



**Sunderland Safeguarding Children Board (SSCB)
Strategic Plan April 2018 – March 2019 &
SSCB Business Plan 2017 - 2018**

Version: 1

Adopted by: Sunderland Safeguarding Children Board

On: 23rd April 2018



**Sunderland Safeguarding Children Board
Safeguarding Children Strategic Plan
2018-19**

Welcome to the SSCB Strategic Plan 2018-2019

The SSCB has made significant progress in 2017-2018 through the implementation of its Strategic and Business Plan but there is always more to be achieved. This has been against a backdrop of continuing efficiency savings, increasing demand on services by all sections of the population of Sunderland, and particularly for the Board, the increased demand for safeguarding services.

The SSCB Strategic Plan and SSCB Business Plan have both been reviewed and updated in March 2018 to set out the Board's work for the coming year. In 2018-19 we will focus on our 3 business priorities and on the 3 service priorities we have identified from the work we have done in 2017-18 to understand where we most need to focus practice improvement, practice development and practice learning. The SSCB has been particularly robust in analysing performance of agencies in 2017-2018. This progress has been acknowledged with the ending of the Sunderland Improvement Board (IB) in March 2018 where the SSCB is deemed to be sufficiently robust to take over the relevant functions of the IB from April 2018.

Through its work members are aware that the level of need in Sunderland across the population is increasing and with continued efficiency savings, and the roll out of Universal Credit planned for July 2018 there will be added pressure on families and services over the coming year. At this time the Board recognises the need to consider demand and supply in a more holistic and innovative way to robustly safeguard our children young people, adults and families.

In light of this the SSCB has agreed to lead on a piece of work to undertake a whole system strategic response to the needs of the population. We will work closely with the Children's Strategic Partnership, the Sunderland Children's Commissioner and other relevant partnership where their priorities complement ours. Our role is not to design, develop, commission or deliver services, but to use our intelligence and skills to support that activity and then assure the partnership as to its impact, quality and effectiveness. This work will set the basis for future multi-agency work for our population and will underpin our wider activity in 2018-2019.

We share a clear mission and a set of values across our organisations which we expect staff to demonstrate in all their work with children, families and each other:

Our Mission:

“High Support, High Challenge – Working together; making a difference; safeguarding children”

Our Values – The way we do things around here means we will:

Theme 1 – Listen and Learn

- Curious
- Focussing on children and young people

Theme 2 – Work in Partnerships

- Collaborative
- Learning Together
- Improving Together
- Critical Friends

Theme 3 – Trust and Respect

- Honest
- Work with Integrity

Theme 4 – Never Give Up

- Resilient
- Brave
- Persevering
- Solving problems and overcoming barriers

Theme 5 – Continuous Improvement

- Aiming High

Our responsibilities:

As a Board our job is to:

- **Coordinate and Support** safeguarding children and young people practice and “ think family”
- **Assure and Challenge** the effectiveness of what we do together and as individuals to safeguard children and their families
- **Learn and Improve** so we can influence, inform and support multi-and single agency safeguarding children practice and improve outcomes for children, young people, adults and their families

Strategic Priorities

The SSCB will meet their responsibilities outlined above by focussing on 4 Strategic Priorities. These are:

Voice of the Child – this means that we will actively seek and listen to our children and young people and use what we learn to improve our work

People – this means we will provide visible, passionate, child focussed leadership, facilitate and model an enabling, inclusive, innovative culture, and support our workforce to be child focussed, solution focussed and highly motivated to continually improve

Practice and systems – this means we will set high standards, establish robust, clear, user friendly protocols and procedures and have streamlined pathways to accessible services

Performance management, compliance and quality assurance – this means we will scrutinise performance, quality of practice and compliance with an absolute focus on improving outcomes and demonstrating the impact of our work

Service Priorities

Our 3 Service Priorities are:

1. Vulnerable Adolescents

- CSE
- Risk Taking Behaviours such as Substance Abuse
- CAHMS/Self-harm and suicide
- Missing

2. Neglect

- Early Help
- Parenting support and the best start in life
- Access to advice and support
- Identification

3. Compromised Parenting

- Domestic Abuse
- Substance Abuse
- Mental ill health

Performance Management

We will measure performance under 3 Strategic Outcomes that children and young people in Sunderland will be:

- 1. Supported as early as possible**
- 2. Healthy, happy, socially confident and prepared for adulthood**
- 3. Safe and protected from harm**

There are **68 indicators** underpinning these 3 outcomes which are set out in Appendix A. These indicators may change as the SSCB Service Priorities outlined previously are changed.

Managing the Strategy

The evolving nature of the national safeguarding agenda, alongside the local agenda dictates that this Safeguarding Children Strategy will need to be revisited and reviewed annually. This Strategy will also be reviewed following any inspection of Children's Safeguarding Services and partner agencies, and any significant policy changes.

The impact of these agendas will be re-evaluated at appropriate stages and emergent issues considered and addressed as the strategy is revised and updated.

The SSCB Business Plan sets out the tasks to be undertaken to achieve these Strategic Outcomes. It is this Plan that the success of the SSCB will be measured against by partners, the public and other interested parties. The delivery of the SSCB Business Plan will be published as part of the SSCB Annual Report.

The business plan will be led by the Board through the two programme boards, and any relevant task and finish or project groups we establish. All our business will be conducted using the Outcome Accountability Model (OBA)¹

¹ OBA is a way of thinking and taking action that can improve outcomes for populations, organisations and communities. OBA starts with the desired outcome and works backwards.

Strategic Priorities:

Voice of the Child

People

Practice and Systems

Performance Management, Compliance and Quality Assurance

Strategic Outcomes

Supported as early as possible

Healthy, happy, socially confident and prepared for adulthood

Safe and protected from harm

Service Priorities

Vulnerable Adolescents

CSE
CAMHS/Self Harm and suicide
Missing
Risk Taking Behaviours such as Substance Misuse

Neglect

Early Help
Parenting support
Access to advice and support
Identification

Compromised Parenting

Domestic Abuse
Substance Abuse
Mental Ill-health

SSCB Strategic Outcomes and 68 indicators

Appendix A

Children and young people in Sunderland will be:

1. Supported as early as possible

1	No. of open Cases to Children's Social Care
2	No. of contacts received by CSC
3	Total No. of referrals received by CSC
4	% of all referrals to CSC from different agencies: Individual (self, relative, carer / acquaintance) , Education (schools/ early years and other providers), Health (G.P, Health visitors, School Nurses, Other primary Health care Services), LA Services, Other Service, Police, Other
5	Rate of Child In Need (CIN) (per 10k)
6	Rate of Children and Young People subject to a Child Protection Plan (CPP) (per 10k)
7	% of total CP Plans for: Physical Abuse, Emotional Abuse, Sexual Abuse or Neglect
8	Rate of children looked after (per 10k)
9	No. of children and young people who are privately fostered (pf)
10	Total No. of Early Help Plans in progress
11	% of EH Cases closed with 2 successful outcomes
12	Number of step downs into early help
13	Number of step up's into Early Help
14	No. of re-referrals
15	% of all referrals that were re-referrals (12 months)
16	% of CIN assessments completed in timescale
17	% of CPP lasting two years or more
18	% of children subject to a repeat CP Plan (within 2yrs)
19	% of Initial Child Protection Conferences held within timescales
20	% Review Child Protection Conferences held within timescales
21	% Looked after children with an up to date care plan
22	Number of allegations referred to Local Authority Designated Officer in period
23	No. of child deaths with modifiable factors

2. Healthy, happy, socially confident and prepared for adulthood

24	% of children in low income families
25	% of children eligible for free school meals (primary)
26	%. of children eligible for free school meals (secondary)
27	% of all children permanently excluded from school
28	No. of children (SEND) who are NEET at the end of the period (term)
29	% / number of children who are home educated
30	No. of families with children presenting as homeless
31	No. of children presenting as homeless

3. Safe and protected from harm

32	The rate of A&E attendance caused by unintentional and deliberate injuries to children aged 0-14 years
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33	The number of A&E attendance caused by unintentional and deliberate injuries to children aged 0-17 years
34	The number of hospital inpatient admissions caused by unintentional and deliberate injuries to children aged 0-17 years
35	No. of DA incidents with child present
36	No. of repeat MARAC cases that involve children
37	No. of 16-17yr old victims of DA
38	No. of DA incidents where child is perpetrator
39	No. of Operation Encompass Referrals
40	Under 18 conceptions rate
41	Substance misuse treatment starts with a child living in household
42	% of parents diagnosed with Mental ill Health at ICPC
43	% of parents diagnosed with Learning Disabilities at ICPC
44	% of parents diagnosed with long term conditions at ICPC
45	% of young carers presenting at ICPC
46	No. of children referred to YDAP in period
47	No. of CYP attending A&E who have been assaulted
48	No. of CYP admitted who have been assaulted
49	No. of CYP attending A&E for self-harm
50	No. of CYP admitted for self-harm
51	No. of Children reported missing from home
52	No. of Looked After Children (LAC) missing
53	% of CYP recorded as missing with an return home interview completed where it had been offered
54	No. of children reported as trafficked
55	First time entrants to the youth justice system
56a	% of re-offending for CYP (annual cohort)
56b	% of re-offending for CYP (3 month cohort)
57	No. of Risk Assessments Submitted to MSET
58	No. of cases discussed on MSET Operational Group agenda (Gender Breakdown M:F)
59	No. of new children identified by CSC at risk of CSE
60	No. of on-going children at risk of CSE at end of period
61	Inpatient admission rate for mental health (0-17year olds)
62	Number of referrals to CYPS Service
63	Number of children receiving CYPS Service in period
64	Average waiting time for CYPS service (days)
65	Number of referrals to CAMHS Service
66	Number of children receiving CAMHS Service in period
67	Average waiting time for CAMHS service (days wait till treatment)
68	The number of offences against children: Violence , Sexual, Child Neglect, Child Sexual Abuse, CSE, FGM

SSCB Business Plan 2017 - 2019

	Project	Lead PB and Lead Officer	Activity (how much)	Timescale for delivery
Theme 1: People	1.1 Development of system wide programme to embed our culture, principles, values and behaviours	Learning and Workforce Development - Lynne Thomas and L&WFD PB Officer	2 x induction sessions held (August 2017) with 95% attendance. SSCB induction sessions held on a quarterly basis as part of the SSCB Workforce Development Offer from April 2018	Nov-17
			The SSCB "Walk in their Shoes" programme has been implemented	Apr-18
	1.2 Review of our workforce learning needs and development of new workforce learning framework and programme	Learning and Workforce Development - Lynne Thomas and L&WFD PB Officer	Multi-Agency Survey monkey completed for SSCB, Programme Board members and other SSCB Groups	Jun-18
	1.3 Development of a competency based framework for the workforce	Learning and Workforce Development - Catherine Witt and L&WFD PB Officer	Lead established Task and Finish Group established Single Agency survey monkey to be developed and completed	
	1.4 Development of standards for a core curriculum for safeguarding training	Learning and Workforce Development - Deanna Lagun and L&WFD PB Officer	Lead established Task and Finish Group established Single Agency survey monkey to be developed and completed	

	1.5 Develop a model for participation and engagement with children and young people as a board	Learning and Workforce Development - Kimberley Richardson and L&WFD PB Officer	Meeting with Participation and Engagement Lead for TfC to be arranged	Jun-18
	1.6 Establish safeguarding engagement forums with key sectors of the workforce	Learning and Workforce Development - Lynne Thomas L&WFD PB Officer	Staff Engagement Forums in place	Sept-18
			First Education Forum planned for September 2018	
1.7 Strengthen the SSCB engagement with the community through Lay Members	Learning and Workforce Development - Lynne Thomas and L&WFD PB Officer	Delayed due to staffing issues	Jun-18	
	Project	Lead PB	Activity (how much)	Timescale for delivery
Theme 2: Practice and systems	2.1 Complete the Transformation Programme Project plan and governance arrangements	Learning and Workforce Development working with Board - Lynne Thomas	See plan – January – September 2017	Sep-17
			See plan – June – September 2017	
	2.2 Undertake a full review of our threshold guidance and associated protocols, processes, pathways and tools	Learning and Workforce Development - Karen Davison and L&WFD PB Officer	Interim Threshold Guidance developed and launched May 2017 Training delivered from October 2017 to embed Interim thresholds	Mar-19

	including; the front door multi-agency triage pilot		<p>Consultation completed, Early Help Strategy launched November 2017</p> <p>Full review of SSCB Procedures and protocols etc. planned for next 18 months starting September 2017 - see update plan</p>	
	2.3 Review our administrative systems, tools and IT capacity (procedures, booking systems, website etc.)	Learning and Workforce Development - Lynne Thomas and L&WFD PB Officer	<p>Website Session held on 14th November with four providers to detail scope / requirements / costing's and functionality</p> <p>Plan developed to scope requirements considering local, sub regional or regional options to achieve best value</p>	Feb-18
			<p>Website in development with go live date of 3 months</p>	Jun-18
2.4 Draft and agree transparency, communication, publication, and agency internal briefing/communication arrangements	Learning and Workforce Development - Lynne Thomas, L&WFD PB Officer and Nicola Morrow	<p>Communication and Engagement Plan established</p> <p>Strategy to be developed and agreed</p>	Apr-18	

	2.5 Draft, negotiate, agree and implement protocols between Board, HWB, SSP, SCP, and Scrutiny	Sunderland Safeguarding Board - Paul Ennals and Lynne Thomas	Arrangements established in SSCB consultation	Apr-18
	2.6 Review, get rid of or agree need to retain all existing policies, protocols, policies, governance agreements, constitutional arrangements, and joint local procedures and agree rolling programme of redrafting and review	Learning and Workforce Development - Lynne Thomas, L&WFD PB Officer and Nicola Morrow	Work in progress	Mar-19
	2.7 Negotiate new budget	Sunderland Safeguarding Board - Paul Ennals and Lynne Thomas	Budget for 2018-2019 agreed at same level	Mar-18
	Project	Lead PB and Lead Officer	Activity (how much)	Timescale for delivery
Theme 3: Performance, compliance and quality assurance	3.1 Refresh and adjust our performance framework, develop revised score cards, and establish a reporting cycle	Performance and Quality Assurance - Lynne Thomas and Nicola Morrow	SSCB Scorecard developed and agreed by SSCB in October 2017. Reporting cycle established and exception reporting only from April 2018. Scorecard has a Programme Board or SSCB Group identified to lead on performance analysis e.g. Vulnerable Adolescent Strategic Project Group for all VA indicators such as missing, CSE	Feb-18

			Domestic Abuse Project Group is to develop whole city domestic abuse scorecard	Aug-18
3.2 Review, refresh and design a QA framework and activity programme for 2017-18	Performance and Quality Assurance - Lynne Thomas and Nicola Morrow		SSCB Audit Cycle in place for 2017-2018 based on SSCB priorities	Feb-18
			Section 11 Audit 2017 Report and action plans completed.	Feb-18
			SSCB QA and Performance Framework to PQA PB virtually for agreement by Board in July 2018	Jul-18
3.3 Design, develop and deliver a system for S175/157 audits across education settings	Performance and Quality Assurance - Richard Cullen and Lynne Thomas		Tool developed and audit complete	Mar-18
			Sample to be reviewed and evidence requested from schools. Evidence to be audited in May 2018	Jul-18
3.4 Develop an annual assurance cycle and put relevant assurance tools and systems in place over the year	Performance and Quality Assurance - Lynne Thomas and Nicola Morrow		Work has begun to develop an Assurance Framework - see 3.2	Jul-18

Theme 4: Neglect and Poverty	Project	Lead PB and Lead Officer	Activity (how much)	Timescale for delivery
	4.1 Working with the CSP and Director of Early Help to support the development of multi-agency early help pathways, tools and processes	Learning and Workforce Development - Karen Davison and L&WFD PB Officer	New model (including pathways, tools and process) for Early Help in place from April 2017	Apr-17
	4.2 Support the CSP to develop a clear neglect framework, assessment tools, processes and practice models	Learning and Workforce Development - Karen Davison and L&WFD PB Officer	Neglect toolkit and training launched November 2017	Dec-18
			Tools required to be identified	
	4.3 Audit early help and neglect cases across a range of partner services and identify themes for improvement and examples of good practice	Performance and Quality Assurance - Nicola Morrow	See SSCB Audit Cycle 2018-2019	Jun-18 – delayed due to issues with obtaining sample following Liquid Logic implementation
4.4 Ensure learning from relevant published SCR's is addressed, action being taken and learning embedded	Learning and Workforce Development - Lynne Thomas and L&WFD PB Officer	See SSCB Audit Cycle 2017-2018	Apr-18	
		Audit Report – SCR audit findings		
		Learning and Improvement matrix in place		

	Project	Lead PB and Lead Officer	Activity (how much)	Timescale for delivery
Theme 5: Compromised Parenting	5.1 Critically Review and evaluate current responses to DV where children are present using JTAI methodology and make recommendations for improvement	Performance and Quality Assurance - Deanna Lagun and Lynne Thomas	Survey Monkey findings for JTAi complete	Nov-18
			P& QA PB agreed on 04.09.2017 to commission a multi-agency / multi partnership project to improve outcomes for children and adults impacted by domestic abuse - led by SSCB	
			See Report to P&QA PB 05.06.17	
			DASPG established and Project Plan in place	
	5.2 Work to develop a “Family Support protocol” and assessment tools for professionals working with vulnerable adults who are also parents to ensure the needs of the children “behind the adults” are recognised and met	Learning and Workforce Development - Karen Davison and L&WFD PB Officer	Survey Monkey findings	Dec-18
			See Report to P&QA PB 05.06.17	
P& QA PB agreed on 04.09.2017 to commission a multi-agency / multi partnership project to improve outcomes for children and adults impacted by domestic abuse - to be led by SSCB				
taki	Project	Lead PB and Lead Officer	Activity (how much)	Timescale for delivery

	6.1 Review evidence and research about working with risk taking adolescents and develop a range of practice tools to support practitioners	Learning and Workforce Development - Linda Mason and Lynne Thomas	Serious Case reviews – Young Person Mark and Young Person Rachel and research completed	Mar-18
			Trusted Relationships bid by Council being supported by SSCB SSCB working with NSPCC to promote the needs of Vulnerable Adolescents SSCB leading on development of CSE and Missing Profile for Sunderland	Jun-18
	6.2 Evaluate practice from a multi-agency audit of emotional help and wellbeing and recommend improvements	Performance and Quality Assurance - Jan Grey and Nicola Morrow	See SSCB Audit Cycle 2018-2019	Jun-18 – delayed due to issues with obtaining sample following Liquid Logic implementation
6.3 Work with children, young people and schools, to develop some guidance materials in relation to emotional help and wellbeing, and specific related topics (bullying, e-safety and publish the material developed)	Learning and Workforce Development - Kimberley Richardson and L&WFD PB Officer	PANTS Campaign and NSPCC Action plan to be implemented in 2018 Young Person Conference to be held in October 2018 being led by SSCB with partners	Oct-18	

	6.4 Develop a multi-agency framework to support the development of resilience and improve outcomes for vulnerable adolescents.	Learning and Workforce Development - Linda Mason and Lynne Thomas	Project lead plan developed - see plan	Sep-18
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