



LEICESTERSHIRE AND RUTLAND  
LOCAL SAFEGUARDING CHILDREN  
BOARD (LRLSCB)

# Annual Report

## 2017/18

### Document Status

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**First draft completed:** 21/06/2018

**Approved by Executive:**

**Approved by Board:**

**Published:**

**Report Author:** Safeguarding Boards Business Office,  
Leicestershire & Rutland LSCB and SAB

**Independent Chair:** Simon Westwood

## **Foreword**



I am pleased to present the Annual Report for the Leicestershire and Rutland Local Safeguarding Children (LRLSCB) 2017/18.

The report is published at the same time as the Annual Report for the Safeguarding Adults Board. The reports include commentary on areas of cross-cutting work we have undertaken through our joint business plan.

The key purpose of the report is to assess the impact of the work we have undertaken in 2017/18 on safeguarding outcomes for children, and young people in Leicestershire and Rutland. Though the report is joint for the two areas it provides distinct findings about practice and performance in both Leicestershire and Rutland.

### **LRSCB Vision**

The Board needs to ensure that the strategic vision for safeguarding is actively promoted and communicated to all staff in partner agencies.

### **Purpose of the Safeguarding Children arrangements:**

- Promote continuous improvement through a realistic and focused business plan with a few key priorities and implementation support appropriately resourced.
- To enable and require partnerships and agencies to account for and evidence what they do that safeguards children.

### **What we want to achieve for children and young people:**

#### **Children are safe, they tell us they feel safe and know who to turn to for help and assistance**

- We want to find evidence of greater emotional resilience, self-worth/confidence in young people
- Overall, we want to see reductions in adverse childhood experiences e.g. abuse, exploitation, neglect, mental ill health, being affected by domestic abuse and substance misuse

We can never eliminate risk entirely. We need to be as confident as we can be that every child and vulnerable adult, are supported to live in safety, free from abuse and neglect. The Board is assured that, whilst there are areas for improvement, agencies are working well together to safeguard adults and children in Leicestershire and Rutland.

I hope that this Annual Report will help to keep you informed and assured that agencies in Leicestershire and Rutland are committed to continuous improvement.

Simon Westwood

Independent Chair

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## **Summary**

The Board is assured that, whilst there are areas for improvement, workers and agencies are working well together to safeguard children in Leicestershire and Rutland.

In reaching this conclusion, we have:

Sought assurance that those who work directly with children listen to what they are saying and to respond to them appropriately and worked with young people to set up a Young People's Advisory Group to influence and support the work of the Board.

Monitored data and information on a regular basis. Learning from this includes:

- Whilst there were more calls to children's services there were fewer referrals to social care in Leicestershire and Rutland than previous years.
- There are fewer children on Child Protection Plans in Leicestershire and Rutland than previous years.
- The proportion of repeat child protection plans in Leicestershire has increased
- Neglect remains the most prevalent form of abuse in Leicestershire and Rutland
- There was a continued increase in the number of children recorded as home educated in Leicestershire, but appropriate safeguarding approaches are in place.

Worked on and reviewed progress against our Business Development Plan for 2017/18;

Conducted a series of formal audits of our safeguarding arrangements, including:

- A 'Section 11' peer review of organisations safeguarding approaches
- Case audits of frontline practice regarding 'Early Help' services and Children with Disabilities;

Carried out Serious Case Reviews and other reviews of cases and disseminated learning from these across the partnership.

Reviewed safeguarding procedures and developed stand-alone procedures, including a procedure regarding pre-birth safeguarding;

Provided training in partnership with Leicester City LSCB on a number of topics relevant to safeguarding including our Safeguarding Children Competency Framework and learning from Serious Case Reviews.

Commissioned work to assess safeguarding knowledge and practice in the voluntary and community sector that identified some areas for improvement and further work.

More information on all of these areas can be found throughout the Annual Report

The nature of the Board is of holding partners to account and promoting learning and improvement. Therefore the Board is always considering how it can further improve

safeguarding practice. The key areas for further development arising from the ongoing work of the LSCB include:

- Embedding the work of the Young Peoples Advisory Group to enable children to influence the LSCB's priorities and their delivery more fully.
- Continuing to challenge and support improvement in practice with regard to supervision, recording and responding to the lived experience of Children.
- Developing practice across the partnership regarding safeguarding Children with Special Educational Needs and Disabilities.
- Increasing assurance regarding children missing from home and care and the strength of the partnership response to this.
- Improve awareness raising of private fostering across the partnership and wider community.

### Key Messages

- Workers and agencies work well together to safeguard children in Leicestershire and Rutland.
- Capacity of workers is impacting upon their ability to attend development opportunities and put learning into practice.
- Understanding of Disclosure and Barring Service (DBS) checks and the Local Authority Designated Officer (LADO) needs to be improved within the voluntary and community sector.
- Consistency of practice within agencies across a range of areas of work still requires improvement. This includes quality of assessment, recording, information sharing and hearing and responding to the voice of children.
- The Board will continue to challenge and drive improvement in safeguarding of children, preparing for the changes in legislation which will require the establishment of new safeguarding arrangements by 2019 led by three statutory partners; the local authorities, the clinical commissioning groups for the area and the police.
- We will continue to work with other strategic partnerships to further clarify governance and leadership

## **Board Background**

The LRLSCB serves the counties of **Leicestershire** and **Rutland**. It is a statutory body established in compliance with The Children Act 2004 (Section 13) and The Local Safeguarding Children Boards Regulations 2006 to:

- a) Coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b) Ensure the effectiveness of what is done by each such person or body for those purposes.

Its work is governed by 'Working Together to Safeguard Children 2015' statutory guidance.

The Board is made up of organisations in the public sector with lay members, voluntary sector representation and led by an Independent Chair. The Board has established subgroups and task and finish groups to function effectively and achieve its objectives. The membership and structure of the board can be found on the Board's website [www.lrsb.org.uk](http://www.lrsb.org.uk).

Under the Children and Social Work Act 2017 LSCBs are due to cease and local multi-agency safeguarding arrangements will be established. The detail of the requirements for these new arrangements was published in Working Together 2018 guidance and the new arrangements will be required to be in place by September 2019. Until multi-agency safeguarding arrangements are in place LSCBs will continue to function under current statutory guidance.

The LRLSCB continued to meet four times a year alongside its partner Board: the Leicestershire and Rutland Safeguarding Adult Board. Each of the meetings comprises a Children's Board meeting, an Adults' Board meeting and a Joint meeting of the two Boards. The Board is supported by an integrated Safeguarding Adults and Children Executive Group and a range of subgroups and task and finish groups to deliver the key functions and Business Plan priorities.

From July 2018 the LRLSCB will no longer meet alongside the Leicestershire and Rutland Safeguarding Adult Board, as that Board aligns its operation more closely with the Leicester City Safeguarding Adults Board.

The LRLSCB works closely with Leicester City Safeguarding Children's Board (LCLSCB) on several areas of work to support effective working across the two areas. The LRLSCB and the LCLSCB have established a joint executive that oversees joint areas of business for the two Boards.

The LSCB is funded through contributions from its partner agencies. In addition to financial contributions, in-kind contributions from partner agencies are essential in allowing the Board to operate effectively. In-kind contributions include partner agencies providing training resource for the inter-agency programme and chairing and participating in the work of the Board and its subgroups and Leicestershire County Council hosting the Safeguarding Boards Business Office. The income and expenditure of the Board is set out on Page 30 of this report.

## Independent Chair

The LRLSCB is led by an Independent Chair. The Independence of the Chair of the LSCB is a requirement of Working Together 2015.

During 2017/18 Leicestershire and Rutland continued to have a joint Chair for both Safeguarding Adults and Children Boards. From 2018/19 Simon Westwood will continue to Chair the LRLSCB. A new joint Independent Chair has been appointed by Leicestershire & Rutland and Leicester City Safeguarding Adults Boards as part of aligning safeguarding adults work across the two areas.

The Independent Chair provides independent scrutiny and challenge and better enables each organisation to be held to account for its safeguarding performance.

During this plan period the Independent Chair was accountable to the Chief Executives of Leicestershire and Rutland County Councils. They, together with the Directors of Children and Adult Services and the Lead Members for Children and Adult Services, formally performance manage the Independent Chair.

The structure of the LRLSCB and membership of the Board can be found on the Board's website [www.lrsb.org.uk](http://www.lrsb.org.uk).

## LSCB Business Plan Priorities 2017/18

Priorities set by the LRLSCB for development and assurance in 2017/18 were that:

- Children at risk of child sexual exploitation (CSE), trafficking and missing are effectively safeguarded
- Safeguarding risk with regard to children with disabilities is understood and responded to
- Consistency of practice is developed across the partnership in delivering the Signs of Safety model of practice in Early Help, Child Protection and Care

In addition the LRLSCB shared the following priorities for joint development and assurance with the LRSAB:

- To be assured that in situations where domestic abuse, substance misuse and mental health difficulties are all present (toxic trio) the impact is recognised and responded to using robust multi-agency risk assessment, information sharing and sign posting to resources
- Children and vulnerable adults have effective, direct input and participation in the work of the Boards
- The Board is assured that the emotional health and well-being of adults and children and safeguarding risk is understood
- To strengthen multi-agency risk management approaches

## Safeguarding Children in Leicestershire

From its scrutiny, assurance and learning work the LSCB assesses that whilst there are some areas for improvement organisations are working well together in Leicestershire to safeguard children.

### Safeguarding children snapshot for Leicestershire:

- ▲ **134,800** children and young people aged under-18 live in Leicestershire<sup>1</sup> (20% of the population).
- ▲ **13.7%** of children and young people aged 0-17 are from a Black or Minority Ethnic (BME) background, slightly above the general population (11.1%).
- ▲ **16,855** contacts to First Response (Children's services) in Leicestershire
- ▲ **3,156** referrals to Early Help services
- ▼ **6,609** referrals to Children's social care
- ▲ **30%** of referrals to CSC were re-referrals
- ▼ **2,763** Children in Need at the end of March 2018
- ▼ **394** Children on Child Protection plans at the end of March 2018
- ▲ **284** Child protection plans during the year where Neglect is a factor – **63%** of all new plans.
- ▲ **24%** of Child Protection plans were for children who had previously been on a plan.
- ▼ **247** referrals regarding Child Sexual Exploitation
- ▼ **560** children reported missing
- ▲ **73%** of return interviews completed
- ▲ **496** Children in Elective Home Education (EHE) at the end of March 2018
- ▼ **79%** of children in EHE during the year received their statutory visits
- ▲ **548** Children in Care
- ▼ **4** notifications regarding Private Fostering arrangements
- ↔ **245** referrals to the Local Authority Designated Officer (LADO)
- ▲ **4,448** referrals to Child and Adolescent Mental Health Services (CAMHS)

<sup>1</sup> ONS mid-year population estimates 2014



While there were more contacts to Children's Services on 2017/18 than the previous year referrals into Social Care, and the number of children in child protection plans has reduced. However more referrals are repeat referrals and more child protection plans were for children who have previously been on a plan. Neglect is recognised as a factor in a much larger number and proportion of cases than previously.

The reduction in the number of Child Protection plan starts mainly occurred in the last half of the year, and corresponds with an increase in cases assessed for no further action. The Local Authority report this may reflect positive action in the First Response Team to try to only put children to an Initial Child Protection Conference (ICPC) if they are likely to be put on a Child Protection Plan. In addition there has been an increase in proceedings regarding neglect which may have resulted in the reduction in Child Protection plans. The LSCB have requested further analysis from the Local Authority on this.

The increase in the proportion of plans that were for children who had previously been on a plan (second or subsequent plans) has been found to partially relate to large sibling groups coming back onto child protection plans, having not been subject to a plan for more than two years.

During the year the LSCB monitored completion of single assessments within 45 days after a reduction at the start of the year following a change in process. By the end of the year the Local Authority had cleared the resulting backlog and performance was back in line with previous years with 82% were being completed on time.

Leicestershire County Council have reviewed and revised the service delivery model for First Response, strengthening the 'front door' into children's services. The Local Authority is are part of the Signs of Safety England Innovation Project, which is supporting ongoing development of the Signs of Safety approach within the authority and partnership, engaging practitioners and families.

Leicestershire County Council are reviewing Early Help services due to financial constraints. The Board will monitor the impact of this on safeguarding children.

There have been fewer referrals regarding CSE, fewer reports of children going missing and fewer children have gone missing and more return interviews have been carried out with children who have gone missing.

Following a concern regarding Police Child Abuse Investigation Unit cases which did not appear to have allocated Social Workers a process issue regarding meeting notification was identified in the Local Authority. The process has been changed and the impact will be monitored.

The number of children in Elective Home Education continues to rise, and there has been a drop in the proportion of children who have had a home visit.

The LSCB requested a specific report regarding safeguarding and Elective Home Education. The report from the Local Authority outlined processes and procedures

in place and provided assurance that arrangements in place were supporting safeguarding of children who are home educated and known to the authority.

The number of Children in Care has continued to increase.

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## **Safeguarding Children in Rutland**

From its scrutiny, assurance and learning work the LSCB assesses that whilst there are some areas for improvement organisations are working well together in Rutland to safeguard children.

### **Safeguarding children snapshot for Rutland:**

**7,685** children and young people aged under-18 live in Rutland<sup>2</sup> (20% of the population).

**5.7%** of the population of Rutland are from a Black or Minority Ethnic (BME) background.

- ▲ **1,522** contacts to Children's services in Rutland
- ▼ **308** referrals to Children's social care
- ↔ **26%** of referrals to CSC were re-referrals
- ▼ **244** Children in Need at the end of March 2018
- ▼ **19** Children on Child Protection plans at the end of March 2018
- ▼ **11** Child protection plans during the year where Neglect was a factor – 52% of all new plans.
- ▼ **21%** of Child Protection plans were for children who had previously been on a plan.
- ▲ Average caseloads of **18** cases per worker
- ▲ **13** referrals regarding Child Sexual Exploitation
- ▲ **21** children reported missing
- ▲ **60%** of return interviews completed
- ↔ **No** Private Fostering referrals
- ▼ **No** children in Elective Home Education (EHE) at the end of March 2018
- ▼ **75%** of children in EHE during the year received their statutory visits
- ▼ **30** Children in Care
- ▲ **179** referrals to Child and Adolescent Mental Health Services (CAMHS)

<sup>2</sup> ONS mid-year population estimates 2014

While there were more contacts to Children's Services in 2017/18 than the previous year, referrals into Social Care and the number of children on child protection plans has reduced. A similar proportion of referrals were repeat referrals and a smaller proportion of child protection plans are for children who have previously been in a plan. Neglect and Emotional Abuse continue to be the main types of abuse.

The LSCB will continue to monitor the notable reductions in referrals and Child Protection plans in Rutland.

There have been more reports of children going missing and more return interviews have been carried out with children who have gone missing.

Numbers of children in Elective Home Education (EHE) remains very low. There has been a drop in the proportion of children in EHE who had a statutory home visit.

The LSCB requested a specific report regarding Elective Home Education which outlined processes and procedures in place and provided assurance that arrangements in place were supporting safeguarding of children who are home educated and known to the authority.

The number of Children Looked After has reduced.

Rutland County Council report that creative approaches have resulted in positive outcomes for some current and former Children Looked After.

The multi-agency Children Looked After / At Risk Children (CLA/ARC) panel in Rutland established in 2016/17 continues to support timely & effective decisions through monthly meetings to discuss cases where there has been an escalation of concerns.

Rutland County Council have continued to embed the Signs of Safety approach in practice through the year, embedding this in Child Protection Conferences & CLA reviews, and this is well received by Social workers and other professionals.

The Local Authority consistently holds Practice Workshops which review current practice and develop skills and knowledge which impact on practice.

## Safeguarding Children in Leicestershire and Rutland

### Voluntary Sector Safeguarding Assurance

As part of its assurance work the Board has commissioned Voluntary Action LeicesterShire (VAL) to carry out a survey to assess safeguarding approaches across the community, voluntary and independent sector.

The project ran for one year from August 2016 to August 2017 and was promoted through voluntary sector communication channels, newsletters and forums encouraging voluntary sector groups across the two Counties to complete the questionnaire in a paper, online format or by telephone. In addition, VAL contacted and followed up agencies directly by telephone to encourage completion.

During the year there was focused work to engage sports organisations and organisations working with children with special educational needs and disabilities in line with the Boards priorities.

Overall 188 organisations responded to the survey covering 7,849 volunteers and 2,096 paid staff across the two counties. With organisations reporting they delivered services to almost 45,000 children.

The key findings include:

- Staff or volunteers have received safeguarding training in **86%** of organisations
- **85%** of organisations have a designated lead person for safeguarding concerns
- **86%** of organisations have carried out DBS checks, though only 61% have carried out DBS checks for both relevant staff and volunteers, though this may be impacted by their workforce make up.
- **48%** of organisations were aware of the LSCB and its procedures and only **34%** of the Threshold guidance
- **42%** of organisations were aware of their obligations to report incidents to the LADO.
- **52%** of organisations were aware of Prevent (Preventing Violent Extremism) and only **26%** of organisations had accessed training on this.
- Levels of knowledge of Child Sexual Exploitation and Neglect varied across agencies.
- **21%** of agencies use the Leicestershire & Rutland Safeguarding Competency framework.

These findings suggest good coverage of safeguarding training and awareness in the voluntary and community sector, but a small minority of organisations that do not have robust safeguarding training, understanding or procedures. The nature of the project means that VAL has been able to signpost and support organisations to improve their procedures and practice and gain training as required.

The LSCB Voluntary and Community Sector reference group are developing a communications strategy in response to this report to support communication of key messages to the sector to further address some of the apparent gaps in knowledge

and practice in some areas regarding safeguarding children, particularly regarding DBS checks, LADO obligations and Prevent.

### Partner updates

Our partners provide assurance regarding safeguarding practice and development throughout the year to our Safeguarding Effectiveness Group, key points and developments are included in relevant sections of the report and responses from all partners are included at the end of the report.

70 children were referred into the LFRS firestarters scheme in 2017/18. 75% were referred through an agency working with the child, and 20% were known to social care. Engagement in this work is having positive outcomes for vulnerable children. One Child in Care having gone through the course is reported by support workers to be 'a different child,' and the Fire Service is working towards them joining as a fire cadet. The Board are exploring links between this service and mental health services.

The partnership has noted a sustained increase in the average caseload of the Police Child Abuse Investigation Unit non-recent team, however the Police report they are able to appropriately manage cases.

## **Business Development Plan Priorities**

Progress on the Boards priorities is outlined below

### **LSCB Priority 1 – Children at risk of Child Sexual Exploitation (CSE), trafficking and missing are effectively safeguarded**

**We planned to** review how information from Missing children return interviews is analysed and used to support improvements to services and gain assurance that work on Child Sexual Exploitation is safeguarding and improving outcomes for children.

**We also planned to** identify potential areas for action regarding safeguarding compliance assessments in sport and other voluntary organisations across Leicestershire and Rutland and check that online safety information is supporting safeguarding of children and young people online.

**The partnership increased oversight** of missing cases to support effective operational responses and completion of return interviews and the CSE Hub developed a new approach to identifying and acting upon key themes from missing interviews and piloted this from December 2017.

**The partnership continued to** carry out communications regarding CSE as part of a partnership communication plan. CSE Outreach Workers and the Faith and Communities CSE Champion Service (EngageME) worked to engage and raise awareness regarding CSE with third sector organisations, sports clubs, voluntary organisations, faith groups and other community groups.

**The partnership developed and rolled out** 'In the Net' resource to appropriately raise awareness of CSE and online safety with primary age children. This was seen by almost 5,500 primary school children across 73 schools in Leicestershire and over 400 children across 7 schools in Rutland.

Chelsea's Choice theatrical CSE education productions were also further rolled out to children of secondary school age. This was seen by 11,000 secondary school children across 46 schools in Leicestershire and almost 500 children across 3 schools in Rutland.

In addition the partnership started to develop an educational campaign to further highlight online risks particularly via gaming platforms and 'Train the trainer' CSE training was delivered to secondary school leads and CSE awareness to primary school leads.

In Leicestershire there was a **10% reduction** in the number of children going missing (68 fewer) and a 16% reduction in missing episodes (230 fewer) compared to the previous year.

In Rutland there was a **133% increase** in the number of children going missing (12 more) and a 108% increase the number of missing episodes (13 more) compared to the previous year

**An increased number and proportion** of return from missing interviews were completed this year. In Leicestershire 884 interviews were carried out in 2017/18 for 1210 missing episodes, compared to 747 for 1440 episodes in 2016/17. In Rutland 15 return from missing interviews were carried out in 2017/18 for 21 missing episodes, compared to 3 for 12 episodes in 2016/17.

CSE and Missing will remain as a priority of the LSCB into 2018-19. This will include following up the impact of these areas of work and assurance regarding changes to services.

**We plan to** carry out case file audits of CSE and Missing cases and follow up the result of the analysis of return interviews in 2018.

### **LSCB Priority 2 – Safeguarding risk with regard to children with disabilities is understood and responded to**

**We planned to** carry out an organisational self-assessment to understand the current approach to safeguarding children with disabilities across agencies compared with good practice and carry out Multi-agency Case File Audits to test the effectiveness of current arrangements. The findings of these would inform an improvement plan that enables us better to safeguard Children with Disabilities.

**We identified** initial areas for improvement in the assessment, but the final report incorporating findings from the audit was not completed by the end of the year. Agencies responded to urgent matters identified in the assessment and audit, carrying out improvements to case working and procedures.

The final report on the assessment and audit will be reported to the Board in July 2018.

This priority has been carried forward into the Business Plan for the Board for 2018/19 and **we plan to** address key areas for improvement, including safeguarding procedures and training as part of this plan. This will include a learning event in the Autumn of 2018 to disseminate learning from the assessment and audit.

### **LSCB Priority 3 – Consistency of practice across the partnership in delivering the Signs of Safety model of practice in Early Help, Child Protection and Care**

**We planned to** promote and support the embedding of Signs of Safety across the partnership, particularly increasing schools awareness, engagement and skills in engaging in the Signs of Safety model. We also planned to support development of a quality assurance and performance management framework to test the impact of Signs of Safety on the quality of safeguarding services and practice and on safeguarding outcomes for children and young people.

**We revised** multi-agency documentation to support all organisations to contribute to the Signs of Safety approach and supported briefing sessions in the LSCB and for frontline workers on Signs of Safety.

**We developed** 3 key 'bottom lines' for good multi agency practice with the expectation that leaders, managers and trainers across the partnership actively promote. These are:

- Agencies attend multi-agency meetings.
- Agencies use the relevant forms to help develop a focused contribution to all multi-agency meetings.
- Agencies actively contribute to decision making and safety planning.

**We embedded** Signs of Safety within the LSCB case file audit approach.

The approach incorporating Signs of Safety has become more aligned across Leicester, Leicestershire & Rutland and partners, particularly schools, fed back that they found the revised documentation helpful and reported that they better understand the Signs of Safety process and multi-agency aspects of this.



Adult Social Care services in Leicestershire County Council are actively considering how the principles, disciplines and tools of the approach may be used and linked effectively with 'Making Safeguarding Personal'

As this is now well understood across the partnership, further development work on this will be led by the Local Authorities.

Progress on the four priorities shared with the LRSAB:

**LSCB / SAB Priority 1 – To be assured that in situations where domestic abuse, substance misuse and mental health difficulties are all present the impact is recognised and responded to using robust multi-agency risk assessment, information sharing and sign posting to resources**

**We planned to** develop a coherent, co-ordinated framework that delivers effective safeguarding responses where these three factors are present across families.

**We researched** the issues facing adult and children safeguarding and individual agencies with regard to this 'trilogy of risk'.

**We developed** a package of customisable materials for agencies to use within their own organisations to communicate key messages and improve practice.

**We plan to** launch the materials in July 2018 and will assess the dissemination of the materials and the impact of this work through a quality assurance plan developed alongside the materials.

**LSCB / SAB Priority 2: Children and Vulnerable Adults have effective, direct input and participation in the work of the Boards**

**We planned to** research models of participation for children and vulnerable adults and put in place an appropriate model of participation for the LSCB so that children have direct input into the work of the Board.

**We also planned to** develop an effective model for engagement of adults with care and support needs.

**We set up** a Young Peoples LSCB Advisory Group following research and engagement with young people.

**The Advisory group will** lead part of the LSCB Board meeting in July 2018 and **we plan to** work with the young people to further develop the group through the coming year.

**LSCB / SAB Priority 3: The Board is assured that the emotional health and well-being of adults and children and safeguarding risk is understood.**

**We planned to** produce practice guidance and implement appropriate training and development activities to develop common understanding of emotional health and safeguarding risk across all agencies and ensure emotional health and safeguarding risk

with regard to the broader family context is considered in safeguarding work with children and adults.

**We also planned to** review the Safeguarding Risk Assessment of the local Sustainability & Transformation plan for health.

**We explored** the gap in understanding and needs across the workforce with regard to emotional health and wellbeing and safeguarding. The breadth of scope for this piece of work meant that this work took longer than anticipated.

As a result of the assessment work, understanding emotional health needs of parents and carers was identified as the key area for work.

Further work will be taken forward by Future in Mind and Better Care Together within the Sustainable Transformation plan (STP).

Leicestershire Partnership Trust are developing their 'Whole family' approach which will support this.

#### **LSCB / SAB Priority 4: To strengthen multi-agency risk management approaches**

**We planned to** develop a structured multi-agency framework to enable a reflective supervision session to be used in cases where the issues are complex or entrenched.

**We created** an initial process following research into existing models locally and nationally and collating ideas and views of staff and tested the process.

**We plan to** test the process and adopt it by September 2018.

The impact of the process will be tested by reviewing outcomes for cases where the process has been used.

## **Operation of the Board**

### **Partner and Public Engagement and Participation**

#### **Partner Engagement and Attendance**

The Board met four times during 2017/18 with an additional extraordinary meeting to discuss the final report for a Serious Case Review.

Leicestershire and Rutland County Councils, the District Council representatives, the Police, University Hospitals of Leicester NHS Trust, East Midlands Ambulance Service and East Leicestershire & Rutland Clinical Commissioning Group attended all ordinary Board meetings during the year. Schools were also represented at all ordinary Board meetings.

Attendance by other members at Board meetings remain good across most other partners, with some exceptions. The National Probation Service only attended one ordinary meeting, sending apologies to two of the other three. CAFCASS have not attended any Board meetings this year. This is being followed up by the Independent Chair of the Board.

Attendance at subgroups of the Board is good across agencies.

The membership of the Board can be found on the Boards website [www.lrsb.org.uk](http://www.lrsb.org.uk).

#### **Voluntary Sector Engagement and Participation**

The Board has a Voluntary and Community Sector (VCS) Reference Group that provides a link to a broad range of voluntary sector groups to communicate key messages from the Board to the voluntary and community sector and to feed in the views and challenges of the sector into the Board.

As well as follow up to the voluntary sector safeguarding assurance survey the VCS Reference Group consistently promoted key single and multi-agency learning events and safeguarding resources, such as the Neglect toolkit to the sector.

The group identified the need to set up and then promoted a lunchtime workshop for working parents across Leicester, Leicestershire and Rutland to access to raise awareness of Child Sexual Exploitation.

The group highlighted issues within the MARAC process framework to the LSCB, which was fed into the Domestic Abuse and Sexual Violence Partnership. As a consequence there was a review of the level of resources and improvement in consistency of delivery.

#### **Public Engagement & Participation**

The Board has developed its approach to engaging children and young people in its work, as outlined under the shared engagement priority with LRSAB.

Young people were directly involved in shaping the set-up of the Safeguarding Board's Young People's advisory group. This group will lead agenda items for Board meetings and be involved in pieces of work for and with the Board.

Views of children and young people, including from Leicestershire Children in Care Council and Rutland Youth Council were considered in the development of the Board's priorities for 2018/19. This directly influenced the work plan of the Young People's Advisory Group and a continued focus on the voice and 'lived experience' of children across all Board priorities.

The LSCB has received reports on the voice of children and families and how agencies are recording and responding to these through its Safeguarding Effectiveness Group. These show that agencies across the partnership are listening to and responding to the voice of children to support safeguarding and broader service delivery.

### Assurance – Challenges and Quality Assurance

#### **Challenge Log**

The Board keeps a challenge log to monitor challenges raised by the Board and the outcomes of the challenges. During the year the following challenges were raised by the Board with safeguarding partners regarding the following topics:

- Attendance at Child Protection conferences. The Board challenged partners regarding low attendance at Initial Child Protection Conferences. The Board Chair challenged Police and Leicestershire County Council to cross-reference the data they hold with regard to this to provide a definitive picture of the issue.
- Child Sexual Exploitation service provision. The Board Chair, with his counterpart in Leicester City requested the Police and Crime Commissioner consider continuation of time-limited funding for key elements of the partnership response to Child Sexual Exploitation.
- Multiagency Safeguarding Arrangements. The Board Chair challenged statutory partners under the Children and Social Work Act 2017 to have early consideration of future structures for multi-agency safeguarding arrangements to be brought in with Working Together 2018.
- The Board continued to monitor timeliness of Initial Health Assessments for Children coming into care following a challenge in 2016/17.

Following these challenges:

- A Task and Finish Group has been set up to review procedures and set agreed parameters for attendance at Child Protection meetings and conferences and collate data regarding this. The Police have reported that they are committed to supporting ICPCs as appropriate with the resources they have.
- PCC funding for analyst and health posts in the multi-agency CSE team was continued into 2018/19.
- Senior Officers from statutory partners met to discuss the new multi-agency safeguarding arrangements prior to the release of Working Together 2018.

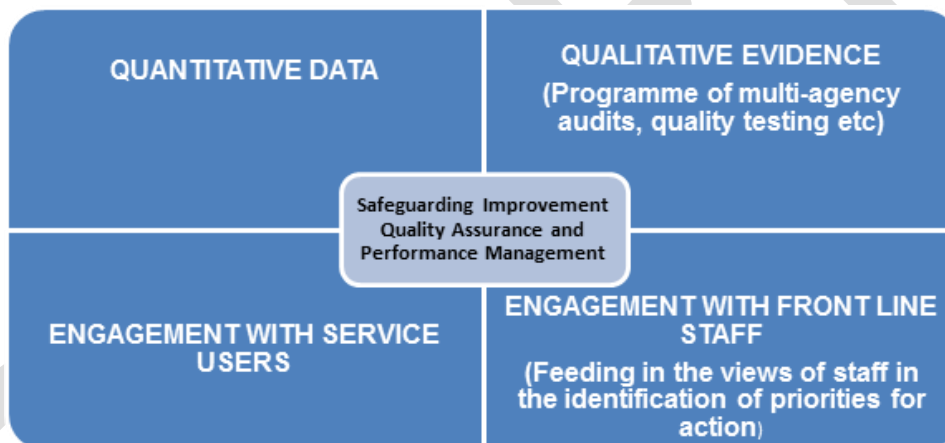
- In Leicestershire more Initial Health Assessments for Looked after Children were carried out on time and the Corporate Parenting Board is now overseeing performance on this.

### Quality Assurance and Performance Management Framework

The Board operates a four quadrant Quality Assurance and Performance Management Framework as outlined below. This is overseen by the Boards Safeguarding Effectiveness Group (SEG) shared with the SAB. The outcomes of and findings from this performance framework are incorporated in the relevant sections within the report.

The detailed elements of this are reviewed each year to ensure this provides assurance regarding core safeguarding business as well as business plan priorities and other emerging issues.

The overall model is also reviewed and engagement elements of the framework, both with staff and service users require some further development in the coming year.



### Audits

During 2017-18 the LSCB, along with the Leicester City LSCB trialled a new methodology for a 'Section 11' peer challenge of agencies' compliance against their duties within Section 11 of the Children Act 2004. In previous years this has taken place as a paper assessment, which has provided limited scope for challenge and further scrutiny.

For the peer challenge process agencies reviewed their compliance against the nine standards previously tested in our Section 11 processes. Each agency presented their findings to a panel made up of members of the two Safeguarding Children Boards, including Independent Chairs and Lay members. Presentations took place over three sessions. This process gave the opportunity for further focussed exploration and challenge of agencies assessments and compliance with safeguarding duties.

Most agencies provided evidence of good practice which included: website development; safeguarding training, raising awareness (including with the public and children) and adopting quality assurance frameworks and processes.

The conclusions of the chairs of the panels were that processes for safeguarding children are in place across the key agencies, but specific actions were identified for all individual agencies to take forward.

The peer challenge process also led to further follow up work with the Community Rehabilitation Company and District Councils in 2018/19 to gain assurance regarding their safeguarding compliance.

This Peer Challenge approach was found to be a positive experience and more informative than the previous document based approach. There was a good participation and contribution from partners in this process leading to a balance of challenge and support.

This 'Section 11' peer challenge process is to be considered as part of a two-year model subject to future safeguarding arrangements for Leicester, Leicestershire and Rutland.

In addition to its 'Section 11' assurance process the Board continued its approach to multi-agency auditing. During the year two safeguarding multi-agency case file audits were carried out focussing on the following priorities:

- Early Help (and step up to Social Care)
- Safeguarding Children with Disabilities

Two further audits focussed on domestic abuse and missing children were planned to take place, but were delayed due to a reduction in Board office capacity during the year. Audits on these themes will take place in 2018-19.

The audit process follows a Multi-Agency Case File Audit approach. All relevant agencies audit their practice and involvement in a set number of identified cases. Each case and the findings of each individual agency's audit of that case are reviewed in a multi-agency meeting to discuss practice and identify further single-agency and multi-agency learning.

The Early Help audit considered nine cases, seven in Leicestershire and two in Rutland and found:

- Gaps in supervision and management oversight led to drift in a number of cases
- Significant inconsistencies in practice including regarding:
  - Quality of record keeping
  - Use of chronologies
  - Quality of assessments
  - Quality of plans
- Inconsistency in the level of understanding regarding thresholds for step-up to Social Care
- A gap in understanding regarding neglect, reducing the effectiveness of the response to neglect in some cases

- Whilst there was some good practice with regard to hearing and responding to the views of children, the consideration of the voice of the child was not evident in many cases

Agencies have taken away these learning points to embed appropriate responses within their practice. Progress on actions from the Early Help audit will be reviewed by the LSCB in 2018.

The Children with Disabilities audit considered ten cases, seven from Leicestershire and three from Rutland and found:

- Multi-agency information sharing was good in most cases, but there were gaps regarding multi-agency co-ordinated assessment.
- Children's views were sought well in most cases, however how well they were taken into account in planning was variable.
- Some gaps evident in recording, management supervision and oversight,
- Many plans were not SMART
- Significant practice issues in a couple of cases that were immediately addressed by partners.

This audit followed an organisational assessment against standards identified within national Safeguarding Disabled Children practice guidance. This organisational audit found a number of areas for improvement for individual agencies and the multi-agency framework for safeguarding children with disabilities.

The recommendations from the organisational assessment and the audit together are as follows:

- a) The LSCB Task and Finish group representatives communicate the findings of the self-assessment and case file audits to their agencies and services;
- b) Each agency or service and the Leicestershire and Rutland LSCB develop their own improvement plan and contribute to a multi-agency improvement plan based upon the findings of the assessments and audit. Progress in implementing the multi-agency plan is then monitored by the LSCB
- c) The LSCB Task and Finish group meets on one or two more occasions to coordinate this work and the need for continuation of this group is reviewed at the end of the year within the new multi-agency safeguarding arrangements.
- d) Multi-agency procedures are reviewed in line with the findings of the organisational assessment, specifically considering the risks and needs relating to safeguarding children with special educational needs and disabilities, and specific responses.
- e) The LSCB training sub-group reviews the safeguarding training at all levels to ensure it effectively covers disabled children and consider broader multi-agency training needs regarding safeguarding children with disabilities.
- f) The LSCB considers a partnership awareness campaign regarding safeguarding children with disabilities
- g) Action is taken to integrate the EHCP assessment, care planning and review process to promote an holistic picture of the child's needs and reduce the number of meeting parents and young people need to attend;

- h) Further case file audits are undertaken on a six-monthly basis to assess if there are improvements in practice.

These recommendations provided the basis for action under this Board priority for 2018/19.

A multi-agency audit plan has been set in conjunction with the Leicester City LSCB for the coming year linked to the Board's priorities and national Joint Targeted Area Inspection themes.

### Learning and Improvement

#### **Serious Case Reviews and other Learning Reviews**

Serious Case Reviews (SCRs) are described within *Working Together to Safeguard Children 2015* and are statutory reviews undertaken by Local Safeguarding Children Boards (LSCBs) for cases where abuse or neglect is known or suspected and either:

- A child dies; or
- A child is seriously harmed and there are concerns as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.

The LSCB has a well-used referral process into its Safeguarding Case Review Subgroup that considers whether cases meet SCR criteria or may otherwise be appropriate and beneficial to review to support learning and improvement across the partnership. Decisions regarding cases to review and appropriate types of review are supported by the Learning and Improvement Framework, shared with between the two LSCBs and two SABs across Leicester, Leicestershire & Rutland.

The Board completed one SCR in line with *Working Together 2015* guidance during the year.

Five further SCRs were underway at the end of the year.

The LSCB took the opportunity to gain learning regarding multi-agency safeguarding practice from four cases that did not meet the criteria for a SCR. The LSCB utilised alternative review methods including Appreciative Enquiry learning events, Multi-Agency Panel review of the work undertaken by single agency, Case Management Review and Multi-Agency Case Audit.

#### **Learning from reviews**

The following arose in the learning and recommendations from all reviews:

- Ensuring that families whose first language is not English are able to communicate with emergency services in crises situations.
- Denied/concealed pregnancies present a high risk to the babies, particularly at the time of birth, and have statistically significant worse outcomes
- The categories of harm for children in situations of parental domestic abuse need to be carefully considered to ensure all risk factors are considered.



- The importance and specific purpose of parts of the child protection process are not always well understood by professionals not regularly involved in child protection processes.
- The Board needs greater assurance that Child Protection plans are both SMART and robustly implemented
- All professionals should be supported in considering the impact on them of working with people who present as aggressive / challenging behaviour

The influence of this learning can be seen in the work of the Board in its priorities, Training and Development of Procedures this year and in priorities and areas for development for 2018/19.

The Safeguarding Case Review Subgroup monitors a master action plan containing recommendations and actions arising from all reviews.

### **Domestic Homicide Reviews**

The LSCB and SAB manage the process for carrying out Domestic Homicide Reviews (DHRs) on behalf of and commissioned by the Community Safety Partnerships in Leicestershire and Rutland. This is managed through the joint Children and Adults section of the Boards' SCR Subgroup.

One DHR was completed during the year. Two further potential DHRs were considered, one is being taken forward as a DHR locally and the other is being reviewed in another geographical area.

### **Development Work and Disseminating Learning**

The LSCB produces a quarterly newsletter in conjunction with the Safeguarding Adults Board, called Safeguarding Matters. This is used to disseminate key messages including from reviews and audits across the partnership and to front-line practitioners.

Learning has also been shared through Learning Events and the Trainers Network and single agency internal processes, including to GPs via the Primary Care Safeguarding Children Quality Markers (SCQM) tool.

The Board carried out a review of Safeguarding Matters and the Board website with practitioners across partners. Feedback included that Safeguarding Matters was a useful tool for keeping up to date with safeguarding learning, and also for disseminating safeguarding information across teams. Some areas for improvement were identified regarding design and highlighting items of interest for specific audiences.

The Boards website was felt to be easy to access and find relevant information on, but not so easy to find out what had been updated. Some areas for improvement were identified with regard to colours used and adding Board papers to the site.

### Child Death Overview Panel (CDOP)

The CDOP is a key part of the LSCB's Learning and Improvement Framework since it reviews all child deaths in the Local Authority areas and identifies any modifiable factors, for example, in the family environment, parenting capacity or service provision and considers what action could be taken locally, regionally and nationally to address these.

The local CDOP, shared with Leicester City, reviewed all child deaths in the area and identified learning from these. In addition the CDOP supported by Public Health completed a review of cases over the past eight years where suicide or self-harm was categorised as the cause of death.

The review found the following common factors in local suicides:

- Social isolation
- Bullying (including online) (30% of cases)
- Autism, personality disorder and ADHD in (40% of cases)
- A number of the cases were struggling to cope with negative changes in their environment, for example separation of parents.

These were considered alongside national learning and the following recommendations identified:

- Raise awareness with schools-highlight the support services that are available to support students, parents and teaching staff.
- Work with front line staff, teaching staff and commissioners to highlight the potential impact on mental health of parental separation – particularly for those children with other risk factors
- Target resilience programmes on children and young people with diagnosed or suspected neurological developmental issues e.g. Asperger's/ Autistic Spectrum disorders and ADHD.
- Raise awareness of the potential impact of the pressure to succeed academically on mental health and wellbeing with both students and teaching staff.

The local CDOP produces its own annual report, which will be published in the Autumn of 2018.

### Co-ordination of and Procedures for Safeguarding Children

The Board shares its Multi-agency procedures with the Leicester City LSCB. Throughout the year the Board has reviewed and revised Multi-Agency Procedures in line with developments in practice and learning from reviews and audits.

The Board has developed a standalone procedure with regard to pre-birth safeguarding.

The Board updated the thresholds document for referral to children's services and has also revised procedures relating to:

- Reports for Child Protection Conference
- Whole family approach

- Historical abuse and allegations
- Contacts

The Board commenced work on a single Multi-Agency Referral form for all agencies to use to refer into children services front door for any of the Local Authorities in the area. This will be completed in 2018/19.

Changes to procedures have been communicated through bulletins, the LSCB and SAB's Safeguarding Matters newsletter and through training events.

### Training and Development

The Competency Framework for Leicester, Leicestershire & Rutland, prepared in accordance with 'Working Together 2015' sets out minimum competencies and standards across the children's workforce and gives advice as to how practitioners can meet these requirements through learning, development and training, supported by briefing sessions, bespoke training, consultation and advice. This supports practitioners, managers and organisations to ensure a good level of competence across the partnership workforce with regard to safeguarding children.

This framework will be reviewed in 2018/19 in line with Working Together 2018.

The Boards Training and Development Work is led by the Interagency Training, Group, which is shared with Leicester City LSCB.

The group leads development and delivery of an annual training and development programme. This reflects the priority elements within the two LSCB's business plans and national priorities, as well as the learning from national and local Serious Case Reviews. The training programme is delivered through a 'mixed economy' of partner contributions, commissioned training and national training opportunities, as set out in a partnership agreement.

The LSCB also facilitates a local trainers' network, which supports development of local safeguarding trainers through development sessions and networking.

The LSCB, through its Safeguarding Effectiveness Group, regularly requests information from its partners regarding the effectiveness of their safeguarding training programmes in line with the Leicestershire & Rutland Safeguarding Competency Framework.

All agencies have been able to provide information to give assurance on training and competency during the year. At the end of the year training data was outstanding from the Clinical Commissioning Groups due to a reduced administration resource in the CCG safeguarding team. Earlier returns through the year had consistently given assurance, and the availability of data to provide this assurance from the CCGs will continue to be monitored by the LSCB.

During 2017/18 evaluation of the interagency training programme was undertaken by Voluntary Action LeicesterShire (VAL), on behalf of the two LSCBs.

During the year 67 themed training events took place within the LSCB Interagency programme across Leicester, Leicestershire and Rutland with 1047 attendees.

This was a 39% decrease in attendees on multiagency training compared with 2016/17. This was in line with 40% fewer places available due to running fewer large scale events than the previous year.

In addition 25 LSCB funded Essential Awareness training sessions for the voluntary and independent sector offering 625 spaces in total supporting consistency in knowledge and skills across the wider workforce across Leicester, Leicestershire and Rutland. These were well received and almost all courses were full.

Following introduction of a charging policy for no shows in 2016/17 the number of no-shows has reduced further by 25% this year to 106, in addition the number of cancellations halved to 71.

The evaluation includes a three-month follow-up of attendees to support the assessment of the impact of training and development on practice.

Analysis of this feedback continues to demonstrate sustained improvements in knowledge, skills and confidence in key subject areas and continues to provide a greater insight to the ways in which professionals are working together, sharing information and taking personal responsibility in respect of safeguarding children and young people

Participants are asked to identify post training actions. There was a continued shift from cascading learning to specific practice related actions from previous years' results. At the three-month follow up 82% of participants reported they had implemented the actions they identified in training at least in part. Where these were not able to be implemented, the key issue was reported as relating to capacity.

Capacity of workers across the children's workforce is a barrier to learning, because it prevents workers from attending training and/or committing to the learning when they are there. 'Other work priorities' was given as a non-attendance reason in 42% of cases with only sickness at 59% being higher.

The Board undertook some development work with regard to its approach to training during the year, including developing a training strategy for 2018/19 and agreeing a transfer of the support function from VAL to the Leicester City Safeguarding Board Office.

The Board will pause training for April to July 2018 while the support function is transferred to Leicester City Safeguarding Board Office.

An LLR Sharing Learning from Reviews: Research in Practice proposal has been accepted to look at disseminating learning from reviews in a timely way, with a 'cascade' pack of information for safeguarding leads, including a synopsis of the case, detail of the learning, links to research and relevant articles. This information can then be shared widely within agencies. This will be implemented in 2018/19.

The LSCB would like to express its appreciation to organisations that have contributed to the partnership training programme through trainer time or venues. The estimated value of the in-kind contribution to the programme from all agencies is over £10,000.

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**Leicestershire & Rutland SAB and LSCB Finance 2017-18**

	£
<b>SAB Contributions</b>	
Leicestershire County Council	52,798
Rutland County Council	8,240
Leicestershire Police	7,970
Clinical Commissioning Groups (West Leicestershire and East Leicestershire & Rutland)	18,386
University Hospitals of Leicestershire NHS Trust	7,970
Leicestershire Partnership NHS Trust	7,970
<b>Total SAB Income</b>	<b>£103,334</b>
<b>LSCB Contributions</b>	
Leicestershire County Council	84,003
Rutland County Council	52,250
Leicestershire Police	43,940
Clinical Commissioning Groups (West Leicestershire and East Leicestershire & Rutland)	55,760
Cafcass	1,100
National Probation Service	1,348
Derbyshire, Leicestershire, Northamptonshire and Rutland Community Rehabilitation Company (Reducing Re-offending Partnerships)	3,000
<b>Total LSCB Income</b>	<b>£241,401</b>
<b>Total Income (LSCB &amp; SAB)</b>	<b>£344,735</b>
	£
<b>SAB and LSCB Operating Expenditure</b>	
Staffing	214,966
Independent Chairing	22,500
Support Services	30,500
Operating Costs	13,500
Case Reviews	16,290
Training Co-ordination and Provision (LSCB)	55,641
<b>Total SAB &amp; LSCB Operating Expenditure</b>	<b>£353,397</b>
<b>Deficit</b>	<b>£8,662</b>
<b>LSCB &amp; SAB Reserve account at end of year</b>	<b>£51,268</b>

**Business Plan Priorities 2018-19**

From analysis of current and emerging issues the following have been identified as our priorities for 2018-19:

<b>Development Priority</b>	<b>Summary</b>
1. Partnership Transition	Influence the development of new multi-agency safeguarding arrangements.
2. Multiple Risk Factors	The impact of multiple risk factors on children is recognised, understood and responded to across agencies.
3. Safeguarding Children – Access to Services	Ensure the pathways for access to services for safeguarding children are robust and effective
4. Child Exploitation - (Child Sexual Exploitation, Trafficking, Missing and Gangs)	Children at risk of exploitation are effectively safeguarded.
5. Safeguarding Children with Disabilities	Improve the approach to safeguarding children with Special Educational Needs and Disabilities.

Action plans are in place for each of these priorities.

For 2018-19 there are no specific joint priorities with the Leicestershire & Rutland Safeguarding Adults Board though joint working will be promoted where possible.

## Partner Updates



**West Leicestershire**  
Clinical Commissioning Group



**East Leicestershire and Rutland**  
Clinical Commissioning Group

Leicestershire and Rutland and West Leicestershire Clinical Commissioning Groups (CCGs) are committed to the promotion of safeguarding children, supporting the work of the safeguarding board and to support staff and partners to undertake their safeguarding responsibilities.

In 2017-18 the CCGs have continued to monitor evidence and assurance from commissioned health services. As Commissioners of local health services West Leicestershire and East Leicestershire and Rutland Clinical Commissioning Groups are required to evidence compliance with *NHS England (NHSE) Accountabilities and Assurance Framework Safeguarding Vulnerable People in the NHS (2015)*. This includes the CCG receiving evidence and assurance from commissioned health services about the quality of the safeguarding arrangements in relation to key adult & children (including Looked After Children) safeguarding requirements, Deprivation of Liberty standards (DoLs) and Mental Capacity Act legislation, and to identify areas for development or where additional assurance is required. As part of this process all CCG commissioned health services are required to submit the CCG Safeguarding Assurance Tool (SAT) together with supporting evidence.

The CCGs have also demonstrated their support to the promotion of the child safeguarding agenda by supporting and/or coordinating a number of initiatives and policy developments.

The CCGs Safeguarding team is coordinating across Leicester, Leicestershire and Rutland the roll out of the NHS England Child Protection – Information Sharing (CP-IS) programme. This is a nationwide information sharing solution that identifies children with Child Protection Plans or Looked After Children who visit NHS unscheduled care settings such as accident and emergency wards, ambulance service, maternity, minor injury units, out of hours and walk-in centres. The outcome of this means that when a child attends a NHS unscheduled care setting the CP-IS alert is shown on the child's medical records about the child's safeguarding or LAC status. The CP-IS alert is then automatically sent to inform the child's social worker about the geographical location of the Out of Hours or Urgent Care/Emergency Department.

The CCG endorsed the work of the CCG Domestic Violence Health Group and the production of the Domestic Violence and Abuse Policy that has been disseminated to all GP Practices across Leicestershire and Rutland.

In addition UAVA have been commissioned by the CCGs to deliver Managing Disclosures of Domestic Abuse briefings to all GP Safeguarding Leads. UAVA have also provided Train the Trainer sessions to all members of the CCG Safeguarding Team to enable the team to continue to deliver the Domestic Abuse briefing sessions to GP's once UAVA have delivered their CCG 6 commissioned sessions.



The CCG Safeguarding Team led the arrangements for the Safeguarding Health Network- a quarterly meeting of safeguarding leads from all of the CCG commissioned services. Leicestershire & Rutland Safeguarding Children Board information has been cascaded to the Safeguarding Health Network that includes NHS and Non NHS Providers.

Messages from Serious Case Reviews and Domestic Homicide Reviews have been cascaded to GP's via the Primary Care Safeguarding Children Quality Markers Tool (SCQM). The CCG Safeguarding Team promotes GP compliance with recommendations arising from SCRs and Alternative Reviews through the delivery of GP Safeguarding Children Training Programme and discussions at the GP Safeguarding Forums.

The CCGs' commitment to safeguarding and working in partnership will continue into 2018/19.



Leicestershire County Council children and family services continue to make progress against the continuous improvement plan 'Road to Excellence 2017 to 2020.' The plan is closely monitored and driven by the senior leadership team and six-monthly progress reports are presented to Overview and Scrutiny Committee. These show a clear direction of travel and improvement that focuses on improving the experiences and outcomes of children in need of help and protection, children looked after and care leavers. The plan incorporates developments in line with recommendations from Ofsted following their inspection in 2016.

The plan is based around the four building blocks of:

- Being a Learning Organisation
- Embedding Excellent Practice
- Taking the Right Action at the Right Time, and
- Developing Policy and Performance

And is underpinned by four behaviours for all staff:

- Voice; Listening and responding to what children and families say
- Signs of Safety; doing with, rather than 'for' or 'to'
- Outcome focussed; striving to improve children and families lives
- Leadership; everyone is responsible and accountable

The Assistant Director and Heads of Service lead a monthly meeting with service managers and all child care managers to focus on practice development and performance.

The Council invested to enable a significant increase in staffing to support the improvement journey. Substantial work on recruitment and retention has taken place

over the last twelve months and despite the national challenges of recruitment in social work Leicestershire is beginning to see steady growth. A number of staff have been recruited across the teams although many are newly qualified.

Work has taken place in First response and an in-house inspection by Senior managers in December 2017 and an independent mock inspection in May 2018 demonstrated improvements in this key area. Practice Standards to support the 'Growing Quality in Children's Social Care' have been launched in all areas and audit and improvement work is supporting the embedding of these standards.

The establishment of the Practice Excellence arm of the service to deliver on embedding Signs of Safety, quality assurance and improvement, and practice is seeing a positive impact. The ASYE (Assessed and Supported Year in Employment) programme for newly qualified social workers has been revised and strengthened and an ASPIRE programme developed for new team managers and aspiring senior practitioners. A progression framework for social workers and a learning offer have been agreed.

The second annual social work conference took place in June with a focus on 'Making a difference to children and families'. The event celebrated good practice.

The Council has worked to ensure that rigorous management oversight is supported by improved performance management arrangements.

Caseload number and workloads are closely monitored. In key areas of the service, namely First Response, Children in care, CSE Hub, disabled children workloads are now in line with our caseload standard. There is ongoing work to realign the children protection and strengthening families teams to ensure reasonable workloads across all of these teams.

Performance has improved in key areas: timeliness of response at the Front Door; number of assessments completed and of these the number completed within 45 working days; quality and compliance of strategy discussions/meetings; permanence planning; contact with care leavers and care leavers in suitable accommodation. There is an improving picture regarding repeat child protection plans.

Participation work with young people including advocacy work to support young people in their case conference and work with the children in care councils and care leavers is strong.

The continued work in line with the 'Road to Excellence' will support safeguarding children and young people in Leicestershire by championing and embedding consistently high quality practice and management oversight. The improvement and performance culture and framework will support this and evidence impact for children, young people and their families.

Leicestershire will also work to ensure that the Listening Support Service's return interviews for children going missing from home and care are timely and that the quality of these is consistent, monitoring demand to ensure resourcing of the service is sufficient.



A stable and effective operational and portfolio holder leadership is in place which ensures services continue to strive for better. There is committed political support expressed through the continued investment in a broad range of children's services. Previous instability in social care teams has meant that some children have had several changes of social worker. Successful recruitment and retention strategies have led the service to a more stable position. The service is sufficient and caseloads are manageable. We have few vacancies within children's social care and we have significantly reduced the use of agency staff. Small focused social work teams enable close working and shared learning; social workers know their children well. Social Work and Early Help teams are located together which enables professional dialogue and good practice to be shared.

The integrated front door to children's services, including a Special Education Needs (SEND) pathway is established, understood and used appropriately by our partners. We have worked with partner agencies and provided a training programme to our schools, health service, police and Ministry of Defence staff which is aiding an appropriate and timely response to concerns raised.

We now have a fully embedded children's services Performance and Quality Assurance Framework. Monthly audits assure us that children are safe and protected. Managers and senior leaders have a clear line of sight to the quality of front line practice. Performance with regard to assessments and reviews is within timescales and outcomes for Children Looked After, Care Leavers and Children with SEND are good across education, employment, placements and accommodation.

Our workforce development plan reflects the learning from our Quality Assurance and Performance processes and from feedback from children and families. Signs of Safety and relationship-based practice is embedded as our model of intervention with families across service areas. Our training and development programme is aligned to cover the key skills and attributes necessary moving forward into accreditation. We have embedded the use of the neglect toolkit and have introduced a toolkit with families where the trilogy of risk is evidenced.

We have developed a strong focus on reflective supervision, with the majority of staff being satisfied with its quality. There is a good range of training and learning opportunities that is also well received. This ranges from staff conferences and practice learning events based on emerging issues to bespoke training courses. We run bi-monthly multi agency learning from Serious Case Reviews (SCR) sessions.

Decisive action is taken to escalate concerns where necessary improvements and timescales are not made for children in care and our care leavers. An effective multi-agency Children Looked After (CLA) and At Risk Children (ARC) Panel agrees threshold being met for proceedings, Public Law Outline (PLO), and reviews all those on Supervision Orders. This panel has prevented drift on cases. We have

appointed a permanent Head of the Virtual School who is an effective point of contact for schools and has good oversight of our CLA attainment. The Virtual Head ensures that each young person placed out of county has an identified worker who liaises with schools and tracks progress.

We have focused on ensuring our children at risk of sexual exploitation are protected through effective multi-agency arrangements. The internal 'Exploitation Group' considers all children at risk of exploitation and there are strong links with the multi-agency CSE Hub.

We have made significant improvements in our fostering service, aligning all areas to the Signs of Safety approach and use all the Coram/Baaf materials in our assessments. We have a proactive and supportive independent panel that are engaged with Rutland carers. There is a strong recruitment campaign to improve in-house foster carer sufficiency with a strategy in place to increase the local foster carers by almost a third which puts us in line with expected national standards. 'Staying Put' is embedded within our fostering service and we have completed our Local Offer for Care Leavers recently to include new statutory provision up to 25 years. We will build on our existing resource such as our skilled foster carers, such as completing life story work and supervising family time and extend our fostering service to other Local Authorities.

We have increased our social worker capacity in our children with disabilities team and reviewed our 'offer' for children with disabilities. Multiagency audits of safeguarding children with disabilities (February 2018) rated all good and outstanding.

We are reviewing our domestic abuse offer including toolkits and training ensure that services are accessible and timely in the Rutland area for victims and perpetrators but also the children involved in such experiences to improve outcomes for them.

We have strengthened our Participation and Engagement Framework to ensure we have a system of continuous feedback from service users which informs our practice and supports our service design and review. Our families and foster carers report seeing positive changes and communication and support strengthening.

We have completed our 2017/18 'Next Steps' Action plan, which has addressed the 17 recommendations from the 2017 Ofsted report. The learning from that and from our Peer Challenge May 2018 has enabled us to create a comprehensive Children's Services Continued Development Plan 2018/ 2020 which will provide leadership direction and clarity in our service plans supported by a robust needs assessment and a coherent commissioning strategy.

Concise recording and analysis are key areas for further development in the coming year alongside improving the recording of the lived experience for children and young people. Whilst we have good outcomes we are not always good at recording how we achieved them. We will continue to build on SMART planning and monitor how plans are progressed, we will use data to inform practice further and ensure robust Core Groups are being held to progress plans effectively.

We will continue to strengthen links across the local authority, with elected members, children and young people's fora and the whole partnership system to ensure the conditions for excellent partnership working and practice flourish. Partner agency attendance at Child Protection Conferences continues to be an area of concern; some agencies are not attending as we would like and this we continue to address via the LSCB.



Children are at the heart of the strategic priorities of Leicestershire Police which include Child Sexual Exploitation and Abuse, Sexual Offences and Domestic Abuse. Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) in their Child Protection visit in 2017 concluded, 'the force continues to demonstrate a strong commitment to reviewing, improving and implementing changes to its services and to prioritising child protection.'

The Force has continued to demonstrate its commitment to multi-agency working taking leading roles in developing executive structures to respond to Child Sexual Exploitation, Domestic and Sexual Violence and Abuse and children linked to 'Urban Street Gangs.' The Force takes an active role in all Safeguarding Children Board activity and has committed an additional Inspector post to support this work.

The Force has invested significant funds to renovate the Child victim suite in consultation with local children. The Force has continued to develop a culture of seeing the child in any incident by creating a 'Childs Voice' video which is supplemented by a 'Think victim' booklet which contains specific advice in respect of Children.

The Force has worked with partners to strengthen the combined assessment of CSE concerns through a multi-agency daily management meeting, weekly partnership meeting and monthly strategic meeting. Leicestershire Police have redesigned their response to missing people. The Missing Persons Operational Team provides consistency of assessment, whilst the Missing Persons Engagement Team work with partners to reduce the risk to people who repeatedly go missing; children making up the majority of these.

The Child Referral Team reviews all public protection notices submitted by frontline officers and staff. Through a re-structure and a change in processes it is now able to undertake all strategy discussions on behalf of the Force including those relating to sexual offences and Domestic Abuse. Part of the process redesign included the audio recording of S.47 strategy discussions; HMICFRS described this practice as 'innovative' and 'good practice.'

HMICFRS, during their re-visit in December 2017, graded over twice as many child protection cases as good, and nearly half as many as inadequate compared to their original inspection in January 2017. Despite the improvement, there is clearly more work to be done. HMICFRS were assured of a continuing commitment to make further improvements.

The Forces Paedophile Online Investigation Team (POLIT) has joined the newly developed Digital Hub. Enhanced processes within the hub and in POLIT, has led to more people who view indecent images of children being identified and more children being safeguarded.

The Force is committed to meaningful engagement in Child Protection Conferences, particularly pre-birth and initial conferences. Demand in this area has more than doubled. Although resources have been increased, those which are attended have had to be prioritised; all receive a report in respect of Police information about the family. The Force is chairing a multi-agency group tasked to look at alternate options to attendance, including video conferencing.

The Force is developing a Children's Strategy to ensure the voice of the child is incorporated into every strand of policing. The Police and Crime Plan 2017-21 includes a focus on specific areas where children are affected.

The Force is working with Local Authority partners to improve the provision of appropriate adults for children in custody and to reduce the amount of children kept in Police custody overnight due to a lack of appropriate accommodation.

The Force is undertaking a project to create a Safeguarding hub encompassing Children and Adults. Building upon the innovative processes adopted by the Child Referral Team, and the multi-agency CSE team, it will also include Domestic Abuse support, MARAC, Adult Vulnerability and Mental Health. It will allow the holistic review, research and assessment of cases, ensuring the response considers the most appropriate response to often complex situations. Some of the existing teams include staff from partner agencies. It is hoped the aligned hub will facilitate further co-location and partnership working.

Leicestershire Police will maintain a regime of internal audits and will engage with multi-agency and external reviews in order to continually improve the service to provide the best outcome for children and families.



We successfully introduced a hospital 'independent domestic violence advisor' (IDVA) into the Emergency Department at the Leicester Royal Infirmary. The IDVA has been instrumental in supporting the team to secure refuge for a woman who had no recourse to public funds due to her circumstances. The IDVA has also ensured

that a number of patients have received specialist domestic abuse support before leaving the department.

We transferred all of our safeguarding records for maternity, children and adults onto an electronic database to ensure data is kept in one place. This means that the team have ready access to cases and information, to enable us to cross reference information that the Trust holds on safeguarding concerns.

We delivered accredited PREVENT WRAP training to over 7,475 staff as part of a plan to train 85% of clinical staff by June 2018, as part of our NHS England contractual requirements.

We completed IT preparatory work to support the implementation of the Child Information Sharing Project (C-PIS) by April 2018. This national programme will provide real-time alerts about children who are known to be Looked After or on a Child Protection Plan.

We have worked with safeguarding partner agencies to complete 5 multi-agency audits. In child safeguarding we were able to demonstrate that we have effective processes to share information about children considered at risk with police and social care.

We have promoted the use of the NHS England Safeguarding App. This means that staff using the App have immediate access to consistent information about safeguarding and the wider agenda such as Mental Capacity Act.

In 2017 the Trust's safeguarding assurance self-assessment and subsequent CCG review identified the following developmental areas:

- To improve compliance with PREVENT WRAP Training
- To explore further methods to capture the 'Voice of the Child'
- Finalise the revised UHL Safeguarding Supervision Policy and Management of Allegations Against Staff Policy.

In response to this the following work has taken place –

- A revised training strategy for PREVENT training was developed together with a monthly performance monitoring tool, to ensure that relevant staff attend PREVENT training
- In conjunction with the Patient Experience Team and Women's and Children's CMG, further data was collated to demonstrate how the Voice of the Child is captured
- UHL Safeguarding Supervision Policy has been re developed in line with changes in practice. The Trust has also developed and updated policies in relation to the "Management of allegations against staff".

Due to the changing nature of safeguarding work the complexity of cases, together with the available resources to manage cases will be reviewed taking into account referral patterns and activity data. An option appraisal will be completed during 2018 to determine the required resource and team structure to deliver the future safeguarding service.



The NPS is committed to protecting the right of a person, whether an adult or a child, to live in safety, free from harm, abuse and neglect. It recognises that safeguarding is everyone's responsibility and that children are best protected when professionals are clear about what is required of them individually and how they need to work together. The NPS national policy, "Safeguarding and Promoting the Welfare of Children" clearly describes our work, its links to child safeguarding, and how we meet our Working Together Section 11 duties.

The National Probation Service continues to engage positively with the LSCB and with partnership agencies.

In the past year, significant work has gone into further developing the safeguarding processes in an online repository of process maps, documents, policies and guidance called EQUiP - Excellence and Quality In Processes. This outlines to staff how to make safeguarding checks, referrals, child protection conference responsibilities, and provides aide memoirs and toolkits. It will be used to inform Safeguarding Quality Assurance tasks that will be scheduled in coming 12 months. Additionally, a new Practice Improvement Tool has been developed to quality assure safeguarding referrals.

In relation to training, all NPS staff, regardless of role, have to complete the Child Protection and Safeguarding Children, and the Domestic Abuse e-learning modules. All front line staff who supervise or have contact with offenders also have to complete the two day Safeguarding Children face to face training.

As of April 2018, no staff have the e-learning outstanding, and only just under 10% of staff still require the face to face input. Other training relating to safeguarding children has continued to be offered in the past year such as Working with Sex Offenders, Domestic Abuse. Whilst additional training offered by partner agencies/local authority has been offered to, take-up has been low due to workload demands; this is acknowledged as action required for the coming year.

LLR NPS Senior Management have made efforts to maximise attendance at LSCB Board Meetings, with additional involvement in a subgroup review of Child Protection Conferences and Appeals, and a pending subgroup review of quoracy, partnership representation and contribution to CP conferences. Serious incident information requests and data trawls have been returned within timescales.

Front line NPS staff continue to manage high risk violent and sexual offenders, some of whom will pose a risk to children. Staff make referrals, with NPS management support and oversight, where safeguarding concerns arise. There is room however to develop our staff's understanding and links with the Early Help aspect of Children's Social Care so that we are fully utilising the "One Front Door" approach to address the needs of all children of service users under NPS' supervision.



The challenges in the year ahead for NPS remain high workloads; with the Leicestershire Cluster being consistently amongst the highest workload in the Midlands region. Additionally, there has been a large intake of staff, with more trainee Probation Officers joining later in the year. Whilst this will hopefully alleviate some of the workload pressure in the future, in the interim two years it presents further workload challenges whilst these new staff are developed, supported and trained.

NPS LLR remain committed to delivering a quality service, and learning from our practice and partnerships.



Safeguarding touches everyone's lives at some time, including the lives of the service users and staff of Leicestershire Partnership NHS Trust (LPT). Many of our service users have experienced abuse of some kind, or may be at risk of experiencing abuse either now or in the future. Few of these service users exist in isolation, which is why in 2017 LPT have continued to build on the work to adopted a 'Whole Family' approach to safeguarding, including moving to a position of a Whole Family safeguarding team instead of separate Adult and Children team.

Training and information for staff has been adapted in relation to Individual and organisational responsibilities and in line with promoting a Whole family approach. Likewise, LPT has continued to work towards improving health outcomes for Looked after Children (LAC) and supporting the Child Death Overview Process (CDOP).

The PREVENT Statutory Duty was introduced in 2015, placing specific statutory obligations on health organisations and other partners to support the protection of individuals vulnerable to exploitation by extremist groups. Moving forward LPT will have a Prevent Lead and Prevent co-ordinator as part of the Whole Family Safeguarding Team, who will ensure compliance with statutory responsibilities including training delivery.

Given the vulnerabilities of those we work with in LPT, we must continue to focus on 'Early Help' and Prevention and lesson learning in 2017-18 in order to prevent the risk of Abuse to Vulnerable Adults and Children in contact with LPT services.

LPT is closely monitored in relation to safeguarding activity both internally and externally to ensure the organisation is compliant with statutory requirements placed upon health organisations.



Derbyshire, Leicestershire, Nottinghamshire & Rutland Community Rehabilitation Company (DLNR CRC) is responsible for the supervision of low and medium risk of harm adult offenders, the provision of a range of rehabilitative interventions for CRC and National Probation Service (NPS) cases and the delivery of 'Through the Gate' (TTG) services in Resettlement Prisons. This work involves working with adult offenders who are both perpetrators of abusive behaviour and individuals who present with multiple vulnerabilities

Safeguarding is a core statutory function of DLNR CRC. Risk assessment and risk management is one of its key activities, driving all its activities with service users. Safeguarding considerations are considered within assessment and risk management plans at all stages. DLNR CRC use specialist risk assessment tools such as Offender Assessment System (OASys) and Spousal Assault Risk Assessment (SARA) to support defensive decision making across all areas of risk. All operational staff are trained in safeguarding as part of their core training and DLNR CRC has a competency framework to ensure that all cases are allocated to appropriately trained staff on the basis of identified risk and need.

DLNR has quality assurance mechanisms to support the maintenance of effective practice standards. All team managers within DLNR CRC attend 'Quality Days' on a monthly basis during which case records are sampled and quality assured. DLNR CRC also have an Internal Audit team who undertakes themed audits across DLNR. DLNR CRC are also subject to audits through Her Majesty's Prison & Probation Service (HMPPS) contract management team and HM Inspectorate of Probation (HMIP).