



Suffolk Safeguarding Partnership

2019-20 Annual Report

Reporting Period April 2019 – March 2020

Chair's Foreword

The Suffolk Safeguarding Partnership started in September 2019, combining children's and adults' safeguarding into an all-ages partnership for the first time in Suffolk. For children and young people, Suffolk County Council, the Clinical Commissioning Group and Suffolk Constabulary became equal partners with more emphasis on making a high impact and improving multi-agency working than administering a complex bureaucracy. These were Government reforms, fully implemented in Suffolk. For adults, whilst there were no parallel Government reforms, the new partnership offered the opportunity to 'think family' as so much child and adult safeguarding crosses age groups and generations. Children are often made vulnerable because of their parents' difficulties and vulnerable adults are at risk from people of all ages. Much abuse such as neglect, emotional harm and financial abuse can be experienced by babies and older people alike. Specifically, for adults, our main objective was to embed the new Suffolk Safeguarding Framework for adults and to extend awareness of the Framework across the professional community, the voluntary sector and to carers of our most vulnerable local citizens. That work continues at the time of writing and we have made clear progress which is evidenced throughout this report.



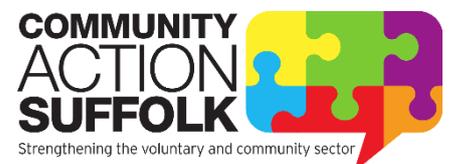
Typically, the first year of a new partnership is about sorting out practicalities whilst in the second-year performance usually improves. Our staff team changed from a team with a number of part-time staff to a tighter smaller full-time group and we ended the year without a backlog of reviews or of any crucial programmes. We developed our internal capability by expanding our pool of reviewers within agencies in Suffolk, so as to reduce our previous dependence on external authors, thus building capacity and saving money. We involved service users and their carers more, which resulted in several issues being highlighted and changes being made by a number of agencies. We held organisations with a weak safeguarding function or performance to account whilst offering support. We targeted individual services like care homes as well as large-scale organisations where they were compromising the lived experience of vulnerable people.

Finally, we looked at safeguarding problems in real time rather than retrospectively, which the predecessor Boards had done. We were less worried about the detail of what happened in the past. Instead, we focussed on the lessons to be learnt and how those could be applied quickly rather than waiting months or even years to make changes. If it takes a village to raise a child, it takes a team to deliver effective safeguarding services to our most vulnerable citizens. We will continue to prioritise teamwork and working together, especially as so many demands and pressures on policy and resourcing force organisations to look inwards. We are committed to solving the issues of today before they become the problems of tomorrow.

Anthony Douglas CBE
Independent Chair, Suffolk Safeguarding Partnership

Voluntary Sector Foreword

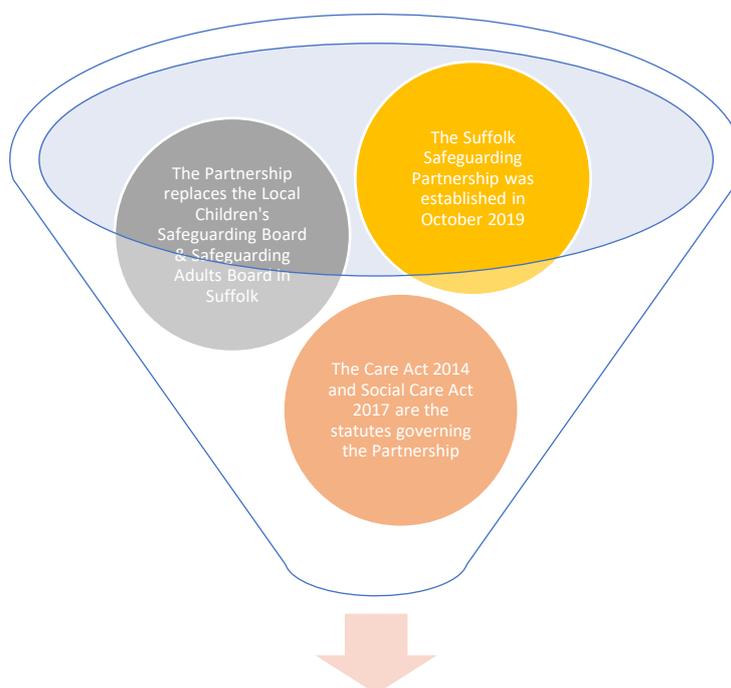
Over 15,000 charitable and wider voluntary, community and social enterprise (VCSE) organisations, groups, and volunteers across the county work tirelessly to make Suffolk a vibrant and safe place. The VCSE are often the first point of contact for communities and their role in safeguarding is significant. We proudly work alongside colleagues in the VCSE and the Suffolk Safeguarding Partnership to provide safeguarding support to the VCSE. Shared language and goals as well as mutual respect for areas of reach and knowledge define our work together to make Suffolk safer. The willingness of the Partnership to support our VCSE Safeguarding conferences illustrates this.



At the beginning of 'lockdown' we mapped over 1000 VCSE organisations that were providing support to communities with many hundreds setting up for the first time to support the most vulnerable who were suddenly subject to 'shielding' and restrictions. To support this amazing community response, on-demand safeguarding training was developed that volunteers could understand and relate to. In 2019-20 over 700 people attended Community Action Suffolk's safeguarding training and there were approximately 900 subscribers to our Safeguarding Newsletter. Everyone has a part to play in recognising and responding appropriately to safeguarding concerns, whether in their family, communities, place of work or where they volunteer. With so much importance and value being placed on the role of communities and the role of the VCSE sector we encourage all partners to consider the opportunities that exist for greater collaboration and partnership working alongside the VCSE to make safeguarding in Suffolk even more effective.

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The Partnerships core objective is to coordinate and hold partners to account in the effectiveness of protecting the people of Suffolk at ris

19-20 In Review

On 29 September 2019, the Suffolk Safeguarding Partnership replaced the Safeguarding Adults Board and Local Children’s Safeguarding Board. It has been a busy year preparing for and then adapting to this new way of working which all partners have embraced with positivity.

The Partnership Team has gone through significant change with a new Independent Chair, Business Manager and Professional Advisor. A staff restructure came into effect on 01 April 2020 designed to better support the revised governance arrangements and budget. It was agreed to recruit an apprentice care-leaver to support the team while also providing an opportunity for a former looked after young person in line with Suffolk’s policy to promote employment for these young people.

End Budget Position



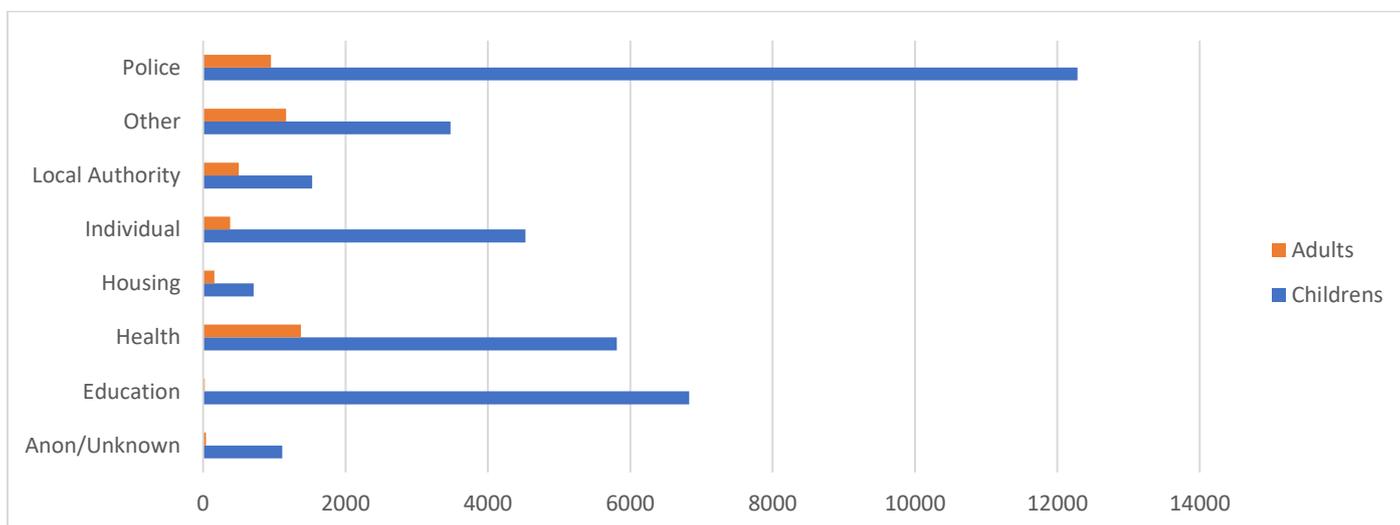
Combined Adults & Children’s Budget	£388,641
Budgeted Spend on Reserves	£ 58,935
Final Costs for 2019/20	£378,872
Total Reserves Carried Forward	£126,231

Key Achievements

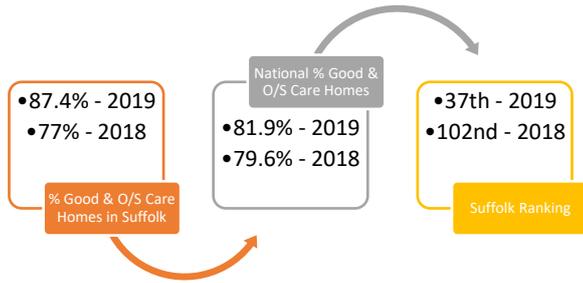
- Successfully introduced the new statutory arrangements for the Partnership from September 2019 with fewer meetings, shorter papers on new templates and new frameworks, such as rapid reviews, exception reporting, a better website with a shift to focusing on safeguarding issues in real time rather than retrospectively;
- Continued with the transformation agenda for adult safeguarding services, though more remains to be done, and contributed to children’s services improvements e.g. with the Early Help Plan developed with children and young people;
- Restructured the Partnership Team and budget to end dependence on reserves;
- Brought new partners in and progressed their issues, e.g. Border Force, the Prison Service, the East of England Ambulance Service and more faith communities such as the Quakers and the Greek Orthodox Church;
- Held agencies to account where performance needed to improve and supported them in doing so including NSFT, Probation, CRC, GP performance on safeguarding in the north of the county, Children’s Social Care on how family members are more routinely included in taking the issues identified in case reviews forward and some smaller agencies where safeguarding improvements were needed;
- Began to consolidate the learning from reviews over the last decade into a single learning and improvement plan. This was especially useful in identifying fault lines which appeared in cases separated by several years. Four Partnership Reviews were completed with learning events held.

Referrals by Agency

The chart below shows where referrals to the Multi-Agency Safeguarding Hub (MASH) originated between April 2019 and March 2020.



Headline Data in Adult Safeguarding Care Home Ranking (as December)



Trading Standards Prosecutions

based on 'Fraud & Consumer Protection Offences'

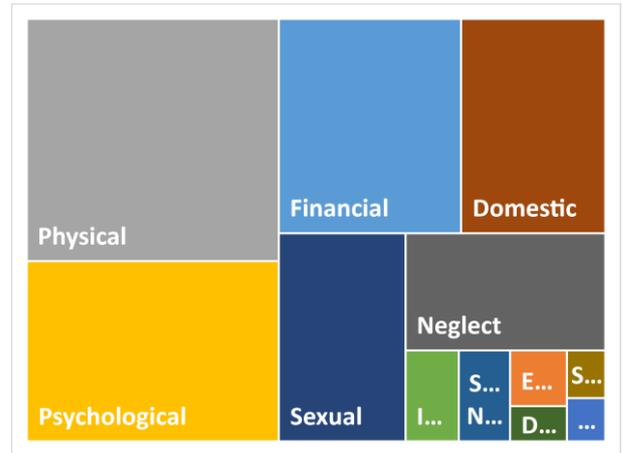
10, in 2019/20 with 8 further cases 'in progress' as 31/03/2020

29 in 2018/19

MASH Safeguarding Referrals



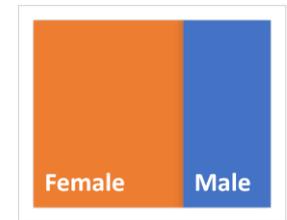
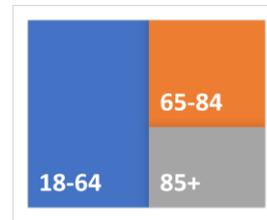
Referral Rate by Abuse Type



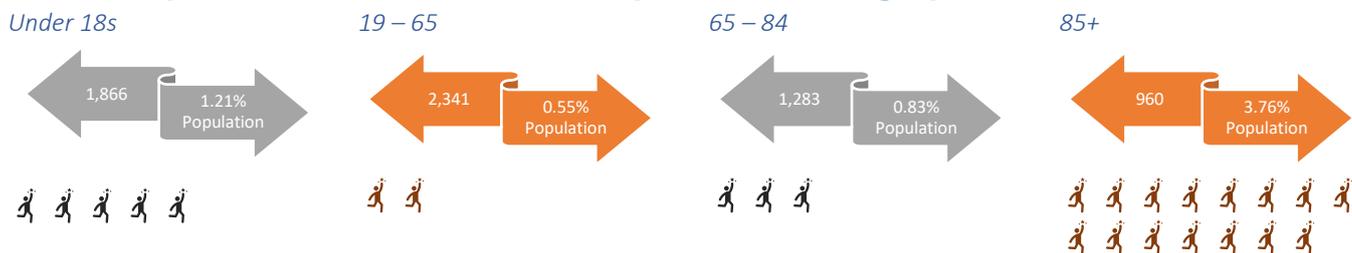
Safeguarding Referrals by

Age

Gender

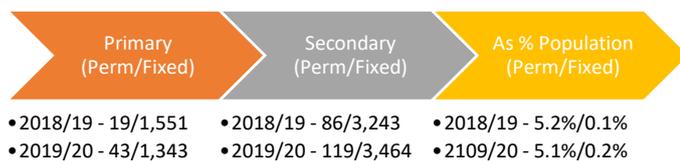


Partnership Wide Referral Rates Vs Population Demographics



Headline Data in Children's Safeguarding

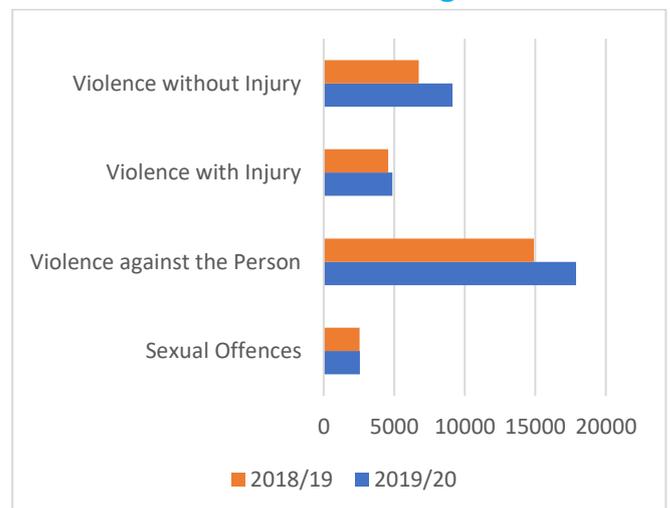
School Exclusions



Children on Child Protection Plans (CPP)



Violent & Sexual Offences against u18s



20-21 Priorities & Aspirations

The Executive Group is responsible for setting the Partnership's priorities. They do this by analysing performance data, new legislation, and their own organisation's priorities. These factors are used to inform the collective objectives for the coming year. Plans for 2020/21 have been modified to reflect the impact Coronavirus is having on society and specifically its impact on partners and their capacity in protecting the people of Suffolk.

The pandemic will continue to influence the services provided by partners as Suffolk enters the 'new normal' in a post-Coronavirus world. One of the Partnership's roles will be to support partners in establishing this new normal while seeking assurances that partners continue to effectively protect adults and children at risk.

The Partnership's core priorities for the coming year are:



Developing meaningful involvement of service users and carers across the Partnership



Engaging with families to understand what Safeguarding means to them and promoting this across the Partnership



Improving Information Governance within the Partnership



Ensuring learning from Case Reviews is fully embedded and its effectiveness is reviewed



Developing a model for Outstanding Partnership Working across the 'Suffolk System'

The Partnership will know these priorities have been met when:

Meaningful Involvement of Service Users and Carers

- the Inclusion Strategy Action Plan has been successfully implemented
- quarterly Round-table events with key voluntary organisations have taken place
- families are routinely, pro-actively engaging in reviews

Family Engagement

- a redesigned website has been launched that is written from a service users' perspective, not that of professionals
- the Partnerships Social Media Strategy has been developed
- a rise in engagement on social media platforms (shares, likes, follows etc.)

Quality Assurance & Information Governance

- an up-to-date Information Sharing Agreement is in place taking account of recent legislation changes
- a quarterly dashboard is available
- a Quality Assurance Framework is published
- a 'JTAI' style multi-agency audit has been piloted
- clear guidelines and operating procedures for undertaking reviews are adopted by all Partners
- greater involvement of Quality Assurance specialists from statutory partners
- quality assurance of more safeguarding materials produced by partner organisations

Practice Learning

- webinars are routinely used to disseminate learning from reviews
- audits and Quality Assurance processes are routinely used to highlight where reoccurring issues arise and learning not fully embedded
- training on Assertive Practice has been delivered across all agencies in the Partnership
- links with VSCE have been strengthened helping to disseminate and share learning further
- case reviews are published in a timely manner and are easily accessible on the Partnership's website

Outstanding Partnership Working

- closer working alignment across the Suffolk System has been established to reduce duplication of effort e.g. with the Community Safety Partnership and Domestic Homicide Reviews
- processes across adults and children services within Suffolk have been reviewed and aligned, looking for regional and national best practice
- a benchmarking exercise to ensure partners are receiving value for money has been completed

Adults'

For adults, the Partnership will look to:

Refine and adopt the Reviews in Rapid Time process

Build strong links with Voluntary & Community Sector and other partner organisations through the Locality Forums in order to effectively disseminate learning and share best practice

Complete further work on embedding the Safeguarding Adults Framework across the sector and sharing best practice

Support partners in the roll-out of the Liberty Protection Safeguards (LPS)

Review the Suffolk's safeguarding adults training offer

Children

For children, the Partnership will look to:

Monitor children not in appropriate full-time education, particularly exclusions and challenges relating to post COVID world

Refine and implement the Early Help Plan

Lobby for greater inter-agency working across multiple jurisdictions

Provide further promotion to practitioners and families about 'Non-Accidental Injury' (NAI) and 'overlying'

Continue to monitor the impact of the delivery of the Emotional Health and Wellbeing strategy, in particular the impact of the Emotional Health and Wellbeing Hub.

Practice Learning

Partnership Wide

An overarching review was undertaken to look at common themes and trends emerging from all reviews completed by the Safeguarding Adults Board (SAB) and the Local Safeguarding Children Board (LSCB) over the last 10 years.

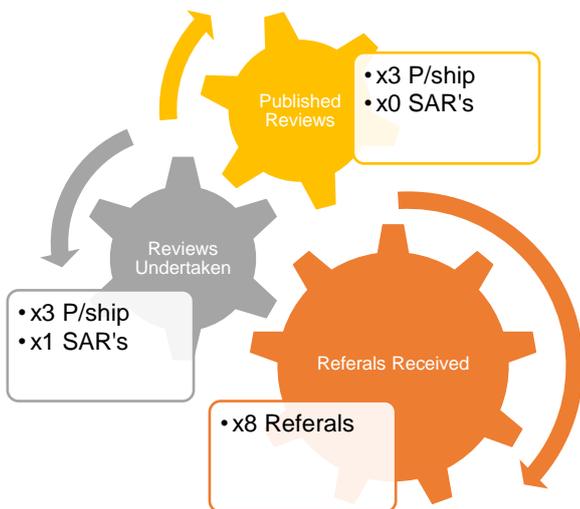
Several themes were identified that have informed this year's priorities, including revision of the audit programme to ensure identified changes in practice are fully embedded.

It was also noted that more work needs to be completed to:

1. improve information sharing and communication across agencies;
2. ensure escalation procedures are in place and are known and understood by professionals and remind professionals and agencies of guidance/expectations;
3. develop professionals:
 - a. curiosity and inquisitiveness about the lived experiences of people and to always consider the question "what is life like for this person"?
 - b. assertive practice: being clear about expectations of those putting people at risk and not shying away from risk and conflict. Also using motivational interviewing to inspire change in 'reachable moments'.

Adults

Safeguarding Adult Review Summary

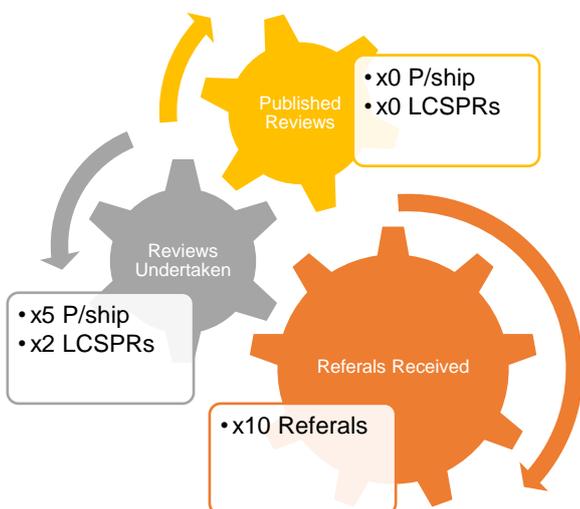


Key Learning

- The need for better joint working, communication and information sharing among all organisations at an early stage
- The need for better promotion and underpinning of community groups and support networks
- Ongoing consideration of capacity
- The Safeguarding Adults Framework requires further roll out to the wider partnership group in identifying concerns
- The need for more 'professional curiosity' about the lived experiences of people

Children's

Local Children's Safeguarding Practice Review Summary



Child Deaths Overview Panel (CDOP)

No Deaths	36 - 2019/20	No Reviews	41 - 2019/20	Modifiable Factors	7 - 2019/20
	24 - 2018/19		39 - 2018/19		4 - 2018/19

Key Learning

- More needs to be done when families known to services move into the area
- Practitioners needing to explore more issues holistically and not accepting the first answer
- Greater support for family members following serious incidents involving their loved ones

Inclusion

Ensuring the experience of the service user is heard and improved upon remains at the core of the Partnership's ethos. This can be demonstrated by the pro-active approach to engaging with service users which the Partnership committed to during this year. Initiatives can be described as applied learning or prevention based.

Examples of how learning has been embedded includes:

- The introduction of the Child Death Review Team within the CCG to support bereaved families
- Changes in the case review process to make sure the experience of the person subject to the review is conveyed

Healthwatch Suffolk are working with the SSP to review the experience of people subject to section 42 enquiries. It is hoped that from the review, learning can be implemented across the system that improves the experience for service users and their families during the enquiry process and the subsequent actions taken. The outcome of this work has been delayed due to the Coronavirus pandemic.



Examples of prevention activities include:

- An increased social media presence aimed at the public rather than professionals
- Support and promotion tailored to Suffolk for Safeguarding Adults Week
- Greater collaboration and engagement with the voluntary and community sector e.g. the Football Association

The SSP continues to work with **Volunteering Matters** in the support and development of resources to support families. Examples include: the development of online safety packages to support children in Year 6 as they transition to high school, the production of podcasts for young people on a variety of topics with a focus on safeguarding. Young people from **Volunteering Matters** are currently working with the Partnership on developing a webinar to explore the impact of online safety issues and exploitation on young people.



In 2020/21 we plan to:

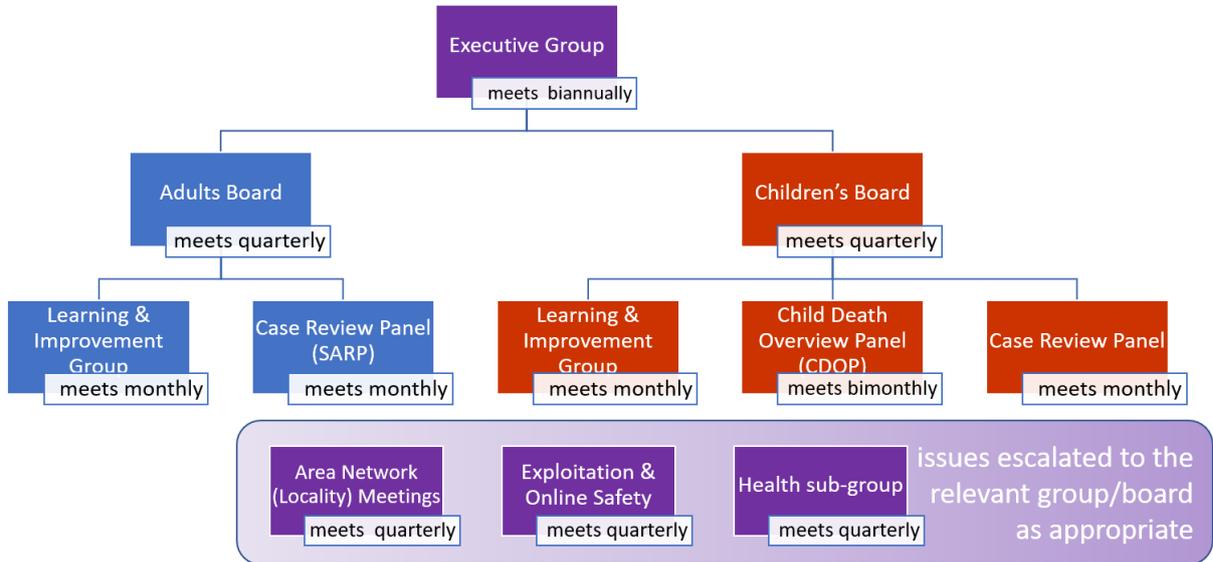
- Publication of the Partnership's Inclusion Strategy and Action Plan
- Provide targeted social media campaigns to support agencies in the response to the Coronavirus pandemic
- Explore the idea of our vice-chair being from the Voluntary and Community Sector
- Tailor our website to service users, using language they understand rather than 'professional jargon'



Governance Structure

Governance arrangements for the Suffolk Safeguarding Partnership came into effect on 29 September, replacing the structures that supported the Safeguarding Adults Board and Local Children’s Safeguarding Board. Meetings within the main governance structure continue to be chaired by the Independent Chair.

This graphic illustrates the new Governance Arrangements:



Key to Colours: Joint Groups || Adults || Children’s

The new arrangements consolidated several sub-groups under the Learning & Improvement Group allowing business to be more focused and closely managed thereby holding stakeholders to account. Widening of the remit of the Exploitation & Online Safety Group provides a forum where safeguarding issues that are not age specific can be discussed.

The remit of the newly formed Executive Group is to set the strategic direction of the Partnership in the context of the wider Suffolk System (Health & Wellbeing Board and Safer, Stronger Communities Group), to provide a point of escalation and to help align the work of the Adult and Children’s Board. Members are the senior officers from all three statutory partners.



Statutory Partner Impact & Reflections

As Part of the annual review, Executive Group members were asked to summarise their experience with the SSP over the past twelve months, identifying any pertinent learning or achievements for the benefit of their organisation and more broadly the people of Suffolk.

Police

Becoming an equal partner in the SSP has allowed the Constabulary to have a key voice in relation to the implementation of strategic changes, for example the introduction of the reviews in rapid time process for adult safeguarding referrals to highlight learning points and shape investigative direction sooner. This is allowing faster progress to be made by the earlier identification of safeguarding issues leading to improvements around service delivery across the partnership. The Child Death Overview Panel has evolved over the last year becoming a far more relevant forum for policing. With the advent of the Child Death Review Team, more emphasis is being placed on the professional response of each organisation. This has led to discussion and awareness regarding more 'professional curiosity' from our partners which will hopefully lead to tangible interventions. Through this forum we, the Police, have managed to make contacts with local SMEs that have assisted live investigations. Both these examples demonstrate the benefit of being able to consult each other quickly about areas of different expertise and the timeliness of working through safeguarding issues for the people in Suffolk. During the COVID19 pandemic, the SSP has been pivotal in delivering a unified response. There have been many coordinated webinars to various professionals on topics such as neglect, and safeguarding adults/children during the pandemic. These have been well received and officers have taken part both in delivery and as delegates. The SSP has also ensured consistent messaging was flowing from all the relevant agencies during this period.

Health

It has been a time of transition and change over the past year. The SSP is still very much in its infancy. In contrast the Designated Safeguarding Health Professionals for the 3 CCGs in Suffolk have many years of experience between them and have secured good working relationships with partner agencies in Suffolk, being the voice of health across the SSP. As equal partners forming the SSP with our police and social care colleagues, health have played a pivotal role over the last 12 months ensuring safeguarding remains high on the agenda despite the unprecedented challenges faced. In the first 6 months since the new SSP was formed, health has supported the new chair and management team. We have shared our experience and expertise to guide the new team through this period of transition. One real success story from the last 12 months has been the formation of a Child Death Review Team to ensure bereaved families receive the support they need and ensure compliance with the national standards for reviewing child deaths. This included the recruitment of the Designated Doctor for Child Deaths across both Norfolk and Suffolk. Information sharing and learning has increased tenfold since the team came into service. The SSP's independent chair now chairs the Child Death Overview Panel which has supported the cohesion of the Child Death Overview Panel (CDOP) within the wider SSP. The new year has been overshadowed by the pandemic, but the 3 partner agencies have stayed strong, continuing to progress ongoing safeguarding practice reviews and operational issues. It has been a challenging time for all health professionals both personally and professionally with the onset of the pandemic. Despite this health professionals have continued to advocate strongly for the needs of children and vulnerable adults.

Suffolk County Council

Traditionally, Suffolk has enjoyed strong partnership relationships which have provided a strong and secure base from which to transition into the new SSP arrangements and team. As a Council and Partnership, we have worked through a period of change to our structures and remit of different forums and one to highlight would be case reviews. Children's Services have introduced the Rapid Review Process and adults have devised a Rapid Triage process. Both processes ensure reviews are considered as soon as possible with all available information, what immediate learning can be gained and whether to proceed with a statutory Practice Review. The changes being made to how cases are reviewed are resulting in greater focus on embedding learning swiftly across all partners. This process is much smoother, removes a great deal of bureaucracy from the system and, most importantly, families receive a more efficient service as a result. During the last twelve months work has continued on the Safeguarding Transformation programme in Adult Services which has seen a major shift in the way in which Health, Police and social care services work together to address system gaps, including the way in which workflow and decision making is considered during each stage of the safeguarding process. The promotion of the Safeguarding Adults Framework is one of the key pieces of work that stemmed from this. Another key challenge facing Suffolk is the ongoing exploitation of young people across our county. Having 3 key partners working closely together with other relevant agencies all of whom have a passion to support young people has seen an improved picture of timely information sharing to respond efficiently and collaboratively to these vulnerable children's needs.



Suffolk
Safeguarding
Partnership

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