



Multi-Agency Safeguarding Arrangements 2024

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Introduction

There are many agencies in Surrey supporting children and young people and their families. [Working Together 2023](#) sets out how these agencies should work together to keep children and young people safe from harm.

This document – our Multi Agency Safeguarding Arrangements - sets out how the Surrey Safeguarding Children Partnership meets the requirements of this guidance.

In Surrey there are four organisations who are jointly responsible by law for the partnership arrangements for keeping children safe:

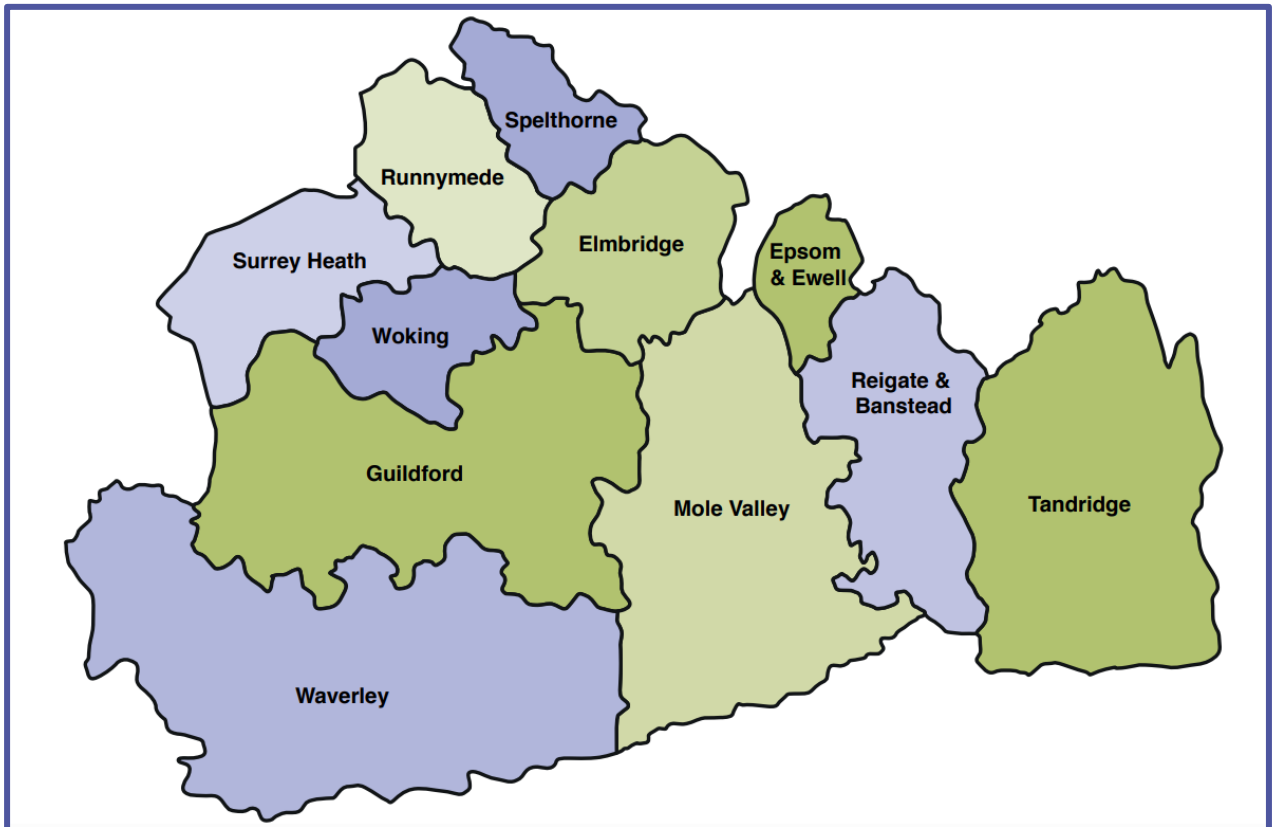
- Surrey County Council
- Surrey Police
- NHS Surrey Heartlands ICB
- NHS Frimley ICB

These are our Statutory Partners, and they have identified relevant agencies which are legally required to cooperate with local safeguarding arrangements (listed in Appendix One).

Context

Surrey has a complex set of partnership arrangements to support a population of 1,214,540 of which 262,625 (21.6% of the population) are children and young people under the age of 18¹. It has one of the largest local authorities in the UK, which includes eleven district and borough councils and two Integrated Care Boards (ICBs), which overlap with other local authority areas.

¹ [Population Estimates, Office for National Statistics, 2022](#)



Child safeguarding arrangements in Surrey

The SSCP operates in line with the requirements of the statutory guidance [Working Together 2023](#) and covers the same geographical area of Surrey, as defined by the local authority boundaries.

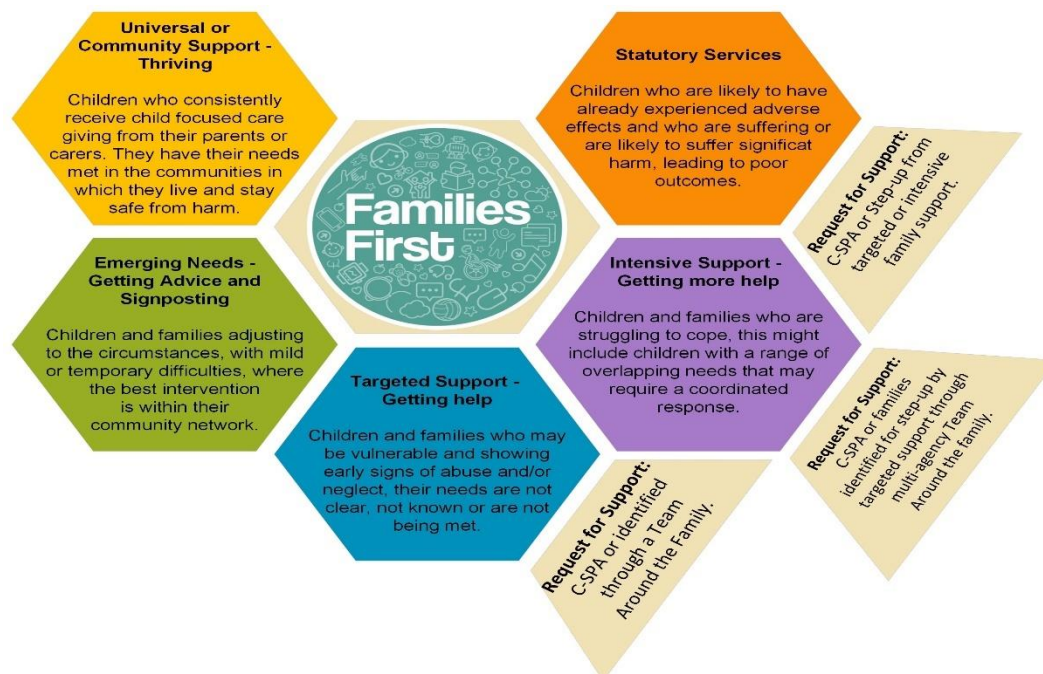
The safeguarding partners and relevant agencies included in these arrangements will fulfil their statutory duties to safeguard and promote the welfare of children from Surrey who live in or are placed outside of our local authority area.

The four lead safeguarding partners jointly leading the Partnership Arrangements are:

- Surrey County Council
- Surrey Police
- NHS Surrey Heartlands ICB
- NHS Frimley ICB

Continuum of Support for children and families living in Surrey

The Partnership oversees the multi-agency safeguarding of children with a range of levels of need, as shown by our local threshold document the [Continuum of Support for Children & Families in Surrey](#)



This forms an integral part of Surrey's approach to supporting children, ensuring the right support is provided by the right agency, based on the child's level of need. The approach also promotes earlier support for families to address issues before they escalate to crisis point and ensure that children are kept safe from harm.

Partnership Mission Statement

To safeguard and promote the welfare of all children in Surrey by fostering a collaborative, child-centred approach that ensures every child is safe, supported, and enabled to thrive.

Principles

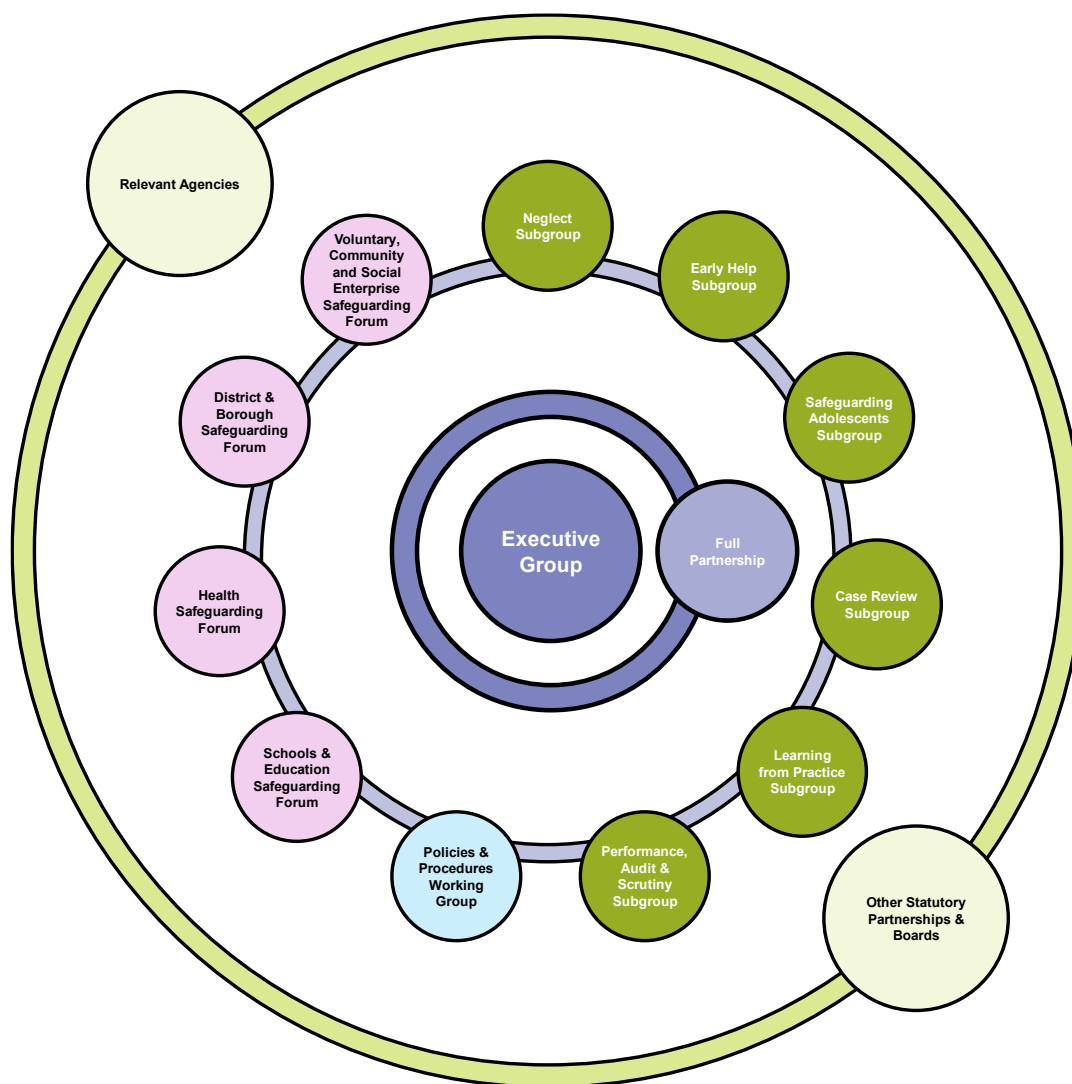
1. **Child-Centred Approach** - We place the best interests of children at the heart of everything we do, ensuring their voices are heard and their needs are met. We do this by adopting the [Time for Kids](#) principles.

2. **Collaborative Efforts** - We work together with all safeguarding partners, including health, education, police, and voluntary organisations, to provide a cohesive and comprehensive support system for children and families.
3. **Early Intervention** - We proactively identify and address issues early to prevent harm and provide timely support to children and families in need.
4. **Continuous Learning and Improvement** - We are committed to learning from our experiences and continuously improving our practices to enhance the safety and well-being of children.
5. **Transparency and Accountability** - We ensure clear roles, responsibilities, and accountability among all partners to maintain high standards of safeguarding practice.
6. **Community Engagement** - We engage with parents, carers, and the wider community to build trust and ensure that safeguarding measures are understood and supported.
7. **Inclusivity and Respect** - We respect and value the diversity of our community, ensuring that all children and families receive equitable support and protection.

By adhering to these principles, we aim to create a safe, nurturing, and inclusive environment where every child in Surrey can achieve their full potential.

Structure of the SSCP

All subgroups and forums within the SSCP are focussed on improving safeguarding practice and outcomes for children and young people. The diagram below illustrates the linkages across all of the subgroups and forums, as well as to relevant agencies and other Boards.



Statutory Partners

Lead Safeguarding Partners

The “Lead Safeguarding Partners” or “LSPs” for the SSCP are the Chief Executive of Surrey County Council, the Chief Executives of Surrey Heartlands and Frimley ICBs, and the Chief Constable of Surrey Police.

These are:

Terence Herbert - Chief Executive of Surrey County Council

Tim De Meyer - Chief Constable of Surrey Police

Fiona Edwards - Chief Executive, Frimley Health and Care

Karen McDowell - Chief Executive, Surrey Heartlands Health and Care Partnership

Each LSP is responsible for discharging their own statutory and legislative duties to safeguard and promote the welfare of children. As leaders of their organisations and the statutory safeguarding partners, it is for LSPs to assure themselves that their local arrangements are effective and keep children safe.

LSPs are jointly responsible for ensuring the proper involvement of and oversight of all relevant agencies, and should act as a team, as opposed to a voice for their agency alone. LSPs will meet at regular intervals in the year.

Delegated Safeguarding Partners

Under *Working Together 2023*, LSPs must appoint Delegated Safeguarding Partners (DSPs) for their agencies. The Delegated Safeguarding Partners for the SSCP are:

1. **Rachael Wardell**, Executive Director (Children, Families and Lifelong Learning), Surrey County Council
2. **Audrey Scott-Ryan**, Associate Director of Safeguarding Adults and Children, Surrey Heartlands ICB
3. **Debbie Hartrick**, Deputy Chief Nurse, Safeguarding, Frimley ICB

4. **Gemma Morris**, Detective Chief Superintendent, Head of Public Protection
Surrey Police

As DSPs, they will support the business of the SSCP through taking decisions on behalf of the LSP and hold their sectors to account. The DSPs should have the authority to carry out these functions, while ultimate accountability remains with the LSP as the individual responsible for the delivery of the statutory duties of the safeguarding partners.

The DSPs should have oversight of the quality and compliance of the delivery of agreed shared priorities. They should have processes in place to provide assurance that multi-agency practice is reviewed and operating well.

Partnership Chairing Arrangements

The Partnership Chair, with support from the Partnership Team, will help develop strategic links, support and hold to account all LSPs in fulfilling their safeguarding duties for children; ensure that local arrangements support collaborative and effective partnership working between LSPs, DSPs, independent scrutiny and the SSCP subgroup structure; and offer appropriate challenge to ensure partners are accountable.

The LSPs have jointly agreed and appointed Rachael Wardell, Executive Director – Children, Families and Lifelong Learning, Surrey County Council as the Partnership Chair for the SSCP. The appointment will be effective from January 2025 and will be reviewed annually with the intention for the role to be rotated between DSPs on a yearly basis. The Partnership Chair will chair meetings of the SSCP Executive Group and meetings between the DSPs, and act as a conduit and point of contact between the DSPs and LSPs.

Executive Group

The DSPs will form the SSCP's Executive Group, with additional representation for Education providers. 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 Executive Group will have oversight of the Partnership's strategic priorities, and the contributions towards these made by the SSCP subgroups and forums. The Executive may also request reports from 'outside agencies/groups' to gain assurance and oversight of progress made in their specific safeguarding areas.

Subgroups and safeguarding forums will report into the SSCP Executive Group.

Sub-groups

Neglect Subgroup

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 Neglect Strategy for 2024 – 2026 can be found [here](#)

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 the various forms of neglect and that children in Surrey are being appropriately supported where their needs are not being met as a result of neglect.

Early Help Subgroup

The purpose of the Early Help Subgroup (also known as the Early Help Board) is to take ownership and be accountable for the delivery of the [Families First Early Help Strategy 2024-27](#).

The Early Help Strategy Families First sets out the vision, principles, and priorities for Early Help and describes how the partnership will work together to provide responsive and effective support to families in Surrey. It seeks to empower children and their families to overcome difficulties and become increasingly resilient, so they can manage future life challenges independently.

Safeguarding Adolescents Subgroup

The purpose of the Safeguarding Adolescents Subgroup is to take ownership and be accountable for the multi-agency response to contextual, extra-familial and similar harms that children and young people may face. The focus of this group is the following:

- Extra-Familial Harm and the partnership response to children & young people who are missing and experiencing extra-familial harm.
- Improving the experience for children & young people requiring mental health services; including the management of demand, pathway, commissioning, language, and culture.
- Developing and improving partnership understanding and multi-agency response for children and young people who are missing education.
- Developing and improving partnership understanding and multi-agency response for children and young people who are or at risk of homelessness.
- Co-design of the service with children, young people, and their families.

Case Review Subgroup

The group is made up of designated senior managers of the statutory partners. Its key functions include:

- Undertaking reviews and rapid reviews in line with statutory guidance
- Alerting the independent scrutineer of the intention to undertake a rapid review and will ensure the independent scrutineer/Chair is fully cited on the recommendation of the rapid review panel as to whether the criteria for a Local Child Safeguarding Practice Review (LCSPR) is met.

Learning from Practice Subgroup

The role of the Learning from Practice (LfP) Group is to embed a learning culture that improves outcomes for children and families.

The responsibilities of the Learning from Practice Group include:

- Ensure the LCSPR and non-statutory recommendations from either National or Local Child Safeguarding Practice Reviews are embedded across the partnership. See [Embedding Learning](#) for further details.
- Use performance data evidence to address and interrogate areas of concern and emerging issues, ensuring these are addressed across the Partnership.
- Ensure the learning from the audit activity provided by the Performance, Assurance and Scrutiny group (PAS) and from child safeguarding practice reviews, are disseminated across agencies.
- Work with the Surrey Children's Services Academy to develop and implement a multi-agency learning framework and commission an annual multi-agency learning and development programme

Performance, Audit & Scrutiny Subgroup

The role of the Performance, Audit and Scrutiny Group is to test out the progress that is being made against the Partnership's key objectives, to gather evidence of positive impact being made and to escalate to the Executive any emerging areas of concern.

The Safeguarding Partners will use data and intelligence collated by this group and other sub-groups to assess the effectiveness of the safeguarding system supporting children and families in Surrey.

This group will help support the work of our independent scrutineer.

Policies & Procedures Working Group

This group has responsibility for maintaining and updating multi-agency procedures for partners to use. The SSCP Procedures Manual has transitioned over to Tri-X in 2024, and the group will review procedures on a 6-monthly basis to ensure national legislation is up to date and local policies are current.

Forums

In continuing to create and maintain a collaborative environment which enables greater involvement of wider safeguarding partners, the SCCP will continue with its established Safeguarding Forum structure. The Safeguarding Forums include:

Voluntary, Community and Social Enterprise Safeguarding Forum

The purpose of the Voluntary, Community and Social Enterprise Safeguarding Forum is to contribute to improving the health, wellbeing and the safety of children and young people in Surrey.

The forum will reach out and engage with as many third sector organisations as possible.

The forum will help third sector organisations in Surrey who work with children and young people in the following ways:

- Supporting each organisation's understanding of their responsibilities for keeping children and young people safe and promoting their welfare.
- Sharing good practice across the sector
- Informing the work of the Safeguarding Children Partnership from the Third Sector perspective
- Disseminating important information and learning from the Safeguarding Children Partnership across the sector.

District & Borough Safeguarding Forum

The District and Borough Safeguarding Forum encourages strong and effective partnership working in child protection and safeguarding practice across the county and promotes the continuous improvement of these services. The forum focusses on information sharing and on addressing issues where district and borough councils play important roles in shaping and implementing safeguarding policies and practice at a local level.

The forum contributes to and influences the work of the Partnership and Executive, and members of the forum contribute to other lead areas of work aligned to the Partnership's strategic priorities.

Health Safeguarding Forum

The purpose of the Health Safeguarding Forum is to provide scrutiny of child safeguarding arrangements across the health community in line with statutory duties

under Section 11 of the 2004 Children Act and Children and Social Work Act 2017. The forum enables the lead ICBs to engage with Surrey's other health stakeholders in contributing to the priorities of the Surrey Safeguarding Children Partnership. This group meets on a quarterly basis and reports directly in to the Executive Group.

Schools & Education Safeguarding Forum

The Schools and Education Safeguarding Forum endorses and influences effective safeguarding practice in all educational settings, including independent schools, academies, free schools and alternative provision, from Early Years to post 16. The forum promotes effective inter-agency working that keeps the child or young person at the centre of everything we do and is responsive to local and/or national emerging needs.

Full Partnership

The statutory safeguarding partners and the named "relevant agencies" will form the "Full Partnership". The Full Partnership will facilitate greater engagement and communication with agencies sitting outside of the Executive. It will also be a forum to share learning and good practice, with meetings at least three times per year.

The Full Partnership will jointly identify, with the Executive Group, safeguarding priorities for Surrey. It will receive updates on recent activities across the Partnership and will receive and consider reports including the following topics: relevant learning and development activity; Independent Scrutiny activity; 'user voice' activity and the viewpoints of children and young people. It will act as a reference group for the Safeguarding Partners to identify and act on new and emerging issues in respect of children's safeguarding, whilst ensuring effective linkages with other relevant partnerships and governance structures as appropriate.

The group will gain greater responsibility to support the inter-agency communications, engagement and information sharing with regard to agency initiatives/campaigns. It will be the responsibility of all agencies within the Partnership to contribute, lead and raise engagement issues.

Relevant Agencies

In addition to all the sub groups and forums, the SSCP works with a wide range of relevant agencies. These agencies, named in Working Together 2023 are listed in [Appendix One](#).

The strength of local partnership working is dependent on Safeguarding Partners working collaboratively with all relevant agencies that deliver services and support to children, young people and families in Surrey. It is recognised that the statutory 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 agencies have been part of SSCP arrangements for some time and remain committed to their involvement. However, relationships and networks amongst new partners will continually be identified and sought to enable the engagement and representation of a wider set of interests.

Local child safeguarding practice reviews

The responsibility for how the system learns lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel, and at a local level with the safeguarding partners via the SSCP Case Review Subgroup and SSCP Learning from Practice Subgroup. The process for how Surrey commissions and runs its reviews and rapid reviews can be found on the following link on the SSCP website: [Rapid Review and Child Safeguarding Practice Review overview process](#). The SSCP follows statutory guidance in the way it carries out its work in relation to reviews and this includes how decisions are made to notify a serious incident and subsequently how decisions are made on whether to commission a Local Child Safeguarding Practice review.

Embedding Learning

The Learning from Practice sub-group ensures the review recommendations are considered, acted upon and embedded via agency updates using 7-minute briefings, reflective practice discussions and webinars.

A quarterly update system has been established to ensure that recommendations from thematic reviews are shared widely across the Partnership. Agencies will report on their progress, detailing actions taken and their impact on practices affecting Surrey families. This approach aims to foster focused discussions, identify and address recurring issues, highlight improvements needed, share examples of good practice and highlight any additional training needs.

By linking recommendations to themes, agencies can better understand emerging issues and direct future priorities. This information will help inform quality assurance activities including multi-agency audits led by the Performance, Assurance, and Scrutiny (PAS) sub-group, ultimately enhancing service delivery and outcomes for families.

Multi-agency learning and development

The SSCP safeguarding Learning Programme provides multi-agency access to instructor-led training and e-learning, together with webinars and other online resources through the Care Knowledge online learning platform.

The annual programme is commissioned by the Surrey Children's Services Academy, with decision making on the offer being undertaken by the SSCP Learning and Development Group. This group is made up of representatives from Education, Health, Police, Third Sector, and the Surrey Children's Services Academy.

As well as providing a comprehensive learning programme, which has been closely aligned to the learning reviews overseen by the Learning from Practice subgroup, the Surrey Children's Services Academy have developed an evaluation system to give practitioners the opportunity to share their learning experience. This will ensure the Surrey Children's Services Academy can improve the learning offer to the Partnership, and in doing so create positive outcomes for children and their families in Surrey.

The Performance, Assurance and Scrutiny Group are responsible for testing out improvements that have been made in response to the dissemination of learning. Where appropriate this will include the collection of data and evidence through targeted single agency, inter-agency and multi-agency audits as well as evaluating the level of impact training has had on improving practice.

Information Sharing

The General Data Protection Regulations (GDPR), Data Protection Act 2018, and human rights laws are not obstacles to information sharing, but provide a framework to ensure personal information is shared appropriately. We adhere to the 7 Golden Rules of Information Sharing - Necessary, Proportionate, Relevant, Adequate, Accurate, Timely and Secure and as such believe the following:

1. Be transparent with the individual (and/or their family, where appropriate) from the beginning about why, what, how, and with whom information will or could be shared, and seek their consent unless it is unsafe or inappropriate to do so.
2. If unsure about sharing information, seek advice from other practitioners or information governance lead without revealing the individual's identity if possible.
3. Share information with consent whenever possible and respect the wishes of those who do not consent, unless there is a lawful reason to share without consent, such as safeguarding concerns. Base judgments on the specific facts of the case.
4. When sharing or requesting personal information, be clear about the basis for doing so. Without consent, be mindful that the individual might not expect their information to be shared.
5. Prioritise safety and well-being: Make information sharing decisions based on the safety and well-being of the individual and others who may be affected.
6. Ensure the information shared is necessary, proportionate, relevant, accurate, timely, and secure. Each agency should follow their organisation's policy on handling personal information securely.
7. A record of the decision and the reasons for it should be documented as to whether the information was shared or not. If it has been shared, record what was shared, with whom, and for what purpose.

Independent scrutiny arrangements

The Safeguarding Partners in Surrey welcome and value the requirement for independent scrutiny of local safeguarding arrangements and recognise its crucial role in supporting the Partnership to safeguard children and young people.

The work of the Independent Scrutineer will include:

- **Objective Oversight:** Provides impartial evaluation of safeguarding practices, enhancing accountability among agencies.
- **Constructive Challenge:** Acts as a “critical friend,” offering constructive feedback that encourages continuous improvement in safeguarding arrangements.
- **Quality Assurance:** Ensures that multi-agency safeguarding arrangements are effective and compliant with statutory duties.
- **Child and Family Focus:** Incorporates the voices of children and families into the scrutiny process, promoting child-centred practices.

The Safeguarding Partners will collaborate with the Independent Scrutineer to establish a scrutiny programme. The Scrutineer will also identify any areas for improvement in their observations of the work of the Partnership and produce and present scrutiny reports to the Executive accordingly.

Voice of children and families

Child-Centred Approach – the SSCP places the best interests of children at the heart of everything we do.

The Time for Kids principles of Connect, Trust, Home, Belong and Believe are central to how Surrey partners engage with children and young people; we believe it is crucial that their voices, along with their families, are central to our safeguarding efforts. This involves not only regularly seeking their opinions but also ensuring these perspectives shape and influence our services, making a tangible difference. As part of our broader

user engagement strategy, services across all children's sectors are committed to this approach. The Safeguarding Partners are keen to further develop ways in which children, young people and their families can participate in:

- Setting safeguarding priorities for the county.
- Commissioning safeguarding services.
- Developing new safeguarding policies and procedures.
- Evaluating the quality of safeguarding services provided by the Partnership.
- Scrutinising the effectiveness of the Partnership's safeguarding arrangements.
- Contributing to the learning and development programme for the Partnership workforce.

One of the ways the Partnership will achieve this is via the User Voice and Participation Team at Surrey County Council. They 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's annual report will demonstrate how well all agencies are engaging with children and young people and any further work that needs to be undertaken.

Dispute resolution and escalation process

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.

Surrey also operate a FaST Resolution Process that has been widely publicised with partners and which is also available on the SSCP website [Surrey Procedures and Escalation - Surrey Safeguarding Children Partnership \(surreyscp.org.uk\)](https://www.surreyscp.org.uk) This is for urgent escalations when a child is believed to be at risk of significant harm. The FaST

(Finding a Solution Together) process consists of 5 stages, all of which take no more than 48 hours to complete and if a resolution has not been achieved by Stage 4 (Director level) then the matter is escalated up to the SSCP Executive for a final resolution to be reached. 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.

There is also a multi-agency procedure for [Whistleblowing or Raising Concerns at Work](#) enabling partners to raise any concerns.

Funding and business support

An annual budget to support Surrey's safeguarding arrangements will be established and managed by a Support Team hosted by Surrey County Council. Funding agreements will be reviewed on an annual basis to ensure sufficiency and equitability.

The following agencies currently contribute to the overall budget:

- Surrey County Council.
- Surrey Police.
- NHS Integrated Care Systems and Providers.
- District and Borough Councils.

Appendices

Appendix One - Relevant Agencies in Surrey

The Safeguarding Partners have selected those agencies in Surrey which are to be relevant agencies and members involved in the new safeguarding arrangements as shown below. These have been determined as those partners who have regular contact with children or have responsibility for services to them in the local area.

([Local Safeguarding Partners Relevant Agencies Regulations 2018](#)):

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 ICB
- NHS Frimley ICB
- 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

Criminal Justice/Family Justice

- Office of the Police and Crime Commissioner for Surrey
- British Transport Police
- The National Probation Service
- His Majesty's Courts and Tribunal Service (HMCTS)
- Crown Prosecution Service (CPS)
- HMPs/YOIs
- Cafcass

Other key partners

- Surrey Fire and Rescue Service
- Voluntary, Community and Faith Sector organisations (including those providing commissioned services)
- Children's Homes
- Adoption and Fostering Agencies
- Department for Work and Pensions (DWP)

Appendix Two – SSCP Priorities 2024-26

SSCP Priorities – 2024-2026

Priority 1: Deliver a consistent and effective multi-agency response to all forms of neglect.

Actions:

- Support the implementation of the Neglect Strategy
- Develop an understanding of the demographics in Surrey around neglect.
- Early identification of neglect using appropriate tools e.g. GCP2, Neglect screening tool
- Increase awareness, knowledge, understanding and recognition of all forms of neglect by the effective dissemination and embedding of learning from reviews and from practice.
- Use data to reassure the partnership that interventions are effective.
- Improve the quality of referrals around neglect to ensure intervention is at the right level at the right time.

How will we know when we have made a difference and how will we measure this?

- Multi agency audits
- S11/S175 responses
- Reduction in number of re-referrals for neglect
- Quarterly reporting using a neglect dataset to the SSCP Executive

Priority 2: Ensuring that children and young people receive the right support from the right agencies at the right time.

Actions:

Implementation of the Early Help JTAI action plan under the following headings:

- Leadership and oversight of the quality and effectiveness of early help
- Consistency of feedback to families and agencies when referrals are made.
- Effective information sharing between agencies to ensure children are effectively supported.
- When families are stepped down from statutory intervention, agencies are

informed and given the opportunity to contribute to that decision.

How will we know when we have made a difference and how will we measure this?

- Quarterly reporting from the Early Help Strategic Board to the SSCP Executive.
- Improved engagement of families with interventional services.
- A reduction in re-referrals into interventional and statutory services.
- An improved understanding of what causes repeat referrals into interventional and statutory services.

Priority 3: Safeguarding Adolescents

Actions:

Implementation of the new multi-agency Adolescent Safeguarding model, including:

- Extra-Familial Harm and the partnership response to children & young people who are missing and experiencing extra-familial harm.
- Improving the experience for children & young people requiring mental health services; including the management of demand, pathway, commissioning, language, and culture.
- Developing and improving partnership understanding and multi-agency response for children and young people who are missing education.
- Developing and improving partnership understanding and multi-agency response for children and young people who are or at risk of homelessness.
- Co-design of the service with children, young people, and their families.

How will we know when we have made a difference and how will this be measured?

- Quarterly reporting from the Safeguarding Adolescents Subgroup to the SSCP Executive
- Insights, evidence and feedback on the new model and local support gathered from children, young people, and their families.
- Measuring impact through an analysis of successful outcomes.