



SURREY SAFEGUARDING CHILDREN PARTNERSHIP ARRANGEMENTS

2021



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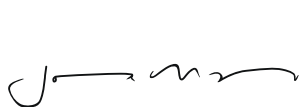
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FOREWORD

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

This means that all agencies and organisations must work particularly hard to help vulnerable children and young people to achieve better outcomes. The new safeguarding arrangements contained in this document are designed to ensure strong and effective partnership working in child protection and safeguarding practice across the county and also to promote the continuous improvement of these services. We are determined to improve outcomes for vulnerable children in the county and will work together collaboratively and relentlessly in order to do so.



Joanna Killian,
Chief Executive
of Surrey County
Council



Gavin Stephens,
Chief Constable
Surrey Police



Dr Claire Fuller,
Accountable Officer
for Surrey Heartlands
CCG



BACKGROUND

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

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

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

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



THE SURREY CONTEXT

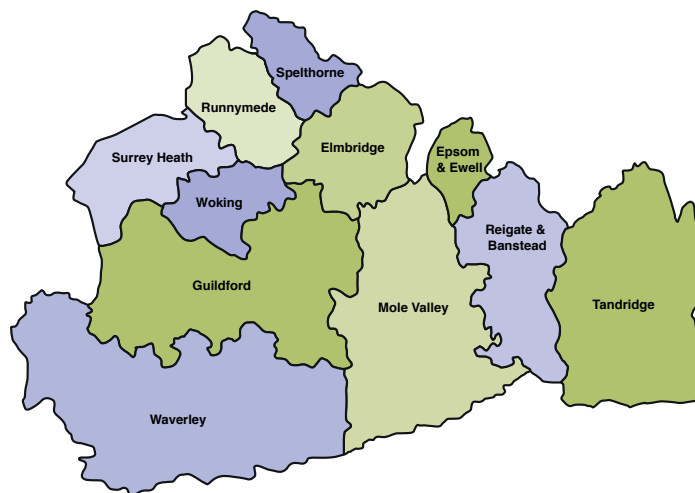
GEOGRAPHICAL COVERAGE

These arrangements apply within the boundaries of the county of Surrey; Surrey Police; Borough and District Councils and NHS Surrey Heartlands CCG and NHS Frimley CCG (From 1st April 2022 will be NHS Surrey Heartlands ICS and NHS Frimley ICS).

DEMOGRAPHIC INFORMATION

Surrey is a relatively affluent county with a population close to 1.2 million. Nearly 370,000 (31%) of the overall population are children and young people under 25yrs old. The population is predominantly white (90%), with relatively small numbers from Asian (5.6%); Black (1.1%); and Mixed (2.1%) backgrounds. Deprivation levels are low, with the county being amongst the lowest ranked according to income deprivation affecting children measures.

In 2019-20 there were 323.9 referrals to social care services per 10,000 population, lower than comparator authorities (460.8). Rates of children in need in Surrey (218 per 10,000) were lower than comparator figures (254.9 per 10,000). The county had a lower rate of children subject to Child Protection Plans (26 per 10,000 against 32.6) and a lower rate of looked after children (37 per 10,000 against 43.3). There were similar rates of in touch care leavers in Surrey and comparator authorities. 4.2% of the school population were pupils with Special Educational Needs and Disabilities, slightly



higher than comparator data. 4.6 per 10,000 children are missing education and have been waiting for a placement for more than a month. In March 2021, 57.5 per 10,000 children are being home educated. Latest census information shows that 380 per 10,000 children were young carers in Surrey against 416 per 10,000 in comparator figures.

In assessments undertaken by social care services during 2020-21, mental health issues affecting either parents or young people were identified in 43.9% of all cases. Substance misuse issues featured in 27.5% of assessments, no comparator data is available. In 2019-20, there were 115.2 incidents of domestic violence per 10,000 population in Surrey, fewer than in the comparator region (178.9 per 10,000).

Between April 2020 and March 2021, there were 1793 recorded episodes of children and young people being reported as missing from home. 3180 offences were recorded as committed by children and young people; 1919 of which were repeat offences. There were 3826 reported incidents where children and young people were victims of offences.

SERVICES CONTEXT

At the time when Surrey Safeguarding Children Partnership's local arrangements were originally published and implemented, some children's services in Surrey, particularly those concerned with safeguarding children, were judged as not being good enough. The inspection by Ofsted in May 2018 judged that some of these services were inadequate and a non-executive Commissioner was appointed by central government. A programme of rapid improvement was, and continues to be, implemented which is designed both to improve outcomes for children receiving services and to provide assurance to the Commissioner that sufficient improvement can be achieved and sustained. Since that time a great deal of progress has been made. A focused visit by Her Majesty's Inspectors published in May 2021 found that:

Since the last inspection, in 2018, Surrey children's services have been on a significant improvement journey. The council, along with its partner agencies, acknowledges that improving outcomes for vulnerable children had, prior to the last inspection, not been prioritised, but is now committed to driving forward the changes required.

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

These developments require strong partnerships at both strategic and operational levels and the Local Authority has a strong commitment to working better with partners and making safeguarding services more effective and outcomes for children and young people more positive.

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

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

- The complex, contextualised and transitional risks which adolescents face from their peers, partners and adults outside the family home, including serious violence, knife crime, gang involvement, drug crime, criminal and sexual exploitation.
- The complex nature of the online environment and need to keep up with the ever-changing nature of this problem.
- Physical and sexual abuse and the neglect of children in their homes and especially the impact of growing up in homes where domestic abuse, substance abuse and/or mental health issues are prevalent.

- The need for greater understanding of what drives children to be missing from their homes.
- Gaps in reporting of crime and safeguarding concerns within marginalised communities.

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

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

- NHS Surrey Heartlands CCG
- NHS Frimley CCG

A County wide safeguarding team commissioned through collaborative arrangements will undertake leadership for safeguarding through delegated authority although each clinical commissioning group remains accountable for any actions or decisions taken on behalf of their agency. Services are commissioned from providers of health services, which include acute and community services; mental health and learning disability services for children and adults; children's services; urgent care and out of hours services and primary care services. All these agencies have safeguarding responsibilities for which they are accountable and work collaboratively with children's social care and other services to this end. NHS provider organisations operating in Surrey are designated 'relevant agencies' and are part of the Safeguarding Partnership.

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

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

Surrey has in the region of 1500 **Early Years' Settings, Schools and Colleges** providing care and education to the county's children and young people. These providers play a key role in safeguarding children as they are expected to have arrangements in place to safeguard and promote their welfare and to work closely with other agencies within an area's broader safeguarding arrangements. This means individual institutions are required to have robust safeguarding policies and procedures in place within their day to day operations and also are expected to work collaboratively with other agencies in line with Keeping Children Safe In Education 2021 and in line with Surrey's local safeguarding policies and procedures.

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

There is a vibrant **Third Sector** in Surrey which provides many services accessed by children, young people and families. These include family support and youth services and targeted support for children with disabilities and their families and for young people with mental health issues. The sector has a strong track record in supporting families in need and vulnerable young people and has an important role in safeguarding children and young people in the county. As such, some Third Sector organisations are named as 'relevant agencies' in these arrangements and all those working with children, young people and families may be part of the Surrey safeguarding children Partnership.



SURREY SAFEGUARDING CHILDREN PARTNERSHIP

PEER REVIEW HEADLINES

To have an independent evaluation of the effectiveness of the Partnership arrangements, the Surrey Safeguarding Children Partnership (SSCP) commissioned a peer review led by Cornwall and the Isle of Scilly in Autumn 2020.

The review of local arrangements focused on the following five priority areas for the review:

1. Has Surrey SSCP addressed the required improvements identified in the 2018 inspection of the Surrey Safeguarding Children's Board?
2. Have the new governance arrangements of the SSCP enabled delivery against priorities in an effective way?
3. How effective are the working arrangements with the local authority and three statutory partners?
4. How effective is the role of the Independent Chair?
5. How effective is the supporting structure and supporting arrangements for the Partnership?

An additional area was identified for consideration as the review began:

6. How well is SSCP engaging and understanding the voice of the children and young people in Surrey?

The peer review addressed these questions through six key lines of enquiry:

1. Leadership
2. Partnership
3. Learning from local reviews
4. Quality Assurance and Scrutiny
5. Multi-agency learning
6. The Voice of the Child and Young People

In relation to the effectiveness of the Independent Chair and Challenge, the review found:

Governance, oversight and constructive challenge from the Independent Chair are welcomed; the Chair has provided clear expectations and has demonstrated his engagement, interest and involvement, for example by attendance at forum meetings.

In relation to the SSCP Structure and the functioning of the SSCP and Sub-Groups the peer review found:

Feedback from the meetings with Sub-Group chairs and partners indicated that there had been a 'positive streamlining, revisiting, refreshing, clarity in strategies. It 'feels more organised' and the sense that 'no stone is unturned'. The structure facilitates a clear reporting line from the Sub-Groups, via the Business Group and to the Executive. There are 'the right people round the table' to resolve issues at the Executive group.

In relation to the effectiveness of partnership working, the peer review included the following direct feedback from partners:

'The partnership feels more visible – information and guidance and engagement. A cultural step change and a massive shift towards strategic improvement; inclusive working relationships and improved trust and respect with partner agencies, 'feeling an equal partner'; and that there is 'a better understanding of progress of work in other agencies.'

The Peer Review found that:

The new partnership arrangements are much better than previously. However, there are still on the ground concerns around Voice of the Child and despite more diverse engagement, including the third sector, work is still needed to engage agencies e.g. probation, rights and participation team. However, it feels that the child is at the heart of the discussions. Reporting has changed with a clear work plan and continuity and a focus on priorities; guidance and support is more available. Partners considered that complex issues could be fed back to Executive for discussion.

The report found that the organisation and structures of the SSCP are helpful and expectations for inter-agency working were clear, to:

- model good practice
- challenge poor behaviour
- show mutual respect, and
- provide leadership within own organisation.

In relation to the work to clear the backlog of SCRs and other reviews, the peer review found that:

The partnership, through the work of the Case Review group, has successfully addressed the SCR backlog. This has been achieved through a focus on producing two thematic reports – *the Thematic Review of the Deaths of Children and Young People through probable suicide 2014-2020 and Serious Case Reviews 2016-2020*.

This was an effective route to collate the learning from a number of cases and share that learning across the partnership. The learning from both thematic reviews was widely disseminated through newsletters, seven-minute briefings and a programme of webinar workshops, provided jointly by the SSCP and Surrey County Council; this also included learning and good practice from other DHRs, reviews and audits.

In relation to the effectiveness of quality assurance and scrutiny, the peer review found that the SSCP has in place a range of methods and processes for seeking assurance and scrutinising the quality of the multi-agency work to safeguard children and promote their welfare.

However, the Peer Review found that most of these processes were too focused on process and compliance and not sufficiently focused on the impact of activity and improved outcomes for children. The report noted that the SSCP has made progress with quality assurance and scrutiny and recognises it has work to do. From an external perspective it is not clear what difference is being made to the lives of children and their families.

The clear message from the Peer Review was that in the establishing of the SSCP from September 2019, the focus has been on ensuring there were clear processes and structures in place, this has been achieved. The SSCP must now focus its work on supporting all agencies to achieve good outcomes for children and families and to seeking evidence of the impact of this work and on driving improvements in the quality of multi-agency safeguarding practice.

The SSCP has in place an implementation plan to address the issues raised by the Peer Review. This plan is monitored by the Business Group and is updated regularly to ensure that our arrangements have a tighter focus on improving outcomes for children and families.

SUMMARY OF KEY CHANGES

From September 2019, the following key changes were made:

- The Surrey Safeguarding Children Partnership was established and led, jointly and equally, by Surrey County Council, Surrey Police and Surrey Heartlands Clinical Commissioning Group (on behalf of all CCGs and NHS providers in Surrey).
- The three named statutory 'Safeguarding Partners' formed a new Executive Group for the Partnership, joined by representatives from the county's schools and colleges, district and borough councils, and the Police and Crime Commissioner's office. Representatives of the Third Sector attend the Executive Group on an issue by issue basis.
- The Surrey Local Safeguarding Children Board was replaced by the Children's Safeguarding Partnership.
- The membership of the Children's Safeguarding Partnership became 'relevant agencies' and this was extended to more fully represent the breadth of interests/stakeholders in children's safeguarding in Surrey.
- There are fewer standing Sub-Groups with the adoption of a commissioning approach to quality assurance and learning and development.
- New procedures were put in place for the independent scrutiny of the effectiveness of the local arrangements and for the stronger engagement of young people in the local safeguarding agenda.
- A stronger focus on learning from practice (both less than good and good) has been developed through a dynamic 'learning cycle' approach, led by Surrey's new Children's Workforce Academy.
- There was a Peer Review of the SSCP Arrangements in Autumn 2020. The findings of this review and its recommendations have been endorsed by the SSCP and an implementation plan is in place.

VISION VALUES AND PRINCIPLES

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

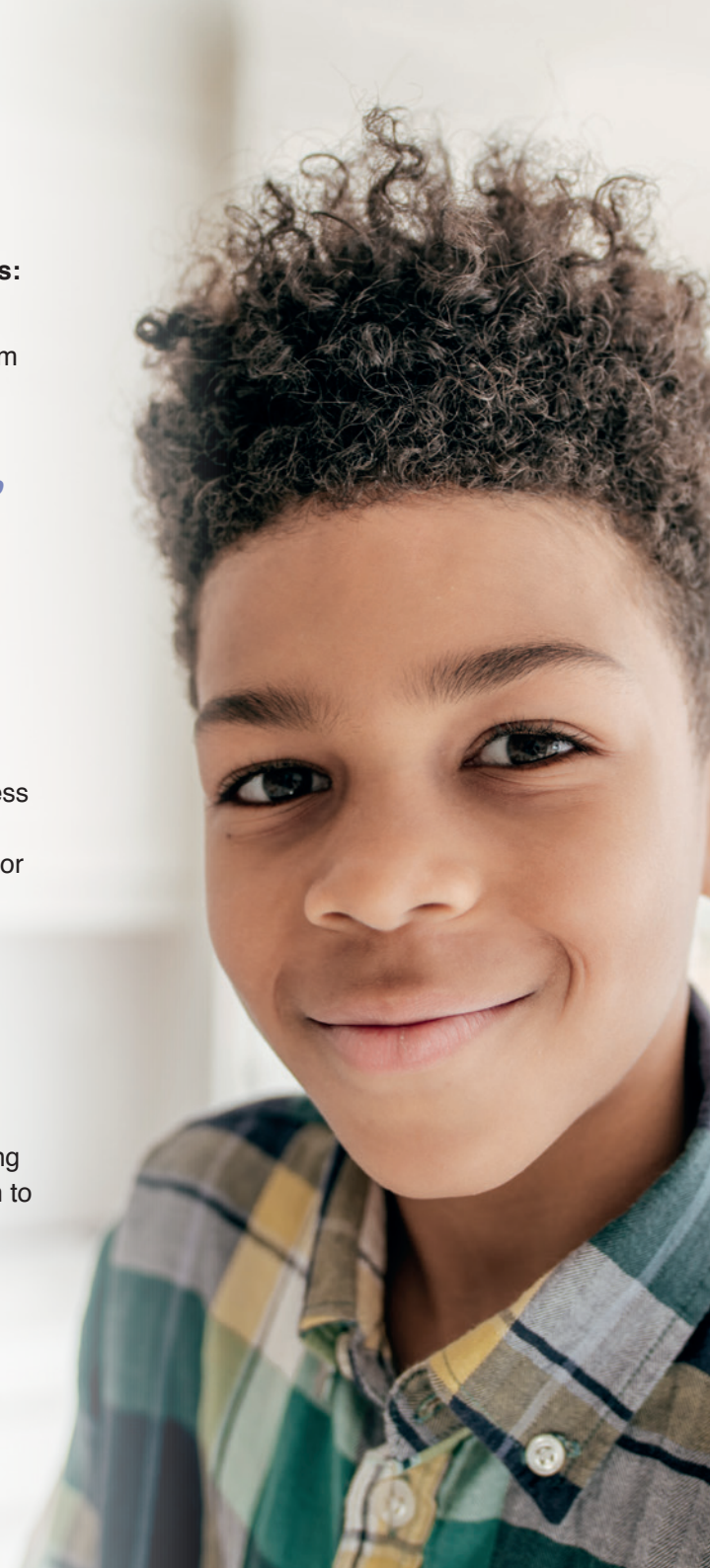
The new safeguarding arrangements will make a difference to the lives of children and young people in Surrey. They will ensure that agencies work better together, learn from local and national practice and continuously improve services to enable children and young people to be safe and feel safe in their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

This vision is backed by a set of core values:

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

The Surrey Safeguarding Children Partnership has also adopted the following Time For Kids Principles:

- ***Be Crazy About the Kid:*** A focus on developing a human connection with a child. By approaching them with patience, passion and adopting a 'child-first' mindset, we can help them achieve their very best.
- ***Provide Children with a Consistent Relationship with at Least One Adult They Trust:*** Many young people feel lost and don't believe they have anyone to turn to. We need to provide professionals and volunteers with the time and resources to provide stability for a child or young person and gain their trust.
- ***Let Children Tell Their Story and Hope for the Future:*** We must encourage young people to express themselves; to listen, to believe and to help them make the changes that they need to develop hope for their future.
- ***Give Children a Sense of Belonging and Encourage them to Shine:*** We need to find ways to build on the individual strengths of each child, whatever they might be, and help them to shine.
- ***Inspire Children to Believe in What they Can Achieve:*** We all need to believe in the child or young person and what they can achieve and inspire them to believe in themselves.



DETAILS OF OUR ARRANGEMENTS

THE STATUTORY SAFEGUARDING PARTNERS

The Chief Officers of the three statutory Safeguarding Partners have approved these local arrangements to enable organisations and agencies to work together to safeguard children and promote their welfare and are accountable for their operation. Their nominees for day to day leadership are:

Surrey County Council

Executive Director of Children, Families, Lifelong Learning and Culture Surrey

Surrey Police

Detective Chief Superintendent Public Protection Command

Surrey Heartlands CCG (County-wide)

Associate Director for Safeguarding



THE RELEVANT AGENCIES

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

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

The Relevant Agencies are set out below:

Education (including day-care)

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

Health

NHS Surrey Heartlands CCG
NHS Frimley CCG
Children and Family Health Surrey
Surrey & Sussex Healthcare NHS Trust
Central Surrey Health
First Community Health and Care
Surrey & Borders Partnership NHS Foundation Trust
Royal Surrey NHS Foundation Trust
Epsom and St Helier University Hospitals NHS Trust
Frimley Health NHS Foundation Trust
Ashford & St Peter's Hospitals NHS Foundation Trust
South East Coast Ambulance Service

District and Borough Councils

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

Third Sector Organisations

Surrey Youth Focus
Homestart
Surrey Family Voice
Surrey Young Carers
Other Third Sector Organisations e.g. those providing commissioned services
Criminal Justice/Family Justice
Office of the Surrey Police and Crime Commissioner
National Probation Service Kent,
Surrey and Sussex CRC
HMPs/YOIs
Cafcass

Faith

All Diocesan Boards
Governing Bodies of other Faith Groups across Surrey (as needed)

Others

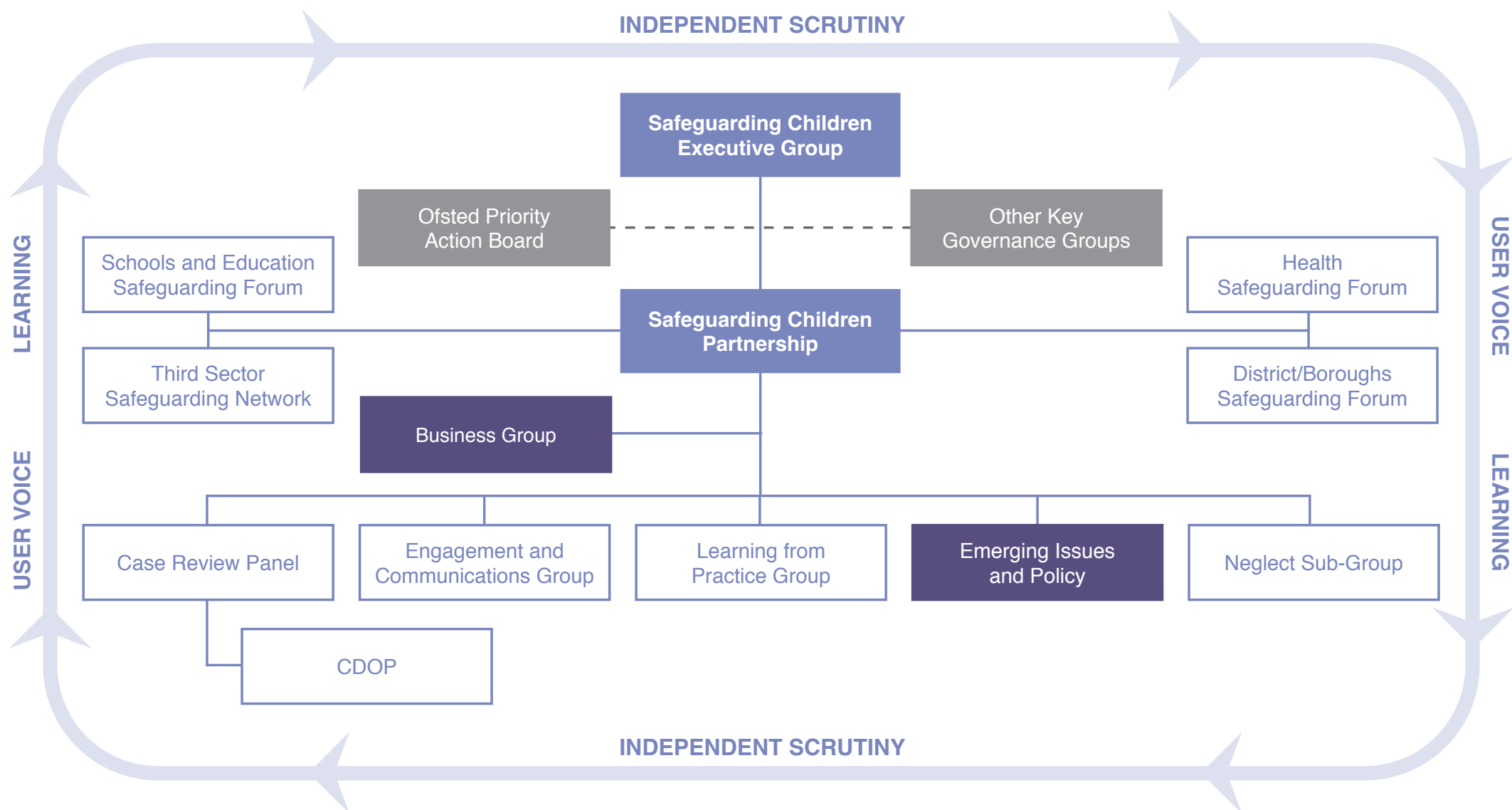
Surrey Fire and Rescue
All Children's Homes;
Adoption and Fostering Agencies

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

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

THE SAFEGUARDING PARTNERSHIPS STRUCTURE

Sub-Group, Forum and Network Structure from September 2021

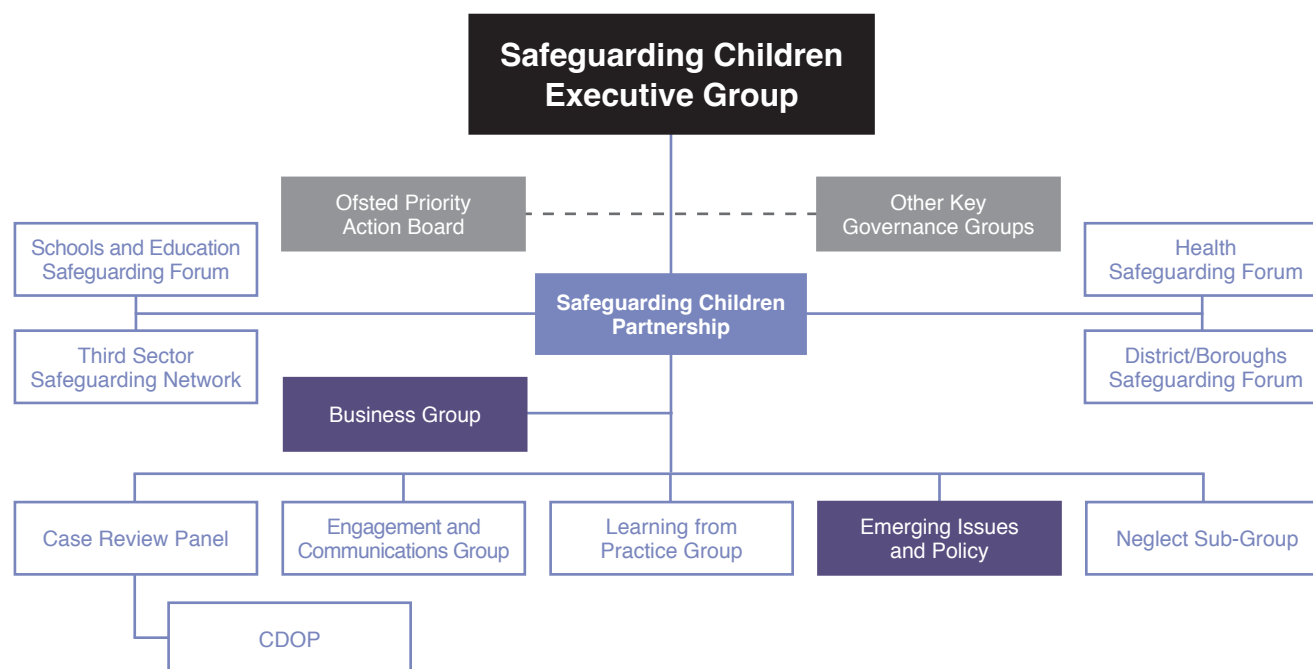


The Safeguarding Children Executive Group

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

The group's key roles will be:

- To jointly identify, with the wider Safeguarding Partnership, safeguarding priorities for Surrey and to co-commission an annual Safeguarding Children Strategic Plan.
- To work collaboratively to drive and ensure the delivery of the annual Safeguarding Children Strategic Plan.
- To commission and receive reports on a performance dataset/dashboard reflecting the multi-agency inputs, outputs and outcomes required to meet the objectives in the Strategic Plan.
- To establish standing and 'task and finish' Sub-Groups as considered appropriate; agree terms of reference and desired outcomes and receive reports on their activity.
- To commission and receive reports on multi-agency audit/quality assurance, and learning and development activity.



- To commission and receive reports on the status and outcomes of rapid reviews and formal and informal children's safeguarding practice reviews (CSPRs).
- To commission and receive 'user voice' reports and engage with the issues identified by children and young people.
- To receive reports arising from the independent scrutiny of the local safeguarding arrangements.
- To take actions/problem solve in respect of performance and quality issues as they are identified in reports to the group.

- To provide regular 'accountability reports' to the Children's Safeguarding Partnership and to chief officers of the statutory Safeguarding Partners.
- To co-author an annual report on the operation of the arrangements and evidence of their impact on outcomes for children for presentation to the Partnership and wider publication.

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

The Safeguarding Children Partnership

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

The Partnership will have the following key roles:

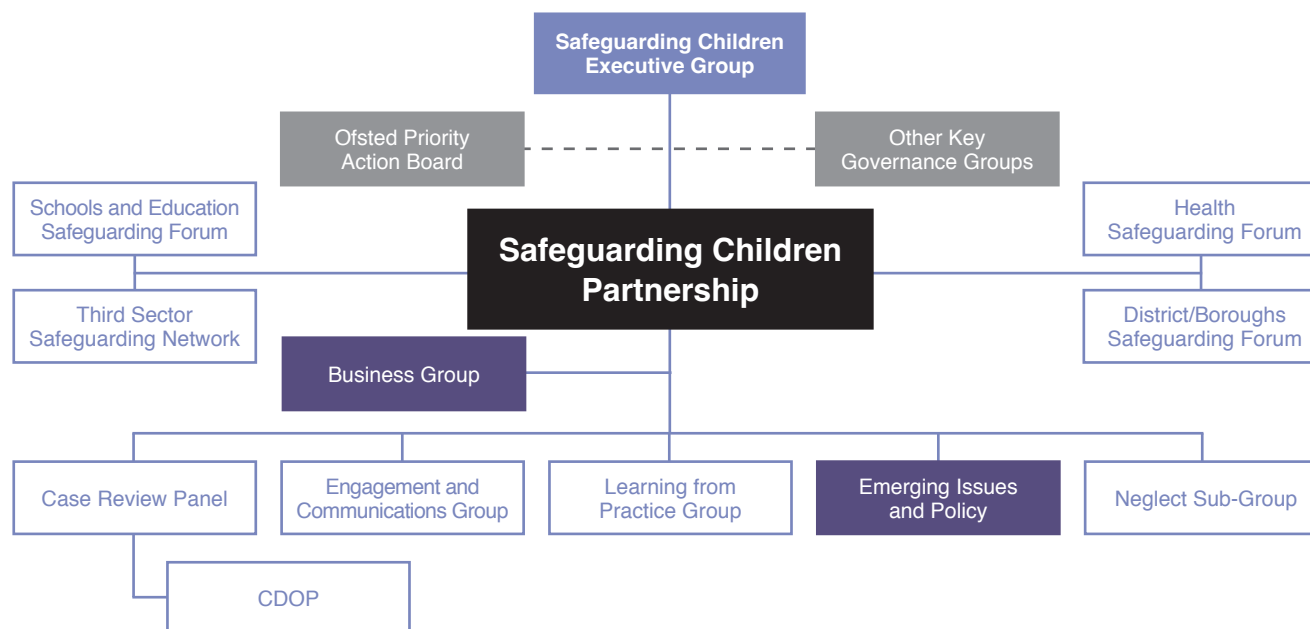
- To jointly identify, with the Safeguarding Children Partnership Executive Group, safeguarding priorities for Surrey and to co-commission and monitor an annual Safeguarding Children Strategic Plan.
- To receive reports from the Executive Group and others in respect of the delivery of the Strategic Plan.
- To commission 'vital signs' reports on performance and quality of children's safeguarding services.

- To consider reports on relevant learning and development activity.
- To receive reports from Independent Scrutiny activity.
- To commission and receive reports on 'user voice' activity and the viewpoints of children and young people.
- To act as a reference group for the Safeguarding Partners to identify and take action on new and emerging issues in the County in respect of children's safeguarding.
- To ensure effective linkages with other relevant partnerships and governance structures.
- To ensure the new arrangements fulfil the vision, values and principles of the partnership in their operation.

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

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

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



The Children's Safeguarding Partnership Business Group

This group will consist of representatives of the three statutory Safeguarding Partners and Chairs of standing and task and finish Sub-Groups to support, in the first instance, the transition to the new safeguarding arrangements. Its subsequent role will be to ensure the business of the Safeguarding Partnership and decisions taken are progressed efficiently and effectively. The group will meet quarterly and will be chaired independently.

The Case Review Panel

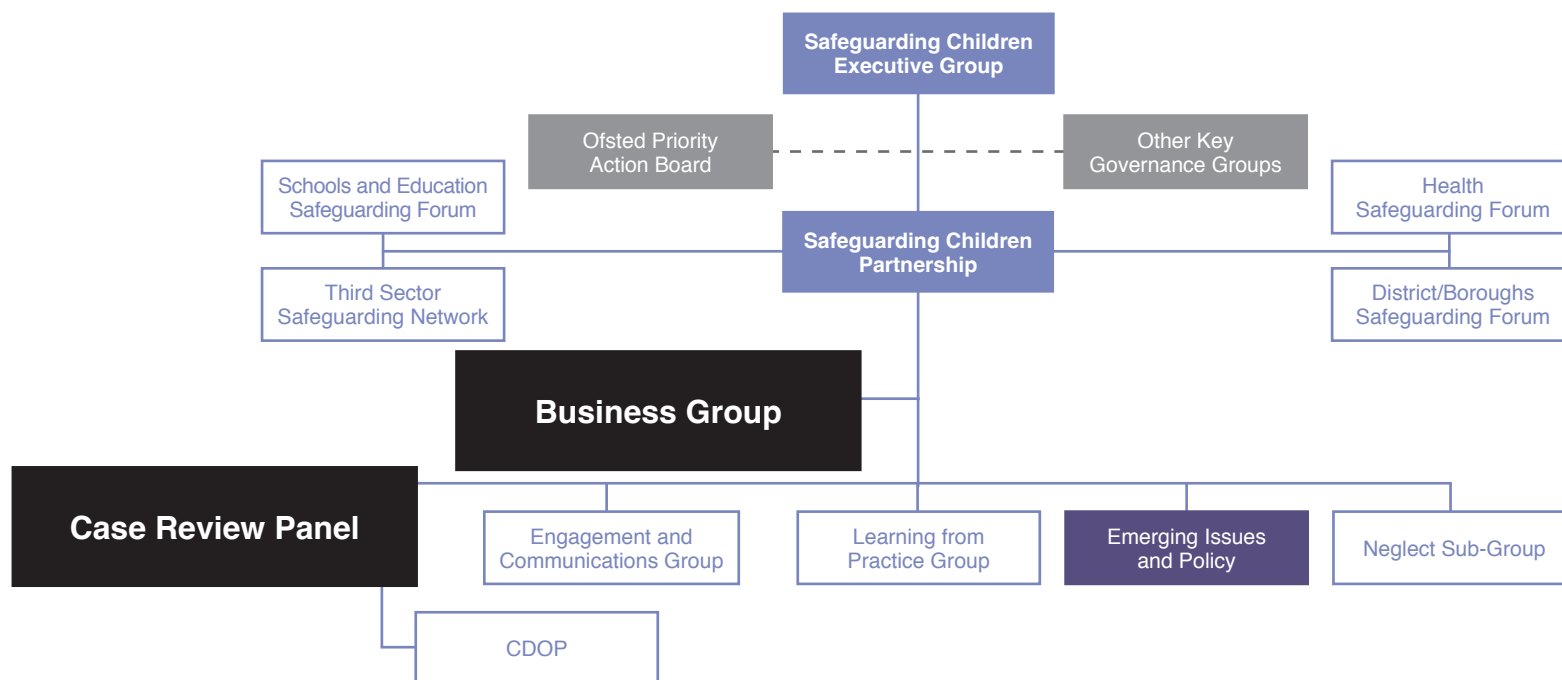
This group will be made up of designated senior managers of the statutory Safeguarding Partners. It will meet, virtually or actually, on an ad-hoc, as needed basis to ensure timely decision-making in respect of cases which may fulfil the criteria for formal Child Safeguarding Practice Reviews.

The group will be responsible for:

- Setting the criteria for, commissioning and progressing formal Child Safeguarding Practice Reviews including rapid reviews.
- Leading on the liaison with the National Child Safeguarding Practice Review Panel on behalf of the three designated Safeguarding Partners.

- Ensuring publication of all or parts of a CSPR report as appropriate.
- Ensuring the relevant findings of formal practice reviews are disseminated appropriately, that any management actions needed are undertaken promptly and that learning arising from these reviews informs the activity of the Learning from Practice Partnership Group.

This group will be chaired by the CCG's County-wide Safeguarding Manager with Lead for Child Death Review Services. The responsibility for Serious Incident Notifications will remain with the local authority, in accordance with statutory guidance, Working Together 2018; although this will usually be undertaken following consultation with the other Safeguarding Partners.

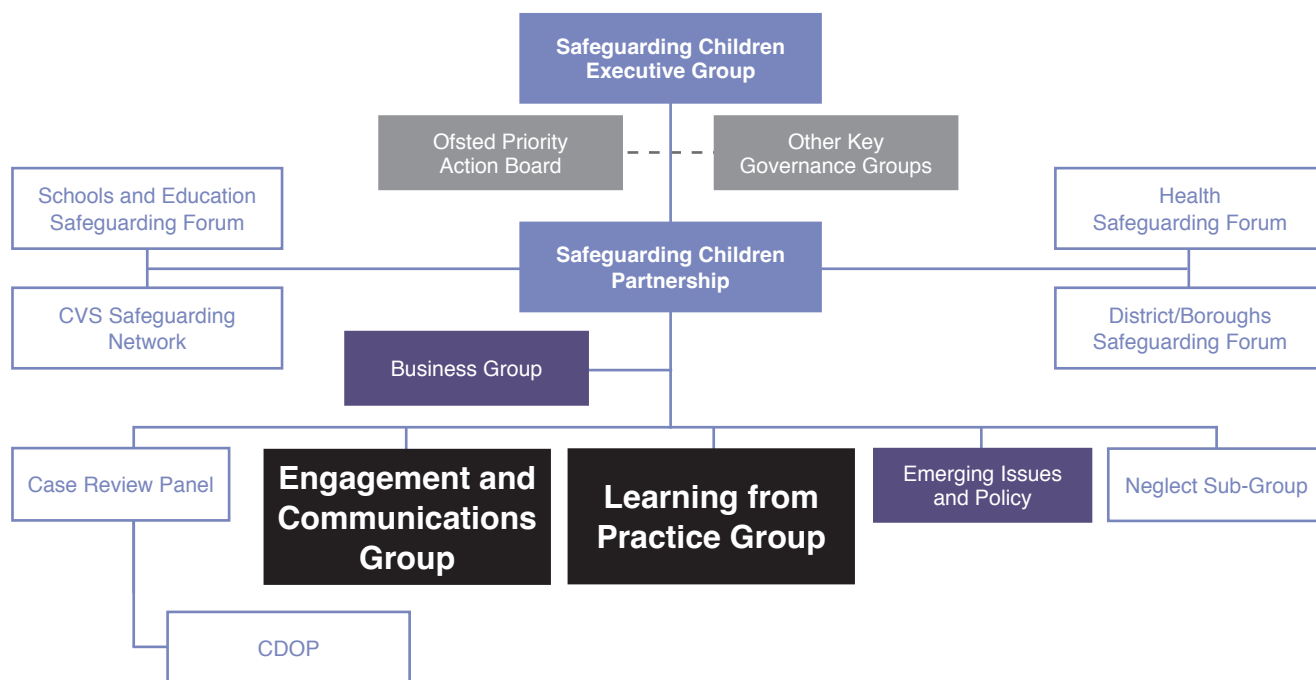


The Learning from Practice Group

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

The group's key roles will be:

- To commission and receive reports on an annual local programme of multi and inter-agency audit activity.
- To set the criteria for, commission and progress informal safeguarding practice reviews which do not meet the criteria for formal reviews but are considered helpful to inform improvements in practice and services locally (including reviews highlighting good practice).
- To ensure the learning from audit activity and from formal and informal safeguarding practice reviews is disseminated appropriately.
- To provide reports to the Executive Group and Partnership on multi and inter-agency audit activity and on informal safeguarding practice reviews.
- To make recommendations to the Executive Group and Partnership, and implement decisions, on changes to multi-agency safeguarding policies and procedures arising from audit and practice reviews.
- To produce and disseminate regular 'highlight reports' on safeguarding practice for practitioners.
- To work with the designated safeguarding lead in the Children's Workforce Academy to



commission an annual multi-agency learning and development programme and other ad hoc learning events.

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

The Engagement and Communications Group

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

The Partners are committed to implementing the user voice strategy set out in the document below and the group will lead on engagement and consultation with young people and families using tools including surveys and focus groups. The group will also support the development of young people's involvement in quality assurance, commissioning and scrutiny of the safeguarding arrangements in Surrey. As such, it will be important to include skilled user involvement practitioners in the membership of the group. The Partners are also committed to improving communication on safeguarding issues across the children's workforce in the county and the group will be responsible for the production of a regular 'newsletter' for staff and for the regular collection of practitioner views on the operation of the safeguarding arrangements.

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

The Neglect Sub-Group (time-limited)

The purpose of the Neglect Subgroup is to take ownership and be accountable for the strategic oversight of the effectiveness of multi-agency practice in cases of neglect in Surrey. The SSCP needs to be assured that all practitioners and agencies who come into contact with children (aged 0 to 18 years of age) are able to recognise and refer children who are at risk of harm as a result of neglect.

To provide this assurance, the key functions of the Neglect Subgroup will be:

- To work with all relevant Partners to ensure that there is sufficient capacity throughout the Partnership to maintain focus on the neglect work
- To work with Partners to ensure that those who work directly with children are skilled in the use of Neglect Screening tools (Neglect assessment tool and the Graded Care Profile 2 (GCP2) and that these are embedded across all relevant agencies. The SSCP will know that this is embedded because referrals into the C-SPA for concerns regarding neglect will be supported by evidence provided by the GCP2 outlining the nature of harm as a result of neglect.
- To monitor and drive the take up of the GCP2, including take up of training and completed assessments by key agencies/services through liaison with the GCP2 Project Board.
- To work with Partners to ensure that there is good practice leadership of neglect in all relevant agencies and the available tools are being used.

The Emerging Issues and Policy Sub-Group

The core responsibilities of this Sub-Group are:

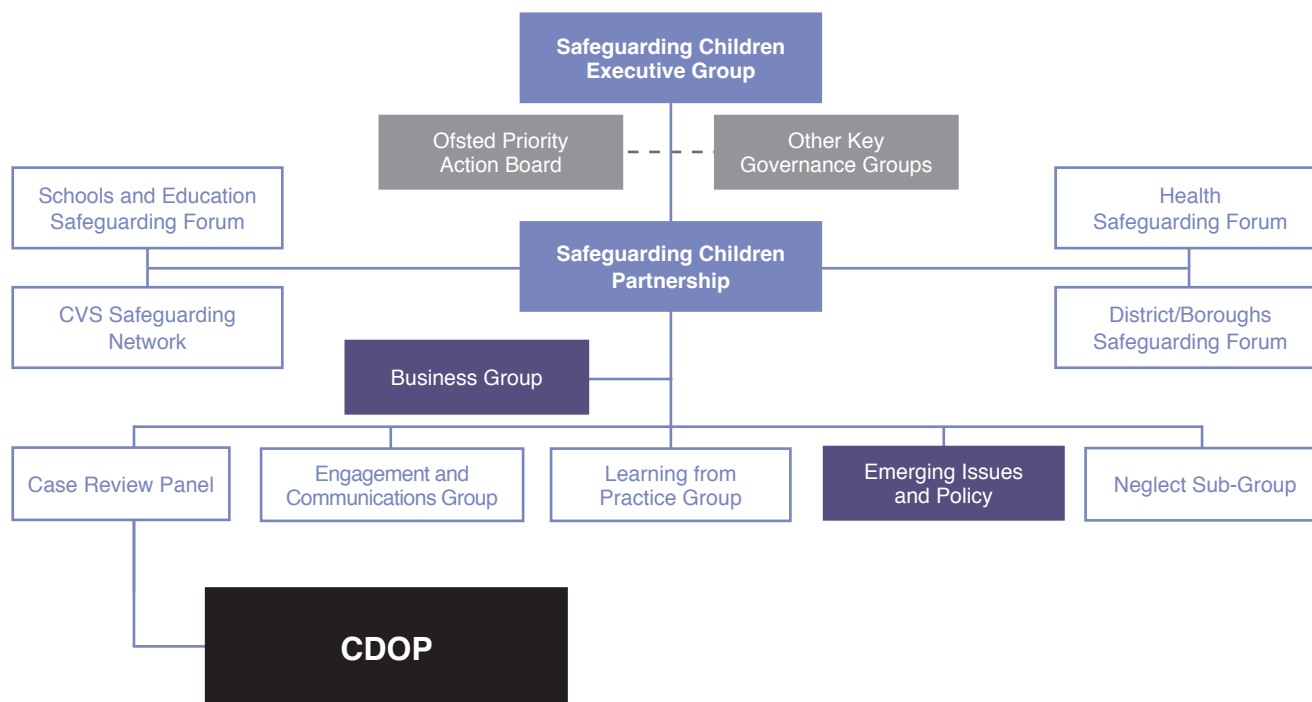
- To continually review the policies, practices and procedures of SSCP within the framework of statutory guidance and best practice
- To commission and oversee the work of task and finish groups which develop SSCP policies, protocols, procedures and strategies
- To take the necessary action to ensure that these policies, practices and procedures are: developed in ways which help to ensure that they are up-to-date, informed by best practice and research findings, the experience of front-line practitioners, issues emerging from escalation and the outcomes of quality assurance audits and Local Child Safeguarding Practice Reviews, and seek to positively help families and children
- To plan the piloting of and/or introduce new working practices
- To maintain an up-to-date knowledge of relevant research findings
- To develop/evaluate thresholds and procedures for work with families

The Sub-Group will be jointly chaired by a representative from Surrey Police and Surrey County Council's Children's Services. The Sub-Group will meet on a bi-monthly basis.

The Child Death Overview Panel

The statutory Child Death Review Partners, Surrey Heartlands Clinical Commissioning Group and Surrey County Council, will continue to convene a Child Death Overview Panel, the purpose of a review is to ensure we are able to learn from deaths, that learning is widely shared and that actions are taken, locally and nationally, to reduce preventable child deaths in the future. Analysis of deaths and data from all CDR reviews across England are uploaded onto the National Child Mortality Database system (NCMD) to identify themes and enable national learning.

Currently CDOP functions through a multi-agency model, with a multi-agency panel membership which is responsible for reviewing all child deaths in Surrey. In addition to the panel there is a small core team, who oversee the provision of the current CDOP offer including the provision of a Joint Agency response (JAR), a key worker appointed to all families to offer support early and ensure the voice/views of the family are kept central to the Child Death Review (CDR) process and organisation of child death review meetings for all deaths. CDOP remains a function that will be overseen by local safeguarding arrangements in Surrey with the CDOP being a standing group of the Children's Safeguarding Partnership. The multiagency panel which will continue into the new partnership will undergo a review of membership to ensure compliance with Working Together (2018). The Surrey CDOP will maintain its relationships with neighbouring CDOPs, in order to experience the benefits of learning from a larger cohort.



The Child Death Overview Panel will meet bi-monthly with ad-hoc meetings taking place wherever necessary. The CDOP will gather and assess data on the deaths of all children and young people from birth (excluding those babies who are stillborn) up to the age of 18 years who are normally resident in Surrey. The review by the CDR partners at CDOP is intended to be the final, independent scrutiny of a child's death by professionals with no responsibility for the child during their life. Surrey CDOP reviews deaths of all children aged 1 month onwards. Deaths of children 28 days old and under are reviewed at a separate themed Neonatal CDOP. In order to provide independence/ transparency to the CDR process, CDOP will be chaired by an Independent Chair.

Where a child normally resident in another area dies within Surrey that death shall be notified to the CDOP in the child's area of residence. Similarly, when a child normally resident in Surrey dies outside of the County, Surrey CDOP should be notified. Legislation allows for CDR partners to make arrangements for the review of a death in their area for a child not normally resident there. A pragmatic approach should be taken to such deaths, entailing discussion between the CDR partners in the area where the child is normally resident and those in the area where the child died. In all cases, the CDR partners in the area where the child is normally resident is responsible for ensuring that a review takes place at CDOP level. Consideration should also be given to where

the most learning can take place, and this may sometimes dictate that a different CDOP to the area where the child is normally resident leads the discussion.

In order that the Surrey CDOP partners meet the requirements to organise and manage the Child Death Review Meetings for all child deaths and to ensure continuity, quality and governance of the process, an extended core team will be hosted by Surrey Heartlands CCG on behalf of the partnership. This core team will include the Safeguarding Manager with Lead for CDR Services, a named nurse for child death review, a number of nurse specialists, a professional from a public health perspective with lead for learning from CDR and the CDOP coordinator. The extended core team will support an enhanced needs-led service in terms of a smooth joint agency response, provision of a more individually tailored lead professional arrangement, ensuring a consistent approach to child death review meetings across the county, allowing the CDOP team to respond immediately following a child death and ensuring a robust approach so that the learning from child deaths results in practice change. The CDOP team will provide a representative to the Learning from Practice Partnership Group to ensure relevant learning from child deaths is incorporated into the Partnership's learning and development strategy.

Search for the detailed CDOP arrangements at:
www.surreyscb.org.uk

Health Safeguarding Forum

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

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

Education Settings, Early Years, Schools, FE Colleges and Education Safeguarding Forum

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

The group will meet at least termly and will be Co-chaired by the Assistant Director for Education and a Schools' Representative.

Districts and Boroughs Safeguarding Forum

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



Third Sector Safeguarding Network

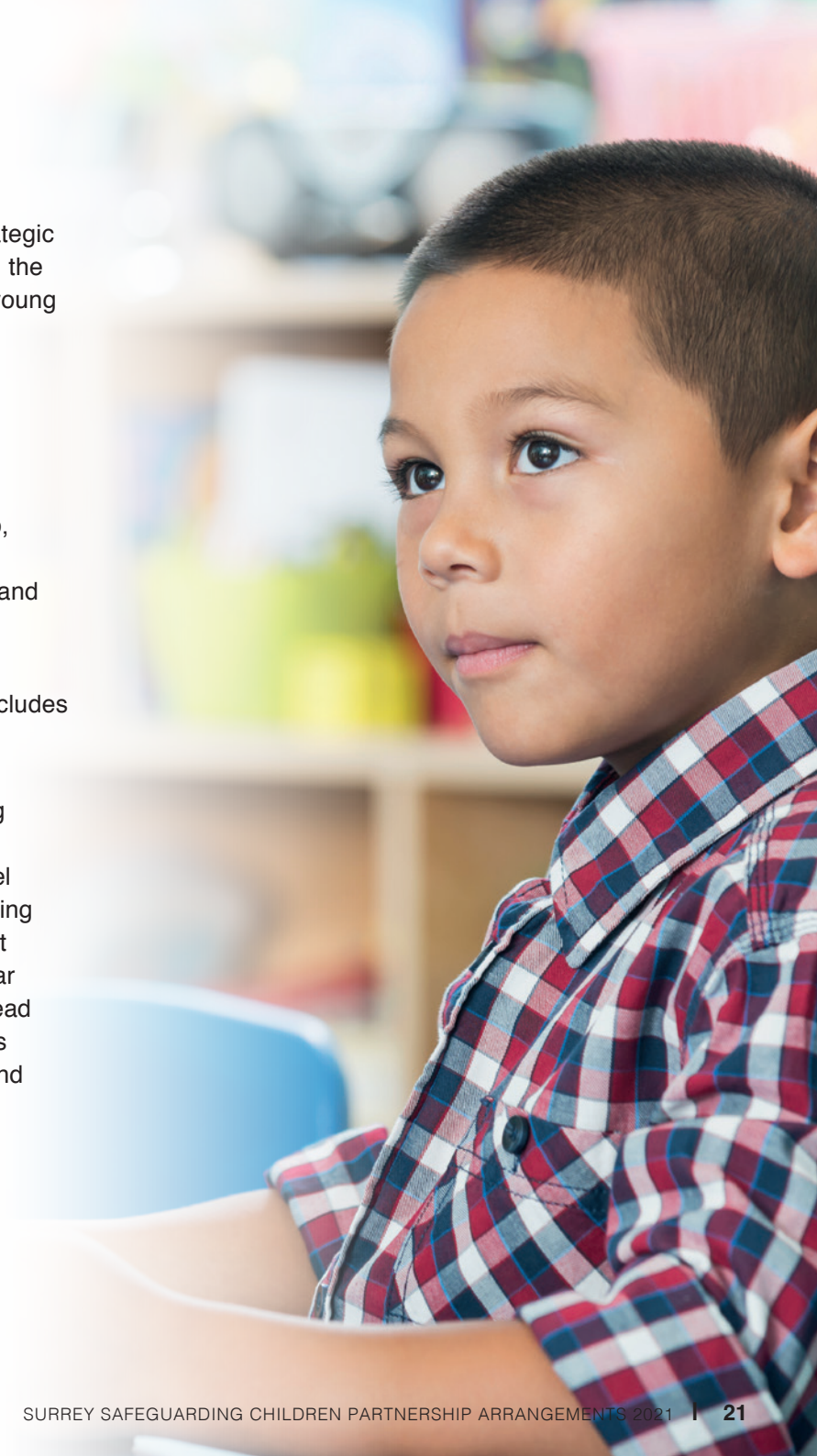
The Partnership is ambitious to extend the engagement with the county's very diverse community and voluntary sector in local safeguarding practice and in the work of the Partnership. Community and Voluntary sector representatives on the Partnership will be asked to build on the current communications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

Links with other Strategic Partnerships

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

- Surrey Children and Young People's Partnership.
- Surrey Corporate Parenting Board.
- Surrey Health and Wellbeing Board.
- Children and Young People Suicide Group, which sits under the Suicide Prevention Partnership Board reporting to the Health and Well-being Board
- Surrey Adults Safeguarding Board.
- Surrey Community Safety Board, which includes Domestic Abuse Oversight Arrangements.

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



INDEPENDENT SCRUTINY

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

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

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

Scrutiny will take a proactive role in accessing and working with the wider system and will take account of findings of the regulatory inspections of the individual Safeguarding Partners (Ofsted;

CQC; HMIC); Joint Targeted Area Inspections; and elective peer reviews. It will also be informed by the workings of other local scrutiny functions such as those delivered by the council's Overview and Scrutiny Select Committees.

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

CULTURE OF SCRUTINY

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

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

to identify and spread the very best practice as well as contributing to improvements where needed. Whilst due regard will be given to the process of joint strategic planning, the main focus of scrutiny will be to assess the delivery and impact of such plans to ensure that resources are aligned to priorities and the needs of young people.

SYSTEM OF SCRUTINY

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

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

- Attending and chairing the Executive Group and Safeguarding Partnership.
- Reviewing safeguarding audits and performance data, including s11 audits.
- Ensuring regular thematic peer reviews.
- Having a direct line of sight to practice through an independent programme of multi-agency practitioner forum meetings.

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

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

- Making available performance data and analysis demonstrating access to, and the quality and timeliness of services for young people.

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

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

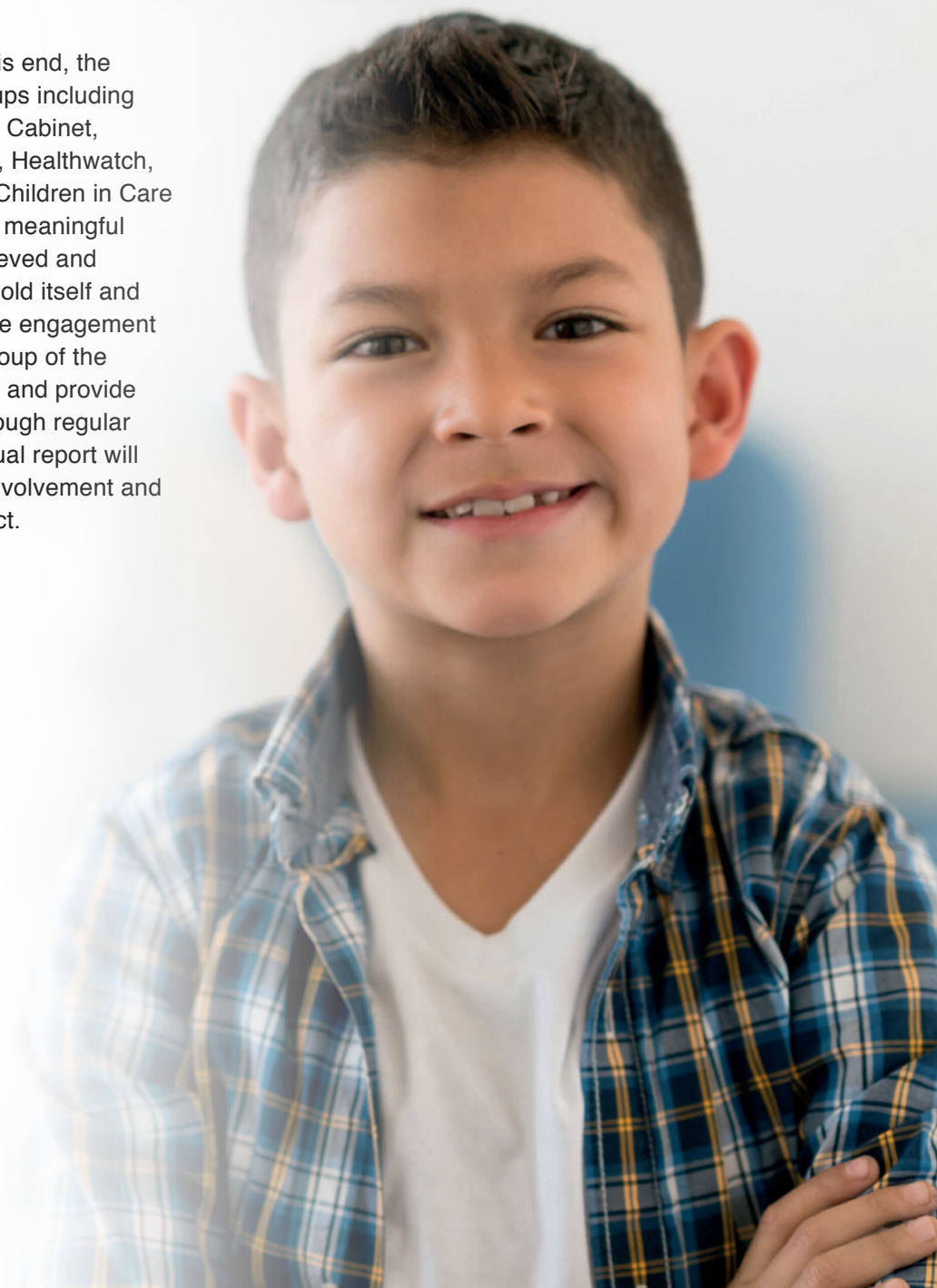


USER VOICE

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

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

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



DISPUTE RESOLUTION AND ESCALATION POLICY

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

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

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



SAFEGUARDING CHILDREN PARTNERSHIP SUPPORT TEAM

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

- Partnership Development Manager.
- Board(s) Manager.
- Partnership Development and Engagement Officers x 3.
- Performance Data Analyst
- Administrative and Business Support officers x 2

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

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

INFORMATION GOVERNANCE AND DATA PROTECTION

All documentation in respect of the Surrey Safeguarding Children Board was transferred across to the Surrey Safeguarding Partnership in September 2019 and is now held by the SSCP Support Team.

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

FUNDING ARRANGEMENTS

An annual budget to support Surrey's safeguarding arrangements will be established and managed within the county council. Funding agreements reviewed on an annual basis to ensure sufficiency and equitability.

The following agencies currently contribute to the overall budget of £550,000:

- Surrey County Council.
- Surrey Police.
- NHS CCGs and Providers.
- District and Borough Councils.

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

IMPLEMENTATION OF THE NEW ARRANGEMENTS

The first edition of this document was published in June 2019 in line with statutory requirements. The arrangements outlined in the document have been reviewed and will be implemented throughout 2021-2023.



PRIORITIES FOR THE PARTNERSHIP

The safeguarding partners through the Surrey Safeguarding Children Partnership (SSCP) has responsibility to coordinate safeguarding services, to act as the strategic leadership group in supporting and engaging others in the work of safeguarding children and promoting their welfare and implementing local and national learning including learning from serious child safeguarding incidents. The SSCP, jointly with the wider Safeguarding Partnership, commissions an annual Safeguarding Children Strategic Plan which identifies the strategic priorities of the SSCP.

The approach taken in proposing the SSCP priorities for 2021 to 2022 has been to build on the work of the partnership over the last 12 months. These priorities are, therefore, developmental. The proposed overarching priorities are key actions which, we believe, will deliver systemwide improvement in critical areas of multi-agency safeguarding practice. Our agreed priorities serve to create momentum across our entire system. They have been informed by local child safeguarding practice reviews, multi-agency audits, local and national serious safeguarding incidents, local and national research, feedback from children and young people, partners and practitioners.

SSCP PRIORITIES FOR 2021-2022

PRIORITY ONE

Early Help and Levels of Need:

We want to ensure that thresholds are clearly understood, and consistently applied, with effective multi-agency working and clear pathways for support.

We want to ensure that:

1. There is a shared understanding of thresholds/ levels of need with clear evidence of effective partnership working across all agencies
2. Levels of need and pathways of support are clearly understood and consistently applied across the system. We want to be assured that there is evidence from practice (including audit) children and families and partners that this is working to keep children safe and promote their well-being
3. Threshold decision making is truly multi-agency with the voice of all partners being heard
4. Threshold decision making is transparent and consistent
5. The escalation process is effective in keeping children safe and resolving professional disagreements, within appropriate timescales and there is strong evidence to support this
6. Schools are recognised and valued as a key partner in multi-agency safeguarding.

PRIORITY TWO

Child and Adolescent Resilience and Support (including Child and Adolescent Mental Health and Well-being, safeguarding children with SEN-D, contextual safeguarding and adolescent resilience in online spaces):

We would like to build a joined-up approach that supports child and adolescent resilience, especially in the following areas:

i. Child and Adolescent Mental Health and Well-being. The SSCP will:

1. Work with commissioners and providers to ensure that processes are in place to monitor the effectiveness of the delivery of the child and young person emotional well-being and mental health contract which began on 1st April 2021.
2. We will ask commissioners and providers to offer evidence from parents, children and partners, that the child and young person emotional well-being and mental health offer is working and that children receive the help they need when they need it.
3. We will seek to develop and embed a Child and Adolescent Mental Health Strategy that demonstrates that child and adolescent mental health and well-being is everybody's business.
4. We will develop and approve a self-harm protocol and will seek evidence that this protocol is working to improve practice and support for children and families where self-harm is a factor

ii. Contextual Safeguarding The SSCP will continue to develop and embed its response to adolescents who are vulnerable to safeguarding risks beyond the home including peer on peer abuse, sexual exploitation, criminal exploitation and other forms of harm related to the social and relational contexts in which young people live and relate to other young people and adults.

We will:

1. Work with Partners to have a clear view of the local profile related to context, vulnerability and resilience so that we have a clear understanding of the vulnerability profile in Surrey.
2. Ensure that multi-agency staff have a Practice Guidance document that gives guidance and practical tips on how to plan, assess, formulate a hypothesis with a family, develop a plan of work with a family and professional network.
3. Ensure that multi-agency staff have training and practice support sessions for staff to support implementation.
4. Ensure that there are clear pathways and dedicated work streams around Mental Health, Contextual Safeguarding and Family Relationships and improved multi-disciplinary working with our partner agencies
5. Ensure that multi-agency practitioners have practice toolkits to support their working with either Mental Health, Contextual Safeguarding or Family Relationships

6. Ensure that multi-agency practitioners have access to systemic Family Therapy clinics across the quadrants to support the development and embedding of Motivational Interviewing and systemic practice and give access to systemic Family Therapy to families in a timely way.

iii. Online Safeguarding: Evidence from our Thematic Review of Adolescent Suicides in Surrey 2014-2020 and presentations to the Executive have highlighted the need to support children and young people to stay safe online.

We will:

1. Work with children, families, schools and key agencies to develop responses to staying safe and promoting well-being in online spaces.
2. Work with children, families, schools and key agencies to develop tools and approaches to address online risks and keep children safe
3. Also work with children, families, schools and key agencies to develop tools and approaches that promote the emotional health and well-being of children and young people in online spaces.
4. Work with children and young adults to develop guidance to support parents and practitioners in the healthy use of social media and online spaces.

iv. Supporting Children and Young People with additional needs and disabilities who may be at risk Evidence from the Thematic Review of Adolescent Suicides in Surrey 2014-2020 and national reports on child exploitation and adolescent safeguarding highlight the fact that having an additional need, or a disability can be an additional risk factor. Children with social, emotional and communication conditions like Autistic Spectrum Disorder can be at a higher level of risk particularly of various types of exploitation and in online spaces.

We will:

1. Ensure that our approach to adolescent safeguarding includes the need to understand and to respond to a child's special educational needs and/or disabilities.
2. Ensure that the autism strategy includes information and guidance on safeguarding autistic children.

PRIORITY THREE

Neglect: improving the quality and timeliness of our practice in relation to neglect

Neglect remains one of the most prevalent forms of harm experienced by children in Surrey. Neglect is an urgent safeguarding issue which requires an urgent, skilled safeguarding response. We want to ensure that practitioners in all agencies are supported with the skills, awareness and tools to effectively intervene in cases where neglect is a factor.

We want to:

1. Achieve full implementation of GCP2 by the partnership; the utilisation of an evidence-based tool in cases of child neglect in Surrey.
2. Monitor, evaluate, and challenge the impact of the GCP2 partnership response (including GCP2A an antenatal pilot) through the use of a multi-agency platform 'ECINS' and data capture for Neglect. Impact is also to be monitored through SSCP audit and independent scrutiny. The Surrey Children's Workforce Academy will ensure that the learning is taken forward across the wider partnership.
3. Ensure that Surrey multi-agency professionals are trained and confident in the utilisation of the GCP2 tool (and the screening tool which sits alongside it for professionals who have brief interventions with children and families).
4. Improve awareness and understanding of Neglect within communities (public, voluntary services, community services for example) to share preventative messaging so that early identification can be achieved.
5. Oversee the development of a Neglect communication strategy to be led by the SSCP Partnership team.
6. An increased understanding and a shared narrative of Neglect across the Partnership through the adoption of an evidence-based model and typology for Neglect.



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