



LEICESTERSHIRE AND RUTLAND
LOCAL SAFEGUARDING CHILDREN
BOARD (LRLSCB)

Annual Report

2016/17

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Foreword



As the new Independent Chair of the Leicestershire and Rutland Safeguarding Boards from April 2017, I am pleased to present the Annual Report for the Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB) 2016/17. I would like to record thanks to Paul Burnett, the previous Chair for his leadership of the Board during the period this report relates to.

On behalf on the Board I want to thank all those; particularly parents and carers, front line staff and volunteers who day in and day out support vulnerable children, families and adults to improve their lives. The Board will continue to play its part in building a culture where vulnerable adults, children, young people, carers and families are listened to and their views influence practice.

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 2016/17 on safeguarding outcomes for children and young people in Leicestershire and Rutland.

There is clear evidence of sustained strong partnership working across the safeguarding communities of Leicestershire and Rutland. In the recent Ofsted review of the LRLSCB the report stated “The board has developed an ethos of constructive challenge and support. It has taken a thoughtful and flexible approach, sensibly working closely with the Safeguarding Adults Board and Leicester City LSCB in areas of common concern.”

Though the report is joint for the areas of Leicestershire and Rutland it provides distinct findings about practice and performance in each area.

The Safeguarding Boards exist to provide support and critical enquiry to ensure that organisations work together to reduce or prevent possible abuse and neglect.

The Board was reviewed by Ofsted during 2017 and judged as ‘Good’. The report stated that the Board’s scrutiny and influence have had a positive impact on front-line practice, facilitating better understanding of the threshold into children’s social care, more timely identification of the health needs of children looked after and the improving response when children are at risk of sexual exploitation. Each year brings additional challenges; the Children and Social Work Act 2017 made legislative changes to the role of LSCBs which the Board and partners will need to respond to once detailed guidance is published in the autumn. It is critical that through this period of change we continue to keep safeguarding as a top priority for all.

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 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, being open about what needs to improve and transparently identifying the challenges in achieving this, not least the continuing pressure to do more with less resources.

Finally, if you have safeguarding concerns about any vulnerable adult or child please act on them; you might be the only one who notices.

A handwritten signature in black ink, appearing to read 'S Westwood', with a stylized flourish at the end.

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. This can be found throughout this report;

Monitored data and information on a regular basis. Sections of this report on *Safeguarding Children in Leicestershire* and *Safeguarding Children in Rutland* tell you what we have learnt from this including:

- More contacts from members of the public resulted in referrals to social care in Leicestershire and Rutland
- There has been an overall increase of around 20% in referrals and cases for children in need and child protection in Leicestershire
- The proportion of repeat child protection plans in Leicestershire has reduced
- Identification of neglect increased in the year in Leicestershire and Rutland
- Initial Health Assessments for Looked After Children are not always being completed on time
- There was a significant increase in the number of children recorded as home educated in Leicestershire.

Reviewed how we are doing as a partnership, including an assessment on progress against our Business Development Plan for 2016/17;

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

- A 'Section 11' audit process of organisations safeguarding approaches
- Case reviews of frontline practice which have included themes, such as Repeat Child Protection Plans, Neglect and Child Sexual Exploitation;

Our formal audit activity is covered in the *Challenge and Assurance* section of the report;

Carried out Serious Case Reviews and other reviews of cases and disseminated learning from these across the partnership. A summary of this is found in the *Learning and Improvement* section of this report;

Further extended the "CEASE" campaign to raise awareness of and gain commitment to ending abuse and sexual exploitation of children;

Supported a campaign initiated by the Child Death Overview Panel to raise awareness of the danger of ingesting button batteries;

Developed procedures in relation to bruising to pre-mobile babies;

Provided training, in partnership with Leicester City LSCB, on a number of topics relevant to safeguarding including our Safeguarding Children Competency

Framework, learning from Serious Case Reviews and our Neglect Toolkit. This is outlined in the *Training and Development* section of this report;

Considered the outcome of and recommendations from the Ofsted inspections into the two Local Authorities' children's services and the LSCB and resultant improvement action.

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 inspections and ongoing work of the LSCB include:

- Strengthening participation of and engagement with children and young people in the work of the Board to enable children to influence the LSCB's priorities and their delivery more fully.
- Increasing assurance regarding children missing from home and care and the robustness of the partnership response to this.
- Further strengthening our audit approach, including Section 11 audits to ensure that these audits are sufficiently probing and robust.
- Gaining assurance regarding the understanding of risk regarding Children with Special Educational Needs and Disabilities across the partnership.
- Hold partners to account to ensure that the quality and effectiveness of return home interviews and risk management when children are going missing from home or care are evaluated.
- Seeking assurance about the effectiveness of the partnership response to the Trilogy of Risk (domestic abuse, substance misuse and mental health).
- 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.
- Early Help and other services in Leicestershire and Rutland are improving outcomes for children and young people.
- Partnership working on Child Sexual Exploitation is strong.
- Consistency of practice within agencies across a range of areas of work 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, including developing its own approach to engagement and participation of children and young people, and quality assurance.

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

The statutory objectives and functions of LSCBs are set out in Section 14 of the Children Act 2004 and are:

- a) To 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) To ensure the effectiveness of what is done by each such person or body for those purposes.

During 2016/17 the Board operated under this legislation. The Children and Social Work Act 2017 abolishes Local Safeguarding Children Boards and requires new statutory requirements regarding partnership arrangements for Safeguarding Children to be published. New guidance will be issued in 2017/18 and the new arrangements will be required to be in place during 2019.

The LRLSCB normally meets four times a year alongside its partner Board: the Leicestershire and Rutland Safeguarding Adult Board. Each of the four 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.

The LRLSCB works closely with Leicester City Safeguarding Children's Board (LCLSCB) on several areas of work to ensure 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 53 of this report.

Independent Chair

The LRLSCB and the LRSAB are led by a single Independent Chair. The Independence of the Chair of the LSCB is a requirement of Working Together 2015.

The Board's former Independent Chair, Mr Paul Burnett, stepped down at the end of March 2017 after almost six years in the role. Leicestershire and Rutland have agreed to continue to have a joint Chair for both Safeguarding Boards to reflect the need for cross-cutting approaches to safeguarding. Simon Westwood has been appointed as Independent Chair of both Boards commencing in April 2017, initially

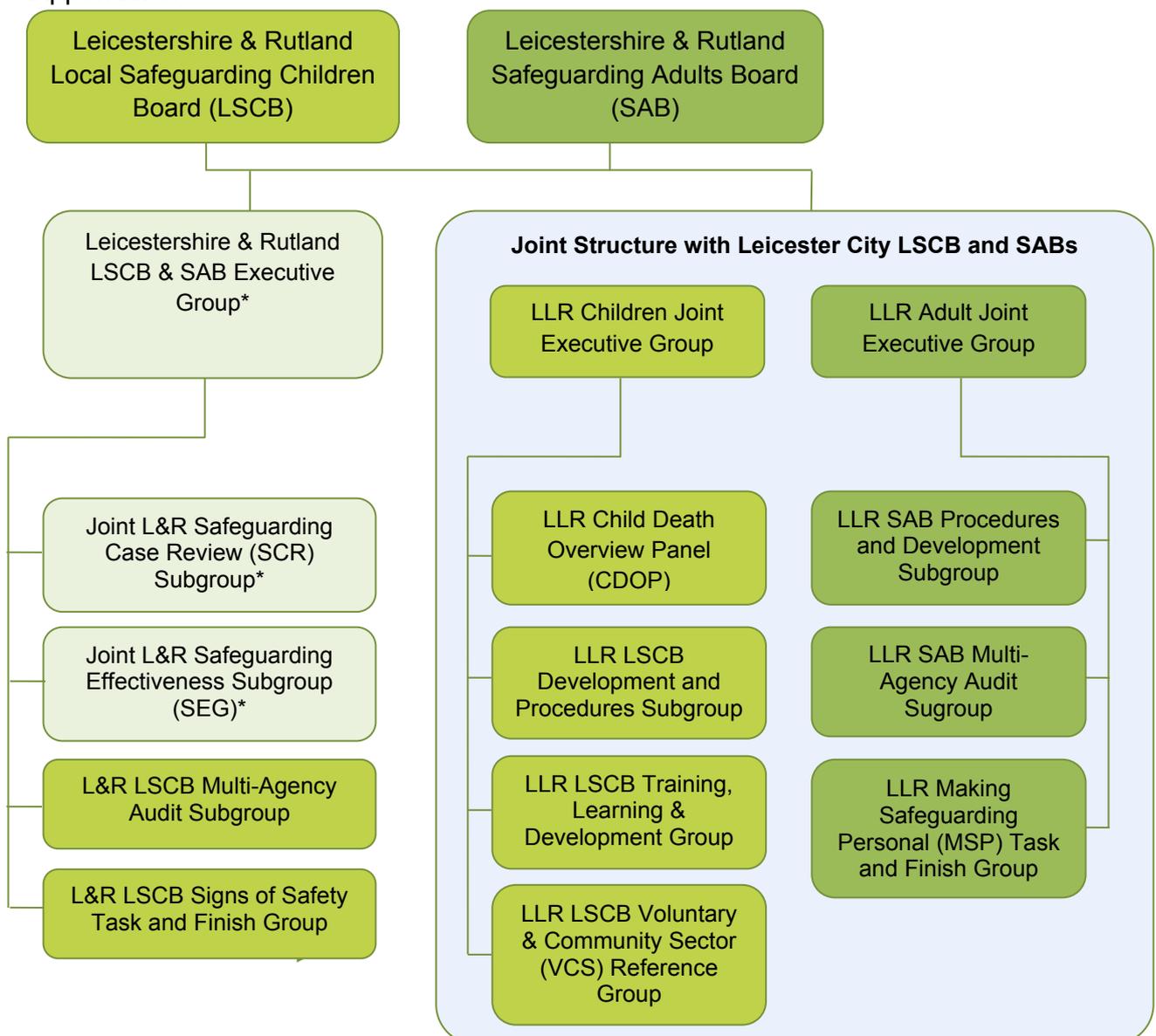
for one year while the implications of the Children and Social Work Act 2017 and the future of partnership arrangements for Safeguarding Children and Adults in Leicestershire and Rutland are considered.

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

The Independent Chair is 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.

Structure of the Board

The Board has established subgroups and task and finish groups to function effectively and achieve its objectives. The structure of the LRLSCB and LRSAB at the end of 2016/17 can be seen below. Membership of the Board can be found at Appendix 1.



Characteristics of Leicestershire & Rutland

Leicestershire is a two-tier authority area with a population of 667,905. There are 134,800 children and young people aged under-18 living in Leicestershire¹.

Rutland is a unitary authority area with a population of 38,022. There are 7,685 children and young people aged under-18 living in Rutland².

In Leicestershire, 11.1% of the population identify as from a Black or Minority Ethnic (BME) background. The proportion of children and young people aged 0-17 who are BME is 13.7%, slightly higher than the general population.

In Leicestershire, of those that do not identify as 'White British', the largest groups identify as 'Asian or Asian British' (6.3%) or 'White other' (1.9%).

In Rutland, the percentage of the population who identify as BME is 5.7%. The largest ethnic minority group identified in Rutland is 'White other' at 2.1%.

Leicestershire and Rutland both have lower than national averages of children living in poverty.

LSCB Business Plan Priorities 2016/17

Priorities set by the LRLSCB for development and assurance in 2016/17 were to:

- Secure robust and effective arrangements to tackle Child Sexual Exploitation (CSE), Missing and Trafficking
- Maximise the impact of learning from Serious Case Reviews (SCRs) and other reviews
- Champion and support the extension of Signs of Safety (SoS) across the Partnership
- Be assured that thresholds for services are understood across the partnership and applied consistently
- Be assured that Early Help Services are effectively coordinated across the LSCB Partnership and secure outcomes that reduce pressure on child protection and care services
- Be assured that the LLR Neglect strategy increases understanding, identification, risk assessment and management of neglect and reduces prevalence in Leicestershire & Rutland.

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

- To be assured that there are robust and effective arrangements to tackle domestic abuse
- To be assured that Mental Health Services incorporate robust arrangements to reduce safeguarding risk to children and adults
- To be assured that the Safeguarding element of the Prevent strategy (Preventing Violent Extremism) is effective and robust across Leicestershire and Rutland.

¹ ONS mid-year population estimates 2014

² ONS mid-year population estimates 2014

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.

In the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the LSCB in Leicestershire Ofsted rated Leicestershire County Council's services overall as 'Requiring Improvement.' In the inspection report they identified that "Children who are at risk of significant harm are identified and protected. However, children potentially in need are not seen in a timely manner and experience delay in receiving the help that they need."

This section outlines developments and data for elements of safeguarding and children services in Leicestershire.

Contact and Assessment

Leicestershire data shows the total number of safeguarding children contacts and enquiries stayed level, with 12,805 in 2016/17 compared to 12,772 in 2015/16. Numbers of contacts from the public reduced overall by 15% compared to the previous year, from 2,051 to 1,702.

A significantly larger proportion of these contacts were referred to Social Care this year. For all contacts, 55% became referrals in 2016/17 compared with 32% in the previous year, and for the public the proportion also increased from 26% to 50% in 2016/17. The increase took place in the second half of the year linked to the introduction of more robust practice in the contact and assessment service, First Response, following the Ofsted inspection of Leicestershire, and the rate of referrals in Leicestershire is now closer to, but still below, the national average.

An initial single assessment is required to take place following each safeguarding referral, within 45 days of the referral. Timely assessments of need support effective safeguarding. The increase in referrals and addressing a backlog of referrals led to a reduction in the proportion of assessments being completed within 45 days from 92% the previous year to 77% in 2016/17. It is anticipated that this is an anomaly, but will continue to be monitored by the Board.

The rate of re-referrals to Social Care in Leicestershire remained low at 17%, compared to 18% the previous year.

Ofsted identified concerns regarding the contact and assessment process in Leicestershire that it did "not provide an effective enough response to contacts and referrals to ensure that all vulnerable families receive a timely response to concerns and needs".

Following Ofsted's inspection, Leicestershire County Council have revised all aspects of the First Response service and implemented an action plan to ensure it is more effective, with a new operational model put in place for May 2017. Developments include: additional social worker and management capacity alongside

administrative resource and further support for less experienced social workers; ICT infrastructure development; practice standards; a revised quality assurance and learning model and improved performance management.

Routine internal audit in Leicestershire will monitor improvements in First Response, looking for consistent application of thresholds, improved quality of assessments and care planning and strong management oversight. Assurance on this will be sought by the Board.

Leicestershire are piloting a joint approach between Social Care and the Police to direct contacts from the Police to the appropriate service. This has corresponded with an increase in referrals to Social Care and a decrease in referrals to Early Help from the Police in the final quarter of the year. The LSCB will continue to monitor the impact of this.

The LSCB thresholds document was updated in July 2016 and new panel structures implemented in Leicestershire to strengthen key decision-making points, including Family Care and Protection meetings, Placement and Additional Resource Panels, Permanence Panels and Integrated Family Panels.

Early Help

In the Inspection in 2016, Ofsted identified that “The local authority’s early help offer provides a broad range of effective support and preventative services for children and their families and includes provision of intensive family support. This is having a positive impact on preventing the need for children to become looked after.”

The Board reviewed a report on performance and outcomes from Early Help in January 2017.

The number of children and families supported by the Children Centre’s Programme, which focuses on supporting families needing extra help especially in the first 1001 days from pregnancy until the child’s second birthday, increased. Across the whole programme 10,842 children were supported and 1,423 families were supported on the intensive pathway in 2016/17.

Partnership working between University Hospitals of Leicester (UHL) Midwife service and Children’s Centre services has supported an increase in the proportion of families registered with Children Centres to 93%, extending the potential reach of support provided by this programme.

In 2016/17

- The programme was involved with (4,060) 38% of the total number of children living in the 30% most deprived neighbourhoods in the county
- There were 106 Parent Volunteers running 1,557 universal parent led sessions
- The programme worked with 1,296 families known to Social Care.

Feedback from parents accessing the Children Centres programme consistently identifies good outcomes, for example:

- 98% of parents thought that their children were better prepared for school/nursery
- 98% of parents said that they felt better prepared as parents
- 99% of parents reported an improvement in their emotional and mental health

The Supporting Leicestershire Families (SLF) service aims to improve the lives of families by undertaking intensive work with them tackling a range of issues including: unemployment, domestic abuse, truancy, health problems, drugs, and anti-social behaviour. During 2016/17, the service worked with 885 vulnerable families and 498 young people across the county on a one-to-one basis or in groups.

Leicestershire will be further publicising the Children Centres Pathway to Social Care managers and teams, so that children subject to a Child Protection plan are routinely referred for targeted support.

Children in Need and Child Protection

The increase in the number of referrals to social care in Leicestershire led to a 24% increase in the number of Children in Need and the number of children subject to Child Protection Plans.

The number of Children in Need in Leicestershire was 3,015 at the end of the 2016/17. This remains below the national rate, but the Board will continue to monitor this.

In Leicestershire a large part of safeguarding for Children in Need has been to:

- Improve the quality of Child in Need plans and ensure their effectiveness with a particular focus on cases stepped down from Child Protection Plans
- Make clear the Child in Need offer and practices across teams
- Ensure Early Help step up cases appropriately and without delay.

Leicestershire County Council has developed and implemented Children in Need Practice Guidance, appointed three Early Help Senior SW Practitioners and clarified the Early Help pathway. Leicestershire report that teams are starting to manage throughput of work better and families who are likely to need a Child in Need service receive a more timely service and do not have unnecessary changes of Social Worker and team.

Leicestershire County Council are planning to carry out further work to ensure caseloads are consistently manageable, and routine audit shows consistent application of thresholds, improved quality of assessments and care planning and strong management oversight. The Strengthening Families service will be reviewed to ensure a robust Child in Need Service.

Midwives hold a meeting during the thirtieth week of pregnancy for all women identified during pregnancy as requiring additional support and protection for their unborn child. Representatives of the health visitor and social worker attend the meeting that discusses the arrangements for the safe discharge of the woman and baby following the child's birth. During the year, 233 cases were discussed at this forum. This contributes to improved safety and protection for vulnerable babies in

addition to the statutory child protection planning processes and is an example of early identification of vulnerability and good partnership working.

The number of Children subject to Child Protection plans also increased by 24% to 434 (provisional figure) at the end of 2016/17.

The proportion of children on Child Protection Plans from a Black and Minority Ethnic (BME) background is 14%, in line with the proportion of the total child population in Leicestershire (13.7%).

In Leicestershire, the largest categories of abuse continued to be neglect and emotional abuse, which featured in 215 and 157 of the 526 Child Protection Plans that commenced in 2016/17 respectively. In the last quarter of the year emotional abuse overtook neglect as the largest category of abuse.

Almost all (96.4%) of Initial Child Protection Conferences (ICPCs) were held within statutory timescales and all child protection cases were reviewed within statutory timescales. This protects against cases being subject to drift or delay in achieving protection for children.

As identified in the last Annual Report of the Board, the rate of repeat child protection plans had risen markedly over an 18-month period to 30.5%, above those of statistical neighbours, and a number of steps were needed to reduce this to ensure robust and lasting outcomes for this cohort of children.

Leicestershire undertook thematic and senior management audits on repeat plans in 2016, followed by a staff conference and discussion at the LSCB to better understand the issues.

This work identified a need to reinforce the procedures and oversight provided in the step-down phase from Child Protection to Child in Need services. In particular there was a need to pay more focused attention to those cases where the 'trilogy of risk' of domestic violence, substance misuse and parental mental health problems are factors and to engage collaboratively with partners.

Children in Need practice guidance was developed and issued and measures put into place to ensure children receive the right service at the right time, reducing the need for repeat Child Protection Plans.

At the end of 2016/17, the average proportion of repeat Child Protection plans was 18.7%, in line with Leicestershire's statistical neighbours (18.1%).

Single agency and multi-agency audits of repeat Child Protection Plan files have assured the LSCB that Child in Need processes once a child is removed from a Child Protection Plan are now more robust, however there is still inconsistency in practice in a few areas, such as recording and information sharing, that requires further work and further review by the Board.

Leicestershire County Council has assessed what has worked well to contribute to this improvement and is using this learning to ensure this progress is sustained

moving forward. This includes a focus on performance management, strengthening management oversight and using practice summits.

The LSCB has been monitoring attendance at ICPCs by partner agencies during the year and identified that recording of attendance did not take place at all ICPCs, but where it did there were gaps in attendance by Police, Education and Health representatives. The Police send reports to almost all conferences they do not attend, and multi-agency audits identify that the sending and timeliness of invitations to partners may be one factor in gaps in attendance. Further analysis is required and the Board will continue to monitor this through its Safeguarding Effectiveness Group.

Whilst there has been an improvement in parents receiving reports for ICPCs two days in advance in line with LSCB procedures, this occurred in 49.4% of ICPCs and there is further improvement required.

Feedback from children and families regarding the Children's Rights Service (CRS) that supports children's participation in reviews and access to the appeal and complaints procedure is very positive. Children, young people and their families are reporting that they better understand what is going on, feel heard and well represented due to the CRS and particularly the use of Signs of Safety (SoS).

Leicestershire County Council has introduced a Quality Assurance Alert process into the Independent Reviewing Officer (IRO) service that supports concerns to be escalated and good practice to be recognised.

Fostering and Adoption / Private Fostering

In Leicestershire County Council, the First Response Team, Strengthening Families Teams, Fostering and Adoption Assessment Team and the Team around the Child Teams are jointly responsible for private fostering arrangements taking place in the County.

Leicestershire County Council with the LSCB promotes awareness of the requirement to notify the Local Authority regarding private fostering in the following ways:

- Targeted information is distributed to professionals who may come into contact with privately fostered children such as teachers, GPs, Health Visitors, and School Nurses.
- Internal communication with employees across the County Council.
- Information for the public, such as publicity leaflets are made available in public places such as libraries and health centres.

Compared to our statistical neighbours, Leicestershire should expect to be assessing and supporting up to 50 private fostering arrangements per year.

Despite this work during the year, Leicestershire received only eight new notifications of an arrangement meeting the definition of private fostering, and all of these related to accommodation arrangements for overseas students whilst studying at a single college in the County. Arrangements are made between the school and

parent for the care of the child which may include the use of a host family and do constitute a private fostering arrangement.

Ofsted noted that 'numbers of cases being identified in which children are living in private fostering arrangements have remained stubbornly low'.

Leicestershire have developed an action plan to improve numbers of notifications that covers:

- a. Further promotion through leaflets, head teacher briefings, communications to colleges and assisted boarding schools, use of social media and radio interviews
- b. Provision of information for carers
- c. Development of procedures and performance management to support effective working across teams
- d. Governance – quarterly report to senior management within the Council and ongoing monitoring by the LSCB.

The Foster Carers Support Team made several improvements during the year to support carers, including establishing a duty system, improved links with Child and Adolescent Mental Health Services (CAMHS) and additional training input.

During the year Support Workers have offered themed individual and group work with young people, for example, safety and Child Sexual Exploitation, building self-esteem, friendships, and have supported young people and carers with CAMHS meetings. The team has 33 Independent visitors who have been matched to young people.

Looked after Children

The number of children looked after by Leicestershire County Council has continued its gradual increase over the past few years to 501 at the end of 2016/17 (provisional figure).

Placement stability has improved with 8% of children having more than 3 placements in a year, compared to 13% in 2015/16. The proportion of those that have been in care for more than 2.5 years that have been in one placement for over 2 years or placed for adoption than last year has increased slightly to 69%.

At the end of the year, 99.4% of cases had been reviewed within the required timescales compared to 98.1% the previous year.

Overall, 95.3% of children over 4 participated in their LAC review, compared with 90.2% in 2015/16, with 50.5% of those over 4 attending and speaking for themselves and many involved in co-chairing the review meeting with the IRO (Independent Reviewing Officer).

Children's involvement and participation is supported by the Children's Rights Service (CRS) which continues to empower children and young people to have their voices heard and provides quarterly reports on messages from Children in Care to the LSCB

However Ofsted identified that “while IROs work hard to involve children in review processes appropriately...” “...a number of children and young people spoken to describe them as too adult-oriented.” The IRO service will look to address this concern in 2017/18.

The CRS will carry out work to increase accessibility to the CRS for younger children, children with disabilities and Unaccompanied Asylum Seeking Children. The service is also developing its evaluation process to help understand performance and support improvement.

Despite improved stability and review outputs, outcomes for care leavers have declined slightly with 79% of care leavers in suitable accommodation compared to 82% last year and 50% of care leavers in education, employment or training compared to 52% last year. These levels are above average compared to statistical neighbours. The LSCB anticipate this will be monitored by the Corporate Parenting Board.

The Virtual School which looks after education for Looked After Children has delivered bespoke attachment, trauma and emotion coaching and training in primary, secondary and special schools across the county to ensure Looked After Children’s needs and education is supported.

A pilot project in Spring 2017 term enabled some children and young people to access a variety of therapeutic interventions, such as play-, art-, dog-, and equine-therapy. Twenty-nine therapeutic interventions lasting between six and ten weeks are now in place for these children in care.

Ofsted identified that the Virtual School was ‘highly effective’ and that ‘the local authority has invested well’ in the service, whilst ‘children’s progress is extremely well monitored’ and that ‘many make good progress socially, emotionally, and educationally, considering their starting points’.

Performance in completing Initial Health Assessments for Looked After Children within statutory timescales has been scrutinised by the LSCB during the year. Timely health assessments are important to allow needs of looked after children to be met effectively. Despite improvements in performance part way through the year in Leicestershire, a low proportion were completed within the 28-day statutory timescale and this remains an area for further scrutiny by the LSCB.

Leicestershire County Council has introduced a Quality Assurance Alert process into the Independent Reviewing Officer (IRO) service that supports concerns to be escalated and good practice to be recognised.

The IRO service has highlighted the need for a formal process for oversight of Special Guardianship Order assessments and plans. Further work is to be carried out in the service to ensure drift in cases is challenged by the IRO.

Safeguarding in Education

The numbers of safeguarding children contacts and enquiries from schools increased slightly (4%) in 2016/17 to 2,171 from 2,084 the previous year. However,

a significantly larger proportion resulted in a referral to Children's Social Care for further investigation compared to the previous year (61% compared with 38%). This increase is in line with the general increase in referrals to Social Care in the latter half of the year following changes to practice in First Response. In addition, schools safeguarding training remains well attended with excellent feedback.

The Safeguarding in Education service has provided training to almost 1,000 Designated Safeguarding Leads in schools in Leicestershire.

E-safety surveys were completed by about 5,000 pupils and the e-safety award has been taken up by ten further schools to take the total to 138 schools in the area.

Safeguarding annual returns were completed by all maintained schools and academies in Leicestershire along with 20 Leicestershire based Independent schools, 305 schools in total, in 2016. These showed good compliance with safeguarding policies, procedures and practice. The Council and LSCB will continue to develop links with Further Education, Sixth Form colleges and independent schools for safeguarding compliance. We will also establish how well madrasah understand and comply with safeguarding responsibilities and offer appropriate support.

The Anti-Bullying Team at Leicestershire County Council continues to provide anti-bullying advice, guidance, support and training primarily to schools and has supported many schools to achieve the 'Beyond Bullying' Award.

Leicestershire County Council launched a Pupils Missing Education (PME) Operating Framework in autumn 2016 and Ofsted assessed that the Authority had a 'good grasp of PME'.

Under the Prevent Duty (Section 29 of the Counter-Terrorism and Security Act), the Local Authority is working with schools to support the delivery of packages they have developed for young people to divert them away from extremism.

Over 82 WRAP (Workshop to Raise Awareness of Prevent) sessions have been delivered to 60 schools across Leicestershire and compliance with the Prevent duty is high. Leicestershire's Community Safety Team have received calls from schools wanting to discuss concerns about particular young people, again indicating a raised level of awareness of who to contact in the event of concerns.

Police neighbourhood teams provide inputs to children on several topics with links to safeguarding.

Schools have been helped to achieve successful outcomes in safeguarding with all schools inspected being rated 'effective'.

'Beyond Bullying' is cited as an example of good practice nationally. The schools survey 2016 found that school staff and governors are confident in tackling different types of bullying and young people have championed anti-bullying in schools.

Further work will take place to develop additional resources to help schools support pupils with mental health issues, continue established anti-bullying strategies and develop work with Early Years.

Children Home Educated

In Leicestershire there was a significant increase in the number of children recorded as in Elective Home Education (EHE), with 440 at the end of 2016/17 compared to 321 at the end of the previous year. The Council report this is an issue seen in other areas, and the causes are uncertain, but being explored. The proportion receiving their required visits has reduced from 87% at the end of last year to 81% at the end of 2016/17.

During the year the externally provided EHE visits service developed closer working relationships with the Medical Needs Practitioners. Joint visits between the two services have been undertaken to assess the education and the impact of their medical needs.

Families are visited annually, with families who are 'suitably' and 'efficiently' educating their children receiving a questionnaire after six months, and more frequent follow up where this is not the case. Parents are asked to complete the questionnaire and return it with work samples.

Leicestershire have embedded 'Signs of Safety' in the EHE referral process and at the point of case closure and all cases are now risk assessed and regularly prioritised using a RAG rating system.

The Council with the visits service have worked hard to identify which families need referring to the Court Team for the issue of a School Attendance Order when appropriate.

One officer in the visits service is concentrating their time on work with the traveller community and this targeted work is working well, with risks for all children managed appropriately.

In the autumn term in 2017, Leicestershire County Council are planning to hold twilight meetings for families educating children at home to:

- Enable families to network
- Provide relevant information for families
- Provide some basic training.

Special Educational Needs and Disabilities (SEND)

During the year, the LSCB and Leicestershire County Council have used learning from national reports to progress safeguarding of children with SEND. Of particular concern were the low numbers of children with SEND on child protection plans.

The Council carried out an initial audit in June 2016 that found good practice in identifying and considering children's disabilities, however there was some inconsistency, particularly in recording regarding disabilities.

The Council held a 'practice summit' in July 2016 to gather the views of professionals in this area, which identified that stronger arrangements between the IRO service and the Disabled Children Service would help ensure that information regarding children with disabilities was correctly recorded to support good outcomes. Following the summit, the council report that the issue of safeguarding children with SEND has a much higher profile and practitioners clearly identify it as a priority for improvement, both in terms of identification, recording and multi-agency working. The number of children with SEND on Child Protection Plans in Leicestershire has increased since this focus.

The Council has developed practice standards for assessments, plans and section 47 inquiries regarding children with SEND which will be rolled out in 2017 with follow up audits being planned.

As part of the LSCB's 2017-18 Business Plan priority regarding Safeguarding children with SEND the LSCB will carry out a multi-agency organisational self-assessment, which will more clearly identify weaknesses or gaps that need to be addressed.

Local Authority Designated Officer (LADO)

The Local Authority Designated Officer (LADO) gives advice or deals with allegations against adults who are working or volunteering in a position of trust with children or young people in line with the Working Together 2015 requirement for local authorities to have a designated officer to manage allegations against people who work with children.

During 2016/17 the numbers of contacts and referrals to the LADO in Leicestershire stayed level at around 500 contacts and 250 referrals (242). These have resulted in 102 allegations being considered at a strategy meeting compared to 125 in 2015/16.

Over the last couple of years the nature of allegations has not varied significantly. Physical abuse remains the most frequent allegation. The Leicestershire LADO has analysed this and identified that this is related to the number of allegations made by children in residential care placements, following being physically restrained, but that there is little evidence that residential staff members are inappropriately overusing restraint.

As in previous years allegations against teaching staff continue to represent the most frequent source of referrals, however the number of referrals relating to child minder, nursery or playgroup staff has steadily increased over the past couple of years and is now the second most frequent.

In Leicestershire there have been increases in allegations against individuals in a role classified as "health care worker/GP" and "Taxi Driver/Escort" though numbers are low (13 and 10 respectively) so a trend cannot be determined at this time.

Just under a third of the 102 allegations (28 – 27.5%) were deemed to be substantiated. This is lower than the previous year (39 – 31.2%), but otherwise there are no significant variations in outcome compared with previous years.

In the majority of cases a strategy meeting takes place within 3 days of the decision that one is required, in line with local procedures. In Leicestershire 74% took place within 3 days in 2016/17 compared to 72.1% in 2015/16. A smaller proportion took place ten or more days after the decision, 12% compared to 13.8% in 2015/16.

More than 60% of all allegations that proceed to a strategy meeting are resolved at the first meeting, with less than 2% of allegations requiring more than three meetings. These figures represent a reduction in the number of meetings held per allegation compared to previous years.

The Leicestershire LADO is part of East Midlands and National networks to ensure continued learning and sharing of good practice and the LADO is involved in national development of guidance and procedures, particularly regarding cross-border working.

The Ofsted inspection of Leicestershire children's services concluded that "Allegations of abuse, maltreatment or poor practice by professionals or carers are taken seriously and, in all cases examined, the appropriate threshold was applied and a timely response was evident."

Further work to be carried out in 2017/18 will include developing a suite of closure letters to round off the process for individuals involved and improving consistency in recording regarding allegations relating to households.

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.

In the Ofsted inspection of services for children in need of help and protection, children looked after and care leavers and review of the effectiveness of the LSCB in Rutland Ofsted rated Rutland County Council's services overall as 'Requiring Improvement.' In the inspection report they identified that "While no children were found to be at immediate risk of harm and most have improving outcomes, the quality of practice in assessment, planning and management oversight is too variable. When immediate risks are identified, child protection enquiries are timely and thorough. However, emerging risks and concerns are often not recognised or addressed as swiftly as they could be, leaving some children vulnerable to further harm."

This section outlines developments and data for elements of safeguarding and children services in Rutland

Contact and Assessment

Rutland data shows a slight increase in the total number of safeguarding children contacts and enquiries from 901 during 2015/16 to 932 during 2016/17 (3.5%). The conversion rate from contacts to referral to Social Care in Rutland remained at a similar level to the previous year, at 39%.

The number of contacts for the public increased during the year, and 29% of the 93 contacts were referred on to Social Care.

An initial single assessment is required to take place following each safeguarding referral within 45 days of the referral. Rutland completed 80% of single assessments within 45 days, an increase compared to 68% in 2015/16, and in line with levels in previous years. In the last half of the year, 94% of assessments were completed within 45 days.

The rate of re-referrals to Social Care in Rutland was slightly lower than last year at 26%, but had increased in the last quarter. This will continue to be reviewed.

During the year Rutland County Council have appointed a permanent head of service and service manager, increased support for services through Business Intelligence and set out clear expectations around practice and performance. Assessment quality, identified as a concern in LSCB and Rutland County Council audits, and by Ofsted in their inspection, was improving at the end of the year.

The Council are continuing to develop group supervision in the service to support good practice and management oversight.

Early Help

The Ofsted inspection reported that “Early help services are effective. A wide range of evidence-based interventions provided are successfully helping to improve circumstances for children and families.”

The Board reviewed a report on performance and outcomes from Early Help in January 2017.

The number of families receiving support through Early Help services increased from 119 at the end of 2015/16 to 198 at the end of 2016/17.

Partnership working between University Hospitals of Leicester (UHL) Midwife service and Children’s Centre services has supported a significant increase in the proportion of families registered with Children Centres from 82% at the end of 2015/16 to 96% at the end of 2016/17.

Rutland has seen improved levels of engagement in the Children’s Centres, from 68% to 75% of families and 85% of families within the Children Centres programme report that their needs have been fully met.

The ‘Changing Lives Rutland’ Troubled Families programme were supporting 78 families at the end of the year compared to 17 at the end of 2015/16 and 52 children were receiving targeted one-to-one Children’s Centres involvement in Rutland. Sixteen additional families achieved planned payment by results outcomes on the ‘Changing Lives Rutland’.

Signs of Safety has been embedded across the Early Help service and Early Help co-ordinators continue to offer support and case discussions to partner agencies, including schools, health visitors and Police.

Rutland County Council Early Help worked jointly on 35% of their cases with Social Care and fewer cases were ‘stepped up’ from Early Help to Social Care (3) than the previous year (28).

Early Help cases are subject to the Quality Assurance and Performance process and cases are audited monthly by the Council. The Council also carries out a quality check on external Early Help assessments to ensure children and families get the right support.

Rutland internal quality audits of Early Help have shown an improvement in capturing and responding to Voice of the Child and focus of assessments.

The Early Help workforce is stable and families receive a consistent worker. Partner agencies, especially schools, report high levels of confidence and feel supported by Early Help services in Rutland.

Caseloads remain stable at 16.5 children and staff report feeling supported and receiving training and development.

Rutland will further quality test the Early Help Care Pathway in 2017/18 to ensure it is robust and focused on outcomes.

Children in Need and Child Protection

Despite the number of referrals to social care remaining at a similar level there has been a reduction in the number of Children in Need and the number of Children Subject to Child Protection Plans in Rutland.

The number of Children in Need in Rutland at the end of the 2016/17 was 90, this is well below the national rate. This figure is lower than the previous year, but is not comparable due to improvements in recording for 2016/17.

Rutland County Council Social Care and midwives have telephone contact during the thirtieth week of pregnancy for all women identified during pregnancy as requiring additional support and protection for their unborn child. This contributes to improved safety and protection for vulnerable babies in addition to the statutory child protection planning processes and is an example of early identification of vulnerability and good partnership working.

The number of children subject to Child Protection Plans dropped from 29 to 22 at the end of the year. No children have been subject to a Child Protection Plan for more than two years and the percentage of repeat Child Protection Plans in Rutland is 20%.

In Rutland, the largest categories of abuse were neglect and emotional abuse, featuring in 16 and 15 of the 41 Child Protection Plans that commenced during 2016/17 respectively.

All child protection cases were reviewed within statutory timescales. This protects against cases being subject to drift or delay in achieving protection for children.

The LSCBs multi-agency audits identified inconsistency in practice in a few areas, such as recording, information sharing and hearing the voice of children. Rutland County Council have introduced developments to support this, including group supervision, practice workshops and clear expectations around practice and performance. This is showing some improvements by the end of the year, but requires further work and further review by the Board.

The LSCB has been monitoring attendance at ICPCs by partner agencies during the year.

At the beginning of the year, Rutland developed and delivered multi-agency training to embed the solution focused approach to the Child Protection Conferences which has resulted in improved engagement of parents, understanding the risks and contributing to the formulation of the plan. The ownership of the plan has in turn seen actions being progressed and completed thus preventing drift and children remaining subjects of Child Protection Plans for long periods.

The training has also improved the quality of reports to conference, embedded Signs of Safety in the approach and resulted in improved attendance from partner agencies

and information being provided in a timely manner when they were unable to attend. During the year, all but one ICPC had Health and Education representatives. The Police attended nine of the nineteen ICPCs and, in line with local agreements, sent reports to all the others.

Fostering and Adoption

Ofsted identified some shortfalls regarding fostering in Rutland including assessment of carers and challenge within fostering panels. Rutland County Council have reviewed the fostering and adoption service, have set clear expectations regarding practice and performance. By the end of the year the service had ensured all reviews of foster carers were up to date and had resolved all complaints.

Rutland County Council have developed an annual training programme for Foster Carers and updated the Statement of Purpose and Foster Carer Charter.

Under-reporting of private fostering is an ongoing concern. Despite further awareness work during the year Rutland had no referrals for Private Fostering in 2016/17.

In response to this Ofsted made a recommendation for the LSCB in its inspection report for Rutland to "Improve awareness raising of private fostering across the partnership and wider community." This is being taken forward as part of the Board's improvement plan.

Rutland County Council is reviewing its processes for oversight of foster panels, developing group supervision, looking to embed Signs of Safety and reviewing its Service Level Agreement with Leicestershire County Council regarding Private Fostering to ensure good quality practice and services for Children Looked After.

Children Looked After

The number of children looked after by Rutland County Council has continued its gradual increase over the past few years to 42 at the end of 2016/17. Placement stability has continued to be good with no children having more than 3 placements in a year, and though a lower proportion of those that have been in care for more than 2.5 years have been in one placement for over 2 years or placed for adoption than last year (73% compared to 88%) this remains above the national average.

During the year all cases were reviewed within required timescales.

Ofsted recognised that the service for care leavers is good. All care leavers are in suitable accommodation, and while there has been a drop in the proportion of care leavers in education, employment or training (to 78% from 87% last year) this remains high compared to the national average.

Performance in completing Initial Health Assessments for Children Looked After, within statutory timescales has been scrutinised by the LSCB during the year. Timely health assessments are important to allow needs of children looked after to be met effectively. A low proportion were completed within the 28-day statutory timescale at the start of the year, however in the last quarter of the year all were completed in that timescale in Rutland.

Safeguarding in Education

The number of contacts and enquiries to Rutland County Council from schools increased (15%) in 2016/17 to 185 from 161 the previous year. A slightly lower proportion resulted in a referral to Children's Social Care for further investigation as the previous year (51% compared with 55%).

A survey of schools and early years establishments in Rutland was carried out in autumn 2016 to establish compliance regarding safeguarding in these places.

Safeguarding annual returns were completed for most schools in 2016 showing good compliance with safeguarding policies, procedures and practice.

Training for schools in Rutland through the adult learning support service reflects the national agenda, offering nationally accredited training, including:

- Designated Person training
- Prevent training

The Virtual School which looks after education for Children looked after (CLA) to ensure their needs and education is supported in their education settings has run a programme of training which has included:

- Trauma training for the Virtual School Head
- Carers workshop
- Designated Teacher for CLA annual training

Headteacher strategy meetings have included:

- Training for headteachers on building school resilience in managing pupils with mental health issues and SEND.
- Training on attachment disorders

Children Home Educated

At the end of the year five children in Rutland were registered as Home Educated. For all Children Home Educated a visit is made on a date mutually agreed at the start of the process and follow up visits annually by arrangement. All children in Rutland had received their annual visit during the year.

During the year Rutland have developed their process regarding Children Home Educated to ensure checks are carried out with Social Care and The Voice of the child is always captured where possible.

This work has increased opportunities for children and families to have access to other agencies e.g. Early Help, Aiming High, Youth Options.

Special Educational Needs and Disabilities

Rutland County Council audited all Children with Disabilities cases in April 2016 to ensure there were no safeguarding concerns. A report was submitted to the LSCB to support the development of the Business Plan Priority for 2017/18 and an action plan in response to this audit and the Ofsted Safeguarding children with disabilities report is being implemented.

Rutland County Council are undertaking a Self-assessment of the SEND and Inclusion service, from which an action plan will be developed and a set of practice standards. The Council's review of the 'front door' process and pathway will include looking to ensure a timely response to children with additional needs

Independent Reviewing Officer (IRO)

Rutland appointed a permanent Safeguarding and Quality Assurance Manager during the year. They have worked to develop the safeguarding service including:

- Processes for improved communication with parents
- Improving case auditing
- Processes for escalating and resolving practice alerts
- Developing workshops for practitioners
- Improving engagement and participation of children and families and seeking their feedback.

Children and their families are providing feedback following the Child Protection Conferences and CLA reviews which is showing an improving picture. The following Case study outlines the improvements:

One mother recently attended an Initial Child Protection Conference for her three children who had previously been subjects of Child Protection plans. She felt very angry and negative towards CSC and partner agencies and spoke about how she had become upset and had stormed out of the meeting previously. Time was invested to prepare her for the ICPC, she was encouraged to contribute and her views were respected. The Signs of Safety visual model enabled her to process the information and to recognise the risks. The many strengths were acknowledged " I'm liking this....I'm liking this lot " mother exclaimed. Her body language was positive. She was in the meeting, an integral part and did not leave feeling 'done-to,' as she previously had. The mother was able to manage the whole meeting and felt heard. She was also able to hear and respect the professionals concerns. She identified actions for herself and her partner, set clear timescales and was holding the professionals to account regarding them providing the support that had been identified. The mother and the Social Worker who requested the ICPC were able to leave the meeting together (Social Worker offered to transport mother to school to collect her children) thus showing the importance of respect and engagement for healthy relationship building which results in better outcomes for children and their families.

Rutland County Council has established an ARC (At Risk Children)/CLA (Children Looked After) Panel, which is chaired by the Head of Children's Social Care and reviews all children subject to Child Protection Plans over 12 months, ensures oversight of all children looked after as well as agreeing and ratifying decisions made around children becoming looked after. Education and Health Partners are engaged with this process and attend the panel.

The ARC/LAC panel supports good management oversight and timely decision making along with creative solutions to complex situations being explored and implemented.

Further work will be undertaken with social care workers to build upon the progress that has been made particularly in regards to engaging children, parents and the extended family.

LADO

The Local Authority Designated Officer (LADO) gives advice or deals with allegations against adults who are working or volunteering in a position of trust with children or young people in line with the Working Together 2015 requirement for local authorities to have a designated officer to manage allegations against people who work with children.

During 2016/17 the numbers of enquiries to the LADO in Rutland increased by from fourteen to twenty-three (64% increase). This is similar to the level two years ago, although Rutland County Council reports that during the first half of 2016/17 recording and analysis of information was not consistent. These enquiries have resulted in eight allegations being considered at a complex strategy meeting compared to five in 2015/16. Nine contacts were enquiries for advice, and the other six contacts were logged and closed following consultation by the LADO and advice given.

Over the last couple of years the nature of allegations has not varied significantly. Physical abuse remains the most frequent allegation.

Staff in children's residential care represented the most frequent subject of enquiries, however all but one related to a single establishment. Advice and guidance has been given to that establishment regarding robust reporting and further training followed by education staff in nurseries, schools and colleges.

Four of the eight allegations were deemed to be substantiated, one fewer than the previous year.

The Rutland LADO is part of East Midlands network. The LADO has been raising awareness of the role through local professional groups, and plans to expand this further by facilitating training sessions over the next year. The LADO is also working with the IT and performance teams to develop effective recording on the social care management system to enable capture of reliable data, to support robust analysis of themes.

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 commenced in August 2016 to run for two years. The project has been 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 has been contacting and following up agencies directly by telephone to encourage completion. The questionnaire contains questions to ascertain safeguarding practice in voluntary and community sector agencies and VAL provide follow-up advice to agencies where gaps in knowledge and practice are identified by the return of the survey.

For the nine months to April 2017, 150 organisations had responded to the survey covering 7,438 volunteers and 1,962 paid staff across the two counties.

The key findings for those agencies include:

- Staff or volunteers have received safeguarding training in 86% of organisations
- 85% of organisations have a designated lead person for safeguarding concerns
- 87% of organisations have carried out DBS checks, though only 62% have carried out DBS checks for both relevant staff and volunteers, though this may be impacted by their workforce make up.
- 47% of organisations were aware of the LSCBs online procedures and only 34% of the Threshold guidance
- 24% of agencies use the Leicestershire & Rutland Safeguarding Competency framework.
- 15% of organisations do not have policies in place for Allegations against members of staff.
- 28% of organisations do not have policies in place for Whistle Blowing volunteers.

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 full findings of the project will be analysed when the project finishes in 2018.

Business Development Plan Priorities

LSCB Priority 1 – Secure robust and effective arrangements to tackle Child Sexual Exploitation (CSE), Missing and Trafficking

We planned to...

- Develop a programme of communication activity and training initiatives appropriate and relevant to a wide range of individuals and groups
- Develop and implement a specialist response to those children going missing from home or care, at the highest risk
- Ensure learning from return interviews for children going missing is collated and acted upon
- Identify audit opportunities to test improved safeguarding outcomes
- Monitor and review progress of Strategic Partnership Development Fund (SPDF) CSE programme implementation
- Review current commissioning arrangements for post-abuse services to determine whether they are well planned, informed and effective
- Assess and evaluate the sufficiency of current services to offer specialist interventions, specifically post abuse
- Ensure the needs of children and young people regarding CSE are represented in the Health and Well-Being Strategy

We did...

- Transferred the ownership of the development work on CSE to a CSE, Trafficking and Missing Executive and Operational Group outside of the LSCB structure but reporting into the LSCB for assurance.
- Built on joined up approaches through integration of specialist CSE Nurses into the already established multi-agency CSE team and co-location of City Council staff with the team.
- Through the LLR Strategic Partnership Development Fund (SPDF) CSE:
- Extended the CEASE (Commitment to Eradicate Abuse and Sexual Exploitation) campaign
- Rolled out the Kayleigh's Love Story film to local school children
- Extended the 'Warning Zone' safety education centre to incorporate an e-Safety zone
- Strengthened the CSE multi-agency team with an intelligence analyst; a psychologist; a parenting support coordinator; and a service manager to jointly oversee the team with the Detective Inspector
- Relunched the CSE information sharing form to enable partners to more easily share soft intelligence about CSE concerns
- Ensured children at risk of CSE are flagged on health records visible to GPs, school nurses, health visitors, CAMHS, out of hours services and integrated sexual health services.
- Supported single agency training and the embedding of CSE champions in services.

For impact and further developments required, see overleaf.

The impact was...

- Ofsted found that work with children at risk of CSE is strong, both strategically and operationally, through both mainstream and dedicated services.
- The number of referrals to the multi-agency team where CSE concerns were identified levelled off in Leicestershire at around 300 and increased in Rutland from 8 to 29. The profile of referrals has changed with an overall reduction in the level of risk and harm identified. Further research needs to be undertaken but suggests a successful outcome of the local strategy i.e. children at risk of harm are being identified earlier and intervention to reduce risk and harm to children is effective.
- The number of referrals where online CSE is a feature has increased by 100% over the past 12 months mirroring the national trend. There has been increasing numbers of referrals related to children under the age of 12, with the majority of these referrals linked to online CSE. Over 70% of all referrals related to children living at home highlighting the importance of raising awareness with parents and carers.
- The quality of referrals has improved following practice developments such as training and internal processes.
- A wider range of professionals have directly contacted the multi-agency CSE team for consultation. There have been more direct referrals from health professionals following the introduction of specialist CSE Nurses to the team.
- Co-location of partners in the multi-agency CSE team has significantly assisted in the development of the collective understanding of those at risk of CSE resulting in direct allocations to the team for support. Profiling of suspects, perpetrators and locations has been instrumental in the development of increasing numbers of joint investigations, increased levels of enforcement activity and more trials resulting in successful prosecutions.
- The level of post-trial support and recovery for victims of CSE has improved due to the specialist CSE Nurses identifying clearer pathways for children.
- The Kayleigh's Love Story film was rolled out to over 55,000 school children across Leicester, Leicestershire & Rutland leading to over 30 substantial disclosures. The award winning film has been viewed by over 30 million people worldwide on social media and has been rolled out in many other local areas as part of their prevention campaigns.
- During 2016-17 the total number of children reported missing in Leicestershire and Rutland has remained comparable to 2015-16; however, overall the total number of times children have been reported missing has been reducing. This change requires further investigation although it is believed to be as a result of the effectiveness of earlier intervention with children going missing for the first time and more targeted responses where children have been frequently missing. Over 30% of reports of missing children in Leicestershire are related to children placed in the area in private children's homes by other local authorities.
- Central coordination of the response to missing children through the multi-agency CSE team has led to improvements in the follow up to the report of missing episodes. Return interviews are now being allocated and completed in a more timely way, in most cases within the 72 hour timespan identified in statutory guidance.

Further development required...

- Full integration of LLR partners into the multi-agency CSE team – children, families and perpetrators all cross borders
- A programme of school prevention activity is planned during 2017-18 encompassing the continued roll out of the Kayleigh's Love Story film, the development of a CSE toolkit for schools and the re-commissioning of Chelsea's Choice to tour in the Autumn term.
- Develop work with primary age children in relation to reducing the risk of online CSE
- Build the intelligence picture in relation to risky persons and offenders to enable a more targeted approach in managing threat and risk
- Collate the information gathered from missing children return interviews to support the development of shared intelligence in line with Ofsted recommendations
- A partnership forum with local children's homes providers is planned as part of the strategy to reduce the risk of harm to children in care placed by other local authorities in the area
- Continue to monitor the type and level of support and recovery services offered to victims of CSE including a specialist parents support worker and peer support group following feedback from several families affected by CSE
- Continue awareness raising campaigns aimed at and co-designed with parents and carers.

LSCB Priority 2 – Maximise the impact of learning from Serious Case Reviews (SCRs) and other reviews

We planned to...

- Ensure that recommendations from SCRs and other reviews locally and nationally are disseminated, acted upon and positively impact on the quality of safeguarding services and their outcomes for children, young people and families.
- Ensure that appropriate workforce development takes place to ensure staff can implement required change
- Incorporate specific learning themes into the Quality Assurance and Performance Management Framework to test impact on service quality and outcomes for children, young people and families:
 - Young people Suicide and Self-Harm
 - Bruising to non-mobile babies
 - Effective Information Sharing
 - Case Supervision
 - Vulnerable Looked after Children
 - Transient Families
 - Domestic Abuse in families with children

We did...

- Used our Safeguarding Matters publication and ran two multi-agency learning events to highlight the learning from SCR's and alternative reviews to the partnership workforce.
- Collated and distributed learning from SCR's across the country to local agencies through the SCR sub group, incorporating themes that needed further work in Leicestershire and Rutland into the Business planning process.
- Worked to respond to early learning from reviews to ensure any necessary changes to procedures or practice is timely. This included identification of a need for a Children in Need (CIN) protocol and developing solutions for people whose first language is not English.
- Monitored data regarding Bruising to non-mobile babies.
- Incorporated Effective Information Sharing and Case Supervision as key parts of all multi-agency case file audits undertaken by the Board. Specific work was undertaken to increase GP awareness regarding effective information sharing for safeguarding children.
- Ran a quarterly partnership Looked After Children (LAC) networking meeting across Leicester, Leicestershire and Rutland troubleshooting individual cases and sharing good practice.
- The Local Authorities undertook single audits of their practice with regard to Looked After Children.
- Included Cross border protocol for LAC in the multi-agency LSCB procedures
- Operation Encompass which improves information sharing with schools regarding domestic abuse where children are present commenced in Rutland, having been implemented in Leicestershire in 2015.

The impact was...

- It is too early to measure impact of many of the approaches put into place.
- A recent multi agency review of a live case regarding self-harm showed that the young person involved had received a formal diagnosis in respect of their mental health needs and is receiving the correct medication to support them coping with their condition.
- Case audits show greater confidence in the workforce regarding information sharing and what can be shared appropriately.
- A review carried out in 2016 showed evidence of improvements in practice and outcomes with regard to Vulnerable Looked after Children

Further development required...

- Practice regarding Vulnerable Looked after Children to be tested further by multi-agency and single agency case file audit.
- Continue to follow up routes for providing information to people whose first language is not English.
- A multi-agency audit of practice regarding domestic abuse will take place following implementation of the domestic abuse information sharing pathways, which remain in development.
- Final sign off of the regional protocol for children on Child in Need plans is awaited, however local procedures for Children in Need will be updated in line with the proposed protocol in the meantime.

LSCB Priority 3 – Champion and support the extension of Signs of Safety (SoS) across the Partnership

We planned to...

- **Workforce Learning & Development**
To introduce the SoS approach to agencies across the LSCB partnership so that professionals have a clear understanding of the ethos, use a common language and are familiar with the processes and the disciplines of the approach and all partners can contribute effectively in all meetings
- **Organisational Alignment**
Ensure that relevant LSCB processes, systems and forms align with and support Signs of Safety practice across the partnership
- **Leadership**
Across the LSCB, leaders and managers understand, support and actively promote the Signs of Safety approach
- **Meaningful Measurement**
Ensure LSCB Quality Assurance processes are in place to assess and measure the quality across the partnership and the impact of the extension of the SoS approach.

We did...

Workforce Learning & Development

- Held 3 Introduction to Signs of Safety Briefing sessions open to partner agencies and 1 Introduction to Words and Pictures session
- Set up a SoS webpage on the Safeguarding Boards website containing links, information and PowerPoint: <http://rsb.org.uk/signs-of-safety>
- Used the Appreciative Inquiry methodology to review cases
- Shared tools including surveys and audits developed across the partnership.

Organisational Alignment

- Leicestershire and Rutland worked together to develop and align their approach in relation to case conferences
- Developed and piloted of SoS compliant report to conference and associated Guidance Notes

Leadership

- Held a Deliberative Inquiry on SoS at an LSCB meeting to help develop a shared understanding

Meaningful Measurement

- Incorporated consideration and testing of SoS in design of single agency and LSCB audit tools
- Reviewed feedback from parents through the Safeguarding Effectiveness Group (SEG).

The impact was...

- Of the 80 practitioners who attended the Signs of Safety briefings all rated a significant increase in their knowledge, skills and confidence in the approach with specific points to improve practice.
- In Rutland, the Local Authority has trialled a young person chairing their own CP conference, and all CP conferences follow a Strengthening Families format, which is more inclusive for the young person and family, and supports the family and young people to put forward their own views and opinions.
- In Leicestershire, the majority of children (81%) rate the extent to which people who are working with them are listening to and acting on what they said as over 7 out of 10.

Further development required...

- Embedding Signs of Safety is acknowledged as requiring more than short term intensive action, and the need for further development to embed Signs of Safety across the partnership has been identified.
- The Deliberative Inquiry at the Board identified a gap in understanding of and support for the Signs of Safety approach at a Leadership level.
- Further work is required to gain evidence that the extension of the SoS approach across the partnership has value and positive impact for families.
- In addition, further work is required to ensure that practitioners across agencies understand how Signs of Safety is used in practice and can contribute effectively at all key decision making points and to gain feedback from staff of the SoS methodology on their practice.
- In April 2017, Leicester City Local Authority Children's Services signed up to the implementation of Signs of Safety so future multi-agency developments will be implemented across Leicester, Leicestershire and Rutland including the Multi-agency referral form.

LSCB Priority 4 – Be assured that thresholds for services are understood across the partnership and applied consistently

We planned to...

- Test multi-agency understanding and application of safeguarding thresholds in Leicestershire and Rutland through the four quadrant QAPM framework, tracking the data through the Safeguarding Effectiveness Group (SEG) and reporting issues to the Executive Group and the Board
- Ensure that referrals to Children's Social Care (CSC) are made in accordance with current thresholds
- Ensure that appropriate referrals are being made to Early Help from the Healthy Child programme
- Establish the levels of referrals to CSC from the public and encourage appropriate referrals by an awareness campaign
- Establish and report on what constitutes No Further Action in regard to referrals and encourage a shared consistent language across LLR.

We did...

- Put the updated Thresholds document on the LSCB website
- Distributed thresholds business cards to staff across agencies with clear 'signpost' to the Thresholds document on the website
- Undertook a multi-agency audit into repeat or subsequent Child Protection Plan (CPP).
- SEG now obtains data from the Health Visitor Healthy Child programme of Universal, Universal Plus and Universal Partnership Plus levels of service and monitors through the SEG dataset.
- We have established the levels of referrals to CSC from the public
A report on No Further Actions (NFAs) was completed and a better understanding of what constitutes NFA has been established across LLR

The impact was...

- Feedback on referrals that don't meet the thresholds is provided to agency managers
- There is now consistent reporting through SEG regarding thresholds and through the partnership.
- Referrals from the public are good so no campaign is needed at this time.

Further development required...

- Audit revealed the requirement to strengthen Child in Need action plans and multi-agency commitment to recognise this when children are removed from Child Protection Plans. This work is being progressed as part of the Children in Need multi-agency protocol.
- Ofsted identified gaps in quality and consistency of assessment in Leicestershire & Rutland and the LSCB will continue to monitor developments on this

LSCB Priority 5 – Be assured that Early Help Services are effectively coordinated across the LSCB Partnership and secure outcomes that reduce pressure on child protection and care services

We planned to...

- Deliver a robust Early Help offer across Leicestershire and Rutland through integrated working and implementation of the Early Help Assessment (EHA) and team around the family approach
- Devise an outcomes framework for Early Help
- Review and evaluate local programmes once a year in order to ensure quality, equity and value for money
- Monitor performance of delivery plans that support local area strategic priorities regarding Early Help.

We did...

- Developed a common Early Help scorecard
- Local Authorities created and implemented common referral, triage, assessment and support planning procedures to support the multi-agency system
- The LSCB received a report in January 2017 regarding progress and performance of Early Help in the two Local Authority areas, in addition to incorporation of Early Help metrics in the performance framework.

The impact was...

- The Board is assured that Early Help is having an impact on outcomes for children – for example, of the cases closed in the year in Rutland, 83% have had needs met and, in Leicestershire, 60% of families made positive progress across a range of areas.
- There has been a reduction in the number of cases stepped up to Social Care in both Leicestershire and Rutland.
- The step-up and step-down process is embedded and thresholds for Early Help intervention are appropriate
- Ofsted's inspections in Leicestershire and Rutland identified Early Help services to be effective and improving outcomes.

Further development required...

- The Early Help evidence base needs developing to be able to identify 'promising' interventions and test their impact.
- Some inconsistency of partner engagement in Early Help remains and systems are not uniformly 'integrated'. The Heads of Early Help services are creating an Early Help Framework across the partnership to move this forward.
- Information sharing remains a practical barrier to multi-agency working for both technical and cultural reasons. Some solutions will be considered through the Training and Development Subgroup in 2017/18.
- Testing of step-up and step-down processes will be part of the LSCB business as usual and will be monitored through a multi-agency audit and assurance data being reviewed by the Safeguarding Effectiveness Group (SEG).

LSCB Priority 6 – Be assured that the LLR Neglect strategy increases understanding, identification, risk assessment and management of neglect and reduces prevalence in Leicestershire & Rutland

We planned to...

- Develop and publish the Neglect Strategy to create a standard across partnership agencies to identify, assess risk and manage Child Neglect
- Develop and launch Neglect Toolkit to ensure improved and consistent identification, risk assessment and management of Child Neglect across Leicester, Leicestershire & Rutland (LLR) partnership agencies and review LLR procedures
- Promote LLR Practice Guidance to ensure buy-in of frontline practitioners

We did...

- Launched the LLR Neglect Strategy, Practice Guidance and Toolkit in July 2016, at a multi-agency and community event.
- Ran seven training sessions on the toolkit attended by 404 people.
- Following an initial six-month period of embedding the Toolkit into frontline practice, we conducted a survey of practitioners to assess the impact on the detection and assessment of neglect.
- Agencies, such as LPT, have incorporated the Neglect toolkit into training and internal processes

The impact was...

- Both Leicestershire and Rutland saw an increase in cases where Neglect was a factor during 2016 following the launch and training.
- The survey found that:
 - The LLR LSCB Neglect Toolkit is still being embedded and it is too soon to measure the impact and also obtain the voice of the child
 - Practitioners report the Toolkit is useful in identifying and evidencing neglect, as well as for explaining neglect and the areas that parents need to improve.
 - Practitioners will require ongoing reminders regarding the toolkit
- A multi-agency case file audit regarding Neglect in March 2017 found that where the Toolkit had been used this had improved the practice in supporting the child.

Further development required...

- Further work is required to embed the toolkit in practice. Numbers of neglect cases dropped to previous levels in the last quarter of the year and the multi-agency case file audit regarding Neglect found that the toolkit had not been used in the majority of cases.
- Managers and professionals need to continue to raise awareness of the LLR Neglect Practice Guidance, procedures, toolkit and escalation policy, particularly through supervision.
- The LSCB will continue to promote the toolkit and its benefits and carry out further work to support embedding of this approach in practice.
- A further survey will be carried out in 2017/18 to identify progress and gain practitioner feedback on the toolkit.

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

LSCB / SAB Priority 1: To be assured that there are robust and effective arrangements to tackle domestic abuse

We planned to...

- Scrutinise the new Domestic Abuse Pathway for services for victims (including children, young people and adults) ensuring it is fit for purpose and embedded across the partnership (UAVA)
- Ensure that there are effective information sharing arrangements in place to support the effective delivery of the pathway for services
- Be assured that there are effective preventative processes and intervention services in place for domestic abuse perpetrators.

We did...

- Reviewed progress on the domestic abuse pathway work and domestic abuse data and identified key gaps between the capacity of Independent Domestic Violence Advocate (IDVA) services and the demands being placed upon those services.
- The work on domestic abuse pathways has identified some elements of the system where Domestic Abuse related information sharing pathways work effectively, and where there are some high profile gaps.
- The Leicester, Leicestershire and Rutland Domestic Violence Delivery Group (DVDG) has worked to develop the use of Integrated Offender Management (IOM) to reduce the harm caused by DV perpetrators.

The impact was...

- Partners secured additional funding to increase IDVA services from April 2017.
- Reports of DA to the Police reduced compared to the previous year in both Leicestershire and Rutland, but referrals to MARAC increased.
- The majority of people from Leicestershire and Rutland receiving support regarding domestic abuse felt safer (88% and 98% respectively)
- Data is not yet available to measure effectiveness of the IOM approach.

Further development required...

- The DVDG is seeking further funding to increase the capacity of the Multi-Agency Risk Assessment Conference (MARAC) and its support functions to improve the overall response to domestic abuse across the partnership landscape.
- The Task and Finish Group were unable to complete work on the pathways, affected by complexity of pathways and capacity within agencies. This is being further considered by the Community Safety Partnerships.
- A Priority Perpetrator Intervention Tool and the CARA (Conditional Cautioning and Relationship Abuse) programme are being introduced in the area in 2017 to enhance the range of options and consistency of practice with regard to domestic abuse perpetrators.
- The LSCB will continue to monitor domestic abuse impact and further develop approaches through the joint priority on the Trilogy of Risk (Domestic Abuse, Substance Misuse and Mental Health).

LSCB / SAB Priority 2: To be assured that Mental Health Services incorporate robust arrangements to reduce safeguarding risk to children and adults

We planned to...

- Seek assurance from the **Suicide** Prevention Plan Strategy Group that the strategy is reducing risk
- Seek assurance that current information and resources available to children, young people and adults on **Self-Harm** are used across the LSCB and SAB partnership
- Seek assurance that the **Emotional Health and Well-being** pathway is robust and fit for purpose
- Seek assurance that the **CAMHS (Child and Adolescent Mental Health Service)** review includes improved safeguarding outcomes
- Seek assurance from agencies that their workforce, across both Children and Adult services, have an appropriate understanding of the **Mental Capacity Act and Deprivation of Liberty Safeguards (MCA DoLS)**
- Seek assurance that the **Learning Disability Pathway** includes safeguarding outcomes.

We did...

- The initial plan made very slow progress due to the breadth of the scope of the priority and delay in identifying a lead to drive this forward. The plan was revised in early 2017 to gain assurance through a series of assurance questions from key agencies and partnerships leading work on these areas.
- The Board received a report on the developing Adult mental health pathways in March 2017.

The impact was...

- The Board gained assurance that the Leicester, Leicestershire & Rutland (LLR) Suicide Audit and Prevention Group oversee and analyse suicide data and consider safeguarding issues within the revised Suicide Strategy and Action Plan (2017-2020).
- Safeguarding and Child Protection will be explicitly included the revised Children and Young People Mental Health Transformation Plan
- The Board gained assurance that the adult mental health pathway was robust.

Further development required...

- Reports to the Board on Child Mental health pathways, MCA DoLS and Transforming Care regarding Learning Disability, were scheduled for the June 2017 LSCB and SAB meetings.
- The Board has recommended that safeguarding is explicitly considered within any revisions to the Sustainable Transformation Plan (STP) within Health.
- Audit of deaths by suicide being carried out for the Child Death Overview Panel (CDOP) to come to the LSCBs Safeguarding Effectiveness Group (SEG).
- Significant further work is required to gain assurance on these areas. These have been incorporated in the Joint Business Development Plan Priority for 2017/18 on Emotional Health and Well-Being.

LSCB / SAB Priority 3: To be assured that the Safeguarding element of the Prevent strategy (Preventing Violent Extremism) is effective and robust across Leicestershire and Rutland

We planned to...

- Receive regular reports on Prevent work and safeguarding, including training and awareness raising
- Support and promote Prevent awareness to the public and particular groups of professionals.

We did...

- The Board considered safeguarding assurance with regard to Prevent through a deliberative inquiry at its meeting in July 2016.
- Showcased the Alter Ego “Going to Extremes” theatre production during its development at a joint City and Counties LSCB learning event to promote this to frontline staff and gain their input into its development.
- Two Prevent awareness sessions were delivered to foster carers and prospective adopters in 2016.
- The Board supported a local funding bid to support the promotion of Prevent awareness sessions with young people and training of carers and parents of people with learning disabilities.

The impact was...

- Across Leicestershire and Rutland over 6,000 people have now been WRAP (Workshop to Raise Awareness of Prevent) trained.
- The “Going to Extremes” production started touring Leicestershire and Rutland in March 2017 with 41 performances booked in schools and public locations between March and May 2017. This production has been well received by schools and pupils and is being considered by other areas.
- The Leicestershire schools annual safeguarding survey in 2016 identified that compliance with the new Prevent duty in schools is high and almost all schools (91.2%) had or were in the process of completing a Prevent risk assessment.
- The number and quality of Channel referrals from the County have increased, particularly from schools.
- In Leicestershire’s inspection Ofsted noted that “The ‘Prevent’ duty work and agenda are embedded and continuing to develop in Leicestershire. There is clear strategic governance, and creative operational work is being undertaken to raise awareness and identify and respond to risks. There is a good understanding of the nature of potential extremism in the area, and effective individual work with young people is described.”

Further development required...

- Funding for the Counties’ Prevent Officer comes to an end in October 2017. An exit strategy is being planned in preparation for this to continue the partnership work on Prevent through the Hate and Prevent Delivery Group.
- The work of Prevent linked to safeguarding will continue to be monitored by the Board as business as usual.

Operation of the Board

The Board was reviewed by Ofsted during 2017 and was judged Good. The report praised the leadership of the Board, its ethos of constructive challenge and focus on the needs of children. The report also identified strengths in the evaluation of training and effectiveness of the Child Death Overview Panel (CDOP). The report stated that the board's scrutiny and influence have had a positive impact on front-line practice, facilitating better understanding of the threshold into children's social care, more timely identification of the health needs of children looked after and the improving response when children are at risk of sexual exploitation.

The report also identified four areas for improvement;

- Strengthening participation of and engagement with children and young people in the work of the Board to enable children to influence the LSCB's priorities and their delivery more fully.
- Further strengthening our audit approach, including Section 11 audits to ensure that these audits are sufficiently probing and robust.
- Hold partners to account to ensure that the quality and effectiveness of return home interviews and risk management when children are going missing from home or care are evaluated.
- Improve awareness raising of private fostering across the partnership and wider community.

The Board has developed an improvement plan to address these, linked to its Business Development Plan for 2017/18.

Partner and Public Engagement and Participation

Partner Engagement and Attendance

Due to changes in meeting scheduling in 2017 the Board met five times during 2016/17 with an additional two extraordinary meetings to discuss final reports for Serious Case Reviews.

Leicestershire and Rutland County Councils, the District Council representatives, the Police, 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 Community Rehabilitation Company only attended one ordinary meeting, as per the previous year. Attendance by CAF/CASS and East Midlands Ambulance Service dropped significantly this year to one and two ordinary Board meetings respectively.

Attendance at subgroups of the Board is good across agencies.

The membership of the Board can be seen in Appendix 1.

Public Engagement & Participation

The Board reviewed its approach to Engagement and Participation at the start of the year tasking individual Business Plan priority leads with incorporating this in their work on the priorities, rather than through a separate group.

Practitioners were engaged in the work of the Board in several ways including feedback into development of resources through the large-scale learning events and the survey regarding the Neglect toolkit.

Working with colleagues at Leicestershire County Council the Board involved children in the recruitment of the new Independent Chair of the Board.

Agencies are listening to and responding to the voice of children to support safeguarding, for example through Police and Crime Commissioner's Youth Commission. 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.

However direct engagement with and participation of children and young people within the work of the Board on the business plan priorities has otherwise been challenging. Ofsted also identified this gap in their inspection of the Board.

Further work is required on this and the development of engagement and participation has been identified as a Priority for the LSCB shared with the SAB.

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:

- High rates of Repeat Child Protection Plans. The Board challenged partner agencies to take a multi-agency approach to effective and robust planning and intervention for children subject to child protection plans, child in need and early help plans.
- Child Sexual Exploitation partnership governance arrangements. The Board challenged partners to ensure the new arrangements for overseeing work on Child Sexual Exploitation across Leicester, Leicestershire and Rutland were clarified and functioning effectively to secure effective delivery and impact of our collective arrangements for CSE, Missing and Trafficking work.
- Multi-Agency Audits. The Board Chair challenged Board members to work together to implement an effective approach to multi-agency audits that supported a comprehensive assurance framework for the Board.
- Delays in notifications, leading to delays in carrying out Initial Health Assessments of Looked After Children. The Board challenged Leicestershire County Council Children's Social Care to address the delays in notification that had continued despite previous identification of this issue and assurances that it was being addressed.

- Contributions of agencies to the budget of the Board and potential budget reductions. The Board challenged partners to strategically consider their budget contributions to the Board.
- Gaps in quality and accuracy of data provided to the Board and its SEG subgroup. The Board challenged all partners to review and ensure accuracy of data provided to the Board.

Following these challenges:

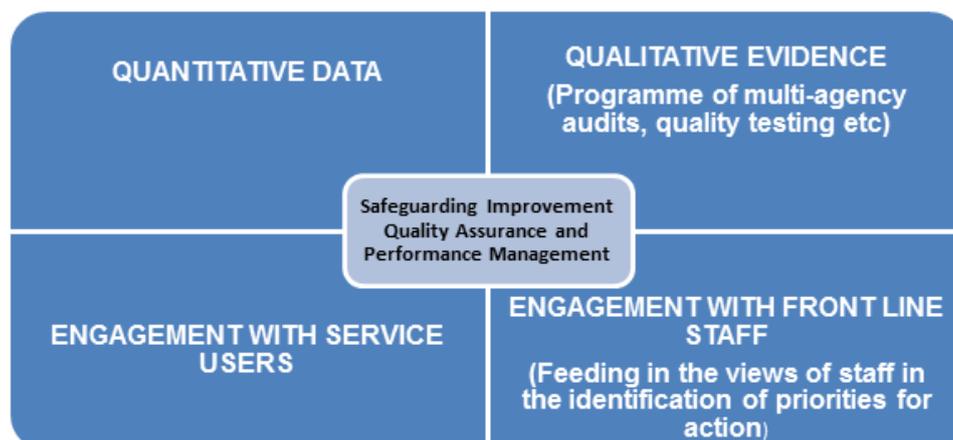
- Rates of Repeat Child Protection Plans in Leicestershire (& Rutland) have reduced in line with national and regional averages
- CSE work has continued to progress and a reporting structure into the Boards is in place for 2017/18
- A robust framework for multi-agency audits is in place and four multi-agency audits were carried out by the LSCB in 2016/17
- Some improvements have been seen in timescales for initial health assessments and ongoing updates are scheduled so the Board can be assured of improvements
- Further discussions are taking place regarding the future structures of the Board and the arrangements for setting agency contributions to the Board, and
- Partners have undertaken to ensure accurate data is provided, with no data issues identified in the quarter following the challenge.

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 2016-17 the LSCB carried out a 'Section 11' audit that tests agencies compliance against their duties within Section 11 of the Children Act 2004 through an organisational assessment against safeguarding standards.

Audit returns from agencies identify that the vast majority of agencies consider that they are 'fully' or 'mostly' compliant against all nine standards. Public Health identified they are partly compliant with Standard 9 regarding partnership priorities as all LSCB priority areas were not yet embedded within service specifications, but work on this was underway.

The LSCB carries out a front-line practitioner audit bi-annually to check the findings of the 'Section 11' audit, however there is currently no direct challenge element to self-reporting of progress. The LSCB process for Section 11 compliance assurance will be revised in 2017/18 to reduce the burden on agencies and incorporate more peer review and challenge of compliance findings.

In 2016/17 the Board introduced a new approach to multi-agency auditing, with a plan of case file audits during the year. During the year four multi-agency audits were carried out focussing on the following priorities:

- Child Protection plans.
- Repeat and Multiple Child Protection Plans
- Child Sexual Exploitation
- Neglect

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 two audits on Child Protection plans covered twelve cases and were analysed together finding that:

- There was inconsistency in recording across the partnership in some cases.
- There was a gap in GPs being invited to or attending CP conferences.
- Substance Misuse and Domestic abuse remain key common issues. There is a need to ensure recognition that outcomes for parents impacts upon the outcomes for children.
- There are some gaps in understanding of and response to risk factors regarding domestic abuse, e.g. separation.
- Disguised compliance was an issue in some cases.
- The role of statutory services to support engagement in voluntary services (for example substance misuse support) is not clear.

The following actions were agreed following the findings of audits from the first two quarters:

- Agencies to ensure SMART planning, based on outcomes, with management oversight / consistent supervision around planning.

- The Clinical Commissioning Groups (CCGs) and local authorities to work on engagement with GPs – asking them how they want to be engaged, providing clarity around their role and communicating the partnership process.
- All partners to acknowledge there is multi-agency responsibility around Core Groups, challenge each other and be aware of the escalation process.

The Child Sexual Exploitation audit considered seven cases across Leicester, Leicestershire & Rutland and found:

- Gaps and inaccuracies identified in the information and intelligence concerning critical information.
- Lack of use of the CSE risk assessment tool, with a continued focus on single agency rather than holistic assessments.
- Information was not always shared, and agencies were not always contacted for information or engagement to support assessment. This was particularly notable with regard to transitions to adult services, cross-border looked after children placements and involvement of GPs and health agencies.
- Challenge of gaps in information and action should be improved.
- Practitioners need to hear the voice of the child more consistently.
- Gaps in informing Local Authorities about cross border/agency looked after Children (LAC) placements.

Individual agencies took forward individual actions and multi-agency actions have been incorporated into the CSE Operational Group plan.

The Neglect Audit of ten cases, across Leicester, Leicestershire & Rutland, found that:

- The neglect toolkit has not been embedded and therefore not used in practice as well as expected within agencies across LLR.
- There was evidence of drift in majority of the cases, potentially allowing neglect to become prolonged and in some cases started to become normalised behaviour.
- Voice of the Child was obtained in some, but not all of the cases audited.
- Multi-agency information sharing was inconsistent and administration around Child Protection Conferences and Core group needs improving to support attendance and effectiveness.
- Overall escalation of concerns was taking place, but timeliness and robustness of escalation could be improved.

Agencies have taken away these learning points to embed appropriate responses within their practice and further work is planned to increase awareness and use of the neglect toolkit.

A multi-agency audit plan has been set for the coming year linked to the Board's priorities.

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 and published two SCRs in line with Working Together 2015 guidance during the year:

- Child B - Published May 2016
- Baby C - Published October 2016

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

The LSCB took the opportunity to gain learning regarding multi-agency safeguarding practice from five 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:

- The importance of the use of threshold guidance in reviewing risk
- The category of harm for children on Child Protection Plans should reflect fundamental risk and not be changed without sufficient evidence.
- Recognising that pre-mobile babies are particularly vulnerable to harm and abuse (including premature babies)
- The importance of considering the impact of a parents care history and experience in assessment and support
- The voice of the child is an important factor in safeguarding and not always included in assessments
- Key people from different agencies were not present at some meetings such as Strategy meetings, Child Protection Conference and Core Groups
- Making sure that communication with parents with Learning Disabilities is accessible and processes are understood
- The importance of understanding a child or young person's underlying vulnerability to child sexual abuse and exploitation and recognition of early indications of CSE.

- Sharing information regarding domestic abuse where it is present does not always take place, but is important to enable effective responses
- The need to develop good quality supervision in order that staff are professionally challenged and supported to develop Professional Curiosity

The influence of this learning can be seen in the work of the Board in its priorities (e.g. Domestic Abuse), Training and Development and Development of Procedures this year and in priorities and areas for development for future years.

The Safeguarding Case Review Subgroup also considered an alternative joint Children and Adults review involving a young person who had recently moved into adulthood but were satisfied with the findings of both Local Authority and Mental Health Service internal reports, and identified no further learning.

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.

Two DHRs were completed during the year and the Community Safety Partnerships were awaiting feedback from the Home Office Quality Assurance Panel on these at the end of the year. Three further potential Domestic Homicide Reviews were considered, two did not meet the criteria, however an alternative review was carried out on one of these cases, and the third was in consideration at the end of the year.

Development Work and Disseminating Learning

The SCR Subgroup also reviewed the Boards' Learning and Improvement Framework and updated the referral form and the Domestic Homicide Review Procedures.

The LSCB produces a quarterly newsletter –Safeguarding Matters to disseminate key messages, including from reviews and audits across the partnership and to front-line practitioners.

Learning has also been shared through single agency internal processes, Learning Events and the Trainers Network.

Child Death Overview Panel (CDOP)

The detailed functions of the CDOP are set out in Chapter five of Working Together 2015. It 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 covers Leicester, Leicestershire and Rutland and held nine panels reviewing 70 cases in 2016/17. Thirty-four of these cases related to Leicestershire and Rutland.

As a result of the panels held the following areas are being progressed;

- A database is currently under development that will allow a more comprehensive analysis of the learning identified for cases and therefore serve to inform the work plan of CDOP.
- A campaign was undertaken to raise awareness (amongst the public and professionals) regarding the dangers associated with the ingestion of disc button batteries.
- CDOP worked with partners to develop a strategy for reducing infant mortality.
- CDOP presented at a conference during 'Safer Sleep week' to raise awareness amongst professionals regarding associated risk factors for sudden infant death syndrome and outline learning identified within CDOP.
- CDOP have supported awareness raising (among health, education and public forums) to raise awareness with regard to;
 - Spotting the signs of sepsis
 - Headsmart (early recognition of brain tumours)

Public health supported CDOP to undertake a piece of work to review cases where suicide or self-harm was categorised as the cause of death to ascertain if there are any additional areas of learning for organisations and identify any underlying themes.

CDOP are also revisiting cases where consanguinity has been identified as a modifiable factor. Again, it is hoped that by undertaking further analysis additional learning may be identified that would help to inform future strategies.

During the year the Ofsted inspection for Leicestershire and Rutland noted; "The child death overview panel is highly effective. Careful analysis of findings over the longer term has enabled the panel to identify patterns that might otherwise be missed. It uses this intelligence well to raise awareness of safety risks for children, inform improvements and influence wider health and wellbeing priorities. This is a particularly strong element of the LSCB's work."

In addition CDOP received a nomination (within Leicestershire Partnership Trust) for an Excellence in Partnership Award, which recognised the work of CDOP as being 'exemplary'.

The Child Death Review (CDR) Manager is engaging in national discussions regarding changes to CDOP following the Wood Review and Children and Social Work Act 2017.

These discussions have highlighted that, as a whole, CDOPs could strengthen processes to ensure families form part of the review process. LLR CDOP had previously recognised and raised this as part of the work plan for 2017/18.

An audit has been being undertaken by the CDR manager to provide an overview of the ongoing contact families receive from the named nurses following the unexpected death of a child. This ongoing contact would allow families a greater opportunity to form part of the review process.

From April 2017 onwards processes will be established for families of children where the death was felt to be expected to be offered the opportunity to participate within the CDOP process.

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 procedures regarding bruising and injuries in babies and children who are not independently mobile.

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

- Domestic Abuse
- Neglect
- E-safety
- Child Protection Conferences

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

Training and Development

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.

During the year the LSCB has challenged the Local Authorities and Police regarding the lack of information they were able to provide to give assurance on training and competency. At the end of the year assurance was still outstanding from the Police and Leicestershire County Council.

The Competency Framework, prepared in accordance with 'Working Together 2015' sets out minimum competencies and standards across the children's workforce and supports practitioners, managers and organisations in the identification of which safeguarding competencies are required. It gives advice as to how practitioners can meet these requirements through learning, development and training.

The Board has continued implementation of this competency based approach through the delivery of a range of activities including briefing sessions, bespoke training, consultation and advice.

The Boards Training and Development Work is led by the Multi-Agency Training, Learning and Development Commissioning and Delivery 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 facilitates a local trainers' network, which supports development of local safeguarding trainers through development sessions and networking.

During the year the following training and development activity took place:

- 64 themed training events took place within the LSCB Interagency programme across Leicester, Leicestershire and Rutland with 1698 attendees, a 32% increase compared with 2015/16 and back in line with increases in previous years.
- Six strategy briefing sessions regarding the safeguarding competency framework, offering 300 delegate spaces in total.
- Six 'Strengthening practice – supporting safer organisations' sessions for competency group 7& 8 offering 305 spaces in total.
- Trainers Network sessions offering up to 80 spaces in total.
- Fifteen LSCB funded Essential Awareness training sessions for the voluntary and independent sector – offering 375 spaces in total supporting consistency in knowledge and skills across the wider workforce across Leicester, Leicestershire and Rutland.
- The Neglect Toolkit events achieved high levels of attendance,

Evaluation of the effect of the interagency training programme is undertaken by Voluntary Action LeicesterShire (VAL), on behalf of the two LSCBs and is reported quarterly to the LSCB. This evaluation includes a six-month follow-up of attendees to support the assessment of the impact of training and development on practice.

Analysis of this feedback shows that participants commented very positively that they had been able to improve the practical quality of their practice as a result of training and development events. There is also a clear change in reported follow up action from the majority of attendees solely 'cascading' learning to 'cascading and taking personal and positive action' in their practice.

The Ofsted inspection of the LSCB included very positive comments about the training programme identifying the evaluation of this as 'sophisticated' and a 'significant strength.'

The effectiveness of the Competency Framework was increasingly acknowledged by participants, as was the positive effect on the programme of the recall days. Evaluation of the specialist competency sessions is undertaken, and the implementation plan is developed to reflect feedback and emerging need.

The newly commissioned strengthening practice course received excellent feedback, and supported managers and those involved in governance functions across the workforce.

The use of large scale events to disseminate the learning from Serious Case Reviews was supported, along with the use of other programme events to give early prominence to and to reinforce specific messages, where relevant to that event. The group is continuing to develop different methodologies (in liaison with SCR groups) to support SCR learning.

The charging regime for 'no-shows' appears to have had a positive effect on attendance with fewer no shows by people who have booked places. Charging for attendance of agencies who do not otherwise contribute to the programme is being considered by the Boards.

The Board has put in place a well-populated and responsive programme for 2017/18, with continuity for priority areas, such as domestic abuse.

As part of its plan for 2017/18 the LSCB will continue to increase and focus assurance activity on the impact of the use and the effectiveness of learning within the competency based approach, particularly focussing on increased engagement with specific sectors – i.e. education.

The LSCB will take early steps to confirm with funding partners the position regarding resource to support the necessary training and development commitments and co-ordination of the interagency programme for the future. The Board will also further explore the 'virtual college' concept on a practical basis, to enhance training and development opportunities and consider other blended approaches to learning.

The Board will continue to reinforce the need for individual agencies to undertake meaningful and effective supervision and appraisal, to ensure that practitioners have the fullest opportunities to put their training and development to maximum effect.

The LSCB would like to express its appreciation to organisations that have contributed to the partnership training programme through trainer time or venues; in particular Leicester City Council which has made significant contributions of venues, and the contribution of local authorities' early years teams who have supported the delivery of the sessions and the engagement of the workforce. The estimated value of the in-kind contribution to the programme from all agencies is over £10,000.

Leicestershire & Rutland SAB and LSCB Finance 2016-17

	£
SAB Contributions	
Leicestershire County Council	52,830
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
Total SAB Income	103,366
LSCB Contributions	
Leicestershire County Council	123,390
Rutland County Council	52,250
Leicestershire Police	43,945
Clinical Commissioning Groups (West Leicestershire and East Leicestershire & Rutland)	55,004
Cafcass	1,650
National Probation Service	1,347
Derbyshire, Leicestershire, Northamptonshire and Rutland Community Rehabilitation Company (Reducing Re-offending Partnerships)	7,778
Total LSCB Income	285,364
Total Income (LSCB & SAB)	388,730

	£
SAB and LSCB Operating Expenditure	
Staffing	205,496
Independent Chairing	49,115
Support Services	38,234
Operating Costs	14,831
Case Reviews	11,870
Training Co-ordination and Provision (LSCB)	55,641
Voluntary Sector Assurance Project (LSCB)	11,850
Total SAB & LSCB Operating Expenditure	387,037

Surplus	£1,693
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LSCB & SAB Reserve account at end of year	£59,930
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Partner updates

Our partners provide assurance regarding safeguarding practice and development throughout the year. Key achievements and areas for development for partners are outlined in Appendix 2 to this report.

Business Plan Priorities 2017-18

From analysis of current and emerging issues the following have been identified as our priorities for 2017-18:

Development Priority	Summary
1. CSE, Trafficking & Missing (Missing and online safety)	Developing assurance regarding missing children process and intervention and developing online safety responses.
2. Safeguarding Children with Disabilities	Assessing organisational responses and safeguarding risk understanding with regard to these children and their families.
3. Signs of Safety	Further embedding this approach across the partnership, particularly in schools.

In addition the following priorities are shared with the Leicestershire & Rutland Safeguarding Adults Board for 2017-18:

Development Priority	Summary
1. The 'Trilogy of Risk'	Assessing approaches to safeguarding adults and children where domestic abuse, substance misuse and mental health issues are present.
2. Participation and Engagement	Establishing visible effective participation by children and vulnerable adults at Board level.
3. Emotional Health & Wellbeing	Develop understanding of emotional health and well-being across the partnership and gain assurance regarding Better Care Together (BCT) and the Sustainable Transformation Plan (STP) that work is addressing safeguarding issues, particularly re: mental health
4. Multi-Agency risk management / Supervision	Develop a multi-agency supervision approach for risk management in safeguarding adults and children.

Appendix 1 - Membership of the LSCB 2016/17

Independent Chair

Statutory Members:

Borough and District Councils (initially represented by Hinckley and Bosworth Borough Council, transferring to Charnwood Borough Council at the end of the year)
Children and Family Court Advisory and Support Service (CAFCASS)
Clinical Commissioning Group (CCG), East Leicestershire and Rutland
Clinical Commissioning Group (CCG), West Leicestershire
Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (DLNR CRC)
East Midlands Ambulance Service (EMAS)
Lay Member: Leicestershire
Lay Member: Rutland
Leicestershire County Council
Leicestershire Partnership NHS Trust (LPT)
Leicestershire Police
National Probation Service (NPS)
Rutland County Council
Rutland County Council Lead Member for Children & Young People
Schools and Colleges (Head teacher representatives from both Leicestershire and Rutland)
University Hospitals of Leicester NHS Trust (UHL)

Other Members:

Leicestershire Fire and Rescue Service (LFRS)
Public Health
Voluntary Action LeicesterShire (VAL)
Armed Forces – Kendrew Barracks

Participant Observer:

Leicestershire County Council Lead Member for Children & Families

Professional Advisers to the Board:

Boards Business Office Manager
Designated Doctor for Safeguarding Children
Designated Nurse Children and Adult Safeguarding – CCG hosted Safeguarding Team
Legal Services for the Safeguarding Boards
Heads of Children's Safeguarding, Leicestershire County Council
Heads of Children's Safeguarding, Rutland County Council

The local NHS England Area Team have informed local LSCBs that NHS England will only attend Boards where there are specific concerns that require NHS England oversight or action, for example where an improvement board is in place. At other times, NHS England will be represented by the Designated Professional from East Leicestershire and Rutland or West Leicestershire CCG utilising the clear communication routes back to NHS England.

Appendix 2 - LSCB Partner updates in full

Cafcass (Children and Family Court Advice and Support Service)

Developments with regard to the agencies approach to safeguarding in the year:

Cafcass have faced a significant increase in demand locally and across the Country. The cause is likely to be multi-faceted, but may include better understanding of the damaging impact of domestic abuse and neglect, and squeezing of resources away from early support into child protection.

Recent research by Broadhurst and colleagues, which made use of Cafcass data, suggests that a huge amount of court time is taken up with mothers who have had children previously removed.

Cafcass continues to invest in staff learning and development to support ongoing quality and have developed a Network of diversity champions to support staff, for example *Communicating with Deaf Parents* work.

Cafcass are also developing our use of technology to promote efficiency. In recognition of the significant issue of domestic abuse Cafcass has developed internal practice pathway regarding domestic abuse.

We have continued to work on our exploitation strategy, which incorporates sexual exploitation, radicalisation and trafficking. We have introduced a network of ambassadors and champions to collate knowledge and to disseminate this to practice staff.

A research project into 82 Cafcass cases involving trafficking identified that 87% were public law cases. 70% of the cases involved girls. In most cases children were trafficked for sexual purposes, but some for benefits, domestic slavery or transporting drugs.

Following the research project Cafcass have developed an assessment tool to help identify trafficked children, especially in private law cases.

Impact of developments and work carried out

Notwithstanding the pressures, quality is being maintained, borne out by the findings of audits of work, area quality reviews and thematic audits.

Areas for further development or action to support safeguarding

A Sector-Led Inquiry into rising care demand has been announced to explore options to tackle the rising number of public law applications, this includes Cafcass, ADCS, Nuffield, Family Rights Group and the Children's Commissioner.

Cafcass are contributing to private law reform including:

Supporting Separating Parents in Dispute Helpline

- Five pilots, signposting separated parents to ways to resolve disputes.

Parenting Plan Meetings and Discussions

- Supporting parents pre-court to agree a one-year plan.
- Two face-to-face pilots, one telephone.

Out of court pathway

- Working with the Ministry of Justice to increase pre-court information and assistance, where appropriate.

Cafcass are contributing to public law reform including:

Settlement conferences

- Involves a Judge and Guardian conducting an evaluation of the local authority's case, and talking directly to parties.
- Three pilots, now being extended.

Cafcass Plus

- Aimed at diverting cases or narrowing issues.
- Three pilots extending to five.

Viability assessments

- Guidance issued by Family Rights Group to set consistent expectations.

East Leicestershire & Rutland Clinical Commissioning Group (ELRCCG) and West Leicestershire Clinical Commissioning Group (WLCCG)

Developments with regard to the agencies approach to safeguarding in the year:

Maintaining Statutory Responsibilities: During 2016/17 West Leicestershire CCG and East Leicestershire and Rutland CCG (hereafter known as the CCGs) continued to exercise their statutory responsibility towards safeguarding children and vulnerable Adults. The CCG Chief Nurses represented their CCG as a statutory member of the Leicestershire and Rutland Safeguarding Children Board and the Safeguarding Adult Board. The CCG Deputy Chief Nurses represent their CCG at the Leicestershire and Rutland Safeguarding Children and Adult Executive.

LSCB/SAB support from CCG Designated Professionals: The CCGs have maintained the expertise of Designated Nurses Safeguarding Children and a Designated Doctor Safeguarding Children. The CCGs commit the Designated Nurse role and the CCG Safeguarding Team to provide extensive support to the LSCB/SAB. During 2016/17 this has been in terms of: chairing the LSCB/SAB Safeguarding Effectiveness Group; membership of a number of LSCB/SAB Sub Groups including the Safeguarding Case Review Sub Group; Chairing a LSCB Child Alternative Review; Panel member of the 2016/17 Child Serious Case Reviews, Adult Reviews and Domestic Homicide Reviews. Taking a leading role in the promotion of the Neglect Toolkit.

The Designated Nurse Safeguarding Children and Adults has contributed to the LSCB/SAB 2017 Safeguarding Matters publication promoting Safeguarding Supervision.

The work of the CCG Named GP's Safeguarding Children This role ensures that the GP safeguarding leads in all of the GP Practices (across Leicestershire, Rutland and Leicester City) receive consistency in safeguarding information and support in addition to mandatory safeguarding training. The CCG Named Safeguarding GP's delivers children's safeguarding training to GPs and leads the GP Safeguarding forums and GP Safeguarding Bulletins

The GP Safeguarding Forums 2016/17 have included the following topics.

- Meeting with Social Care Managers
- Complaints from GPs regarding the lack of continuity regarding access to Children's Social Care
- The quality of GP referrals to Children's Social Care

The GP Forums provide a venue for discussion for information the LSCB/SAB disseminate to GP Practices in addition to emailed information.

The CCG Heads of Safeguarding Children and Adults support the Designated Professionals to ensure effective interface with the Safeguarding Boards is maintained and delivery of the priorities for the CCG Hosted Safeguarding Team continue to be met.

GP Safeguarding Children Quality Markers Tool: Since 2014 GP Practices have received a safeguarding self- assessment tool. This has been developed into the 'GP Quality Safeguarding Children Markers'. In 2017 GP Practices are asked to return completed GP Quality Safeguarding Children Markers to the CCG Safeguarding Team to identify GP Practices where support may be required to enhance safeguarding processes.

GP Safeguarding Advice Line. Provided by the CCG Hosted Safeguarding Team this is available to all GPs across Leicester, Leicestershire and Rutland

Child Sexual Exploitation Hub: The CCG has contributed to commissioning two nurses to work to support inter-agency work within the hub.

Engagement with LSCB Audits. The CCG Safeguarding Team supported the LSCB Audit Programme with regards to the audit including GP records

CCG Safeguarding Assurance: throughout 2016/17 the CCG Quality and Assurance Group and Governing Body has received assurance the status of how commissioned health services have in place key safeguarding requirements for adults and children

Impact of developments and work carried out

Designated Nurse Chair of LSCB Safeguarding Effectiveness Group has maintained a focus on continuous improvement with regards to reporting from meaningful and accurate data to demonstrate the effectiveness of partnership working. This has enabled discussion and partnership challenge at the LSCB. Key results include raising the profile of: the Voice of the Child; strengthening multi-agency care planning for Children in Need; Establish the level of children and adult safeguarding training across the partnership; the lack of an agreed information sharing pathway for Domestic Violence; compliance with the Care Act 2014.

CCG Named Safeguarding Children GPs The impact of the work of the CCG Named Safeguarding GP's is evidenced by well attended and evaluated GP Forums and above 90% uptake of children and adult safeguarding training for all GPs across the CCG. To this end the role has raised the profile of safeguarding across the CCG.

GP Advice Line The introduction of the GP advice line providing support and guidance to GPs this has been well received and GPs acknowledge its helpfulness – evidenced by GPs contacting Social Care with safeguarding concerns.

The audit work with GP Practices has resulted in:

- Domestic Violence/ Abuse – GP Policy and Guidance being developed and training commissioned
- Pre-birth – Midwifery team refreshed content of letter to GPs to provide clarity following GP involvement with the Pre-Birth audit
- Work to improve the quality of referrals from GP's to first response in Leicestershire and Duty Team in Rutland
- GPs have easy access to GP Referral form via PRISM. This has provided evidence of both the good work currently being undertaken by GPs and areas

for improvement. To increase in knowledge and confidence will have enabled GPs to make better decisions regarding Safeguarding.

Child Sexual Exploitation Hub: Icons on GP Electronic Record Systems alert GPs to children at risk of CSE known to the CSE LLR Hub- GPs reminded of CSE material available on PRISM

Areas for further development or action to support safeguarding

- Supporting the GP practices as required following submission of the GP Quality Safeguarding Markers.
- Continued dissemination of learning from LSCB /SAB to GP Practices
- During 2017 to 2018 the Safeguarding Children Training strategy is to be refreshed with clear guidance for GPs and CCG staff.
- Further Quality audits on GP referral to Children's Social Care
- A Domestic Violence/Abuse Policy will be available for GP practices

Leicestershire County Council

Developments with regard to the agencies approach to safeguarding in the year:

Leicestershire County Council have developed a 'Road to Excellence 2017 to 2020' continuous improvement plan across the Children and Family service that summarises how we will be improving the experiences and outcomes of children in need of help and protection, children looked after and care leavers. And incorporates developments in line with recommendations from Ofsted, following their inspection.

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 development of the action plan has been overseen by a project board chaired by the Assistant Director for Children's Social Care that has reviewed all aspects of the service, including processes, staffing, caseloads and performance management.

To develop the contact and assessment approach additional social worker and management capacity has been put in place alongside administrative resource and further support for less experienced social workers. Developments to Framework-i have also been delivered to support any changes within First Response.

Contact and Assessment have also been the focus for the development of practice standards that have been recently published and First Response is piloting a revised quality assurance and learning model to ensure standards are embedded.

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

Impact of developments and work carried out

Following developments in First Response caseload numbers are appropriate, assessment timeliness is better monitored and repeat referrals are less likely.

Areas for further development or action to support safeguarding

The Road to Excellence plan will develop approaches to safeguarding across Leicestershire. The plan incorporates strengthening of performance management

and management oversight and routine internal audit in Leicestershire will monitor improvements across services, including First Response.

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.

Leicestershire Fire and Rescue Service

Developments with regard to the agencies approach to safeguarding in the year

Our service for juvenile fire setters is now running much more effectively following recruitment and training of new staff.

Nationally, fire services are moving towards the production of standard safeguarding best practice advice for this sector, which will be very welcome. The Safeguarding Manager recently attended a National Conference.

Impact of developments and work carried out

Our Firecare interventions are working much better as staff can now offer multiple visits, often visiting jointly with external agencies.

We know that our operational crews are much more aware of safeguarding responsibilities as our Designated Safeguarding Officer is receiving much more frequent enquiries and requests for advice.

Areas for further development or action to support safeguarding

New scenario based Safeguarding training package is being developed – we aim to launch it by September.

We are currently looking at the structure of our internal safeguarding /vulnerable people team to ensure that we have an adequate number of people who can respond appropriately to alerts from firefighters and referrals from external agencies.

Mental health first aid training for operational managers rolled out across the service.

The set-up of a new national fire service safeguarding group, which our Safeguarding manager will attend, should support us in improving our practice.

Leicestershire Partnership NHS Trust (LPT)

Developments with regard to the agencies approach to safeguarding in the year

Feedback from a CQC review of health services for Children Looked After and Safeguarding in Leicester City was the catalyst for strengthening the implementation of the Whole family approach to safeguarding. LPT adopted a Whole Family Approach to Safeguarding in 2016/17, building on the Think Family work already underway in LPT. Implementation will include replacing the traditional level 2 adults safeguarding training and level 3 safeguarding children training with the combined 'Whole Family' safeguarding training. LPT have also implemented systems to improve communication across adult & children's services within LPT and promoted the 'Whole Family Approach' via posters and monthly bulletins and changes to electronic systems.

It was identified by the CQC that the quality of Inter-agency referral forms submitted by School Nurse, CAMHS practitioners and Adult Mental Health practitioners required improvement. LPT have developed and implemented an Inter-Agency Referral Standard Operating Guidance to improve the quality of inter-agency referrals submitted to Children's Social Care. Quality reviews of Inter-agency referral forms submitted to Children's Social Care by school nurses, CAMHS and adult mental health staff are conducted quarterly.

Strengthening CSE response across LLR was an LSCB priority: CSE nurses were co-located with other agencies in the CSE multi-agency hub.

Neglect toolkit developed and launched in July 2016 in response to recommendations from Serious Case Reviews (SCR). LPT have uploaded the Neglect risk assessment summary document onto the electronic child health record and the Neglect toolkit was included in Level 3 Safeguarding Children training. From April 2017 Neglect & use of the Neglect Toolkit will be promoted during Whole Family safeguarding training delivered to all LPT adult & children clinical staff.

Pre-mobile baby and Resolving Professional Disagreement (escalation) procedures and guidance in response to recommendations from Serious Case Reviews. LPT have contributed to the development of the LSCB pre-mobile baby procedures and have developed a pathway for health visitors to ensure the response to a mark/bruise observed in a pre-mobile baby receives the appropriate response. LPT have also developed a leaflet that is given to parents which explains why a referral to Children's Social Care is required.

LPT have contributed to the LR LSCB Repeat Child protection plan audit and the LLR LSCB Child Sexual Exploitation (CSE) & Neglect audit. All recommendation in action plans for Repeat Children Protection Plan and CSE have been completed by LPT. Neglect audit recommendations in progress as audit submitted 31st March 2017

Impact of developments and work carried out

Inter-agency referrals. The quality reviews will measure the level of improvement in relation to inter-agency referrals submitted to children's social care, helping to ensure the right service is provided at the right time.

Whole family. Adult staff are now able to access details of a child's health visitor or school nurse where necessary and appropriate via a single point of contact.

CSE nurses now provide CSE training to health staff within LPT to increase awareness of CSE signs and risk factors. LPT practitioners can contact the CSE nurses for advice.

Resolving Professional Disagreements. Assurance provided to the LSCB Safeguarding Effectiveness Group included cases where health visitors have used the Resolving Professional Disagreements to challenge Children's Social Care decision and response to a mark/bruise to a pre-mobile baby.

Areas for further development or action to support safeguarding

LPT pre-mobile baby audit planned for Quarter 2 2017-18 to provide assurance that pre-mobile procedures, health visitor pathway and leaflet are implemented in practice.

From April 2017 LPT will deliver Level 3 Whole Family safeguarding training to all LPT adult & children clinical staff.

Further work in embedding the Whole Family approach to Safeguarding and MCA improvement.

Leicestershire Police

Developments with regard to the agencies approach to safeguarding in the year

Kayleigh's Love Story: Leicestershire Police, with the support of Kayleigh's family, made a short video to highlight the dangers of internet based communication and social media; it is highly impactful and has reached 50,000 young people through showings at school (1,079 school inputs over a 19 week period) and there have been 30 million hits on YouTube, reaching a global audience.

Police engagement with Young People Looked After Children: A local Looked After Children & Care Leavers Board has been set up in Leicestershire Police force area, involving key representatives from Police and partners, including DLNR Probation, NHS and the Local Authority, as well as other bodies such as the Young Adults Project and the Youth Commission. The fundamental aim of the Board is to reduce the number of children in care and care leavers in the Criminal Justice system.

School/Educational Packages: Neighbourhood Teams experience significant demand from schools and other youth groups to deliver educational awareness packages/presentations to children and young people. The Force Children & Young Person's Officer (Katie Hudson) is updating existing packages and creating new ones where gaps exist. Consultation with young people has been key to the packages being appropriate and engaging for the target audience.

Youth Court Project: A pilot court project is being worked upon in five Court areas, one being Leicester, supported by the Barrow Cadbury Trust. Young adults are a distinct group with needs that are different both from children under 18 and adults older than 25; when the criminal justice system adjusts its response it can be more effective. Currently in the planning phase, implementation target date is September/October 2017, followed by evaluation in late 2019.

Youth Commission: Youth Commission currently has 29 members of young people aged 14-25 years. It has engaged with 1800 young people in 2015/2016 through workshops and presentations at schools/colleges. There has also been a specific focus on "hard to engage with" groups by working with specialist education projects e.g. TwentyTwenty (specialising in education and work training for disengaged young people), Glen Parva Young offenders Institute and links made to work with YOS and the Y in Leicester. There is continuing engagement through social media – Facebook, Twitter and Instagram. Youth Commission has also been involved in large events such as PRIDE and the Caribbean Carnival; and has a representative sitting on the Stop Search Reassurance Group.

Social Media Communications – Twitter Accounts: Social media accounts have been established and will be updated and maintained to provide an update on the Youth Commission and its work, along with providing an additional channel for youth engagement. Web forums are also to be developed to give an additional consultation platform.

CEASE campaign: Continued during 2016/17, with over 18,000 CEASE Hands now signed to pledge support.

Additional resourcing within specialist Child Protection departments:

Recognising increasing demand, Leicestershire Police have restructured departments and increased establishment within specialist child protection departments.

Vulnerability Hub: Leicestershire Police have recently created a multi-agency Vulnerability Hub by relocating the CSE team, the Missing from Home team and the Adult Referral Team to Wigston Police Station to work alongside the Child Abuse Investigation Unit, the Child Referral Desk and multi-agency partners. These include a health-based CSE administrator, a Drug & Alcohol Worker, Social Care representation from Leicester City and Leicestershire County and Leicestershire Fire & Rescue Service.

Cyber Hub: The Paedophile On Line Team (POLIT), High Tech Crime Unit (HTCU), Digital Media Investigation Team and Cyber Crime Team have also recently been co-located to create a Digital Hub, improving the capacity and capability to identify victims of abuse, safeguard those victims and prosecute offenders.

Impact of developments and work carried out

- Kayleigh's Love Story has been recognised with national awards, and the screening has led to 45 young people coming forward to make disclosures around grooming and sexual abuse.
- There has been positive feedback from the HMIC about the vulnerability culture Leicestershire Police operates within, including confirmation that there is a good understanding of vulnerability at all levels within the Force.
- HMIC have commented on the high quality of the service provided to high risk child victims within specialist child protection departments.
- Improved service for child victims of sexual assault, with excellent paediatric services being offered in via Serenity SARC in Northampton

Areas for further development or action to support safeguarding

- To identify smarter ways to meet demand in a world of ever decreasing resources both within our organisation and the demand impact from partners.
- To better identify hidden demand again looking at smarter ways to reduce / remove this demand.
- To better engage with private sector partners with a view of sharing reducing demand.
- Leicestershire Police recognises there is still room for improvement around the service provided to lower risk missing children and children associated with incidents of domestic abuse. All HMIC feedback from PEEL and CPI has been incorporated into the Force's Vulnerability Action Plan for 2017-18.
- The Force is also developing an overall Vulnerability Strategy and a Children's Strategy to ensure the voice of the child is incorporated into every strand of policing.

- A review of the Force's MFH Process has just been completed, and new working practices are awaiting finalisation, following consultation at local level through to the National Police Chiefs Council.
- Police and Crime Plan 2017-21 includes a focus on specific areas where children are affected: Alcohol and drug related incidents; Children and Crime including Child Sexual Exploitation (CSE); Domestic violence and abuse including coercion; Human trafficking and modern day slavery; Mental health; Missing from home individuals; Prevent strategy and Sexual violence.
- Leicestershire Police will maintain the regime of internal audits and co-operation with reviews (both internal and external, eg SCRs, DHRs, SILPs etc) to ensure continued compliance with the need to recognise, identify and report vulnerability.

Rutland County Council

Developments with regard to the agencies approach to safeguarding in the year

We over the last year secured the following permanent posts:

- Head of Service; Children Social Care
- Service Manager; Children Social Care
- Safeguarding and Quality Assurance Manager
- Team Managers; Long Term Team and Duty Team

Securing such posts has enabled us to develop our structure further and begin to embed good practice. Over the last 6 months we have significantly reduced agency staff, which enables us to develop the service further with permanent members of the team.

We have fully implemented and continue to embed Signs of Safety within day to day practice, it is fully embedded in our Early Help Teams and our Child Protection Process and we continue to develop this further in Children's Social Care.

We have introduced and further built on ARC (At Risk Children)/CLA (Children Looked After) Panel, which is chaired by the Head of Children's Social Care and reviews all children subject to CPP's over 12 months, ensure oversight all children looked after as well as agreeing and ratifying decisions made around children becoming looked after. We have also secured attendance at this panel from education and health partners, which is positive.

We have regular workshops which over the last couple of months have focused on Permanency and looked after processes. We will continue to develop these to develop further and embed good social work practice.

Sign of Safety training is offered to partner agencies working with children, young people and families.

We ensure monthly audits are undertaken which offer an oversight of areas needing improvement as well as areas which are working well – we have seen significantly improved practice post Ofsted and audits evidence this further since January.

We had our Ofsted inspection in November 16 (report published in February 17), Ofsted considered that we required improvement to be good, but did not consider we had any children which were left at risk of harm.

We have a Next Steps Action plan, which has taken the 17 recommendations from Ofsted report and outlined action to ensure these are addressed.

We have worked with partner agencies regarding referrals to ensure quality and detail which is aiding an appropriate and timely response to concerns raised, also opening lines of communication further to enable positive information sharing.

We are embedding use of the neglect toolkit to improve outcomes where neglect is a concern for children.

Improved joint working between Social Care and Early Help to ensure joint working where appropriate to reduce risks to children, alongside review of SEND/Inclusion to share information to identify hidden risk or welfare concerns.

We are working hard to develop our fostering service further to ensure that if a child needs to be Looked After their needs are better met within the local community.

Impact of developments and work carried out

Having recruited more permanent staff and reduced the number of agency staff has had a positive impact on children and families as it enables there to be consistent people in posts and supporting the development of the service.

We have seen excellent performance being developed, assessments, ICPC, RCPC, all remain at 100% being completed in timescale. Audits evidence improvement in quality in assessments and assessment of risk is clear and concise.

We have collated family feedback, and whilst we continue to develop this we have seen good family feedback gathered which has further supported the development of the service.

Foster carers have fed back that they are seeing positive changes and communication and support strengthening.

Families have fed back that they feel supported and feel we have made a difference to their lives.

Areas for further development or action to support safeguarding

We are in the process of restructuring children social care to further strengthen the team and the practice we deliver.

We continue to develop practice in all areas to improve outcomes for the children we work with.

We want to further develop and embed Signs of Safety across the service which will continue further to safeguarding children.

We have just begin SCR learning reviews, these will be held bi-monthly and intend to review any new themes from SCR nationally, the group is a debate and reflective arena to consider how we bring learning back in to our own service.

The 'Next Steps Ofsted Action Plan' is our focus for the next 6 months to ensure we address all recommendations outlined which will further improve practice.

We have started to collate feedback and want to develop this further, ensuring we gain feedback from all families and children throughout their journey, we have started with all case closes and those cases randomly selected for audit.

University Hospitals of Leicester NHS Trust (UHL)

Developments with regard to the agencies approach to safeguarding in the year

University Hospitals of Leicester NHS Trust is a large organisation that employs around 15,000 staff. Safeguarding patients and protecting them from harm and abuse is integral to the work that we do.

The Trust has supported the work of the Leicestershire and Rutland LSCB, in particular:

- We have been involved in the new multiagency audits developed by the board, overall these have provided additional assurance that our practices are generally robust
- We have supplied quarterly performance data to help build up a greater understanding of safeguarding performance and we introduced a patient partner

In 2016 the Trust had two comprehensive inspections by the Care Quality Commission, which considered the Trusts approach to safeguarding. Their findings led to the development of an action plan and as a consequence the following changes to practice were made:

- We reviewed our approach to safeguarding children's training
- Introduced new guidance and training for staff on the use of the mental capacity act
- Increased the capacity of our maternity safeguarding team in response to increasing levels of referrals

As a Trust to strengthen the voice of service users in November 2016 we secured a patient partner to sit on our internal safeguarding assurance group. This helps ensure that a service user perspective is considered in any safeguarding work undertaken within the Trust

In partner with the local CSE hub in August the trust began to put alerts onto our emergency department system of any children at risk of CSE

We also secured funding for a hospital based Domestic Violence advocate to work in our Emergency Department.

Impact of developments and work carried out

In response to the issues raised above we believe we have changed practice in the following areas:

- We have been able to improve the quality and input we can provide to midwifery safeguarding cases. Ensuring quicker response times and improved representation at partnership meetings
- Audits are beginning to demonstrate greater understanding by staff of the use of mental capacity assessments and their application when consenting patients for treatment.

- The voice of the patient is being to be firmly embedded in the work the trust does, making sure we consider the impact of our work on patient care.

In response to recommendations made by the CQC our completion of actions has strengthened our internal safeguarding systems to ensure that best practice is followed.

The role of the IDVA is to provide early support and advice to victims of domestic violence whilst they are considered in a place of safety, helping them to make decisions about personal safety.

Areas for further development or action to support safeguarding

As a Trust we strive constantly to improve our practice, for the new financial year we are going to undertake further work in the following areas:

- We are going to review our approach to information sharing and liaison work for children's and families requiring early help.
- Complete further work to introduce the national child information sharing project.
- Complete further internal audits to ensure that practice in consent to treatment and detecting safeguarding issues in our emergency department are embedded.