



Kent Safeguarding Children Board

Annual Report 2007-08 and Business Plan 2008-11





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Foreword

I am delighted to present the first Business Plan for the Kent Safeguarding Children Board (KSCB). Our Safeguarding Children Board was established in April 2006 building on the successful work of the Kent Area Child Protection Committee. As a Board, we have widened our responsibilities beyond the priority of child protection to incorporate the “staying safe” outcome of the 5 Every Child Matters outcomes. This includes the protection of children from maltreatment, preventing impairment of children’s health or development, ensuring that children are growing up in circumstances consistent with the provision of safe and effective care and undertaking that role so as to enable those children to have optimum life chances and enter adulthood successfully.

Since the KSCB was established we have had a number of successes. Working Together to Safeguard Children 2006 defines the objectives of the Safeguarding Children Boards as:

-  To co-ordinate local work to safeguard and promote the welfare of children.
-  To ensure the effectiveness of that work.

The KSCB has worked towards these objectives through a number of initiatives. The training programme offered by the Board is diverse and challenging, offering colleagues from all partner agencies the opportunity to gain knowledge on current safeguarding topics as well as discuss practice with other organisations.

In order to ensure the effectiveness of the safeguarding work the KSCB will look for gaps where services should be improved. This work is completed and approved through our Board, multi-agency Executive, and Sub-Groups via Serious Case Reviews, Multi-Agency Audits, and Board discussions. One of the results of this work includes our new Safeguarding Procedures.




Future challenges the business plan will focus on include organising the implementing of the Child Death Review Board and the Rapid Response team, both of which became operational on the 1st April 2008. Other priorities include continuing the safer recruitment programme and safeguarding children in a digital age. The Kent Safeguarding Children Board will take these and other initiatives forward to continue to ensure professional competence and effective multi-disciplinary work across the agencies.

Finally, I would like to thank all our partner agencies who have continued to work with the KSCB and its sub-groups over the past year. By bringing the specialist knowledge and skills of your own disciplines to the table, you have enabled the KSCB to take a truly multi-agency, multi-disciplinary approach to the challenge of safeguarding children in Kent.



Introduction





This is the second Annual Report of the Kent Safeguarding Children Board (hereafter referred to as KSCB) incorporating the Business Plan for 2008-2011. The report fulfils the statutory requirement contained in Working Together to Safeguard Children (2006) to produce an Annual Report that:

-  Collates relevant management information on child protection and safeguarding activity in the previous year.
-  Reports on progress of those objectives identified in the previous year.
-  Demonstrates a work plan with measurable objectives.

The KSCB Plan is intended for professionals and others who provide services to vulnerable children and their families whether as a targeted user group or as part of a universal service. It will be made available to all key agencies/organisations and is a public document.

Background

During the inquiry into the death of Victoria Climbié, Lord Laming found some serious flaws in the way that agencies worked together and how this had failed to safeguard and promote Victoria's welfare. These included:

-  Communication between agencies;
-  Co-operation;
-  Accountability; and
-  Commitment of Senior Managers.

The Children Act 2004 lays out the legislative framework for introducing many of the recommendations contained within the report, including the duty on Local Authorities to ensure that they set up a Local Safeguarding Children Board (LSCB). Working Together to Safeguard Children 2006 provides the statutory guidance for how this will be implemented.

"The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children and for ensuring the effectiveness of what they do."





Core functions of an LSCB include setting out multi-agency policies and procedures in respect of child protection; training; recruitment and supervision; investigation of allegations; private fostering; cross boundary working. Other core functions include communicating and raising awareness; monitoring and evaluation; participation in planning and commissioning; reviewing the deaths of children; serious case reviews.






Safeguarding Boards need to be independent and have a clear identity; however their plans should be derived from the overall Children and Young People Plan (CYPP). Partner organisations are under a legal obligation to support the Board and should nominate a representative who is a Senior Manager who can speak with authority and hold their organisation to account. In Kent the Board is made up of Senior Managers from partner organisations, including representatives from the twelve District Councils.

Safeguarding Boards have a much wider remit than the old Area Child Protection Committees (ACPCs) which includes a preventative role to ensure that all children have safe and effective care and proactive work to target vulnerable groups as well as responsive work to protect children who are suffering, or at risk of suffering, harm.

Kent Safeguarding Children Board was formed in April 2006 and has met quarterly. Immediate priorities for action were identified as finalising the structure; improving practice; ensuring that serious case reviews are effective and improve practice; developing an overall approach to performance management to drive improvements.

Role of the Business Plan

The business plan is intended to help staff and individuals within the community to understand:

-  What the KSCB is
-  What it does
-  How it is structured
-  Who is represented
-  How the agencies involved work together

This business plan has been agreed following consultation on priorities which were identified at a Board away day in October 2007 as - performance monitoring; capacity to deliver; engaging and influencing others; quality of assessments; targeting vulnerable groups (including domestic violence, parents with drug/alcohol issues, disabled children); staying safe in the community; staying safe in school; serious case reviews; Multi-Agency Public Protection Arrangements (MAPPA); preventative work and strengthening families. This will enable KSCB to take on a broader, more strategic role, and that there will be a clear and integrated approach to driving forward all elements of the Staying Safe agenda.





The business plan sets out our current plan of work and the actions we intend to take over the medium term to safeguard and promote the welfare of children in Kent. It also reviews what was achieved during the last year. The business plan will be reviewed and updated annually.

This business plan should be read in conjunction with the Kent Children and Young People's Plan 2006-2009 which can be found at:

www.kent.gov.uk/publications/education-and-learning/kcc-children-young-people-plan.htm

Mission Statement

Safeguarding children is everybody's Business





Roles and Responsibilities of the Kent Safeguarding Children Board and its individual members

The Children Act 2004 provides the legal underpinning for Every Child Matters: Change for Children – the programme devised by the Government aimed at transforming children’s services. Every Child Matters focuses upon the experiences of children and young people within each Local Authority across 5 outcomes:



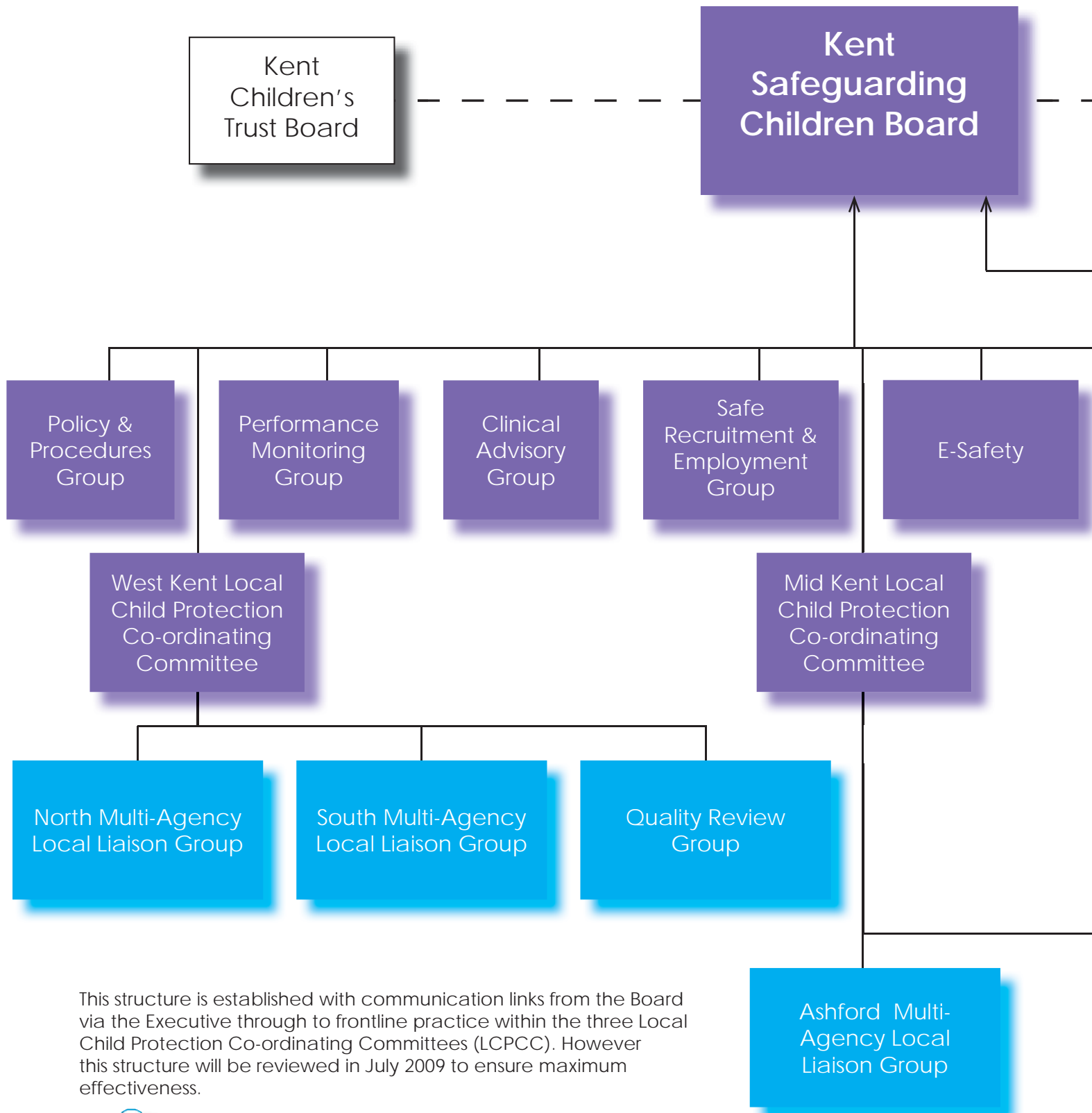
The Children Act and the Local Safeguarding Children Boards Regulation 2006 established a statutory duty on Local Authorities to set up Local Safeguarding Children Boards (LSCBs) to replace the existing ACPCs as an inter-agency forum for co-ordinating and ensuring the effectiveness of agencies and organisations within the community in safeguarding and promoting the welfare of children.

The full guidance for the Local Safeguarding Children Board is contained in Working Together to Safeguard Children DfES 2006. The work of the LSCB is part of the wider context of Children’s Trust arrangements that aim to improve the overall well-being of all children in Kent, with a particular focus on aspects of the “staying safe” outcome.



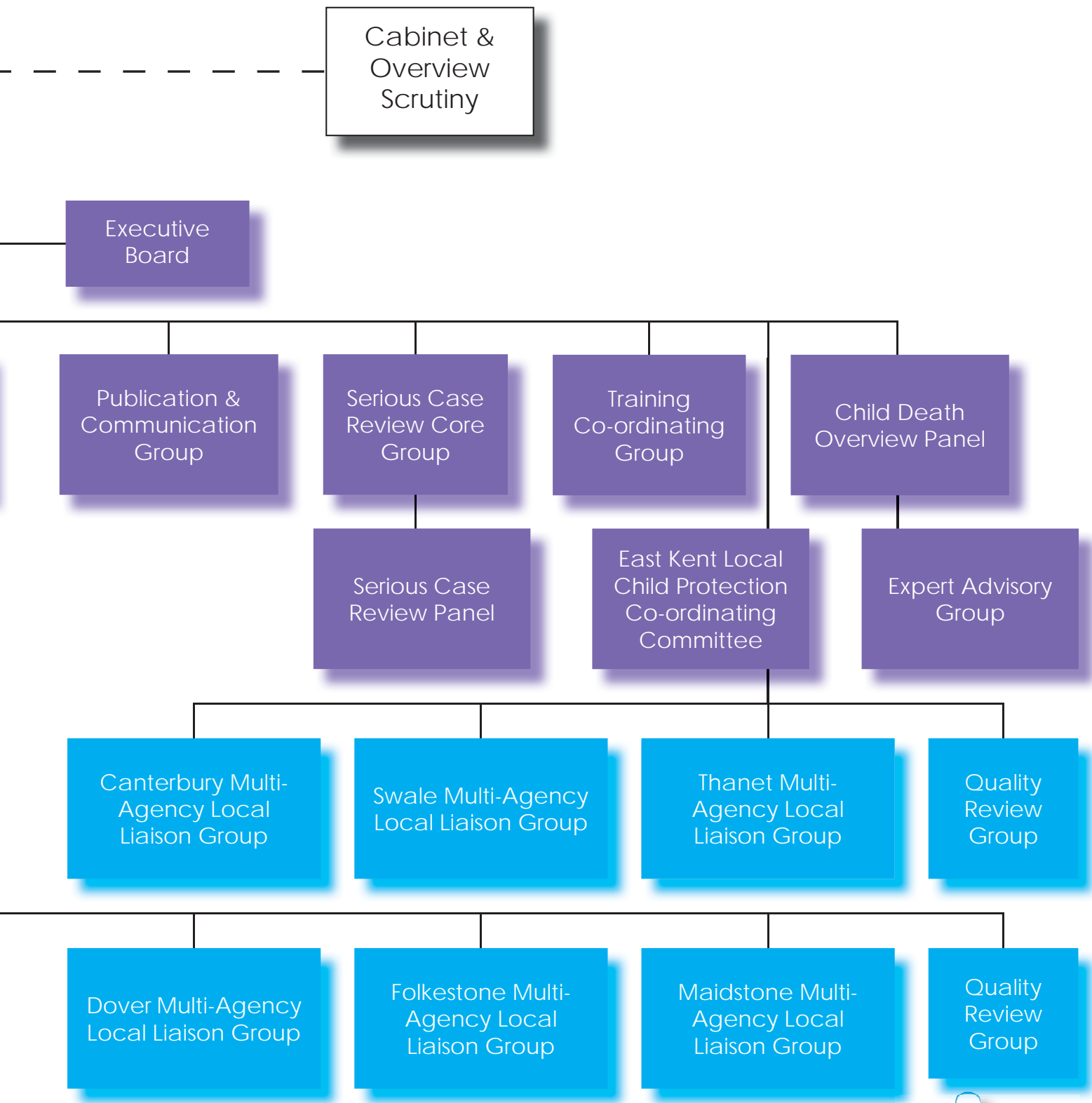


KSCB Structure



This structure is established with communication links from the Board via the Executive through to frontline practice within the three Local Child Protection Co-ordinating Committees (LCPCC). However this structure will be reviewed in July 2009 to ensure maximum effectiveness.







Membership

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 secure the involvement in its work of State and Independent Schools, Further Education Colleges, Children's Centres, GP's, Independent Health Care Organisations, Kent & Medway Domestic Violence Strategy Group, the Multi-Agency Public Protection Arrangements, Kent Fire and Rescue Service, Housing, Community and Leisure Services, Housing Providers, Drug Action Team, and representatives of children, young people and parents via the sub-groups and existing networks and forums.

All core members and associate members of the LSCB 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).

KSCB Personnel

Members

Graham Badman (Chair)	Managing Director, Children, Families & Education, KCC
Oena Windibank (Vice Chair)	Assistant Director, Eastern & Coastal Kent PCT
Aine Campbell	CAFCASS
Alan Dowie	Director: Offender Management, Kent Probation
Angela Slaven	Director of Youth Service and KDAAT
Bill Anderson	Director of Children's Social Services, CFE, KCC
Charles Unter	Consultant Paediatrician, MTW NHS Trust
Donna Eldridge	Assistant Director of Nursing, West Kent
Glan Hopkin	Head of Kent Youth Offending Service, CMY, KCC
Gordon Bernard	Chief Executive, Connexions Kent and Medway
Jane Mitchell	South East Coast Ambulance
Janet Garnons-Williams	District Crown Prosecutor, Crown Prosecution Service





Joanna Wainwright	Director of Commissioning, CFE, KCC
John Britt	Public Health Manager, Gravesham Borough Council
Julie Pearce	Director of Nursing, East Kent Hospitals, NHS Trusts
Karen Goodman	Head of Operations, Services for Unaccompanied Asylum Seeking Children
Kate Taylor	Medway NHS Trust
Marilyn Hodges	Director of Strategy, Policy and Performance, CFE, KCC
Meradin Peachey	Kent Director of Public Health
Richard Samuel	Chief Executive, Thanet District Council
Sarah Andrews	Director of Nursing, EK PCT
Wendy Thorogood	Named Nurse Consultant, West Kent

Associates

Andrew Hickmott	Head of Children's Services, West Kent, CFE, KCC
Bill Wallace	Inspection Team Manager, Ofsted
Carol McKeough	Adult Protection Manager, ASD, KCC
Cathy Yates	Head of Children's Services, Mid Kent, CFE, KCC
Karen Graham	Head of Children's Services, East Kent, CFE, KCC
Kathy Lambourn	Policy & Performance Manager, Child Protection, CFE, KCC
Kay Weiss	Head of Policy & Performance, CFE, KCC
Kel Arthur	Head of Children's Safeguards - Education, CFE, KCC
Penny Davies	KSCB Manager
Richard Murrells	Director of Children's Health, CFE, KCC

The Board is supported by the Executive, which carries out key functions including:



Managing the business within the KSCB work programme.



Overseeing the development of policy and procedure in line with current, new or revised, legislation and guidance.



Directing supporting and monitoring the work of the various sub- groups.



Monitoring the budget and advising the Board on expenditure.



Reporting to the Board on progress, development opportunities and areas requiring additional attention.



Keeping the broader community informed of safeguarding initiatives and practice through various mediums.



Participating in the planning and commissioning of local children's services.

The Executive Group comprises of members who represent key partner agencies; and has a strategic role and responsibility in relation to safeguarding and promoting welfare of children in their agency.

Role Description of Members of the KSCB



Ensure the KSCB functions well and drives forward its business plan;



Commit to attending 80% of Board meetings in a year (April to March);



Play a part in raising awareness in safeguarding children and young people within the agency I represent and within the wider community of Kent;



Ensure that the outcomes for children and young people improve in the areas of physical and mental health, protection from harm and neglect;



Communicate effectively within the agency/organisation represented;



Ensure that safeguarding and promoting the welfare of children and young people is firmly embedded within the agency represented and that there is adequate knowledge, skills and training for staff;



Ensure that the 'duty to co-operate' is understood and acted upon within the agency represented;



Ensure that all staff within the organisation represented who have contact with children are aware of their responsibilities and are supported to comply with child protection policies and procedures and carry out any designated role;



Ensure the agency/organisation represented makes an appropriate contribution to the resourcing of KSCB;



Read all documents prior to meetings and consult with appropriate personnel within my agency/organisation as appropriate;



Be available for consultation between meetings to facilitate the business of the Board;



Declare any interest in a particular topic or issue preferably before a meeting;











Bring key strategic issues to the Board's attention;



Support the work of KSCB by identifying people within the organisation represented to join KSCB sub-groups or to undertake any necessary research or investigations;





-  Disseminate and communicate KSCB reports and decisions as appropriate and necessary within the agency/organisation;
-  Ensure that the policies and procedures of KSCB are disseminated in an effective way within the agency/organisation and acted upon;
-  Take an active part in CAA safeguarding inspections;
-  Co-operate with the Serious Case and Child Death Review process and ensure that appropriate action is taken within the agency/organisation represented to complete the work in a timely manner and to the standard required;
-  Take any additional actions arising from Serious Case Reviews deemed necessary to improve standards of child protection services within the agency/organisation represented and between agencies. Action of this nature should not necessarily await completion of the review process;
-  Contribute to the development of robust and effective monitoring and performance functions and open the organisational practice to scrutiny;
-  Challenge and question the practice of a member and/or the agency represented for the improvement of safeguarding; and
-  Abide by the constitution.

Sub-Groups of the KSCB

Each sub-group is chaired by a member of the KSCB Board. This ensures that there is a clear line of communication and accountability between each sub-group, the Executive Group and the full Board.

The full terms of reference for each sub-group are available at www.kscb.org.uk.

Each sub-group meets at approximately 6 weekly intervals or more frequently if workloads at the time require it.

The Board Manager sits on all sub-groups to enable good communication, liaison and identification of themes and trends between sub-groups. The Learning and Development Officer and Development Officer with a lead for child deaths will also support relevant sub-groups providing information, advice, key contact point for recording activity, development of objectives, action plans and updating the Board's business plan.

The Chair will take responsibility for the smooth and efficient organisation of the sub-groups setting the agenda, ensuring minutes taken accurately reflect each meeting and that regular reports on progress, key areas for development and work plans are submitted regularly.



The sub-groups will ensure provision of an Annual Report and maintain copies of key documentation for inspection as and when appropriate.

KSCB Executive - responsible for the day to day running of KSCB and for monitoring of the work undertaken by the other groups.

Policy and Procedures - responsible for developing policies and procedures for safeguarding and promoting the welfare of children and ensuring they are compliant with national requirements.

Performance Monitoring - responsible for monitoring the effectiveness of work done to safeguard and promote the welfare of children.

Learning and Development - responsible for planning and co-ordinating multi-agency training on child protection and safeguarding children.

Publication and Communications - responsible for developing and implementing the Communications Strategy for the KSCB, including improving inter-agency communication, raising public awareness and working with the local media.

Safe Recruitment and Employment - responsible for development of safe recruitment practices across all agencies and for development of policy and practice regarding allegations of harm against people working with children.

Serious Case Review Panel - responsible for reviewing cases where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected, and for co-ordinating and disseminating learning from these.

Child Death Overview Panel - on 1 April 2008, the KSCB took on new statutory responsibilities for child death overviews, requiring:



A multi-agency rapid response by a group of key professionals who come together for the purpose of enquiring into and evaluating each unexpected death of a child.



An overview of all child deaths (under 18 years) in the LSCB area, undertaken by a Child Death Overview Panel.

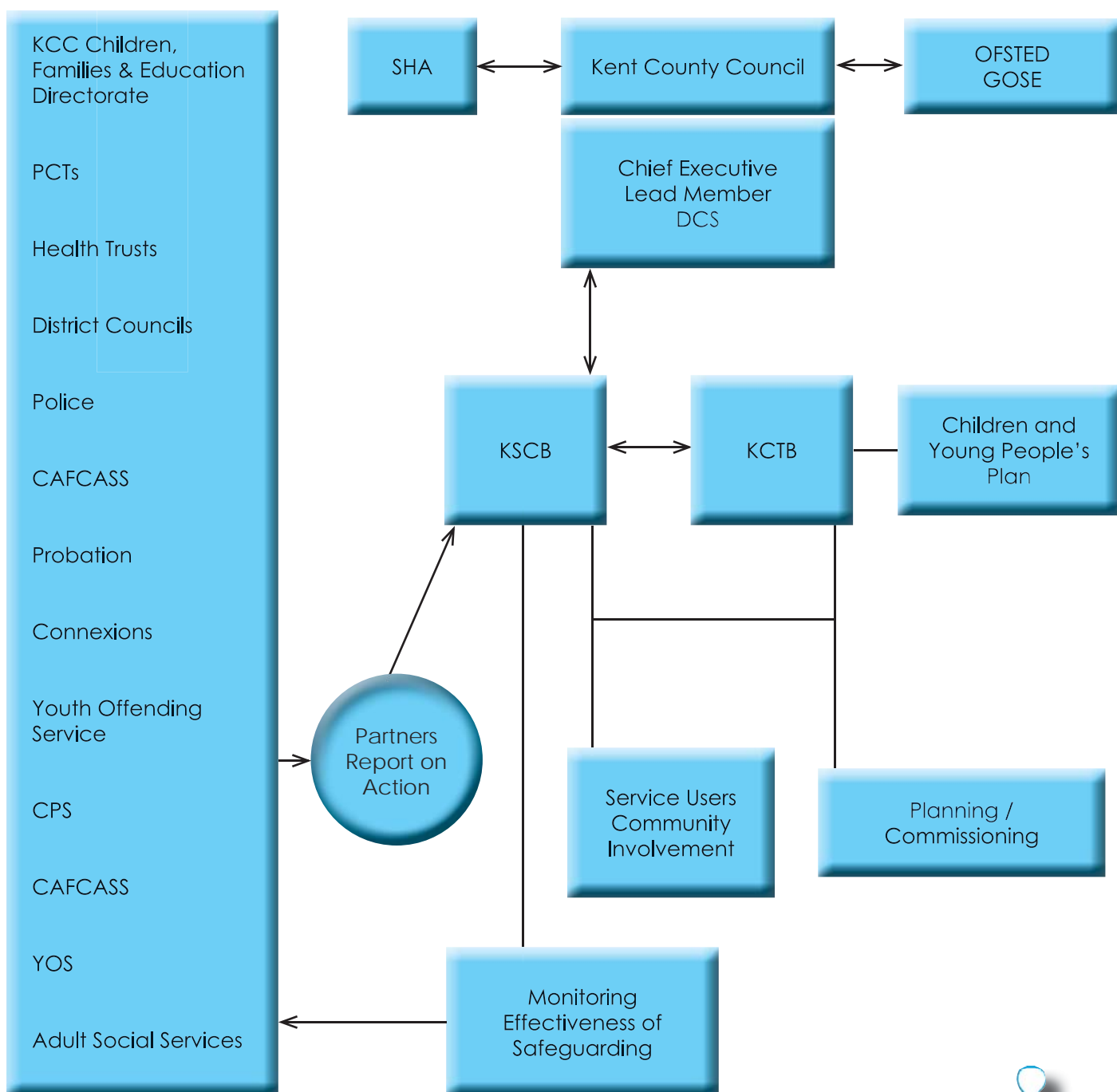
Over the past twelve months, we have been working as part of a multi-agency working group to prepare for these new duties. This has been a complex piece of work, requiring joint planning and co-ordination between the health and social care sectors, the coroners and the police. The Child Death Overview Panel is chaired by a Director from Health. Additionally, we have an Expert Advisory Group of experienced practitioners that supports the Overview Panel in looking at cases.



Local Child Protection Co-ordinating Committees x 3 - ensure that local partners' agencies working together to protect children in West, Mid and East Kent are maintained and developed.

KSCB Accountability

The Kent Safeguarding Children Board has an independent body and distinct identity from the Children's Trust. It has a co-ordinating role to ensure the effectiveness of safeguarding services for all children.





Key Achievements of 2007-2008

The overall progress and key achievements of the KSCB in 2007-2008 are highlighted as follows:



Production and inter-agency launch of Kent & Medway Safeguarding Children Procedures 2007.



Establishing a Child Death Overview Panel well in advance of the April 2008 timescale.



Established the Clinical Network sub-group of the Board setting for named/designated professionals in Health.



Development and implementation of new board logo and corporate identity.



Development of the Kent Safeguarding Children Board website. The site includes:

- Policies and Procedures;
- Parenting Section;
- Information relating to the conference process for parents and young people;
- Private Fostering leaflets;
- KSCB Structure Charts and Membership; and
- Library and other resources.



Production of a regular newsletter.



Three Serious Case Reviews were commissioned during the year (Adam, Bethany & Cameron). Independent consultants were commissioned to write all the overview reports and parents contributed to some of these reports in line with Working Together 2006. All were completed within timescales. Two of these overview reports have been evaluated under the new process implemented by the Government and Ofsted and have been evaluated as "good". This reflects the commitment and hard work shown by agencies to this demanding but necessary work. Action plans drawn up from recommendations have been implemented and are regularly monitored by the Board.



A Training Strategy which sets out the direction for the provision of training and development opportunities to improve practice, knowledge and skills ensuring that the staff of all agencies and organisations are given the necessary tools to carry out their duties and responsibilities within the safeguarding agenda.



Expanded the multi-agency training programme to deliver 40 courses to over 1053 persons who work with children and young people on a multi-agency basis.



Two conference events to over 450 delegates, including the third sector.



Development of an audit tool in the form of a questionnaire to monitor compliance against section 11 Children Act 2004 standards.



Reviewed and sharpened Serious Case Review Procedures to include an updated framework for monitoring implementation of actions arising from them.



Developed Allegations Management protocol identifying named Senior Officers to liaise as



appropriate with the Local Authority Designated Officers.



Developed minimum core standards for safer recruitment and employment processes.



Revision of the children and young persons leaflet, and adults leaflet, for attendance at child protection conferences.



Practice Guidance regarding working with parents with mental health problems to promote increased knowledge and understanding of the roles and responsibilities of Children's Social Services and the Community Mental Health Teams.



Missing children protocol.



The E-safety Schools Policy covers issues relating to children and young people and their safe use of the internet, mobile phones and other electronic communications technologies, both in and out of school. It includes education on risks and responsibilities and is part of the 'duty of care' which applies to everyone working with children.



Agreed eligibility and Threshold Policy for Children's Social Services.



Approval of the 2007-2010 Kent and Medway Domestic Violence Strategy. This 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. The Strategy builds on the three governmental themes identified by the Home Office as crucial to developing effective domestic violence partnership strategies:

- Prevention and early intervention;
- Protection and Justice; and
- Support for Victims.

Kent 2008 Joint Area Review (JAR)

In 2007/8 Kent was rigorously inspected by Ofsted during the JAR. The overall judgement against the Staying Safe outcome reached by the inspectors was 'good'. It stated that "multi-agency child protection work is good, with well managed and in some instances innovative services; the development of a range of early intervention and preventative services in each district has significantly reduced the number of children being referred for social care assessment. This has allowed social care services to focus their work appropriately on identifying and working with those most at risk of harm".

The report commented that "The County can demonstrate that there are robust arrangements within the Kent Children Safeguarding Board with some areas of excellent practice that support the most vulnerable children and young people within the County's communities".

The major strengths identified in the report were:



Kent Safeguarding Children Board ensures inter-agency responsibilities and accountabilities are clearly understood and actions monitored.



Excellent new child protection procedures underpin consistency of practice in all agencies and



professional groups across Kent.



The well established arrangements across the partnership to identify children at risk of significant harm.



The range and effectiveness of early intervention and preventative services.



Effective engagement and actions taken by schools to safeguard children and young people and to help them develop socially and emotionally.



Good joint action taken in response to domestic violence, bullying and in promoting community safety.



Secure arrangements in place for the safe recruitment and vetting of staff in Children, Families and Education.



The quality assurance arrangements in respect of cases in which children are included on the child protection register.

The one area of development identified in the JAR was the admission of young people who need in-patient mental health treatment to adult wards.

'What matters to us' Priorities for KSCB 2007-10

Delivering the key objectives

The development of the business priorities for the KSCB has been steered by the work undertaken by Board members and sub-groups since the initial KSCB meeting in April 2006. It was further developed at the business planning session for Board members on 28 October 2007.

The principal drivers for the priorities include national and local agendas. The Children Act 2004 and Every Child Matters have offered a prescription to LSCBs, in terms of responsibilities and opportunities, which must be addressed.

The agreed key business priorities for the KSCB are as follows and reflects KSCB continued focus and prioritising of Child Protection as outlined in the constitution:

Neglect

Investigate the reasons why there has been a relative increase of children subject to a Child Protection Plan regarding neglect and emotional abuse.





As highlighted by serious case reviews and the work mentioned above, cases within the category of neglect point to the need for the introduction of a standard approach to assessment and on-going intervention amongst front-line agencies. The assessment tool used by Bedfordshire and Luton is currently being reviewed as one possible method for strengthening work carried out with these particular cases.

Promoting safeguarding awareness within the community

The KSCB will continue to raise awareness and promote the safeguarding issues through their communication strategy. The website is central to this and monitoring of its use shows that it is a well used resource.

In addition to this various awareness raising events will continue to be held to promote specific issues e.g. Safeguarding Vulnerable Groups Act/Independent Safeguarding Authority (ISA), new procedures and practice guidance as they are published.

Safeguarding children in a digital age

New technologies are used by everyone within the community to provide a quick and convenient method of communication, but they also provide a major challenge for the KSCB. The abuse of the new technologies to provide a means by which the exploitation of children and young people is possible across area and national boundaries is a major area to address. For this reason, a KSCB strategy will need to be devised which links into national initiatives and also combines this with positive action at the local level.

E-safety also includes the use of new technologies for the purpose of bullying and coercion. In addition, work is also underway to develop links with the private business sector in order to promote awareness around e-safety.

Bullying

In Every Child Matters: Change for Children (2005) the government identified as an aim in its Outcomes Framework that 'children and young people should be safe from bullying and discrimination'. The KSCB seeks to provide a safe, secure and positive environment in which children and young people are treated with respect and understanding and to participate in any activity free from bullying, harassment and discrimination. The KSCB is committed to supporting and developing approaches to bullying prevention, through the provision of training, guidance and good practice initiatives.

Serious Case Reviews

This year the Government published the biennial review of Serious Case Reviews 2003-2005 and the Board will be analysing this national data alongside local trends. The KSCB will review the procedures and practice guidance in light of the forthcoming publications from Government.



Child Death Overview Panel

As of April 2008 all Safeguarding Children Boards have had in place systems for reviewing all child deaths within their area of responsibility. The aim of this work is to learn lessons from these deaths, particularly those which are unexpected, so that this understanding can be incorporated into subsequent public service development and policy.

Staying safe

The Department for Children, Schools and Families (DCSF) completed a national consultation process with children and young people, parents and practitioners, on children's safety. The result of this consultation is the Staying Safe: Action Plan (2008) which sets out how everyone should work together to make children feel safe. The KSCB has incorporated the key factors within the business plan to ensure that we do all we can to make Kent a safe place for children and young people.

Self assessment

Working Together 2006 identifies, as a key function of a Local Safeguarding Board, that they must "monitor and evaluate 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"; and that they should "have a particular focus on ensuring that those key people and organisations that have a duty under Section 11 of the Children Act 2004 ... are fulfilling their statutory obligations and safeguarding and promoting the welfare of children". This will be achieved through conducting further Section 11 Audits on an annual basis. The information will be analysed and the results and recommendations fed back to individual agencies and, collectively, to the Board.

Safer workforce

Development of this work is being taken forward by the Safe Recruitment and Employment sub-group. Since October 2006, every Local Authority has had to comply to new government guidance and legislation regarding safer recruitment and dealing with allegations against those working with children. Recording and reporting systems of allegations against staff have been established and implemented since February 2007. There is considerable work to be done before safer workforce changes are fully embedded in practice across all agencies.

Managing allegations against people who work with children

The Board has responded to the revised Working Together relating to allegations against persons working with children. Member organisations have agreed Senior Officers who have overall responsibility for ensuring that their organisation follows the procedures as set out in Working Together. The Local Authority Designated Officer (LADO) is consulted on all allegations in order to agree a response. The LADO has participated in the South-East network organised by Government Office South East (GOSE). Although there was already a robust system in place further work has occurred on



establishing a database in order to make regular reports to the Board on the rates of referral and the outcomes of the referrals.

Safeguarding of children with learning difficulties and disabilities

Children with disabilities are at significantly higher risk of abuse than those in the general population, because of their increased vulnerability and because many of them have multiple carers.

The Learning and Development sub-group will continue to take forward a programme of work designed to raise awareness across all staff working with children within the integrated service for children with disabilities. This will include a comprehensive programme of training.

Domestic abuse

KSCB will ensure that partner agencies are aware of and working to the Kent and Medway Domestic Violence Strategy and continue to raise the profile of the significance of Domestic Abuse on safeguarding and promoting the welfare of children and young people through the work of KSCB.



Key Performance Indicators and Management Information

Introduction

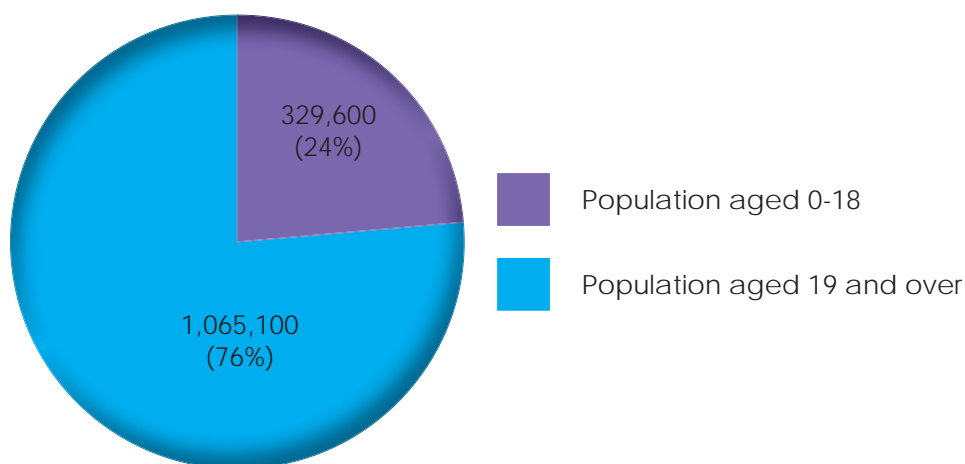
The full suite of performance data which is monitored by the KSCB is via a number of annual reports. This includes the Children Social Services and Private Fostering Activity Reports as well as partner agencies inspection reports.

This section of the report summarises the child protection activity in Kent between 1st April 2007 and 31st March 2008. Where possible there is a comparison at a national level. Where it is available, Kent's activity will also be compared with other Local Authorities in England who are similar in size, structure and demography, known as our statistical neighbours. This enables the Board to better analyse its performance and identify areas for further exploration, consideration and development of activity in future.

Kent context

In 2005, the 0-18 population accounted for 24% of the total population. This proportion is slightly higher than the England average, where 0-18 year olds only account for 23% of the total population.

0-18 year olds relative to the Kent population - 2005



Source: 2007 Mid Year Estimates, Office for National Statistics (Crown Copyright)

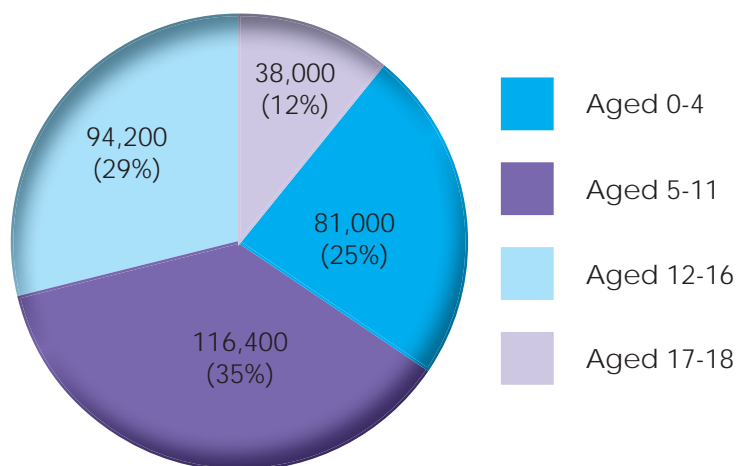
However, children and young people should not be seen as one homogeneous group but as several groups each of which having their own distinctive needs. For example, there is a great difference between the needs of a 5 year old and the needs of a 15 year old.





Chart 2 illustrates a breakdown of the 0-18 year old age group in Kent.

0-18 year olds in Kent by detailed age group - 2005

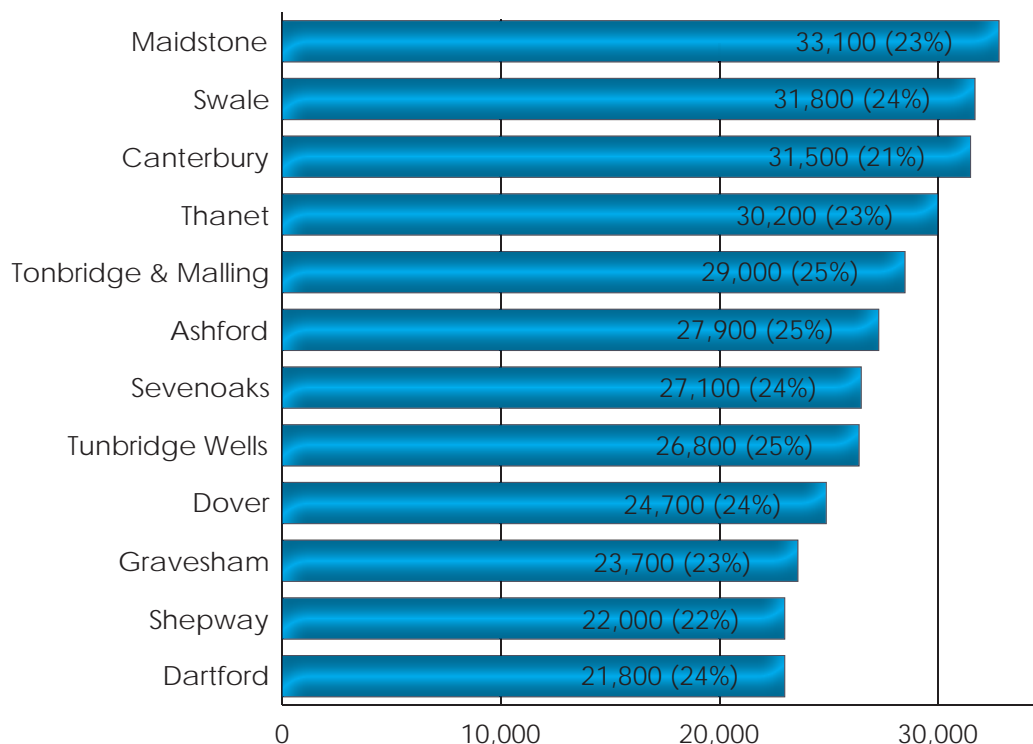


Source: 2007 Mid Year Estimates, Office for National Statistics (Crown Copyright)

The number of children and young people varies in each of the Kent local authority district areas. Chart 3 illustrates the geographical distribution of the 0-18 year old population across Kent.

Numbers of children and young people in Kent Districts - 2005

(% = proportion of total population)



Source: 2005 Mid Year Population Estimates, Office for National Statistic (Crown Copyright)
Data supplied by Analysis and Information Team, Kent County Council



Whilst in real terms Maidstone has the largest number of children aged 0-18 years, these only account for 23% of the total population given the large overall population size of Maidstone. In percentage terms, Tonbridge & Malling has the greatest proportion of children and young people accounting for just over 25% of the total population.

Ethnicity

97% of all of Kent's residents (regardless of age) are of a white ethnic origin (White British, White Irish or White Other). 3% of Kent residents are Black Minority Ethnic (BME). In the South East region 95% of residents are of white ethnic origin compared to 5% BME and in England 91% are of white ethnic origin compared to 9% BME.

Within Kent, the number of children and young people who are categorised as BME is 12,613 which is equivalent to 4% of all Kent children and young people. In the South East region 7% of children and young people were categorised as BME (93% of white ethnic origin) and in England 14% categorised as BME (86% of white ethnic origin). The proportion of children and young people categorised as BME is slightly higher than the proportion for the whole population.

Although the overall proportion of BME children and young people in Kent is relatively small (4%), greater concentrations of BME children and young people can be found across the county as illustrated in Map 1.

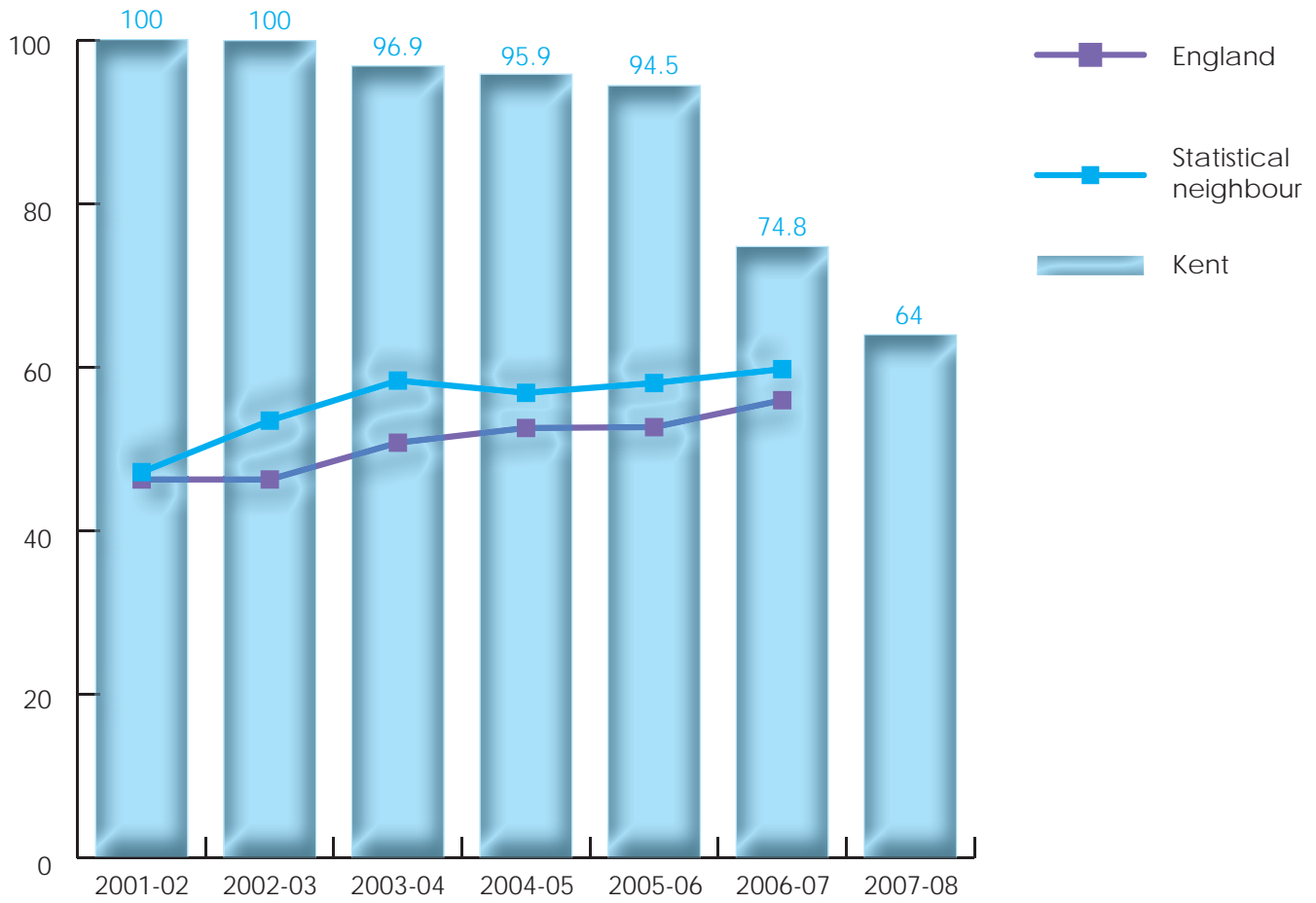
Activity report

This section of the business plan summarises the child protection activity in Kent between 1st April 2007 and 31st March 2008. Where this is available, Kent's activity will also be compared with other Local Authorities in England who are similar in size, structure and demography. This enables the Board to better analyse its performance and identify areas for further exploration, consideration and development of activity in future.

An initial assessment is a brief assessment to determine if a 'child is in need', and if services are required. The timescale for the completion of an initial assessment is within seven working days after the referral day.

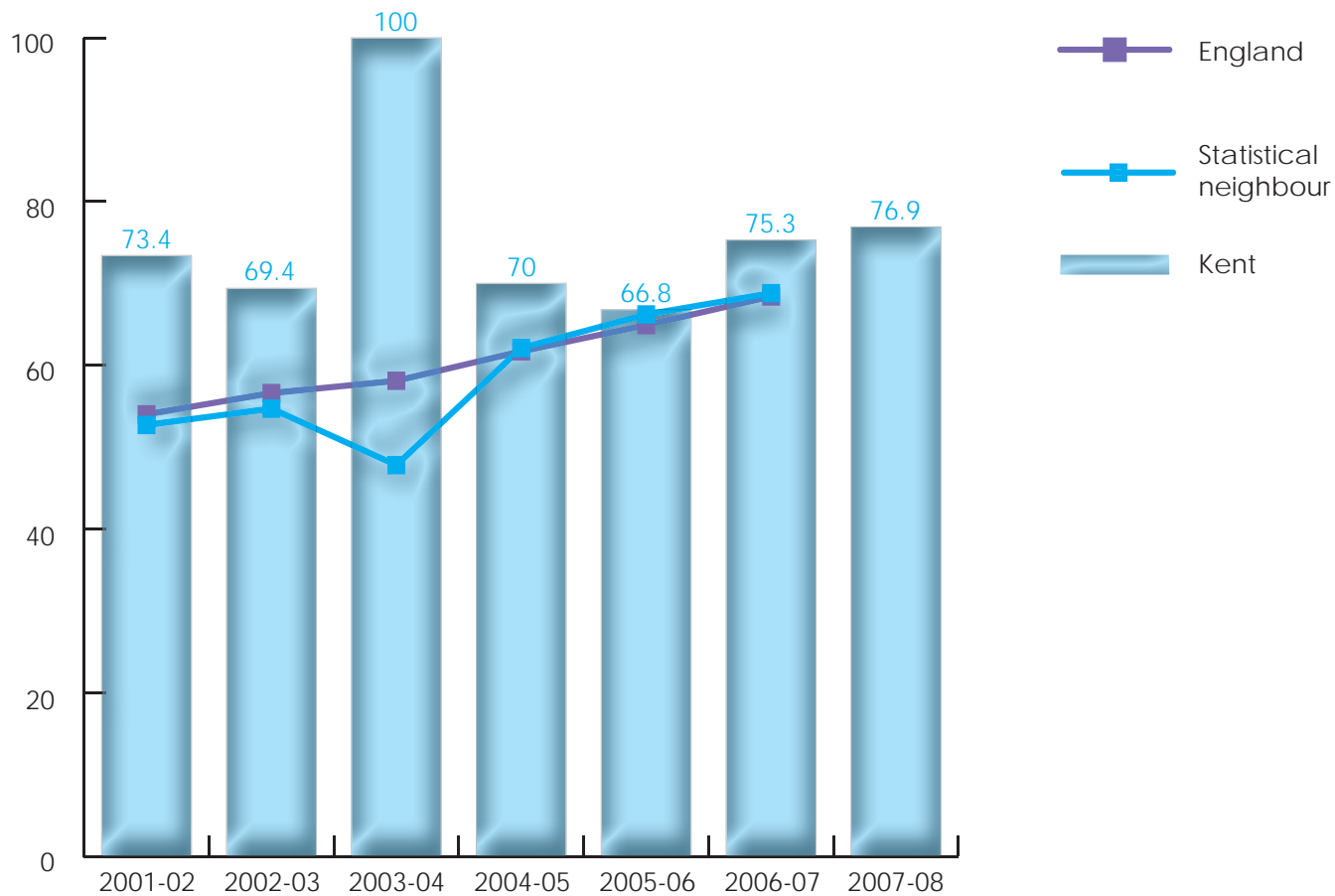


Percentages of referrals of children in need that led to initial assessments





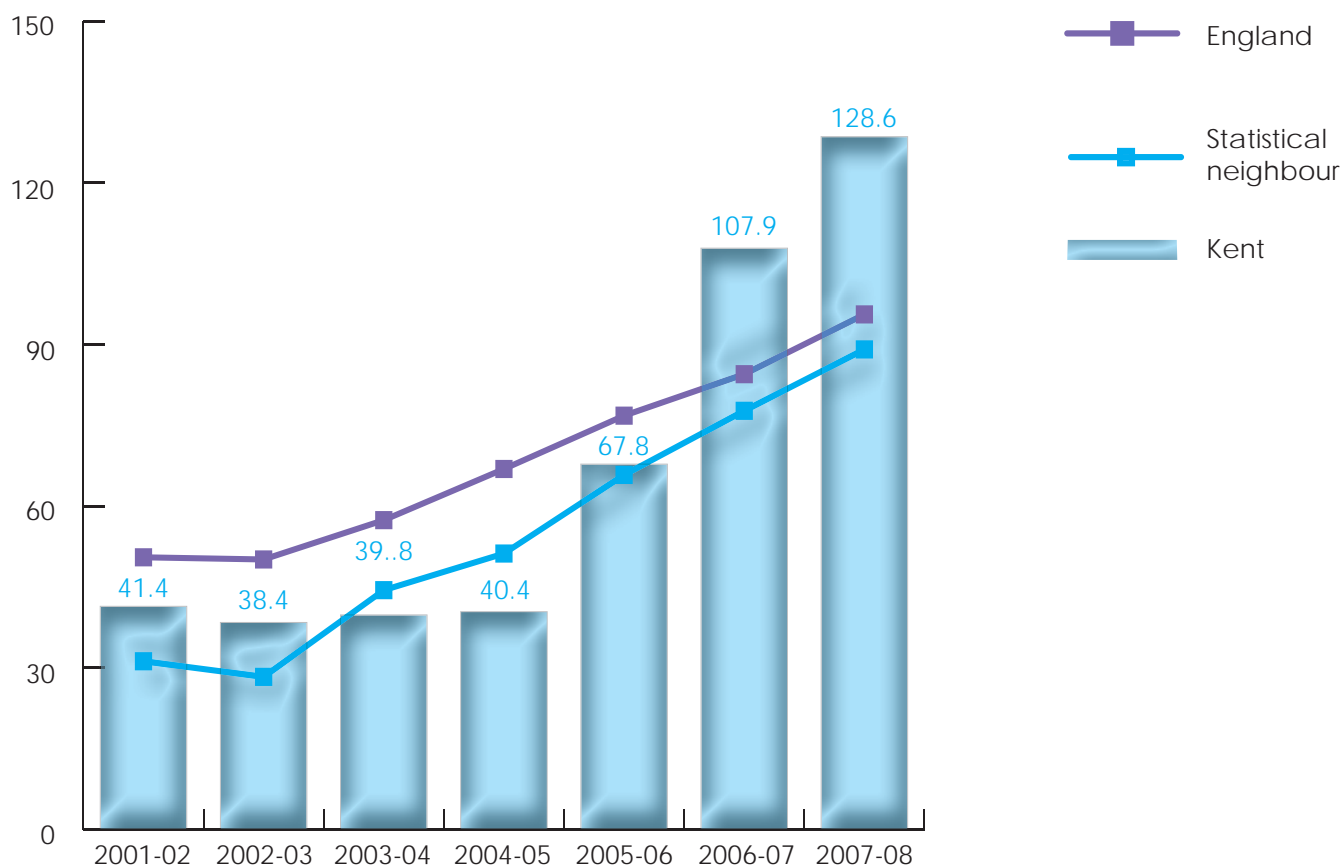
Percentage of initial assessments completed within seven days of referral





A core assessment is a more in-depth assessment of a child or young person that addresses the most important aspects of a child's needs. This is completed within 35 days. There has been a significant increase in the numbers of core assessments completed since 2005/06 and significantly more than the national average and the performance of our statistical neighbours.

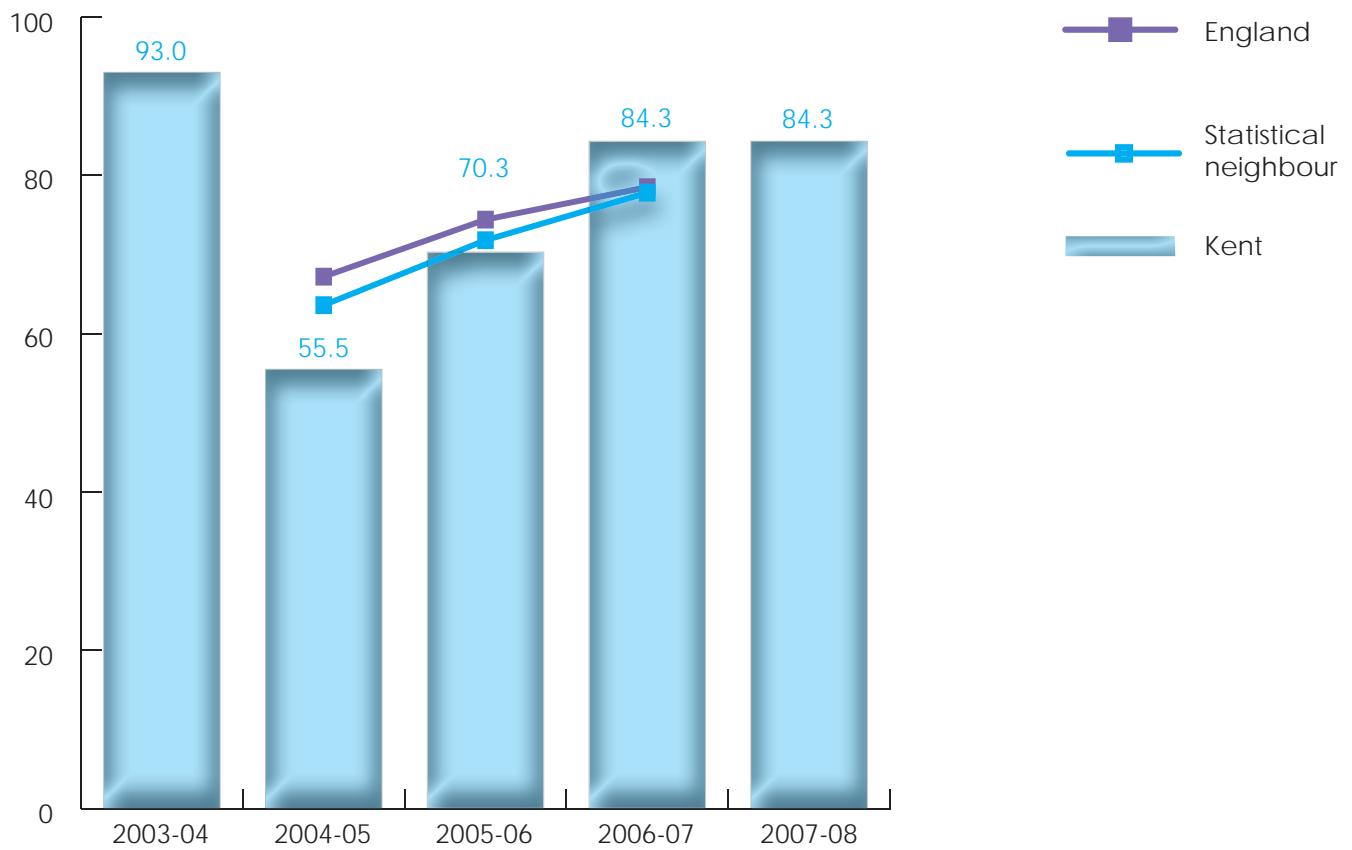
Number of core assessments of children in need per 10,000 population



The completion of core assessments within timescales remains very good at nearly 84% which is better than the national average and the performance of our statistical neighbours.



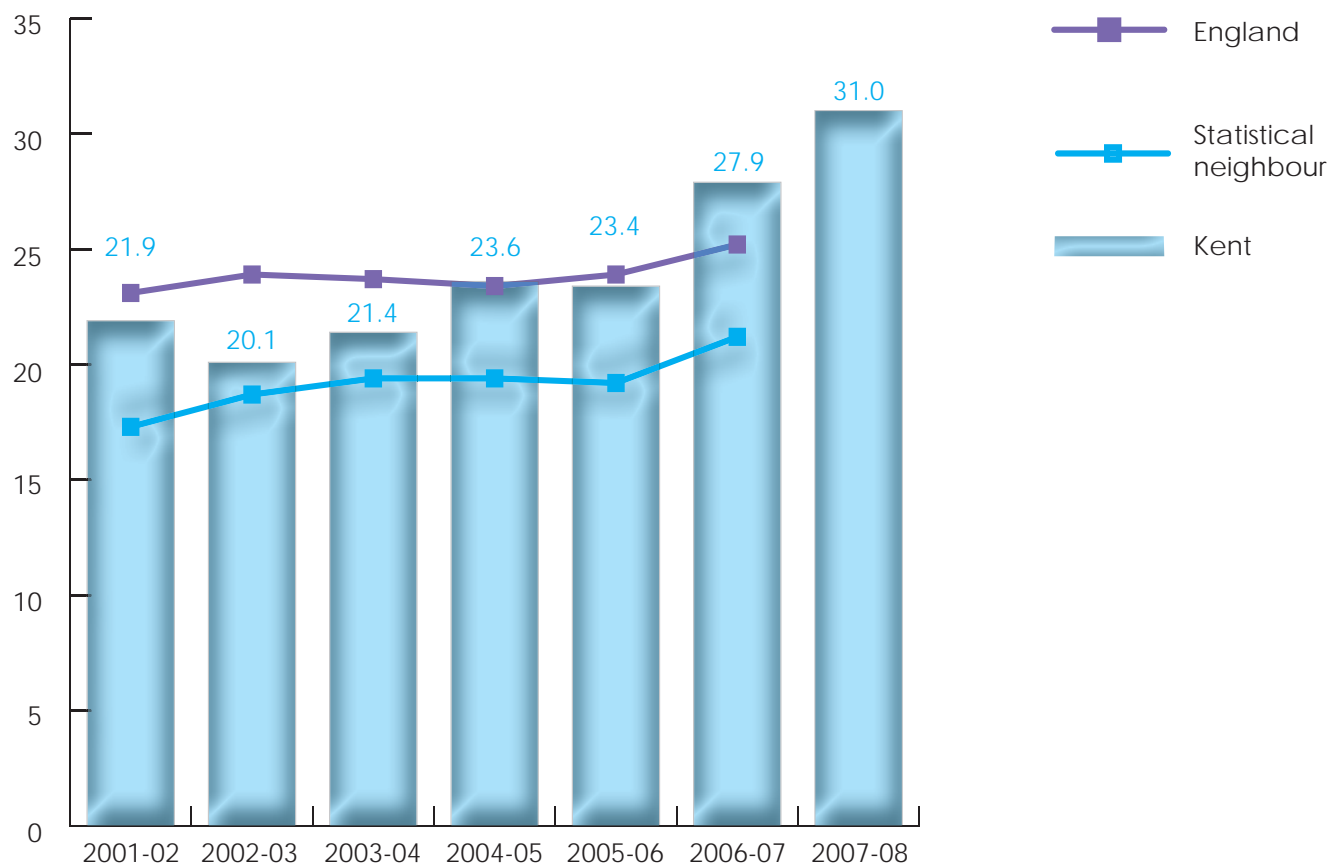
Percentage of core assessments completed within thirty five days of commencement





This information shows the number of children and young people who, as a result of a multi-agency child protection case conference, were considered to be in need of a formal multi-agency child protection plan. Plans for all such children are subject to statutory reviewing processes.

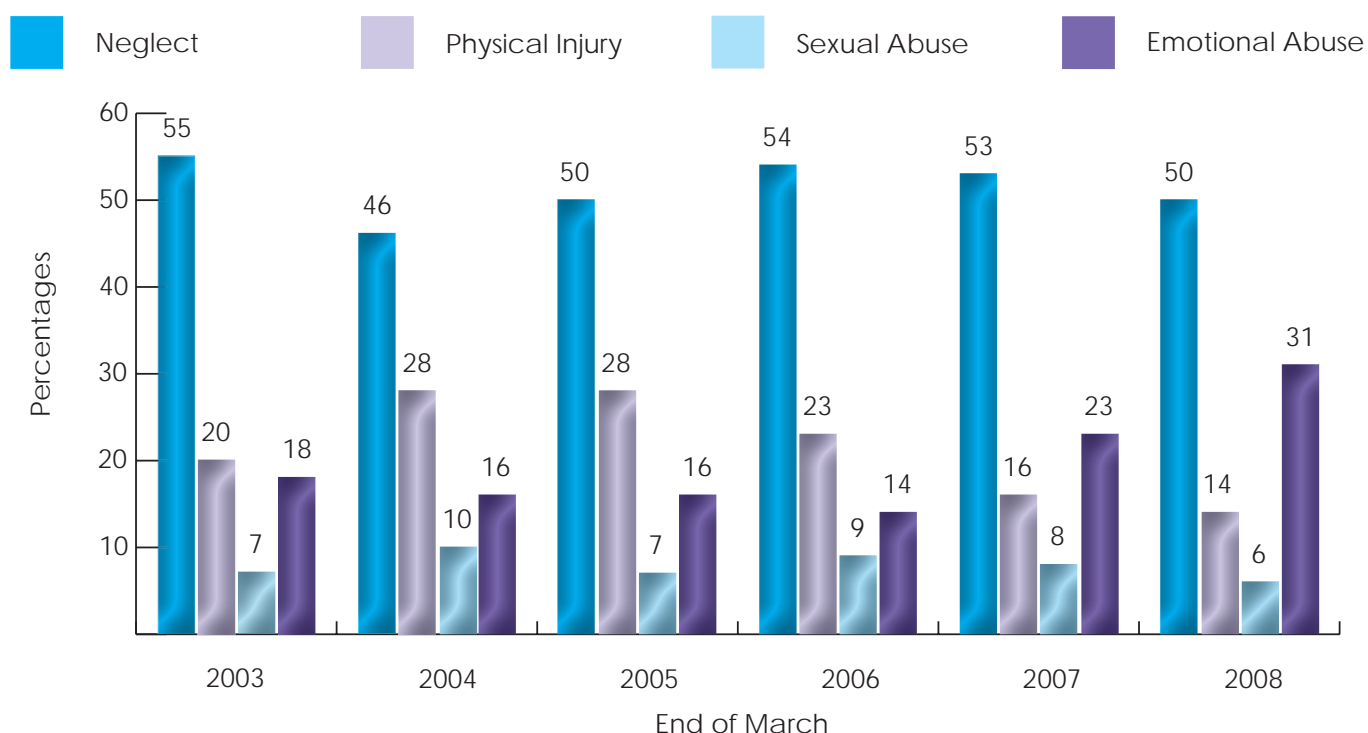
Number of children subject to a child protection plan at 31 March per 10,000 population aged under 18





There are four categories of 'harm' as defined in the Children Act 1989 – Neglect, Physical Injury, Sexual Abuse and Emotional Abuse. The category children are placed under reflect the category professionals consider to most reflect the nature of the risks posed to them. Approximately 80% of all child protection plans are categorised by either emotional abuse or neglect. This reflects the increasing evidence base showing children who grow up in families where there is domestic violence and/or parental substance misuse are likely to be at an increased risk of significant harm. There continues to be low numbers of children with plans relating to sexual abuse.

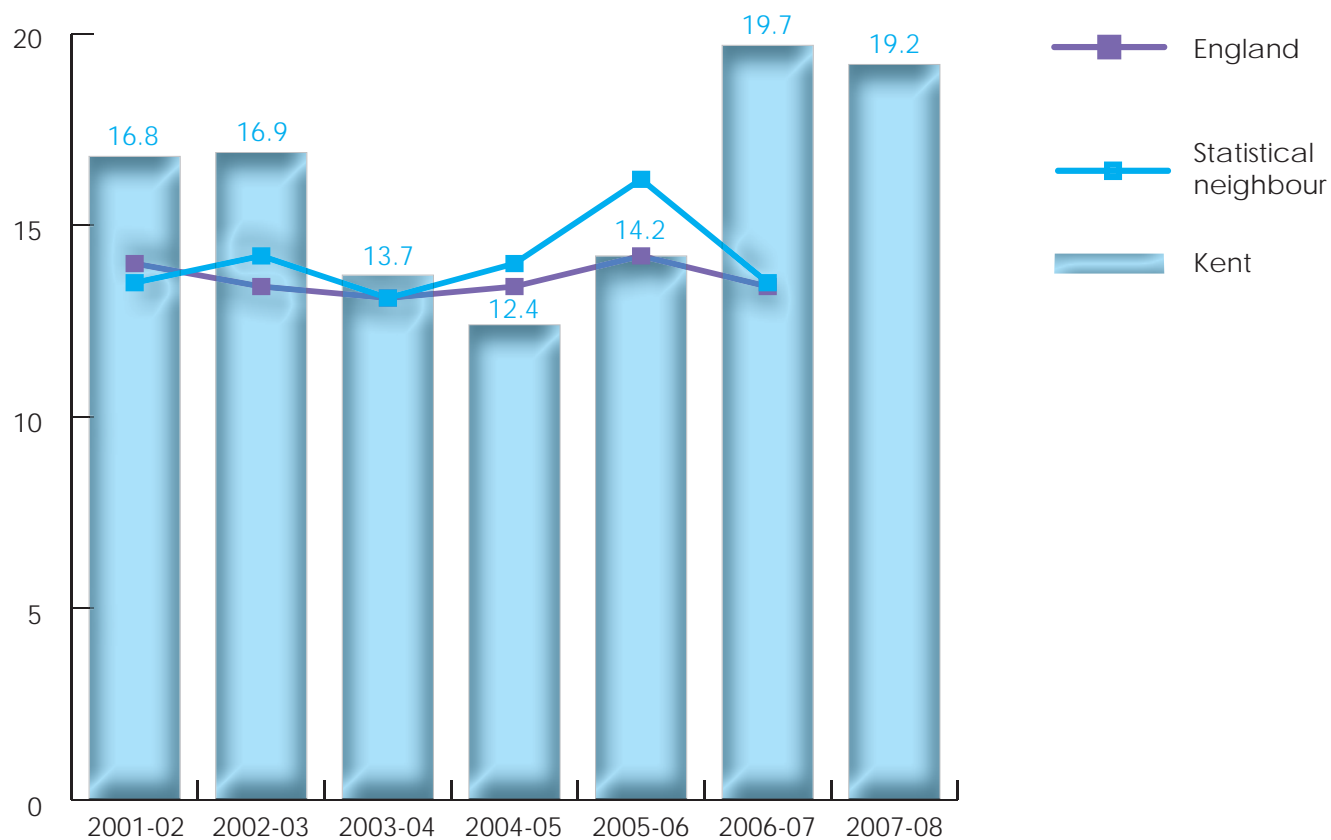
Children subject to a child protection plan as a percentage by category



The 2007/08 year-end figure for the percentage of children who became subject to a child protection plan during the year who had previously been registered was 19.2%, a very slight decrease from last year. We remain higher than our statistical neighbours for 2006/07 (13.5%) and the national average for 2006/07 (13.4%), which is 'acceptable'. It is recognised that there will be some situations where a second child protection plan is required due to changing circumstances.



Children who have been re-subject to a child protection plan in the year

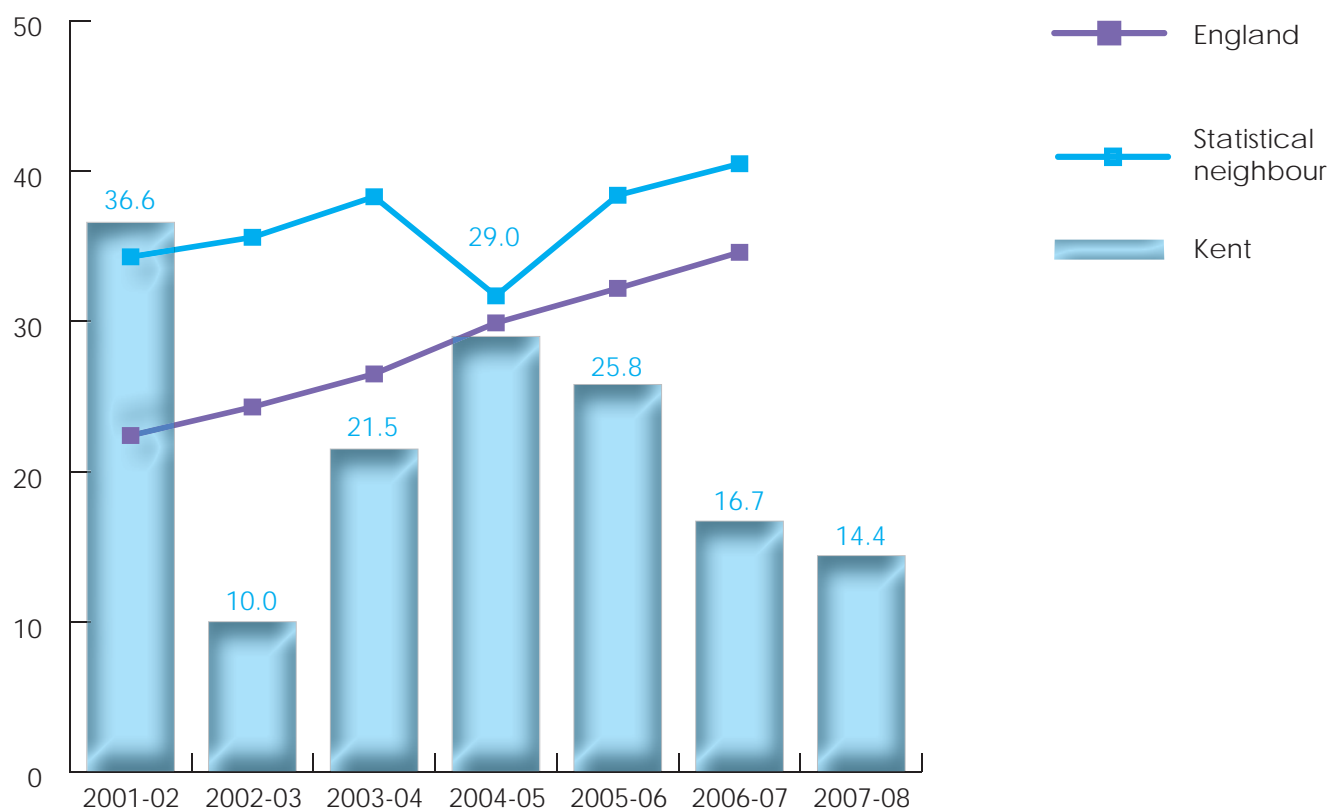




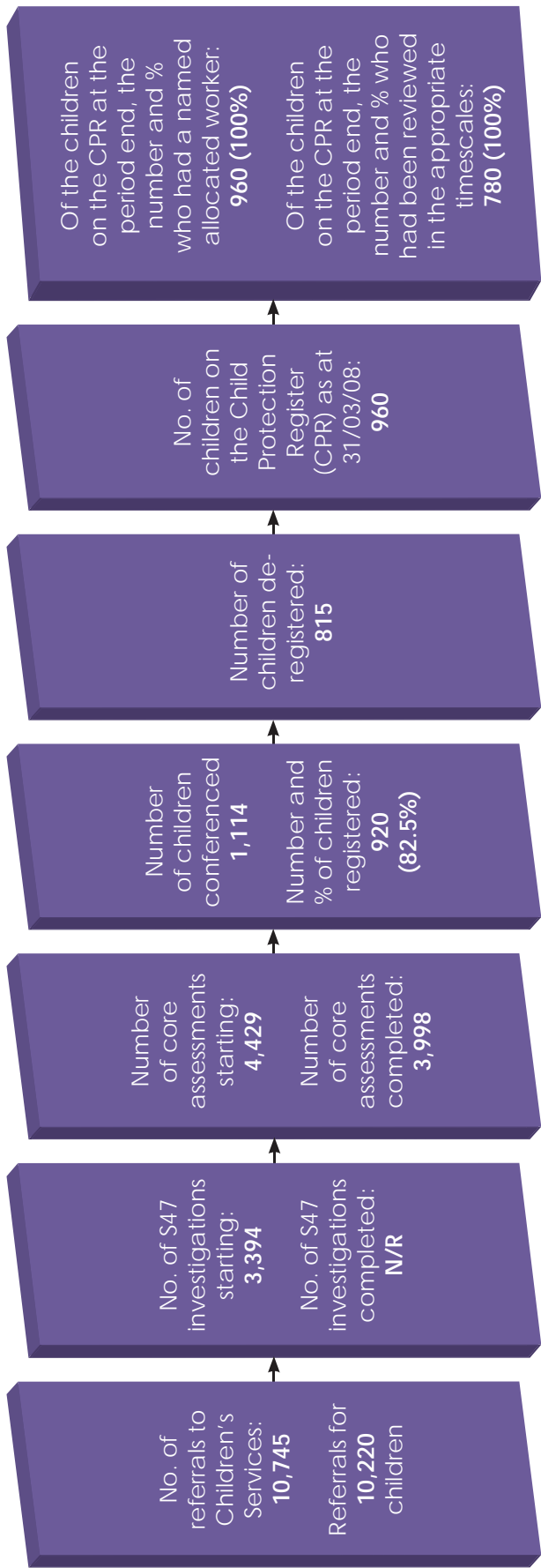
Child protection reviews

The DCSF measures the adequacy of review frequently by considering the review of children on the register at 31st March. All the children on the register at 31st March 2008 had been reviewed at an appropriate frequency.

Percentage of s47 enquiries leading to initial conferences and held within 15 days



Summary sheet (based on 2007-08 data)



National statistics

No. of children on Child Protection Registers as at 31/03/07	Rate per 10,000 children of population	New registrations during the year	Rate per 10,000 children of population	De-registrations during the year	Rate per 10,000 children of population
27,900	25	33,300	30	31,800	29

Kent Child Protection Register

No. of children on CPR		Rate per 10,000 children of population		New registrations during the year		Rate per 10,000 children of population		De-registrations during the year		Rate 10,000 children of population	
As at 31/03/07	As at 31/03/08	As at 31/03/07	As at 31/03/08	06/07	07/08	06/07	07/08	06/07	07/08	06/07	07/08
864	960	27.9	31.0	972	920	31.3	29.6	860	813	27.7	26.2



Police Public Protection Unit

The time period of this report has seen the HQ Police Public Protection Unit (PPU) make significant steps forward in both internal measures, to ensure the quality of service delivered by the Borough Command Units (BCU) teams adds real benefit in safeguarding children and possibly, more noticeable external investigations carried out by the Public Protection Crime Unit (PPCU).

The PPCU specialises in investigations into the sexual exploitation of children in an online environment. This team is under the direction and control of HQ PPU and is the only part of the unit that regularly has external contact with the public. Their work is of huge benefit, as can be seen below:

In the financial year 2007/08 the team investigated 29 new offenders, completed 18 investigations, and charged 4 of the new offenders, the remainder are still under investigation. Current indications are that all of these have in fact committed offences related to child exploitation.

Of the 18 completed investigations, 8 offenders received prison sentences ranging from 8 months for possession of child abuse images, to 12 years for a series of violent rapes and sexual offences against a 12 year old child. 3 offenders received community rehabilitation orders, and 4 offenders were refused charge. Offences investigated include the rape of an 18 month old child, large scale possession and distribution of child abuse images, inciting prostitution and most offences under the Sexual Offences Act relating to acts perpetrated on children. Offenders included an ex-police officer, an immigration officer, a school teacher and a magistrate.

The team also continued to work on cases such as Operation Starlight that commenced in October 2007. The suspects in this case were given combined sentences of over 300 years.

Since the beginning of the new financial year, the team has commenced investigations into 15 further offenders believed to be involved in child exploitation online. One of these has distributed to over 370 other individuals, all of whom the PPCU are trying to identify for dissemination to other forces.

HQ PPU identified the need to tackle the safety of Kent children in a wider context than its traditional remit, and as a result the Board has taken on the strategic responsibilities for missing people, rape and serious sexual assault. These new pieces of business allow HQ PPU via the quarterly assessment, to make the links across its disciplines in a more inclusive manner which has been a considerable improvement for the safety of children.

The funding bid by the unit at the end of 2008 has allowed the PPU to recruit 7 additional posts for the management of violent and sex offenders on BCU and an additional Detective Inspector post to manage violent and sexual offenders at a county level. The unit have also further developed the Audit and Inspection to include thematic reviews. It is felt that the inclusion of this type of review, will allow the unit to enhance the coverage of best practice to the whole of the County. This work is in addition to the large-scale projects such as Multi-Agency Risk Assessment Conferences (MARAC), Child Death Overview Panel (CDOP) and ContactPoint that the unit is working with partners to establish greater safety for the children of Kent.



Private fostering

Private fostering has been identified as a specific area of work for the KSCB. Within Kent County Council, work has been underway since September 2005.

There were a total of 67 new private fostering notifications received within Children's Services during the year 2007-2008. The 67 new referrals notifying of private fostering arrangements led to a total of 56 new private fostering arrangements beginning during the year. This is an increase of 23 new notifications in comparison to 2006-2007, and demonstrates a continuing increase on the previous year (2005-2006), when there were only a total of 17 private fostering referrals across the County throughout the year.

On the 31st March 2008, there were a total of 38 open private fostering arrangements across the County. (This is closely comparable to the previous year, although there is a slight decrease of 2 arrangements.) This figure does need to be approached with some degree of caution, as open arrangement numbers can rise and fall significantly within relatively short periods.

There has been a targeted private fostering publicity campaign in place throughout the year and this will be sustained. The Board will continue to receive an annual report on development in this important area.

Kent Fire and Rescue Service in safeguarding children and families

One of Kent's Fire and Rescue Service's (KFRS) key strategic goals are to reduce the number of deaths and injuries that occur as a result of fires in people's homes. The British Crime Survey identifies the following households as being most likely to have a fire:



Households headed by young people, especially if they are lone parents and/or rent from a local authority or a housing association;



Households in financial difficulty;



Households in which an occupier has a limiting disability; and



Households with smokers.

Research has shown that people who are unable to escape unaided from fire are most likely to die in a fire, including very young children, people with disabilities and people under the influence of drink or drugs (social or medical). The likelihood of dying in a fire is increased if the individual also forms part of a household identified as being at higher risk of having a fire (as described above).

The KFRS works with the KSCB, other agencies and voluntary groups in the County to help reduce fires by running publicity campaigns, providing information to parents and carers, providing fire safety awareness training to people who work in people's homes and by carrying out home fire safety checks



and fitting ten year smoke alarms free where we are invited into the home. Last year KFRS carried out 8133 Home Fire Safety Checks in Kent.

KFRS also provides a wide range of safety advice and equipment in homes where children may be at a higher risk of having an accident.

In addition to our prevention work, KFRS also run a juvenile fire-setter counselling service, which works with families where a child is playing with matches or fire. Last year KFRS had such involvement with 236 young people.

KFRS aims to ensure that all homes where a child is considered to be at higher risk from a fire receives a home fire safety check from the fire brigade and has a working smoke alarm. They continue to work closely with the KSCB to achieve this ambition.

Training data

KSCB is committed to providing a comprehensive and effective multi-agency training programme to agencies that contribute to the KSCB budget. The training programme aims to increase participants' knowledge and skills in the field of child protection and improve working relationships between agencies, in order to promote high quality service and improve outcomes for children, young people, their families and carers.

The Training Strategy does not attempt to address the individual training needs of KSCB agencies. It is designed to compliment the training provided on a single agency basis.

The training programme offered by KSCB has developed and expanded over the last year. In total 1053 places were taken up by people who work with children last year through the provision of 40 courses. Health and CFE account for 76% of the take-up on courses. This was despite not having a Training Manager in post for 11 months.

Participants on the training have, through evaluation, indicated that the courses do meet their needs and expectations. Longitudinal evaluation as to the effectiveness of the training programme will be developed in the forthcoming year.

The Board has also tried to respond to demands to provide single agency training in order to assist organisations in meeting their obligations to train their workforce in basic child protection training where possible in accordance with the Training Strategy.



Resources

In order to adequately discharge its multi-agency remit the Kent Safeguarding Children Board relies on a budget which is made up from contributions from partner organisations. The income from agency contributions for the year 2007-8 is £373,791. Other than KCC, other agencies have not increased their contributions to the budget since that agreed by Kent Child Protection Committee (KCPC) over 5 years ago.

Contributions covers salary costs, meeting costs, administration and office costs as well as all KSCB multi-agency training and the annual conference. We also use the money to publicise the work of the Board, and the safeguarding message, across organisations, professionals, parents and carers. Some of the development work for the Board has been funded through an underspend left over from the KCPC.

Additional Expenditure

KSCB also benefits substantially from significant contributions from partner agencies and professionals for which the KSCB does not face direct charges. These range from, for example, professionals from KSCB agencies offering their time and expertise to sub-groups or delivering training as well as free or reduced costs for venues for meetings and trainings.

Additionally, a significant contribution is made by KCC which employs the KSCB staff, providing management and supervision, office accommodation and associated costs.



Kent Safeguarding Children Board budget report 2007/08

	2006/07	2007/08
Income	303541	349836
Underspend Brought Forward *	64929	230755

Board expenses:

Upkeep of Kent Child Protection Register and additional child protection administrative tasks including the support to the Board	56758	51388
Board Manager	21417	63320
Independent Chair for Serious Case Reviews	5178	10711
KSCB meetings arrangements	1254	1737
Sub Total	84607	127156

Work programme:

Printing and publications	78007	103744
Sub Total	78007	103744

Inter-agency child protection training:

Inter-agency Training Manager	46474	52682
Training Administrator	10965	17948
Training programme including annual conference and seminars	48323	52574
Sub Total	105762	123204

LCPCC Administrators	0	22119
Sub Total	0	22119

Total cash costs of Board activities **268376** **376223**

The B/F figure* is largely attributable to vacant posts and the long-term sickness of the Training Co-ordinator resulting in a reduced training programme. A significant proportion of this will need to be re-distributed to address the monitoring and evaluation function of the Board as well as the Child Death Overview Group.



Agencies Contributions

Income	2004/05		2005/06		2006/07	2007/08	2008/09	
	£	£	%	£	£	£	%	
KCC Children's Social Services	57740	57740	23		0	0	0	
KCC Education (Safeguards)	40167	40167	16		0	0	0	
CFE (including allocations)	0	0	0		202907	202907	202907	54.3
EKPCT	39664	39664	16		39664	39664	39664	10.6
WKPCT	50710	50710	20		50710	50710	50710	13.6
Police	56484	56484	22		56484	56484	56484	15.1
Probation	6276	6276	2		6276	6276	6276	1.7
Connexions	0	0			10000	10000	10000	2.7
CAFCASS	0	500	0.1		750	750	750	0.2
YOS	0	0				7000	7000	1.9
District Councils	0	0				0	0	0
Total	251041	251541	100		366791	373791	373791	100

Additional income

Training / Miscellaneous	0	0		0	2545	0
Medway	0	0		0	8500	0
Parenting handbook	0	0		0	30000	0
CDOP DCSF	0	0		0	0	95000
Total	0	0		0	41045	95000



Business Plan 2008-11





Objectives	Key Activities	Outcomes	Timescales		
			2007/08	2008/09	2009/2010
Kent Safeguarding Children Board Development					
The KSCB is adequately resourced to ensure it operates effectively under s13 of the Children Act 2002	Review current budget arrangements in light of additional responsibilities and membership	KSCB is supported by partner agencies with adequate and reliable resources	✓		
To develop the roles and responsibilities for Board members	To develop Induction for new board members To review KSCB Constitution and roles and responsibilities of board members To set up two Development Days a year for board members Practice developments are informed by lessons from research and by significant new publications	Effective membership of the KSCB and subgroups Partners are clear about what safeguarding entails and the responsibilities that they have in the KSCB by providing literature and verbal presentations Evidence that members make distinctive contributions and work together	✓	✓	✓
Implementation and Monitoring of Section 11 including s11 training (and links to s175 Education Act)	To ensure that components of Children Act 2004: <ul style="list-style-type: none"> • Are fully integrated into the core business of partner organisations • Have a timed plan for implementation of this integration • Have assessed implementation at an organisational level for risks due to non-compliance and/or failure to 		✓	✓	✓



Annual reporting and review process in place for all KSCB subgroups	Annual Report from each subgroup To monitor the engagement (via attendance on the various KSCB groups) of partner agencies	Reports received by KSCB and Executive Board	✓	✓	✓
Standards of practice remain high by the KSCB scrutinising and challenging the practice of other agencies and raising issues of concern through the chair	Protocol developed	Issues of concern are raised individually by the chair with senior managers and improvements monitored when necessary	✓	✓	✓
Thresholds are produced for referrals of children in need and those where there are concerns about a child's safety and welfare	Set out agreed threshold for referrals of children in need and ensure processes for multi-agency assessments	Thresholds in place	✓		
Policies and Procedures for Safeguarding and Promoting the Welfare of Children					
Review Safeguarding Procedures	Procedures to be fully reviewed every two years and reflect new legislation/guidance and best practice	Procedures remain up to date and relevant to changes in agency structures and guidance	✓	✓	✓
Produce and implement procedures to reduce the cases referred for a serious case review and repeated child protection plans under the category of neglect	Adopt a standard approach for assessment and ongoing intervention in relation to cases regarding neglect concerns Investigate existing assessment tools Identify and approve an assessment model Training available	Reductions in number of cases referred for a serious case review and repeated child protection plans	✓	✓	✓



Support implementation of Common Assessment Framework	Establish KSCB link with CAF implementation project group Incorporate CAF into training programme	All agencies use consistent and locally agreed framework for early assessment of children identified as at the first sign of difficulty	PP and T&D	✓ ✓ ✓	✓ ✓	✓
Development of joint working protocols between Adult Services and Children's Services	Review existing protocol and extend to include professionals from adult social services and health services	Clear protocols in place which will clarify roles and responsibilities within Adults and Children's Services where families are engaged with both services	PP	✓		
Training and Development						
Extend the multi-agency training programme on Child Protection and Safeguarding	Yearly needs analysis exercise to be carried out which will inform updating of annual training plan Training budget to be increased to reflect increased programme Board members support the provision of multi-agency training by committing to freeing staff to participate in training on a regular basis Develop training needs assessment tool	All agencies have access to a range of multi-agency training on safeguarding children to reflect priorities of KSCB and national developments KSCB are confident the training programme meets the needs of people working with children and families	T&D	✓ ✓ ✓	✓ ✓ ✓	✓ ✓



Review existing training provision with view to ensuring that the wider definition of 'safeguarding children' is incorporated into individual agency and multi-agency training plans	Individual agency training plans to be shared Training plans to be updated to incorporate new national guidance	Professionals across all agencies have access to training on their wider roles and responsibilities with regard to safeguarding children	T&D	✓	✓	✓
Continue provision of annual Safeguarding Conference open to all professionals working with children	Key speakers to be engaged by January Venue to be confirmed by January Advertising September 2008 Conference November 2008	Improved learning across agencies	T&D	✓	✓	✓
Provision of advice and consultancy service on child protection to all agencies	Child Protection Advisers to re-issue leaflet advising service to all relevant statutory and non-statutory bodies	Access to child protection advice and consultation for professionals improved	T&D	✓	✓	✓
Training responding to Unexplained and Unexpected Child Deaths	Incorporate into 2007/08 training plan Training commissioned Monitoring and reporting of take-up	Training carried out Professionals better equipped to respond to child deaths	CDOP and T&D	✓	✓	✓
Ensure Child Protection Training is consistent with Training Strategy issued by the KSCB	Gap analysis to be undertaken	Training for Kent staff consistent with that provided across Kent	T&D	✓	✓	✓

Safe Recruitment and Employment

Ensure KSCB representation from all agencies on Safe Recruitment and Employment Subgroup	Incorporate guidance in Working Together to Safeguard Children and Kent & Medway Safeguarding Procedures on safe recruitment and vetting of staff into all statutory agencies policies and protocols	Safer staff recruitment and vetting procedures within Kent Statutory agencies	SR&E PM	✓	✓	✓
Draft and agree shared guidance on reporting systems to professional bodies where there are concerns about professionals working with children	Scrutinise key agencies reporting systems Draft minimum standards document to cover all key professionals	Clarity for all agencies working with children regarding reporting systems where there are allegations against staff	SR&E PM	✓		
Ensure compliance of all agencies with Working Together guidance on Managing Individuals who pose a risk to children	Scrutinise individual agency recruitment and vetting policies Specific work to be undertaken with the voluntary sector to ensure the minimum standards meet specific need	Greater consistency across agencies regarding safe recruitment and vetting policies and practice Improved information to KSCB regarding professionals who may pose risk to children, allowing for better planning and prevention	PM	✓	✓	✓
Establish link between MAPPA and KSCB and agree reporting systems	Establish link between MAPPA and KSCB Establish reporting system to KSCB on individuals who pose risk to children	Improved communication between MAPPA and KSCB	EXEC	✓	✓	✓



Safety and Welfare of Children in Terms of Preventable and Unintentional Injury

Decrease fire related deaths in the home	To promote knowledge and awareness of the impact and importance of bullying on the KSCB website and training programme	Clear statements in agencies procedures about KSCB expectations around anti-bullying	Anti-Bullying Subgroup	✓	✓	✓
		Bullying reduces				

Safety and Welfare of Children who Experience Bullying and Discrimination

KSCB to support the Anti-Bullying Strategy and Plan as part of its responsibility for 'Stay Safe' outcome	To promote knowledge and awareness of the impact and importance of bullying on the KSCB website and training programme	Clear statements in agencies procedures about KSCB expectations around anti-bullying	Anti-Bullying Subgroup	✓	✓	✓
		Bullying reduces				

Safety and Welfare of Children who are Privately Fostered

Establish annual reporting system to KSCB regarding private fostering activity	Annual report to be provided by HOCs responsible for Private Fostering	Improved information to KSCB on numbers of children privately fostered allowing for better planning for and safeguarding of children	PM Karen Graham	✓	✓	✓
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Private fostering arrangements are known and assessed. The assessment includes all appropriate statutory checks.	KSCB need to ensure that practice is embedded and public and agencies are aware of the requirement and importance to notify	PM Karen Graham	✓	✓	✓
Private Fostering Procedures are implemented	Information to be added to KSCB website				
Procedures developed and implemented to ensure that the public are aware of the requirement to notify the LA	Programme of advertising / public awareness				
Agencies are aware of the importance of notification					

Safety and Welfare of Children who are Involved in Domestic Violence

The KSCB works with other agencies to ensure that responses to issues of domestic violence address child safeguarding issues	Establish feedback loop with Kent & Medway Domestic Violence Strategy Group	Reports to KSCB	✓	✓	✓
	To ensure a co-ordinated multi-agency response throughout the county to child survivors of domestic violence				
	To monitor the effectiveness of the KSCBs relationship with Kent & Medway Domestic Violence Strategy Group				
	Improve identification of all children and young people exposed to domestic abuse				
	Attendance at Multi-Agency Risk Assessment Conference				

Communication and Awareness Raising

Develop and implement a Communication Strategy	Strategy developed KSCB newsletter - agencies contribute to the newsletter KSCB Annual Conference Website Agencies make available resources/skills to help implement the strategy	Improved awareness across partner organisations of safeguarding responsibilities Work with the KSCB is cascaded and understood	P&C	✓	✓
Establish Safeguarding Children input to induction programmes across agencies	Scrutinise individual agency induction programmes to ensure Safeguarding Children is included	Improved awareness across partner organisations of safeguarding responsibilities	P&C	✓	✓
Development of a comprehensive database of voluntary, community and faith groups in the county	Work with Children's Trust to establish database	Better targeting of safeguarding message within non-statutory sector facilitated	P&C	✓	✓
Establish reporting system from Children's Trust to KSCB, with particular regard to non-statutory safeguarding work	Establish link person and reporting system to KSCB	Improved links between KSCB and non-statutory providers Better awareness within KSCB of safeguarding activity within non-statutory sector	EXEC	✓	✓
Ensure KSCB website is regularly updated	Website to incorporate national and local developments	Greater public access to safeguarding information	P&C	✓	✓



Agree plan for greater access to written translations of key safeguarding documents, to families whose first language is not English	Key languages to be agreed Feasibility exercise to be conducted to include costing	Improved access for non English speaking families and children	P&C	✓	✓	✓
Public awareness campaign to raise profile of KSCB and the role of the public in safeguarding children	Advertise in Partners newsletters and promotional materials including those produced by District Councils	Increased awareness across Kent regarding action to be taken when there are concerns about a child at risk of harm Work of the KSCB is cascaded and understood		✓	✓	✓
Improved systems for hearing children's views	Establish link between Children's Trust and KSCB Ensure safeguarding issues are addressed in wider participation and involvement strategy	Children's concerns regarding safety incorporated into KSCB activity and planning	P&C	✓	✓	✓

Monitoring and Evaluation

<p>The Board agrees a data set of relevant and meaningful information based upon the criteria of safe at: home, school and on the streets based on clear standards and performance indicators for child protection, and uses management information in respect of child protection and safeguarding of children to improve service</p>	<p>Data set agreed and information collated</p> <p>That the Board reviews the usefulness of the data set collected on a regular basis and to ensure it remains outcome focussed</p> <p>The relevant information, as agreed by the Board, be submitted in a standardised and cohesive way and is reported on a six monthly basis</p>					✓
<p>All statutory agencies to report to KSCB on safeguarding activity</p>	<p>Agree reporting systems to KSCB</p> <p>Regional and local linkage with other Performance Monitoring Groups (including MAPPA QA Group) to learn mutual lessons</p>	<p>Improved awareness of multi-agency safeguarding activity, facilitating better joint planning</p>	PM			✓
<p>KSCB to continue to monitor and analyse statistics on children at risk of harm</p>	<p>Annual report from Children Social Services to KSCB</p>	<p>Improved awareness of safeguarding practice trends and developments</p>	PM			✓
<p>Establish annual multi-agency file audit for use by the LCPCC to assist self and peer evaluations</p>	<p>Develop multi-agency auditing tool</p>	<p>Improved awareness of practice across agencies and improved capacity for learning from good practice</p>	PM			✓



Monitor the implementation of Serious Case Review Action plans and lessons from Child Deaths are learnt	Agree reporting systems to KSCB and internal agency audit plan	Lessons are learnt from child deaths within the county of Kent	SCR CDRP PM	✓	✓	✓
To monitor and evaluate the work of the Children's Service Authority and KSCB members individually and collectively to safeguard children	Individual agencies to provide child protection audit information Collaborative solutions to performance obstacles Formulation of a multi-agency Audit Calendar which highlights areas of strengths, gaps and weaknesses A peer audit process to be developed. Agencies to be audited on recommendations from key inspections	Provision of performance data evidencing LSCB member organisations' work with regard to safeguarding which meets required standards and is safe To enable an integrated approach to auditing safeguarding activity Evidence of LSCB and partner agencies work both individually and collectively is undertaken with regards to safeguarding and is compliant with national and local standards		✓	✓	✓



<p>Evaluation of both single and inter-agency safeguarding children training</p>	<p>Each KSCB member agency to produce a Training Strategy document approved by the KSCB outlining safeguarding training needs and a clear plan as to how these will be achieved. There is a clear standard within the Training Strategy.</p>	<p>Delivery of single and multi-agency safeguarding training which meets national and local standards and meets the needs of organisations</p>			<p>✓</p>
<p>KSCB Learning & Development Subgroup will audit both single and multi-agency safeguarding training against the agreed set standards. Single agency training must meet the set standards to be endorsed by the Kent Safeguarding Children Board in October 2007.</p>	<p>Local and national safeguarding standards are met on both a single and multi-agency basis to ensure training continues to be highly effective</p>	<p>Local and national safeguarding standards are met on both a single and multi-agency basis to ensure training continues to be highly effective</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>Staff of all services have a consistent understanding of the thresholds for sharing information with and referral to Children Social Services and Health/Police, and the undertaking of an initial assessment to identify if the child is in need and, if so, if the child's welfare is being safeguarded</p>	<p>KSCB to ensure clarification of thresholds and actively ensure promulgation and dissemination across and between agencies</p> <p>Multi-agency task group to be set up to review/develop thresholds and report to LSCB</p> <p>Links to be made between Children in Need and Child Protection Procedures as an integral part of developing a child concern model</p> <p>Develop a shared protocol around the process of assessments involving NHS Trusts, Police and Children Social Services</p>	<p>KSCB to ensure clarification of thresholds and actively ensure promulgation and dissemination across and between agencies</p> <p>Multi-agency task group to be set up to review/develop thresholds and report to LSCB</p> <p>Links to be made between Children in Need and Child Protection Procedures as an integral part of developing a child concern model</p> <p>Develop a shared protocol around the process of assessments involving NHS Trusts, Police and Children Social Services</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

Carry out research into under representation of disabled children referred into Children Services where there are concerns that may have suffered harm and subject to a Child Protection Plan	Commission piece of independent research	Better understanding of referral and registration statistics and in particular whether the safeguarding needs of all of Kent's children are being fairly met	✓	✓	✓
Establish link between MAPPA and KSCB and agree reporting systems	Establish link person between MAPPA and KSCB Establish reporting system to KSCB on individuals who pose risk to children	Improved communication between MAPPA and KSCB	✓	✓	EXEC

Participation

Ensure KSCB representation on CYPSP, Children's Executive Group, Safer Kent Partnership and relevant planning forum	In place	Safeguarding agenda is incorporated into all multi-agency planning and development.	✓	✓	EXEC
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Serious Case Reviews and Child Deaths

Carry out reviews into serious cases according to criteria set out in Working Together to Safeguard Children	Serious Case Review Core Panel to continue to monitor and to ensure Serious Case reviews are undertaken within the Panel timescales as directed in 'Working Together 2006' where possible	Lessons learned from serious cases and disseminated to all key agencies Recommendations and lessons learnt from Serious Case Reviews are reflected within safeguarding Children Training	✓		SCR
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Review serious cases which do not meet the threshold for a formal Serious Case Review	Devise and agree system across all partner agencies for internal reviewing of serious cases which have not met formal review threshold because of limited agency involvement	Greater consistency of case reviewing across agencies and improved system for learning lessons from these cases	SCR	✓	✓	✓
Audit single agency progress made following the implementation of Action Plans produced for agencies/ organisations from Serious Case Reviews undertaken	To determine if recommendations of Serious Case reviews have been implemented - to highlight areas of good practice and where improvements can be made	Recommendations implemented and auditable		✓	✓	✓
Develop administrative and financial arrangements and systems for Child Death Overview Process	Discrete budget identified within KSCB finance Staffing needs identified and costed Appointment of Administrative staff Database set up Clear communication between CDOP and SCRCP PR work delivered to raise awareness of CROP with agencies and general public (especially parents of children with vulnerable health conditions)			✓	✓	✓
A co-ordinated response to sudden and unexpected child deaths within Kent	Rapid response to all unexpected and unexplained child deaths in place in each PCT and Acute Health Trust	A co-ordinated and rapid response to all unexpected and unexplained deaths within the Kent area	CDOP	✓	✓	✓



<p>All child deaths are monitored, trends are identified, and prevention planning is enhanced to prevent untimely deaths</p>	<p>Child Death Overview Panel as per guidance Working Together to Safeguard Children is in place by April 2008</p> <p>Agree process for collecting data which will be informed by the CEMACH pilot and DCSF</p> <p>Analyse overview information to inform local strategic planning</p> <p>Staff appointed by health and KSCB to ensure CDOP can meet its statutory obligations</p> <p>Development of single and multi-agency training</p>	<p>Better information regarding trends in unexpected child deaths, leading to better preventative planning</p>	<p>CDOP</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>
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