



## AGENDA

### CHILDREN'S CHAMPIONS BOARD

**Thursday, 21 October 2010 at 2.00 pm**  
**Medway Room, Sessions House, County**  
**Hall, Maidstone**

Ask for: **Theresa Grayell**  
Telephone: **01622 694277**

*Tea/Coffee will be available 15 minutes before the meeting.*

#### **Membership (8)**

Conservative (7): Mrs A D Allen (Chairman), Mrs P T Cole, Mr G Cooke,  
Mrs V J Dagger, Mr L B Ridings, Mrs P A V Stockell and  
Mrs J Whittle

Liberal Democrat (1): Mr M J Vye (Vice-Chairman)

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

#### **A. BOARD BUSINESS**

A1 Substitutes

A2 Declarations of Members' Interest relating to items on today's agenda

A3 Minutes of Meeting held on 19 May 2010 (Pages 1 - 6)

A4 Meeting Dates for 2011

Members are asked to note that the following dates have been reserved for the Board's meetings in 2011:-

**Wednesday 30 March 2011**

**Tuesday 21 June 2011**

**Thursday 13 October 2011**

*All meetings will commence at 2.00 pm at County Hall.*

A5 Chairman's Announcements

A6 Deputy Cabinet Member's Update

#### **B. ITEMS FOR CONSIDERATION**

B1 DVD - 'Care to Listen': feedback from Members and the Children in Care Council (CICC) and discussion of how and when to use the DVD

- B2 Progress report in response to Safeguarding Children in Kent:Defending and Developing the Service (Pages 7 - 20)
- B3 Kent Safeguarding Children Board Annual Report 2009 - 10 / Business Plan 2010 - 2013 (Pages 21 - 82)

### **C. UPDATES**

**Information Papers on these issues will be sent to Members separately**

*NB – Information items are not for consideration at the Meeting*

- C1 Looked After Children and Children with a Child Protection Plan: Statistics

### **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Peter Sass  
Head of Democratic Services and Local Leadership  
(01622) 694002

**Wednesday, 13 October 2010**

*Please note that any background documents referred to in the accompanying papers may be inspected by arrangement with the officer responsible for preparing the relevant report.*

**KENT COUNTY COUNCIL**

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**CHILDREN'S CHAMPIONS BOARD**

MINUTES of a meeting of the Children's Champions Board held in the Swale 1, Sessions House, County Hall, Maidstone on Wednesday, 19 May 2010.

PRESENT: Mrs A D Allen (Chairman), Mr M J Vye (Vice-Chairman), Mrs P T Cole, Mr G Cooke, Mrs V J Dagger, Mr L B Ridings, Mrs P A V Stockell and Mrs J Whittle

ALSO PRESENT: Mr S King (Children in Care Council Apprentice) and Mr A Speller (Young Lives Foundation)

IN ATTENDANCE: Ms H Davies (Director For Specialist Children's Services Group), Mr A Hickmott (Head of Children's Services, West Kent), Mr P Brightwell (Policy & Performance Manager - Looked After Children), Mr A Heather (Principal Educational Psychologist), Ms P Davies (Kent Safeguarding Children Board Manager) and Miss T Grayell (Democratic Services Officer)

**UNRESTRICTED ITEMS****26. Welcome and Introductions**

The Chairman welcomed Scott King, the first apprentice of the Children in Care Council, who had been invited by the Board to attend and meet them. She also welcomed Adrian Speller from the Young Lives Foundation and Andrew Hickmott, Head of Children's Services, West Kent, who were also attending the Board for the first time. Those around the table then introduced themselves.

**27. Minutes of Meeting held on 10 March 2010**

*(Item A3)*

RESOLVED that the minutes of the meeting held on 10 March 2010 are correctly recorded and that they be signed by the Chairman.

**28. Chairman's Announcements**

*(Item A4)*

1. The Chairman said she had been very pleased that the Safeguarding Children in Kent report had been presented to and debated at full County Council on 1 April. This was a very valuable document which she hoped would be used by Local Authorities nationally.

2. Ms H Davies confirmed that it was already being used as a working document to shape the work of Children's Social Services, who were implementing the report's recommendations.

**29. Children In Care Council (CICC) update (oral)**

*(Item B1)*

1. Mr King outlined the process by which a council for the CICC would be elected. All LACs in Kent had been sent ballot papers and were eligible to vote, and good participation was expected. Every candidate's manifesto had been sent out and it was expected that most LACs in Kent would know at least one of the candidates personally, and so would feel engaged in the process.

2. Once the council had been elected and formally appointed, it would decide how and with whom it wished to establish links, although it was expected that CICC would link with Kent Youth County Council to address issues which were common to both their manifestos.

3. Mr Brightwell added that the CICC would meet four times a year on its own and would decide if and when it wished to invite or meet with the Board or Cabinet Members. In addition to these four meetings, there would be two meetings with those at the KCC who hold level 2 and 3 Corporate Parenting responsibility. Two CICC reps would sit on the Kent Corporate Parenting Group and there would be two seats reserved for CICC reps on the Kent Youth Parliament. Once the CICC council was established, the CICC would be run by Catch 22 and Upfront. He said Scott's post as apprentice was funded by CICC and he hoped that it would be possible to fund a second apprentice post.

4. RESOLVED that the update be noted, with thanks.

### **30. Housing for Care Leavers** *(Item B2)*

1. Mr Hickmott introduced the item and gave Members a copy of the joint protocol which has been prepared with partners. He and Ms H Davies answered questions from Members, highlighting the following:-

- a) it was hoped that the KCC would be able to work more closely with District Councils to address the issue of young people leaving care. Past difficulties had arisen around different interpretations of the Southwark judgement;
- b) Members expressed concern about the capacity and resources of the charity Catch 22, as the report recommendations included the review of the KCC's contract with them. Some social workers were known to have a caseload of 25 cases each, which was considered too high. Ms Davies emphasised that all Catch 22 social workers, personal advisors and other staff were fully qualified and had expertise in working with young people leaving care, and that the charity had full control of its budget for finding placements. She added that, although the Board was being asked to support a review of the contract with Catch 22, this review would not take place immediately;
- c) Members requested regular quarterly statistics of the number of young people being supported through the transition from care to independent living. Mr Hickmott undertook to supply these;
- d) Mr King pointed out that Catch 22 worked really hard to find suitable housing for young people. He supported Members' concerns about

resources. What was difficult, he said, was that, when a young person moved to a new area, they would go to the bottom of the waiting list for housing;

- e) young people leaving care were entitled to 'floating support' to help them adjust to leaving care and living independently; and
- f) Catch 22 were part of a SW practice pilot, which was due to end in March 2012, at which point the government would make a decision about extending it. Members requested an interim evaluation of the pilot.

2. RESOLVED that:-

- a) the report be noted, and that the Board seek further evaluation regarding meeting the accommodation needs of vulnerable young people;
- b) the Board support the review of the contract with Catch 22 16plus by the Contracts Review Group to establish if the service can be extended to work with homeless young people who become Looked After Children after their 16th birthday, so consideration is given to the expertise of the service being used with this group;
- c) the Board support the consideration of the joint protocols for sign off by the respective management groups, following the Joint Policy and Planning Board in May; and
- d) the Board receive quarterly stats of the number of young people being supported through the transition from care to independent living, and an interim evaluation of the pilot of which Catch 22 is part.

### **31. The Placement of Looked After Children in Kent by Other Local Authorities**

*(Item B3)*

- 1. Mr Brightwell introduced the report and set out key points as follows:-
  - Since the last update in November 2009, the number of LACs placed by OLAs has fallen by 42;
  - Kent has the highest LAC population in the UK, with as many again being placed by OLAs;
  - the key issue is the impact and pressures on education and health services for Kent's children;
  - Kent had been successful in lobbying government, and the introduction of the Sufficiency duty, a duty on all local authorities to commission sufficient LAC placement for their own LAC in their own area, would help Kent;
  - the situation won't change overnight, and LACs already settled here won't be sent home;
  - detail set out in the report shows placement patterns. Some OLAs show a very high level of placement, by many are very low and falling.

2. Mr Brightwell answered a number of questions from Members, and the points highlighted were as follows:-

- a) Kent is not the Corporate Parent for LAC placed by OLAs; this responsibility remains with the placing authority. Kent works with OLAs to remind them of their Corporate Parenting responsibilities and to see that they meet them;
- b) many LACs placed by OLAs have additional educational needs. The costs of these are not covered by the funding coming with the child so have to be absorbed by Kent. However, SEN statements needs are funded by OLAs;
- c) the approach made to OLAs is important. Kent should offer to help them to address the impact of their level of placements on their own and Kent's LACs;
- d) Members asked to be told what level of funding accompanies a LAC placed by OLA, and Mr Brightwell undertook to advise them of this figure;
- e) Members expressed concern that some children do not show up for funding for education needs as they arrive after the start of the school year and leave before the end of year and so are never counted as part of that year's cohort for funding purposes;
- f) the Sufficiency duty was welcomed as it will gradually address the issue and reduce costs to Kent;
- g) Independent Fostering Agencies (IFAs) are supported financially by London Boroughs who place children with them, and under the Sufficiency duty, it is important for Kent to work with IFAs to highlight the need to recruit foster carers in their own area. Recruitment of foster carers in London has always been a challenge, as housing and other costs are so high. The level of placements made in Kent exacerbates the shortage of foster carers in Kent and nationwide;
- h) Mr King referred to the damaging effects of moving frequently, and highlighted the behavioural and mental health difficulties which often arose from this, which would make a young person more of a challenge for social workers to work with.

3. RESOLVED that:-

- a) the information set out in the report and given in response to Members' questions be noted, with thanks;
- b) the issue be kept on the Board's agenda for future meetings so the expected changes in patterns arising from the Sufficiency duty can be identified when they happen; and
- c) The Board reserve the idea of referring the issue to Cabinet in future if it feels it necessary to do so.

**32. 'Care to Listen' DVD (Discussion about how the Board wishes to use this)**  
*(Item B4)*

1. Mr Brightwell circulated copies of the 'Care to Listen' DVD to all Board Members and commended it to them as a very good quality production. It had been launched in November 2009. The DVD has three parts – about coming into care, being in care and leaving care – and each part contains recommendations. He asked Members to view the DVD and think about how the Board should take forward the recommendations, and which ones in particular they felt most able to support. The CICC would also be taking forward the recommendations in the DVD, and might be presenting it to the full County Council. The DVD was also to be used to help train social workers and other professionals.

2. Mr King referred to a draft of a survey which would seek young people's views on KCC's Pledge to Children and Young People, and he undertook to share this with Mr Brightwell and perhaps add this to a future Board agenda.

3. RESOLVED that an item be placed on the Board's September agenda to cover the feedback on the DVD which had been received from the CICC, and to allow Board Members to give their own feedback and discuss how to use the DVD at future meetings.

**33. Kent Safeguarding Children Board (oral update)**  
*(Item B5)*

1. Ms P Davies gave an oral update on the preparation of the Kent Safeguarding Children Board's (KSCB) annual report. The Annual report would show the KSCB's achievements and how effectively it is working, include statistical data, and outline its main areas for future work. It had identified two areas for focus in the next year: Mental Health and Domestic Violence, and all its partners were signed up to these priorities.

2. The KSCB has a statutory duty to look at all child deaths (of which, there were approx 101 in the last year) but Ms Davies emphasised that this included children who died as a result of premature birth and those who died of illnesses; a very small number of those were children who had died as a result of neglect or mistreatment.

3. The KSCB had established the habit of producing annual reports in the last few years, so had pre-empted the government requirement for annual reports to be produced. This would become a statutory requirement in April 2011.

4. The Annual Report would be reported to the September meeting of the CCB after being reported to the full County Council on 2 September 2010.

5. RESOLVED that the information given be noted, with thanks.

**34. Update on issues arising from the Safeguarding Children in Kent report**

1. Ms H Davies gave an oral update on progress on implementing the recommendations of the report, and set out the following:-

- the pressure on Children's Social Services identified in the report continue to be a challenge, with an increase in the number of referrals received, the number of children with a Child Protection Plan, and the number of LAC in Kent;
- social work vacancies were being addressed by the recruitment of a further 55 social workers this summer. The social workers who arrived from the USA in February had settled in well, and a further 9 social workers from Northern Europe had been appointed in Mid Kent;
- social work assistants (SWAs) will also be recruited, and some existing SWAs have a training route to qualify as social workers. This progression is seen as a good way to reward SWAs, it retains staff who are already committed to the job and grows the staff for the future; and
- graduate social workers can undertake 2 years of post graduate training, but the status of an MA requirement for new social workers was not yet clear.

2. Mr King commented that young people he knew who had considered social work as a career had been put off by the long hours and the negative press.

3. Members asked to be informed of the location and spread of social work vacancies by receiving a regular stats item. Ms Davies undertook to prepare an information paper for the Board's next meeting in September 2010.

### **Virtual Head Teacher**

In response to a question, Mr Brightwell explained that, although Kent had embraced the concept of a virtual Head Teacher, it had been careful to title the role a 'Head Teacher for Looked After Children'. This role would be to check what had been done to improve the education outcomes of LAC and help ensure that the KCC met its Corporate Parenting responsibilities. A pilot scheme had been successful elsewhere. The Head Teacher for LAC would be a very good person for the CICC council to meet, once established. Members added that it would be very important for the Head Teacher for LAC to report regularly to a KCC scrutiny committee.

### **35. Kay Weiss, Head of Policy and Performance**

Members noted that today's meeting would have been the last Board meeting that Mrs Weiss would have attended before taking up her new post. Members agreed that the Chairman write to Mrs Weiss to pass on the Board's thanks and very best wishes for the future.

By: Sarah Hohler, Cabinet Member for Children, Families and Education  
Rosalind Turner, Managing Director for Children, Families and Education

To: Children's Champion Board

Date: 21 October 2010

Subject: Progress report in response to Safeguarding Children in Kent: Defending and Developing the Service

Classification: Unrestricted

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Summary This report was presented to County Council on 14 October 2010 and summarised the actions taken in response to Safeguarding Children in Kent: Defending and Developing the Service

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## Introduction

1. (1) A review of child protection in Kent was commissioned by elected Members in December 2008, following the publication of the urgent joint review in Haringey, following the death of baby Peter. The final report of the review of child protection arrangements in Kent, 'Safeguarding Children in Kent: Defending and Developing the Service' was considered by the County Council on 1 April 2010.

(2) The report concluded that much has been done in Kent to assess the robustness and integrity of child protection arrangements, and when necessary, steps have already been taken by KCC and the Kent Safeguarding Children Board, to strengthen further those arrangements, including the investment of additional resources for front-line teams.

(3) Nevertheless, The 'Safeguarding Children in Kent: Defending and Developing the Service' highlighted areas for further improvement to counter issues such as high and increasing levels of referrals to the children's social care teams, and the difficulty in recruiting qualified social workers. These are factors experienced by most other local authorities, and is the subject of much national concern and debate.

(4) The report considered by the County Council in April 2010, made a total of 19 recommendations, which were agreed by the Council. This report provides a summary of the actions taken in response to the review findings.

(5) In addition, since the County Council report, the service has had an unannounced inspection of its duty and assessment service, and this is referenced below.

## Actions taken in response to recommendations agreed by County Council 1 April 2010

2. (1) The main elements of the proposed strategy should be the basis for further detailed review and refinement by the Managing Director of Children, Families & Education Directorate, the Director of Specialist Children's Services and their staff, including an analysis of the national reports published on 18 March 2010.

(i) The National reports included Sir Roger Singleton's response on behalf of the government to the second Lord Laming report, following the death of baby Peter,

and a proposed update of government guidance on multi-agency safeguarding “Working Together”.

- (ii) Following an analysis of these reports, and following consultation on the proposed restructure of Children, Families and Education Services, the new posts of Preventative Services Managers were created for each of the 12 districts and the postholders began work on 1 September. Their role is to drive the preventative strategy in each District, focussing on earlier intervention to prevent children’s needs escalating to the point where they require specialist services.
- (iii) In addition, the social care teams have been boosted back to 12 (from 10) which is enhancing capacity. There has been considerable success in recruiting newly qualified social workers and social workers from abroad, although the service is still struggling with high levels of vacancies.
- (iv) Kent Safeguarding Children Board has also considered the guidance in relation to multi-agency working, and the business plan for KSCB was also for consideration by County Council at its meeting on 14 October 2010.
- (v) The Coalition Government has recently announced a national review of Child Protection and Safeguarding by Professor Eileen Munro. KSCB and CFE are actively contributing to this review. The final report is due April 2011.
- (vi) In August, an unannounced Ofsted inspection of contact, referral and assessment arrangements within Kent’s Children’s Services identified a priority action in relation to the timeliness of initial assessments, and a number of areas of development, alongside some strengths. The inspection is part of a national rolling programme of inspections following the Haringey Serious Case Review of baby Peter. The inspection framework was changed from 1 April 2010 with an increased emphasis on priority actions.
- (vii) The Ofsted letter providing feedback on the Kent inspection was published on September 9<sup>th</sup>. The outcome was reported to Cabinet on 13 September and was also considered by Cabinet Scrutiny Committee on 15 September and the Joint CFE Policy Overview and Scrutiny Committee on 17 September. Copies of the inspection letter and the Cabinet Member’s statement have been sent to all elected members. Scrutiny Committee asked that County Council should consider the action plan which has been put into place to address the findings of the inspection (attached as annex 1).
- (viii) The plan includes:
  - Immediate actions to improve safeguarding practice
  - Strengthened quality assurance processes
  - Strategies to further increase the capacity of social work teams through continuing a robust recruitment strategy, a competitive reward system, and increasing the establishment of administrative staff, social work assistants and trainee social workers
  - Strategies to improve retention of experienced social workers, including manageable workloads and good supervision.
  - Review of the integrated Children’s System (ICS)
  - Work with partner agencies to reduce the number of inappropriate referrals to Children’s Social Services.

- (ix) This action plan will be monitored by an Improvement and Development Team, led by the Cabinet Member and Managing Director for CFE. Regular reports will be provided to Cabinet and the POSC for Vulnerable Children and Partnerships.

(2) The Kent Safeguarding Children Board should give positive consideration to undertaking a multi-agency peer review of a sample of current child protection cases to assure itself about practice standards across agencies. (See Paragraph 20)

- (i) Kent Safeguarding Children Board is currently developing a multi-agency quality assurance framework. This framework will consider a range of qualitative and quantitative review and audit approaches for work throughout 2010-2011. The recent findings of the unannounced inspection indicate a need to focus energy and resources on embedding multi agency understanding regarding referral and eligibility criteria and the consistent application of the common assessment framework. This issue will therefore form the central focus of the multi-agency audit programme for the forthcoming year rather than child protection planning.

(3) The Kent Safeguarding Children Board should identify and report on steps taken to improve the culture of openness and exchange between member agencies to establish greater accountability to the KSCB for child protection standards within member agencies.

- (i) The new process which is being introduced for the development of KSCB's Annual Review / Business Plan will support this, as it will focus on the effectiveness of partner agencies' safeguarding work: what difference they have made to the safety and well-being of children. The multi-agency local liaison groups (already in place) are being strengthened further to enhance the culture of openness and constructive challenge between professionals.
- (ii) For example, an externally facilitated multi-agency audit took place during July 2010, examining referrals and threshold criteria. The findings of this audit have been reported through KSCB and shared with multi-agency partners.
- (iii) New procedures have also been developed to clarify eligibility and threshold criteria for access to Children's Social Services. These have been endorsed by KSCB for use as draft procedures, pending a period of review by multi-agency partners.
- (iv) KSCB continues in its work to develop a culture of openness and information exchange between member agencies. It has updated the Safeguarding Children Procedures to reflect this. All agencies are now required to share their inspection reports where safeguarding is an element.

(4) The independent Chairman of the Kent Safeguarding Children Board should present an annual report to Kent County Council. It is also recommended that this report is also taken to all other relevant public bodies in Kent at Board level (See Paragraph 22).

- (i) KSCB has completed its third annual report, which will be presented to member agency governance boards / committees, including County Council.

(5) Kent Children's Social Services should make regular use of the Social Work Task Force's organisational self-appraisal tool to ensure it is achieving high standards as a social work employer (See Paragraph 43).

(i) Kent Children's Social Services has commenced work on the use of the self-appraisal tool, which will be implemented by October 2010.

(6) The Kent Safeguarding Children Board should, as a standard practice, deliver multi-agency seminars and targeted training following every Serious Case Review to ensure that the lessons from the Reviews are quickly and efficiently promulgated. (See Paragraph 52)

(i) Briefings and seminars are already in place following the conclusion of a Serious Case Review.

(ii) All existing training courses and sessions are being reviewed by the KSCB to ensure that, where applicable, the issues raised from SCR Reports, are appropriately included.

(7) Kent Children's Social Services should maintain a continuous review programme to ensure the adequacy of administrative support services and systems for social workers with a view to reducing professional social work time spent on administration and increasing the direct client contact time (See Paragraph 57).

(i) Children's Social Services has undertaken a review of its administration capacity, and increased capacity in the Duty and Initial Assessment Teams. The current arrangements will be subject to further review through the Improvement and Development plan, with a focus on increasing the role and function of social work assistants and trainee social workers.

(8) Kent Children's Social Services should establish partnerships with other local authorities to share approaches aimed at minimising the administration workload of social workers and to seek shared solutions through the joint development of efficient, casework-oriented, and user-friendly information technology programmes (See Paragraph 57).

(i) A number of changes has been made to the Integrated Children's System (ICS) which has made the system more effective. The burden of data quality has been reduced somewhat by additional administration capacity, although it is still a very bureaucratic and unwieldy system, and more needs to be done to help the teams monitor and track their workloads.

(ii) As part of the Improvement and Development plan, a further review is in hand to consider the functionality of ICS and possible solutions. ICS is currently a national requirement, although it is left to each local authority to determine how best to implement it. The future of ICS and statistical recording requirements is being considered by the national review of Safeguarding, as mentioned above.

(9) Kent Children's Social Services and the Kent Safeguarding Children Board should ensure a good standard of referral information through training programmes and quality assurance audits with partner agencies (See Paragraph 58).

- (i) Kent Children's Social Services Professional Development Unit is currently developing a training programme for Kent Contact and Assessment Service staff with a focus on ensuring good quality referral information.
- (ii) KSCB has undertaken an audit with multi-agency partners, to consider referral thresholds and referral quality. The findings of this audit have been reported to KSCB and shared with Board members.
- (iii) All existing trainers for KSCB courses have been requested to reiterate the importance of referrals being of an appropriate standard when submitted by agencies to Children's Social Services.

(10) Urgent action should be taken by Kent Children's Social Services to reduce the rate of abandoned calls to the Kent Contact and Assessment Service, based at Kroner House (See Paragraph 60).

- (i) Responsibility for Kent Contact and Assessment Service (KCAS) sits with Kent Adult Social Services (KASS). KASS has developed KCAS to undertake a wider remit of assessment and fast track equipment provision, in addition to its core call handling function. From April 2010, KASS has undertaken to cease KCAS's role in engaging this wider assessment activity in order to enable the service to focus on call handling until achievement of a significantly improved telephone response rate.
- (ii) A new and enhanced telephony system is being installed and a training programme is underway to up-skill Contact Kent operators to minimise inappropriate referrals.
- (iii) Children's Social Services has also provided additional funding to increase capacity within Kent Contact and Assessment Service.
- (iv) It is encouraging that since April 2010 the abandoned call rate has shown an overall reduction. This is subject to ongoing review.

(11) Kent Children's Social Services should give high priority to the current review of their staff supervision policy with the objective of making professional social work supervision a guaranteed and protected element of the service with protected time for practitioners and supervisors. (See Paragraph 62)

- (i) Kent's staff supervision policy has been reviewed and a new policy developed, which takes account of the complexity of the social work task across different parts of the service. The policy was launched on the 3 August 2010, and is supported by an implementation plan, detailing how the policy will be embedded into practice via a training programme. A well known expert and trainer in this field has been commissioned to devise a programme which will be ready for dissemination in the autumn of 2010.

(12) The Kent Safeguarding Children Board should develop in partnership with appropriate academic and other training institutions electronic and interactive training packages that can be used for workplace training and team development of skills necessary for child protection work across and specific to agencies (See Paragraph 63).

- (i) KSCB has developed a training college of facilitators, in partnership with the NSPCC and Christchurch University College. Additionally, several e-learning training packages have been developed with the Children's e-Academy.
- (ii) KSCB's approach to learning and development is also being reviewed. A new learning and development strategy, based on an analysis of learning needs, will be developed during 2010/11 as part of the Board's Business Plan. This new strategy will take into account both local and national messages about priorities for practice development. There will be an increased focus on different approaches to learning (including interactive video), in order to develop professional skills, knowledge, understanding and attitudes in a more experiential way.

(13) Kent Children's Social Services should establish a trainee scheme for suitable candidates for professional social work training and provide financial assistance through training professional training in return for a contractual commitment to remain in employment with the county for a minimum of two years after qualifying (See Paragraph 66).

- (i) Two trainee schemes are in the process of being developed. Ten Social Work Assistants currently employed by Children's Social Services will be funded to undertake the Open University social work qualification pathway. Additionally, a trainee graduate scheme for the MA in social work has been developed which is due to start in December 2010. Ten places will be available for graduates in the autumn, ready to begin their MA in September 2011.

(14) Kent Children's Social Services should seek to establish a number of bursaries or sponsored places on suitable social work training courses (See Paragraph 67).

- (i) This scheme is in place. The aim is to recruit between 30 – 40 Final Year Students this year.

(15) Kent Children's Social Services should establish close partnerships with suitable centres of academic excellence to develop training and research programmes that will meet the demands of child protection social work (See Paragraph 70).

- (i) Kent Children's Social Services have been working closely with the University of Kent to develop training and research programmes.
- (ii) Training has taken place exploring decision making in risk management. In addition, the new supervision policy has been implemented in Children's Social Services, which will be supported by a comprehensive supervision training programme, delivered by a nationally renowned trainer.
- (iii) As part of the training and development work on risk management, the University of Kent are undertaking Action Research into how staff perceive risk and then make decisions. It is intended this work will improve the quality of decision making in child protection work and create a robust evidence base for safeguarding.

(16) The Kent Safeguarding Children Board and Kent Children's Social Services should develop training initiatives that will ensure that all professionals in the course of their qualifying training have joint training modules to increase the shared professional

understanding of child protection work and to establish a core of inter-professional skills and knowledge (See Paragraph 70).

- (i) Current qualifying training programmes for health, education and social work staff already include inter-professional modules on safeguarding. In respect of core social work degrees, Universities seek stakeholder consultation with Kent Children's Social Services on the development of the graduate programmes.
- (ii) This proposal will be explored further as part of the development of the Safeguarding Board's new Learning and Development Strategy.

(17) Kent Safeguarding Children Board and Kent Children's Social Services should seek to establish a multi-agency specialised training unit, ideally in partnership with all agencies, within the county aimed at developing the necessary skills for working with difficult uncooperative families (See Paragraph 71).

- (i) KSCB is establishing a 'College' of multi-agency trainers who will be used to deliver multi-agency Safeguarding training. These staff will bring a variety of specialist skills to the training college. By using 'operational' staff to deliver training, a more practical and job-related approach to training is being developed. The use of video and role actors is being planned, with skilled staff facilitating training and de-briefing to ensure learning is transferable to the workplace and really makes a difference to the children of Kent.
- (ii) The possibility of establishing a specialist training centre will be considered further as part of the development of the new Learning and Development strategy referred to above.

(18) Kent Children's Social Services should establish robust mechanisms for providing advice and alerts to senior managers and to elected Members and which will also provide reassurance to social workers that their professional values and ethics are being promoted and safeguarded (See Paragraphs 72 and 73).

- (i) Significant work has been undertaken in respect of this action. A new protocol has been introduced (the serious incident reporting protocol) across Children, Families and Education Directorate, aimed at ensuring effective reporting to senior managers. The Children's Services alerts procedure has been updated and re-issued to all front line practitioners and managers. A protocol for reporting the findings and publication of serious case reviews has also been agreed by Cabinet Scrutiny Committee Members.

(19) The Leader and Chief Executive/Group Managing Director should arrange with the Director of Children's Services, the Director of Specialist Children's Services and the independent chairman of the Kent Children's Safeguarding Board an annual programme of reporting to Cabinet and full Council to provide an open and systematic approach to quality assurance. This programme should be managed through the Managing Director for Children, Families & Education and the Director of Specialist Children's Services and coordinated by Corporate Policy, supported with advice from a reference group comprising frontline practitioners (See paragraphs 72 and 73).

- (i) The report to County Council is the first report actioning this recommendation, and regular reports will follow as agreed on 1 April. Also, as mentioned above, there will be regular reports to Cabinet and POSC on the action plan following the unannounced inspection of the duty and assessment service.. The Improvement and Development Team will include front line practitioners.

## **Conclusion**

3. The findings of the unannounced inspection revealed significant areas of development in the duty and assessment processes. The responses to the 2009 review outlined above will assist in making the necessary improvements. However, the key issues are social work capacity, ensuring that referrals made to Children's Social Services are appropriate, that social work practice focuses on the basics (the needs of the child, sound assessment and care planning) and that there is effective management oversight and staff supervision. This is the focus of the Improvement and Development Plan attached.

## **Recommendations:**

4. The Board is requested:
- (i) to note the progress made in implementing the recommendations of the Safeguarding Children in Kent report
  - (ii) to note the issues arising from the unannounced inspection and actions to address them

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Background documents

*None*

## Unannounced Inspection Action Plan – September 10

Ofsted finding	Action taken/required	Lead/s	By When
Area for priority action			
<p>1. Some children in need of protection do not receive an adequate and timely assessment of risks and needs, leaving them at risk of harm. A significant shortfall in the capacity of qualified, experienced social workers and weaknesses in the quality of team manager oversight on child protection cases in some duty and assessment teams contribute to these serious concerns</p>	<p>1. Baseline auditing has already taken place and reported on to the Director of Specialist Children’s Services</p> <p>2. External audit plan developed and submitted to the Director of Specialist Children’s Services setting out how quality assurance process will be strengthened. Cases to be independently audited every fortnight, with feedback given to local managers, as part of a programme of continuous improvement</p> <p>3. The quality assurance process will include a baseline assessment of the systems in place across the 12 Duty &amp; Initial Assessment Teams (DIAT’s)</p> <p>4. Use of Duty tracking sheet has been made mandatory and will form part of District Manager quality assurance process</p> <p>5. Coordinated work to take place to review and respond to capacity issues</p>	<p>Donna Marriott, Safeguarding Unit</p> <p>Donna Marriott, Safeguarding Unit</p> <p>Donna Marriott, Safeguarding Unit</p> <p>District Managers</p> <p>Helen Davies, Director, Specialist Children’s Services</p>	<p>Completed September 2010</p> <p>Commencing Sept 2010 – review Dec 2010</p> <p>For completion by end of September</p> <p>Immediate effect</p> <p>Commencing Sept 2010</p>

Ofsted finding	Action taken/required	Lead/s	By When
<b>Areas for development</b>			
1. Arrangements for prevention and early intervention through the common assessment framework are inconsistently applied by agencies in the county. Some referrals for social care intervention, seen by inspectors, could have been dealt with through coordinated work by universal services	<p>Arrangements to be made for improving implementation of the common assessment framework, which is a key priority for the 12 Preventative Services Managers (PSMs) who took up their posts in each district on 1 September</p> <p>Clarity about the responsibility of the PSMs for ensuring that appropriate referrals are made to Children's Social Services (CSS), by coordinating a range of early intervention services for vulnerable children to divert them from CSS</p>	<p>Helen Davies, Director, Specialist Children's Services</p> <p>Helen Davies, Director, Specialist Children's Services</p>	<p>Process to be agreed 23 September</p> <p>Process to be agreed 23 September</p>
2. The record of agreed actions from strategy meetings between children's social care and the CAIU in child protection matters is not always shared in a timely way between the agencies and delays of several weeks can take place before the formal record is shared	Additional administrative capacity for DIATs to ensure that strategy meetings are recorded and shared promptly between agencies	Helen Davies, Director, Specialist Children's Services	Posts advertised by end of September
3. The reliability of performance management information is undermined by a variable and inaccurate application of the statutory guidance on the commencement and completion of some initial assessments by managers	Current performance for the completion of initial assessments in timescales is 69%. Guidance has been issued to all DIAT managers and District Managers reminding them of statutory guidance about timescales of initial assessment.	Donna Marriott, Acting Head of Safeguarding / Helen Davies, Director, SCS	Completed 13.09.10

Ofsted finding	Action taken/required	Lead/s	By When
4. The quality of analysis in assessments is variable with some lacking sufficient focus on key risk factors.	<p>Administrative and social work assistant (and possibly trainee social worker) capacity in DIATs to be increased, once teams have clarified how they will be used effectively. The aim is to provide maximum assistance to enable qualified social workers to focus on the completion of thorough, good quality assessments.</p> <p>Quality assurance process to be strengthened to include independent, random case auditing as part of a programme of continuous improvement with regard to the quality of assessments.</p>	District Managers	Adverts to be in place by end of September
5. Children's wishes and feelings are insufficiently evidenced in assessments or impact on plans. In many cases recording is unclear whether children are seen alone or that their home environment and sleeping arrangements have been considered.	<p>Director of Specialist Children's Services has met with all Heads of Service, District Managers and DIAT Team Leaders to set out expectations in relation to the need to ensure a child focused approach; seeing the child, ascertaining their views, wishes and feelings.</p> <p>Focus on the child, their wishes and feelings to form part of the training programme addressing practice issues.</p>	DIAT Team Leaders and Principal Social Workers	<p>Immediate effect – to be subject to ongoing audit and quality assurance</p> <p>Training programme commencing October 2010</p>
6. Attention to identifying and responding to the diverse needs of some children and their parents and carers is inconsistent, although	To be addressed through supervision as part of the quality assurance process relating to assessment.	DIAT Team Leaders	Ongoing

Ofsted finding	Action taken/required	Lead/s	By When
there are individual examples of good work.			
7. Management oversight and decision making are inconsistently applied and there is a lack of locally generated performance management information at team level. There are examples of inappropriate decision making by managers.	<p>Use of the tracking sheet (used to track progress of cases in the duty system) by DIAT team leaders is mandatory. District manager will oversee implementation of this requirement as part of their quality assurance work in each District.</p> <p>Increased administrative and social work assistant (and possibly trainee social worker) capacity in DIATs to enable Team Leaders to focus on oversight of casework and risk management.</p>	<p>Team Leaders &amp; District Managers</p> <p>Heads of Service</p>	<p>Use of tracking sheet to be consistently applied by all districts with immediate effect</p> <p>Adverts to be in place by end of September to increase Team capacity</p>
8. Team managers and principal social workers have responsibility for a number of children's cases; some are held on the basis that there are insufficient qualified and experienced social workers to whom these can be allocated. This leads to delays in undertaking assessments and delivering services.	<p>Review of social worker caseloads and agreement on an 'acceptable' workload (in October)</p> <p>Review of workload/practices in Children and Families teams, with focus on closing unallocated children in need cases</p> <p>Continuation of robust social worker recruitment and retention strategy, with particular emphasis on retention, considering market premiums, long service payments.</p>	<p>Heads of Service</p> <p>Heads of Service</p> <p>Heads of Service</p>	<p>Completion by October/ November</p>
9. The frequency and quality of staff supervision	Increase in number of principal social workers	Heads of	Recruitment by

Ofsted finding	Action taken/required	Lead/s	By When
<p>are insufficiently evidenced in key areas such as identifying development needs, enabling critically reflective practice, ensuring the implementation of plans, and progressing the timely throughput of work.</p>	<p>in DIATs to enable reflective supervision of staff.</p> <p>Comprehensive training programme on the new supervision policy launched in August (starts in October).</p>	<p>Service</p> <p>Head of Service – CSS professional development</p>	<p>December</p> <p>Programme to be in place by December</p>
<p>10. Children’s records are stored in three different forms that are not linked or integrated within a single information and data platform. This leads to potential gaps in practitioners having a full understanding of children’s assessments and plans.</p>	<p>Further review of ICS functionality (by December) and immediate review of records being stored on G-Drive with view to ending this in October.</p>		<p>ICS Review to be completed by December 2010</p> <p>Discontinuation of G Drive by end October 2010</p>

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By: Sarah Hohler, Cabinet Member for Children, Families and Education  
 Rosalind Turner, Managing Director for Children, Families and Education

To: Children's Champion Board

Date: 21 October 2010

Subject: Kent Safeguarding Children Board Annual Report 2009-10 / Business Plan 2010 - 2013

Classification: Unrestricted

Summary: This report went to County Council on 14 October 2010 and presented the Kent Safeguarding Children Board Annual Report for 2009/10 and Business Plan for 2010 - 2013

## Introduction

1. (1) The Annual Report / Business Plan of Kent's Local Safeguarding Children Board (KSCB) provides an account of the Board's work in 2009/10. It also sets out the Board's strategic aims for 2010 / 13, and the specific objectives to achieve the aims.

(2) The purpose of the Annual Report / Business Plan is to be informative about the work of the Kent Safeguarding Children Board and to make the results of its efforts accountable to safeguarding children professionals, to those who fund and support safeguarding children services and the KSCB, to all members of the Council and the Lead Member for Children's Services, to the Kent Children's Trust and to service users, and the public of Kent.

## Background

2. (1) Since their introduction in 2006, Local Safeguarding Children Boards have produced annual reports and business plans so that they can be held accountable for the work they do. The KSCB Annual Report for 2009/10 highlights the wide range of activity undertaken by the Board. KSCB has been highly successful in setting in place robust arrangements and processes to ensure that it fulfils its statutory responsibilities to a high level, and this is reflected in the Annual Report.

(2) The solid foundations developed by KSCB put it in a good position to take on new challenges. Future Annual Reports will be different because of the requirements of the Apprenticeships, Skills, Children and Learning Act 2009. As well as reporting on activity, the new requirement is that they should report on the **effectiveness** of safeguarding arrangements in a local area: in other words, they will seek to address the question: *"How safe are children in this area, and how effective are the different agencies in helping to keep children safe?"*

## **Recommendations**

3. The Board is asked to note the achievements, strategic aims and objectives of the Kent Safeguarding Children Board (KSCB) as outlined in the Annual Report 2009-10 / Business Plan 2010-2013, which is attached to this covering report.

David Worlock  
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### *Background Documents:*

1. Children Act 2004 *available on*  
[http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources\\_and\\_Library/Children\\_Act\\_2004.pdf](http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources_and_Library/Children_Act_2004.pdf)
2. Working Together 2010 *available on*  
[http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources\\_and\\_Library/Working\\_Together\\_2010.pdf](http://www.clusterweb.org.uk/UserFiles/KSCB/File/Resources_and_Library/Working_Together_2010.pdf)



## Annual Report 2009 -2010

## Business Plan 2010-2013

<b>Document Name &amp; File Location</b>	K:\SS Service Policy & Standards - C&F\KSCB\Annual Reports	
<b>Document Author</b>	Penny Davies	
<b>Document Owner</b> ©	Kent Safeguarding Children Board © Sessions House County Hall, Maidstone. Kent. ME14 1XQ Email: <a href="mailto:kscb@kent.gov.uk">kscb@kent.gov.uk</a>	
<b>Summary of Purpose</b>	This report outlines the activity of the Board for 2009-10. It also outlines the planned activity of the Board for the next two years.	
<b>Review date</b>	Annually	
<b>Accessibility</b>	This document can be made available in large print, or in electronic format.  There are no copies currently available in other languages.	
<b>How this document was created</b>	<b>Draft 1</b>	Document created by Author
	<b>Draft 2</b>	Consultation with Board Members June 2010
	<b>Draft 3</b>	
	<b>Draft 4</b>	
	<b>Draft 5</b>	
<b>Equalities Impact Assessment</b>	During the preparation of this annual report and when considering the roles & responsibilities of all agencies, organisations and staff involved, care has been taken to promote fairness, equality and diversity in the services delivered regardless of disability, ethnic origin, race, gender, age, religious belief or sexual orientation.	
<b>Circulation Restrictions</b>	Public Policy Document at Draft 4	
<b>Version</b>	<b>Detail of change</b>	<b>Date</b>
<b>1.0</b>	Document Created	April 2010
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<b>3.0</b>		

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## Forward

### 1. Introduction

The death of Peter Connelly in Haringey resulted in a heightened national focus on the safeguarding of children. Since then, Children's Trust Boards, Local Safeguarding Children Boards and their partners have been working hard to learn lessons and strengthen arrangements to keep children safe. This is being undertaken within a challenging context: there are higher expectations and standards; increased demand in many areas in the form of referrals to children's social care services and numbers of children being the subject of child protection plans; continued workforce challenges in key areas such as social work and health visiting. Added to these challenges will be the impact of public sector funding reductions which are likely to affect all agencies that contribute to the safeguarding of children.

These are all challenges that face partners and partnerships in Kent. Building on a strong track record, the commitment of partner agencies to strengthen the safeguarding of children is high. As part of this, robust review of existing safeguarding arrangements and clarity of strategic direction are even more critical in the light of the challenges being faced.

This report provides an account of the work of the KSCB during 2009/10. It sets out the strategic aims that the KSCB intends to achieve over the next three years. These aims will be achieved by the delivery of specific objectives in each year; the specific objectives for 2010/12 are set out.

These aims and objectives are based on an analysis by the KSCB of its strengths and areas needing development; local needs, issues and experience; messages from local and national Serious Case Reviews (SCR) and research; messages from national developments and statutory regulation and guidance.

### 2. Key strategic priorities for KSCB

#### 2.1 From Process to Outcomes: Making a Difference

- I. Evidence from the analysis of SCRs, both locally and nationally, highlights continuing concerns about fundamental safeguarding issues.
- II. If, then, we are going to make real progress in safeguarding and promoting the well-being of children, Local Safeguarding Children Boards, Children's Trust Boards and the individual agencies that make up the Boards will not be able to carry on doing "business as usual". There will be a need for all involved to do some things differently: to consolidate and develop what works well, but also to think and act creatively. This will not be easy as it will mean stepping outside of comfort zones.
- III. Perhaps the biggest refocusing that needs to take place is a move from process to outcome. If one considers the statutory responsibilities of LSCBs as set out in *Working Together*, then it is probably fair to say that LSCBs have concentrated on, and been most comfortable with, process type functions e.g. developing procedures, protocols, policies, delivering training programmes. Yet there is another large area of responsibility: *"Monitor and evaluate the effectiveness of what is done by the local authority and Board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve"* (*Working Together*,

*March 2010*). The key word here is effectiveness; because this is asking what impact, what difference the activity of Board partners working both singly and collectively (and the Board itself) is making to the lives of children and their families. How are their lives better – in terms of concrete safeguarding and well-being outcomes being achieved?

- IV. Moving to an outcomes-based approach to safeguarding is not easy. It requires coming at things differently, stepping outside of conceptual boxes, adopting and struggling with new ways of thinking. This it is not something achieved as an event, but rather a journey. But it is the right path to be on: if the safeguarding work that Board partners deliver is making a positive difference to the lives of children, then we need to know that, so we can build up, share and celebrate models of what good practice looks like (instead of trying to work from deficit models of what has gone wrong); if it is not making a difference then we also need to know that so that it can be replaced by practice that does make a difference.
- V. KSCB is committed to moving towards a stronger focus on “outcomes”. This will involve a constructive dialogue with individual partners, the Children’s Trust Board and other key partnerships. It will impact on both the commissioning and delivery of services.
- VI. “Outcomes” for children and families is the principle underpinning the framing of the Board’s strategic aims and specific objectives. The review of what has been achieved in 2009/10 is largely in terms of the “quantity” and “quality” of safeguarding related activity. This is important because it is a testament of the dedication and hard work of many individuals and organisations. Future annual reviews will increasingly focus on the outcomes for children and families that have been achieved as a result of the activity.

## 2.2. Quality Assurance and Complexity

To find out how effective the arrangements and services designed to keep children safe and promote their well-being are, LSCBs and their partner agencies need to have in place fit-for-purpose quality assurance arrangements. What we know from the DCSF analysis of serious case reviews and local analysis is that safeguarding children is a complex business: this is because it is a fundamentally human activity; it involves working with complex individuals and families; and the work is undertaken by human beings and organisations which bring their own complexity. To make sense of what is happening will require an approach to quality assurance that recognises this complexity. This is why the development of a robust quality assurance framework is a key strategic aim. As with outcomes, it is not something that is set in place as an event; rather, it is something that is developed and built on.

## 2.3 Learning, Development and Supervision

Safeguarding children is about the management of risk within the context of a range of complex human relationships: relationships between professionals, relationships within families, relationships between professionals and children, relationships between professionals and parents/carers – and the internal relationships that professionals have with their own histories and experiences. If professionals are to be effective in the midst of this complexity they need the support to think clearly and imaginatively. For this

reason, learning, development and working with partners to ensure effective supervision arrangements are in place are key elements of KSCB's forward planning.

## **2.4 Think Family, Act Family**

Children are part of family systems. In the safeguarding arena, as noted above, these are often complex family systems, with a whole range of historic and current factors interacting in a way that is detrimental to the welfare and safety of the children. Therefore, to improve the safety and well-being of children, the needs of the whole family have to be considered and addressed. This means effective partnership working and a shared approach is necessary across adults' and children's services, as well as between different children's services. This is particularly important in respect of domestic abuse, adult mental ill health, substance misuse and learning disability, and this is why they figure in KSCB's strategic planning. The aim is not just to change thinking, but for changed thinking to translate into changed ways of working and improved outcomes.

In addition, families do not exist in a vacuum. They are part of a broader community in which factors such as housing and poverty impact on family functioning and the safety and well-being of children. KSCB will need to understand such factors and identify what contribution it can make in respect of them.

## **2.5 Relationships that make a difference**

KSCB intends to make a positive difference to the lives of children. It cannot do this on its own: it will achieve this through developing effective relationships with other strategic groups – in particular the Children's Trust Board, but also other strategic groups such as the Kent and Medway Domestic Violence Strategy Group. It will also ensure it has clear connections with the relevant governing boards and committees of partner organisations. There are particular challenges for agencies who have safeguarding responsibilities but whose core business is not safeguarding; a key role for the KSCB will be to work with such partners to ensure an appropriate balance.

David Worlock  
Independent Chair



## Introduction

This is the third Annual Report of the Kent Safeguarding Children Board (KSCB), covering the period of 2009/2010. The report highlights the structure of the KSCB, outlining the strategic and operational dimensions, including the various multi-agency subgroups. The report summarises the achievements of the KSCB during 2009/10, as well as those achieved by multi-agency forums, which feed into and report to the KSCB on a regular basis. It outlines the priorities set for 2010/13 in the Business Plan, with a more detailed Action Plan 2010/12.

The aim of the Annual Report is to inform the staff of the KSCB partner agencies, their service users and the public of the work of Kent Safeguarding Children Board. In addition it forms part of the accountability of the Board to those who fund and support the KSCB; Kent County Council's Lead Member for Children's Services and the agencies represented on the Kent Children's Trust Board. This report will focus not only on achievements of the Kent Safeguarding Children Board during 2009/10, but also clearly identify where more progress needs to be made through the Business Plan.

The Annual Report will be distributed and made available to all key agencies /stakeholders and is a public document. It will be accessible through the KSCB website [www.kscb.org.uk](http://www.kscb.org.uk)

## Review of Safeguarding 2009/10

Kent Safeguarding Children Board (KSCB) has now completed three full years of operation. It has worked hard to ensure that it continues to strengthen governance arrangements and that safeguarding and promoting the welfare of children and young people remains a high priority in all partner agencies.

During the year, the Board met on five separate occasions, and was chaired by Oena Windibank, the Vice Chair, and Director & Associate Director of East Kent Primary Care Trust Children and Families Services, on four of those occasions until the appointment of David Worlock, Independent Chair in January 2010.

Some of the key areas of work undertaken by the KSCB during the year are as follows:

## Role and Function of Kent Safeguarding Children Board (KSCB)

**Desired Outcome: An effective Local Safeguarding Children Board – with the intended outcome that the KSCB works effectively and efficiently as a Board, and in its sub-groups and effectively influences other strategic partnerships to deliver the staying safe agenda.**

Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. For this reason, the Children Act 2004 requires every Local Authority to establish a Local Safeguarding Children Board (LSCB). The Kent Safeguarding Children Board was established in April 2006.

Chapter 3 of "Working Together to Safeguard Children, a guide to inter agency working to safeguard and promote the welfare of children" (2010) sets out the core objectives of a LSCB:

- Co-ordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in Kent.
- To ensure the effectiveness of what is done by each person or body for that purpose.

Within the core objectives of the LSCB there are a number of core strategic functions that are a priority for LSCBs:

- To continue to develop and deliver inter agency policies and procedures including
  - setting out thresholds for service provision for children and young people
  - ensuring training is provided to meet local need
  - recruitment, selection and supervision of staff
  - investigating allegations against those working with children,
  - ensure the safety and welfare of children who are privately fostered,
  - co-operate with neighbouring authorities
- To ensure effective communication with children, parents, carers and professionals in relation to keeping children safe and promoting their welfare, and ensuring that the views of children and their carers contribute to the work of the Board and the services they receive.
- To ensure effective monitoring of what is done by the statutory KSCB members and other bodies, individually and collectively, to safeguard and promote the welfare of children, and advise on ways to improve.
- To actively participate in the planning and commissioning of services to ensure that they take full account of the need to safeguard and promote the welfare of children.
- To ensure that there is effective single and multi-agency training of staff for the development of a safe and skilled workforce to safeguard and promote the welfare of children.
- To ensure that lessons are learnt from the work of the KSCB under its functions related to child deaths, and any serious case reviews.

## Board Structure and Membership

The membership of the KSCB has remained consistent over the past year, apart from a few changes due to colleagues leaving Kent. There is a new Director of Children Services and a new Lead Member. One significant change in membership has been the change in chairing arrangements for the Board.

It was agreed by the members of the Board in May 2009 that an independent chair should be appointed. David Worlock was successfully appointed by members of the Board and a Panel of Young People. The previous chair of the KSCB, Oena Windibank, Operations Director & Associate Director of East Kent PCT Children & Families Services, stepped down in January 2010. In line with requirements of the Laming Report recommendations the KSCB will look to recruit lay members next year.

The core members of the KSCB are those who are designated as statutory members under S.13(3) of the Children Act 2004. Associate members have been established and ensure robust links with key stakeholders. The KSCB also secures the involvement in its work with the Kent & Kent Domestic Violence Strategy Group, the Multi-Agency Public Protection Arrangements, Housing, and Drug Action Team via existing forums and sub-groups.

All core members and associate members of the KSCB have been provided with a written statement of their roles and responsibilities and their organisation has confirmed that they are able to:

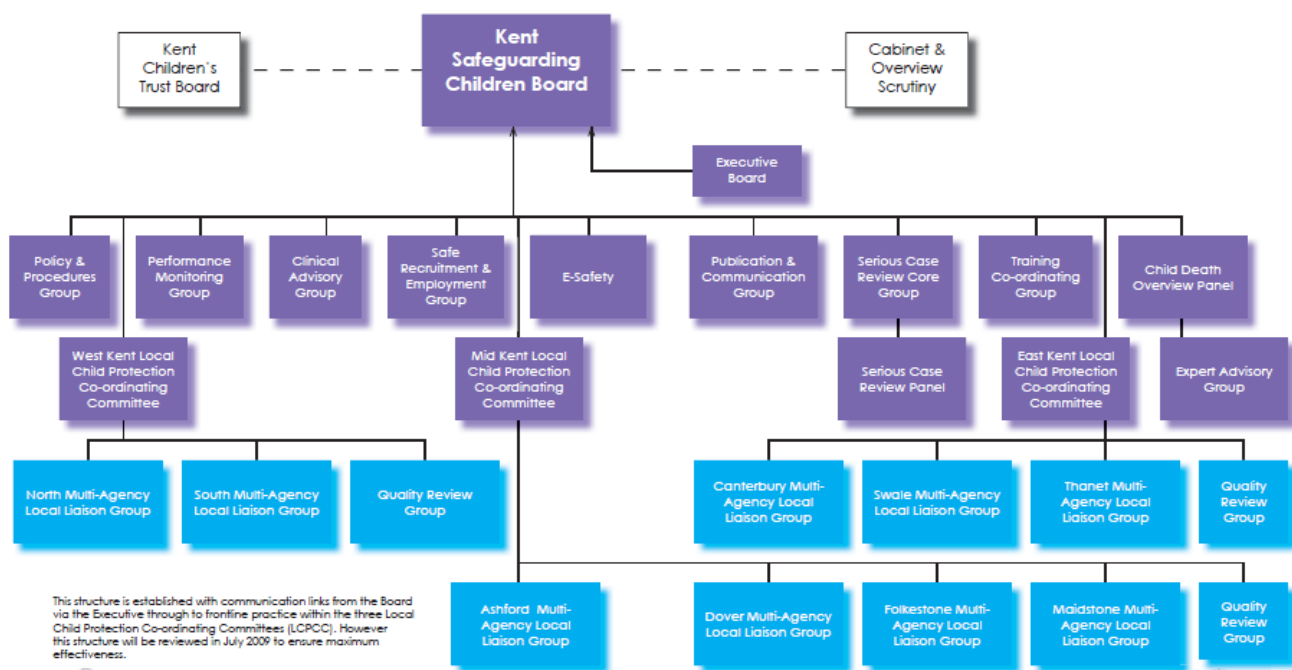
- Speak for their organisation with authority
- Commit their organisation on policy and practice matters
- Hold their organisation to account (in matters of safeguarding children).

A written constitution and terms of reference have been established for the KSCB, and terms of reference established for each subgroup are available via [www.kscb.org.uk](http://www.kscb.org.uk). This will be reviewed over the next coming months in light of the new Working Together guidance, published in March 2010.

In order to discharge its roles and responsibilities KSCB has established the following structure of sub-groups in order to progress the detailed work of the strategic aims of the Board (see over the page).

The sub-groups of the Board are key to its operation as they bring together professionals from all agencies to use their considerable knowledge and experience to ensure the work streams, identified in the Annual Business Plan, are achieved to the highest possible standard. The work undertaken in these multi-agency forums ensures that changes and improvements are made which positively impact on the lives of children and young people in Kent.

The Board and its associated sub-groups are administered by the KSCB Administrators and supported by the KSCB Manager, KSCB Development Officer and the Learning & Development Officer.



## Governance Arrangements

The Kent Safeguarding Children Board is accountable to the Director of Children's Service and the Lead Member for Children's Services who have a particular focus on how the Local Authority and partner agencies are fulfilling their responsibilities to safeguard and promote the welfare of children and young people.

The KSCB has a clear and distinct identity within Kent Children's Trust Board. The Chair of the KSCB is a member of the Children's Trust Board, and holds that Board to account for ensuring that safeguarding is central to all its activities.

Whilst the KSCB plays the key role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each Board partners retains its own existing lines of accountability for safeguarding and promoting the welfare of children by its services. The KSCB does not have a power to direct other organisations but will advise the Local Authority and Board partners on ways to improve. When there are concerns about the work of partners and these cannot be addressed locally, the Chair of the KSCB will report these to the most senior individual in the partner organisation, to the relevant Inspectorate, and, if necessary, to the relevant Government department.

Critical challenge and holding partner agencies to account for their safeguarding activity is a key function of KSCB, which has been strengthened by the new legislation.

The relationship between the KSCB and the Children's Trust Board (CTB) has continued to be strengthened and stronger links are established between the work of the KSCB and the CTB.

- The Chair of the KSCB is a member of the Kent Children's Trust Board
- Both Boards are continuing to develop and maintain a clear and distinct identity within the governance arrangements.

- The KSCB annually reports formally to the Children's Champion Board and Kent County Council on the work of the Board and the current position regarding the safeguarding the of children and young people in the County.
- The KSCB will provide comment to the Kent Children's Trust Board during the review and refresh of the Children and Young People's Plan
- The KSCB Manager links to the Children's Trust Manager

Recognising the need to measure effectiveness and to ensure that the Board had clarity on its strategic objectives, the KSCB organised a half day workshop in November 2009. Members used a Self Assessment and Improvement Tool to evaluate progress, strengths and weaknesses in areas which are judged to be crucial for achieving effective cooperation at strategic and practice levels that both safeguard and achieve better outcomes for children:

- a shared strategic vision;
- effective governance arrangements; and,
- systems, structures and capacity.

As a result of this workshop the Kent Safeguarding Children Board identified four key strategic priorities:

1. Creation of measurable child/young person focussed outcomes; for the Board collectively and all agencies individually to be performance managed against evidence of 'making a difference'.
2. Performance monitoring as a Board and individual agencies, through a performance framework.
3. Involvement strategy, including the third sector, communities, children and young people and families/carers.
4. Practice development and improvement strategy, through comprehensive training strategy, learning from events/SCRs, front line practice learning and subgroup function to support Board effectiveness. Agreement of Board accountabilities and engagement of members and their agencies, of collective responsibility of outcomes/priorities, active involvement of all members, collective prioritisation of strategic objectives, resource allocation.

During 2010, Kent County Council's (KCC) Internal Audit Team carried out a Governance of Partnerships audit regarding KSCB to provide assurance on the governance arrangements within partnerships that Kent County Council is involved in. Based on the findings in this audit, the conclusion drawn was there is substantial assurance that risks, which could prevent achievement of business objectives pertaining to the audited system, are managed effectively. The audit team also concluded that there was high reassurance accountability regarding partners' roles and responsibilities.

## Review of the KSCB Objectives

### Performance Monitoring & Evaluation

#### **Desired Outcome: All partners demonstrate compliance with s11 requirements**

The requirement for KSCB to monitor whether or not work to safeguard children is effective, is a challenging one as it involves collecting and evaluating performance information across each member agency.

The Performance Monitoring Sub-group is chaired by Oena Windibank, Director & Associate Director of East Kent PCT Children & Families Services and Vice Chair of the KSCB. The group meets on a quarterly basis to monitor multi-agency safeguarding performance and to develop ways of assessing effectiveness and competence of services to undertake their safeguarding children responsibilities.

#### ***What did we do? How well did we do it?***

Following the death in 2008 of Peter Connolly (Baby P), the Secretary of State ordered an urgent review of safeguarding arrangements by Lord Laming. Lord Laming published his report "The Protection of Children in England: A Progress Report" in early 2009. All of his recommendations were accepted by the Government.

Following this publication, the KSCB commissioned Kent Children Services, Kent Police and East and West Kent PCT to conduct self-audits against the Laming and Victoria Climbié recommendations. The results were good with a high degree of compliance, and action plans have been drawn up to ensure that there is full compliance.

Additionally, the KSCB in partnership with Canterbury Christchurch University produced a self-audit tool for organisations that work with children's providers to assist them in monitoring their compliance with the requirements of Section 11 of the Children Act 2004. The audit tool aimed to assess each audit standard for: the clarity of its description, the details of evidence, the achievement of the standard and the provision of an action plan where the standard was not met.

Twenty seven organisations across Kent were required and completed the self-audit tool and the information provided was evaluated to better estimate whether the Section 11 requirements were presented as met.

All twenty-seven organisations stated the explicit provisions they made to comply with KSCB standards and provided action plans to achieve unmet standards. Every organisation showed a high level of compliance. Four audit forms showed full compliance and provided clearly identifiable examples of good practice. These were provided by Children's Social Services, Canterbury City Council, Kent Police and Connexions. These organisations provided clear and detailed evidence for policies and procedures that accommodated most of the KSCB standards and also provided detailed and feasible action plans for implementing further organisational developments that would ensure children's safeguarding.

Specific examples of good practice included: undertaking 'action learning' from case studies (Kent County Council, Education), completing action plans following serious case reviews (East Kent Hospitals Foundation Trust), reporting near misses and examining them (NHS Eastern and Coastal Kent Community Services), utilising Viewpoint software to collect the views of service users (Kent Young Offenders Service), whistle blowing system being in operation where all staff members can make anonymous referrals to the

Professional Standards Department (Kent Police), obtaining Stonewall membership to promote equality and diversity in the workplace (South East Coast Ambulance Service NHS Trust), pursuing ISO27001 accredited for information management (Kent Probation Service), senior officers attending mandatory training at Canterbury Christchurch University as well as maintaining an annual safeguarding action plan to ensure continuous improvement and establishing a Quality Assurance and Performance group to monitor child protection matters (Connexions).

### *What difference did we make?*

There continues to be a strong commitment to partnership working and the ongoing development of good practice within the multi-agency teams that are working to support children, young people and their families. These audits show robust governance arrangements are in place in all partner agencies. More work needs to be done to further embed the following good practice and understanding between agencies:

- The rule of optimism held by some practitioners needs to be challenged by line managers in supervision and the escalation procedures used effectively
- Understanding of thresholds between different agencies needs to be improved so that we are able to support each other and the child/young people more effectively

The KSCB will be using the findings from these self-audits to inform the business planning for 2010/12. This will allow the Board to set objectives and indicators to improve outcomes in the coming year.

The evaluation of local practice is one element of the Kent Safeguarding Children Board's monitoring and evaluation programme. In Kent there are 3 Local Child Protection Co-ordinating Committees. These bring together partners working in the districts, including local authority children's social services, schools, early years settings, police, health and the voluntary/community/faith sector.

The Quality Review Groups have focused on the effectiveness of information sharing, and children and young people who present with 'risk taking behaviour'.

### *What do we do next?*

- The Independent Chair will take over the chair of the Performance Monitoring Sub-group in June 2010. There will also be a review of the group's membership.
- Develop a quality assurance framework based on key priorities identified by the Kent Safeguarding Children Board. This will include elements of understanding needs, outcomes are analysed and evaluated, stakeholders' views, including those of agencies, parents, children and young people, are taken into account and form an important plank of evidence. All of this will assist in the Board having a quality assurance system which is relevant, manageable, children and young people focused, transparent and evidence based.
- Continuing to strengthen scrutiny of performance and implementing good quality assurance systems across agencies.
- Develop and implement a programme of continuous sampling and qualitative audits of case files across agencies focusing on the effectiveness of multi agency child protection practice.

- The establishment of a clear dissemination process to share the learning from these activities, working with relevant subgroup and existing processes.

## Improving and Promoting Best Safeguarding Practice and Procedures

### *Policies and Procedures*

**Desired Outcome: Processes are fit for purpose and promoting positive outcomes for vulnerable children**

#### *What did we do? How well did we do it?*

The Policy and Procedure Sub-group has started to review the contents of the Kent and Medway Safeguarding Children Procedures 2007.

A number of new Procedures and Protocols were introduced during the year, namely;

- The KSCB worked alongside the London Safeguarding Children Board to support the London-wide Trafficking Children Project.
- Updated procedure for children in whom illness is fabricated or induced, in line with recent DCSF guidance.
- Toolkit for Individual Management Reports in Serious Case Reviews
- Procedures and Practice Guidance for the Review of Child Deaths
- Procedures for the Rapid Response Process
- Joint working protocols between Adult Services and Children's Services
- Fire Safety Practice Guidance and supporting leaflets and posters
- Safeguarding Children in Custodial Settings
- Safer Practice in use of Technology for Adults Working with Children

All of these have been widely disseminated and are available to view or download from the Kent Safeguarding Children Board website: [www.kscb.org.uk](http://www.kscb.org.uk)

During the year, the KSCB received briefings and/or was actively involved in consultations on the following areas:

- Independent Vetting and Barring Scheme
- Children and Young People's Plan
- Missing Children
- "Together we can end violence against women and girls"
- Consultation on the new statutory draft guidance for Children's Trusts
- Handling Allegations of Abuse made against Adults who Work with Children and Young People
- Serious Case Review Consultation
- Working Together Consultation

### ***What difference did we make?***

There are clear protocols in place to clarify roles and responsibilities to safeguard children in Kent.

Information about strengths and weaknesses and lessons from serious case reviews are fed back to Board representatives to promote accountability and drive up best practice.

### ***What will we do next?***

The “missing children” procedure is currently being revised to encompass children missing from home and to update sections covering children missing from education and children missing from care.

A second edition of the Kent and Medway Safeguarding Children Procedures will be published in the third quarter of the next financial year and will reflect the new national statutory guidance Working Together which was issued on the 17<sup>th</sup> March 2010. This will be a joint venture between the both the Kent and Medway Safeguarding Children Boards and will ensure consistency in policy and practice across the area.

## ***Safer Recruitment & Employment***

**Desired outcome: The Kent children’s workforce is competent and safe.**

The statutory guidance Working Together to Safeguard Children places a duty on the KSCB to have effective arrangements in place to deal properly and quickly with all allegations of harm made against professionals who work with children. It should coordinate the investigations into these allegations and ensure that safer recruitment practices are established.

The framework for managing cases where allegations have been made against people who work with children is wider than those situations where there is a reasonable cause to believe that a child is suffering, or is likely to suffer significant harm. It also caters for cases of allegations that might indicate that a perpetrator is unsuitable to continue to work with children in his or her present position, or in any capacity. The procedures are adhered to in those cases where it is alleged that a person who works with children has:

- Behaved in a way that has harmed, or may have harmed, a child
- Possibly committed a criminal offence against, or related to, a child; or
- Behaved in a way that indicates that he/she is unsuitable to work with children

It is essential that procedures are followed and timescales are adhered to. Therefore it is a requirement that all agencies are familiar with what to do should they become aware, or suspect, that a professional has abused a child.

### ***What did we do? How well did we do it?***

All member organisations of the Safeguarding Board have a named senior officer with responsibility for dealing with allegations. In addition, the Local Authority Designated Officers (LADOs) manage and oversee all individual cases. The LADOs provides advice and guidance in relation to allegations as well as monitoring the progress of cases to ensure that they are dealt with as quickly and consistently as possible. The LADO role within Kent County Council is currently performed by two officers within the Policy & Performance Unit at Kent County Council.

The Local Authority Designated Officers (LADOs) received 474 allegations/ concerns in relation to people who work with children between 1st April 2009 and the 31st March 2010.

These staff worked in a variety of different roles across a number of agencies, including schools, childcare, foster care, children’s services, the police and voluntary sector.

The allegations/concerns related to the following categories:-

Physical Abuse (Including inappropriate restraint)	264
Sexual Abuse (including Internet abuse and abuse of trust)	107
Emotional	22
Neglect	2
Risk by association	12
Other Conduct Concerns	67

There have been 5 referrals of historical abuse (4 sexual, 1 physical) reported by Kent Police to the Social Care LADO during the year, equating to a 500% increase. Three cases were risk by association, all sexual and all related to internet misuse. There has been a significant increase in internet abuse activity. The offences included being in possession or making indecent images of children.

It is evident that many of the allegations and complaints of a physical nature emanated from a child’s perception of a situation when staff had intervened appropriately and in line with approved behaviour management policies to keep a situation safe. It is also clear however that many teachers, unqualified support staff and residential care workers do not have the necessary experience or training to deal with increasingly challenging behaviours presented by young people in some settings.

During 2009, partner agencies continued to deliver its programmes to staff regarding best practice for safer recruitment and employment.

Following the launch of the Independent Safeguarding Authority and the new Vetting and Barring Scheme on 12 October 2009, the KSCB produced a briefing paper aimed at raising awareness amongst partners about new statutory requirements which come into effect in summer/autumn 2010. This was distributed to all board partners, and is available on the Kent Safeguarding Children Board website.

***What difference did we make?***

Sir Michael Bichard’s recommendation on safer recruitment has led to training being developed in this area for all agencies and the wider workforce by the Child Workforce Development Council (DWDC).. The requirement for schools to have completed this training becomes mandatory in January 2010. KSCB will be encouraging partner agencies to use this training resource throughout 2010/ 2011.

Awareness of abuse and harm is improved amongst the Kent workforce which is critical as they are ideally placed to identify and support children at risk. Reports from the Local Authority Designated Officers LADOs indicate that partner agencies are referring allegations against staff appropriately and in a timely fashion. Investigations being completed within timescales remain a challenge.

### ***What will we do next?***

Ensure that vetting and barring protocols, procedures and guidance are in place across the all agencies in line with the Independent Safeguarding Authority's (ISA) Vetting and Barring Scheme.

## ***Child Death Review Processes***

**Desired outcome: KSCB is compliant with statutory requirements and multi-agency collaboration reduces preventable child deaths in Kent**

### ***What did we do? How well did we do it?***

Child Death Reviews have been a statutory requirement since April 1st 2008 as part of the Local Safeguarding Children Board Regulations 2006. LSCBs are required to review the circumstances of all child deaths (up to the age of 18 years). This is because a fuller understanding about why children die may help reduce overall child deaths. Research has shown that parents want the death of their children to be investigated so that they may understand why this happened to their family.

In line with Chapter 7 of [\*Working Together to Safeguard Children\*](#), the Kent Child Death Overview Panel has oversight of the processes, ensuring:

- That reviews occur in a timely fashion.
- That the information, support and investigation of each death is appropriate and compassionate.
- That there is appropriate investigation or referral of any deaths where there are safeguarding or criminal issues.
- That where issues or lessons emerge that have broader relevance, or public health implications, they are effectively disseminated.
- That deaths are monitored so that trends or apparent associations can be identified and where appropriate investigated.
- That information is appropriately collated and reported to the DCSF.

The Child Death Overview Panel (CDOP) consists of senior managers in those organisations which regularly have contact and care of children, who provide scrutiny and transparency. The Panel Chair is Oena Windibank.

This year the CDOP has met four times and considered the conclusions from the Expert Advisory Group (EAG). The Expert Advisory Group consists of a group of practitioners who review all cases in detail and have met on 12 occasions throughout the year.

There were a total of 95 deaths of children normally resident in Kent. Of that total, 70 cases were reviewed and 54 deaths were considered to be unexpected and 41 expected. 2 were deemed to be preventable, 8 potentially preventable and 59 to be not preventable. In one case there was insufficient information to make a decision on preventability. The remainder of the cases are awaiting inquests, criminal proceedings, SCRs or have yet to be reviewed.

One case considered by the child death process was referred to the SCR core panel, this case was accepted as an SCR, and a review undertaken.

The review of these child deaths have considered the appropriateness of professionals' responses to each unexpected death of a child, their involvement before the death and any relevant environmental, social, health and cultural aspects, to ensure a thorough consideration of how such deaths might be prevented in the future.

### *What did we do? How well did we do it?*

- The Single Point Of Contact (SPOC) process has been established and is embedded well and an efficient secure process has been established around the notification process and collation of information.
- The improved gathering of information in terms of detail and from a wider spectrum of agencies has enabled the groups to consider far more information when considering the cases. Attendance by paediatricians has improved and the EAG has co-opted specialists such as a Neonatologist, Head of the Police Serious Crash Investigation Unit to attend EAG meetings when considering thematic issues such as neonatal deaths and road traffic crashes.
- Procedures for the Child Death Review Process and the Unexpected Death of a Child produced and ratified by the KSCB.
- Three designated doctors for Child Deaths (with protected time) have been recruited in the Eastern & Coastal PCT and two in West Kent PCT through its commissioning arrangements.
- Specialist nurses have also been appointed by both PCTs. These staff co-ordinate the health response to all child deaths in the area including the initial stages of the rapid response.
- A database has been established by the KSCB.
- There are now agreed information sharing channels with Kent Coroners.
- Ten members of the Child Death Overview Panel and Expert Advisory Group have been funded by the KSCB to attend the three day advanced training course [The Warwick Advanced Course in the Management of Unexpected Childhood Deaths](#) to facilitate improved management of unexpected childhood death across Kent in line with recognised good practice and with the statutory guidance from DCSF. In addition the PCTs have funded all their designated doctors and nurses who roles cover the child death process. To attend.
- Leaflets have been designed for Parents and Carers regarding the Child Death Review Process and home visits that are conducted when a child dies.
- Annual Report 2008/9 published.
- The average time between death and review is about 3 months unless the case is subject to inquest, SCR or criminal proceedings.
- The KSCB Development Officer with Lead Responsibility for Child Deaths was appointed in August 2009.

- A Child Death Training Strategy has been written and agreed by CDOP.
- Two intermediate training days have been held where 61 supervisors from the key agencies have attended. These courses have been led by the KSCB assisted by CDOP/EAG members. Training sessions for the Kent Registration Service, Coroner's Officers and Designated Child Protection Coordinators (schools) have also been held. Presentations on the CDOP and rapid response process have been given to all three local child protection co-ordinating committees.
- Reflective sessions delivered by the Child Bereavement Charity for the administrative staff involved in the CDOP process and members of the EAG and CDOP have been arranged.
- The KSCB procedures for child death investigation have been re written in light of Working Together 2010.

### **What difference did we make?**

The KSCB Development Officer with a lead for child deaths will be producing an overview report containing the findings of the second year of the child death review processes later this year; this will identify the number of deaths across the county, themes and trends arising from these deaths and action taken to address areas highlighted.

The Panel is still in its infancy and it is still too early to identify local patterns and trends in child deaths from birth to aged 18 years. However, there are some themes that are beginning to emerge in relation to a number of deaths. These include the need to raise awareness in respect of co-sleeping arrangements and safe places to sleep. However, given the relatively small numbers of child deaths involved, the Board will feed in the information gathered to regional and national data and from this more reliable conclusions can be drawn

### **What will we do next?**

- Developing more thematic reviews.
- West Kent PCT currently does not have permanent designated doctors in post for CDOP. Work is ongoing to finalise the person specification and job description to ensure the designated paediatrician's posts can be recruited to.
- Deaths of Kent children that occur overseas will continue to be difficult to investigate properly particularly in countries where infrastructure is limited.
- The reporting requirements from DCSF are still unclear.
- Further CDOP & Rapid Response Development sessions to be held.
- E Learning Package to be developed.
- Review existing policy and procedure in light of the revised Working Together guidance.
- Develop effective communication/involvement of parents in the CDOP process.
- Translate learning from CDOP into prevention activity.

- Improve the completeness of the data set and in a timely way.
- Develop a system to monitor the support families are offered/ receive following the death of a child.
- Enhance local safeguarding children board cross boundary working.
- Produce an information leaflet for professionals about Child Death Overview Panel.
- Identify any potentially contributory recurrent themes, circumstances.
- Identify possible limitations to service provision by agencies.
- Develop local recommendations to help reduce childhood deaths and where appropriate, specific ad hoc recommendations e.g dealing with particular road or environmental factors.
- Feed into the regional and national reports on the Child Death Review process – to produce more generalised sets of recommendations aimed at reducing child deaths.
- Roll out the programme of 6 basic courses lasting 2 hours between July to January.
- Develop improved links between KSCB and the Coroners, Registration Service, tertiary centres outside of Kent, hospices and other CDOP coordinators in the region and London have been developed.
- The panel has identified a trend of 6 incidents of co-sleeping deaths of infants which are being considered further to identify what action if any can be taken to reduce this category of death. The further analysis will examine any common factors and issues to assist the panel in deciding what action to take.
- Setting up of an audit trail for recommendations/actions arising from the CDOP panel to monitor all recommendations and ensure ownership and accountability.
- Evaluate the routinely collected data on the deaths of all children, identifying lessons to be learned, issues of concern, patterns or trends, with a particular focus on inter agency working to promote the welfare of all children.

### **Serious Case Reviews (SCRs)**

**Desired Outcome: SCR recommendations are effectively implemented to improve child safety, with reviews completed within time and judged to be of good quality.**

Local Safeguarding Children Boards are required to consider holding a serious case review when a child dies and abuse or neglect is known or suspected to be a factor in the death. In addition, Local Safeguarding Children Boards should always consider whether a serious case review should be conducted where:

- a child sustains a potentially life-threatening injury or serious and permanent impairment of health and development through abuse or neglect; or

- a child has been subjected to particularly serious sexual abuse; or
- a parent has been murdered and a homicide review is being initiated;
- or a child has been killed by a parent with a mental illness; or
- the case gives rise to concerns about Multi-agency working to protect children from harm.

### ***What is the purpose of a serious case review?***

The purpose of a serious case review is to:

- establish whether there are lessons to be learnt from the case about the way in which local professionals and organisations work together to safeguarding and promote the welfare of children
- identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result; and
- as a consequence, improve Multi-agency working and better safeguard and promote the welfare of children.

Serious case reviews are not inquiries into how a child died, or who is culpable, that is a matter for Coroners and criminal courts, to determine as appropriate.

### ***What did we do? How well did we do it?***

During 2009/10 four SCRs have been undertaken. One review was undertaken jointly with a London LSCB.

Independent Consultants were commissioned to write all the overview reports and in all cases the parents were offered the opportunity to contribute to the report.

Action plans have been drawn up from the frequently. These are monitored regularly by the KSCB.

All of the serious case reviews have been evaluated by Ofsted and all have been awarded a rating of 'good'. This reflects the commitment and hard work shown by agencies and organisations to this challenging but necessary work. Action plans drawn up from the recommendations have been implemented and are regularly monitored with a view to carry out audits to track progress.

Key themes arising from the SCRs undertaken during 09/10 were:

- Understanding the significance of hard to reach individuals and families
- Assessment and engagement with families with multiple and chronic difficulties
- Information sharing
- Compliance with procedures

### ***Abigail***

Over a period of ten months when Abigail was 11 years old she was seriously sexually abused by a 48 year old man who was a friend of the family. This culminated in Abigail

becoming pregnant. The family friend then arranged for her to have a termination of pregnancy at a private clinic.

KSCB decided to undertake a discretionary serious case review because Abigail had sustained serious impairment of her health and development through abuse and the case gives rise to concerns about the way in which local services work together to safeguard the welfare of children.

The serious case review was assessed against the criteria for conducting reviews as set out in *'Working Together to Safeguard Children'* (Chapter 8) by Ofsted, who evaluated the review as 'good' overall.

Ofsted stated that there were strong terms of reference and there was a good focus on the child in the majority of the individual management reviews. Six individual management reviews were judged good, two were judged adequate and three judged inadequate. The overview report gave careful consideration to the child's disability and considered how this was addressed through practice. Issues of race and culture were considered and there was good involvement of the child and her immediate family in the review process. The recommendations were assessed as adequate and Ofsted felt there were adequate arrangements in place for monitoring the overview report and action plan.

### **Brooke**

Brooke, a three week old white British girl, died as the result of serious head injuries. She was the only child of the relationship between her mother and her father. The father has another daughter who is now aged five and who lives with her paternal grandmother. At the time of Brooke's death, the family was known to universal health services. The mother was previously known to Children's Social Care Services and had been the subject of a Care Order. The father became known to these services at the age of 17 years through his involvement with his then partner's child. He was arrested on suspicion of murder and subsequently convicted of Brooke's manslaughter.

This serious case review was also assessed by Ofsted, as 'good' overall. Ofsted stated that the serious case review was commissioned and completed within the agreed timescales and the terms of reference and the scope of the review was good. However, the quality of the individual management reviews was more variable. Nine were judged as good; two adequate, and one judged as inadequate. The overview report was good. The recommendations and action plans were judged as good. The executive summary was suitably anonymised and it was also assessed as good.

The report concluded appropriately that there was an overall failure on the part of health professionals to undertake a holistic assessment and a lack of multi-agency information sharing with the result that the potential risks to the child were not identified.

### **Caroline**

Caroline, a five week old, white British, girl was discovered lifeless in her parents' bed on 17 November 2008 and pronounced dead on arrival at hospital. The mother had taken Caroline into bed to breast-feed her during the night and fell asleep with her.

The mother admitted she had drunk some alcohol the evening before and Caroline's father had also been drinking heavily.

There was a significant history of professional intervention into Caroline's family life with specific concerns around neglect of her siblings including poor conditions in the home,

siblings being left unsupervised, parental alcohol abuse and domestic violence. Prior to this incident none of the children were subject to child protection plans.

One of the key issues highlighted in this review was the importance of professionals being aware of how and when to escalate concerns regarding a case. The serious case review made a recommendation in this respect.

Agencies have been asked to remind their staff of the importance of challenging if they are dissatisfied with the actions being taken by another agency in respect of any case and ask them to re-familiarise themselves with the escalation process found in the Kent and Medway Safeguarding Children Procedures 2007. This provides clear guidance for professionals about the process that should be followed when there are disagreements regarding the management of a case.

This serious case review was also assessed by Ofsted as 'good'. Overall, six individual management reviews were judged good, one was judged adequate and two were judged inadequate. None of the individual management reviews considered the family's ethnic, cultural and religious background, and that fact was commented on in the overview report, which was judged as good. The recommendations were adequate and the action plan was good. The executive summary was judged as inadequate.

All three serious case reviews have been completed, the cases presented to and agreed by the KSCB, action plans developed and the reports circulated as required. The KSCB remains committed to learning the lessons from these reviews and will ensure that, as well as specific recommendations being carried out, lessons learned will be incorporated into future training and procedural revisions.

### *Other developments*

- The local guidance and templates for the completion of SCRs has been completely revised to support the SCR process in line with the Ofsted Descriptors and its required explicit Quality Standards.
- Established a clear protocol with partner agencies to ensure that Individual Management Review (IMRs) are undertaken by appropriate senior managers within their agencies in accordance with the revised guidance and within the required timescales.
- A training programme for senior managers within partner agencies on the completion of IMRs to the required standard. To date this course has been delivered to over seventy five participants.
- Ensured all KSCB External Training providers are aware of the findings from SCR to promote the lessons to be learned from both the Kent SCRs and other SCRs and national research in their training
- We have developed a monitoring system for serious case review Action Plans to ensure recommendations are implemented and lessons are learnt.

The Board has maintained a focus on learning from these tragic cases and is committed to identifying how we can improve practice and sharing this across agencies. There is strong commitment from serious case review core panel members and the agencies they represent within the Serious Case Review process and in particular Individual Management Review writers have devoted a huge amount of time and resource to the completion of reviews.

We have made a number of positive changes to the whole process, including the SCR Practice Guidance and Toolkit; the challenge and decision making process within the panel and the quality of reports produced and we are looking forward to seeing a change in outcomes for children within the County

In June the KSCB commissioned the University of Edinburgh/NSPCC Centre for UK-wide Learning in Child Protection (CLiCP) to undertake an analysis of all Serious Case Reviews (SCRs) completed since 2000. The overall purpose of the study was to obtain a profile of the children and families involved in SCRs and to provide an overview of the main practice themes arising from the reports.

The findings of this study and the serious case reviews undertaken during 2009/10 reflect many of the themes identified in national surveys of serious case reviews. Of particular interest is that many of the cases were highly individualised and although some involving long-term neglect could be considered as fairly typical of this type of case, “others contained unique and complex factors which are far less likely to be familiar to professionals”. Further, they found “There was also a distinct absence of risk factors in some cases”.

It has to be remembered that the majority of children who have an agreed and co-ordinated multi-disciplinary child protection plan are generally well served by the child protection processes and the services involved. There are over 1200 children in these circumstances at any one time in Kent out of the total child population of 327,000. The numbers of serious case reviews constitute, therefore, a small but significant proportion of the child population being safeguarded. Furthermore, not all will have been identified as children about whom agencies have had safeguarding concerns or been assessed as children in need under the Children Act 1989 and be in receipt of services.

However, the Kent Safeguarding Children Board is clear that there must be a continuing focus ensuring that the findings of serious case reviews are rigorously implemented, and on tackling the practice issues that this report has highlighted.

### ***Sharing the Learning from Serious Case Reviews***

On the 10<sup>th</sup> November 2009, KSCB held a conference called ‘Learning Lessons from Serious Case Reviews’.

The conference was well attended with nearly 180 representatives from agencies working with children in Kent. The theme for the day was “learning from Serious Case Reviews Nationally and locally”, reminding professionals of Baby Peter and what has happened since his death and.

To help in delivering this conference the following speakers were invited:

- Hedy Cleaver – Emeritus Professor at Royal Holloway College, University of London
- Sharon Vincent – research fellow of the University of Edinburgh/NSPCC centre for UK wide learning in child protection

To help look at the different themes involved in serious case reviews the following workshops were arranged on various issues that have arisen from serious case reviews within Kent:

1. Parental Learning Disability and Children’s Needs: protecting the most vulnerable
2. Parental Mental Health and Resilience
3. Information Sharing & the Law

4. MARAC, MAPPA, Domestic Homicides and SCR
5. Emotional Abuse and Neglect
6. The Serious Case Review Process
7. How to Manage Allegations Against Staff
8. Sexual Exploitation of Children and the Serious Case Review of Abigail
9. Eyewitness Theatre Group – issues arising from local serious case reviews.

### ***What difference did we make?***

The KSCB now monitors the implementation of actions arising from SCRs through the Performance Monitoring Sub-group.

The overall opinion from the conference revealed that the 95% believed the conference did help them to recognise the impact of parental mental disorders, substance misuse and domestic abuse on children.

As part of the conference, KSCB had various promotional products printed, one of which was a post it folder containing the 'golden tips for information sharing'. KSCB also contacted the DCSF for their small booklet on information sharing, which were placed in the packs for the attendees. Statistics revealed that the post it notes were indeed useful as 97% of attendees stated they would use the same.

During the year the KSCB were selected by Ofsted as one of the twelve LSCBs for a 'good practice visit' to inform their analysis of good practice in serious case reviews.

The National Safeguarding Delivery Unit are currently working on a number of projects which link to a number of issues raised by the SCR – for example, information sharing between adult and children's services, referral practices by all agencies and the Think Family Programme. The newly revised Working Together 2010 published on the 17<sup>th</sup> March, emphasises issues relating to undertaking assessments in complex circumstances; giving greater weight to parental substance misuse, adult mental health issues and domestic abuse. The work of the Board in the coming year will be focussed upon these national developments.

The conclusions drawn from both the Edinburgh study and the serious case reviews undertaken this year, continue to make a significant contribution to the wider knowledge about safeguarding children in Kent.

### ***What will we do next?***

We will continue to improve our performance in this critical area of work and provide critical, reflective analysis to improve the safeguarding of children."

Following the publication of new Chapter 8 guidance on how SCRs should be undertaken, the KSCB is re-writing its own local practice guidance which will be published later in 2010. To accompany this, the KSCB is planning to deliver a series of SCR train the trainer events.

Once an action is completed the agency concerned will be required to provide clear evidence of the changes made. This process is important to ensure that the change recommended by reviews is leading to improved outcomes for children and young people in Kent.

Complete and publish two remaining Serious Case Reviews, one with another LSCB.

Consider the new guidelines for Serious Case Reviews (update of Working Together to Safeguard Children Chapter 8) and revise the procedures and IMR Toolkit accordingly.

Continue to receive ongoing cases from all partner agencies and consider concerns and issues that may lead to decision to conduct reviews.

Continue to link with the other sub-groups of the KSCB to ensure communication is maintained and action agreed from reviews.

Draw up more formal process in Kent for disseminating 'lessons learnt' to staff across the Children's Workforce.

## **Multi-agency training and workforce development**

**Desired outcome: Ensuring that all staff serving children in public, private, voluntary and community sectors are sufficiently trained in safeguarding awareness to play their part in protecting children from the risk of significant harm.**

### ***What did we do? How well did we do it?***

The assertion that 'safeguarding the children of Kent is everybody's business' must be supported by training. Staff within agencies and organisations need the opportunity to consider what this means for them, so that they can recognise when and how to intervene whatever their role in relation to children and young people.

Throughout 2009/2010 the multi-agency safeguarding children learning and development programme has continued to be regularly delivered to ensure courses are available for this to happen. The programme covers a wide range of subjects including Raising Awareness, Keeping the Child in Focus, Advanced Course in Safeguarding Disabled Children, Supervision and Management of Complex Cases, Protection as a Need in Neglect and Emotional Abuse, Essential Children and Family Law for Non Social Workers, Lessons Learnt from Baby P; Risk: Analysis and Decision Making, Effects of Domestic Abuse on Children and Young People, Child Death Review Process and Understanding Fabricated and Induced Illness to name a few.

Since 2006 there has been a steady increase in the amount of individual training courses Kent Safeguarding Children Board (KSCB) has commissioned for the workforce within Kent. Since 2006 the amount of individual training courses that KSCB has facilitated has increased by 245%, from running 11 courses during 2006-2007 to 38 different courses during 2009-2010. During 2006-2007 the courses were only scheduled 47 times during the year, whereas during 2009-2010 the courses ran 95 times in different areas of Kent to cater for the varying needs of the workforce. Since 2008, there has been a steady and significant increase in the various training courses offered and the amount of times scheduled throughout the training year.

All available courses fall into one of three levels of training: introductory, intermediate and advanced. In total there were 95 courses delivered (an improvement upon the 41 in 2007/08) providing a possible 1,926 training places. Attendance by Communities, Kent Police, CAF/CASS, Independent Fostering Agencies, Kent Community Housing Trust, the Prison Service and Probation as well as independent charities have all increased.

Additionally, bespoke training has been provided to Kent Adult Social Services on six occasions as well as specific training to local children's home and the University of Creative Arts.

During 2009-2010 five courses were cancelled due to lack of numbers. The courses this affected included Raising Awareness, Participating in Child Protection conferences and

Domestic Violence in the Workplace. Four courses were cancelled when trainers were unable to deliver planned training as planned. Where it has been possible other dates have been arranged with the trainer during the calendar year or moved over to 2010-2011.

In addition, the Education Safeguarding Unit provided 11,621 staff employed in education and early years settings with child protection training during the last academic year, including 440 Designated Staff in schools. Nearly 200 whole staff group sessions were delivered, including independent schools. Designated staff in early years settings were provided with 13 training days attended by 466 Managers. Additional sessions were provided for LA advisors, staff in settings, School Governors, Childminders, residential establishments, children's centres and Connexions.

The Kent Safeguarding Children Board has continued to work on developing the 'KSCB Training College'. This year we have trained 14 trainers to be part of the multi-agency college.

In addition we have applied for grant funding from Christchurch University to develop a package of support for KSCB trainers to enhance the quality, consistency and currency of safeguarding training. This will include setting up support meetings every 2-3 months run jointly by academic staff from the university and members of the KSCB Learning and Development Group, using an online group networking tool, annual refresher training days to provide policy, practice and training updates, and a mentoring scheme. The next stage is to develop and evaluate a course to train people to deliver multi-agency child protection awareness training. The project will have the potential to lead to further collaboration with the University and partner agencies.

The project has the potential for significant benefits to a wide range of agencies, professionals and children and families throughout Kent. The partnership between the university and KSCB will be innovative and allow for the sharing of expertise and knowledge to ensure a high quality of child protection training through the development and support of those delivering the training.

### ***What difference did we make?***

Multi-agency training is monitored through feedback forms after each event including an assessment of any changes needed to the materials and reflective feedback on the performance of facilitators/trainers.

A post course evaluation form is sent to participants three months after the course to randomly selected participants to ascertain how the training has impacted upon their practice and their organisation. This form provides the opportunity to collect data, which could inform future training and assist in evaluating whether the course was felt to have made a difference back in the workplace. The majority of the evaluation forms have revealed that the participants felt they had benefitted from change in knowledge, attitudes, skills and self-confidence attributable to the effects of the courses. As well as giving them confidence to handle the different issues which arise in their jobs and to communicate more effectively and to appreciate issues from a wider perspective.

Positive outcomes were consistently identified and these were irrespective of participants' gender, age, ethnicity, service experience or whether their attendance had been mandatory. The improvements identified were significant; meaning substantial, observable change in knowledge, attitudes, skills and self-confidence attributable to the effects of the courses.

Interagency training makes a substantial contribution to learning the skills and knowledge of the "Common Core" and therefore to the training of the children's workforce in general.

The Learning and Development sub-group is a good example of effective partnership working, with members believing that their agency's and the partnership's goals with respect to interagency training were interdependent and mutually beneficial.

Overall, the multi agency training provision is flourishing and offers a valuable source of support and development to the children's workforce in Kent and is considered good value for money.

### ***What will we do next?***

- The successes of the multi-agency training programme are set to continue into 2010/2011 as a number of new developments have been added to the training schedule – for example, e-learning.
- E-learning, will now be accessible via the KSCB website, and will be offered as part of the multi-agency safeguarding children training provision.
- Identify further members to support the KSCB training college.
- Undertake a Training Needs Analysis to inform the Learning and Development Strategy.

### ***Challenges***

Several agencies have commented that their resources are stretched and training is not viewed as a priority in the operational day to day duties and core business needs.

## Communication and Engagement

**Desired outcomes:** KSCB has a high profile across all partner agency's staff and the Public

Awareness raising is an important element of the work of the KSCB. During the year a number of initiatives have been undertaken to improve knowledge and awareness and promote the safeguarding agenda.

### *What did we do? How well did we do it?*

The website content has been continuously updated and new information posted on a regular basis. Many encouraging comments have been made about the user-friendliness, accessibility of and wide range of information provided on the website by both professionals (both within and outside of Kent) and from members of public who have accessed the site.



The website has allowed us to communicate directly with parents, children and young people and front line professionals and it is receiving on average over 2500 hits a month. The content on the website has been reviewed and updated to reflect the ever changing context of safeguarding and child protection. Work will begin in 2010 to generate more child focussed content. This will ensure that it is accessible and relevant to children and young people.

During the last year the KSCB has commissioned the production of various merchandise, which has been distributed widely throughout the County to raise awareness about the website and the message that 'safeguarding children and young people is EVERYONE'S responsibility'. Safeguarding leaflets have been developed and updated, as has the Safer Parenting Handbook.

The various awareness raising initiatives during the year 2008/09 have included:

- Safer Parenting Handbooks updated and distributed to agencies and in public areas.
- Safeguarding pens, which have the KSCB website address - [www.kscb.org.uk](http://www.kscb.org.uk) - on it (April 2009).

- Colourful laptop shaped bookmarks regarding safer practice on the web as the website address (as above).
- Colourful mobile phone shaped bookmarks that have the message 'U R being bullied' with the key message in text speak.
- Why is 28 important? postcards (Private Fostering).
- Child Death Overview Panel leaflets.
- The bookmark '*Safeguarding Children is Everybody's Business*' was distributed via Kent libraries; the Kent Show and through a number of shopping centres throughout the County.

The KSCB ran four Road Shows, in Maidstone, Tunbridge Wells, Ashford and Broadstairs shopping centres to raise awareness on five different safeguarding issues:

1. Worried about a child
2. Bullying
3. Cyber-Bullying
4. Private Fostering
5. Internet Safety

These awareness campaigns included the production of 5 adverts on the areas listed above; three 60 second adverts (Worried about a Child, Private Fostering and Internet Safety) and two 30 second adverts (Bullying and Cyber bullying) to be played on a loop on 17ft screens at the shopping centres.

By placing these adverts in the various shopping centres around Kent, KSCB was able to target a wide audience in Kent. Whilst these adverts were being played on a continuous loop, KSCB staff members approached the public and asked them to complete a questionnaire on the 5 different child protection issues.

The aim of the Road Show was to engage not only adult members of the public but also children and young people to discover the general opinion held by the public concerning child protection issues.

Adults were asked questions on the following topics:

1. Internet Use
2. Private Fostering
3. If Concerned About a Child

Children and Young People were asked questions on the following topics:

1. Internet Use
2. If Concerned About a Friend

Adults seemed to believe the majority of their children were accessing the internet for gaming sites. However in actual fact the majority of children and young people stated they mainly accessed the internet for instant messaging and social networking. These results reveal that although adults are aware of the amount of time their children are spending on the internet they do not realise what sites they are accessing.

Based on the amount of children/young people that answered the questionnaire, 78% of young people who had engaged in Social networking had not proceeded to arrange face to face meetings. The results did reveal that the majority of young people did take someone with them, 87% taking a friend. However 24% of those who did agree to meet someone in the real world who they initially met online did not take anyone with them.

From the statistics, 85% of those adults who had received lessons on internet safety believed they were useful. It appeared that 59% of those adults who had not received any lessons would be interested in attending free lessons. The questionnaire showed that 56% would prefer for these lessons to be held at the child's school, with 23% answering their local community centre, 9% at the local library, 4% at the local church/faith group centre, 4% at home and 4% answering anywhere local.

The main issue that was revealed from the questions on private fostering was that the majority of adults, 77%, were not aware that if you are looking after someone else's child for 28 days or more you could be privately fostering.

Copies of the five films have been put onto DVDs which have been circulated to all Board partner agencies, to deliver the message in public arenas and relevant events. They have also been placed on U-Tube and Kent TV.

The Road Shows were also used as an opportunity to find out from the public what knowledge they already had and whether they knew what to do if they were concerned about a child and their knowledge about private fostering. With support from Subgroup members and their colleagues, the KSCB received 2129 responses from adults which was much higher than anticipated. 1465 questionnaires were completed by children and young people.

Only 2% of respondents indicated that they either did not know who to raise their concerns with, or that they would not get involved. Of the remainder, just under 30% said they would contact "Social Services". The rest identified a range of professionals and people with specific roles in the community that they felt they could consult. Many young people said they would raise their concerns with a parent, teacher or Connexions worker.

Young people were asked about whom they would go to if they had concern about a friend regarding abuse and their use of the internet. 1465 questionnaires were completed. Young people stated that if they had a concern about a friend they would report this to a family member and then to the Police.

In November 2009, a panel of children and young people were engaged in the recruitment and appointment of the new KSCB Independent chair. The appointment made was the children and young people panel's first choice.

### ***What difference did we make?***

This feedback indicates that a range of professionals and people are perceived as a useful resource to the public and consequently reinforces our objective to engage a wider range of professionals and community services in our training and multi-agency events

### ***What will we do next?***

As part of the work plan for the Board in 2010/2011, a feedback process will be developed to provide information from children and young people and their families about

how effective they feel the Board in achieving it's objectives to engage with them and raising it's profile in Kent.

**Children and Young People have a Safe Environment to Grow Up In - Desired outcomes: Children in Kent are resilient, have positive self esteem and know what to do if they feel unsafe**

### **Bullying**

**Desired Outcome: That children and young people feel safe from bullying and discrimination – with the intended outcome that children and young people report that they feel safer and incidents of bullying and discrimination are reduced.**

The KSCB Anti-bullying Policy was approved in June 2009. This was developed following widespread consultation with the full range of partners including schools, parents and children and young people. This key document serves to strengthen the ongoing work in the County to ensure children and young people feel safe, and are able to enjoy and achieve throughout their childhood.

#### **What did we do? How well did we do it?**

Parental and school support has been offered through a booklet "Why me? A parent's guide to helping your child deal with bullying" produced by the LA. 28,000 copies have been distributed to schools and the Children's Information Service. In addition a questionnaire for parents and carers has been made available.

There has been positive engagement by key partners and services to audit practice and plan action.

There has been an increased interest in the anti-bullying accreditation scheme and training on anti-bullying. Around 120 schools have successfully achieved accreditation and another 64 schools are going through the accreditation. In those schools that have taken part a reduction in bullying behaviour is evidenced and most pupils report that their school is good at dealing with bullying.



Young people have been involved on an ongoing basis with ensuring that any form of bullying is challenged and addressed. There has been positive feedback from schools on the use of restorative approaches to resolve conflict, including reductions in the number of days lost to exclusion and for incidents involving the wider family to be resolved.

The local authority is working with transport providers, as part of a pilot with a group of schools in Thanet, to strengthen work on 'safer travel'.

### ***What difference did it make?***

The most comprehensive data set on bullying available is collected on a regular basis through the on-line anti-bullying pupil survey<sup>1</sup>.

The 8,475 responses to the 'Online Survey' in 2009 showed that the majority of children surveyed felt safe in their schools and when going to and from school. The same survey found that 47% of children experienced some form of bullying. In line with the national picture cyber-bullying had increased by 2% since 2007.

- A local survey of schools found that a minority (approximately 5%) of children were often or sometimes physically bullied and 8% were often or sometimes verbally bullied.
- Young people have stated they feel that bullying is recognised as an issue and feel supported in trying to address these issues in their schools and local communities.
- We have been successful in raising awareness that the issue of anti-bullying does not just manifest itself in schools but that is also evident on school transport and in communities. This has had an impact in that it has been raised as an important issue in relation to school transport and there have been meetings to look at how those concerns raised by young people and through feedback from the transport questionnaire, can be addressed.
- The anti-bullying accreditation scheme has been in place in Kent for 3 years. A reduction in bullying behaviour is evidenced and most pupils report that their school is good at dealing with bullying.



### ***What will we do next?***

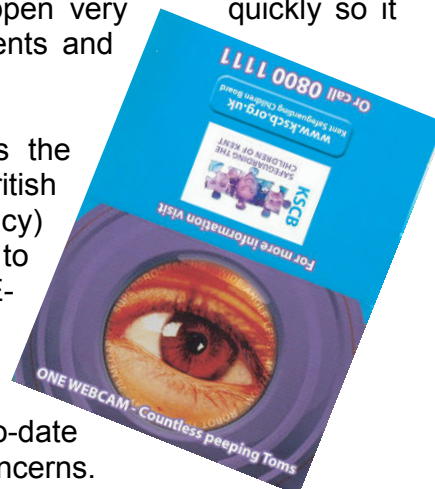
KCC's Anti-bullying Strategy is coming to an end in 2010 and a new strategy will be developed. The forthcoming anti-bullying strategy will focus on school and educational settings, bullying outside of school and parental support. This will ensure that a framework is in place to direct anti-bullying work that reflects local and national policy.

<sup>1</sup> 6,017 pupils took part in 2006 and 8,475 pupils took part in 2009.

## E-Safety

E-Safety is a major area of work for KSCB. There have also been clear recommendations from the Government and Becta that the LSCB has a subgroup due to the dynamic nature of the subject matter. Changes happen very quickly so it is essential that KSCB remain abreast of new developments and respond quickly with consistent advice across the County.

The KSCB Development Officer has been appointed as the LSCB E-Safety Champion for Kent in line with Becta (British Educational Communications and Technology Agency) National Guidance and best practice. His role is to compliment the work of the Kent County Council, Schools E-safety Officer, who provides support and advice to schools to ensure that awareness about e-safety is raised and that children and young people, parents and carers, and child care professionals, understand the issues and have up-to-date information about keeping safe on-line and how to report concerns.



Information about e-safety is available on the KSCB website and is updated regularly. The web page provides links to other useful sites for additional advice and information e.g. the Child Exploitation Online Protection (CEOP's) website. DCSF Thinkuknow; and The Internet and Children – What's the Problem?

- Training for foster carers - approx 120 attended
- 220 parents/carers attended events in schools
- e-Safety presence at Kent County Show over all 3 days
- Provided updated information about e-Safety for parents/carers online
- Distributed over 1,000 leaflets to parents/carers

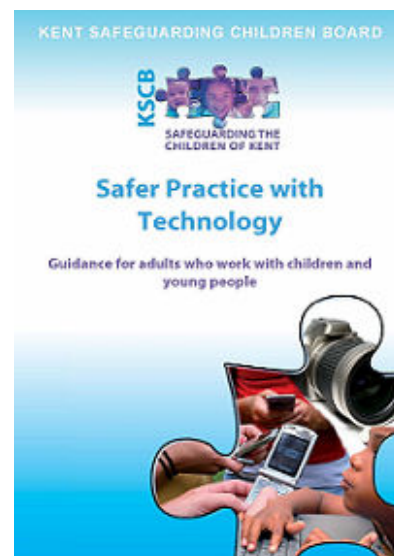
Kent has number of CEOP trained Ambassadors who are able to train others and raise awareness about e-safety issues. The KSCB E-Safety Strategy sets out the plan for how training will be cascaded across the County, utilising an increased number of trained ambassadors.

Developing an e-Safety Strategy was identified as an area of priority for the E-safety subgroup using the toolkit by Becta. The e-Safety Strategy was circulated for consultation over a 2 month period and was approved by the KSCB in April 2009. An e-Safety Policy was developed alongside the strategy, for schools. This has been used as a template by a number of LSCBs nationally.

The "Safer Practise with New Technologies" document has been developed by the E-safety subgroup aimed at the Kent workforce whatever their setting.

This document discusses appropriate and safer behaviours for adults working in paid or unpaid capacities, in the context of all agencies.

This document suggests a set of real situations to enable adults to develop greater awareness of the dangers and to consider consequences of behaviour earlier in a developing situation. It is also hoped that it will reduce the number of



allegations made against staff regarding inappropriate use of digital equipment in the workplace.

Both the Kent Safeguarding Children Board Manager and the CFE e-Safety Officer have presented at conferences representing Kent Safeguarding Children. The Board Manager is also a member of the National BECTA LSCB e-Safety Expert Reference Group.

#### ***What difference did it make?***

E-Safety is now considered by staff as a safeguarding and not as an IT issue.

Children, young people and their families are increasingly well informed of risks and how to deal with them.

The programme of work outlined above has been well received by national and regional bodies.

This work will be continued over the coming months as specified but new areas of concern will inevitably arise throughout the foreseeable future.

A major challenge will always be to bridge the knowledge gap between that of carers and professionals with that of children and young people.

#### ***What will we do next?***

Develop packages for staff to use to support children and young people and parents/carers.

### ***Fire Safety***

**Desired outcome: Children are protected from accidental injury and death – with the intended outcome that fewer children are involved in fire related incidents and other accidents/incidents at home and play.**

#### ***What did we do? How well did we do it?***

Kent Fire and Rescue Service (KFRS) provide a broad spectrum of community safety activities which range from schools education to the reduction of deliberate fires. These activities are underpinned by the KFRS Community Safety Strategy on specific areas of community safety activity.

The KFRS have participated in the School Education programme which has ensured 72,000 children within Kent have been contacted and informed of fire safety procedures. In addition, KFRS have:

- Educated 18,000 young people with the 'Young driver road safety education programme'
- Visited 2,601 households for Home Safety Visits where there are under 5s
- 302 referrals for 'Fire Setting' have all been seen and advised
- 302 young people have attended and participated in the 'Youth Engagement' course
- 423 KFRS staff have received basic safeguarding awareness training

There has been positive feedback from both staff and students concerning the Schools Education Programmes and the Out of School road safety activity. This positivism has been reinforced through the KFRS facebook site which allows young people to make contact with our service and encourages young people to make comments about KFRS.



### ***What difference did it make?***

In the last three years there has been a 40% reduction in the number of people killed or seriously injured on the roads in Kent. Furthermore, there has been a 14% reduction in the number of fires in Kent from last year.

The KFRS make on average two referrals a month to Children's Specialist Services regarding child protection concerns. This is usually as a result of where neglect in the home has placed children at risk from a fire.

### ***What will we do next?***

KFRS intend to focus home safety activity at high risk households and have set a target of visiting 16,000 homes per year. The KFRS Community Safety Teams will be able to deliver the messages effectively and therefore, continue to reduce the number of people killed or injured in their home by fire.

It is KFRS's aim and objective to ensure all of the child protection champions receive NSPCC designated officer training thus enabling the child protection champions' role to be enhanced trained in-house experts.

KFRS take the role of safeguarding seriously and will continue to ensure all staff are trained in basic safeguarding awareness, This will ensure that all staff will have an understanding of their role with safeguarding children and therefore will be informed of what to do if there is a concern.

## **Road Safety**

**Desired Outcome: Children are protected from accidental injury and death – with the intended outcome that fewer children are involved in road traffic accidents and other accidents at home, play and employment.**

Improving road safety is an essential part of the overall Kent transport strategy with the aim of meeting the national casualty reduction targets. Despite a rise in 2007 of numbers killed or seriously injured, the council is on target to meet the 40% reduction required by 2010. Work is targeted on key trunk roads and effective traffic calming measures in urban areas that have reduced child injury and death.

## **Missing Children**

**Desired Outcome: Services are effective in establishing the identity and whereabouts of all children and young people aged 0-16**

Kent County Council leads the 'Missing Children Work group' which ensures close partnership working between schools, Kent Police and a wide range of children's services.

### ***What did we do? How well did we do it?***

The government has introduced a new national indicator (NI 71), which asks local areas to assess whether appropriate systems, procedures and protocols are in place to identify the levels of running, and whether responses and services are appropriate to the needs of young people who run away. As part of the Boards performance monitoring arrangements, the chair of KSCB is required to agree the self assessment score provided by the local authority before submission to the DCSF.

The analysis of data relating to runaway and missing children now forms part of the CFE Performance Management Report. Data from this report will be used to report on a regular basis to the KSCB. A baseline report has been presented to the KSCB outlining the current position and future work to be undertaken.

Joint procedures and protocols for responding to all runaway and missing children have been developed by the Board. These include an agreed tool for the assessment of risk for differing children and circumstances. Appropriate referral and intervention strategies are included. Final consultation has been concluded in respect of the completion of Returner Interviews for children not known to Children's Social Services or meeting the criteria for statutory social work intervention. The implications of the Southwark Judgement relating to homeless 16 and 17 yr olds has also been integrated with these protocols.

Kent Police have purchased an information system which will allow information concerning all reports of runaway and missing children to be made available to the local authority for analysis.

### ***What next?***

A coordinated and outreach response to Missing Children.

## ***Private Fostering***

**Desired Outcome: Private fostering arrangements are strengthened through coordination and effective implementation of statutory guidance**

Private fostering occurs when a child under the age of 16yrs (or 18 yrs if a child is disabled) is cared for on a full-time basis, and provided with accommodation for more than 28 days, by an adult who is not a direct blood relative. It does not include children looked after by the local authority. It is usually arranged by the birth parent and is a private arrangement.

Examples of private fostering include:

- Child living with a family friend following family breakdown, divorce etc
- Child whose parents study or work arrangements mean they are unable to care for the child
- Teenagers staying with a friend or boyfriend/ girlfriend's family
- Asylum and refugee children
- Children brought to England by a friend of the family for the purposes of education

Anyone who is caring for a child under such an arrangements has to notify Kent County Council and that child's needs must be assessed.

If such an arrangement comes to the notice of a professional it is the responsibility of that professional to inform the carer of the need to notify the local authority and if necessary follow this up by informing Children's Social Ca

### *What did we do? How well did we do it?*

The KSCB has received several briefings on the development work regarding Private Fostering arrangements. This is a key area of safeguarding performance and one that the KSCB will continue to monitor closely. The Children's Social Services Private Fostering team has implemented a range of initiatives to highlight the notification arrangements to staff within Children's Services, the Council and partner agencies and the public including:

In 2008-09, raising awareness of the notification requirements was promoted in the following ways:

- Large posters placed in buildings throughout the County
- Parents and carers poster widely circulated
- Refreshed and updated dedicated page on the Council and Kent Safeguarding Children Board websites
- Publicity material has been redesigned and distributed through key points of contact such as schools, libraries one-stop shops, council offices and relevant voluntary/community groups.
- Briefing sessions to partner agencies, third sector, independent schools, children centres.
- Three designated Social Worker specifically for Private Fostering in post to undertake all assessments and subsequent welfare visits.
- Professionals and members of the public being able to access information about Private Fostering from the KCC website.
- The Fostering Team provided training to a range of professionals so that they have a clear and defined understanding of the Private Fostering Regulations and their roles and responsibilities to ensure that the Local Authority becomes aware of any Private Fostering arrangements within the area.
- Awareness raising presentations at team meetings, training events, professional forums, school events etc for professionals working with children on a regular basis.
- Guidance has been developed for services to help identify children in Private Fostering arrangements.

The KSCB has supported the awareness raising campaign that Kent County Council has in place through explaining requirements on its website and signposting potential enquiries through links on its web pages.

**Did you know**

- If you have somebody else's child in your care for more than **28** days, you are probably a private foster carer. If this is the case you must notify your local authority, Kent County Council.
- If your child is staying with someone else for more than **28** days you must notify your local authority, Kent County Council.
- As a private foster carer you can get help and support from your local authority.

**KSCB**  
SAFEGUARDING THE CHILDREN OF KENT  
[www.kscb.org.uk](http://www.kscb.org.uk)  
Kent Safeguarding Children Board

Throughout 2009-2010, there were a total of 69 notifications of new private fostering arrangements made during the year, of which 63 led to an assessment under the private fostering regulations. On the 31<sup>st</sup> March 2009, Kent Children, Families and Education Directorate had a total of 43 open private fostering arrangements, demonstrating an increase of 5 across the County in comparison to the previous year on 31<sup>st</sup> March 2008.

#### *What difference did we make?*

In addition to the national campaign in January 2009, private fostering was included in the series of short video scenarios commissioned and funded by KSCB and shown widely across the County in local shopping centres. The video showings were accompanied by the distribution of information leaflets about private fostering and passers-by were interviewed about their knowledge and understanding of such arrangements. The main issue that was revealed from the questions on private fostering was that the majority of adults questioned (77% of a sample of 618) were not aware that if they were looking after someone else's child for 28 days or more this was private fostering.

In January 2009, Children's Social services contacted all independent boarding schools in the Kent by letter to raise their awareness of the nature of private fostering. In addition, an offer was extended to all the schools to meet with their governing body or senior management team to offer further advice and support in this matter. Only 2 of the 42 schools responded, both replying that they knew of no such arrangements in their schools. No independent school has requested further information about private fostering.

Private Fostering Arrangements in Kent were inspected by Ofsted in July 2008 and rated as 'good'. The Inspector assessed the service provision as strong across all aspects of the service. The inspection report for Kent identified only one recommendation in respect of improving the quality and standards of care. This being that accurate records are written to demonstrate the nature and type of information given to parents, carers and young people. This recommendation has now been implemented across the County.

Overall 2009-10 has been a good year for private fostering in Kent.

## **Domestic abuse**

### ***What did we do? How well did we do it?***

The Kent and Medway Domestic Violence Strategy Group was formed for the purpose of researching the multi-agency response to domestic abuse and to make recommendations for the way forward. It works towards ensuring a more co-ordinated approach is adopted by all, with a particular focus on the identification of what is both best practice and best value.

The KMDVSG 2007 – 2010 Strategy and its associated Delivery Plan sets out a vision for effectively addressing the issue of domestic violence in the county and details the steps that will be taken to achieve this within individual agencies as well as on a multi-agency basis, with particular emphasis on the continuing need to strengthen services that assist survivors of domestic abuse throughout the county and the development of preventative initiatives.

The strategy identifies and prioritises current gaps in service delivery as well as aiming to promote and embed current effective initiatives that have already been put in place. The strategy aims to encourage all agencies and partnerships to work towards providing the highest standards in the provision of services relating to domestic abuse.

Kent has introduced Multi Agency Risk Assessment Conferences (MARAC) to discuss cases of domestic abuse where risk is escalating. These conferences identify ways to intervene and in particular safeguard children and young people who may be caught up in violent relationships.

In partnership with the Kent and Medway Safeguarding Adult Protection Committee, and the Kent and Medway Domestic Violence Strategy Group we have produced a training resource to address consistency issues and quality check the training that is delivered on domestic abuse across Kent. The training pack includes several chapters: Overview and Dynamics of DV, Children and Young People and DV, Perpetrators of DV, DV and Substance Misuse, Specialised Needs and Issues, Multi-agency Roles, Domestic Violence in the Workplace, What Health Professionals Need to Know about DV, Domestic Violence and the role of Education and Domestic Violence and Housing.

Kent and Medway Domestic Abuse Good Practice Protocols: Working with Young People in Schools and Community are aimed at agencies (voluntary and/or statutory) who are, or plan to be, working in school settings delivering lessons on domestic abuse, to promote consistency and good practice in this work across Kent and Medway. The Protocols cover a range of topics including: Definitions, Relevant Networks and Partnerships, Risk Assessment, Evaluation Measurement, Recommended Resources, Sample Lesson Plans.

### ***What difference did we make?***

The KMDVSG Annual Conference was held on the 18<sup>th</sup> November 2009 called Domestic Abuse and Substance Misuse: Making the Links. 150 people attended and generally feedback was positive and the scores came back higher than last years.

Penny Hennessey, Manager of the Kent Perpetrator Programme has won a National Award for her work on the Community Perpetrator Programme. Penny will be providing training for Kent Safeguarding Children Board over the next year.

New Independent Sexual Violence Advisor (ISVA) Service for North-West Kent. Family Matters applied to the Home Office for ISVA funding & in August and were successful in

their bid, to deliver an ISVA service across North-West Kent from August 2009 until April 2010.

Agencies contribute to reducing the risk by providing reports and participating in Multi Agency Risk Assessment Conference (MARAC). Total number of cases discussed at MARAC last year was 486. These relate to those victims assessed, by police, as at 'very high' risk of homicide.

Kent Police along with Children's Social Care operate a screening process of incidents involving all children; the purpose of which is to reduce risks to children.

Throughout Kent there is a range of innovative services designed to meet the needs of families. This includes working in partnership with housing services to provide individual refuge properties; with Kent Police who have co-located staff and ensure that victims are referred for support; information sharing has been agreed across all agencies; high risk cases are taken through the Multi-Agency Risk Assessment Conference and a fast tracking system is in place to get cases to the Magistrates Court. A range of support services is offered to families including housing, legal, personal safety, welfare benefits and child protection advice. There is a support service for children and young people. The number of repeat victims has fallen from 19% in 2005 to 14% in 2007/08.

#### ***What will we do next?***

The KMDVSG have commissioned a Childrens Research Project to establish what needs to be done to better protect children affected by Domestic Violence. The report was started in mid October, and is due to report in April. The report, once finished, will provide an opportunity to make more changes to improve the support given to children and will be considered in detail by the Board.

Review the effectiveness of DV partnership working and services.



## Papers to the Board during 2010 /11

- Child Death Overview Panel Procedures April 09
- Unexpected Death of A child Procedures April 09
- The Death of Baby P: Implications for Kent Safeguarding Children Board and partner agencies (April 09)
- Anti-bullying Policy (June 09)
- CAA Report (June 2009)
- Education Safeguards Annual Report (June 2009)
- Neonatal Mortality Annual Report (June 09)
- Child Deaths Annual Report 2008-09 (Sept 09)
- Private Fostering Annual Report (Sept 09)
- Statutory guidance on children who run away and go missing from home or care (Sept 09)
- Report on the Evaluation of Kent Serious Case Reviews carried out by the University of Edinburgh (Sept 09)
- CSS Activity Report (Sept 09)
- Bexley Serious Case Review Child A (Sept 09)
- Workshop on the strategic direction & operating framework of KSCB (Nov 09)
- Local Child Protection Co-ordinating Committees Annual Reports (Nov 09)
- KCC Safeguarding Review (Nov 09)
- Section 11 Audit Report (Nov 09)
- Accommodation for Vulnerable Children & Families (Nov 09)
- Serious Case Reviews 'Alfie' & 'Billy' (Nov 09)
- Ofsted SCR Evaluation Letter of Caroline (Nov 09)
- Serious Case Review Action Plans Updates (Nov 09)
- An Overview of Challenges for and Expectations of LSCB's (Feb 10)
- Strategic direction and operating framework of the KSCB (Nov 09)
- Kent Children Trust Review (Nov 09)
- The Health Economy in Kent (Nov 09)
- CAF/CASS Inspection on Safeguarding (Nov 09)

## Activity Report & Performance Indicators 2009/10

### Safeguarding children – the national context

There are 11 million children in England. Of these:-

- 200,000 children live in households where there is a known high risk case of domestic abuse and violence
- 235,000 are 'children in need' and in receipt of support from a local authority
- 60,000 are looked after by a local authority
- 37,000 are the subject of a care order
- 29,000 are the subject of a Child Protection Plan
- 1,300 are privately fostered
- 300 are in secure children's homes

*The Protection of Children in England: A Progress Report, Lord Laming*

### Safeguarding children – the local context

Geographically, Kent is one of the largest local authorities in the United Kingdom. The total population is currently estimated to be 1.3 million

The County displays remarkable diversity and contrasts, including ethnic and linguistic diversity and wide socio-economic disparities. Black and minority ethnic people make up 3.5% of Kent's population. 77% of Kent people live in urban areas and towns and 23% in rural areas. Although the County is affluent with income levels and property values which are significantly higher than national averages, this disguises the fact that there are pockets of high deprivation. Kent is below the regional average for skills - 28% of the working population have no qualifications. The average household income in Kent is lower than in the rest of the south east.

Overall, the local economy is thriving, but there are areas where employment is below the national average. An estimated number of at least 43,000 people do paid or voluntary work with children and young people across Kent

There are an estimated 346,810 children and young people under the age of 19 in Kent; making up 24% of the population.

Within the local arrangements for the National Performance Indicators across the Every Child Matters outcomes, the KSCB monitors the following staying safe performance indicators:-

## Performance Indicators

This section of the annual report summarises Safeguarding activity in Kent between 1<sup>st</sup> April 2009 and 31<sup>st</sup> March 2010.

Data is for 2009/10 unless stated

<b>NI 47</b>	People killed or seriously injured in road traffic accidents ( <i>includes young people aged 16-18, positive figure shows a reduction compared to previous period</i> ). (2007-09)	5.6
<b>NI 48</b>	Children killed or seriously injured in road traffic accidents ( <i>0-15 yr olds, positive figure shows a reduction compared to previous period</i> ) (2007-09)	9.8
<b>NI 59</b>	Initial assessments for children's social care carried out within 7 working days of referral.	69.0%
<b>NI 60</b>	Core assessments for children's social care that were carried out within 35 working days of their commencement.	80.4%
<b>NI 61</b>	Timeliness of placements of looked after children for adoption (following an agency decision that the child should be placed for adoption).	76.8%
<b>NI 62</b>	Stability of placements for looked after children: number of moves (percentage of children looked after with 3 or more placements during the year).	8.2%
<b>NI 63</b>	Stability of care placements of looked after children: length of placement	72.4%
<b>NI 64</b>	Child Protection Plans lasting two years or more.	12.4%
<b>NI 65</b>	Children becoming subject of a child protection plan for a second or subsequent time	16.0%
<b>NI 66</b>	Looked after children cases which were reviewed within required timescales	94.6%
<b>NI 67</b>	Child Protection cases which were reviewed within required timescales.	97.9%
<b>NI 68</b>	Referrals to children's social care going onto an initial assessment.	46.4%
<b>NI 69</b>	Children who have experienced bullying. (2008/09)	51.7%

<b>NI 70</b>	Hospital admissions caused by unintentional and deliberate injuries to children and young people ( <i>Rate per 10,000</i> ). (2008/09)	127.1
<b>NI 71</b>	Children who have run away from home/care overnight ( <i>score out of 15, higher is better</i> ). (2008/09)	5

## Financial Report

### Financial Statement for 2009/10 outturn and 2010/11 budget

#### Income

Table 1 sets out the income for 2008, 2009, and projected income for 2010.

KSCB is funded largely from agency contributions. These contributions were established during the days of the Kent Child Protection Committee. They have not been reviewed by KSCB and the only change was in 2008 when the Youth Offending Service (YOS) agreed to provide a contribution. There has been no annual uplift to contributions during the last four years.

In addition to agency contributions, the board receives a Child Death Overview Panel (CDOP) grant from the Department for Children, Schools and Families (DCSF). It has also attracted a small amount of income through its training functions.

The EKPCT figure for 2008/09 includes a one off payment for training contractors which has not been used and has been rolled over. It is ring fenced for EKPCT use and is £39,998.

Kent Safeguarding Children Board	No.of FTE's	Projected Spend 2009/10	Actual Spend 2009/10	Projected Spend 2010/11 *
		£	£	£
<b>Expenditure</b>				
KSCB Staffing	8.5	222,809	132,941	330,429
Independent Chair	1	4,875	4,192	19,500
Training programme (includes conferences, meetings, seminars & expenditure as a result of Phase 2)		47,566	59,933	76,634
Serious case reviews		50,237	46,807	85,000
Child Death Overview Panel – start up costs		58,969	54,655	
Child Death Overview Panel – running costs			Nil	25,000
Printing and publications (includes training materials, conference materials and leaflets, & reports commissioned externally)		52,659	74,795	58,412
New Safeguarding Policy & procedures Manual				35,000
IT and other office equipment		29,035	24,094	8,000
Stationery		13,428	14,714	13,697
<b>TOTAL</b>		<b>479,578</b>	<b>483,827</b>	<b>651,672</b>

<b>Kent Safeguarding Children Board</b>	<b>No.of FTE's</b>	<b>Projected Spend 2009/10</b>	<b>Actual Spend 2009/10</b>	<b>Projected Spend 2010/11 *</b>
<b>Income</b>		<b>£</b>	<b>£</b>	<b>£</b>
CFE		241,327	241,327	241,327
CDOP Grants		95,000	95,000	185,000
EKPCT		39,664	39,664	39,664
WKPCT		50,710	50,710	50,710
Kent Police Authority		56,484	56,484	56,484
Kent Probation Service		6,276	6,276	6,276
Connexions		10,000	10,000	10,000
CAFCASS		750	750	750
YOS		8,000	8,000	8,000
Additional training income		15,197	20,512	20,000
<b>TOTAL</b>		<b>515,408</b>	<b>528,723</b>	<b>618,211</b>

\* Includes 2% uplift on 2009/10 variable expenditure item

\*\* Includes one off payment of £39,998.99 for training for contractors (ring fenced monies.)

There is a development fund which currently stands at £467k. This fund will be used to help address the high level of child protection activity in the County and to improve quality assurance arrangements and drive forward the practice improvements which has been identified as being necessary. The budget for the KSCB will need to be remodelled in response to the reduction in public sector funding.

## Strategic Aims and Specific Objectives

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
1	<p><b>To improve the safety and well-being of children by ensuring the effectiveness of the work of all partners in relation to safeguarding and promoting the welfare of children</b></p> <ul style="list-style-type: none"> <li>To promote and develop an outcomes-based accountability approach to safeguarding.</li> <li>To have in place and deploy a robust framework for evaluating the quality and effectiveness of multi-agency and single-agency safeguarding arrangements and, in particular, the impact of these arrangements on outcomes for children and their families.</li> <li>The operation of this framework impacts positively on the safety and well-being of children.</li> </ul>	<ol style="list-style-type: none"> <li>Partner agencies to develop and adopt an agreed quality assurance framework.</li> <li>The particular elements within the framework will be developed year-on-year. In 2010 / 2012 Board partners will:               <ol style="list-style-type: none"> <li>Each identify two areas of activity / service where they will measure the outcomes in terms of the well-being of children and/or their families.</li> <li>Introduce agreed and consistent arrangements to systematically collate the views of children and families, feedback from front-line staff and the views of their partner agencies.</li> <li>Based on i. and ii. identify, celebrate and share models of positive practice.</li> <li>Define the quantitative and qualitative information required for quality</li> </ol> </li> </ol>	<p><b>Independent Chair</b></p> <p><b>Individual Agencies (after OBA)</b></p> <p><b>Independent Chair</b></p> <p><b>Independent Chair</b></p>	<ol style="list-style-type: none"> <li>To undertake a Deep-Dive Review of "Housing and Children's Safeguarding".</li> </ol>

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
	<ul style="list-style-type: none"> <li>To ensure the confidence of the Kent Children's Trust and the public in the Safeguarding Board</li> </ul>	<p>assurance.</p> <ol style="list-style-type: none"> <li>Members of the Board and key members of groups reporting to the Board to be trained in Outcomes-based accountability.</li> <li>Strengthen arrangements for monitoring the impact of the implementation of messages from SCRs.</li> </ol>	<p><b>Performance Monitoring Subgroup</b></p>	

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
2	To ensure that KSCB has effective relationships with other strategic bodies, evidenced by a positive impact on outcomes for children.	<ol style="list-style-type: none"> <li>1. To develop a set of principles to govern the relationship between the KSCB and the Children's Trust Board.</li> <li>2. To develop an effective relationship between the KSCB and the Kent &amp; Medway Domestic Violence Strategy Group and the MAPPA Strategic Management Board.</li> <li>3. To ensure that the KSCB contributes effectively to the development of the Children and Young People's Plan due by April 2011.</li> <li>4. To build up a picture of "safeguarding need" to inform planning and quality assurance.</li> </ol>	<p><b>KSCB Manager &amp; KCT Partnership Manager</b></p> <p><b>Detective Superintendent PPU</b></p> <p><b>KSCB Manager (ask CTB to provide data on safeguarding need)</b></p>	

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
3	<p><b>To improve safety and well-being outcomes for children by making sure that local work is co-ordinated and avoids gaps and overlaps.</b></p> <ul style="list-style-type: none"> <li>The safeguarding practice, services and arrangements of partner agencies are well co-ordinated and operate an approach which takes into account the whole family (<i>Think Family</i>).</li> </ul>	<ol style="list-style-type: none"> <li>To review the effectiveness of partnership working, services and arrangements in respect of Domestic Violence and adult mental health. The methodology of the reviews will: <ul style="list-style-type: none"> <li>take account of the inter-relationship of domestic violence, adult mental ill health, learning disability and substance misuse.</li> <li>include a locality perspective</li> <li>include linkage with the Kent and Medway Domestic Violence Steering Group</li> <li>provide the opportunity to implement the principles governing the relationship with the Children's Trust Board.</li> </ul> </li> <li>To ask the Children's Trust Board to report on the progress and impact (in terms of outcomes) of the implementation of the Common Assessment Framework in Kent.</li> </ol>	<p><b>Detective Superintendent PPU</b> <b>(in connection with Head of Service, Community Safety</b></p> <p><b>Managing Director, CFE Directorate (in connection with Managing Director, Kent Adult Social Services) re investigating adult mental health.</b></p> <p><b>Managing Director, CFE Directorate &amp; Director Specialist Children Social Services, CFE</b></p>	<ol style="list-style-type: none"> <li>To review the effectiveness of partnership working, services and arrangements in respect of: <ul style="list-style-type: none"> <li>Substance misuse <b>and/or</b></li> <li>Parental learning disability <b>and/or</b></li> <li>Other areas of multi-agency activity which needs analysis (e.g. JSNA, needs analysis for the CYPP) identify as having a significant impact on the safety and well-being of children.</li> </ul> </li> <li>To strengthen co-operation with and the impact of the private and third sectors in respect of safeguarding.</li> </ol>
4	<p><b>To improve outcomes for children by adopting – both for the Board itself and all partners - continuous learning</b></p>	<ol style="list-style-type: none"> <li>To develop a new safeguarding learning and development strategy which will address (amongst other issues):</li> </ol>	<p><b>Learning and Development subgroup</b></p>	<ol style="list-style-type: none"> <li>To evaluate the effectiveness of the safeguarding learning and development strategy in terms of practice outcomes for</li> </ol>

	Strategic Aims (2010/2013)	Specific Objectives (2010/2012)	Responsibility	Specific Objectives (2012 -
	<p><b>and development.</b></p> <ul style="list-style-type: none"> <li>Staff in partner agencies (including and KSC Board and Sub group members) are continuously learning and developing their skills and knowledge in respect of safeguarding work, at all levels and in all roles.</li> </ul>	<ul style="list-style-type: none"> <li>The need to focus on <i>practical learning</i> e.g. dealing with manipulative parents</li> <li>The need to strengthen <i>clarity of thinking</i> for professionals and managers</li> <li>The range of potential <i>methodologies</i> e.g. learning sets.</li> <li>Strengthening of <i>integrated working</i></li> <li>The potential contribution of <i>children and parents</i> to achieving learning outcomes</li> <li>The potential contribution of <i>local higher education institutions</i>.</li> <li>The need for learning and development initiatives to be evaluated in terms of their impact on practice and outcomes for children and their families.</li> </ul> <p>2. All partners to have in place a “fit-for-purpose” supervision framework for their agency.</p>	<p style="text-align: center;"><b>Learning and Development Subgroup (to lead / co-ordinate – identify core principles)</b></p>	<p>those trained, and the well-being outcomes for children and their families.</p> <p>2. To evaluate the effectiveness of the supervision frameworks in terms of practice outcomes for those trained, and the well-being outcomes for children and their families.</p>

	<b>Strategic Aims (2010/2013)</b>	<b>Specific Objectives (2010/2012)</b>	<b>Responsibility</b>	<b>Specific Objectives (2012 -</b>
<b>5</b>	<b>To ensure that KSCB membership, structures and business processes add measurable value to achieving positive outcomes for children.</b>	<p>1. Identify any changes and developments necessary arising from Working Together 2010 and develop a prioritised implementation plan.</p> <p>2. Review the membership and structure of Board in light of Working Together 2010 and the needs arising for from the aims and objectives in this business plan.</p>	<p><b>KSCB Manager</b></p> <p><b>KSCB Manager / KSCB Independent Chair</b></p>	

## Board Attendance Figures

The following attendance figures are based on the minutes and apologies received.

### 1) Members Attendance during April 2009 – March 2010

- 27 April 2009
- 29 June 2009
- 7 September 2009
- 23 November 2009
- 11 February 2010

Name	Title	Representing	Present	Apols	%
Bill Anderson/Helen Davies	Director of CSS	KCC	4	1	80
Sarah Andrews	Director of Nursing	ECKPCT	2	3	40
Kel Arthur	Safeguarding Manager	KCC	4	1	80
Gordon Bernard	Chief Executive	Connexions	3	2	60
Sue Bromley	Head of Safeguarding	KMPT	4	1	80
Aine Campbell	Head of Service	CAFCASS	5	0	100
Penny Davies	Manager	KSCB	5	0	100
Alan Dowie	Director	Probation	3	1	75
Trish Dabrowski	Strategic Lead of Children & Young People	SHA	0	1	0
Sarah Fletcher	Assistant Director	WKPCT	2	2	50
Janet Garnons - Williams	District Crown Prosecutor	CPS	0	5	0
Karen Goodman	Head of Operations, SUASC	KCC	4	1	80
Karen Graham	Head of Children's Services East Kent	KCC	4	1	80
Andrew Hickmott	Head of Children's Services West Kent	KCC	4	1	80
David Hughes	Chief Executive	Tonbridge & Malling BC	0	1	0
Julie Hunt	Director of Nursing and Quality	WKPCT	3	1	75
Jenny Kay	Director of Nursing	Dartford & Gravesham NHS	5	0	100
Elizabeth Kenyon	Named Doctor	CAMHS	0	5	0
Donna Marriott	Performance &	KCC	4	1	80

	Standards Officer				
Carol McKeough	Adult Protection Policy Manager	KCC	4	1	80
Jane Mitchell	Safeguarding Children & Adults Manager	SECAMB	3	2	60
Sally Moore	Deputy Director of Nursing, Quality & Midwifery	ECKPCT	4	1	80
Richard Murrells	Director, Children's Health	PCTs/KCC	1	4	20
Meradin Peachey	Kent Director of Public Health	KCC	4	1	80
Leyland Ridings	Deputy Cabinet Member	KCC	4	1	80
Lee Catling/Maria Shepherd	PPU	Police	5	0	100
Angela Slaven	Director of Youth & Community	KCC	5	0	100
Alistair Stewart	Chief Executive	Shepway DC	0	1	0
Kate Taylor	Manager, Women & Children	Medway NHS	2	3	40
Wendy Thorogood	Named nurse Consultant	WKPCT	2	0	100
Rosalind Turner	Managing Director	KCC	3	2	60
Charles Unter	Consultant Paediatrician	Maidstone & Tunbridge Wells NHS	5	0	100
Joanna Wainwright	Director of Commissioning	KCC	5	0	100
Kay Weiss	Head of Policy & Performance	KCC	5	0	100
Oena Windibank	KSCB Vice Chair / Operations Director	ECKPCT	5	0	100
Sheila Wheeler	Chief Executive	Tunbridge Wells BC	3	1	75
David Worlock	KSCB Independent Chair	KSCB	1	0	100
Cathy Yates/ Michelle Woodward (job share)	Head of Children's Services Mid Kent	KCC	3	2	60

**KENT SAFEGUARDING CHILDREN BOARD** ©

Sessions House

Maidstone

Kent

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Written by Penny Davies, Kent Safeguarding Children Board Manager

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