completed within timescales (7 working days) onto initial assessments remains one which Southwark Children’s Services gives good focus.
- Core assessments completed within timescales (35 working days) shows current performance at 90.4% and above the end of year performance of 87% and well above provisional 2010/11 performance for statistical neighbours, London and National (Will be updated to reflect final end of year figures for final draft report)

Profile of children subject to a Child Protection Plan (CPP)

Southwark has a population of around 285,600 with one fifth of the population aged 0-19 years old. Currently Southwark is the 9th most densely populated borough in London with the 6th highest birth-rate. It is estimated that 21% of Southwark’s population moved either in or out of the Borough in one year (2005/6). The borough is ranked as the 41st most deprived borough in England and 12th most deprived in London.

The proportion of children from Black Minority Ethnic Groups within Southwark schools is identified as 75%. The largest communities represented are from Black African ethnic group (29%), followed by White British (24%).

Categories of Registration to Child Protection Plan

Categories of registration as percentage (to be updated at end of year)

Emotional abuse	29
Neglect	64
Physical abuse	4
Sexual abuse	3

There is currently a review of young people’s participation in the child protection process. This involves reviewing the documentation, practice and processes with work being undertaken with young people and their families and the professional networks to see what can be done to improve this. However the Quality Assurance Unit report 77% attendance at child protection conferences by parents. In respect of children and young people attending it is a professional decision as to how appropriate this would be or the age of the child being too young. In 65% of cases it was felt the child was too young or it would not be appropriate. However children did attend in 12% of cases.

Conclusion:

The past year has consolidated changes put in place within the previous year. There was a strengthening of the governance and participation in the Safeguarding Children's Board. This also developed links with the Children and Family Trust in preparation to plan the transition to the Health and Wellbeing Board. The new SSCB sub group structure enabled a focus on key priority areas and this alongside the s11 audit reporting structure gave a good foundation for the SSCB to maintain oversight as to the effectiveness of safeguarding services across the partnerships.

The process of completing this Annual Report has enabled a review of the current position. Reviewing what we have done well and setting priorities for the coming 12 months. The purpose of the SSCB is to advise, develop support, coordinate and assure the quality of multiagency safeguarding activity in Southwark. Based on this current overview of our work our priorities for the coming year will be to:

- Continue to address the priorities for safeguarding as set out in the Children and Young Peoples Plan and support the development of the new plan
- To consider the ways in which the SSCB can systematically hear the voice of Children and young people in order to inform its work and meetings.
- To conduct a larger themed multi-agency audit on Domestic Abuse - this is a recommendation of a Serious Case review.
- Continue to respond to the guidance emerging in respect of the Munro review of child protection e.g embedding the new Working Together document and how to effectively use the Munro data set. Currently under consultation.
- Embed the s11 audit into the reporting structure in order to ensure it is an effective accountability framework for the SSCB to account for effectiveness of the work.
- Develop a strategic partnership with the adult safeguarding board through targeted activity for example: commission an audit with the Adult Board to sponsor jointly a programme of audits of Multi Agency Risk Assessment Conference from a children's' safeguarding perspective; give focus to the transition to adulthood for children with disability and to ensure there is effective safeguarding as they develop from age 14.
- Develop responses and support within the emerging troubled family agenda and to support the troubled families agenda
- Areas of practice prioritised to be informed by local and national lessons learned in respect of private fostering, child trafficking, domestic abuse, child neglect and child sexual exploitation.

- To monitor the impact of the new structures and child protection accountability frameworks emerging from the NHS and Community Care legislation recently agreed by Parliament.
- Work with the newly appointed lay members to induct and develop their role within the multi agency. The lessons arising from this to be used to support future new members in inducting them in to the board process
- To update safer recruitment process following government guidance. The impact to be understood for all stakeholders
- Develop a stakeholder communication strategy in order to develop consultation on key areas eg annual report, policies, progress newsletter, inform webpage

Appendix:

- 1. Main and Executive Board Membership**
- 2. Organisation chart of Southwark Safeguarding Children Board**
- 3. Budget 2011/12**

Appendix 1: Membership of the Southwark Safeguarding Children Board (SSCB)

Chair: Chris Davies CBE, DL Independent

Agency	Job Title	Name
Adult Social Care	Deputy Director	Sarah McClinton
Children & Family Court Advisory Support Services (CAFCASS)	Service Manager	John Mellor
Children's Services, Social Care	Strategic Director of Children's Services	Romi Bowen
Children's Services, Social Care	Youth Offending Service Manager	Jenny Brennan
Children's Services, Social Care	Head of Social work Improvement & Quality Assurance	Jackie Cook
Children's Services, Early Years	Quality Improvement Strategy Manager	Fiona Phillips
Children's Services, Education	Early Years & Children's Centres Strategic Manager	Neil Gordon-Orr
Children's Services, Social Care	Head of Strategy & Partnerships	Elaine Allegretti
Children's Services, Social Care	Business Manager for Assessment Safeguarding & Family Support	Paul Angeli
Children's Services, Social Care	Assistant Director of Specialist Children's Services & Safeguarding	Rory Patterson
Children's Services, Social Care	Assistant Director, 0-5 and Community	Mike Smith
Community Action Southwark (CAS)	Chief Executive Officer	Gordon McCullough
Community Safety/ Southwark Council	Head of Community Safety & Enforcement	Jonathon Toy

Divine Communications Trust (Voluntary Sector)	Chief Executive Officer	Viv Oyolu
Guy's & St Thomas' NHS Foundation Trust	Deputy Chief Nurse	Val Carse
Guy's & St Thomas' NHS Foundation Trust	Named Nurse for Child Protection	Debbie Saunders
GSTFT Community Health Services	Directorate General Manager Children's Community Service	Barbara Hills
Housing, Southwark Council	Area Housing Manager	Shaun Holdcroft
James Allen's Girls School	Headmistress (Independent Sector)	Marion Gibbs
Keyworth Primary School	Head Teacher Representative	Susi Whittome
King's College Hospital NHS Foundation Trust	Named Doctor / Consultant Paediatrician	Martha Ford-Adams
King's College Hospital NHS Foundation Trust	Named/Lead Nurse for Safeguarding Children	Louise Morton
London Probation Service	Acting Assistant Chief Officer, Southwark	Becky Canning
Metropolitan Police (Child Abuse Investigation Team)	Detective Chief Inspector	Chris Smart
Metropolitan Police (Public Protection Desk)	Detective Chief Inspector	Dave Yarranton
NHS Southwark	Consultant Paediatrician/Designated Doctor	Dr Ros Healy
NHS Southwark	Named Nurse for Safeguarding Children	Helen Stewart
School Governors' Association	School Governor	Vic Wilson
SLaM NHS Foundation Trust	Director, CAMHS CAG	Paul Calaminus
SLaM NHS Foundation Trust	Acting Southwark Borough Lead for Addictions	Suzanne Long
SLaM NHS Foundation Trust	AMH Safeguarding Children Manager	Chris McCree
SLaM NHS Foundation Trust	Consultant Child & Adolescent Psychiatrist	Dr Tara Weeramanthri
Southwark Business Support Unit	Managing Director	Andrew Bland
Southwark Business Support Unit	Designated Nurse for Safeguarding Children	Mary Mason
Southwark Business Support Unit	AD of Nursing & Interim Head of Children's Integrated Commissioning	Gwen Kennedy
Southwark Council	Councillor Cabinet Member for Children	Catherine McDonald
Southwark Council	Head of Human Resources	Bernard Nawrat
Southwark GP Consortium	Doctor	Jane Cliffe
Southwark Safeguarding Children Board	Safeguarding Children Board Development Manager	Ann Flynn
St Saviours & St Olaves School	Deputy Head	Sue Long
United Kingdom Border Agency (UKBA)	Asylum Case Owner	Philip Thorpe

Membership of the Executive Board**Chair: Chris Davies CBE, DL Independent**

Agency	Job Title	Name
Adult Social Care	Deputy Director	Sarah McClinton
Children's Services, Social Care	Strategic Director of Children's Services	Romi Bowen
Children's Services, Education	Deputy Director of Children's Services	Merril Haeusler
Children's Services, Social Care	Assistant Director of Specialist Children's Services & Safeguarding	Rory Patterson
Community Action Southwark (CAS)	Chief Executive Officer	Gordon McCullough
Guy's & St Thomas' NHS Foundation Trust	Deputy Chief Nurse	Val Carse
Guy's & St Thomas' NHS Foundation Trust	Chief Executive	Ron Kerr
Keyworth Primary School	Head Teacher Representative	Susi Whittome
King's College Hospital	Chief Executive	Tim Smart
Metropolitan Police (Child Abuse Investigation Team)	Detective Chief Inspector	Chris Smart
NHS Southwark	Consultant Paediatrician/Designated Doctor	Dr Ros Healy
SlaM NHS Foundation Trust	Director for Southwark AMH and CAMHS	Paul Calaminus
South London & Maudsley NHS Foundation Trust	Chief Executive	Stuart Bell
Southwark Safeguarding Children Board	SSCB Development Manager	Ann Flynn
Southwark Business Support Unit	Managing Director	Andrew Bland
Southwark Business Support Unit	Designated Nurse for Safeguarding Children	Mary Mason
Southwark Council	Councillor Cabinet Member for Children	Catherine McDonald
Southwark Council, Housing Department	Strategic Director Housing Services	Gerri Scott

- **To be appointed to both Main & Executive Board: 2 x Lay Members**

SSCB Administration

Tina Hawkins SSCB Senior Administrator
 Nina Scott SSCB Administrator

Appendix 2:

SSCB Structure Chart 2012

Southwark Safeguarding Children Board

Chair: Chris Davies CBE, DL Independent

Executive - Chair: Chris Davies Independent

Membership: Children's Services: Education, Specialist Children's & Safeguarding Services. Police (Borough & CAIT), Southwark BSU, SLAM NHS Mental Health Trust, Guys & St Thomas' Trust, Kings College Hospital Trust, Southwark Council Environment & Leisure Department, Community Action Southwark

Meets 3 times per year or as required

Safeguarding Children Board - Chair: Chris Davies

Meets 2 times per year or as required

Serious Case Review Sub group	Audit & Learning Sub group	Practice Development & Training Sub group	Human Resources Sub group	Child Death Overview Panel (joint with Lambeth)	Designated & Named Professionals Group
Chair: Rory Patterson Asst Director of Specialist Children's Services & Safeguarding Children's Services 4 times a year	Chair: Jackie Cook Head Of Social Work Improvement And Quality Assurance Children's Services 5 times a year	Co-chaired: John Howard/Mary Mason (JH) Organisational Development Manager (MM) Designated Nurse (JH) Children's Services (MM) Southwark BSU 4 times a year	Chair: Bernard Nawrat Head of Human Resources Southwark Council 4 times a year	Chair: Abdu Mohiddin Consultant in Public Health Lambeth PCT Monthly	Chair: Co-opted per day Designates to take responsibility on behalf of the SSCB for leadership in professional issues. Twice a year

Chair: Chris Davies CBE, DL Independent

Vice Chairs: Rory Patterson, Assistant Director of Specialist Children's Services & Safeguarding, Southwark Children's Services

Second vice Chair: Romi Bowen, Strategic Director of Children's Services, Southwark Council

Staff:

SSCB Development Manager

Ann Flynn Email: ann.flynn@southwark.gov.uk

Tel: 020 7525 3733

Senior Administrator:

Tina Hawkins Email: tina.hawkins@southwark.gov.uk

Tel: 020 7525 3306

SSCB Administrator:

Nina Scott Email: nina.scott@southwark.gov.uk

Tel: 020 7525 4646

Southwark Safeguarding Children Board

160 Tooley Street

PO Box 64529

London SE1 2QH

Tel: 020 7525 3306

Appendix 3

Budget to be inserted

DRAFT

Appendix 4: Southwark Safeguarding Children Board Team:

Independent Chair:

The Independent Chair, Chris Davies commenced work in October 2010 and is employed for 24 days per year. Chris Davies is a registered social worker with over 40 years experience in social care, and nearly 17 years as a Director of Social Services in two Authorities. He has been a specialist adviser to a House of Commons Select Committee (for a study on looked after children) and chaired two national task forces in England for the Secretary of State for Health (violence to social care workers, and implementing Valuing People for and with people with learning disabilities working jointly with a learning disabled service user). He was part of the review team appointed by the Secretary of State to examine the care of people with learning disabilities in general hospitals and primary care after Mencap reported adversely on several deaths.

Chris Davies is also strategic adviser to the Social Services Improvement Agency in Wales; he is also non-executive Chair of a not-for-profit care provider, the Somerset Care Group. Chris Davies was President of Association of Directors of Social Services (ADSS) 1998/9, and was awarded the CBE in 2001. He was previously involved in development work in Russia in the years immediately after Perestroika.

Development Manager:

The SSCB Development Manager, Ann Flynn was appointed in September 2011. The post increased to full time. The post holder is responsible to the SSCB for the smooth running of its business. The post is line managed within the council by the Head of Strategy, Planning and Performance.

Admin support:

The SSCB is supported administratively by Tina Hawkins (senior administrator) and Nina Scott (administrator)