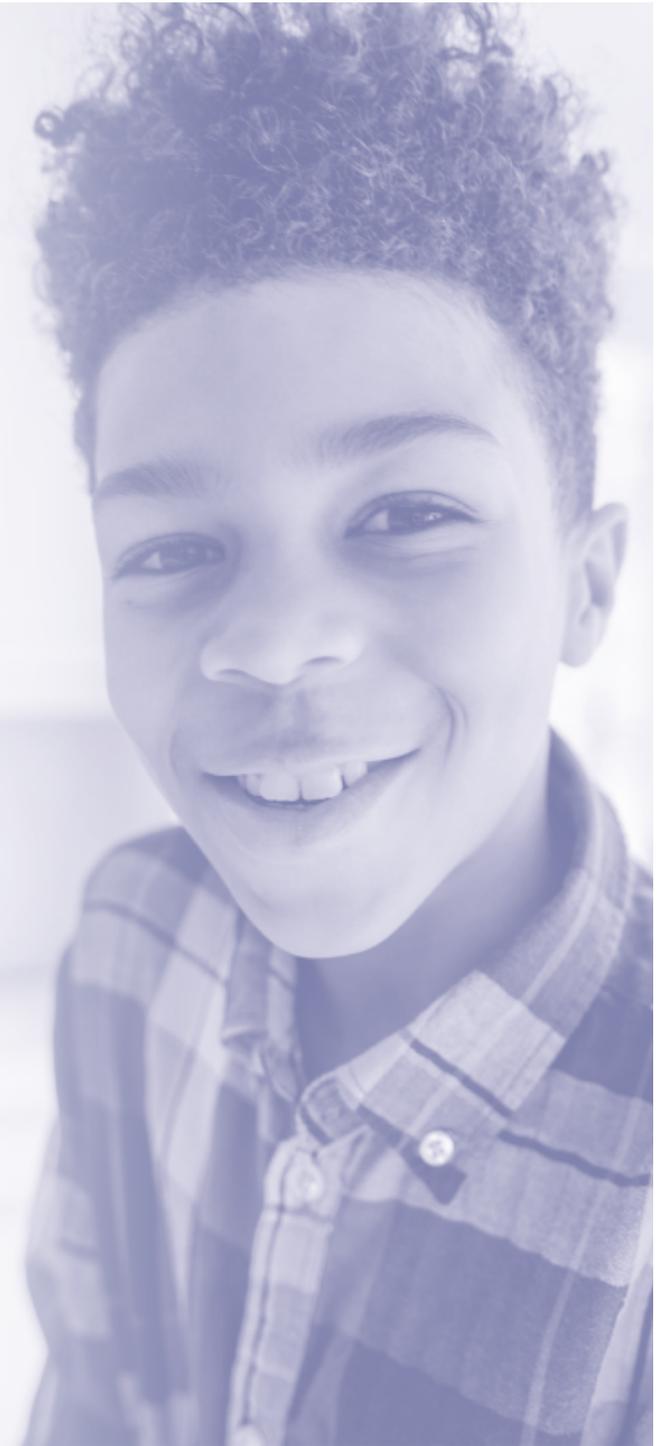


# NEW SURREY SAFEGUARDING CHILDREN ARRANGEMENTS (FROM SEPTEMBER 2019)



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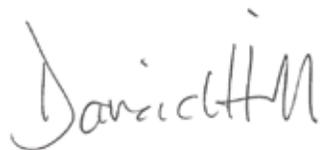


# FOREWORD

Surrey's ambitions for children and young people are clear. The Community Vision for the county, developed in 2018 by the county council and its partners, is for children and young people to have a great start in life; to be healthy; to be safe and feel safe; to feel confident in their futures and, crucially, that 'no child is left behind'.

This means that all agencies and organisations must work particularly hard to help vulnerable children and young people to achieve better outcomes.

The new safeguarding arrangements contained in this document are designed to ensure strong and effective partnership working in child protection and safeguarding practice across the county and also to promote the continuous improvement of these services. We are determined to improve outcomes for vulnerable children in the county and will work together collaboratively and relentlessly in order to do so.



**Dave Hill CBE**  
Executive Director  
Children, Families,  
Lifelong Learning  
and Culture



**Gavin Stephens**  
Chief Constable  
Surrey Police



**Matthew Tait**  
Joint Accountable  
Officer  
Surrey Heartlands  
CCGs



## BACKGROUND

Safeguarding and protecting children from serious harm is one of the most important and challenging responsibilities of government and of all agencies in a local area. Central government issues legislation, regulations and guidance in respect of safeguarding children and local areas are required to have systems and procedures in place to comply with these expectations and to keep local children safe.

A national review of these arrangements (the Wood Review 2016) found that the existing legislative and regulatory framework had led to a 'one size fits all' approach to local safeguarding arrangements which, in many parts of the country, was characterised by insufficient collaboration between agencies and weak governance structures, led by Local Safeguarding Children Boards, which were not sufficiently effective in developing and managing local safeguarding children systems. The review also found that the existing national model of 'Serious Case Reviews' was failing to promote the learning at both national and local levels required to make the safeguarding system more effective.

This review has led to reforms. In 2017, the Children and Social Work Act gave responsibility for the effective implementation of local safeguarding children arrangements to three agencies – the Local Authority; Police and NHS Clinical Commissioning Groups – to be known as the 'Safeguarding Partners'. It abolished the requirement for local areas to have Local Safeguarding Children Boards and, instead, introduced the greater flexibility encouraged in the Wood Review by requiring the Safeguarding Partners to work with others, known as 'Relevant Agencies', to agree and put in place suitable local arrangements for the purpose of 'safeguarding and promoting the welfare' of children.

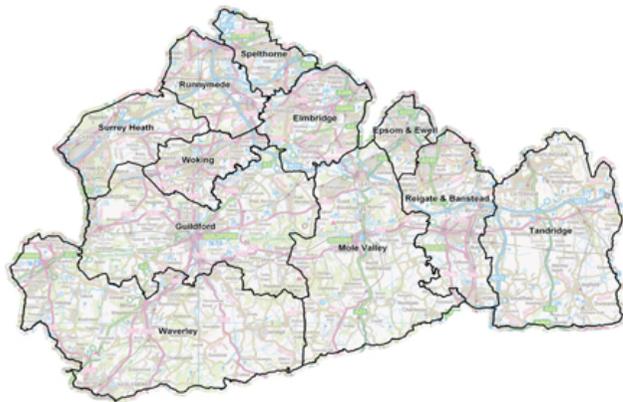
In line with the supporting regulation found in the updated 'Working Together 2018', local areas are required to publish any new arrangements, including those for Local Child Safeguarding Practice Reviews (replacing Serious Case Reviews) and for the now required independent scrutiny of the effectiveness of local arrangements, by June 2019 and implement them by September 2019.



# THE SURREY CONTEXT

## GEOGRAPHICAL COVERAGE

These arrangements apply within the boundaries of the county of Surrey; Surrey Police; Borough and District Councils and NHS Clinical Commissioning Groups.



## DEMOGRAPHIC INFORMATION

Surrey is a relatively affluent county with a population of over 1.1 million. Some 350,000 (30%) of the overall population are children and young people under 25yrs old. The population is predominantly white (90%), with relatively small numbers from Asian (5.6%); Black (1.1%); and Mixed (2.1%) backgrounds. Deprivation levels are low, with the county being amongst the lowest ranked according to income deprivation affecting children measures.

In 2017-18 there were 523.5 referrals to social care services per 10,000 population, higher than comparator authorities (456.1). Rates of children in need in Surrey (269.6 per 10,000) were slightly lower than

comparator figures (273.6 per 10,000). The county had a slightly higher rate of children subject to Child Protection Plans (38.3 per 10,000 against 37.6) and a lower rate of looked after children (36.0 per 10,000 against 43.9). There were similar rates of care leavers in Surrey and comparator authorities. 3% of the school population were pupils with Special Educational Needs and Disabilities, in line with comparator data. 9.5 per 10,000 children missed 30+days of education. In 2018-19, 38.9 per 10,000 children are being home educated. Latest census information shows that 380 per 10,000 children were young carers in Surrey against 416 per 10,000 in comparator figures.

In assessments undertaken by social care services, mental health issues affecting either parents or young people were identified in 39% of all cases (no comparator data available). Substance misuse issues featured in 32% of assessments, higher than the comparator figure of 26%. There were 116 incidents of domestic violence per 10,000 population in Surrey, fewer than in the comparator region (161 per 10,000).

In 2018-19, there were 2115 recorded episodes of children and young people being reported as missing from home. 4,934 offences were recorded as committed by children and young people; 2,710 of

which were repeat offences. There were 5,625 reported incidents where children and young people were victims of offences.

## SERVICES CONTEXT

Some children's services in Surrey, particularly those concerned with safeguarding children, have not been good enough. Ofsted's most recent inspection of these services, in May 2018, judged that they were inadequate and a non-executive Commissioner was appointed by central government. A programme of rapid improvement is being implemented which is designed both to improve outcomes for children receiving services and to provide assurance to the Commissioner that sufficient improvement can be achieved and sustained.

The **Local Authority** is transforming the ways in which children's services are delivered with a stronger focus on performance and quality. New 'front-door' arrangements are in place; early help and statutory social care services have been re-organised and new practice models are being introduced. These include the 'Family Safeguarding' model through which multi-disciplinary teams take a 'whole family' approach to protecting children in their families.

These developments require strong partnerships at both strategic and

operational levels and the Local Authority has a strong commitment to working better with partners and making safeguarding services more effective and outcomes for children and young people more positive.

**Surrey Police** has an ambition to make Surrey as safe as it can be for everyone, particularly children and young people. It recognises the complexity of this work and the need for strong collaboration by working closely with all partners, particularly in engaging with the new Surrey Safeguarding Children Arrangements. Surrey Police will seek to integrate services where it makes sense to do so using these new arrangements as a springboard for innovation.

Surrey Police will be an equal partner within the new arrangements and will ensure appropriate focus on issues currently impacting on the service including:

- **The complex, contextualised and transitional risks which adolescents face from their peers, partners and adults outside the family home, including serious violence, knife crime, gang involvement, drug crime, criminal and sexual exploitation.**
- **The complex nature of the online environment and need to keep up with the ever changing nature of this problem.**

- **Physical and sexual abuse and the neglect of children in their homes and especially the impact of growing up in homes where domestic abuse, substance abuse and/or mental health issues are prevalent.**
- **The need for greater understanding of what drives children to be missing from their homes.**
- **Gaps in reporting of crime and safeguarding concerns within marginalised communities.**

The effectiveness of the Police's approach to safeguarding, including its partnerships with other agencies, forms a core element in the evaluation of its services undertaken in inspections by HMICFRS and in joint inspectorate activity.

**Health** needs of children and their families in Surrey are served by six clinical commissioning groups working together to safeguard and improve outcomes for children through collaborative arrangements:

- **Guildford and Waverley**
- **Surrey Downs**
- **Surrey Heath**
- **North West Surrey**
- **East Surrey**
- **North East Hampshire and Farnham.**

A County wide safeguarding team commissioned through collaborative arrangements will undertake leadership for safeguarding through delegated authority although each clinical commissioning group remains accountable for any actions or decisions taken on behalf of their agency.

Services are commissioned from providers of health services, which include acute and community services; mental health and learning disability services for children and adults; children's services; urgent care and out of hours services and primary care services. All these agencies have safeguarding responsibilities for which they are accountable and work collaboratively with children's social care and other services to this end. NHS provider organisations operating in Surrey are designated 'relevant agencies' and are part of the Safeguarding Partnership.

It is acknowledged that some clinical commissioners and health providers may have responsibility for services outside of Surrey due to their organisational boundaries overlapping with other local authority areas.

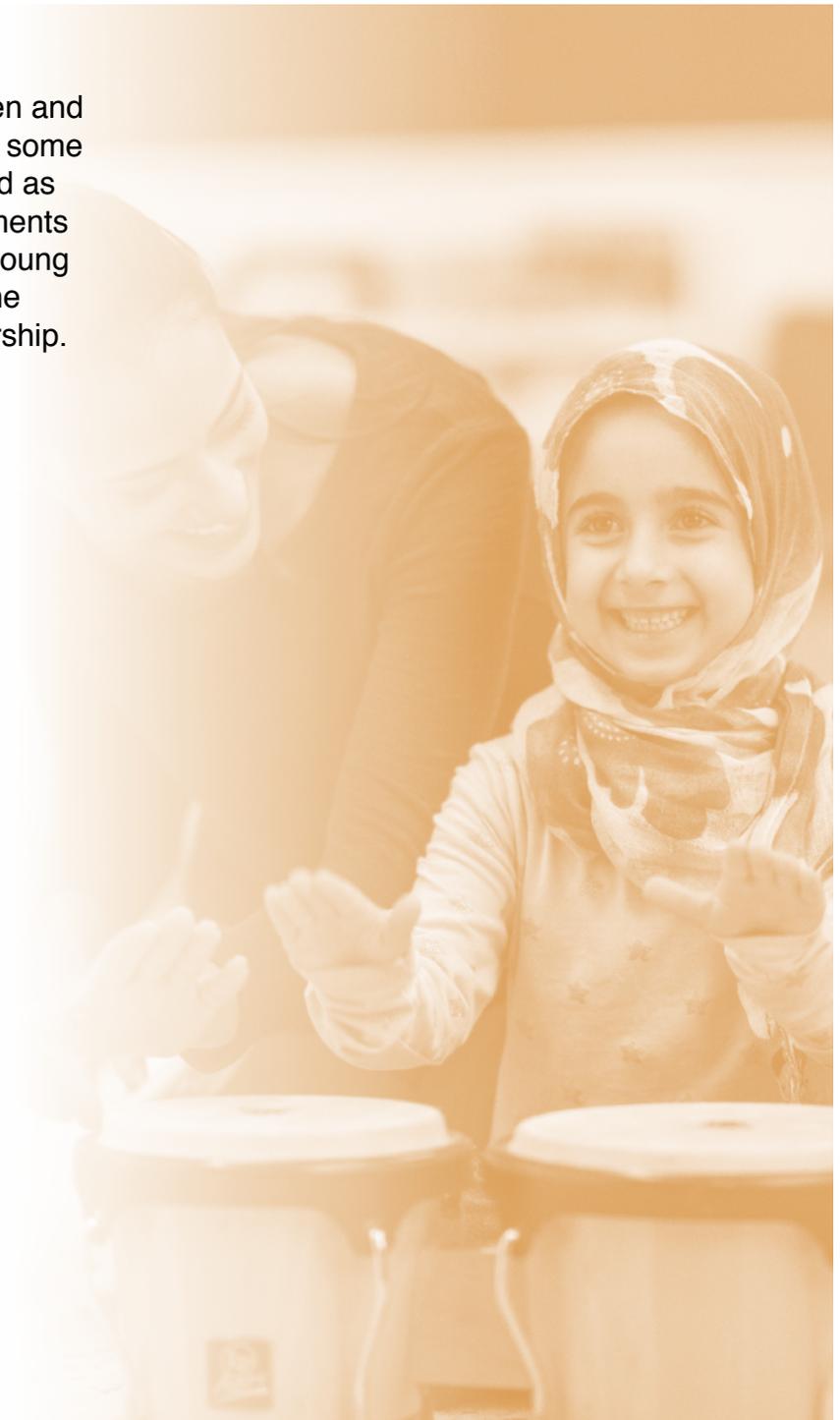
As Surrey health services develop their integrated care footprints safeguarding remains of paramount importance within new commissioning and provider functions, and is a core area for inspection by CQC and in joint inspections.

Surrey has in the region of 1500 **Early Years' Settings, Schools and Colleges** providing care and education to the county's children and young people. These providers play a key role in safeguarding children expected as they are to have arrangements in place to safeguard and promote their welfare and to work closely with other agencies within an area's broader safeguarding arrangements. This means individual institutions are required to have robust safeguarding policies and procedures in place within their day to day operations and also are expected to work collaboratively with other agencies in line with Surrey's local safeguarding policies and procedures.

The effectiveness of their approach to safeguarding forms a core element of evaluation within the inspection regime for early years settings, schools and colleges. All institutions are designated 'relevant agencies' in these new safeguarding children arrangements and are key members of Surrey's safeguarding children Partnership.

There is a vibrant **Third Sector** in Surrey which provides many services accessed by children, young people and families. These include family support and youth services and targeted support for children with disabilities and their families and for young people with mental health issues. The sector has a strong track record in supporting families in need and vulnerable young people and has an

important role in safeguarding children and young people in the county. As such, some Third Sector organisations are named as 'relevant agencies' in these arrangements and all those working with children, young people and families may be part of the Surrey safeguarding children Partnership.



# SSCB REVIEW HEADLINES

Developing robust safeguarding governance and dynamic strategic leadership which drives practice improvement, service effectiveness and improved outcomes for children is an essential element of Surrey's improvement programme. A review of the working of the current Local Safeguarding Board was undertaken in December 2018 and a paper containing recommendations was presented to the SSCB in January 2019. The review involved analysis of inspection reports from 2015, an examination of Surrey documentation and interviews with key partner agencies. The subsequent paper provided a 'direction of travel' for changes to the governance and strategic leadership of Surrey's local safeguarding practice which has formed the basis of these new published arrangements.

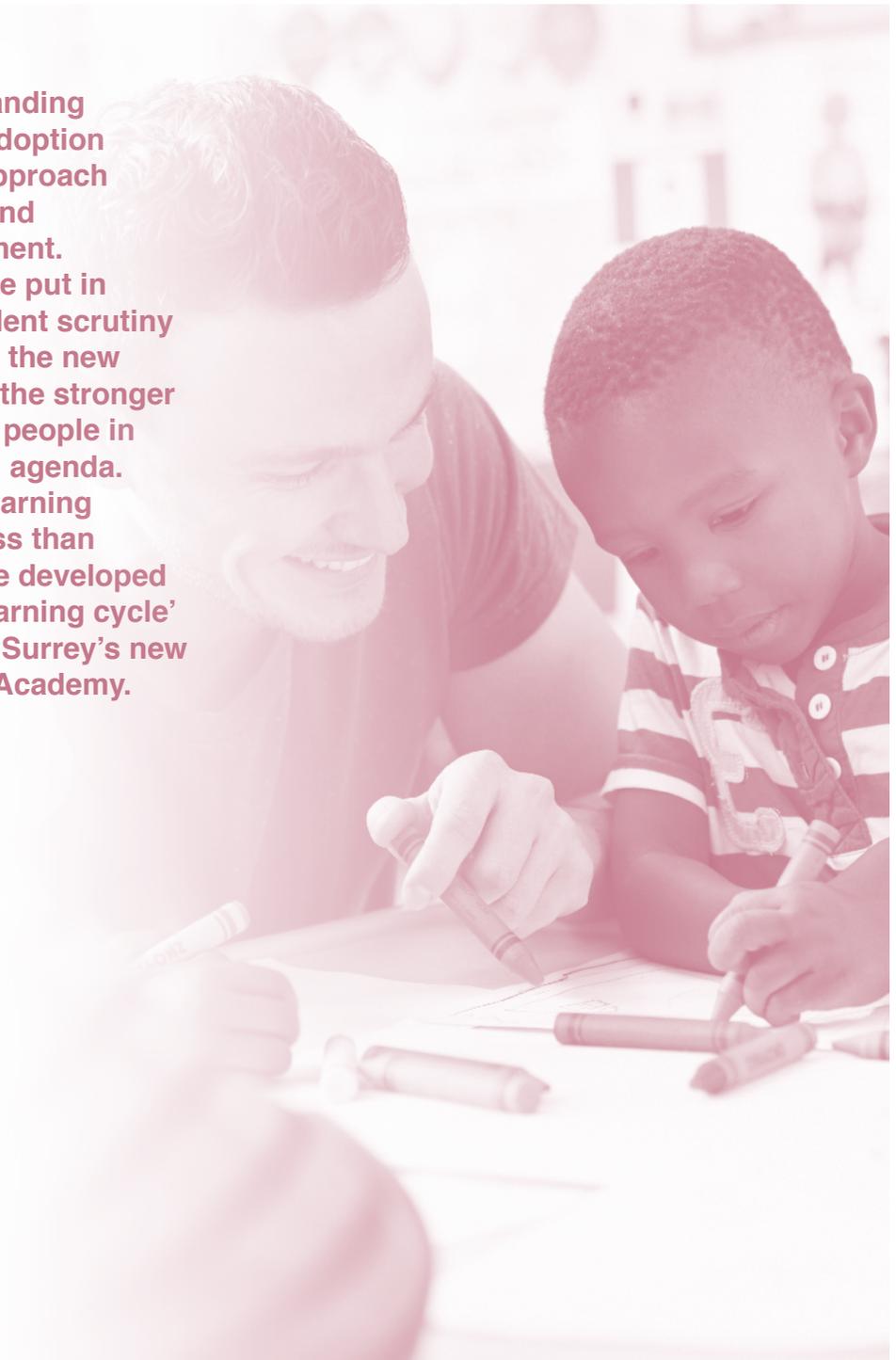
All agencies represented in the review expressed a strong commitment to the principle of a safeguarding children partnership which has a stronger focus on outcomes for children; knows and understands the performance and quality of its services; holds itself accountable for improving services where needed and develops a 'learning culture' which promotes reflection and continuous improvement. There is a clear appetite for using the flexibilities now given to local areas to develop more effective governance and dynamic strategic leadership to achieve these goals.



# SUMMARY OF KEY CHANGES

From September 2019, the following key changes will be made:

- A new **Safeguarding Children Partnership** will be established and led, jointly and equally, by **Surrey County Council, Surrey Police and Guildford and Waverley Clinical Commissioning Group** (on behalf of all CCGs and NHS providers in Surrey).
- The three named statutory ‘Safeguarding Partners’ will form a new **Executive Group** for the Partnership, joined by representatives from the county’s schools and colleges, district and borough councils, and the **Police and Crime Commissioner’s office**. Representatives of the **Third Sector** will attend the Executive Group on an issue by issue basis.
- Surrey’s current **Local Safeguarding Children Board** will be replaced by a new **Children’s Safeguarding Partnership**.
- The membership of the **Children’s Safeguarding Partnership** will become ‘relevant agencies’ and will be extended to more fully represent the breadth of interests/stakeholders in children’s safeguarding in Surrey.
- There will be fewer standing sub-groups with the adoption of a commissioning approach to quality assurance and learning and development.
- New procedures will be put in place for the independent scrutiny of the effectiveness of the new arrangements and for the stronger engagement of young people in the local safeguarding agenda.
- A stronger focus on learning from practice (both less than good and good) will be developed through a dynamic ‘learning cycle’ approach to be led by Surrey’s new **Children’s Workforce Academy**.



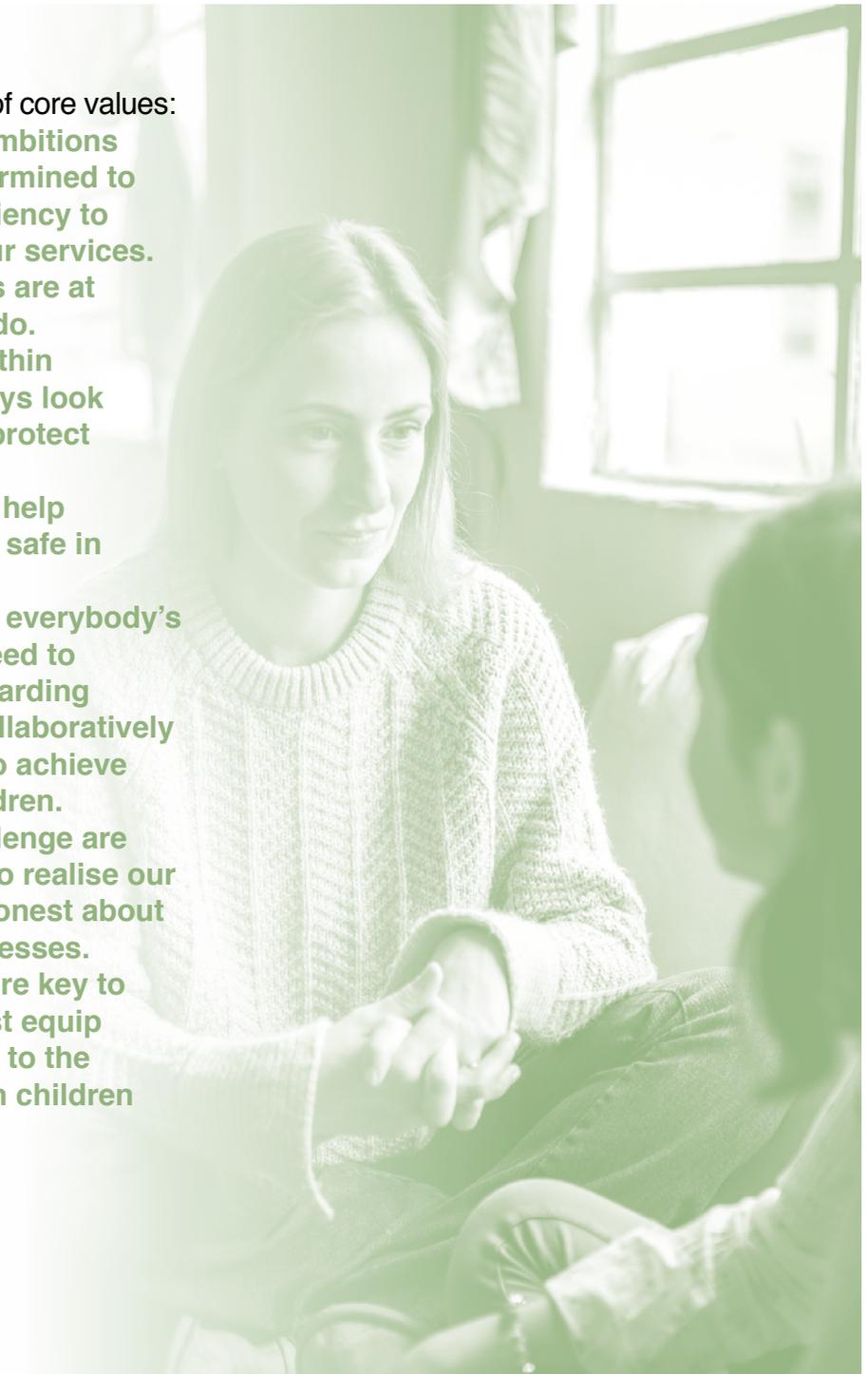
# VISION AND VALUES

In developing the new arrangements, partners have agreed this vision:

**The new safeguarding arrangements will make a difference to the lives of children and young people in Surrey. They will ensure that agencies work better together, learn from local and national practice and continuously improve services to enable children and young people to be safe and feel safe in their families and communities.**

The vision is backed by a set of core values:

- We have the strongest ambitions for children and are determined to work with pace and efficiency to continuously improve our services.
- Children and their voices are at centre of everything we do.
- Children flourish best within families and we will always look to work with families to protect and safeguard children.
- It is equally important to help children be safe and feel safe in their communities.
- Safeguarding children is everybody's business. All services need to jointly 'own' their safeguarding responsibilities, work collaboratively and in integrated ways to achieve better outcomes for children.
- Mutual support and challenge are both essential if we are to realise our vision – we need to be honest about our challenges and successes.
- Front-line practitioners are key to our success and we must equip and enable them to work to the best of their abilities with children and families.



# DETAILS OF THE NEW ARRANGEMENTS

## THE STATUTORY SAFEGUARDING PARTNERS

The Chief Officers of the three statutory Safeguarding Partners have approved the new arrangements and are accountable for their operation. Their nominees for day to day leadership are:

### **Surrey County Council**

Executive Director Children, Families,  
Lifelong Learning and Culture

### **Surrey Police**

Assistant Chief Constable

### **Guildford and Waverley CCG**

County-wide Associate Director for  
Safeguarding

## THE RELEVANT AGENCIES

It is recognised that the Safeguarding Partners alone cannot achieve the goals of these new arrangements and they need to work collaboratively with a broader set of partner agencies and stakeholders in safeguarding and promoting the welfare of local children. Many have already been members of the existing SSCB arrangements and remain committed to their involvement. New partners have also been identified to enable the engagement and representation of a wider set of interests.

Having been named as Relevant Agencies, these organisations are required to act in accordance with the arrangements and contribute to their operation in appropriate and commensurate ways. Relevant agencies will be expected to operate within the terms of Working Together 2018 and in compliance with local safeguarding policies and procedures. They will be invited to attend and contribute to meetings of the Partnership and relevant sub-groups and workstreams.

The Relevant Agencies are set out below:

### **Education (inc daycare)**

All early years settings and schools, including Academies, Free Schools and Independent Schools, colleges and other education providers in the SSCP area.

### **Health**

NHS England  
Surrey Downs Clinical Commissioning Group  
Surrey Heath Clinical Commissioning Group  
North West Surrey Clinical Commissioning Group  
East Surrey Clinical Commissioning Group  
North East Hampshire and Farnham Clinical Commissioning Group  
Children and Family Health Surrey  
Surrey and Sussex Healthcare  
Central Surrey Health  
First Community Health and Care  
Surrey and Borders Partnership NHS Trust  
Royal Surrey County Hospital  
Epsom and St Helier's Hospitals  
Frimley Park Hospital  
Ashford and St Peter's Hospitals  
South East Coast Ambulance Service

### **District and Borough Councils**

Elmbridge Borough Council  
Epsom and Ewell Borough Council  
Guildford Borough Council  
Reigate and Banstead Borough Council  
Runnymede Borough Council  
Spelthorne Borough Council  
Surrey Heath Borough Council  
Waverley Borough Council  
Woking Borough Council  
Mole Valley District Council  
Tandridge District Council

### **Third Sector Organisations**

Surrey Youth Focus  
Homestart Surrey  
Family Voice  
Surrey Young Carers  
Other Third Sector Organisations eg those providing commissioned services

### **Criminal Justice/Family Justice**

Office of the Surrey Police and Crime Commissioner  
National Probation Service  
Kent, Surrey and Sussex CRC  
HMPs/YOIs  
Cafcass

### **Faith**

All Diocesan Boards

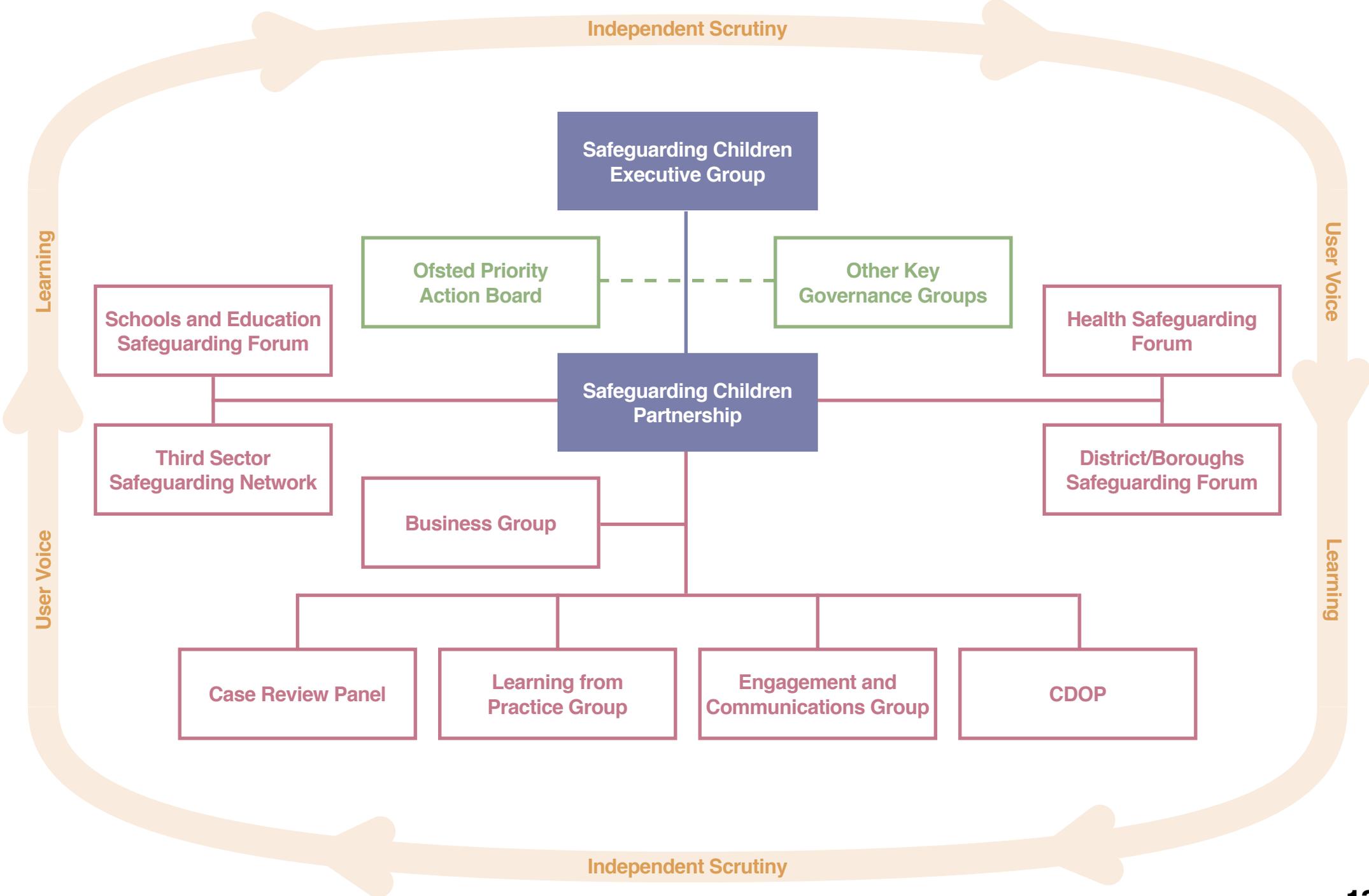
### **Others**

Surrey Fire and Rescue  
All Children's Homes; Adoption and Fostering Agencies

*\*Part of the county council, Surrey's Public Health and Adults' Social Care services will also be key partners in these arrangements.*

*\*Any other organisation/agency may in the future be considered a 'relevant agency' and invited to join the Safeguarding Children Partnership.*

# THE SAFEGUARDING PARTNERSHIP STRUCTURE





## The Safeguarding Children Executive Group

The nominated leads for the three statutory Safeguarding Partners will form the County's new Children's Safeguarding Executive Group, along with a representative each from Surrey's schools, district and borough councils, and the Office of the Police and Crime Commissioner. The members of this group will be the strategic leadership group and 'virtual management team' for the new safeguarding arrangements. They will hold themselves and others to account for fulfilling their safeguarding responsibilities effectively and will have a relentless focus on improving safeguarding outcomes for Surrey's children and young people.

The group's key roles will be:

- **To jointly identify, with the wider Safeguarding Partnership, safeguarding priorities for Surrey and to co-commission an annual Safeguarding Children Strategic Plan.**

- **To work collaboratively to drive and ensure the delivery of the annual Safeguarding Children Strategic Plan.**
- **To commission and receive reports on a performance dataset/dashboard reflecting the multi-agency inputs, outputs and outcomes required to meet the objectives in the Strategic Plan.**
- **To establish standing and 'task and finish' sub-groups as considered appropriate; agree terms of reference and desired outcomes and receive reports on their activity.**
- **To commission and receive reports on multi-agency audit/quality assurance, and learning and development activity.**
- **To commission and receive reports on the status and outcomes of rapid reviews and formal and informal children's safeguarding practice reviews (CSPRs).**
- **To commission and receive 'user voice' reports and engage with the issues identified by children and young people.**

- **To receive reports arising from the independent scrutiny of the local safeguarding arrangements.**
- **To take actions/problem solve in respect of performance and quality issues as they are identified in reports to the group.**
- **To provide regular 'accountability reports' to the Children's Safeguarding Partnership and to chief officers of the statutory Safeguarding Partners.**
- **To co-author an annual report on the operation of the arrangements and evidence of their impact on outcomes for children for presentation to the Partnership and wider publication.**

The Executive Group will meet monthly to fulfil these responsibilities and will be chaired independently. Ad hoc meetings may be called to consider urgent matters. Any relevant agency, eg Third Sector Organisations, may be invited to attend the group on an 'issue by issue' basis.



## The Safeguarding Children Partnership

The statutory Safeguarding Partners and the named Relevant Agencies will form the County's new Children's Safeguarding Partnership.

The Partnership will have the following key roles:

- To jointly identify, with the Safeguarding Children Executive Group, safeguarding priorities for Surrey and to co-commission and monitor an annual Safeguarding Children Strategic Plan.
- To receive reports from the Executive Group and others in respect of the delivery of the Strategic Plan.
- To commission 'vital signs' reports on performance and quality of children's safeguarding services.
- To consider reports on relevant learning and development activity.
- To receive reports from Independent Scrutiny activity.
- To commission and receive reports on 'user voice' activity and the viewpoints of children and young people.

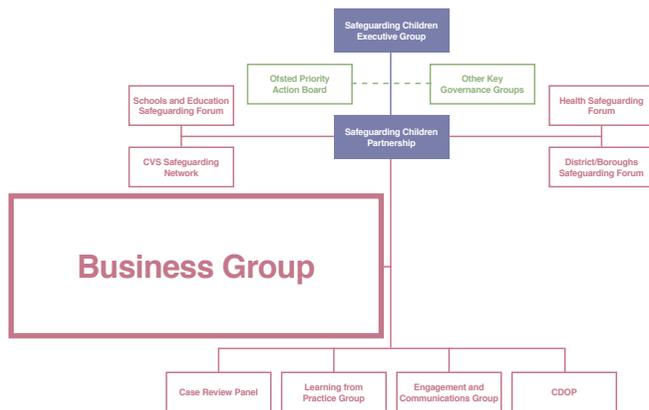
- To act as a reference group for the Safeguarding Partners to identify and take action on new and emerging issues in the County in respect of children's safeguarding.
- To ensure effective linkages with other relevant partnerships and governance structures.
- To ensure the new arrangements fulfil the vision and values of the partnership in their operation.

The Partnership will meet on a quarterly basis to consider its business and will be chaired independently. An annual 'reflection and action' event will be held with a broader attendance to inform the refreshing of the Strategic Plan.

The statutory Cabinet Member for Children will be a member of the Partnership, will attend meetings of the Partnership and will also be invited to attend learning from practice groups and events. This involvement will support the Cabinet Member's statutory and policy roles in

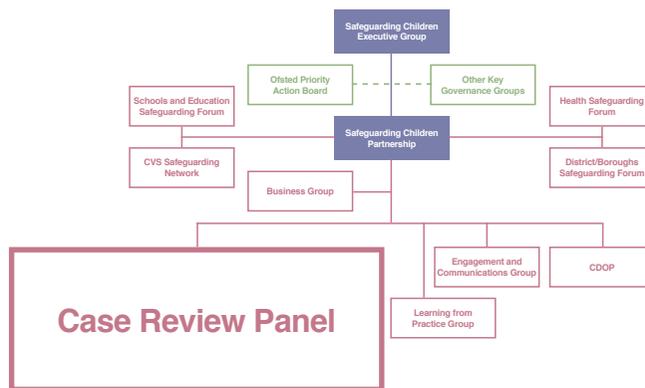
respect of safeguarding and broader children's services within the county council.

The Council's legal section will attend meetings of the Partnership to provide relevant advice.



### The Children’s Safeguarding Partnership Business Group

This group will consist of representatives of the three statutory Safeguarding Partners and Chairs of standing and task and finish sub-groups to support, in the first instance, the transition to the new safeguarding arrangements. Its subsequent role will be to ensure the business of the Safeguarding Partnership and decisions taken are progressed efficiently and effectively. The group will meet monthly and will be chaired in the first instance by the council’s Director of Quality and Performance.



### The Case Review Panel

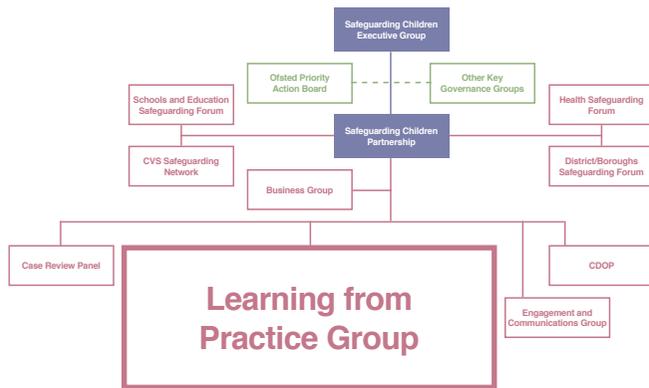
This group will be made up of designated senior managers of the statutory Safeguarding Partners. It will meet, virtually or actually, on an ad-hoc, as needed basis to ensure timely decision-making in respect of cases which may fulfil the criteria for formal Child Safeguarding Practice Reviews.

The group will be responsible for:

- **Setting the criteria for, commissioning and progressing formal Child Safeguarding Practice Reviews including rapid reviews.**
- **Leading on the liaison with the National Child Safeguarding Practice Review Panel on behalf of the three designated Safeguarding Partners.**
- **Ensuring publication of all or parts of a CSPR report as appropriate.**

- **Ensuring the relevant findings of formal practice reviews are disseminated appropriately, that any management actions needed are undertaken promptly and that learning arising from these reviews informs the activity of the Learning from Practice Partnership Group.**

This group will be chaired by the CCG’s County-wide Associate Director for Safeguarding in the first instance. nb: The responsibility for Serious Incident Notifications will remain with the local authority, although this will usually be undertaken following consultation with the other Safeguarding Partners.



### The Learning from Practice Group

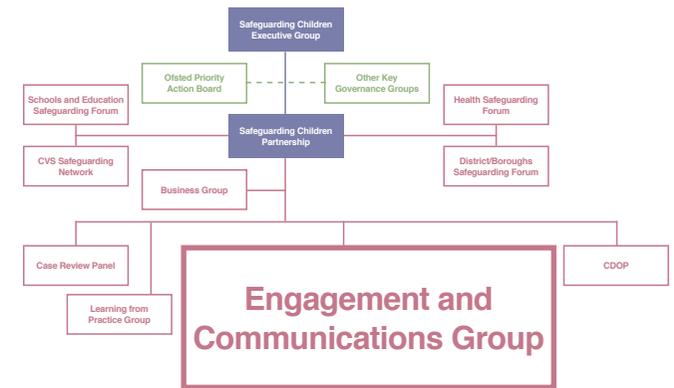
This group will consist of representatives of the three statutory Safeguarding Partners, the Children’s Workforce Academy and Relevant Agencies by invitation. It will be key to the embedding of a learning culture and ‘cycle’ into the new safeguarding arrangements.

The group’s key roles will be:

- To commission and receive reports on an annual local programme of multi and inter-agency audit activity.
- To set the criteria for, commission and progress informal safeguarding practice reviews which do not meet the criteria for formal reviews but are considered helpful to inform improvements in practice and services locally (inc reviews highlighting good practice).
- To ensure the learning from audit activity and from formal and informal safeguarding practice reviews is disseminated appropriately.

- To provide reports to the Executive Group and Partnership on multi and inter-agency audit activity and on informal safeguarding practice reviews.
- To make recommendations to the Executive Group and Partnership, and implement decisions, on changes to multi-agency safeguarding policies and procedures arising from audit and practice reviews.
- To produce and disseminate regular ‘highlight reports’ on safeguarding practice for practitioners.
- To work with the designated safeguarding lead in the Children’s Workforce Academy to commission an annual multi-agency learning and development programme and other ad hoc learning events.

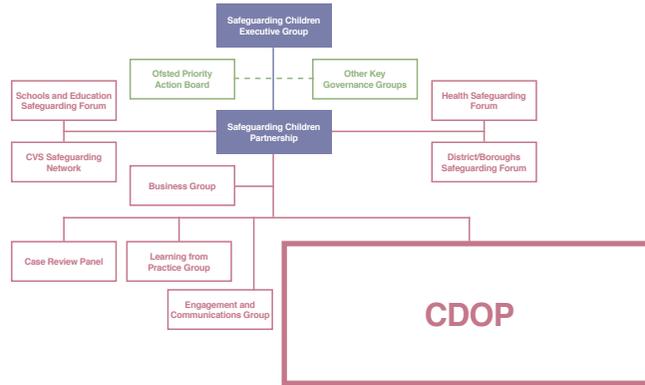
This group will meet bi-monthly to fulfil these responsibilities. It will be chaired by the county council’s Assistant Director for Quality Practice in the first instance.



### The Engagement and Communications Group

This group will consist of representatives from the three statutory Safeguarding Partners and interested Relevant Agencies. It will be responsible for an annual programme of engagement and communications with both users of safeguarding services and with practitioners across the safeguarding Partnership workforce.

The Partners are committed to implementing the user voice strategy set out in the document below and the group will lead on engagement and consultation with young people and families using tools including surveys and focus groups. The group will also support the development of young people’s involvement in quality assurance, commissioning and scrutiny of the safeguarding arrangements in Surrey. As such, it will be important to include skilled user involvement practitioners in the membership of the group.



The Partners are also committed to improving communication on safeguarding issues across the children’s workforce in the county and the group will be responsible for the production of a regular ‘newsletter’ for staff and for the regular collection of practitioner views on the operation of the safeguarding arrangements.

The group will meet bi-monthly and will be co-chaired by the current CEO of Surrey Youth Focus and the county council’s Assistant Director for Quality Relationships.

### The Child Death Overview Panel

The statutory Child Death Review Partners, Guildford and Waverley Clinical Commissioning Group and Surrey County Council, will continue to convene a Child Death Overview Panel, the purpose of which is to undertake comprehensive and multidisciplinary reviews of child deaths in order to better understand how and why local children die. Findings are used to take action to prevent other deaths and improve the health and safety of our children.

Currently CDOP functions through a multi-agency model, with a multi-agency panel membership which is responsible for reviewing all child deaths in Surrey. In addition to the panel there is a small core team, who oversee the provision of the current CDOP offer including the provision of a key worker, organisation of child death review meetings for unexpected deaths and early contact with families through a joint agency response.

CDOP remains a function that will be overseen by local safeguarding arrangements in Surrey with the CDOP being a standing group of the Children’s Safeguarding Partnership. The multiagency panel which will continue into the new partnership will undergo a review of membership to ensure compliance with Working Together (2018). The Surrey CDOP will maintain its relationships with neighbouring CDOPs, in order to experience the benefits of learning from a larger cohort.

CDOP will continue to be chaired by a public health professional to provide independence.

The Child Death Overview Panel will meet at least quarterly with ad-hoc meetings taking place wherever necessary. The CDOP will gather and assess data on the deaths of all children and young people from birth (excluding those babies who are stillborn) up to the age of 18 years who are normally resident in Surrey. This will include

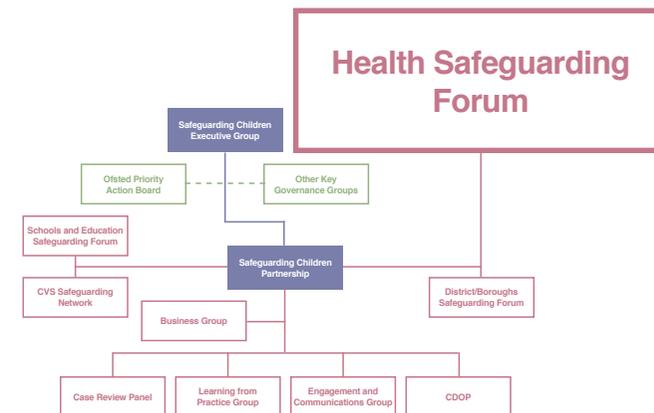
neonatal deaths, expected and unexpected deaths in infants and in older children. Where a child normally resident in another area dies within Surrey that death shall be notified to the CDOP in the child's area of residence. Similarly, when a child normally resident in Surrey dies outside of the County, Surrey CDOP should be notified.

In order that the Surrey CDOP partners meet the requirements to organise and manage the Child Death Review Meetings for both expected and unexpected child deaths and to ensure service continuity, quality and governance of the process, an extended core team will be hosted by one Surrey CCG on behalf of the partnership. This core team will include the designated doctor, a named nurse for child deaths, a number of nurse specialists, a public health professional and the CDOP coordinator. The extended core team will support an enhanced needs-led service in terms of a smooth joint agency response, provision of a more individually tailored lead professional arrangement, ensuring a

consistent approach to child death review meetings across the county, allowing the CDOP team to respond immediately following a child death and ensuring a robust approach to ensure the learning from child deaths results in practice change.

The CDOP team will provide a representative to the Learning from Practice Partnership Group to ensure relevant learning from child deaths is incorporated into the Partnership's learning and development strategy.

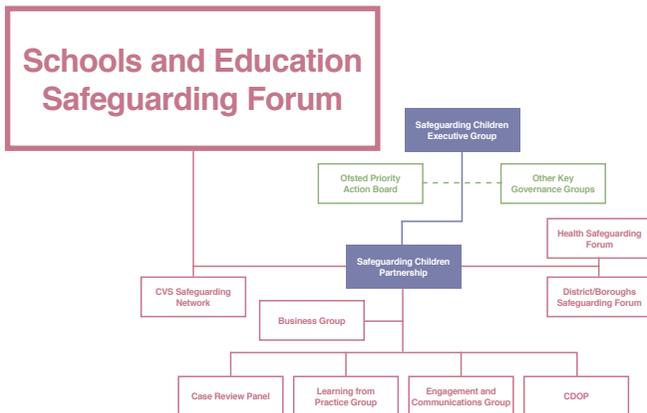
**Search for the detailed CDOP arrangements at: [www.surreyscb.org.uk](http://www.surreyscb.org.uk)**



### Health Safeguarding Forum

This group will consist of representatives of all Surrey's CCGs; NHS Providers and Designated Doctors and Nurses. It will enable the lead CCG to engage Surrey's other health stakeholders in local safeguarding issues. The group will be the setting for the agenda of the Executive Group and Safeguarding Partnership to be communicated and considered and for decisions affecting the health sector to be made and implemented. It will also provide an opportunity for the sector to advise the lead CCG of issues in respect of safeguarding practice requiring the attention of the Executive Group.

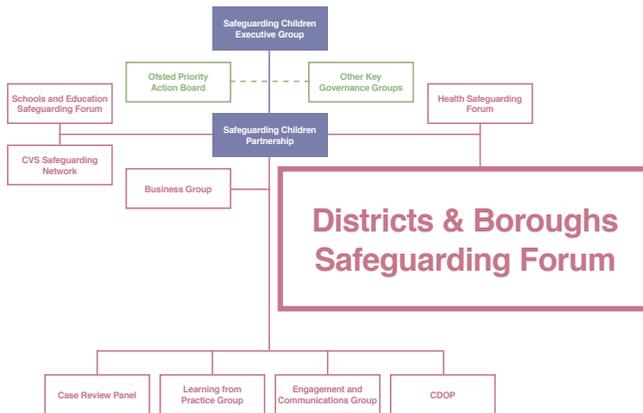
The group will meet bi-monthly and will be chaired by the Surrey-wide Associate Director for Safeguarding.



### Schools and Education Safeguarding Forum

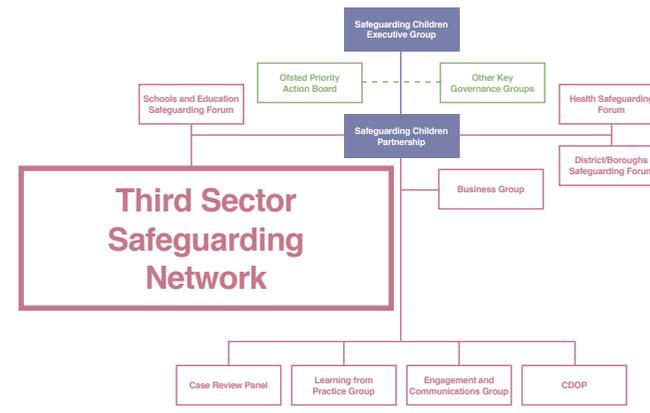
This group will be made up of representatives of the county’s schools and colleges and the county council’s education and social care services. Its key purpose will be to provide a forum for communication and for learning and improvement for professional staff in respect of the safeguarding of children in education settings. The group will lead actions and initiatives arising from the Partnership’s priorities and plans; will identify and address issues of concern relating to inter-agency working and will provide an education perspective in the Partnership’s safeguarding arrangements.

The group will meet at least termly and will be chaired by the Assistant Director for Education.



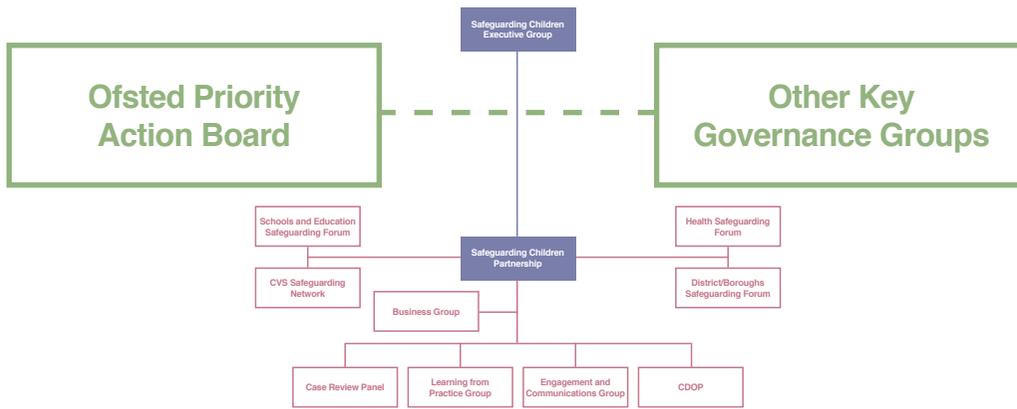
### Districts and Boroughs Safeguarding Forum

The nominated districts and boroughs representative on the Safeguarding Partnership Executive Group will convene regular meetings with district and borough council colleagues to ensure strong engagement of these councils in the county’s safeguarding agenda. The group will be focused on information exchange and on addressing issues where district and borough councils can play important roles in shaping and implementing safeguarding policies and practice at a local level.



### Third Sector Safeguarding Network

The Partnership is ambitious to extend the engagement with the county’s very diverse community and voluntary sector in local safeguarding practice and in the work of the Partnership. Community and Voluntary sector representatives on the Partnership will be asked to build on the current communications ‘network’ in place to promote this aim.

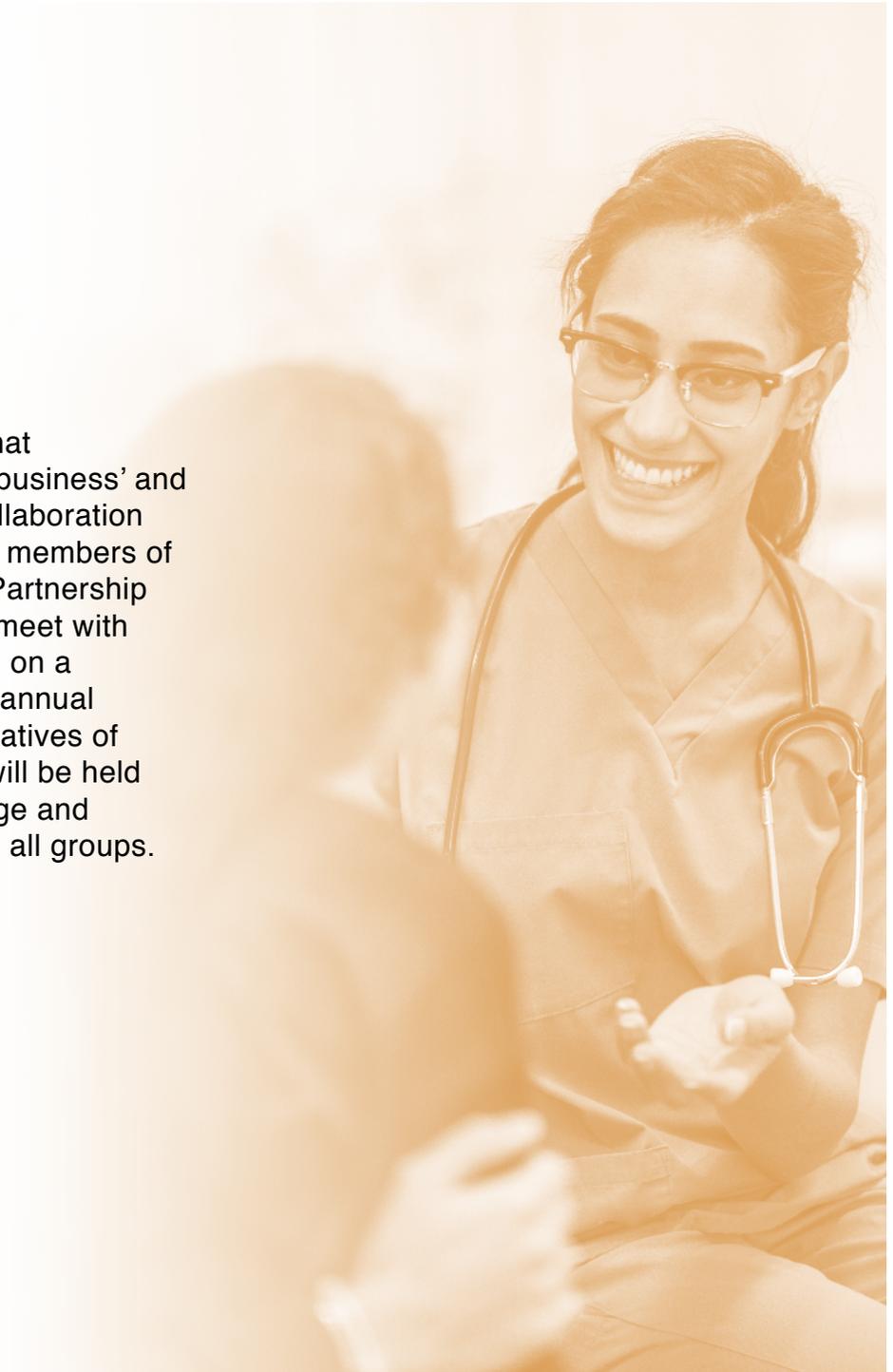


### Links with other Strategic Partnerships

In addition to the Children’s Safeguarding Partnership, there are a number of other strategic boards/groups which have agendas affecting the safeguarding and wellbeing of children and young people. These include:

- **Surrey Children and Young People’s Partnership.**
- **Surrey Corporate Parenting Board.**
- **Surrey Health and Wellbeing Board.**
- **Surrey Adults Safeguarding Board.**
- **Surrey Community Safety Board.**
- **Surrey Youth Justice Partnership.**

To both promote the maxim that ‘safeguarding is everybody’s business’ and also to ensure appropriate collaboration across strategic level groups, members of the Children’s Safeguarding Partnership Executive Group will seek to meet with Chairs of groups noted above on a regular basis. Additionally an annual conference for lead representatives of all relevant strategic groups will be held to enable information exchange and support business planning for all groups.



# INDEPENDENT SCRUTINY

The Safeguarding Partners in Surrey welcome the new requirement for independent scrutiny of the local safeguarding arrangements and value and understand its key role in providing safeguarding assurance to children, young people and their families, as well as the support and challenge such scrutiny can provide to agencies and organisations involved in the arrangements. It is envisaged that those providing the scrutiny function will act as 'critical friends' and that scrutiny becomes a key driver for constructive challenge & reflection in pursuit of continuous improvement across the partnership.

In order to support the resilience of young people and their families it is essential to ensure that all agencies with an involvement in safeguarding coordinate their efforts effectively and make the very best use of the skills and resources available. Independent and objective scrutiny has a very important role to help ensure multi-agency arrangements to safeguard and promote the wellbeing of children and young people in Surrey are effective.

It is expected that the scrutiny system will consider how effectively safeguarding arrangements are working for children, young people and their families and, importantly, for practitioners. Scrutiny will also seek to challenge & assess how well the statutory Safeguarding Partners are providing leadership across the broader safeguarding system.

Scrutiny will take a proactive role in accessing and working with the wider system and will take account of findings of the regulatory inspections of the individual Safeguarding Partners (Ofsted; CQC; HMIC); Joint Targeted Area Inspections; and elective peer reviews. It will also be informed by the workings of other local scrutiny functions such as those delivered by the council's Overview and Scrutiny Select Committees.

Equally importantly the scrutiny function will take account of the views of children, young people and their families and those of practitioners throughout the County, based on existing and developing arrangements for engagement.

## CULTURE OF SCRUTINY

Scrutiny in Surrey will be positive in its approach with a focus on reflection and learning. An evidence based approach will be taken. It will also be assertive and expected to encourage a culture where challenge is accepted and seen to be helpful and constructive by all partners. The Partnership will aim to build a culture where everyone involved in safeguarding children from front line practitioners to members of the Executive Group and Partnership welcomes challenge and scrutiny and actively participates.

In practice this will involve developing approaches which are reflective, show pride in what is achieved and a willingness to change those things that do not always go well. Supporting frontline practitioners in what can often be a very challenging role and engaging with children young people and their families to create a better understanding of their lived experiences will be important principles to underpin the approach. A key aim of scrutiny will be to identify and spread the very best practice as well as contributing to improvements where needed.

Whilst due regard will be given to the process of joint strategic planning, the main focus of scrutiny will be to assess the delivery and impact of such plans to ensure that resources are aligned to priorities and the needs of young people.

## SYSTEM OF SCRUTINY

Scrutiny of the county's safeguarding arrangements will be led by an appointed Independent Scrutineer, who will also chair key meetings of the Partnership and Executive Groups in the first instance. Other scrutineers will be drawn from those with experience in child safeguarding, an understanding of local need and the capacity to recognise effective partnership working. Scrutiny and evaluation will be managed and delivered separately from the executive functions of the Partnership.

The Independent Scrutineer will oversee the development of the scrutiny system and the delivery of an annual scrutiny plan. The role will include:

- **Attending and chairing the Executive Group and Safeguarding Partnership.**
- **Reviewing safeguarding audits and performance data, including s11 audits.**
- **Ensuring regular thematic peer reviews.**
- **Having a direct line of sight to practice through an independent programme of multi-agency practitioner forum meetings.**
- **Engaging with the Council's Cabinet Member for Children, Young People and Families and with the formal Select Committee Process together with the Corporate Parenting Panel and assessing their effectiveness in regard to safeguarding.**

- **Determining the effectiveness of arrangements to identify and review serious child safeguarding cases.**
- **Involvement in the escalation and conflict resolution process.**
- **Engaging with and assessing the effectiveness of the Surrey Children's Workforce Academy in respect of its multi-agency safeguarding training and staff development offer.**
- **Ensuring the voice of the child and service users is at the heart of all aspects of scrutiny by directly engaging with children, young people and families and also assessing the effectiveness and impact of single agency and partnership engagement strategies.**
- **Promoting culture change throughout the Partnership to embed scrutiny as a constructive process with learning as its outcome.**
- **Contribute to and reviewing the Partnership's Annual Report.**

The scrutiny system will rely on the designated Safeguarding Partners and Relevant Agencies to make an agreed commitment to:

- **Making available performance data and analysis demonstrating access to, and the quality and timeliness of services for young people.**
- **Engaging in multi and single agency**

- **audit programmes and making outcomes available for scrutiny.**
- **Sharing findings from any internal reviews undertaken eg relevant Select Committee reviews.**
- **Sharing learning (and its evidence) from case and practice reviews commissioned by the Partnership or single agencies when requested.**
- **Enabling and encouraging front-line practitioners to engage in forum meetings and giving and receiving constructive feedback.**
- **Peer review & challenge, particularly from local areas whose safeguarding partnerships are recognised to be good and outstanding.**
- **Sharing information from local engagement activity with particular emphasis on 'the voice of the child' and its impact on service delivery.**

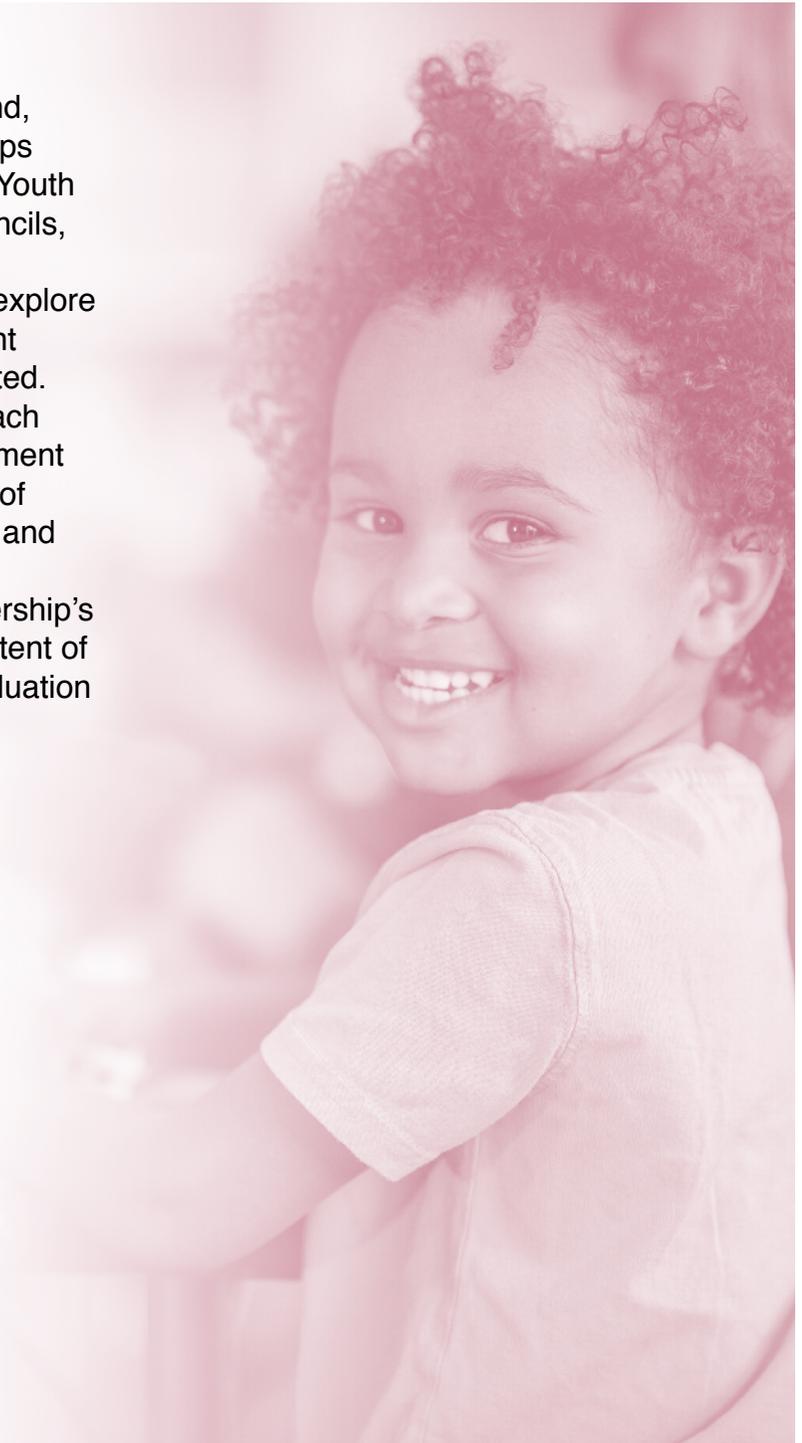
The Executive Group will be responsible for ensuring that any recommendations from scrutiny are acted upon and will produce an annual impact assessment as part of the annual report.

## USER VOICE

It is essential that the voices of children, young people and their families are at the heart of our safeguarding arrangements. This means not only that views are routinely sought by professionals but also, most importantly, that these views help inform and shape our services – that the user voice has a real impact and makes a difference in what we do. As part of the broader user engagement strategy services are committed to develop across all children's services, the Safeguarding Partners are determined to find ways in which children, young people and their families can participate in:

- **The setting of safeguarding priorities for the county.**
- **The commissioning of safeguarding services.**
- **The development of new safeguarding policies and procedures.**
- **The evaluation of the quality of safeguarding services provided by the Partnership.**
- **The scrutiny of the effectiveness of the Partnership's safeguarding arrangements.**
- **The learning and development programme for the Partnership workforce.**

These are ambitious goals. To this end, the Partnership will engage with groups including Surrey's Youth Parliament, Youth Cabinet, Citizen Panels, schools councils, Healthwatch, community groups and Surrey's Children in Care Council to explore ways in which meaningful involvement can be agreed, achieved and supported. The Partnership will hold itself and each other to account for effective engagement with users and a standing sub-group of the Partnership will lead on this work and provide assurance to the Partnership through regular reporting. The Partnership's annual report will demonstrate the extent of user involvement and provide an evaluation of its impact.



# DISPUTE RESOLUTION AND ESCALATION POLICY

Although agencies in Surrey are committed to collaborating and working together in integrated ways to protect and safeguard children and young people, differences and disagreements are inevitable in multi-agency working. These need to be resolved as speedily as possible.

In the normal course of work with children and families, it is expected that disputes are resolved through constructive dialogue between individual practitioners or their managers in the first instance – any practitioner or manager may call an urgent multi-agency meeting to this end. Matters that cannot be resolved at this stage should be escalated to more senior managers and, ultimately, to the Safeguarding Executive Group. This group will also arbitrate or mediate on any dispute in respect of multi-agency policies and procedures.

Any consideration of disputes and escalations should always have the wellbeing and interests of children and young people as the paramount concern. Regular review of the causes of disputes and escalations will be undertaken to inform learning and support continuous improvement of services.



# SAFEGUARDING CHILDREN PARTNERSHIP SUPPORT TEAM

The Safeguarding Partnership will be supported by a group of professional and business support staff hosted within the county council's Children, Families, Lifelong Learning and Culture Department. Under the management of the Department's Assistant Director for Quality Relationships and Service Manager for Policy, Planning and Partnerships, the jointly funded staffing structure is:

- **Partnership Development Manager.**
- **Board(s) Manager.**
- **Partnership Development and Engagement Officers x 2.**
- **Administrative/Business Support.**

This team will support the development and strengthening of partnership practice in safeguarding across the county, co-ordinating strategic planning, ensuring the efficient operation of the Executive, Partnership and sub-groups and providing capacity to co-ordinate and support specific workstreams, task and finish groups and practice reviews. The team will also have a key role in implementing the Partnership's communications strategy and will lead the production of the Partnership's annual report.

In addition, capacity based in the council's Quality Assurance service and Surrey's Children's Workforce Academy will be deployed on an annual basis to co-ordinate the delivery of the Partnership's multi-agency safeguarding auditing programme and the Partnership's learning and development strategy.



# INFORMATION GOVERNANCE AND DATA PROTECTION

All existing documentation in respect of the Surrey Safeguarding Children Board will be transferred and held by the Surrey Safeguarding Partnership Support Team from September 2019.

Safeguarding Partners and Relevant Agencies will be expected to operate in compliance with information governance and data protection legislation and regulation. To this end, multi-agency information sharing and consent protocols will be reviewed and refreshed as necessary.



# FUNDING ARRANGEMENTS

An annual budget to support Surrey's safeguarding arrangements will be established and managed within the county council. Current funding agreements will be maintained for 2019-20 and thereafter reviewed on an annual basis to ensure sufficiency and equitability.

The following agencies currently contribute to the overall budget of £500,000:

- **Surrey County Council.**
- **Surrey Police.**
- **NHS CCGs and Providers.**
- **District and Borough Councils.**
- **Probation Service.**
- **Cafcass.**

In addition to core funding, income from specific multi-agency safeguarding training provided is also invested in the Safeguarding Arrangements.



# IMPLEMENTATION OF THE NEW ARRANGEMENTS

This document is being published in June 2019 in line with statutory requirements. The arrangements outlined in the document will come into effect in September 2019 at which point the county's current Safeguarding Children Board and sub-groups will no longer exist. A review of the new arrangements will be undertaken by September 2020.



# INITIAL PRIORITIES FOR THE PARTNERSHIP

Routine business planning for the Partnership will commence for implementation from 2020-21. In the meantime, initial priorities for action have been identified by the Statutory Partners and agreed by the Partnership. These are:

## THRESHOLDS

A clear understanding of thresholds for different levels of intervention which is shared across all agencies and organisations in contact with children and young people is an essential foundation stone for effective safeguarding practice. Surrey SCB has recently published '**Family Resilience Surrey**' available here: [www.surreyscb.org.uk](http://www.surreyscb.org.uk), outlining thresholds for access to early help, targeted and specialist support, including the triggers for compulsory intervention. The new Safeguarding Partnership will prioritise the embedding of the guidance across children's services and the children's workforce in Surrey. We will work proactively to ensure consistent and robust application of thresholds and will address issues arising from the implementation of the guidance collaboratively.

## NEGLECT

The Partnership is committed to raising standards of practice and response to the neglect of children and young people within their families. Neglect is known to be a common feature in child protection work and practice has often 'lagged behind' research and innovation by others. Our priority will be to equip the children's workforce in Surrey with a clear framework for assessment and action in cases of neglect, including criminal neglect, and the skills to enable more effective interventions in these cases.

## DOMESTIC ABUSE

The Partnership is determined to improve practice in safeguarding children in families where domestic abuse takes place. This requires strong multi-agency working and we will review our policy and procedural framework and our learning offer to this end. We also aim to improve co-commissioning of services in respect of domestic abuse with other key governance bodies.

## CONTEXTUAL SAFEGUARDING ISSUES

The Partnership will increase the focus on contextual safeguarding issues including serious violence and knife crime affecting young people and criminal and sexual exploitation not least because these are very real concerns of young people in Surrey as elsewhere. We will seek to work collaboratively with young people to increase our understanding of these risks and to devise and develop more effective responses.

## EMOTIONAL WELLBEING AND CHILD AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS)

Good emotional wellbeing and self-esteem are key protective factors and promote the resilience of children and young people in Surrey. A comprehensive range of CAMHS services are needed from early help which may be provided through schools to clinical diagnostic and therapeutic interventions provided by specialist practitioners. The Partnership's priorities are both to improve children and young people's access to CAMHS services and to improve the quality of services provided. A new CAMHS strategy is being developed and these services will be recommissioned to achieve these aims.

## **CHILDREN WITH SEN AND DISABILITIES**

The Partnership recognises the need to increase the focus given to the safeguarding of children with special educational needs and disabilities who may be more vulnerable to particular forms of abuse and exploitation than their peers. The Partnership is aiming to increase the representation of parent/carer and user groups in the new safeguarding arrangements and to ensure that the safeguarding of children and young people with SEN and disabilities is fully incorporated into the planning and business of the Partnership.

## **HISTORICAL ABUSE**

Nationally, as the profile of child protection and safeguarding has risen, allegations of historical abuse, including by individuals providing services to children and young people, have become more widespread. Surrey's Children's Safeguarding Partnership must fully support all such investigations and those individuals affected. It will seek to ensure full co-operation across agencies, that relevant records are made available to investigators and that support is provided, sensitively and openly, to all those individuals affected by historical abuse who ask for it.



**This document was produced by The Statutory Safeguarding Partners for Surrey;  
Surrey County Council, Surrey Police and Guildford and Waverley Clinical Commissioning Group.**

**Hard copies can be requested on 01372 833330.**