LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING
CHILDREN BOARD (LRLSCB)

Annual Report 2014-15

DRAFT

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Leicestershire & Rutland LSCB and SAB

Independent Chair: Paul Burnett

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Foreword from Independent Chair

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

Over the past two years we have published a combined Annual Report for the children and adult safeguarding boards. Changes to the statutory frameworks for the two Boards, together with feedback from stakeholders, has resulted in our reverting to the publication of two annual reports, one for the LRLSCB and the other for the Leicestershire and Rutland Safeguarding Adults Board (LRSAB).

Some parts of the Annual Reports are shared since a key part of our Business Plan was to secure effectiveness across the children and adult arenas – reflecting our aim to "think family" in the delivery of our work.

Publication of an Annual Report for LSCBs has been a statutory requirement for some time and Working Together 2015 sets out expectations of these reports. These expectations are reflected in the content of this report though we report more widely than the statutory minimum.

The key purpose of the report is to assess the impact of the work we have undertaken in 2014/15 on service quality and effectiveness and on safeguarding outcomes for children, young people and adults in Leicestershire and Rutland. Specifically it evaluates our performance against the priorities that we set in our Business Plans 2014/15 and other statutory functions that the LSCB must undertake.

The last twelve months have witnessed some significant changes in the way we operate as a Board. At national level a key focus has been the implementation and embedding of Working Together 2013. In March 2015, the Department of Education (DfE) issued a further revision to Working Together and responses to the changes contained in this document feature in our Business Plan 2015/16. We have adapted our approaches to reflect these changes and are closely monitoring their effectiveness.

There has been a major focus and extensive media reporting on non-recent abuse and Child Sexual Exploitation (CSE). The Savile Inquiry and reports into CSE cases in Rotherham and Oxfordshire have been a key influence and driver for our work. We have closely monitored outcomes of Serious Case Reviews and Ofsted reviews of LSCBs in other parts of the country to ensure that we learn from their recommendations and build that learning into our own improvement strategies and action. At local level the LRLSCB has invested in the development of a new CSE

coordinator role and the establishment of a multi-agency hub for CSE which is beginning to evidence improvement in the effectiveness of our work in this area.

Both local authorities have driven forward improvements in their Early Help arrangements. The Board has been closely monitoring and evaluating these initiatives specifically to test their impact on the numbers entering child protection and care arrangements. It is pleasing to report that access to and the positive impact of Early Help continues to improve in both authorities. Last year Rutland reported an associated reduction in referrals for child protection which has been sustained. In the latter half of this year Leicestershire too has reported reductions. The number of children in care has remained consistent in both local authorities and this is positive when compared to comparative neighbour authorities.

I am pleased that this report presents a considerable range of success and achievement for the Board. The assessment of our performance has shown that we are sustaining those elements of our work that were self-assessed to be good last year and that we have secured improvement in those areas that required improvement. There remain areas for further development and improvement which have been incorporated into our Business Plan 2015/16.

I would like to take this opportunity to thank all Board members and those who have participated in Subgroups for their continued commitment in 2014/15. In addition I would like to thank staff from across our partnerships for their motivation, enthusiasm and continued contribution to keeping the children and young people of Leicestershire and Rutland safe.

Safeguarding is everyone's business. The achievements set out in this Annual Report have been achieved not just by the Safeguarding Board but by staff working in the agencies that form the partnership. The further improvements we seek to achieve in 2015/16 will require continued commitment from all and I look forward to continuing to work with you next year in ensuring that children and young people in Leicestershire and Rutland are safe.

I commend this report to all our partner agencies.

Paul Burnett,

Independent Chair, Leicestershire and Rutland Local Safeguarding Adults Board

Chapter 1: Local Area Safeguarding Context

LOCAL DEMOGRAPHICS

The Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB) serves the counties of Leicestershire and Rutland.

The populations of the two counties, as shown in the 2011 census, are

	Total	Under 18	Over 18
Leicestershire	650, 489	134,084 (20.6%)	516,405 (79.4%)
Rutland	37,369	8,120 (21.8%)	29, 249 (78.2%)

Mid 2013 population estimates

Area

Leicestershire ▼

Area

Rutland UA ▼

Mid-2013 population estimates, Leicestershire

	Female	Male	Persons
0–4 yrs	18,000	18,600	36,600
5–9 yrs	18,000	19,400	37,300
10–14 yrs	18,000	18,900	36,800
15–19 yrs	19,900	22,600	42,500
20–24 yrs	19,900	22,500	42,400
25–29 yrs	18,200	17,600	35,800
30–34 yrs	19,300	17,800	37,100
35–39 yrs	19,200	18,400	37,600
40–44 yrs	24,500	23,700	48,200
45–49 yrs	25,900	25,500	51,300
50–54 yrs	24,000	23,700	47,700
55–59 yrs	20,300	20,600	40,900
60–64 yrs	20,800	20,400	41,200
65–69 yrs	20,900	20,200	41,100
70–74 yrs	14,600	13,800	28,400
75–79 yrs	12,400	10,800	23,200
80–84 yrs	9,900	7,400	17,200
>= 85 yrs	10,700	5,400	16,200
All ages	334,300	327,300	661,600

Mid-2013 population estimates, Rutland UA

	Female	Male	Persons
0–4 yrs	800	900	1,800
5–9 yrs	900	1,000	1,900
10–14 yrs	1,000	1,200	2,200
15–19 yrs	1,300	1,600	2,900
20–24 yrs	700	1,100	1,800
25–29 yrs	700	1,200	1,900
30–34 yrs	900	1,000	1,900
35–39 yrs	900	1,000	1,900
40–44 yrs	1,200	1,200	2,500
45–49 yrs	1,400	1,400	2,800
50–54 yrs	1,300	1,300	2,600
55–59 yrs	1,200	1,100	2,300
60–64 yrs	1,300	1,300	2,500
65–69 yrs	1,400	1,300	2,700
70–74 yrs	1,000	1,000	2,000
75–79 yrs	800	800	1,600
80–84 yrs	600	500	1,100
>= 85 yrs	800	400	1,200
All ages	18,400	19,200	37,600

The two counties have a predominantly white ethnic population with 90.6% of the **Leicestershire** population and 94.3% of the **Rutland** population describing their ethnicity as white British.

This data compares to averages for the **East Midlands** region of 85.4% and for **England** of 79.8%.

Of those that do not consider themselves to be white British, 4.75% of **Leicestershire's** population considered themselves to be Asian of Asian British with less than 1% Black/African/Caribbean or Black British. All ethnic minorities listed for **Rutland** total less than 1%.

Children and Young People

The Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB) has a duty to ensure the effective safeguarding of all children living in the two counties. This includes children in universal and Early Help settings, as well as those formally identified as children in need, children in need of child protection and those that are looked after by the Local Authorities. Clearly there is a significant focus on those who are most vulnerable and at risk of suffering harm.

It is not possible to present a complete picture of the number of children that may be at risk in Leicestershire and Rutland because some abuse or neglect may be hidden, despite the best efforts of local services to identify, assess, step-in and support children who are being harmed or are at risk of being harmed. However, the LRLSCB annually reviews data (both quantitative and qualitative) and other information such as the JSNAs carried out by the Health and Well-Being Boards to gauge those specific groups that need protection because they are deemed more vulnerable.

In 2014/15 groups that were identified as priority included:

- Children receiving Early Help

- Children with a Child Protection Plan

- Children in Care

- Children at risk of Child Sexual Exploitation (CSE)

- Children who go missing from home, care or education

- Children living in households where there is domestic abuse / substance misuse / a parent that is mentally ill

- Children with emotional health and well-being needs.

The following table provides some key data profiling the child and young person population in the two counties and provides an indication of the safeguarding context in the two counties with comparisons to the position last year.

Safeguarding Profile 2014/15					
Rutland	13/14	14/15	**Leicestershire**	13/14	14/15
Number of **contacts** to children's social care	690	717	Number of **contacts** to children's social care (2014/15 is contacts to children & family services)	15228	14632
Number of **referrals** to children's social care	241	255	Number of **referrals** to children's social care	5895	4635
Number of CAFs	90	90	Number of early help assessments	2574	6057
Number of social care referrals that result in a CAF	36	28	Number of social care contacts that result in an early help assessment	1962	2072
Proportion of social care referrals that result in a CAF	15%	11%	Proportion of social care contacts that result in an early help assessment	13%	14%
Number of children subject to a child protection plan (average across the year – of end of quarter results)	28	30	Number of children subject to a child protection plan (average across the year – of end of quarter results)	406	430
Number of children looked after (Average across the year – of end of quarter results)	34	34	Number of children looked after (Average across the year – of end of quarter results)	471	449
CSE referrals (Sourced from data as reported to SEG in quarters 1 to 4 2014-15)	n/a	3	CSE referrals (Sourced from data as reported to SEG in quarters 1 to 4 2014-15)	n/a	184
Missing episodes	n/a	3	Missing episodes from care (Police data as reported to SEG in quarters 1 to 4 2014-15)	n/a	470
DA referrals involving children: Single assessments in which there were concerns about the parent/carer being subject to domestic violence	n/a	85	DA referrals involving children: Single Assessments in which Child's Parents/Carers are Subject of DA	983	812
Emotional health & Wellbeing; single assessments in which there were concerns about the mental health of the child	n/a	28	Emotional health & Wellbeing; Single Assessments in which child mental health issues were identified (note: single assessments replaced 'initial' and 'core' assessments near the end of 2013/14 so an equivalent figure is not available for 2013/14	n/a	236

Conclusion:

Rutland - The number of contacts and referrals to Rutland Children's Social Care increased slightly (4% & 5.5%) with CAF numbers remaining the same. The proportion of social care referrals that result in a CAF doubled from 15% to 31%. The average number of children subject to a child protection plan increased by 2 (7%). The average number of Looked After Children remained the same at 34. CSE referrals are low which has been recognised

and action around CSE awareness-raising has included drama productions being organised at both Primary and Secondary schools.

Leicestershire – Numbers of contacts and referrals reduced by 596 (4%) and 1,260 (21%) with the number of social care contacts that result in an early help assessment rising by 3,483 (58%) but the proportion remained much the same. The number of children subject to a child protection plan rose by 5.5% to 430, whereas the average number of children looked after fell by 5% to 449. Single Assessments in which Child's Parents/Carers are Subject of Domestic Abuse fell by 171 (18%).

Chapter 2: Governance and accountability arrangements

The LRLSCB serves the counties of **Leicestershire** and **Rutland**. It is a statutory body established in compliance with The Children Act 2004 (Section13) and The Local Safeguarding Children Boards Regulations 2006. Its work is governed by Working Together 2015. A key priority for us during 2014/15 has been to implement and test our arrangements for compliance with Working Together 2013, and the outputs and outcomes of this work are set out later in this report. More recently we have addressed changes made to the statutory framework with the issue of Working Together 2015.

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.

The key functions, as set out in Regulation 5 of the Local Safeguarding Children Boards Regulations, are as follows:

- Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the Authority, including policies and procedures in relation to:

    (i) The action to be taken where there are concerns about a child's safety or welfare including thresholds for intervention;

    (ii) Training of persons who work with children or in services affecting the safety and welfare of children;

    (iii) Recruitment and supervision of persons who work with children;

    (iv) Investigation of allegations concerning persons who work with children;

    (v) Safety and welfare of children who are privately fostered;

    (vi) Cooperation with neighbouring Children's Services Authorities and their Board partners.

- Communicating to persons and bodies in the area of the Authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;

- Monitoring and evaluating the effectiveness of what is done by the Authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;

- Participating in the planning of services for children in the area of the authority;

- Undertaking reviews of serious cases and advising the Authority and Board partners on lessons to be learned from these reviews.

LSCBs have responsibilities to review child deaths in the areas for which they are responsible. They are also expected to engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

The LRLSCB 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. An integrated Executive Group meets eight times a year. A range of Subgroups and Task and Finish Groups are also in place to deliver the key functions and Business Plan priorities

A structure is set out on the next page.

Leicestershire & Rutland Local Safeguarding Children Board and Safeguarding Adults Board Governance Structure Chart

- The Chief Executive of the two Local Authorities are responsible for appointing the Independent Chair of the LSCB and SAB and holding them to account

- The Children and Young Peoples Service Lead Member for each Local Authority Service acts as a "participating observer" for the LSCB
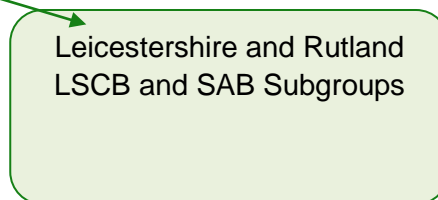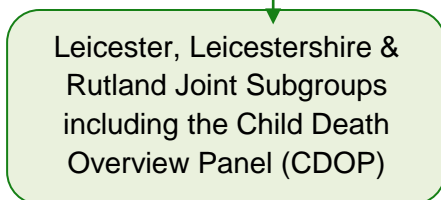
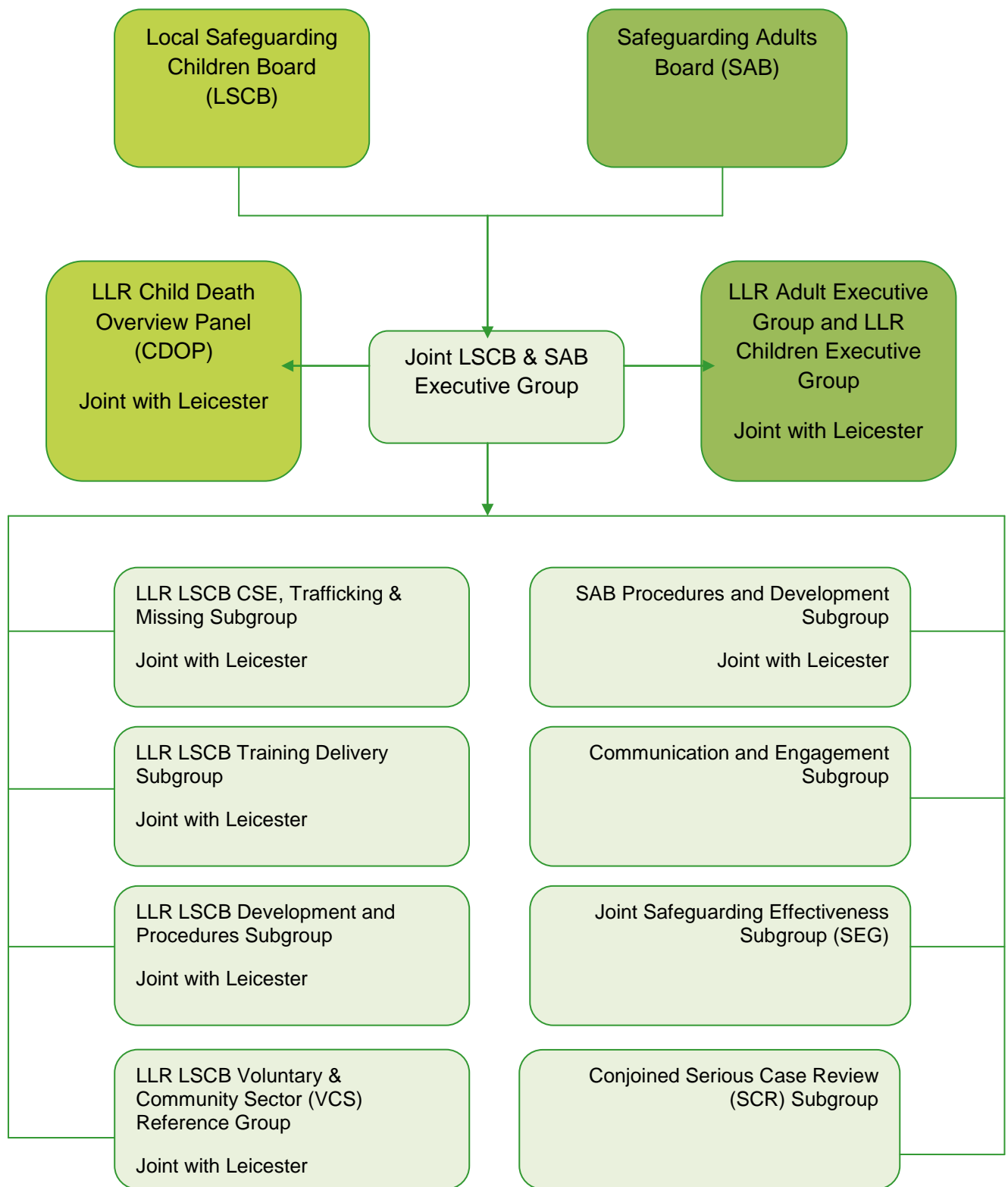The LSCB has strategic links to:

- The Leicester City Safeguarding Children Board
- The Leicestershire Children and Young Peoples Commissioning Board
- The Rutland Children Trust Board arrangements
- The Community Safety Partnerships
- Health and Wellbeing Boards
- Adult Commissioning Board
- And other groups

The Independent Chair covers both Safeguarding Boards

Senior agency representatives sit on the Boards' meeting 4 x a year

LSCB & SAB Executive Group

LSCB and SAB members who Chair operational Subgroups and/or hold core statutory responsibilities for safeguarding sit on this group

They have delegated powers from the Boards to drive the Business Plan

Meeting 8 x a year

- The Adults and Communities Lead Member for each Local Authority Service acts as "a participating observer" for the SAB

The SAB has strategic links to:
- The Leicester City Safeguarding Adults Board
- The Community Safety Partnerships
- Health and Wellbeing Boards
- Adult Commissioning Board
- And other groups

Leicester, Leicestershire & Rutland LSCB Joint Executive Group

Leicester, Leicestershire & Rutland SAB Joint Executive Group

Leicester, Leicestershire & Rutland Joint Subgroups including the Child Death Overview Panel (CDOP)

Leicestershire and Rutland LSCB and SAB Subgroups

Leicestershire & Rutland Local Safeguarding Local Safeguarding Children Board and Safeguarding Adults Board 2014-15

Local Safeguarding Children Board (LSCB)

Safeguarding Adults Board (SAB)

LLR Child Death Overview Panel (CDOP)

Joint with Leicester

Joint LSCB & SAB Executive Group

LLR Adult Executive Group and LLR Children Executive Group

Joint with Leicester

LLR LSCB CSE, Trafficking & Missing Subgroup

Joint with Leicester

SAB Procedures and Development Subgroup

Joint with Leicester

LLR LSCB Training Delivery Subgroup

Joint with Leicester

Communication and Engagement Subgroup

LLR LSCB Development and Procedures Subgroup

Joint with Leicester

Joint Safeguarding Effectiveness Subgroup (SEG)

LLR LSCB Voluntary & Community Sector (VCS) Reference Group

Joint with Leicester

Conjoined Serious Case Review (SCR) Subgroup

Membership of the Leicestershire & Rutland Safeguarding Local Safeguarding Children Board 2014/15

Independent Chair

Statutory Members:
Children and Family Court Advisory and Support Service (CAFCASS)
East Leicestershire and Rutland Clinical Commissioning Group
East Midlands Ambulance Service (EMAS)
Further Education Colleges
Head teacher representatives from both Leicestershire and Rutland
Hinckley and Bosworth Borough Council (representing the Borough and District Councils)
Lay Members (Two people; one from Leicestershire & one from Rutland)
Leicestershire County Council
Leicestershire Partnership NHS Trust (LPT)
Leicestershire Police
Leicestershire & Rutland Probation Trust
NHS England (Area Team)
Rutland County Council
University Hospitals of Leicester NHS Trust
West Leicestershire Clinical Commissioning Group

Other Members:
Leicestershire Fire and Rescue Service
Leicestershire Partnership Trust: CDOP Chair
Voluntary Action Leicestershire
Voluntary Action Rutland
Armed Forces – Kendrew Barracks

Observer status:
Leicestershire County Council Lead Member for Children and Young People
Rutland County Council Lead Member for Children and Young People

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 Advisor for the Safeguarding Boards
Heads of Children's Safeguarding Leicestershire County Council
Heads of Children's Safeguarding Rutland County Council

Independent Chair

The LRLSCB and the LRSAB continue to be led by a single Independent Chair. This is a requirement of Working Together 2013 and the Care Act 2014. 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. The Independent Chair provides independent scrutiny and challenge of agencies, and better enables each organisation to be held to account for its safeguarding performance.

The Independent Chair, Paul Burnett, is a former Director of Children's Services in two Local Authorities and, during 2014/15, chaired Safeguarding Boards in three other Local Authorities and in a crown dependency.

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.

Chapter 3: Business Plan Performance 2014/15

Priorities set by the LRLSCB for 2014/15 were to be assured that:

- "Safeguarding is Everyone's Responsibility"

- Children and young people are safe

- Services for children, adults and families are effectively coordinated to ensure that children and adults are safe

- The quality of care for any child not living with a parent or someone with parental responsibility is good

- Our Learning and Improvement Framework is raising service quality and outcomes for children, young people and adults

- The workforce is fit for purpose

In addition to these key strategic priorities, the two Safeguarding Boards set a number of cross-cutting priorities as follows:
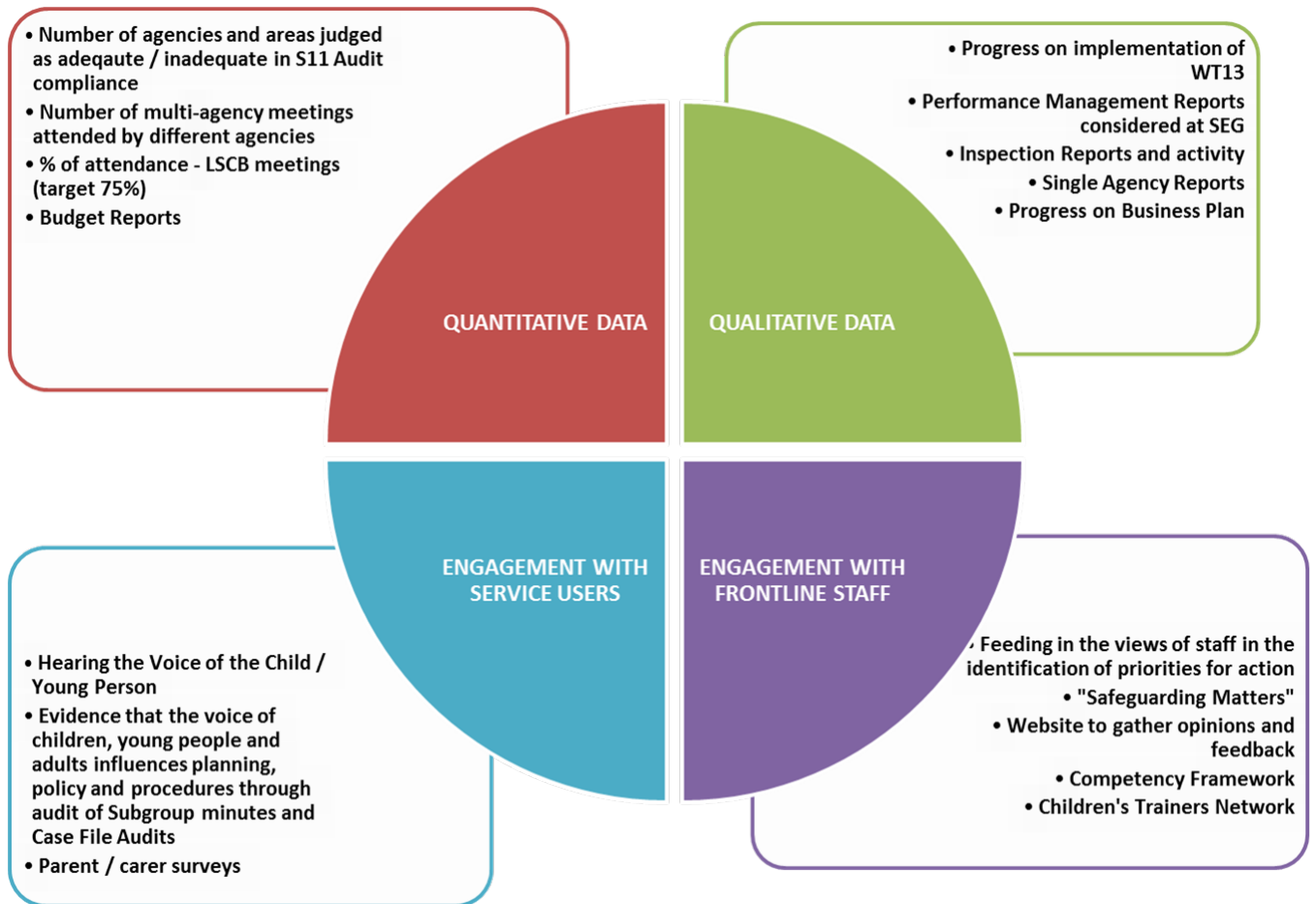
- Safeguarding services are coordinated

- The voices of children and adults are heard

- The voices of staff are heard

- Sub-regional and regional coordination will be maximised

- Effective communication must underpin all Board activity.

This chapter of our Annual Report sets out our performance against these priorities, the specific actions set out in our Business Plan and the intended impact of these actions in terms of development and improvement.

3.1. Priority 1: To be assured that "Safeguarding is Everyone's Responsibility"

The actions for the LRLSCB under this priority, together with the indicators of performance used to assess impact, were to:

- *Ensure all agencies fulfil their responsibilities as set out in Working Together 2013 (WT13)*

- *Increase in compliance across Section 11 (CA2004)*

- *Ensure that the Board, Executive and Subgroups have appropriate agency representation and high levels of attendance/participation to fulfil the objectives of the Business Plan and meet the requirements of WT13*

- *Ensure that the Board knows the safeguarding strengths and weaknesses of agencies, both individually and collectively, through challenge, scrutiny and performance management*

- *The Board drives partnerships and partner agencies to own, prioritise resource, improve and positively impact on safeguarding and receives management information to scrutinise and challenge performance*

- *To be assured that the "voice" of children and young people is heard and acted on*

- *To ensure partner agency contributions secure "value for money"*

- *To secure inspection readiness across the partnerships*

- Number of agencies and areas judged as adeqaute / inadequate in S11 Audit compliance
- Number of multi-agency meetings attended by different agencies
- % of attendance - LSCB meetings (target 75%)
- Budget Reports

QUANTITATIVE DATA

QUALITATIVE DATA

- Progress on implementation of WT13
- Performance Management Reports considered at SEG
- Inspection Reports and activity
- Single Agency Reports
- Progress on Business Plan

ENGAGEMENT WITH SERVICE USERS

ENGAGEMENT WITH FRONTLINE STAFF

- Hearing the Voice of the Child / Young Person
- Evidence that the voice of children, young people and adults influences planning, policy and procedures through audit of Subgroup minutes and Case File Audits
- Parent / carer surveys

- Feeding in the views of staff in the identification of priorities for action
- "Safeguarding Matters"
- Website to gather opinions and feedback
- Competency Framework
- Children's Trainers Network

What we did and its impact

Ensure all agencies fulfil their responsibilities as set out in Working Together 2013 (WT13) and increase in compliance across Section 11 (CA2004)

The key mechanism through which we monitor and evaluate agency compliance with their responsibilities and safeguarding standards is the Section 11 process.

The outcomes of the last Section 11 audit were reported in the 2013/14 Annual Report. All agencies that did not assess themselves as fully compliant in that audit have worked to improvement plans agreed and monitored by the LRLSCB throughout the year.

The outcomes of the Section 11 audit in 2014/15, together with comparative data in the two previous audits, are set out in the table below.

AGENCY	2011-2012	2013-2014	2014-2015
LEICS CYPS	FULL	PARTIAL	FULL
RUTLAND CSC	PARTIAL	PARTIAL	FULL
SLF	NEW ORG	PARTIAL	FULL
DISTRICTS	PARTIAL	PARTIAL	FULL
POLICE	PARTIAL	FULL	FULL
FIRE & RESCUE	PARTIAL	PARTIAL	MOSTLY
PROBATION	PARTIAL	PARTIAL	FULL
NHS DIRECT	NEW ORG	PARTIAL	
CCG	NEW ORG	PARTIAL	MOSTLY
EMAS	PARTIAL	PARTIAL	
LPT	PARTIAL	PARTIAL	PARTIAL
UHL	PARTIAL	FULL	MOSTLY
CAFCASS	FULL	NO ASSESS*	MOSTLY
NHS ENGLAND	NEW ORG	PARTIAL	MOSTLY

- CAFCASS submitted a National Corporate Submission to LSCB Section 11 audit which gave detailed evidence regarding CAFCASS's performance but did not give self-assessment gradings which could be measured as part of the local audit.

Increase in compliance across Section 11(CA2004)

As mentioned earlier, this was the second year that the Section 11 had been conducted in this format and was managed against a backdrop of some new agencies reporting for the first time. Many agencies were able to report in the light of the experience they had gained from last year's audit.

The content from last year's Section 11 audit was as far as possible retained in order to allow a comparison of yearly results. Some questions were added to reflect current LSCB priorities.

Fifteen agencies, who work across Leicestershire and Rutland, responded to the Section 11 audit in 2014/15 in the format that was requested. It is felt that this positively reflects the new structures within agencies and the increased scope of the LSCB.

In addition EMAS forwarded an East Midlands response. British Transport Police have promised a national response in April 2015 and the NSPCC have promised a local response. These will be outside the agreed Section 11 format and will be reported separately.

A request has been made for action plans to be completed from those agencies that have not achieved full compliance against all standards. This work is ongoing and will be reported when all action plans have been received.

As can be seen good progress has been made by agencies when compared against last year's audit. Nine agencies are reporting improved levels of compliance in relation to last year. Only one agency, UHL, has reported a reduced level of compliance. There are no new themes for action that are emerging from the results but, as stated above, individual agencies that are reporting anything less than full compliance have been requested to submit an action plan to secure improvement.

It should be noted that in Section 8 (Information Sharing), the CCGs felt unable to report full compliance as the Information Sharing Agreement, identified as an issue last year, is not yet signed by all agencies.

In addition to Section 11, all statutory partners in the Board present to the LSCB their annual safeguarding reports, which set out their individual safeguarding activity together with their contribution to the overall Business Plans of both the Children and Adults Safeguarding Boards. Information from these Annual Reports has been included in this Annual Report in relevant parts.

Ensure that the Board, Executive and Subgroups have appropriate agency representation and high levels of attendance/participation to fulfil the objectives of the Business Plan and meet the requirements of Working Together 2013

Our Annual Report 2013/14 reported on the range of work undertaken to review membership, constitutions and terms of reference of all parts of our governance structure; it was also used to clarify and differentiate the roles of these groups to improve their individual effectiveness and impact, to reduce duplication of business and, most importantly, to encourage and support maximum attendance and satisfaction with the effectiveness and impact of business meetings.

The focus this year has been on embedding these arrangements and keeping under constant review the views and opinions of Board/Executive/Subgroup members in relation to the aims and objectives of these changes.

Membership of the LRLSCB continues to meet Working Together 2013/15 requirements. Indeed membership extends beyond the statutory requirement. Attendance levels are reported in the impact section below. The roles of members in their organisation also meet the Working Together expectation that Boards include those that are able to:

- Speak for their organisation with authority;

- Commit their organisation on policy and practice matters; and

- Hold their own organisation to account and hold others to account.

The Board is also supported by the range of designated safeguarding leads and legal advice that is expected.

The Executive and Subgroups have also operated effectively and sustained relevant membership and good levels of attendance.

The chairing of Subgroups is well distributed across partner agencies as is set out in detail in the impact section below.

A key test of the effectiveness of our actions is the attendance rates at Board and other meetings.

In 2014/15 the attendance rates of LRLSCB members were as follows:

Attendance at the Leicestershire & Rutland Safeguarding Children Board 2014/15

Independent Chair	100%
Statutory Members	
Children and Family Court Advisory and Support Service (CAFCASS)	100%
Clinical Commissioning Groups East Leicestershire and Rutland, West Leicestershire	100%
Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company (DLNR CRC)	50%
East Midlands Ambulance Service (EMAS)	100%
Borough and District Councils	100%
Lay Members (Two people Leicestershire & Rutland)	100%
Leicestershire County Council	100%
Leicestershire County Council Lead Member	100%
Leicestershire Partnership NHS Trust (LPT)	100%
Leicestershire Police	50%

Leicestershire Schools & Colleges	50%
National Probation Service (NPS)	25%
NHS England (Area Team)	75%
Rutland County Council	100%
Rutland County Council Lead Member	50%
University Hospital Leicester Trust	100%
Professional Advisers to the Board (as and when required)	
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 in the two Local Authorities	
Other Members	
Leicestershire Fire and Rescue Service	100%
CDOP chair – Public Health (twice per year)	100%
Voluntary Action Leicestershire	75%
Armed Forces – Kendrew Barracks	100%

Attendance rates at the Board are, collectively, an improvement on last year and the majority of those that have not secured full attendance are due to sickness absence or unfilled posts during organisational restructuring.

The key area of concern has been our ability to secure consistency in representation from schools. A number of long standing school representatives left in the previous year, and a number of new representatives secured posts in other authority areas shortly after nomination to the Board.

Engagement of schools features as a key priority in our Business Plan 2015/16, both to address levels and consistency of attendance at the Board, but also to extend our engagement of schools in the work of the LSCB more widely.

Attendance at the Executive and Subgroups has similarly been strong. Importantly, we have achieved greater distributed leadership of Subgroups from across our partnership as follows:

- Serious Case Review Subgroup: Leicestershire Children and Family Services

- Child Death Overview Panel: Public Health (Leicestershire and Rutland)

- Safeguarding Effectiveness Group: CCG

- Training and Development Subgroup: Hinckley and Bosworth Council

- CSE, Trafficking and Missing Subgroup: Leicestershire Children and Family Services

- Communication and Engagement Subgroup: Leicestershire Fire Service

- Procedures and Development Subgroup : Shared across Leicester, Leicestershire and Rutland

We aim to further widen the distribution in 2015/16.

Ensure that the Board knows the safeguarding strengths and weaknesses of agencies, both individually and collectively, through challenge, scrutiny and performance management

The LRLSCB has implemented a range of means of testing the safeguarding strengths and weaknesses of agencies that have included:

- The annual Section 11 audit

- The incorporation of a wider range of partner agency information in the Quality Assurance and Performance Management Framework covering: quantitative performance data; qualitative performance information including audits; service user views; and frontline staff views

- Scrutinising individual agency safeguarding audit information together alongside a multi-agency audit programme

- Receiving, scrutinising and challenging annual safeguarding reports that are produced by individual partner agencies.

Our new Quality Assurance and Performance Management (QAPM) Framework, developed during 2013/14, was implemented fully during 2014/15. This new framework was designed both to provide a holistic model of quality assurance and performance management based on a four quadrant approach and to include data from partner agencies, both as individual entities but also as part of the multi-agency safeguarding delivery and operation.

QUANTITATIVE DATA
(Balanced Scorecard)

QUALITATIVE EVIDENCE
(Programme of multi-agency audits, quality testing etc)

Safeguarding Improvement Quality Assurance and Performance Management

ENGAGEMENT WITH SERVICE USERS
(Hearing the Voice of the Child/Young Person)

ENGAGEMENT WITH FRONT LINE STAFF
(Feeding in the views of staff in the identification of priorities for action)

Agreements were made between all agencies and the Board to ensure data and management information, required to populate the quarterly reporting against the framework, was submitted in a timely manner; there has been improvement secured in ensuring that reports to the Safeguarding Effectiveness Group (SEG) are timely, complete and sufficiently supported by analysis. There are further improvements to be secured in relation to the quality of analysis.

Review and reflection at the Annual Development Day in January 2015 also identified the need to streamline the reporting of this information to both the Executive and Board to secure a clear strategic overview of performance, as well as discussion through exception reporting of key areas of concern in performance terms. Work has been undertaken to secure this streamlining in 2015/16.

The quality assurance and performance management information, created through this new model, forms the core of the performance information included in this Annual Report.

The Board drives partnerships and partner agencies to own, prioritise, resource, improve and positively impact on safeguarding and receives management information to scrutinise and challenge performance

The LRLSCB and the LR Safeguarding Adults Board collectively host an Annual Safeguarding Summit of leading politicians and chief officers from partner agencies. This year the summit was held on 28th November 2014. The purpose of these annual summits is to engage the most senior leaders and decision makers in the findings of our Annual Reports and the setting of strategic priorities in our Business Plans. In addition, this ensures that these lead people feed in their key safeguarding issues into our planning and take from the summit key issues that are then built into their own organisational planning.

The LRLSCB has secured dynamic relationships with other partnerships, many based on agreed protocols, to ensure reciprocal scrutiny and challenge. There are formal protocols between the LSCB and both the Health and Well-Being Board and the Children's Trusts. Both the annual LRLSCB Business Plan and the LRLSCB Annual Report were presented to:

- Leicestershire Health and Well-Being Board

- Rutland Health and Well-Being Board

- Leicestershire Children and Families Overview and Scrutiny Committee

- Leicestershire Adults and Communities Overview and Scrutiny Committee

- Rutland People (Children) Scrutiny Panel

- Rutland People (Adults and Health) Scrutiny Panel

- Leicestershire Cabinet

- Rutland Cabinet

- Rutland Children's Trust

In addition to these meetings, there have been interfaces with the Leicestershire Supporting Families Programme, the Rutland Changing Lives Programme and the Leicestershire and Rutland Better Care Together programmes.

There is a range of evidence of impact arising from this activity:

- Influence on the model and interfacing with safeguarding arrangements in the delivery of the Supporting Leicestershire Families programme and Changing Lives Rutland;

- Securing a clearer focus on building safeguarding considerations into the strategic commissioning work of the two Health and Well-Being Boards;

- Through the Health and Well-Being Boards securing engagement with the Better Care Together Programme to ensure safeguarding is embedded as a cross-cutting theme, and relevant elements of the programme are regularly scrutinised and challenged by the LRLSCB, e.g. the CAMHS review process.

An important strand of our partnership working is our relationship with Leicester City Local Safeguarding Board. This relationship is important both from the perspective that, as a sub-region, the three authorities share a range of safeguarding challenges and priorities but also because a number of partner agencies work across all three Local Authority areas. The latter point emphasises the need, for example, to secure consistency of approaches in developing policy, practice and procedure to avoid confusion and risk in those agencies that work across several Local Authority areas.

As was made clear in the chapter on Governance and Accountability, there is a number of groups that we operate in collaboration with Leicester City (those that are identified as LLR in the diagram on page 13 above). There is:

- The Joint Executive Group that takes a strategic overview of the work that we need to undertake collaboratively and supports cross-Board planning, prioritisation, delivery, progress monitoring and evaluation.

In addition, there is a number of Subgroups that operate collaboratively:

- Child Death Overview Panel

- CSE, Trafficking and Missing Subgroup

- Training Delivery Subgroup

- Development and Procedures Subgroup

- Voluntary and Community Sector Reference Group.

In partnership with Leicester City LSCB, a new core safeguarding leaflet was produced. "Keeping Children Safe is everyone's responsibility" goes to partner organisations, play groups, child minders etc.

What is child abuse?

Abuse is a form of maltreatment of a child. Somebody may abuse or neglect a child by inflicting harm, or by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting by those known to them or, more rarely, by others (e.g. via the Internet). They may be abused by an adult or adults, or another child or children.

Abuse can happen to a child:

- at any age, from pre-birth up to the age of 18
- in any family
- in any ethnic and cultural background
- with or without disabilities
- at home, at school, in leisure activities, in children's homes – in fact anywhere
- by someone the child knows and rarely by a stranger
- deliberately or unintentionally.

Why is it important to prevent child abuse and neglect?

Child abuse and neglect poses a risk to the health and well-being of children immediately or in the future, and in some cases a child may die if concerns are not acted on.

The four main categories of abuse and warning signs are listed on the following pages.

Physical abuse

Is a form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child.

Physical harm may also be caused when a parent or carer fabricates (makes up) the symptoms of, or deliberately induces, illness in a child. This is known as Fabricated or Induced Illness (FII).

Violently shaking a baby can cause brain injuries, which can lead to permanent disability or even death.

All children have accidents like bumps and falls. Injuries which are normal for children include:

- bruising on the shins, knees, elbows, and backs of the hands
- bruising on children who are crawling or walking (especially older children)
- bruising on the forehead (for toddlers)
- scalds from hot liquid spills on the upper body.

Work with the Voluntary and Community Sector

An important element of our partnership working is our relationship with the voluntary and community sector (VCS) across Leicestershire and Rutland. The VCS has been represented on the LRLSCB since it was created, plays an active role in the promotion of the "safeguarding is everyone's business" agenda and seeks to support the Board in securing safeguarding effectiveness in the delivery of VCS services to children and young people.

To support this work we have a **VCS Safeguarding Reference Group** that works on behalf of the VCS, acting as a conduit for communication between the LSCB and the VCS. The Group is proactive in informing the sector of the role, responsibilities and key messages of the LSCB together with engaging the involvement of the VCS in the work of the Board. The work of the Reference Group is closely aligned to the Board's Business Plan.

Key priorities for the VCS Reference Group in 2014/15 were to:

- Ensure agencies within the VCS were aware of the LSCB and their own organisation/group's responsibilities to safeguard children & young people within LSCB procedures and guidance

- Establish a monitoring framework to identify increased access to safeguarding training across VCS organisations/groups working with children, young

people, families and adults together with evidence of the outcomes of the learning

- Support the VCS to reflect and learn from experiences of complex cases and Serious Case Reviews

- Develop a "resource library" on the Children's Workforce Matters website that enables VCS organisations/groups to have easy access to materials/tools that support effective Safeguarding practices.

In support of these key priorities the VCS Reference Group has:

1. **Delivered the "Safeguarding really is everyone's responsibility" message by**

- Promoting the "Essential Awareness in Safeguarding" sessions specifically tailored for VCS organisations/groups across LLR that included information regarding their own responsibilities in relation to safeguarding children and young people

- Continued support of the Safe Network Champion role to provide support to VCS organisations/groups and individuals – raising awareness of the Safe Network Standards for the VCS

- Developed current and accurate safeguarding information on the Children's Workforce Matters Website that also references and links to the LSCB website and the Safeguarding Matters Newsletter (www.childrensworkforcematters.org.uk)

- Placed a direct statement on the Homepage of the Children's Workforce Matters website to promote the fact that: "Safeguarding children and young people is everyone's responsibility".

2. **Supported the Learning and Improvement Framework in raising service quality and outcomes for children and young people by**

- Revising the booking processes for all Essential Awareness and Inter-agency training to record information identifying whether attendees came primarily from the children and young people or adult workforce

- Promoting the safeguarding training programmes through the wider existing networks of individual group members

- Disseminating learning from SCRs through group members' own networks

- Undertaking detailed disaggregation of data from the inter-agency training programme to identify if knowledge, skills and learning of VCS attendees has increased

- Analysed the inter-agency follow-up 3 month attendee information to identify if learning has been implemented in the workplace and potential evidence of impact.

3. Supported the development of a workforce fit for purpose by

- Including the sharing of information and resources as a standing agenda item for all members at each Reference Group meeting

- Including a specific section on the CWM website for learning resources with a link to the NSPCC website for research and resources

- Disseminating specific resources or details of how to access relevant additional resources to attendees of Essential Awareness Safeguarding training

- Ensuring learning from SCRs is an integral element of the Essential Awareness Training and also disseminated via the CWM website.

The Impact of the VCS Reference Group has included:

- Provision of a dedicated communication channel for the sector to the LSCB

- Enabling increased information sharing and dissemination of learning from safeguarding issues to the sector

- Providing a recognised platform for promotion of safeguarding training programmes via the CWM website through a clearly defined section to improve knowledge, skills and confidence of the workforce

- Enabling ongoing support and promotion of the LSCB and its key priorities/ messages to be maintained with the sector

- Operating as a link to the sector for the LSCB

- Functioning as a sounding board for the LSCB on safeguarding issues affecting the VCS.

Evidence that supports this impact includes:

Quantitative:

- 259 VCS attendees at inter-agency training for 2014-15 – a 12% increase on 2013-14

- 20 Essential Awareness Training sessions delivered bespoke to the VCS

- 472 VCS attendees on Essential Awareness Training Sessions

- 21,748 hits on CWM website

- 73,708 Page views on CWM website

- 355 CWM e-briefing subscribers.

Qualitative:

Comments from VCS attendees at inter-agency training sessions have been disaggregated from the training database that provides evidence in support of priorities 4 & 5 in relation to the VCS:

- *"Very engaging", "Has raised my confidence 100%"* – (DASH for Frontline Workers 22.10.15)

- *"I feel that the training was well conducted and it met its outcomes"* – (Working with Families with Multiple Needs 03.03.15)

- *"I always appreciate the opportunity to attend multi-agency training to keep up to date on the role of others and services available as the current climate is forever changing. I am able to discuss issues with other agencies, whether it be in formal meeting or over the telephone"* – (DASH for Frontline Workers 22.10.15)

VCS front line staff

3 month follow-up discussions with frontline VCS staff have been able to provide a picture of how the learning from the training has been effectively implemented and the impact it has had on practice.

- *"I am working on a case where the mother of the young person is very challenging as I have observed her being controlling and manipulative. I have been able to draw from the knowledge I gained from the training and I have been able to preserve and try and develop a good working relationship with her mum; on the other hand I have devised ways to engage with the young person away from her mum by holding sessions at the project instead of the young person's home. I'm aware that her mum dislikes Social Services as she has had bad experiences but this has not deterred my effort to engage her as I have the knowledge to deal with complex families"* – (Working with Families with Multiple Needs 03.03.15)

- *"I have used different methods from the training to enable practitioners to be more enquiring and use their professional judgement to make informed decisions"* & *"I feel more confident to challenge to ensure all professionals share information to ensure children are appropriately safeguard children"*– (Working with Neglect 27.03.15)

- "*The course enabled me to gain a greater understanding of professional roles which helps to effectively safeguard*" & "*We are currently developing our resources to reflect the signs of safety model which we feel will enable the young people who are supported by The New Futures project to have greater participation*"– (Signs of Safety 12.06.15)

- "*I have identified improvements from my previous practice and experience within another agency*"– (SCR Briefing 24.07.15)

What the VCS Reference Group intend to do in the future

- Identify mechanisms to promote the role and key messages of the LSCB and Working Together 2015 more widely within the VCS in support of Priorities 1, 2a & 5

- Take a more targeted approach to promoting the Essential Awareness and Inter-agency training programmes through Reference Group members' own networks/communication channels aiming to increase the numbers of VCS attendees on the training sessions in support of priorities 1, 2a, 4 & 5

- Promote and market the VCS Reference Group to the VCS to enable continued engagement with the sector and effective two-way communication is maintained between the sector and the Board.

- Secure funding to

    o Enable ongoing maintenance of CWM website and e-briefing

    o Undertake a Safeguarding Effectiveness Audit of VCS/PVI groups in Leicestershire and Rutland to provide assurances and/or highlight areas of risk to the Board

    o Undertake a Safeguarding TNA of VCS/PVI groups in Leicestershire and Rutland

    o Continue to function as the Reference Group, provide support, disseminate information and act as a communication channel between the sector and the Board.

To be assured that the 'voice' of children, young people is heard and acted on

The LSCB's Engagement Strategy, agreed in 2012/13, had secured better links with a range of children and young people's forums, such as the Youth Councils in both counties, Young Inspectors in Rutland and Children in Care Councils in both Leicestershire and Rutland. This had enabled safeguarding priorities identified by these groups to be built into the Business Plan for 2014/15.

It was our intention to extend this work, both at strategic and community of interest levels, as well as at frontline service delivery levels across the safeguarding

partnership during 2014/15. The new Quality Assurance and Performance Management Framework for 2014/15 included a quadrant for service user views that was intended to secure wider engagement of children and young people in the safeguarding arena.

To support this work a Participation and Engagement Subgroup was established to further develop "voice of the child" work. With participants from all key partner agencies, the Group has audited engagement activity that is taking place across the partnership to identify ways in which we can work through existing, mainstream activities rather than creating additional activity and bureaucracy.

Work was undertaken with the new HealthWatch organisations for Leicestershire and for Rutland with a view to incorporating safeguarding in their patient engagement programmes of work.

Feedback from engagement with Youth Councils, Children in Care Councils and Schools Councils identified three key safeguarding priorities that were fed into the annual business planning process 2015/16. These were:

1. E-safety – including e-bullying

2. Protection in public places

3. Reporting back on actions taken in response to engagement and participation activity so young people know what has been done as a result of their views being submitted.

The Quality Assurance and Performance Management Framework has elicited a wide range of examples of the voice of children and young people in relation to safeguarding, which have been considered by the Safeguarding Effectiveness Group (SEG) and included in feedback to the Executive and Board.

Examples include:

- Development of Leicestershire Children and Family Services Early Help offer

- Young people's views fed into Voluntary and Community Sector commissioning EHRIA (Equality and Human Rights Impact Assessment) activity

- Young people involved in recruitment panels for face-to-face staff and new locality manager posts.

2. Parents, carers and young people are involved in shaping services

2a. Feedback and evaluation from families provides evidence of positive impact (through the use of Family STAR, Family Focus Groups and evaluations at closure)

Childrens centres	The 2013 satisfaction survey recorded a satisfaction rate of 89%
Family Steps	2013/14 95% of parents and carers provided positive comments. 100% of young people provided positive comments
Youth Service	2013/14 user survey reported 88% of young people giving extremely positive feedback.
SLF	Analysis of Star reviews shows significant progress
YOS	89% of young people thought that the sessions were either 'good' or 'brilliant'

Young Carers CareFree ID Card

Feedback from young people about the CareFree ID Card:

Now I feel like they won't treat me like a kid.

This is very helpful e.g. been able to collect medicine for my mum

Used the card when late for school and reception requested a reason why she was late; she used the YC ID card to share that she has a caring role.

YC is very pleased with his ID card which he got out to show me. He hasn't had to use it yet for its intended purpose but he has used it to prove his age.

Young person shared she used the YC ID card when she was collecting the medication from the pharmacy for the person who she cares for and in future feels the ID card will be useful for when she attends medical appointments with the person she cares for.

YC was issued with his ID card in April. He is very pleased with it and has had recourse to use it once at GP surgery with mum and it was respected and was allowed into mum's appointment to support her and contribute.

Young person shared she used the YC ID card when she was collecting the medication from the pharmacy for the person who she cares for and in future feels the ID card will be useful for when she attends medical appointments with the person she cares for.

Charnwood Borough Council consultation on their Children's and Young People's Strategy

Feedback about the plan from young people included the following:

- Keeping children and young people safe

Sounds like every member of staff is trained so they know who to report to if they see something worrying. This is to the level that you're working at, so everyone does the basic but some people who do special jobs know more. This sounds sensible.

Question asked: Do you cover over 18's for safeguarding?   Response: Include a sentence about adult safeguarding policies

- Integrated working and early intervention

Important to support projects like Youth Cafes to put on activities for young people to stop problems getting worse and worse

LCC have had to close down a lot of universal open access projects so it's important to put back into villages and communities to stop people turning to bad behaviour or crime

Question asked: How do we know which projects to support?

Good to include how we support people with additional needs because some young people need more help than others.

Really good to see the different links that the Council have in the multi-agency sections. Good to see the services and links span the whole age range

- Children and family voice

This is an important objective, glad it's included

CYP can see things totally differently so asking us makes it relevant and saves money - or saves wasting money

Think that we need to make sure we include the voice of young people in villages as well as Loughborough. Could include this in the Action Plan - within recruiting new members to Charnwood Youth Council

Could change Pride of Charnwood Awards to general Awards to recognise achievement so that we're not tied to delivering POCA if we don't get the funding for it

Questions given via evaluation sheets and a selection of the responses from children and young people attending the "Feeling Safe Group", Sept – Dec 2014, Community Safety Team, Hinckley and Bosworth

1. **What do you feel you will learn/achieve from being involved in this project?**

Answers given:

- "To feel better about myself"

- "I think I will learn more about abuse & angriness"

- "Have people to relate to and talk to"

- "Get a better understanding of domestic abuse"

- "Be able to feel more confident and talk to people who you can trust and be there for others"

2. **At the end of the project, what do you feel that you have learnt/achieved?**

Answers given:

- "That you're not the only one going through it"

- "I have learnt more about abuse and aggressiveness"

- "Dealing with emotions"

- "I have learnt a proper understanding of domestic abuse. And that it cannot only be physically but lots of other things as well"

- "I feel better about myself"

3. **Did you enjoy coming to the group?**

Answers given: Overwhelming "Yes"

4. **What did you like about the group?**

Answers given:

- "All of it"

- "I liked how everyone talked about stuff"

- "No feeling alone"

- "It was good to chat and get the stress out"

- "Learning different ways to deal with emotions"

- "That it helps you understand more about domestic abuse"

5. If a friend told you that they were going to the group what would you say?

Answers Given:

- "Good because it's really helpful and fun"

- "Give it a try – it helps"

- "I'd say go, it's good, it gives you a great understanding"

- Yeah it's good, you get to relieve stress

- "It helps so much!"

Business Plan Performance 2014/15

3

To ensure partner agency contributions secure "value for money"

The LSCB budget is a combined budget with the Safeguarding Adults Board, to reflect the combined Business Office that supports the work of both Boards.

The income and expenditure for the year is shown here.

The total income for the LSCB was £326,030.

The areas to note within the budget statement are as follows:

- Training – the total cost of LSCB training is shared with Leicester City LSCB
- The funding for Domestic Homicide Reviews is kept separate as it comes from the Community Safety Partnership. The small underspend is due to a gap in staffing following someone leaving
- The overspend on the core running costs, of £16,483, was to fund an interim Service Manager. Their role was to carry out some inspection preparation for the LSCB.
- Serious Case Review expenditure has again been relatively low.
- The decision taken in 2013/14 to significantly reduce the amount held in reserves has now had an impact on the budget as £69,484 was spent from the reserve account. The funding was paid out to the organisations that were successful in a bidding process to enable small projects to be delivered.

LSCB & SAB Budget 2014 -2015		
	Budget for 14-15	**Actual at period 12***
1571 - LSCB - Allocation for LSCB multi agency training provision.	£ 66,380.00	£ 82,600.00
1572 - New DHR Posts & Costs	£ 40,500.00	£ 33,662.00
1575 - SBBO Costs - staffing and all running costs	£321,860.00	£338,343.00
1578 - Review costs	£ 24,400.00	£ 12,760.00
1579 - CSE and missing_costs	£ 8,000.00	£ 7,570.00
1585 - Reserve account exependiture	£ -	£ 69,484.00
1588 - Allocation for SAB multi agency training provision.	£ 8,000.00	£ 7,653.00
TOTAL BUDGET ON EXPENDITURE	**£469,140.00**	**£552,072.00**
SAB INCOME	**-£102,610.00**	**-£103,153.00**
Transfer Reserve	£ -	-£ 88,923.00
LSCB INCOME	**-£326,030.00**	**-£319,496.00**
DHR Income	**-£ 40,500.00**	**-£ 40,500.00**
TOTAL BUDGET ON	**-£469,140.00**	**-£552,072.00**
NET BUDGET FOR 2014-15 FOR SAB & LSCB	**0**	**0**

In 2014/15, we carried a comparison exercise to look at the income of the LSCB compared with Leicestershire and Rutland's statistical neighbours. We also compared the percentage of income provided by each of the main funders. Again, this was compared against the statistical neighbours.

The result was the reassurance that the income and the ratio of income across the partnership were both midway (average).

Reserve Funding Projects (Children)

In October 2013 applications were invited from agencies to bid for funding from the Board's reserve account. All bids had to meet the following criteria:

1. Reflect at least one of the priorities within the Board's Business Plan

2. Target cross-agency functions, business and/or activity

3. Indicate how the investment will improve quality and effectiveness and improve safeguarding outcomes for children and/or vulnerable adults

4. Preference will be given to bids that cover both Leicestershire and Rutland.

The total amount we had available was £120,000. The funding could not be allocated to resource mainstream service activity since this is not a responsibility of the safeguarding boards. The focus could be on developing practice and procedures, prior to embedding within service delivery.

Of the eight successful agencies, four related to children:

1. LCC Community Safety Team – "Strengthening the approach across all partners to Domestic Abuse, supporting the safeguarding of children and vulnerable adults – including embedding learning from recent DHRs"

Outcome of the project	• 447 Multi-Agency Workers have received DASH Training • 3 DASH "Train the Trainer" sessions delivered • 18 "DASH for Frontline Workers" sessions delivered, with 2 further scheduled before the end of March; this will reach a further 50 multi-agency workers • 2 half day sessions on the new DASH for young people experiencing intimate partner violence (including forced marriage and honour based violence) delivered on 17th March 2015, which reached a further 40 workers; this was provided for Leicestershire First Response to support the adoption and embedding of DASH and consistent use in the new service model.
Impact	Workers and agencies increasingly recognise DASH as a key tool in identifying and responding to domestic abuse and planning for a consistent and defensible response.

2. Leicestershire Police – "Support the creation of multi-agency team to target Child Sexual Exploitation (CSE)"

Outcome of the project	The multi-agency Safeguarding Hub is progressing although that progress is taking longer than expected. County CYPS are, however, an integral part of the Hub. Leicester City CYPS attend meetings at the hub and referrals are being shared, but City CYPS still do not work from the Hub on a regular basis. Conversations at a high level are taking place in an attempt to have a Health service worker within the team as well.
Impact of the project	Total referrals, since 01/04/14, that have been reviewed by the Hub stood at 514 in December 2014, primarily from police officers but about a quarter originated from other agencies. Better systems and processes now in place to receive/review and investigate CSE referrals.
Successes	**Operation Goliath** – man pleaded guilty to possession of indecent images of children. Community order, sex offender registration and SOPO. **Operation 2** – man jailed for 12 years for child sex offences after grooming girls with drugs. **Operation 3** – man pleaded guilty to supplying drugs to underage girls in order to sexually exploit them.
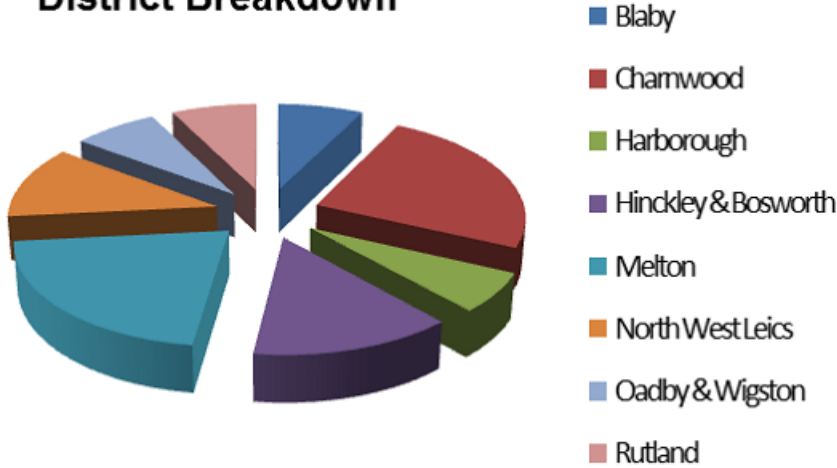
3. LLR CSE, Trafficking & Missing Subgroup – "Support of the work of the LLR CSE, Trafficking and Missing Subgroup"

Outcome of the project	- LLR CSE, Trafficking and Missing Conference held (160 attendees) - Seminars held during year launching updated guidance in relation to missing children "Spot the Signs" campaign: - Over 8700 children experienced Chelsea's Choice theatre production across LLR 100,000 leaflets and posters sent out to parents, children and professionals - CSE Health campaign launched with leaflets and posters - Campaign aimed at licensed businesses including hotels, taxis launched with the production of leaflets and an evidence log
Impact of the project	- Report produced regarding "Spot the Signs" campaign (on website) and includes evaluation built in - Overall: - Increase in the number of CSE referrals (highlighting

	improved and heightened awareness amongst professionals) o Evidence that within referrals the signs and symptoms of CSE are being spotted earlier o A wider range of agencies making referrals o Reported increase in awareness of CSE amongst professionals, children and young people o Increase in the number of CSE related investigations and prosecutions o A wider range of agencies engaged in the CSE agenda including the licensing authorities and pharmacists. • Business plan priorities currently aligned to Prevention, Protection and Prosecution • Improved safeguarding and successful prosecutions achieved following disclosures linked to the overall campaign.

4. Women's Aid Leicestershire Ltd (WALL): the introduction of a KIDVA team (Children's Independent Domestic Violence Advocates)

Outcome of the project	**94 Children (65 Families) Supported** The KIDVA team received 73 family referrals between April 2014 and the end of February 2015 with an initial engagement rate of 89%. Six parents declined support for their children; for one family the children declined support; and the team were unable to establish contact with one family. 94 children have received one-to-one support over the period.

District Breakdown

Legend:
- Blaby
- Charnwood
- Harborough
- Hinckley & Bosworth
- Melton
- North West Leics
- Oadby & Wigston
- Rutland

Impact of the project, example from one case	**In Mum's Own Words**
	"The KIDVA service and Amy's continued support for my children, in what has been the most traumatic time in their lives, has been invaluable. The support that has been provided has been very flexible to meet the needs of my children and has focused on the areas they have struggled with the most. It has helped my children deal with negative issues that they had no control over, that had begun to consume them emotionally. Amy has been able to help my children work through these emotions step by step, putting in positive strategies for them to use on a daily basis. Amy helped the children to have their voice heard – which is incredibly important. That has helped them feel happier and more in control of things, that previously they had felt lost and devastated about.
	For me the other thing about this service that has been fantastic is the fact that I know it will work around the needs of my children. If they feel they need to talk, or they feel they need help dealing with the complex issues that are going on around them, the KIDVA services and Amy are just a phone call away. I will always been grateful to Amy, KIDVA and Women's Aid for helping supporting me and my children through the most difficult times in our lives."

To secure inspection readiness across the partnerships

The LRLSCB has remained well sighted on inspection and other review processes undertaken locally, regionally and nationally.

Locally, this has taken a variety of forms:

- Scrutiny and challenge of progress with Ofsted inspection action plans in Leicestershire and Rutland: this is to secure assurance that areas for development in previous inspections are being addressed and achieving the anticipated outcomes and impact for both service quality and outcomes for children and young people;

- Receiving reports from partner agencies that have been subject to inspection or review through their respective regulatory bodies: similarly, this is seeking assurance that any safeguarding related recommendations for action or improvement are implemented and secure required improvements;

- Self-assessing the performance of the LRLSCB against the framework employed by Ofsted in reviewing LSCBs: this is done as part of the inspections of services for children in need of help and protection, children looked after and care leavers.

As a result of this activity the LRLSCB has:

- Received assurance of improvement against areas of development identified in the most recent Ofsted inspections in the two Local Authority areas

- Recorded improvements in the LRLSCB's own self-assessment against the Ofsted framework for reviewing LSCBs, as part of the inspections of services for children in need of help and protection, children looked after and care leavers. Please see below for the storyboards created for Ofsted Preparation purposes during meetings with multi-agency partners:

Effective Governance and Leadership updated June 2015

LSCB objectives

- The governance arrangements enable the Board to assess whether it is fulfilling its statutory responsibilities
- Partners hold each other to account for their contribution to the safety and protection of children and young people
- To use its scrutiny role and statutory powers to influence priority setting across other strategic partnerships, such as the Health and Well-being Board

What were the issues?

- The Performance Framework did not reflect the performance of the whole partnership and provide enough information to enable the Board to fulfil its statutory functions
- "Board members not always feeling valued or being given the opportunity to make a difference"
- Inconsistent approach to Board members induction
- Governance structure needed to be more effective
- The participation of young people was not evident in business planning

What has been delivered?

- A new Performance Framework has been created to ensure there is effective analysis of performance across the partnership that incorporates the views of young people, adults and frontline practitioners. This is now embedded and providing a wealth of information
- Participation Strategy written
- Consultation with Youth Council integral to business planning
- A new Board Member Induction package has been implemented
- Annual Board Development Days have reviewed and revised governance structure as appropriate
- All Subgroups have up to date Terms of Reference
- Actions and challenges generated from meetings are captured in minutes and monitored for progress
- Chair is also a member of Leicestershire and Rutland Health and Well-being Boards, Adult Social Care Safeguarding Governance Group and attends appropriate scrutiny meetings where appropriate

What has been the outcome?

- Board membership attendance is, in the main, excellent
- Board members report that they are feeling more included and valued
- The views of young people have directly influenced the content of the 2014/15 Business Plan; young people reported that self-harming was an issue that they felt the Board needed to have as a priority area
- School survey findings have informed Business Plan priorities
- The Chair is able to provide effective strategic influence in other partnership arenas
- The governance structure provides clear lines of accountability

In relation to the second of these bullet points key improvements have been:

- Full implementation of the new Quality Assurance and Performance Management Framework

- Extensions to our engagement with children and young people

- The introduction of our Challenge Log.

Challenge is, of course, a key element of the effectiveness of the LRLSCB. Our self-assessment has evidenced a view amongst Board members, and those in supporting Subgroups, that there is a strong culture of challenge operating within the Board and between the Board and individual agencies and other partnerships.

There are a number of examples of effective challenge during 2014/15:

Date	Raised by	Challenge	Outcome	Impact
January 2013 and throughout 2014/15	Paul Burnett	**MISSING FROM HOME EPISODES** Following a press article in the Leicester Mercury, the Independent Chair challenged the Police regarding the amount of missing episodes of children and the financial impact of this upon the Police.	The Board considered a report from the Executive Group which provided details of the activities undertaken by them since the last Board meeting. The Executive Group had agreed to identify whether the work of the Child Sexual Exploitation, Missing and Trafficking Subgroup had had a positive financial impact on the Police. The Board was advised that missing	**May 2014:** it was clear that the actions taken through the Subgroup had had a positive effect, including the development of a more integrated response. In particular, it had enabled more Police resources to be focused on those repeat missing and children vulnerable to Child Sexual Exploitation. The Police were having an IT update to the missing system known as COMPACT

			incidents had reduced by approximately 1000 incidents. There had been a significant reduction in repeat missing episodes. However, the definition of missing had changed and some incidents were now classed as "absent". It was not, therefore, possible to quantify the reduction or financial impact.	which was planned in the next month and would ensure that there was an improvement in data accuracy for missing and absent reports.
31st January 2014	The Leader of Rutland Council	**LSCB BUDGET RESERVES** The Leader of Rutland Council expressed concern that the Board had a high level of reserves. However, it was explained that the reserve account bidding process had been used to reduce the level of reserves. It was important to have some reserves in the budget as a	8 projects were funded during 2014/15 targeting children, adults and families to a total cost of £120,000.	Good impacts and outcomes were achieved for children, adults and families for a range of issues including CSE and Domestic Violence.

		significant Serious Case Review could be extremely costly.		
July 2014	Safeguarding Effectiveness Group (Subgroup of the Board)	**PRIVATE FOSTERING** This issue was raised by SEG. The County had about 3 cases of Private Fostering compared with their statistical neighbours; this should have been between 30 and 35 cases. **JULY 2014:** A targeted publicity campaign for Private Fostering commenced with leaflets and other materials printed and disseminated. The campaign was mainly aimed at professionals but other wider forms of communication took place in due course with the general public and local communities.	A Private Fostering campaign was launched across the sub-region (LLR) with new leaflets designed for parents and carers / professionals along with a "business card" with contact details for all 3 Children's Duty desks, including a "Professionals helpline" in the County.	Pressure on the two Local Authorities to increase their numbers of private Fostering cases.

Another specific example of challenge is our work in relation to Looked After Children Non-Notification.

.A storyboard on this challenge is set out below:

Looked After Children (LAC) Non-notification Following Placement by Other LAs

LSCB objectives

- Priority 1: To be assured that "Safeguarding is Everyone's Responsibility"
- Priority 3: To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe
- To better manage risks in relation to Looked After Children placed in Leicestershire & Rutland by other Local Authorities
- To assist in reducing risks in areas such as CSE, Missing, Emotional Health and Well-being
- To improve communication between LA and LAC Nursing Service
- To address recommendations from Serious Case Reviews
- To respond to a challenge at the Board from the CCGs regarding the notification of children in care status to primary community health providers

What were the issues?

- Some Local Authorities were failing to abide by statutory requirements regarding notifications when placing young people into Leics & Rutland Local Authority areas. As a result, risk assessments were not being carried out
- Leics didn't have effective use of a secure email address for notifications
- In June 2014, 219 LAC from one neighbouring Local Authority were recorded in Leicestershire County Council records as still placed inside the authority even though some were now adults
- In March 2015, 71 LAC from another neighbouring authority were recorded in Leicestershire County Council records as still placed inside the authority even though some were now adults
- LAC placed by other LAs were not receiving timely LAC Nursing Provision – one child had been in Leics for 2 years without an adequate review of her medical needs for a serious condition No or late knowledge by LAC Nursing Service of changes in circumstances e.g. movements out of the service/children and Young people no longer LAC e.g. moving addresses of LAC

What has been delivered?

- Original East Midlands Regional Protocol, **"Notification by Other Local Authorities of Children Placed within Local Authorities in the East Midlands"**, was agreed and published in May 2013: http://lrsb.org.uk/notifying-la
- East Midlands Regional Protocol was reviewed, amended and re-published in February 2015
- The Independent Chair wrote letters to 16 Directors of Children's Services, challenging the effectiveness of their notification procedures
- Councillor Ivan Ould raised the issue of the effectiveness of Children's Services' notification procedures through the LGA with the DfE and the Minister for Children and Families
- In April 2014, the SBBO commenced a liaison process with the relevant Rutland and Leicestershire Placement Officers, working with them to improve records regarding LAC children placed by other LAs
- A secure, effective email address for notifications has been established in Leicestershire
- The Leics & Rutland webpage on notifications has been improved

What has been the outcome?

- LAC are safer and healthier in Leics & Rutland:
  - 331 children from 19 LAs have been identified as resident, had notification of their status shared with relevant services and have had risk assessments carried out to better secure their safety and well-being
  - Quicker notification times have been achieved
  - Fewer notifications have been missed
  - The LAC Nurse Manager has complimented Leics and Rutland on their improved service
- August 2014 – the statuses of the 219 children placed by a neighbouring authority were obtained: one had died, several had been adopted and many have left the care system
- June 2015 – the statuses of 71 LAC from another neighbouring authority were secured, only 18 still resided in Leics
- All cases referred to SBBO currently have been resolved (June 2015)
- Improved communication between placement/notification officers across the region/UK
- Improved LAC Nursing notification and provision
- Regular monthly data exchange between Designated Nurse in the LAC Nursing Service and the LSCB re ensuring shared knowledge between health and the local authorities of LAC where health were not informed of changes within the 28 day standard

What do we need to do in the future?

The outcomes of analysis in this Annual Report, and the related needs identification process that informed our business planning process from 2015/16, have identified the following priorities.

Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

- Full engagement by schools in the work of the LSCB (including independent schools), including assessment of their performance against the requirements of Section 11 of the Children Act

- Further improve the number of agencies that self-assess themselves as wholly effective in the Section 11 audit, and strengthen the Section 11 audit process through the introduction of a Peer Challenge element and a subsequent frontline staff perspective on agency performance

- Further improve Board effectiveness in scrutinising and challenging the quality and impact of safeguarding children and young people in Leicestershire and Rutland, particularly through streamlining the QAPM process

- Sustain appropriate representation of partner agencies on the Board

- Implement and test the impact of new national frameworks including:

  - Revised Working Together 2015

  - Keeping children safe in education

  - Advice on information sharing

- Ensure that home educated children and young people are safeguarded.

Priority 2a: To be assured that children and young people are safe

The actions for the LRLSCB under this priority, together with the indicators of performance used to assess impact, were to:

- *To be assured of the quality and impact/effectiveness of services across the "child's journey"*

- *To be assured that thresholds for safeguarding children are clear, understood and consistently applied*

- *To be assured that the impact of Universal and Early Help intervention reduces the numbers of children requiring protection and care*

- *To be assured that the quality and impact of single and multi-agency child protection practice is effective*

- *To be assured that children at high risk/vulnerable are being identified (e.g. Child Sexual Exploitation, Children Missing from Home and Care, bullying) and risks managed to secure a positive outcome*
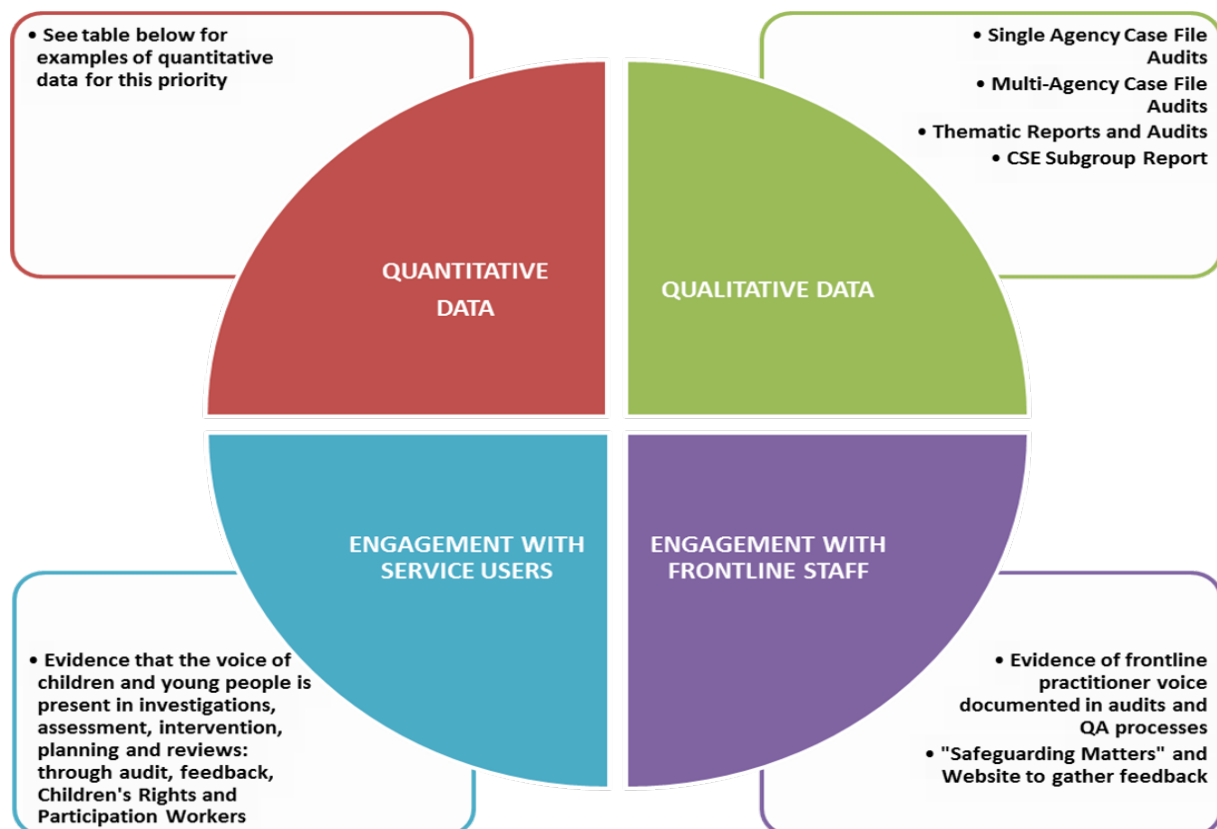
• Contacts recorded by Duty / First Response

• Number of Early Help / CAF referrals made by different agencies

• Number of referrals to Supporting Leicestershire Families / Changing Lives Rutland

• Referrals recorded by Duty / First Response

• Sources and outcomes of referrals

• Re-referrals

• Number of referrals and assessments where [domestic abuse] [CSE] [children missing] [bullying] [FGM] [priority] is a factor

• Factors identified at referral and assessment

• Number of children reported to police as missing from home (>24 hours)

• Number of offences recorded by police where a parent or carer wilfully assaults, ill-treats, neglects, abandons or exposes a child <16 in a manner likely to cause unnecessary suffering or injury to health

• Number of internet safety incidents where the police were involved

• Sexual offences recorded by the police including rape, sexual assault, child grooming and offences related to indecent images of children

• Number of first time entrants into the youth justice system

• The rate of A&E attendance caused by unintentional and deliberate injuries to children and young people aged 0-17 (N6)

• Timeliness of assessments

• Strategy Discussions

• Number of Child Protection enquiries

• Child Protection Conferences

• Number / % of children who have been subject of a Child Protection Plan for more than 2 years or for a 2nd or subsequent time

• Child protection plans by category of abuse

• Children who are subject of a Child Protection Plan per 10,000 population aged under 18

To be assured of the quality and impact/effectiveness of services across the "child's journey"

What we did

Leicestershire – Child's Journey

Early Help Overview

During quarter 4 of the year on which we are reporting there was a re-structuring of Early Help services encompassing changes in management and team structures. Strengthening Families teams have joined the Early Help Service to locate qualified social work resource in this part of the service. The LRLSCB was consulted on the formulation and implementation of this new arrangement and exercised scrutiny and challenge as the model of delivery was developed.

Good progress has been evident towards all outcomes, in particular around reduction in the number of step-ups to Social Care from Early Help (down from 111 in quarter 3 to 37 in quarter 4), and an increase in the number of children engaged in Children's Centres and the Supporting Leicestershire Families Service.

The proportion of families where a child becomes subject to a Child Protection Plan or enters care, where the family has been open to Early Help during the previous year, was 2.52% (41 children) for 2014/15. This was lower than the 12 months to quarter 3 (3.03%), which is a positive trend. The percentage of formal referrals to Social Care resulting in assessment decreased significantly from Q3.

Outcomes for those families engaged in Early Help services are good and the number of children and young people entering the criminal Justice System has continued to reduce over the year.

Referral and Assessment

Leicestershire's Children and Family Services have experienced significant change from the first phase of service transformation, with new shaped teams in First Response, Child Protection, Fostering, and Adoption and Placements Services.

There has continued to be close focus on children and young people throughout these changes. The early indications are that the new Early and Urgent Responders' approach is ensuring that children and families are receiving an earlier service and more difficulties are being resolved at an early stage, thereby reducing the need for statutory intervention.

The performance data is radically different to previous quarters because of the new service shape. During the period since the new service commenced on 19th

January to 31st March, the total number of cases dealt with by the Urgent/Early Responders was 318, of which 232 were managed in First Response and no further action taken and closed: 70 went to Early Help/Strengthening Family Services and 11 went to Child Protection teams.

Case file auditing during this period has confirmed threshold decisions as, overall, appropriate and those situations where differences of professional opinion have been identified are being used as case examples for discussion with the Service Manager Group.

Practice observation is also planned to be carried out and monitoring of re-referral rates will be important. The journey of the child appears more proportionate given that the number of single assessments completed (635) is radically reduced from approximately 1000 per quarter.

However, during the final quarter of the year, the timely completion of Single Assessments decreased due to the transition to the new working arrangements. The number of children seen is consistent at 97%. The in-bound referrals to First Response from the Police have been identified as an area of concern by Children & Family Services. The Police are the largest single referring agency. The cases referred are principally about domestic abuse, and the service should seek an agreed way forward with the Police regarding the future handling of these cases.

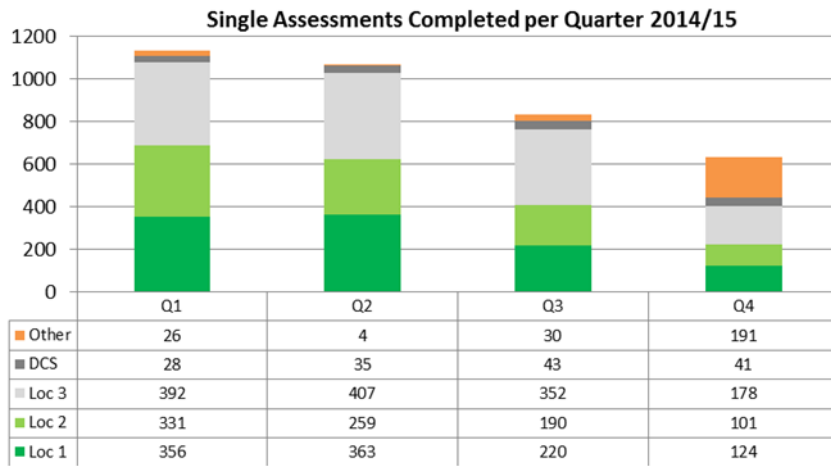The two charts below show sources of contacts and outcomes of contacts for 2014/15:

Contacts by Source 2014/15

Contact Outcomes 2014/15
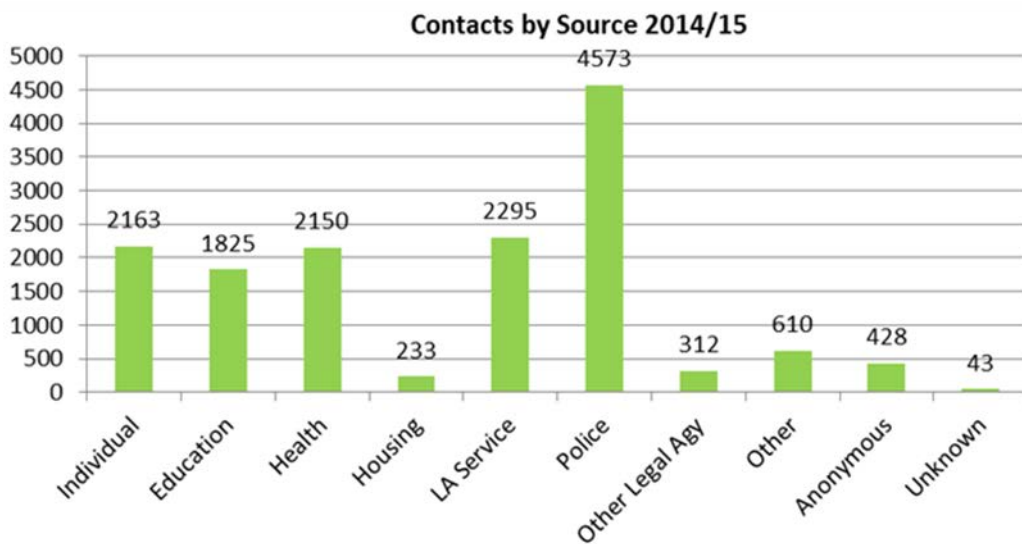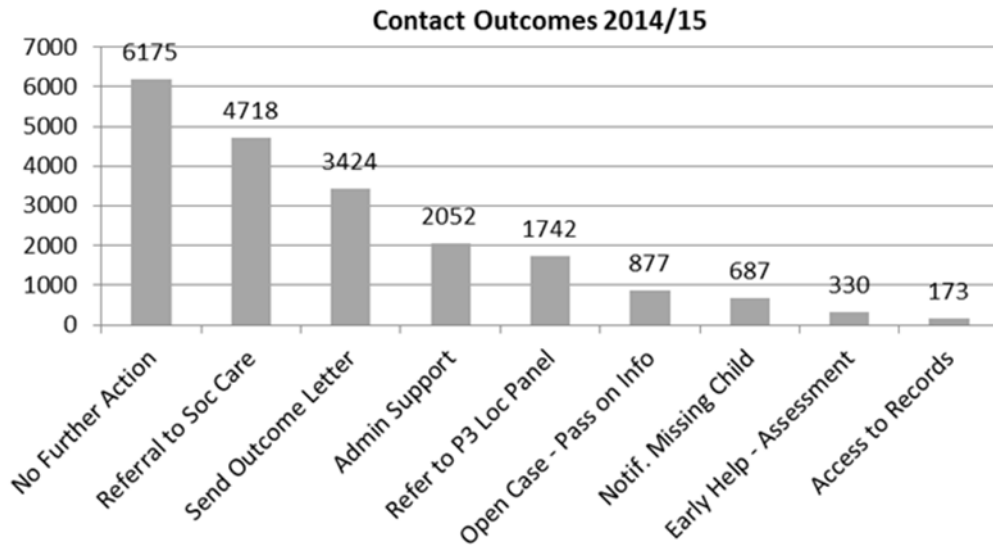
The charts below show the numbers of referrals per quarter, referrals by source, and referral outcomes for 2014/15:

Referrals per Quarter 2014/15

Referrals by Source 2014/15

Referral Outcomes 2014/15
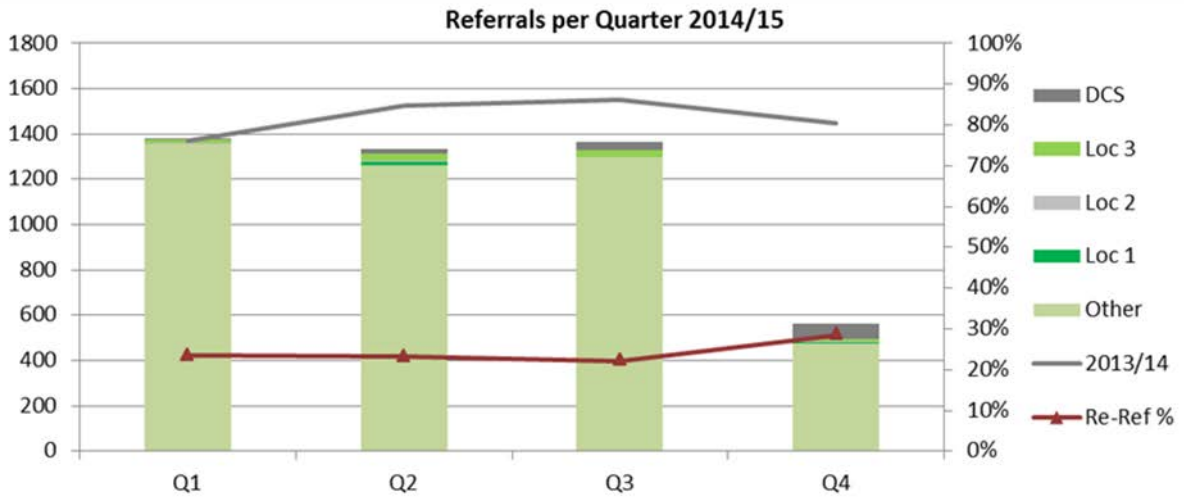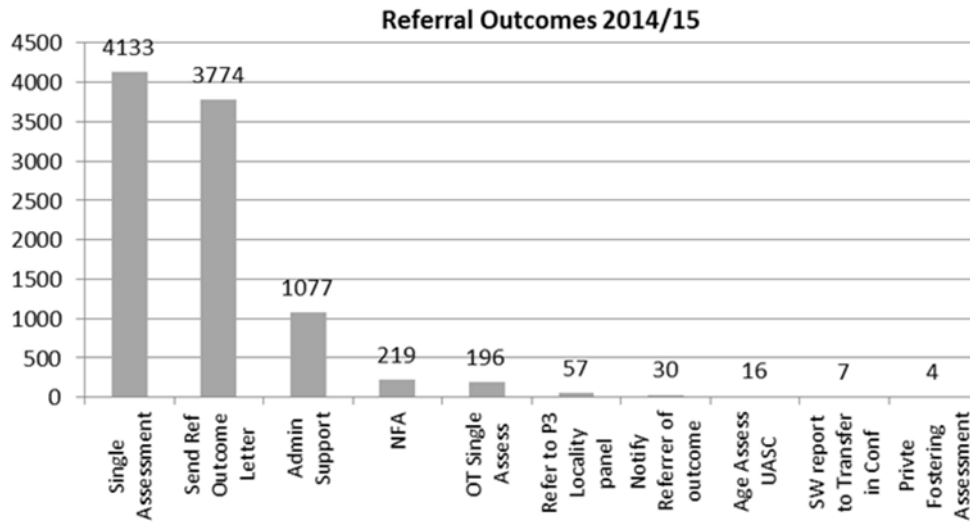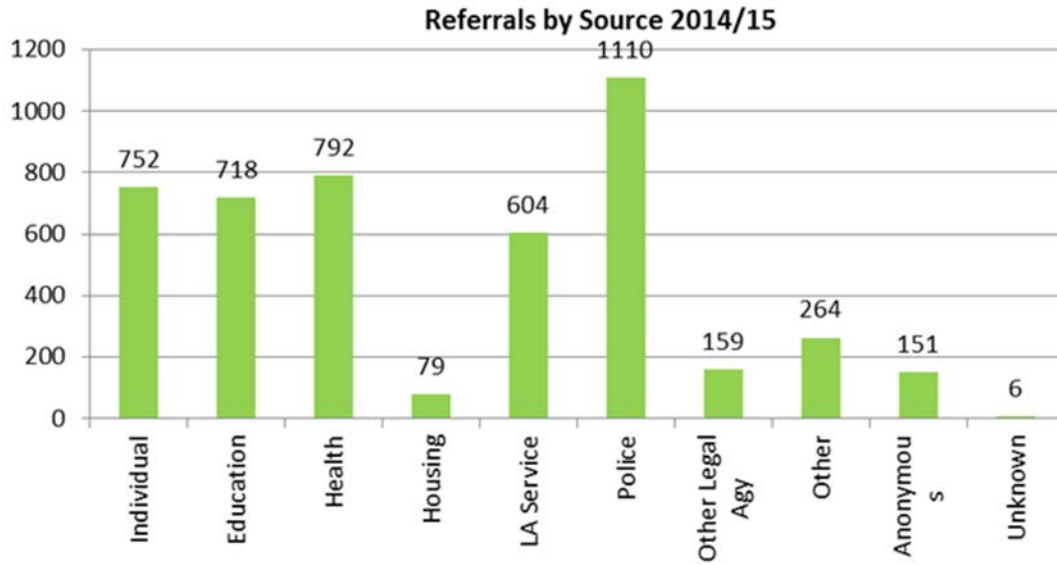
The chart below shows single assessments completed per quarter for 2014/15:

### Single Assessments Completed per Quarter 2014/15

	Q1	Q2	Q3	Q4
Other	26	4	30	191
DCS	28	35	43	41
Loc 3	392	407	352	178
Loc 2	331	259	190	101
Loc 1	356	363	220	124

The table below provides more detail on the charts and commentary above:

Leicestershire	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Avg for 14/15	N for 13/14	Leics avg 13/14	SN avg for 13/14	Nat avg for 13/14	Nat N for 13/14
N of Contacts to FR	3804	3793	3715	3320		3658	15228				
N of Referrals to CSC	1375	1331	1367	562		1159	5895				
% of referrals to CSC	37%	36%	37%	18%		32%	39%				
N of referrals per 10,000	408.4	395.4	406.1	166.9		344.2		450.1	471	573	
N of re-referrals	23%	23%	22%	28%		24%	24%	24.2%	22.6%	23.4%	
N of referrals to Early help	488	420	517	647		518					
% of contacts referred to Early Help	13%	11%	14%	19%		14%	13%				
Early Help step-ups to CSC	82	102	103	37		81	n/a				
N of referrals going on to Single Assessment	1288	1206	1185	454		1033	1340				
% of referrals going on to assessment	94%	91%	87%	81%		89%		84.5%	81.8%	74.4%	
N of Single assessments completed	1133	1068	835	635		918	1165				
N of single assessments in progress	232	169	152	142							
% of assessments carried out < 45 days (2104 data)	96%	95%	92%	83%		92%					
Number of strategy discussion meetings	511	456	453	402		455					
Number of S47 enquiries	382	320	310	279		323					
Number of S47 enquiries per 10,000	113.5	95.1	92.1	82.9		95.9		100.1	94.3	124.1	124.1

Child Protection

In the first half of 2014/15 the Board was concerned to see a rise in the number of children subject to a child protection plan in Leicestershire but in the latter half of the year the number of child protection plans continued to reduce. The Signs of Safety (SoS) approach is felt to be a contributory factor and is in keeping with trends seen in other authorities where a similar approach has been adopted. The influence of Early Help and the remodelling of children's social care are also believed to be a contributory factor to the changes at the end of the year. The Roll-out of Signs of Safety Review Conferences continues which is receiving good feedback from children, families, other agencies and social care staff.

Children Subject of Child Protection Plan per Month
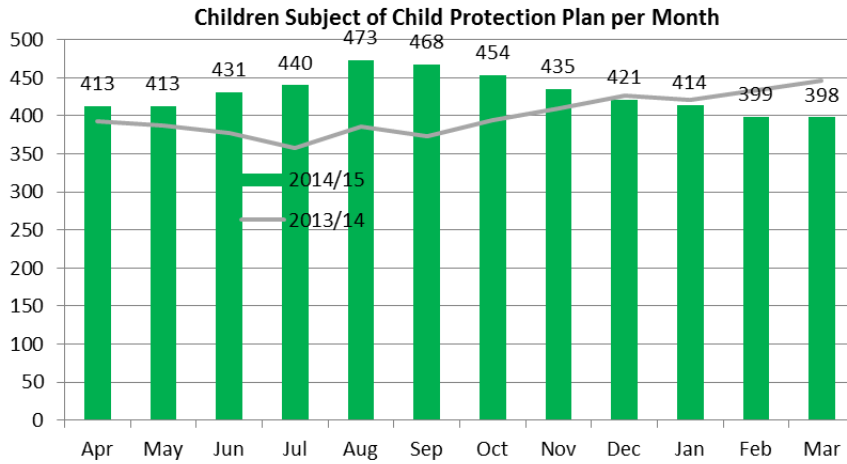
Further data that provides evidence of trends in child protection in the last year is set out in the tables below.

Child Protection Plans Starting and Ending per Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Starts repeat plans	7	2	12	12	13	10	6	13	5	13	4	6
Starts no prev plan	36	47	40	57	46	50	47	36	37	36	39	26
Ends	-74	-44	-37	-61	-22	-67	-72	-61	-56	-56	-58	-37
net change	-31	+5	+15	+8	+37	-7	-19	-12	-14	-7	-15	-5

Child Protection Plan Categories at 31 Mar 15
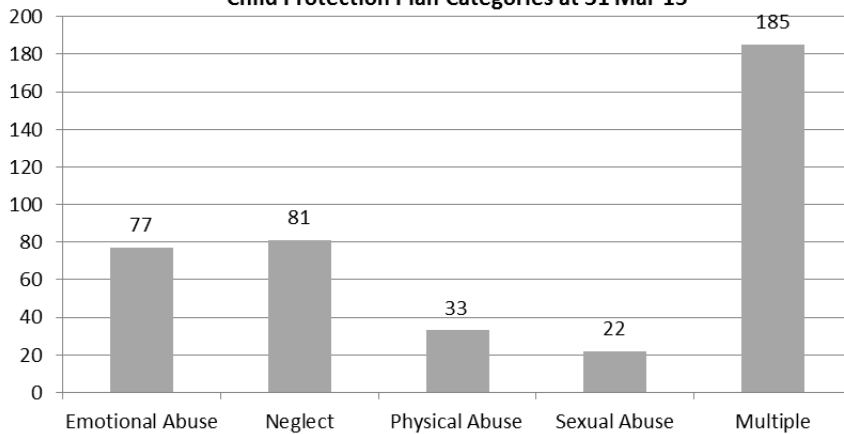
Leicestershire	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Avg for 14/5	Leics avg 13/4	SN avg 13/4	Nat avg 13/4
N of ICPC held	176	203	162	143		171			
% of ICPC resulting in CP Plan						85%			
N of children subject to a CP Plan	431	468	421	398		429.5	292	294	
Number of children subject to a CP Plan per 10,000	32.0	34.8	31.3	29.6		31.9	31.9		42.1
N of children subject to CPP for neglect	67	54	55	81		64.25			
N of children subject to CPP for neglect per 10,000	5.0	4.0	4.1	6.0		4.8	4.5	14.6	18.3
N of children subject to CPP for physical abuse	25	30	15	33		27.75			
N of children subject to CPP for physical abuse per 10,000	1.9	2.2	1.1	2.5		2.1	2.8	3	4.1
N of children subject to CPP for emotional abuse	80	89	48	77		73.5			
N of children subject to CPP for emotional abuse per 10,000	5.9	6.6	3.6	5.7		5.5	4.4	10	13.8
N of children subject to CPP for sexual abuse	15	16	17	22		17.5			
N of children subject to CPP for sexual abuse per 10,000	1.1	1.2	1.3	1.6		1.3	1.1	1.6	1.9
N of children subject to CPP for multiple categories	244	279	287	185		248.75			
N of children subject to CPP for multiple categories per 10,000	18.1	20.7	21.3	13.7		18.5	19.8	3.5	3.9
% CP cases which were reviewed in timescales	97.2	96.8	98.9	97.90%			286	279	
% of children with CP Plans lasting > 2 years	5.2	3	0	0.75%			2.5	2.4	2.6
% of children re-registered on CPP	21	18.6	16.6	18.50%			12.6	16.8	15.8

Timeliness of social work reports for child protection conferences

In 2013/14 the LRLSCB identified a specific concern about the timeliness of the distribution of reports for child protection conferences.

The data in the table below represents each individual child and not each conference – one report is required per conference. LSCB procedures require reports for ICPCs to be with families at least 2 working days before the conference and with the Chair at least 1 working day in advance. For RCPCs the requirement for both families and conference chairs is at least 3 working days in advance of the meeting.

As the data below reflects, there has been improvement quarter on quarter in families receiving reports earlier than the target: from 17.2% in quarter 1 to 29.6% at quarter 4. However, performance still falls significantly below the standard needed to support good practice. Trends are moving in the right direction with the percentage receiving reports on the day of the conference decreasing quarter on quarter – down to 39.3% in quarter 4 compared to 55.6% in quarter 1. Those getting reports the previous day increased from 22.3% quarter 1 to 28.9% quarter 4.

Quarter	Initial CPC		Review CPC		Transfer In CPC	All CPCs	
	No.	%	No.	%	No.	No.	%
Earlier	21	12.5%	66	19.6%		87	17.2%
Previous day	36	21.4%	77	22.8%		113	22.3%
On day of conference	109	64.9%	171	50.7%	2	282	55.6%
Not received	2	1.2%	23	6.8%		25	4.9%
Quarter 1 Total	168		337		2	507	
Earlier	54	27.7%	44	14.8%		98	19.7%
Previous day	50	25.6%	62	20.9%	2	114	22.9%
On day of conference	87	44.6%	183	61.6%	2	272	54.7%
Not received	4	2.1%	8	2.7%	1	13	2.6%
Quarter 2 Total	195		297		5	497	
Earlier	37	24.0%	88	24.0%	3	128	24.2%
Previous day	51	33.1%	83	22.7%	2	136	25.7%
On day of conference	62	40.3%	187	51.1%	5	254	47.9%
Not received	4	2.6%	8	2.2%		12	2.3%
Quarter 3 Total	154		366		10	530	
Earlier	42	31.8%	78	28.6%	2	122	29.6%
Previous day	36	27.3%	79	28.9%	4	119	28.9%
On day of conference	53	40.2%	108	39.6%	1	162	39.3%
Not received	1	0.8%	8	2.9%		9	2.2%
Quarter 4 Total	132		273		7	412	
Grand Total	517		1000		17	1534	

Commentary on child protection from the IRO Service

Each year the LRLSCB received the annual report of the Independent Reviewing Officer (IRO) Service on the performance of the Child Protection (CP) system in Leicestershire. This report has been received for 2014-15.

The annual report has evidenced that there are strengths, challenges and areas for improvement as highlighted below. .

Overall, the IRO Service report is positive about what has been achieved over the last year and is confident that is has operated to a high standard and met statutory requirements. The vision moving forward is one of excellence and the improvements identified in this report will help build on what has been achieved and is working well to enhance the service even further.

Key Strengths – What's working well?

- The implementation of Signs of Safety style Child Protection Conferences has been received in a positive way by parents.
- Effective role of the dedicated Advocate (Children's Rights Officer – CRO) for CP that has developed over this period and has demonstrated effective support for young people's voices being independently introduced into the Child Protection Conference process. This has also led to appeals being made by young people on being made subject to Child Protection Plans, which is welcomed as a way to further engage them in the process and for their voice to be influential.
- No increase in complaints over this period. Complaints are welcomed as a way of ensuring the service is behaving in a professional manner in the conduct of its business and as an attempt to try and engage the complainant in understanding the process.
- The implementation of the multi-agency Child Sexual Exploitation (CSE) & Missing team.

Challenges – What are we worried about?

- The need for a more proportionate number of multiple category Child Protection Plans: to ensure that the categories of abuse used when children are made subject to a plan are more consistently reflective of the primary concern for that child.
- Ensuring more consistent appropriate use of the Emotional Abuse category of risk, in line with the definition set out in Working Together and DfE guidance.
- Further progress on improvements already achieved over 2014-15 as regards timeliness of social work reports to families and IROs for Child Protection Conferences.
- Occasions of non-attendance at Child Protection Conferences from police as well as some schools – key partner LSCB agencies – that have meant some conferences not being able to go ahead as planned. Achieve further consistency with the accuracy and timeliness of data input into Framework I.
- The need to further improve the current system in the IRO Service: to ensure a more coherent and robust set of data is established regarding practice issues and themes arising from the Child Protection Conference

process – to assist in developing practice.

Areas for Improvement – What needs to happen?

- Agency representation at all Child Protection Conferences must be secured to ensure that conferences are quorate and can take place within timescales set out in the LSCB procedures.
- Agency provision of accurate and concise information in the prescribed LSCB format and aligned with the Signs of Safety approach for Child Protection Conferences.
- Consistent and regular recording and monitoring of IRO challenge and escalation. This is to be collated into Thematic Reports being produced and presented to the monthly meeting with the Assistant Director.

Supporting Leicestershire Families (SLF)

At the end of March 2015, 479 assessments had been undertaken with families referred to SLF. Of these families, 91% were assessed as "complex" and 10% as "at risk". Performance this quarter demonstrates improvements in outcomes across a number of key issues (ASB, homelessness, domestic abuse and schooling).

The Troubled Families Unit (TFU) identified that Leicestershire had 810 troubled families and, in August 2014, Leicestershire submitted its final claim having achieved the required results for 810 families. In October 2014, it was announced that Leicestershire was one of six authorities across the Country to have achieved 100% of its Phase One target and has therefore drawn down 100% of the available PBR funding (£2.5 million).

This means that families have been supported into employment, out of involvement in crime and anti-social behaviour and children's school attendance has increased.

Alongside this the SLF Service has seen significant improvements in outcomes for families around domestic abuse, relationships, housing issues, financial management and child behaviour. Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter in September 2014.

The TFU has identified that the Leicestershire share of the 400,000 families is 2790 over the five years.

The table below presents data from the SLF service:

Target		Q2	Q3	Q4
Number of referrals	Early Help Step-Ups to	104	111	37

"stepped up" to CiN or Child Protection	Social Care			
Number of children and young people supported by **Family Steps Service**	Worked with and reviewed to close	122	118	94
	Worked with and still open at end of quarter	157	168	140
	Total	279 (Q1 and Q2)	408 (Q1-Q3)	234 (Q4)
Number referred via **First Response**		62 (Q1 and Q2)	n/a	30 (Q4)
Number referred via other referral routes	Locality Hubs	111 (Q1 and Q2)	n/a	40 (Q4)
	"Paper"	82 (Q1 and Q2)	n/a	
	"Other" routes	255 (Q1 and Q2)	n/a	27 ("other" routes)
Number of young people supported by **Youth Services** (the service has recently ensured Behaviour Partnership referrals begin to come through the "front door" rather than direct to the service)	Young people currently being supported via 1:1 work	296	275	288

Number referred via sources **other** than First Response Children's Duty		37	35	26
Number of young people who attended other youth service groups / projects		411	329	310
Supporting Leicestershire Families (SLF): Number of assessments conducted	Assessments that had been undertaken with families referred to SLF	371 (At end of September 2014)	431 (At end of December 2014)	479 (At the end of March 2015)
Number of families assessed as "complex"		92% complex (5 or more factors)	94% complex	91% complex
Number of families assessed as "at risk"		8% at risk (2 or more factors)	10% at risk	10% at risk

Throughout 2014-15, workers have successfully maintained a "business as usual" stance in spite of the potential disruption of restructuring and the preparation for moving into locality teams.

Examination of case work demonstrates high levels of contact and direct work with children and families with high levels of satisfaction being reported by young people and families.

Workforce development activity has focused on equipping staff with the enhanced skills to ensure they are able to meet the needs of increasingly complex work with a strong focus on the Signs of Safety approach.

As a result of the merging and co-location of staff in Family Steps, Youth Service and Supporting Leicestershire Families, future reporting will change with collective figures rather than separate teams/services having their own individual reports.

Family Steps (5–11s)

During quarter 4, 94 young people were worked with by the Family Steps Service

and reviewed to close. In addition, 140 were worked with and were still open at the end of the quarter. The total for quarter 4 was therefore 234. The numbers supported at quarter 4 are approximately 15% lower than the numbers supported during quarters 1 to 3. During quarter 4, a total of 97 referrals were received: 30 via First Response, 40 via Locality Hubs and 27 via other routes.

Youth Service (11+)

288 young people were being supported by 1-to-1 work at the end of quarter 4. 26 referrals were received from sources other than First Response. During the quarter, 310 young people attended other youth service groups or projects. These figures represent a similar pattern to previous quarters.

Children's Centres (0–5s)

	Q2	**Q3**	**Q4**
Number of children supported by Children's Centres	4,059 children with active cases (including targeted group) during Q1 and Q2	4,637 children with active cases (including targeted group) during Q1 – Q3	5170 children have had an active involvement during 01/04/14 to31/03/15

At quarter 4, 74% of children were registered with Children's Centres (26,835). 5,170 children have had an active involvement during 2014/15. A total of 8,487 involvements were reported for the year, with each involvement representing a type of intervention. The breakdown by area is set out below:

Areas	**Children with involvements**	
	Q3	**Q4**
Blaby, Oadby & Wigston	869	1047
Charnwood	871	892
Harborough	580	661
Hinckley & Bosworth	737	876
Melton	656	691
NWL	835	1003
No reach area	89	n/a
TOTAL	4637	5170

The top 5 reasons for an involvement during 2014/15 were:

1. Isolated parent (new to the "top 5" at quarter 4)
2. Concern about communication of an under 5
3. Development concerns
4. Support to home learning environment
5. Gaps in parenting knowledge.

Of the 5,170 children receiving an intervention, 68% of families report that their needs have been fully met and 93% report that some needs were met. 92% of families rated the service as good or excellent (66% excellent).

Voice Work

Target	Q2	Q3	Q4
Single agency reports about general or specific feedback from service users at a strategic level – activities and consultation processes involving service users; Healthwatch reports

Evidence of children and families voice influencing service developments | Significant increase in number of young people taking part in the "Make your mark" campaign. Number up from 7,800 to 11,542, a 47.9% increase. Themes from this exercise will feed into Early Help 11-19 commissioning | Young people's views fed into VCS commissioning EHRIA activity

Young people involved in recruitment panels for face to face staff and new Locality Manager posts

Leicestershire UKYP reps attended annual "Takeover Day" in House of Commons in November | Nine Young people (two Members of Youth Parliament and seven CYCLe Members) went to Ashford in Kent to the UK Youth Parliament Leadership Residential. This leadership course provided young people with opportunities to enhance their roles as Members of Youth Parliament and CYCLe representatives. These exercises challenged the young people's skills and knowledge and increased their learning, plus provided an opportunity for them to create a stronger support network with other youth representatives – approximately 400 young people attended from throughout the UK

Young people have been instrumental in redesigning the young person friendly version of a SENDIASS leaflet |

Feedback from Children and Families about their involvement in SLF

'It was a nightmare 2 years ago. We always argued and had fights, the kids didn't listen and they didn't go to school. I never paid my rent and bills. My partner is around to help me now. I go to all the hospital appointments. Everything is going well and we have done everything that we should. '

'I can't believe how much better behaved my son is. I feel like I've eventually got the power back as a parent from all of the children'

'My parents don't argue now. The house is much calmer'

'I just feel more confident and in control'

'I always go to school now, I wouldn't dream of not going'

'I hated my brother a year ago. We would hit each other and argue all the time. We now sit and play. I miss him now if he's not there'

'My family and I would be homeless if we hadn't had the help. I can't thank them enough'

'I have learnt from her – like watching her on the phone with people – I feel more confident and the stress has gone. I'm going to college now and have a work placement. I don't get ratty with the kids anymore'

Performance - Across The Child's Journey June 2015

LSCB objectives

- The LSCB provides a rigorous and transparent assessment of the performance and effectiveness of local services
- Areas of weakness and the causes of those weaknesses are identified
- Evaluate and where necessary challenge the action being taken
- Have clear thresholds in place to ensure the needs of children are correctly identified and receive the right intervention, at the right time and in the right way.

What were the issues?

- Whilst existing thresholds were in place for each Authority, guidance for frontline staff was fragmented and confusing for partner agencies working across Authority areas
- The Board was not fully aware of the extent of the Early Help Offer
- The Performance Framework was not enabling effective performance management
- Partners have reported to the LSCB they had not been getting feedback about referrals
- Timeliness of assessments have been identified as a issues in Leics
- Participation of young people had been noted to have dipped in LAC reviews
- Numbers of Private Fostering too low
- The timeliness of Initial Health Assessments has been an issue

What has been delivered?

- Both Leicestershire and Rutland have strong partnership arrangements that deliver an integrated Early Help offer
- A new Threshold document has been published by the LSCB
- Both LAs are reporting increased awareness of Thresholds and knowledge of available services – positive feedback from staff on understanding of Leicestershire and Rutland thresholds
- Following challenge from the LSCB, new processes for managing feedback to referrers have been introduced (Leics)
- A new Performance Framework and reinvigorated SEG robustly monitors partnership performance
- The Board has asked for and received an explanation regarding timeliness of assessment
- The Board has requested and received regular updates on young people's participation in LAC reviews
- The Board has challenged Private Fostering performance and has delivered a publicity campaign aimed at staff
- The performance of timeliness of Initial Health Assessments has improved
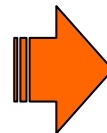
What has been the outcome?

- The "front door" arrangements in both Authorities provide effective decision making and triage by experienced social workers based on clear thresholds
- Both LAs are reporting a significant increase in the number of cases engaged in Early Help
- All referrals have been receiving response letters (from 1st June 2014)
- Assessment timeliness has improved
- Participation in LAC reviews has improved
- The Board has a fuller understanding of performance and has ensured the Business Plan reflects this. Both Leicestershire and Rutland have strong partnership arrangements that deliver an integrated Early Help offer
- A new Threshold document has been published by the LSCB
- Both LAs are reporting increased awareness of Thresholds and knowledge of available services – positive feedback from staff on understanding of Leicestershire and Rutland thresholds

Rutland – Child's Journey

Referral and Assessment: please see the table below:

Contacts, Referral and Assessment	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Rutland avg 12/13	SN avg 12/13	Nat avg 12/13
N of Contacts to Duty	162	192	190	173				
N of Referrals to Duty	53	52	74	76				
% of contacts go on to referral within Duty and	32.70%	27%	39%	44%				
N of Referrals including domestic abuse incidents	4	16		14				
N of re-referrals	6	12		10		23.7	24	24.9
% of referrals with NFA		8%				12.4	19.1	14.5
N of new CAFs	23	20	16					
N of CSC referrals that result in a CAF	6	9	4					
% of CSC referrals that result in a CAF	11.30%	4.70%	3%					
N of referrals going on to Single Assessment	50	52		76				
% of referrals going on to assessment						70.4	73.4	74.4
N of Single assessments completed		63		89				
N of Single Assessments completed per 10,000		81.1		114.6		318.9	295.9	387.4
% of single assessments carried out within 10 days	100	100%						
N of single assessments carried out within 40 days	2	61	33	31				
% of single assessments carried out within 40 days	40	73.2	75	35%				
Number of strategy discussion meetings	7	17	21	33				
Number of S47 enquiries	7	12	22	29				
Number of S47 enquiries per 10,000	9.0	15.4	28.3	37.3		86.4	95.7	111.5
N of Children in Need		138	152	142				
Children in Need per 10,000		177.7	195.7	182.8		315.2	237.7	332.2
CiN by duration - < 3 months		24	24	21		27.4	23.9	22.9
CiN by duration - 3 – 6 months		25	37	37		13.5	11.8	12.1
CiN by duration - 6 – 12 months		40	44	41		10.8	14	14.9
CiN by duration - 1 – 2 years		5	7	5		17	15	15.9
CiN by duration - 2 years +		35	40	38		31.3	35.3	34.2
% of CiN cases closed within 6 months of CP Plan		22.7					40	42.7
% of CiN with no SEN						51.1	40.3	42.1
N of CiN assessment for children with disabilities		28	27	21		48.9	59.7	57.9
% of SEN statements issued within 26 weeks	100%	100%	100%	100%		100	83.3	82
N of children being home educated (?)	2	4						

Early Help Rutland

Early Intervention Overview

There has been a consistent flow of referrals into Early Help since April 2014 with a total of 64 active cases at the end of March 2015.

Rutland continues working very closely with partners, especially strengthening links with Health. The Rutland County Council Senior Early Intervention Officer for CAF, and the Families, Young People and Children Division (FYPC) Neighbourhood Lead for Rutland identified the risk of duplication and complexity caused by processes put in place to assist practitioners and improve outcomes for children and young people in Rutland. Having identified these concerns, ideas were shared with practitioners working in the area and senior management within Health and the Local Authority that supported a plan to review and propose potential changes. We are now in the process of jointly writing a draft proposal to co-design the navigation processes between Health and the Local Authority to access multi-agency support for families in Rutland.

CAF Case Loads	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Active Caseload	50	51	52	59
New Referrals	23	20	14	29
Case Closures	21	22	12	22
Cases stepped down from Social Care	16	25	5	10
Cases escalated to Social Care	2	3	3	6
Re Referrals into CAF	2	0	0	0

The chart below shows cases stepped up and down between Early Help and Social Care.

Changing Lives – Rutland

Changing Lives has now worked with 100% of the targeted families over the course of the original programme. 76% have now made a full turn around of moving into employment, having increased school attendance and crime and ASB being reduced. The programme now aims to focus on the remaining 6 families until May 2015 to achieve a full 100% turn around.

Rutland has been confirmed as joining the 2nd phase of the programme in April 2015. The extended programme will require additional resource and the consideration of a service transformation to meet the target of working with 3.3 times the amount of families in the next phase, approximately 100 families over 5 years. An income of approximately £440,000 will be received from the Government over the course of the 5 year programme to allow the whole family approach to continue.

Changing Lives Rutland	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Avg for 14/15
Number of referrals received from Duty	4	0	3	2		2.25
Number of referrals received from other sources	37	4	4	3		12
Number of assessments conducted by CLR	9	0	0	2		2.75
N of young people supported by CLR	53	53	30	30		41.5
Outcomes for families	70%	70%	76%	76%		73%
Number of families and individuals supported	32	32	18	18		25
Number of families assessed as "complex" and "families at risk"	39	39	10	10		24.5

Targeted Early Intervention Caseloads 2014/15	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Changing Lives Active Caseload	32	31	32	26
Children Centres Active Caseload	9	10	30	7
Youth Service Single Agency Caseload	5	11	7	37
Aiming High Single Agency Caseload	10	9	8	8

The breakdown of the Changing Lives Active Caseload is as follows:

- Intensive intervention (3 plus hours per week): 10 families

- Medium intervention (3 hours or fewer per week): 13 families

- Adding value to existing interventions, such as funding therapeutic input, family counselling or practical resources: 22 families

- Light touch mentoring post intervention: 4 families.

Children Centres

1,472 children are currently engaged through the Children Centres in Rutland, reaching 91% of families with children under the age of 5 in Rutland. This is an increase in 8% since the last reporting period. Currently 90% of families with children under 5 years are registered with the Children Centre, reaching 1,568 families. This has risen from 75% in Quarter 3 of this year and from 54% in Quarter 2. 38% of families have sustained engagement with the Centre, receiving support through outreach services, a support worker or accessing group provisions within the Centre.

Youth Services

During 2014/15, 588 young people have participated within the service through a range of provision, including one-to-one support, youth club provision and information advice and guidance workshops.

Rutland Child Protection

Core data on child protection performance in 2014/15 is set out in the table below.

Child Protection	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Rutland avg 12/13	SN avg 12/13	Nat avg 12/13
N of ICPC held	3	5	6	6				
Rate per 10,000 - ICPC held	3.9	6.4	7.9	14.4		53.6	41.6	52.7
% of ICPC held < 15 days of S47 enquiries started	100	100	100	100		77.3	71.6	70
Number of children subject to a CP Plan	26	29	32	33				52680
Number of children subject to a CP Plan per 10,000	33.5	37.3	41.2	42.5		42.6	30.2	37.9
N of children subject to CPP for neglect	7	4	5	5				
N of children subject to CPP for neglect per 10,000	9.0	5.1	6.4	6.4		23.1	16.9	18.9
N of children subject to CPP for physical abuse	3	0	0	0				5.4
N of children subject to CPP for physical abuse per 10,000	3.9	0	0	0		0	4.4	5.4
N of children subject to CPP for emotional abuse	1	6	6	10				
N of children subject to CPP for emotional abuse per 10,000	1.3	7.7	7.7	12.9		9.7	10.2	14.6
N of children subject to CPP for sexual abuse	4	1	1	1				
N of children subject to CPP for sexual abuse per 10,000	5.1	1.3	1.3	1.3		0	2.1	2.2
N of children subject to CPP for multiple categories	11	18	20	17				
N of children subject to CPP for multiple categories per 10,000	14.2	23.2	25.7	21.9			3.5	5
% of CP cases which were reviewed within required timescales	100	100	100	100		85	97.2	96.2
% of children with CP Plans lasting > 2 years	0	0	0	0		0	4.1	3.2
N of children with CP Plans lasting > 2 years	0	0	0	0		0		
N of children re-registered (made subject to a subsequent CP Plans)	0	3	0	0		0	63.2	7870
% of children re-registered	0	27	0	0			15.6	14.9
Rate of children who ceased to be subject to a CP Plan	12	11	7	12		14.6	34.4	45.7
N of children de-registered from CPP who had been on CPP > 2yrs	0	0	0	0		0	23.9	2690
N of disabled children where referral went on to child being subject to CP	0	0	0	0				
N of children who participate in their CP Conference	17	7	7	12				

Leicestershire & Rutland Safeguarding Effectiveness Group

LSCB & SAB Priorities

- To be assured that "Safeguarding is Everyone's Responsibility"
- To be assured that children and young people (including Looked After Children) are safe
- To be assured that adults at risk (including those in residential care) are safe
- To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children and young people and adults
- To be assured that the workforce is fit for purpose

What were the issues identified by SEG?

- The LSCB and SAB need to see evidence of effective safeguarding across the partnership of organisations
- The information needs to evidence the four quadrants: quantitative information (core data sets), qualitative information (audits, surveys and reports), feedback and information from staff and the voice of the child or adult at risk service user
- Good practice should be showcased and risks identified and managed
- The complete picture needs to be presented in an accessible format for the Board and its Subgroups to consider

What action has been taken?

- A Performance Management Framework has been developed that presents the required evidence in a structured way
- Service Level Agreements (SLAs) have been agreed with each of the partner agencies. These agreements detail the information their agency will provide on a quarterly basis in line with the four quadrants
- The Performance report is compiled by the Business Office and discussed in detail at the quarterly multi-agency Safeguarding Effectiveness Group (SEG) meeting
- Highlights and risks from the performance report are agreed by the SEG and then reported to the executive group and the Board.
- Identified risks or missing information are escalated to the Executive Group and Board as appropriate
- The Performance Management process continues to evolve as we work towards full understanding of the effectiveness of multi-agency safeguarding practice

What has been the Outcome?

- The LSCB and SAB and constituent partners understand the scope and trends about the effectiveness of multi-agency safeguarding practice in Leicestershire and Rutland
- Audit work is now reported to the Boards – this has increased their awareness of the voice of the child and feedback from front line professionals and their managers
- Comparisons are evident with national and statistical neighbour information – questions have been asked about Private Fostering, Child Sexual Exploitation, children subject to Child Protection Plans, timeliness of assessment, Deprivation of Liberty Safeguards (DoLS), referrals re adult safeguarding
  - The Boards are able to plan more effectively to mitigate against risks which are identified
  - The Boards are held to a greater level of scrutiny and challenge at a senior level because the information has been gathered through the Performance Management process

- Core data sets
- Strategeic Audits

Quantitative

- Single Agency Reports
- Inspections
- Strategic and operational Audits

Qualitative

- Audits
- Surveys

Voice of Front Line Professionals

Voice of the Child and Adult

- Feedback
- Participation

To be assured that thresholds for safeguarding children are clear, understood and consistently applied

To assist practitioners with their understanding of the thresholds used across Leicester, Leicestershire and Rutland, we designed and distributed the following leaflet:

The leaflets were designed as an aide memoire to support the Multi-Agency Threshold briefings held from March 2015 onwards. The aide memoires have proved very popular and had to be re-printed due to high demand.

They are available for download on the SBBO website
http://lrsb.org.uk/uploads/n0489-assessing-the-needs-pocket-guide-(3)-7115.pdf

To be assured that the quality and impact of single and multi-agency child protection practice is effective

Report from the Procedures and Development Subgroup

In 2014/15, we planned to ensure that the policies and procedures for safeguarding and promoting the welfare of children were kept up to date, compliant with statutory guidance and also relevant to practice in the local area.

The procedures cover Leicester, Leicestershire and Rutland (LLR) to enable consistency for staff working across more than one Local Authority area and also in recognition that children and families also move across these boundaries. The Subgroup comprises members from partner agencies across LLR, which includes Children's Social Care, UHL, LPT, CCG and Police.

The Leicester, Leicestershire & Rutland Procedures & Development Subgroup met quarterly on 13 May; 12 August; 18 November and 25 February to oversee and manage the LSCB multi-agency safeguarding children procedures.

The online procedures manual was updated twice in the year – in October 2014 and March 2015.

The key procedures updated and/or produced include:

- The Thresholds for Access to Services for Children and Families in Leicester, Leicestershire and Rutland

- Common Assessment Framework and Early Help

- Referral into Children's Social Care

- Child Sexual Exploitation risk assessment tool and guidance

- East Midlands Regional Protocol: Notification by Other Local Authorities of Children Placed within Local Authorities in the East Midlands

- Children Moving Across Boundaries

- Safeguarding Children and Young People who Self-Harm

- Safeguarding Children and Young People with Suicidal Behaviour

- Safeguarding Children Vulnerable to Violent Extremism (PREVENT)

We have run some very successful Task and Finish Groups to engage a wide selection of staff across all agencies in reviewing and evaluating the effectiveness and impact of procedures. This has led to recommendations to improve the procedures and better arrangements for multi-agency working and information sharing across the sub-region of Leicester, Leicestershire and Rutland.

The development of the Leicestershire and Rutland LSCB Website has made the procedures more easily accessible and the number of "hits" to the online procedure manual is monitored through Google analytics. The data shows that in three months (December 2014 – February 2015), there were 6470 sessions where 5211 different users have accessed the procedures manual, with 13,627 pages being viewed. About 25% of these users are returning users and 75% are new users. (Please note that this information is calculated using the IP address of the user so it will double count if a user logs on from home and work.)

The figures show a significant increase in use of the procedures compared with the following from a year ago (December 2013 – February 2014) – 3572 sessions, with 2739 users viewing 10,106 pages.

The Section 11 audit has demonstrated that all agencies have a good awareness of the procedures.

Knowing how to access up to date policies and procedures, including a good understanding of the local application of thresholds, has led to a more confident and competent workforce.

Audits and Quality Assurance Work (Rutland)

Rutland commissioned an independent audit of 50 case files during quarter 4. These files covered 13 CAF files, 10 CP, 24 CIN and 3 LAC. The audit template is designed to capture evidence of the following:

1. The social worker's ability to provide a good description of the child's history and evidence of effective case work

2. Assessment and Analysis

3. Child's plan

4. Review

5. Voice of the Child

6. Help provided and impact on the child

7. Help provided and impact on the family

8. Supervision and management oversight.

The results that we are able to provide, that provide assurances to the Board that children and young people are safeguarded in Rutland, relate to the assessment and analysis module where questions about risk, critical analysis and help that is proportionate are tested out. In this quarter, the results demonstrated strength in practise in this area with five cases being good and one outstanding. CAF is also

routinely audited as part of the Quality Assurance Framework. Seven cases were selected and completed.

The template captures:

1. Early Identification

2. CAF assessment form and quality of assessment

3. Quality of review/Task and Finish Group meetings

4. Recording and supervision

5. Closure of service.

To be assured that children at high risk/vulnerable are being identified (e.g. Child Sexual Exploitation, Children Missing from Home and Care, bullying) and risks managed to secure a positive outcome

Child Sexual Exploitation (CSE) – what we did and the impact of what we did

CSE remains a key strategic priority for the LSCB, in response to both increased national expectations reflecting its current status as a national threat and as a locally driven priority for a number of years.

A number of key principles to strengthen the local response have been agreed during 2014-15, including the following:

- Consolidation of a single Leicester, Leicestershire and Rutland (LLR) approach to tackling the issues of CSE, trafficked and missing children

- Sharing, pooling and an equitable distribution of resources within a single multi-agency specialist CSE team.

The Leicester, Leicestershire and Rutland CSE, Trafficking and Missing Subgroup, established in 2012-13, covers the geographical area that is the responsibility of Leicestershire Police to ensure effective coordination between agencies.

Work of the Subgroup

The work of the Subgroup has been accelerated in response to the national agenda. The membership of the Subgroup is being continually reviewed to keep pace with these changes and a wider range of agencies than 2013-14 are now represented on the Subgroup. It has a number of work streams running concurrently with shortened timescales for completion of agreed actions

Details of work undertaken during 2014-15 are set out below:

- A revised LLR strategy and action plan developed with agreement that partners will develop a shadow action plan for their own organisations and report back to the Subgroup.

- The formation of a co-located multi-agency specialist CSE team, with the plan to develop in phases in line with any emerging need and threat.

- Significant personnel and financial resource commitment from Leicestershire, Rutland and the Police into the new team, with further development planned with regards to Leicester and Health joining the team during 2015-16.

- The team developed is to build on the strong partnership working and, following feedback from victims of CSE and their families, it has already had an impact in improving the local response to CSE including:

    o Improving the timeliness of joint decision making

    o Sharing of soft information and intelligence

    o Reducing duplication and enhancing the sharing of resources

    o Improving the collective knowledge of children at risk of CSE and profile of locations

    o Increasing capacity to deliver specialist direct work to children at risk of CSE

    o Disclosures from children resulting in improved safeguarding responses and successful criminal prosecutions

    o Positive feedback from children and families affected by CSE.

- Partners have agreed to fund a CSE Coordinator to work across the partnership to strengthen work started in relation to better understanding the nature and extent of CSE across the LLR, including patterns, trends and hotspots.

- A comprehensive dataset with analysis from partners has now been developed. This is produced quarterly. The data and analysis is reported in the Performance Management Framework to the LSCBs.

- A multi-agency audit is taking place to ascertain local progress in relation to the conclusions of the Rotherham Inquiry. SEG have agreed to establish a regular schedule of CSE themed multi-agency audits.

- A benchmarking exercise against the recommendations of the Rotherham Inquiry has taken place to determine the extent to which the multi-agency partnership has addressed their commendations and whether any further

action is required. A small number of priority areas for improvement were identified. Progress on action against these has also been made.

- Commissioning work is taking place to establish a pilot post from the voluntary sector for return home interviews.

- Leicestershire, in partnership with Missing People, is piloting the use of Text Safe for Local Authority services.

- The CSE Risk Assessment Tool is being revised, focusing on professional judgement resulting in higher quality referrals.

To improve knowledge and understanding of CSE, and ensure it is embedded within all agencies, there have been a significant number of activities including:

- A phased joint communication strategy is ensuring regular media and campaign coordination is taking place across the partnership. The campaign is continually evaluated for impact.

- Awareness raising materials and a reporting toolkit launched to the hospitality industry and licensed trade, including taxi drivers, has resulted in a number of referrals.

- Awareness raising materials and training slides were launched to specialist health providers and GPs in response to the national Health Working Group Report on CSE and recommendations of the Academy of Royal Medical Colleges.

- Coordinated internal communication campaigns have been undertaken across the partnership.

- The annual Missing Children Seminar was held with multi-agency attendees including private children's home providers.

- An e-Safety Seminar, focusing on the online threat to children and young people, was attended by 100 professionals.

- A CSE Seminar was attended by more than 160 multi-agency staff with the aim of launching key local developments, providing an update on national developments and sharing learning from national best practice.

- An all-Member CSE briefing took place in Leicestershire which focused on the role of elected members in their constituencies, as Corporate Parents and as scrutinisers of County Council's policy and practice. Subsequently a newly formed Children's Social Care panel agreed that CSE shall be its priority.

- A CSE Seminar was held in Rutland involving councillors and members of the public.

- Presentations have been undertaken to a Sexual Health Network Event, Substance Misuse Clinical Network, Licensing Forum and Community Safety Partnership.

- Education leads from across LLR are working together with Local Authority colleagues to coordinate awareness raising for staff, parents and governors.

- The applied theatre production "Chelsea's Choice" has been re-commissioned to tour schools throughout LLR in autumn 2015, enhancing PHSE lessons to focus on healthy relationships and CSE; involving children and young people, including primary school children, in future campaigns is also being planned.

- Multi-agency CSE training continues to be provided. A training needs analysis has been undertaken with the plan to provide a broader range of training opportunities to a wider range of professionals.

- A new public awareness raising campaign was launched – "Can you spot the signs?"

There is clear evidence that the Business Plan priorities have focused the work of the LSCB and partners during the last year; as a result, there is evidence of increased referrals, signs of CSE being spotted earlier within those referrals, an increase in criminal investigations and a wider range of agencies being engaged in the agenda.

The Strategic Partnership Board has also identified CSE as one of three key priorities for 2015-16 thus supporting the work of the LSCB.

Impact – Child Sexual Exploitation / Children Missing from Home and Care

This has been a significant increase in referrals to Children's Social Care in Leicestershire of children at risk of CSE, as set out below, suggesting an increased awareness of CSE, an improved confidence in reporting CSE and more accurately reflecting the local picture. In Rutland, referrals have not increased warranting further investigation.

Period	Local Authority	Total Referrals
2013-14	Leicestershire	85
2013-14	Rutland	4
2014-15	Leicestershire	184
2014-15	Rutland	4

Children who go missing are at risk of CSE. Improving the response to missing children remains a LSCB priority. The number of missing children has not markedly changed during this period. A significant proportion of children reported missing are

placed in the area by other Local Authorities in Private Children's Homes. During 2014-15, the Independent Chair has had cause to write to a number of Local Authorities reminding them of their obligations to provide notification of a placement and disclose any risks in relation to CSE and children running away.

Analysis of the data

Considerable work has been undertaken during 2014-15 to develop a local data set and improve the breadth and quality of data and analysis provided by partners.

Overall, the data is showing evidence of the following trends:

- Reduction in the number of children reported missing; reduction in repeat incidences of children going missing; and a reduction of children going missing more than once

- Increase in numbers of return interviews bring undertaken with children who have gone missing

- Increase in the number of CSE referrals (highlighting improved and heightened awareness amongst professionals)

- Evidence that within referrals the signs and symptoms of CSE are being spotted earlier

- A wider range of agencies making referrals

- Reported increase in awareness of CSE amongst professionals, children and young people

- Increase in the number of CSE related investigations and prosecutions

- A wider range of agencies engaged in the CSE agenda, including the licensing authorities, voluntary sector and pharmacists.

Leicestershire Police have completed a problem profile to map out the extent and nature of CSE locally.

The problem profile is showing that:

- Of the 2062 vulnerable child reports recorded by Leicestershire Police during the period, 18% have a CSE marker

- Being missing from home is a factor in nearly 40% of reports with a CSE marker; concerns over relationships with older persons feature in 35%; concerns over drugs and/or alcohol feature in 16%; and the use of technology in 18%

- The majority of victims recorded in all reports with a CSE marker are White European females aged 14 or 15

- There are 4 local police areas with no CSE marker, i.e. where there have no referrals

- A concern is that there is under-reporting in BME groups considering the diversity of the area

- Drugs and indecent images are a feature in these reports and drugs and/or alcohol were a factor in the lives of all victims in some form

- There is a disproportionality in relation to referral agencies, the Police and Children's Social Care making the majority of referrals

- There is an intelligence gap regarding potential links between gangs and CSE in Leicestershire

- There is some correlation between CSE marked reports that highlight risk and the location of drugs related offences.

Challenges

- Managing the increasing scale and demand in relation to significant and highly prominent cases of non-recent abuse in tandem with a simultaneous rise in CSE related referrals.

- The scope and breadth of the work in response to CSE continues to increase, as understanding improves, requiring a more advanced cross-cutting approach involving public health, safeguarding through to community safety and beyond.

- A priority of the Subgroup has been to establish a comprehensive multi-agency dataset and multi-agency problem profile to enable a clearer picture of the nature and extent of CSE in the area. This remains a work in progress although substantial progress has been made.

- An agreed consistent approach to data collection and problem profiling locally, regionally and nationally remains outstanding; this needs to be achieved to enable comparative data and the building of a comprehensive evidence base.

- Establishing comprehensive, consistent and accurate data in relation to perpetrators and offenders to enable a more targeted approach.

- Ensuring that consistent, well understood and clear pathways are in place for agencies making referrals about CSE and increasing the range of agencies making referrals.

- The extent of the involvement of local gangs and groups in CSE needs to be further understood.

- The Subgroup has begun to consider the direction of future phases of the awareness raising campaign, including targeting specific locations and groups including boys and young men and children from BME communities. A conference involving local faith and community groups is planned during 2015-16.

- The continued variability in the consistency and quality of responses to CSE across areas remains a risk, particularly in light of cross border CSE and trafficking and the fact that children and families move across borders, including vulnerable groups such as Looked After Children (LAC) placed in Private Children's Homes. The sub-region is leading the development of an East Midlands' regional approach and adoption of a framework based on the "See Me Hear Me" principles developed by the Office of the Children's Commissioner.

- Further work needs to be undertaken to counteract the influence of changing culture resulting from: the internet and use of social media; the impact of the availability of online pornography on children and young people; the risks associated with young people "sexting" each other; and increasing numbers of children being exploited through technology, targeted by online abusers and use of blackmail and extortion.

- Ensuring children and young people better understand the issues surrounding consent and the nature of healthy sexual relationships through work in schools and colleges.

- Improving the partnership approach to disrupting, pursuing and prosecuting perpetrators of CSE. The plan is to develop the local strategy involving all partners.

Child Sexual Exploitation

LSCB objectives

- Have a greater understanding of the extent of CSE in Leicestershire and Rutland
- Produce a local CSE strategy
- Raise local awareness of CSE
- Seek assurance that the risks for young people are being addressed
- Disrupt and Prevent CSE
- Ensure victims are supported
- Ensure partnership arrangements are effective and in line with latest policy and guidance
- Develop a relevant dataset to give picture / profile of CSE Trafficking & Missing across LLR
- Increase / broaden Subgroup membership
- Capture voice of children and young people to inform delivery of services

What were the issues?

- In **2011/12** there were 93 CSE referrals to Leicestershire County Council although the quality of referrals was variable
- There was no strategic oversight of CSE and CMHC
- There was no strategy in place,
- No routine multi agency operational meetings taking place.
- The first joint operational meeting with the police identified over 50 cases of children where CSE and CMHC was a concern. At least 17 of these were deemed as high risk by the police.
- In **2012/13** there were **1100** episodes of children reported missing in Leicestershire and **36** in Rutland

What has been delivered?

- **June 2012** - Following a series of task and finish meetings the Leicester, Leicestershire and Rutland LSCB CSE, Trafficking and Missing Sub Group was established
- **January 2013** - launch of the LSCB CSE, Trafficking and Missing Strategy and the Missing Protocol.
- **January 2013** - the Missing Multi-agency Operational Meeting became a joint one with the City and Rutland.
- **September (DC) 2013** - the LSCB launched the CSE awareness campaign in schools with more than 33,000 (DC) children targeted
- **During 2013/14** more than 500 practitioners from across the partnership have been trained
- **September 2014** - campaign for businesses launched, ongoing (DC)
- Continued successful CSE prosecutions have been effectively publicised in the media, further raising awareness.
- The LSCB has provided funding to the CSE subgroup (£42K) to support the strategy implementation
- The co-located multi agency team has been agreed now exists and is staffed by LLR social care/police with health soon to join
- New leaflets - leaflets reviewed and updated 2014/15 for reprint
- Subgroup membership broadened and increased
- December 2014 – new and improved CSE risk assessment tool and guidance launched
- Very successful LLR CSE Conference delivered February 2015 (excellent feedback)
- Improved dataset over the 4 quarters providing profile across LLR
- Chelsea's Choice block-booked for Autumn 2015
- New CSE multi-agency Practice Guidance consulted upon and will be published shortly
- New CSE Coordinator funded and will start in June 2015
- Voice work beginning to provide steer on provision of services
- Increased number of subgroup members now accessing the NWG Network resources
- CSE Training survey completed and recommendations made to the subgroup

What has been the Outcome?

- The numbers of referrals fell in 2012/13 to 54; however the numbers have increased in 2013/14 to 85 as a direct result of the increased levels of awareness amongst practitioners, children and communities. **188** in **2014/15**, improved quality assisted by revised CSE risk assessment tool and guidance
- The school education programme has led to a number of young males making direct disclosures of online grooming that are now the subject of an ongoing police investigation
- The quality of referrals has improved
- The number of missing episodes in **2013/14** was **413** in Leicestershire **(63% reduction)** and **11** in Rutland **(70% reduction).** In 2014/15 number of missing episodes was 503 in County and 3 in Rutland. Roughly half of these would be Looked After Children.
- CSE dataset beginning to provide picture / profile of CSE, Trafficking & Missing across LLR

Domestic Abuse

The LRLSCB works in collaboration with the Community Safety Partnerships to ensure effective planning, delivery, monitoring and evaluation of responses to domestic abuse. The LRLSCB, together with the LRSAB, takes a scrutiny and challenge role in this relationship, with the CSPs responsible for the commissioning and operational delivery of programmes of development and improvement. In addition the Safeguarding Boards Business Office support the CSPs in the delivery of Domestic Homicide Reviews (DHRs), with the Serious Case Review Subgroup overseeing both the process of DHR delivery but, more importantly, learning and improvement issues arising from the recommendations of DHRs which are considered alongside those arising from SCRs.

Partner agencies have been working to improve their response to domestic abuse by embedding the use of the nationally developed Domestic Abuse Stalking & Harassment Risk Indicator Checklist (DASH) within their working. All agencies have assessed the use of DASH within their services, and all but four have adopted the tool, and have developed or are developing internal policies and protocols. Those four are looking to work with other agencies to ensure identification and risk assessment of domestic abuse is appropriately carried out. Over 500 frontline workers have received DASH training, including DASH "train-the-trainer" training across 19 agencies to support a sustainable approach to DASH. Work across agencies to embed understanding of, and effective responses to, domestic abuse will continue.

In 2014/15, Community Safety Partnerships in Leicestershire published two completed Domestic Homicide Reviews in Leicestershire. Resulting work has included the development of multi-agency guidance to support workers across all agencies to recognise and respond effectively to domestic abuse in the people they work with; campaigns such as "How Many Times" have been developed with survivors of domestic abuse, to raise awareness of domestic abuse, the support available and positive stories of those who have recovered.

Leicestershire & Rutland County Councils have been working with Leicester City Council and the Police and Crime Commissioner for Leicestershire to develop commissioning for a single consistent specialist domestic abuse and sexual violence support service, providing information and support for primary victims and survivors aged 13 and above across all areas of the sub-region.   This service will be in place from 1st December 2015. In Leicestershire, we will also be revising services for support for children and young people affected by domestic abuse during 2015/16. Further work is also required to put in place clear pathways for support for these young people and children across all agencies.

During the year partners have explored and developed a plan to implement an Operation Encompass scheme in Leicestershire to support timely sharing of information between the police and schools, before the start of the school day,

regarding domestic abuse incidents that have occurred. The scheme aims to ensure that the response of schools, to presenting behaviour of their pupils, takes account of domestic abuse if it is present in the child's family life. The scheme will be implemented in 2015/16.

What has been the impact of what we did?

- The roll out of the DASH tool has provided a shared language of risk for partners across Leicestershire and Rutland, and has been actively welcomed by staff as a means of supporting defensible decision making and record keeping. Formal activities to improve staff awareness also contributed to a significant growth in number of professionals accessing the Domestic Abuse Helpline. Specialist Domestic Abuse Services have noted increased use of shared terminology, linked to learning from DASH. This includes reference to the level of risk, and agreeing a defensible way forward in line with local risk management arrangements, e.g. referral to MARAC.

- Specialist Domestic Abuse Services also note an increase in contact and referral from Adult Social Care, Children's Social Care and Health Agencies. This includes an increase in referrals to MARAC from Health Agencies.

- Leicester, Leicestershire and Rutland Partners will now work to further embed the tool, by holding a DASH training network in Autumn 2015, which will include opportunities for quality tracking and agency feedback in relation to the tool.

This service will be in place from 1st December 2015. In Leicestershire we will also be revising services for support for children and young people

What do we need to do in the future?

The outcomes of analysis in this annual report and the related needs identification process that informed our business planning process from 2015/16 has identified the following priorities. Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

Improving outcomes for children identified by previous learning processes

- LSCB thresholds are understood and consistently applied across agencies;

- Support offered to children and young people is proportionate to their needs

- The LSCB is assured that the quality of referrals is consistently good

- Increased quality of assessment

- Assurance of quality of professional supervision

Early Help

- Ensure all agencies are providing access to early help services through shared understanding of the benefits of early help.

- Ensure that Supporting Leicestershire Families (SLF) and Changing Lives Rutland (CLR) are fulfilling their safeguarding responsibilities

- Consider the development of multi-disciplinary response at referral stage (MASH)

- Ensure public awareness about safeguarding and improve public knowledge about support that is available

- Ensure that the voice of the child is captured and feedback used to influence service development and procedures

Child Protection

- Monitor the contribution of all agencies to safeguarding and ensure that good practice is disseminated, risks identified and mitigated

- Review multi-agency contribution to assessment at referral, child protection conference and LAC review

- Conduct multi-agency audits and review summary reports from single agencies at SEG

- Seek assurance that partner agencies are engaging directly with children involved in child protection services and that appropriate action is taken as a result.

Looked After Children

- Monitor the contribution of all agencies to looked after children and ensure that good practice is disseminated, risks identified and mitigated

- Seek assurance that partner agencies are engaging directly with children involved in children in care services and that appropriate action is taken as a result.

Other Safeguarding Priorities – targeting areas of safeguarding risk

Child Sexual Exploitation:

- Increase in the identification of children and young people who are at risk of child sexual exploitation (CSE) and reduction in the number who experience CSE

- Effective prevention, investigation and recovery for children and young people who are or have experienced child sexual exploitation

Children Missing from Education

- Children missing from education are identified, safe and supported:

- That children and young people who are not receiving their statutory education are monitored to ensure they are safe.

- Children that are home educated are safe

Children who are Privately Fostered are safe

- Increase levels of reporting of private fostering arrangements

- Children and young people are appropriately identified and supported in private fostering arrangements

Robust Emotional Health of children and young people

- Assurance from CAMHS tier 1 to 4 is sufficient

Military Bases:

- Children living on military bases are safe with correct and appropriate reporting measures to and from the military.

E-Safety:

- Young people engaged in social media are aware of the risk and avoid risk appropriately

In addition we will need to ensure that the procedures are brought up to date in line with the publication of the Statutory Guidance Working Together to Safeguard Children 2015. This will include revisions to the chapters on the Learning and Improvement Framework to reflect changes made to the definition of Serious Harm when considering whether to undertake a Serious Case Review, and Allegations Against Persons who Work with Children to reflect changes made to the LADO arrangements, and Information Sharing to include the updated Statutory Guidance and our local Information Sharing Agreement which is in development and nearly completed.

Following a successful conference on Working with Neglect plans are in place to develop these procedures and guidance for practitioners on what tools are available to use with families.

We will be extending an invitation to join the subgroup to Housing and schools/colleges.

Multi-agency workshops will be held to promote a better understanding of thresholds across the partnership.

A procedures launch event will be held twice a year to coincide with the planned updates to the procedure manual.

Other procedures identified for review or for developing new ones for 2015-2016 include:

- Domestic Violence in intimate relationships between young people

- Safeguarding children where there is an interface with military welfare

- Resolving Professional Disagreements

- Complex (Organised or Multiple) Abuse and Non Recent Abuse Allegations,

- Allegations of Harm Arising from Under Age Sexual Activity

- Safeguarding children who are Home Educated or Home Schooled

- Culturally Appropriate Practice and Race & Racism

- Think family/Whole Family Approach

- Female Genital Mutilation

- Child Sexual Exploitation

- Multiple Agency Protocol for Child Sexual Abuse.

3.3. Priority 2c: To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe

The actions for the LRLSCB under this priority, together with the indicators of performance used to assess impact, were:

- *To be assured that young people who are receiving services from Children's Services successfully transition to Adult Services where necessary*

- *To be assured that adults who are assessed as posing risk to children, young people and adults in need of safeguarding (such as MAPPA and MARAC) are effectively managed and that risk to others is mitigated*

- *To be assured that services that work with "whole" families, e.g. Supporting Leicestershire Families and Changing Lives Rutland, are effectively coordinated and secure added value in ensuring and coordinating effective safeguarding*

• Number of referrals, assessments and outcomes from Supporting Leicestershire Families amd Changing Lives Rutland
• Information from MARAC and MAPP
• Information from Children's Transitions (Disabled) Team and Adult Social Care (Promoting Independence)

QUANTITATIVE DATA

QUALITATIVE DATA

• Single Agency Case File Audits
• Multi-Agency Case File Audits
• Thematic Reports and Audits

• Evidence that the Voices of Children, Young People and Adults in need of safeguarding are present in investigations, assessment, intervention, planning and reviews: through audit, feedback and direct discussion with people involved and via, for example, Participation Workers, Children's Rights Officers and HealthWatch

ENGAGEMENT WITH SERVICE USERS

ENGAGEMENT WITH FRONTLINE STAFF

• Evidence of frontline practitioner voice documented in audits and QA processes
• "Safeguarding Matters" and Website to gather feedback

To be assured that young people who are receiving services from Children's Services successfully transition to Adult Services where necessary

What we did and the impact of what we did

The **Leicestershire** Transitions Service provides community care support for young people who have complex health and social care needs to prepare for their adult lives.

Funding responsibility transfers to Adult Services when young people no longer access formal education services, which could be at age 16+ up to the age of 24.

The team works closely with the Children and Family Services' (C&FS) Disabled Children's Team to identify the young people who are eligible for a transitions service and the appropriate time to transfer responsibilities from C&FS to A&C.

The team's approach is to use person-centred planning to establish individual support plans and goals for young people and their family/carers, which will maximise the life opportunities available to each individual to achieve an increased level of independence, health and wellbeing. The team uses a range of communication tools, including IT that young people can relate to in order to co-produce their assessments and support plans.

Transition between Children's and Adults' Services

Leicestershire report that in 2014-15:

- 152 cases were open to the Transitions Service in 2014/15

- 50 young people transferred from C&FS to the Adults and Communities (A&C) Transitions Service, of which none were on a CPP

- 2 young people transferred from the Transitions Service with ongoing Adult Social Care support, of which none had a formal safeguarding action plan

- 0 complaints were received where the Transitions Service was involved.

Rutland Transitions Service:

The transition service in Rutland is provided through the Senior Transitions and Complex Case Social Worker, who works within the Adult Social Care Team. The case responsibility and related funding support transfers to Adult Services when a young person reaches 18 years of age.

Within the Rutland Transitions Pathway, transition preparation begins in the academic school year 8 (12-13yr) where the Transitions Social Worker identifies young people who have additional needs through those who have an Education, Health and Care Plan (EHC). At this stage, a young person and their parents are

informed of the transition process and introduced to Person Centred Plans and approach.

Throughout the process a person-centred approach, using tools such as one page profiles, are used to ensure that the young person has every opportunity to have an individual plan to reach their potential through the pathways of independence.

All young people are monitored from the age of 12-13 years old up to 25 years old who have additional needs through our Transitional Operations Group. The Group consists of a multi-agency membership including Social Care, schools, housing and transport services and meets every six weeks. This forum allows us to track our young people to ensure that we are working together to ensure that young people reach their aspirations and the outcomes that matter to them. It also supports identifying those young people who may not already be open to CPYS Services.

Transitions from Children's Disability Service to Adult Transitions Service 2014/2015:

- 6 young people assessed by the Transitions Service" who were not already open to CYPS but who were "likely to have needs"

- 3 young people transferred from CYPS Disability Service (none on CPP) to the Transitions Service

- 8 young people transferred from Transitions Service to Adult Social Care team (none having Safeguarding plans)

- 1 transition case going to Court of Protection for DoLS due to restrictive nature of care arrangements at school and respite care

- 0 complaints with regards to the Transitions Service or process

That adults who are assessed as posing risk to children, young people and adults in need of safeguarding (such as MAPPA and MARAC) are effectively managed and that risk to others is mitigated

MAPPA Report

The numbers of MAPP Level 2 and 3 offenders in Leicestershire are considerably less compared to our neighbouring areas (3 Level 2 offenders and 2 Level 3 offenders). This is due to the adoption of the "Four Pillars" Process in Leicestershire. This will eventually become a national tool for risk management. Once this happens, it is envisaged other areas numbers will reduce gradually as they become more confident managing their offenders at MAPP Level 1 or outside of the MAPP arrangements.

The "Four Pillars" Process provides a structure to risk management planning which, in turn, increases agencies' confidence when managing sexual and violent offenders in the community.

Total No. of Referrals to MAPP Level 2 or 3 Management	4
Accepted at MAPP Level 2	2
Accepted at MAPP Level 3	0
Not accepted at MAPP Level 2 or 3	2*
No. of cases heard at a MAPP Level 2 Meeting:	3
No. of cases heard at a MAPP Level 3 Meeting:	2
Total no. of offenders discussed at MAPP Level 2 or 3 where there are concerns for their mental health / there is *ongoing* mental health treatment:	2
Total no. of offenders aged 18 or under being managed at MAPP Level 2 or 3:	1
Of the above number, how many have an assessed learning disability or allocated CPN:	0
No. of offenders being managed at MAPP Level 2 or 3 where there is a child(ren) identified as being at risk of serious harm from the offender:	3
Parents, carers or guardians requesting information re CSODS: applications / disclosures respectively:	4/0

*Reasons for non-acceptance:

1. Sufficient mental health involvement and police support given.

2. Actions to progress this case agreed at the meeting: no further added value for IOM or MAPPA.

Multi-Agency Risk Assessment Conference (MARAC)

Repeat referrals have stayed static over the last six months at around 26%. Referrals to MARAC continue to be mainly from Police and IDVA services. Some agencies use IDVA as a vehicle to refer to MARAC, so work is underway to look to the record originator of referral to ensure we can understand the impact of single agency and partnership work to promote and embed DASH and MARAC referral procedures.

MARAC data for Leicestershire & Rutland 2014/15 Q4:

2014/15 Quarter 4	Number	%
No of MARACs	6	
Number of cases discussed	92	
12 months to 31 March 2015		
Number of referrals	323	

Repeat referrals	86	26.6%
Referrals from Police	172	53.3%
Referrals from IDVA	144	44.6%
Referrals from Children's Social Care	1	0.3%
Referrals from Health Services	5	1.5%
Referrals from Probation	1	0.3%

Leicestershire & Rutland County figures are below Safe Lives recommendations for most elements. Notably cases discussed, based upon cases per 10,000 of the adult female population, LGBT referrals and referrals where the victim has a disability. Leicestershire and Rutland County are generally in line with national averages, except for number of cases per 10,000 of the adult population. This may be because MARAC thresholds are based upon 2 of the 3 Safe Lives criteria: actuarial assessment (DASH visible high risk) and professional judgment, but not escalation (repeat incidents).

Safe Lives MARAC national comparison: Leicestershire & Rutland MARAC Jan-Dec 2014:

Indicator	Leicestershire and Rutland (Counties)	SafeLives' recommendation[3]	Leicestershire (Force area)	Most similar force group	National data
Number of Maracs sending in data	1	-	2	53	285
1. Number of cases discussed	315	1150	605	13,719	76,336
2. Cases per 10,000 of the adult female population	11	40	14	30	32
3. Number of children	440	-	820	18,386	96,523
4. Referrals from partner agencies	51%	25-40%	44%	34%	38%
5. Referrals from police	49%	60-75%	56%	66%	62%
6. Repeat referrals	26%	28-40%	32%	25%	24%
7. B & ME referrals	9.2%	Marac area B & ME population = 10.8%			
8. LGBT referrals	<1%	5%	<1%	<1%	0.9%

9. Referrals where the victim has a disability	4.8%	17%	4.0%	5.6%	3.5%
10. Referrals with a male victim	3.2%	4-10%	2.5%	5.1%	4.4%
11. Number of cases where victim is aged 16 – 17	7	-	12	260	1335
12. % of cases where victim is aged 16 – 17	2.2%	-	2.0%	1.9%	1.7%
13. Number causing harm aged 17 and below	8	-	14	150	733

[3] Read a full explanation of SafeLives' recommendations and points to consider

Leicestershire & Rutland MARAC & "Clare's Law" data:

Safeguarding Core Data Set FYPC	Q1			Q2			Q3			Q4		
	Apr-2014	May-2014	Jun-2014	Jul-2014	Aug-2014	Sep-2014	Oct-2014	Nov-2014	Dec-2014	Jan-2015	Feb-2015	Mar-2015
MARAC												
Counties Cases	36	10	30	25	36	20	33	22	17	28	33	30
Total Cases		76			81			72			91	
Total number of children		125			100			99			120	
Under 5		54			42			45			47	
Over 5		71			58			54			73	
Child protection plan prior to MARAC		20			7			10			15	
Number pregnant		9			5			4			5	
Clare's Law												
Number of requests received by Police		19			21			24			11	
Number receiving treatment from LPT		0			3			1			0	
Number received treatment historically from LPT		2			6			13			6	

To be assured that services that work with "whole" families, e.g. Supporting Leicestershire Families and Changing Lives Rutland, are effectively coordinated and secure added value in ensuring and coordinating effective safeguarding

Leicestershire

The Supporting Leicestershire Families Troubled Families Unit (TFU) identified that Leicestershire had 810 troubled families and, in August 2014, Leicestershire submitted its final claim having achieved the required results for 810 families.

In October 2014, it was announced that Leicestershire was one of six authorities across the Country to have achieved 100% of its Phase One target and has, therefore, drawn down 100% of the available PBR funding (£2.5million). This means that families have been supported into employment, out of involvement in crime and anti-social behaviour and children's school attendance has increased.

Alongside this, the SLF Service has seen significant improvements in outcomes for families around domestic abuse, relationships, housing issues, financial management and child behaviour.

Leicestershire entered Phase Two of the Troubled Families Programme as an Early Starter in September 2014. The TFU have identified that the Leicestershire share of the 400,000 families is 2790 over the five years.

Changing Lives – Rutland

Changing Lives has now worked with 100% of the targeted families over the course of the original programme. 76% have now made a full turn-around of moving into employment, having increased school attendance and crime and ASB being reduced. The programme now aims to focus on the remaining 6 families until May 2015 to achieve a full 100% turn around.

Rutland has been confirmed as joining the 2nd phase of the programme in April 2015. The extended programme will require additional resource and the consideration of a service transformation to meet the target of working with 3.3 times the amount of families in the next phase, approximately 100 families over 5 years. An income of approximately £440,000 will be received from the Government over the course of the five year programme to allow the whole family approach to continue.

What do we need to do in the future?

The outcomes of analysis in this Annual Report, and the related needs identification process that informed our business planning process from 2015/16, has identified the following priorities in our cross-cutting Business Plan priority. Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

We have considerably extended the range of areas that we wish to address from a 'think family' perspective so our plan for next year continues to include: transitions between children and adult services; domestic abuse and; supporting Leicestershire Families and Changing Lives Rutland. However it extends to wider areas that have cross-family and cross-community implications such as FGM and Prevent.

Female Genital Mutilation (FGM)

- Reduction in number of girls who are victims of FGM

- Increase in identification of girls at risk of FGM

- Increased community awareness of risks of FGM in identified communities

- A multi-agency Task and Finish Group has been established to rewrite the FGM Multi-Agency Child Protection Procedures. This group will also have a role in communicating FGM awareness across the Safeguarding Adult Partnership.

Prevent – Channel

- Reduction in number of young people involved in terrorism

- Increase in identification of young people at risk of becoming involved in terrorism

- Increased community awareness of young people at risk of becoming involved in terrorism.

Transition to adult services

- Care leavers and disabled young people are appropriately supported by Children's Services to work towards independence

- Disabled young people successfully transition to be supported in Adult Services.

Think Family

- Effective joint working between the various inter-agency professionals and teams involved, particularly focusing on relationships within the family and joint oversight of the ongoing work between services for adults and services for children

- Scrutiny and challenge of Supporting Leicestershire Families and Changing Lives, Rutland
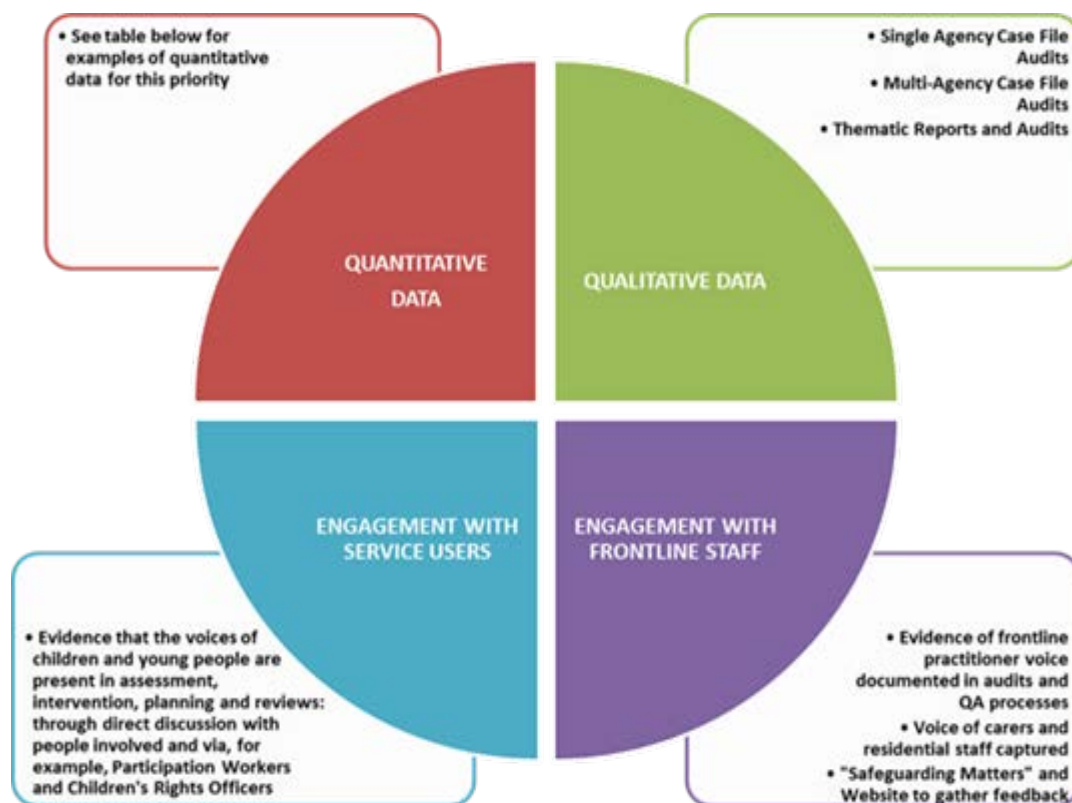
Domestic Abuse

- Multi-Agency Risk Assessment Conference (MARAC)

- Fully coordinated response to people who are at risk of domestic abuse

- Improved attendance and participation by agencies at MARAC

- Teenage Peer Domestic Abuse

- Young people at risk of, or who experience domestic abuse in their peer relationships, are supported and safe

- The single consistent Specialist Domestic Abuse and Sexual Violence Support Service will be in place from 1st December 2015

- In Leicestershire we will also be revising services for support for children and young people affected by domestic abuse during 2015/16. Further work is also required to put in place clear pathways for support for these young people and children across all agencies

- Operation Encompass will be implemented.

3.4. Priority 3a: To be assured of the quality of care for any child not living with a parent or someone with parental responsibility

The actions for the LRLSCB under this priority, together with the indicators of performance used to assess impact, were:

- *To be assured that partner agencies are fulfilling their responsibilities as corporate parents (e.g. sufficient local accommodation)*

- *To be assured that children/young people who are privately fostered are identified and supported*

- *To ensure awareness is raised of the notification requirements for private fostering, and the effectiveness of this is monitored*

- *To be assured that children and young people placed in L&R from other areas are safe*

- *To establish and maintain robust interface with other LAC bodies (charity, respective roles and responsibilities)*

Quadrant diagram with four sections:

QUANTITATIVE DATA
- See table below for examples of quantitative data for this priority

QUALITATIVE DATA
- Single Agency Case File Audits
- Multi-Agency Case File Audits
- Thematic Reports and Audits

ENGAGEMENT WITH SERVICE USERS
- Evidence that the voices of children and young people are present in assessment, intervention, planning and reviews: through direct discussion with people involved and via, for example, Participation Workers and Children's Rights Officers

ENGAGEMENT WITH FRONTLINE STAFF
- Evidence of frontline practitioner voice documented in audits and QA processes
- Voice of carers and residential staff captured
- "Safeguarding Matters" and Website to gather feedback

- Number of referrals regarding Private Fostering
- Number of children supported in Private Fostering
- Number of Looked after Children (LAC)
- Number of children referred as moving into Leicestershire or Rutland from another LA
- Number of Looked after Children (LAC) by placement type
- Stability of placements of LAC: length of placement
- Number of Looked after Children (LAC) who are placed out of county
- LAC cases which were reviewed within required timescales
- Number and proportion of LAC with three or more placements
- Number of Looked after Children (LAC) missing from care
- Number of Looked after Children (LAC) achieving health and education outcomes
- Care leaver information

To be assured that partner agencies are fulfilling their responsibilities as corporate parents (e.g. sufficient local accommodation)

What we did and what has been the impact of what we did?

Leicestershire

Looked After Children (LAC) (Leicestershire)

The number of looked after children has slightly reduced during 2014/15. At 31 March 2015 there were 476 looked after children which is a reduction of 15 compared to the position at 31 March 2014. 13% of children looked after (62 out of 476) are in potentially high cost placements. There are 9 unaccompanied asylum seeking children amongst the looked after population.

During the year three key areas of concern have been monitored. Initial Health Assessments (joint work with the LAC Nurses is in hand regarding the timeliness), placement stability and suitable accommodation for care leavers. There is a particular concern about care plan progress at Greengate Children's Home.

Number of LAC and Legal Status

The table below sets out the number and legal status of LAC:

Category of permanent care	End of 2013/14	End of 2014/15	% change over year
S30 Care Order	234	243	+3.85%
S20	175	172	-1.71%
Other	82	59	-28.05%
Total	**491**	**476**	**+0.85%**

Gender of Looked After Children	At end of Q1	At end of Q2	At end of Q3	At end of Q4
Male	264	254	267	272
Female	206	198	196	204

Ethnicity of Looked After Children	At end of Q1	At end of Q2	At end of Q3	At end of Q4
Unknown	0	0	0	1
Asian or Asian British (Any other Asian background)	5	5	6	5

Asian or Asian British (Bangladeshi)	0	0	1	1
Asian or Asian British (Indian)	0	0	1	1
Asian or Asian British (Pakistani)	1	0	0	0
Black or Black British (African)	4	4	3	2
Mixed (Any other mixed background)	13	12	10	10
Black or Black British (Any other Black background)	2			
Mixed (White and Asian)	7	7	7	7
Mixed (White and Black African)	3	2	3	3
Mixed (White and Black Caribbean)	15	14	15	13
Other Ethnic Group (Any other ethnic group	3	4	4	3
White (Any other White background)	8	6	7	8
White (White British)	406	395	403	418
White (White Irish)	1	1	1	1
White (White Irish Traveller)	2	2	2	3
Total	470	452	463	476

Placements and Placement Stability

The table below sets out the number of Looked After Children at the end of March 2015, together with placement status:

As at 31-Mar-2015	Age Band A (0-4)	Age Band B (5-11)	Age Band C (12-15)	Age Band D (16+)	Total	Total %
Fostered by other carer	75	88	82	33	278	58.40%
Fostered by relatives	28	31	9	7	75	15.76%
Independent living	0	0	0	27	27	5.67%
Other placement	0	0	0	0	0	0.00%
Placed for adoption	19	5	0	0	24	5.04%
Placement with parents(s)	0	3	4	3	10	2.10%
Residential employment	0	0	0	0	0	0.00%
Residential - other	4	0	8	8	20	4.20%
Residential placement	0	2	15	25	42	8.82%
Temporary placement	0	0	0	0	0	0.00%
Total	126	129	118	103	476	100.00%
Total as a %	26.47%	27.10%	24.79%	21.64%	100.00%	

Of the 476 children in care at 31 March 2015, 55 children experienced three or more placements in the past 12 months. This provides an indicator (N62) value of 11.55%. Although the change was small, this would be in the third quartile nationally. The percentage of children in the same placement for 2+ years or placed for adoption was 58.5 % at quarter 4, which increased by 1% but remains in the fourth quartile nationally.

Timeliness of LAC Reviews

On time LAC Reviews support focused and timely care planning for children, help secure permanency, avoid unnecessary delay and assist in the completion of actions aimed at delivering best outcomes. Local data held by the IRO Service shows that all LAC Reviews during quarter 4 were held on time representing continued high performance.

In the Independent Reviewing Officer (IRO) Team, there are difficulties in completing children's records on time following LAC Reviews. The IRO Service continues to employ a range of workload management and business support strategies, including frequent and regular monitoring and review and management oversight to improve the timeliness of distribution of minutes of meetings.

In terms of the timeliness of notifications to the Safeguarding Improvement Unit of

children coming into care to support strong practices and performance around care planning and LAC Review processes, performance improved at quarter 4 to 59% of notifications within required timescales. However, there is still progress to be made in this area.

In terms of the timeliness of reports including the care plan being available to the IRO in advance of the LAC Review, the 2014/15 overall performance was 57.3%. This was an improvement on the 2013/14 result of 53%, but still requires a lot of improvement.

Children's voice is at the centre of care planning, and engagement is crucial in ensuring the influence this has when making plans for their future. The percentage of children and young people aged 4 and over who communicated their views in some way for their review at quarter 4 was 92.8% which is a drop from 94.2% during quarter 3. In order to address this, the service will progress consultation and participation developments as per the IRO Annual Report action plan and re-introduce use of monthly reporting and monitoring by IRO managers and admin support.

What do the children and young people in care think about the services they receive?

Story

Teenagers under 18 years living in supported accommodation are not entitled to various payments; therefore they receive an allowance on a weekly basis from Children's Social Care which is normally sent by BACS into their bank accounts on a Friday. Recently on a Bank Holiday, Elaine Constable, Children's Rights Officer, received a distressed call from a young person stranded in a town having spent her last £2 getting the bus to where she could withdraw her living allowances. Due to the Bank Holiday, the Council money had not arrived and the young person had no money to return home, eat, buy electricity etc. Elaine saved the day and then embarked on a campaign to try and change the payments to young people across Leicestershire. Her enquiries resulted in the realisation that this only affected 7 or 8 young people but the impact to each of them was high.

Outcome

It was not possible or realistic to change the payments dates for all young people so the solution is that, when Bank Holidays approach, Elaine now contacts the relevant Locality Office for the particular vulnerable young person and arranges early payment.

This is an example of listening to young people and tailoring the service provided to support the needs identified.

Elaine has taken young people shopping to teach them where to shop, for example LIDL, and how to make their money go further as many of them have never shopped for themselves prior to going into supported lodging and having to fend for themselves.

Impact

Several young people in Leicestershire now have sufficient resources to live better over holiday weekends.

Health Assessments

The proportion of Initial Heath Assessments that are not being completed within the 28 day timescale remains low. Review Health Assessments are timely. Senior level discussions continue with health partners and the CAMHS service to ensure timely services to complex young people and children in need of these services.

Health and Education Outcomes for Looked After Children

Health and Education Outcomes for Looked After Children **Leicestershire** are set out in the table below:

Leicestershire	Leics No. achieving	Leics Total eligible LAC	Leics Result 2014/15
LAC whose immunisations were up to date	270	307	87.9%
LAC who had their teeth checked by a dentist	240	307	78.2%
LAC who had their annual health assessment	264	307	86.0%

Out of County Placements 2014/15

Leicestershire
Regarding out of county placements, of the 438 children in care at 31st March 2015 who were not placed for adoption, 322 (73.5%) were placed within Leicestershire and 116 (26.5%) were placed in other Authority areas. These calculations exclude 34 children placed for adoption.

Care Leavers

INDICATOR	Leics 2014/15
% Care Leavers in EET	47.2%
% Care Leavers in suitable accommodation	81.2%

Rutland

Looked After Children (Rutland)

Looked after Children	Q1 14/15	Q2 14/15	Q3 14/15	Q4 14/15	Trend 14/15	Avg 13/14	Rutland avg 12/13	SN avg 12/13	Nat avg 12/13
Number of Looked After Children	37	32	33	34					
Number of Looked After Children per 10,000	45.6	39.4					44	43.1	60
N of LAC adopted in year	0	0	0	0		0	0	33.5	5050
% of LAC adopted in year	0	0	0	0			0	16.1	17
N of children waiting for adoption	7	7		7		7	0	37.5	6890
N of UASC who are LAC	5	2	2	0					
Percentage of LAC at period end with 3 or more placements	0	0	0	0			0	9.5	11
LAC cases which were reviewed within required timescales	100%	100%	100%	100%					90.5 (2010)
% of LAC placed more than 20 miles from home, outside LA boundary		n/a	20	20			32	17.9	12
N of children who ceased to be looked after because of a Special Guardianship	0	0	1	0			0	20	2740
% of children returning home after a period of being looked after	0	0	1	1					
Children missing from care	0	0	0	0					
% of LAC who have SEN but no SEN statement	22%	28%					66.7	37.8	39.3
% of LAC with SEN statement	5.40%	12.5					0	31.8	28.5
LAC overall absence	1 ch	2 chn	n/a	n/a					
% LAC classed as persistent absentees	0	0	0	0					
N of LAC identified with a substance misuse problem	0	0	0	0					
N of Initial Health Assessments (IHAs) referred to LAC health team	1	2	0	1					
N of IHAs referred to LAC health team within 20 days	0	0	0	1					
N of IHAs completed by LAC health team within 20 days of receiving referral from CSC	0	0	0	1					
N of LAC as first time entrants to YJ system	0	0	0	0			241.4	336.9	440.9
N of LAC remanded to care or custody	0	0	0	0					
N of LAC subject to current YOS orders	0	0	0	0					
% of LAC subject to a conviction, final warning or reprimand	0	0	0	0			0	6.5	6.2
N of children placed within Rutland boundaries by other LAs		7	0	3					
N of children placed within CSC boundaries not notified by original LA		0	0	1					
N of letters written to other LAs re non-notification		0	0	1					

The table below provides demographic information about the LAC cohort at quarter 4:

Looked After Children						
Rutland	**Q1**	**Q2**	**Q3**	**Q4**	**Cumulative**	**Reporting Frequency**
Number of Looked After Children	37	32	33	33	n/a	Quarterly
Ethnicity of LAC						
White	27	28	31	32	n/a	Quarterly
Mixed	2	1	1	1	n/a	
Asian	0	0	0	0	n/a	
Black	4	1	1	0	n/a	
Other	2	2	0	0	n/a	
Undetermined	0	0	0	0	n/a	
Age of LAC						
0 - 4	12	13	11	11	n/a	n/a
5 - 9	7	6	10	8	n/a	
10 - 15	10	9	8	9	n/a	
16+	7	4	4	5	n/a	
Gender of LAC						
Male	15	14	18	17	n/a	n/a
Female	22	18	15	16	n/a	
Percentage of LAC at period end with 3 or more placements	0%	0%	0%	0%	**0%**	n/a
LAC cases which were reviewed within required timescales	100%	100%	100%	100%	**100%**	n/a
Stability of placements of LAC: length of placement					**100%**	n/a

Children in Care at March 31st 2015	
Mainstream Foster Care	17
Connected Person	11
IFA	3
Total	31
Children placed out of county	12

Out of county placements

There were 15 children living out of county at the end of quarter 4:

- 5 are with connected people

- 7 are for fostering

- 3 are for IFA.

Care Leavers (Rutland)

INDICATOR	Rutland 2014/15
% Care Leavers in EET	100%
% Care Leavers in suitable accommodation	100%

Care leavers – Rutland	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Avg for 2013/14	Rutland avg for 2013/14	SN avg for 2013/14	Nat avg for 2013/14
N of young people who "left care" at the end of Q	2	4	0	1	n/a	n/a	n/a	n/a
N of "possible" Care leavers	27	23	23	24	n/a	n/a	n/a	n/a
% of Care leavers at 19 – suitable accommodation	100%	100%	100%	100%	n/a	n/a	77.1%	77.8%

Care leavers – Rutland	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Avg for 2013/14	Rutland avg for 2013/14	SN avg for 2013/14	Nat avg for 2013/14
% Care-leavers at 19 – EET	89%	97%	92%	100%	n/a	n/a	43.3%	45%
% of YP aged 19 years, who were looked after at 16 who are in higher education	33%	33%	25%	25%	n/a	n/a	8.8%	6%
% of YP aged 19 years, who were looked after at 16 who are NEET	17%	17%	0%	0%	n/a	44%	40%	38%
N of Care leavers placed in bed and breakfast accommodation by duration	0	0	0	0	n/a	n/a	n/a	n/a

Independent Review Service (IRO) For Looked After Children

At the end of March 2015 there were 34 Looked after Children. This is the same number compared to the end of March 2014.

29 Looked After Children are supported by the full time employee and the remaining 5 children are supported by the independent employee.

- **Newly Accommodated Children**
  14 Children have been newly accommodated since April 2014. This compares to 13 in 2013-2014. 6 young people were accommodated under S20 of the 1989 Children Act this year.

  At the end of the year, of the 14 newly accommodated children, 4 have subsequently ceased to be accommodated because they have either been made subject of a Special Guardianship Order (1 child), left the service to return home (1 child) or left care as older young people to become care leavers (2 young people).

- **Children Previously in Care**
  Of the wider cohort of Looked After Children not newly accommodated in the

year: 7 children are waiting for their adoption hearings to be heard. 17 children are all permanently placed with their carers.

There are significant strengths in the Local Authority's arrangements to assess and plan early for young people leaving care and this is further evidenced in the outcomes that they have achieved this year. 6 Young people left care to live independently this year. 5 were at college/training or in work.

The accommodation secured for all care leavers has been of a consistently good standard. Some stayed in supported lodgings provided when first accommodated. One young person stayed with his carers under the Staying Put Scheme.

- **Applications for Care Proceedings**
  There have been 7 applications made to safeguard children through care proceedings this year, compared to 11 last year.

- **Public Law Outline**
  There is a continued trend to ensure timely resolution in care proceedings. All of the completed proceedings have concluded within 26 weeks. Active planning has taken place during proceedings to ensure children will have the best chance to find their new families when adoption is agreed as the best option.

- **Performance**
  Table 1 illustrates the performance of the service since 1st April 2014. 99 (compared to 102 in 2013/14) reviews have been convened. 100% of these have been within timescales.

Table 1: LAC Reviews April 2014 – March 2015

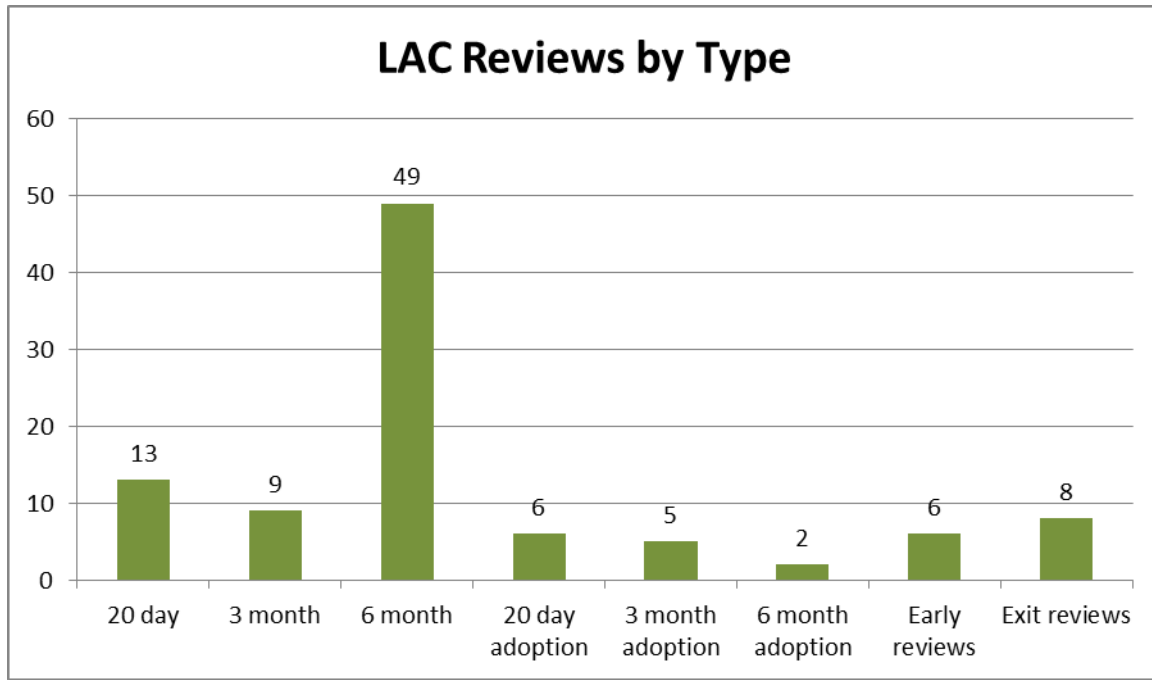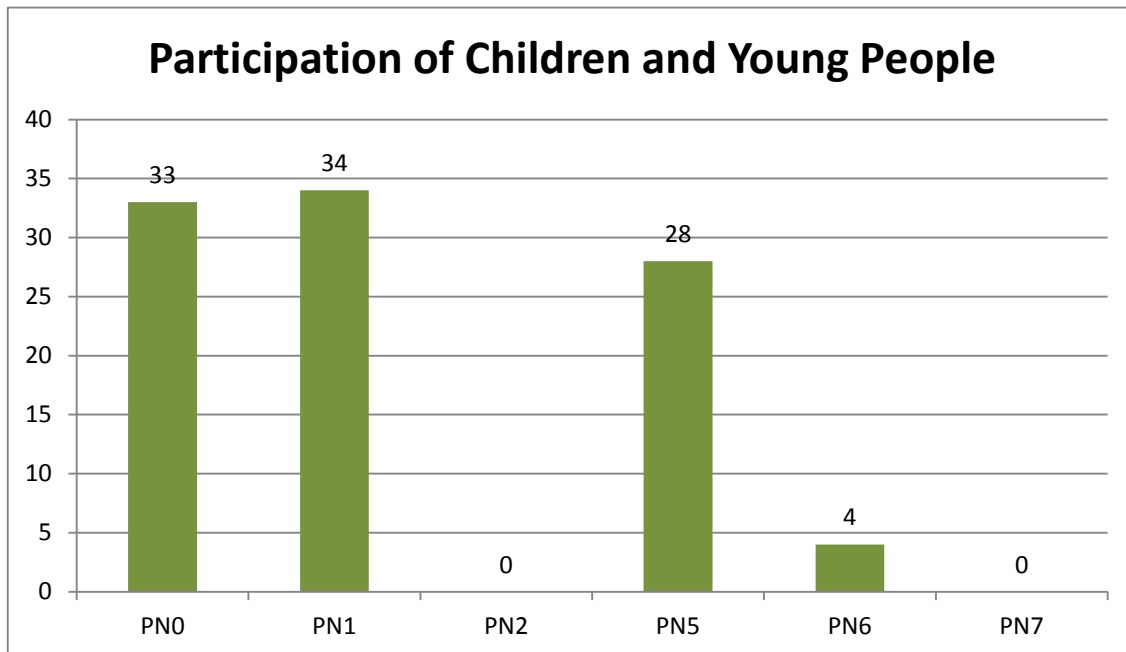| Number of reviews 99			
Boys		Girls	
43	40%	56	60%

LAC Reviews by Type

Figure 1: LAC Reviews by Type

- **Children's Participation in Reviews**

The ages of the children currently looked after at the end of March 2015:

Children under 5	13
Children under 8	4
Children under 11	3
Children under 16	8
Young people under 18	6

Table 2: Participation of Children and Young People

PN0	Child aged under 4 at time of the review	33
PN1	Physically attends and speaks for his or her self	34
PN2	Physically attends and an advocate speak on his or her behalf	0
PN5	Child does not attend but briefs an advocate to speak for his or her self	28
PN6	Child does not attend but conveys his/her feelings by a facilitative medium	4
PN7	Child does not attend, nor are his or her views conveyed to the review	0
	Total	**99**

- Children and Young People have told us that they value the IRO because:

1. *"She has been through a lot with me; we have had our ups and downs but she has helped me get to where I am now."*
2. *"She helped me get in contact with my siblings."*
3. *"I have my say at review meetings. My IRO helps me to get my points and feelings across during the meetings. I also get along with her very well which helps."*
4. *"I am asked where I would like my review to be held."*
5. *"I think that people listen to me in review meetings."*
6. *"I get a letter or report from my IRO after the meeting."*
7. *One young person said that they hadn't seen a copy of their care plan.*

- **Out of County placements**
  22 of the 34 Looked After Children are placed out of county.

- **Education Training and Employment**
  All Looked after Children in Rutland have a school placement and educational progress is seen as paramount to ensuring good outcomes for the looked after population.

  The young people who left care this year are all in further education, training or work. Accommodation is always of a good standard and the Leaving Care Adviser has strong relationships with private and public housing providers.

- **Health**
  Health needs of Looked After Children, including the child's emotional health, require specific attention. There were a number of delayed health assessments during the year. The number of Initial Health Assessments being available for the first review has not improved this year. Appointments are always in hand ready for discussion at the second review. The IRO tracks health plans at review meetings. A review of performance of all reviews over this year confirms that 26 health assessments were out of time. 17 were on time. 8 of the former were overdue by no more than two months and were in the longer term cohort of children.   A further 3 more were for children placed out of county but who had regular contact with a range of health services and thus the IRO was satisfied that there was good provision made for their needs. It is recommended that improving the timescales for health assessment completed on time is included in the improvement plans for 2015-2016.

Rutland	Rutland Number achieving	Rutland Total eligible LAC	Rutland Result 2014/15
LAC whose immunisations were up to date	24	25	96%
LAC who had their teeth checked by a dentist	20	25	80%
LAC who had their annual health assessment	23	25	92%

- **Advocacy**
  The Targeted Youth service continues to provide the Authority's response to ensure that all Looked After Children have access to an advocate, if required.

- **Complaints**
  One Looked After Child has complained twice about a previous placement. One complaint is resolved the other is under investigation.

To be assured that children/young people who are privately fostered are identified and supported / To ensure awareness is raised of the notification requirements for private fostering, and the effectiveness of this is monitored

Children who are Privately Fostered are safe

Our priorities in this area during 2014/15 were to:

- Increase levels of reporting of private fostering arrangements
- Children and young people are appropriately identified and supported in private fostering arrangements.

In 2014-15, we produced new publicity campaign materials to increase the awareness of private fostering arrangements. The focus has been on staff working across Leicestershire and Rutland that are likely to meet people in private fostering situations. This included Health Centre staff, GPs, Health Visitors, School receptions etc.

Accessibility

Parents and carers leaflets were also produced in: Gujarati, Urdu, Bengali, Punjabi, Somali and Polish along with a poster with all 6 languages on.

The leaflets produced are illustrated here:

Impact

Unfortunately, it is too early to capture the impact of the campaign and use of leaflets but this will be closely monitored during 2015/15

To be assured that children and young people placed in Leicestershire and Rutland from other areas are safe

The Safeguarding Boards Business Office works closely with the Local Authority Notification Officers from Leicestershire and Rutland liaising with them on issues arising from poor or non-notifications.

The Leicester, Leicestershire and Rutland LAC Nurse Manager attends meetings with the above on a regular basis targeting late or non-notifications to improve the Health response to Looked After Children.

The LAC Storyboard seen earlier in this report gives an overview of the achievements made following a challenge to the Board.

To establish and maintain robust interface with other LAC bodies (clarify respective roles and responsibilities)

The Board sought to enhance its relationship with Children in Care Councils in both Local Authorities during 2014/15. The purpose of this was twofold: first, to ensure coherence between the work of these forums, enabling the sharing of quality assurance and performance information, as well as mutual scrutiny and challenge of work undertaken to improve outcomes for Looked After Children. Second, the Children in Care Councils were identified as a potential source of information by the Engagement and Participation Subgroup – most particularly to ensure that children in care have a voice in setting our priorities for action in this part of our Business Plan.

Significant progress has been made in aligning the quality assurance and performance management arrangements, and quarterly reporting of performance in relation to Children in Care has featured in the work of the SEG, Executive and Board. The data set out in other parts of this section of the Annual Report is all drawn from this QAPM framework.

The views of children in care from Leicestershire were gained whilst at an activity based team building event. The key safeguarding concern, reflecting the views expressed by the two Youth Councils in Leicestershire and Rutland, was that e-safety should be prioritised when formulating the Business Plan for 2015/16.

There is, however, scope to further extend the links between the Board and the two Children in Care Councils and this features as an action in our Business Plan for 2015/16.
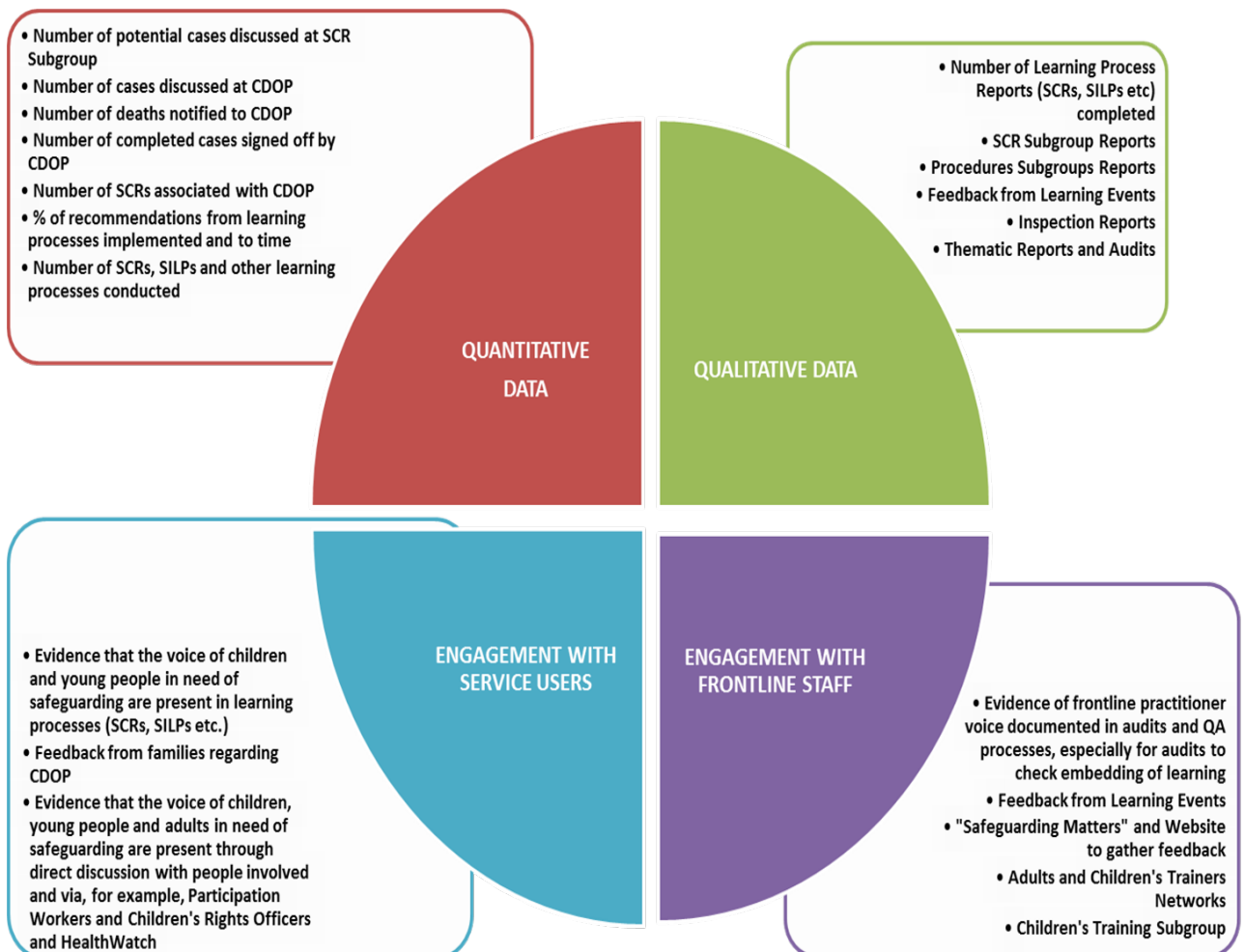
What do we need to do in the future?

The outcomes of analysis in this Annual Report, and the related needs identification process that informed our business planning process from 2015/16, has identified the following priorities. Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

3.5. Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children, young people and adults

- *Apply the Learning & Development Framework and ensure its effectiveness (including national SCRs)*
- *Ensure learning from national and regional SCRs and other learning processes is incorporated into the practice of partner agencies and the partnership*
- *Ensure the effectiveness of CDOP for L&R and that lessons from child deaths in L&R are understood and consistently acted upon*
- *Implement the PMF and ensure its effectiveness*
- *To ensure that policies and procedures are "fit for purpose"*

QUANTITATIVE DATA

- Number of potential cases discussed at SCR Subgroup
- Number of cases discussed at CDOP
- Number of deaths notified to CDOP
- Number of completed cases signed off by CDOP
- Number of SCRs associated with CDOP
- % of recommendations from learning processes implemented and to time
- Number of SCRs, SILPs and other learning processes conducted

QUALITATIVE DATA

- Number of Learning Process Reports (SCRs, SILPs etc) completed
- SCR Subgroup Reports
- Procedures Subgroups Reports
- Feedback from Learning Events
- Inspection Reports
- Thematic Reports and Audits

ENGAGEMENT WITH SERVICE USERS

- Evidence that the voice of children and young people in need of safeguarding are present in learning processes (SCRs, SILPs etc.)
- Feedback from families regarding CDOP
- Evidence that the voice of children, young people and adults in need of safeguarding are present through direct discussion with people involved and via, for example, Participation Workers and Children's Rights Officers and HealthWatch

ENGAGEMENT WITH FRONTLINE STAFF

- Evidence of frontline practitioner voice documented in audits and QA processes, especially for audits to check embedding of learning
- Feedback from Learning Events
- "Safeguarding Matters" and Website to gather feedback
- Adults and Children's Trainers Networks
- Children's Training Subgroup

Apply the Learning & Development Framework and ensure its effectiveness (including national SCRs)

What we planned to do

The key drivers of our Learning and Development Framework are the Serious Case Review Subgroup and the Safeguarding Effectiveness Group.

The Serious Case Review subgroup is the body that carries out the statutory duty of the LSCB to consider cases that are referred for serious case review and it also undertakes other forms of review. It ensures that action plans are formulated to deliver on the recommendations of serious case reviews and other forms of review and that this action is undertaken. It is then responsible for agreeing with the Safeguarding Effectiveness Group how the QAPM framework will be revised to ensure that the Board monitors the impact of actions taken in response to SCRs and other forms of review.

In addition the SCR Subgroup has included in its agenda regular consideration of the recommendations and learning from SCRs carried out by other LSCBs.

In 2014/15, we planned to capture learning and recommendations from national SCRs and present the relevant information for Leicestershire and Rutland to the SCR Subgroup. We planned to disseminate key themes and learning points in the following ways:

- "Safeguarding Matters" special edition
- A SCR learning event
- Incorporating actions within relevant training sessions.

Ensure learning from national and regional SCRs and other learning processes is incorporated into the practice of partner agencies and the partnership

What we did and what has been the impact of what we did?

The Leicestershire & Rutland Serious Case Review Subgroup met monthly throughout the year.

There were no Serious Case Reviews started in 2014/15 though we were engaged in 3 serious case reviews undertaken by other LSCBs.

The April 2014 edition of the publication "Safeguarding Matters" was a special edition to share the important messages from national Serious Case Reviews (SCRs). The intention was to ensure staff across our safeguarding partnership were alert to these issues and the action required to address them. The themes covered by this review included Substance Misuse and Mental Health, Child Sexual Exploitation, Neglect, Physical and Emotional Abuse and Sexual Abuse.

We continued to consider national Serious Case Reviews published throughout the year and extracted those recommendations that could be applied to Leicestershire and Rutland. As a result, themes were identified that could be incorporated into the Business Plan for 2015 -16. These formed part of the discussions at the development day and some were incorporated into the new Business Plan. The issue of enhanced supervision was one of these themes.

We also examined the impact of the recommendations/actions from locally conducted Serious Case Reviews over the last few years and again themed them. Agencies gave examples of the impact of the changes made on their children and young people. All of these were reported for the information of members on the Safeguarding Boards website.

We have updated the terms of reference for the Serious Case Review Subgroup to incorporate new structures, responsibilities and processes arising from national documentation such as Working Together 2013 and 2015.

Following on from the SCR Learning Event in February 2014, a more in-depth review of local Serious Case Reviews, and other Learning Reviews carried out in previous years, identified Staff Supervision and Workforce Development along with Information Sharing as key priority areas for development.

Neglect

A key area that learning in earlier years had identified as an area requiring action was Neglect. Data in our QAPM framework had consistently illustrated that neglect was the most common form of abuse linked to child protection referrals. In addition a number of serious case reviews had identified the need to act to improve awareness of neglect, enhance capacity to identify and manage risk and to produce more positive responses to the identification of neglect. This has been a key are of work during 2014/15 including a major conference in February 2015.

Leicester
Safeguarding
Children Board

Safeguarding
Children Board
LEICESTERSHIRE & RUTLAND

Leicester, Leicestershire & Rutland's Safeguarding Children Learning

Neglect - Beyond Recognition: Applying Professional Judgement, Analysis & Decision Making.

Friday 13th February 2015 – City Hall, Leicester.

This one day event will provide a multi-agency forum for shared learning, challenge and action planning for supervisors, managers and practitioners from Leicester, Leicestershire & Rutland, to develop best practice when dealing with neglect.

Delegates will have an existing working knowledge and experience of identifying and assessing risk.

Delegates will hear a variety of key note presentations, have opportunities for questions, undertake interactive activities and access a learning resource pack. The event will provide 7 hours toward continued professional development. A certificate of attendance will be provided for delegates who take part in the whole day.

The event will provide knowledge that will support the requirements of the Leicester, Leicestershire & Rutland LSCB safeguarding children's learning Competency Framework.

Aims:
The learning event will enable delegates to:

- Reflect and consolidate their knowledge and skills in assessing, analysing and decision making when children are at risk of or have experienced neglect.
- Describe the significance of competing timescales which apply to the child, legal proceedings, professional standards and parent's capacity to change.
- Explore tools and principles to develop evidence based, robust decisions.
- Develop their practice to support practitioners to be confident, competent and committed when dealing with neglect.

Safeguarding Children Learning, Development & Training

Neglect Conference

In February 2015 the Leicester, Leicestershire and Rutland Safeguarding Boards hosted a multi-agency Learning and Development event, which was themed on "Neglect – Applying Professional Judgment, Analysis and Decision Making".

Over 160 people attended including Councillors, strategic managers, team leaders and frontline personnel.

The conference agenda was developed and delivered on a partnership basis, with contributions both from a range of presenters and also practitioners, to facilitate discussion and discuss cases in practice. It was a good example of partnership

working.

A resource pack was provided on Neglect which gave a range of research, information and articles to further understanding and practice.

There were both formal and practice presentations. It was well evaluated and also included DFE materials and resources.

Survey

Following on from the conference, a short survey was designed and sent out in June to understand how the learning objectives were being used and embedded by partner agencies to identify and respond to issues of neglect.

13 agencies across LLR completed surveys.

The following are the four main questions from the survey and some examples of answers:

1) To inform robust evidence based assessments, decision and action planning in relation to neglect, what do you and/or your team use?

   - *"Signs of Safety, Scaling, Case Management/Management oversight, Case File Audits, Peer Supervision, Sharing good practice."*

   - *"Training, Solihull, Signs of Safety."*

   - *"Observations and verbal evidence."*

2) How do you promote your own and practitioners' learning and practice in relation to neglect?

   - *"The issue of neglect is embedded in L&D practice. Following the conference, a significant number of staff have a good level of awareness that is cascaded to teams."*

   - *"In Safeguarding Training Sessions."*

   - *"During meetings with our Fire care team. Manager attends training and shares it. Case studies."*

   - *"Feedback to Pastoral team."*

3) Can you provide any examples/evidence of the impact your learning from the conference has had on Children & Families?

   - *"As a manager I have been involved in case management where some cases have been identified as having emotional neglect – staff refer to*

this as a lack of a caring/loving environment and have begun to address this work with families."

- *"We are planning to deliver Neglect training to a range of professionals who work with children and young people."*

4) Are there any comments you would like to make regarding the Neglect Conference?

- *The conference was very effective in raising awareness of the issue of neglect. The effect of the level of neglect in Early Years is clearly a vital area that needs prioritising. It is good to know that colleagues in the Children's centres now have a strategy on "The first 1,000 days" reflecting this commitment to Early Years child development."*

- *"It was very interesting and it's always valuable to refresh and bring neglect to the forefront of people's minds."*

- *"It was a very useful and informative event."*

What we need to do in the future

The Learning and Development Framework is to be updated to reflect the alternative methods that are now used to manage Serious Case Reviews and other types of review processes being undertaken in Leicestershire and Rutland.

Ensure the effectiveness of CDOP for L&R and that lessons from child deaths in L&R are understood and consistently acted upon

The Child Death Overview Panel (CDOP) serves the sub-region of Leicester, Leicestershire and Rutland. It is currently chaired by Dr Jasmine Murphy, Consultant in Public Health.

CDOP has a permanent core membership at the appropriate level of seniority, including Public Health, Child Health, Police and Social Care. "Working Together to Safeguard Children 2015" is not prescriptive regarding the composition of panel members. In order to assure appropriate representation is maintained at the panel, the membership of the LLR CDOP panel is reviewed on an annual basis and a record of attendance at panel is logged. Following review of the CDOP Terms of Reference (in December 2014), it was agreed that, from January 2015, a representative from Leicestershire Partnership Trust FYPC and UHL Obstetrics doctor would be invited to attend CDOP panels.

During 2014/15 CDOP met on eight occasions. Attendance rates have been good and are set out below.

Representation	Attendance
Chair (Leicester City Council – Public Health)	8
Leicester City, Leicestershire Council & Rutland Children and Young Peoples Services (CYPS)	8
Leicestershire Partnership Trust FYPC (Invited Jan 2015)	1
University Hospitals of Leicester NHS Trust Children's Emergency Department Consultant	5
Consultant Paediatrician / Neonatologist	5
Named Doctor for Safeguarding (invited Jan 2014)	3
Consultant Community Paediatrician	6
Designated Paediatrician / SUDIC Doctor	8
Designated Nurse for Safeguarding	7
Public Health Leicestershire and Rutland County Councils	8
Lay Member	7
Leicestershire Constabulary Child Abuse Investigation Unit (CAIU)	8

A number of concerns had been raised in 2013/14 regarding the effectiveness of CDOP, most specifically in relation to its capacity to review cases in a timely manner and to disaggregate data to provide bespoke information relating to each of the three Local Authority areas. The LRLSCB has recognised significant improvement in the work of CDOP during 2014/15.

In relation to efficiency and timeliness, a number of steps have been taken:

- Previously the CDOP panel met 6 weekly for 2 hours and reviewed a maximum of 10 cases (on occasion only 6 were completed).

  o *CDOP panel now meet on a monthly basis and complete 15 reviews at each*

panel.

- Phase 3 meetings (which are required to be completed on all unexpected cases prior to them being reviewed at panel) occurred on a 6-8 weekly basis and a maximum of 3 cases were reviewed.

  o *Phase 3 meetings now occur on a monthly basis (unless there are exceptional circumstances) and 4 cases are reviewed at each meeting.*

- All neonatal cases are required to be reviewed at the PMR meeting prior to being reviewed at CDOP. During 2012-13, the Chair of the PMR was on maternity leave and, whilst meetings still took place, a considerable backlog accumulated. In addition to this CDOP held specialist panels twice a year to review only neonatal cases

  o *PMR has held extra ordinary meetings in order to address the backlog of cases.*

  o *CDOP now review 5 neonatal cases at each panel meeting.*

As part of the assurance around CDOP, the Child Death Review (CDR) Manager maintains a database outlining the progression of each case. Within the report details are included on:

- Requested information from professionals that is still outstanding

- Other processes being undertaken (for e.g. SCR or Coronial review)

- Date case ready for panel and date scheduled for panel.

There will still remain a number of cases where CDOP are required to await the outcome from parallel reviews before progressing the case to panel. However, as detailed above, where CDOP are able to influence factors, measures have been undertaken.

During 2014/15 (using DfE time period criteria), **75** cases were reviewed by LLR CDOP and 8 panel meetings were held. This compares to 46 cases in the previous time period which shows a marked improvement in performance.

The table below provides an overview of the classifications of the cases reviewed (categories 1-10 as directed by the DfE).

Categorisation (as outlined by the DfE)	Number of cases categorised
1. Deliberately inflicted injury, abuse or neglect	2
2. Suicide or deliberate self-harm	5
3. Trauma & other external factors	9
4. Malignancy	4
5. Acute medical or surgical condition	10
6. Chronic medical condition	2
7. Chromosomal genetic & congenital anomalies	17
8. Perinatal/neonatal event	15
9. Infection	4
10. Sudden unexpected unexplained death	7

The specific data for Leicestershire and for Rutland are as follows:

Leicestershire

Category	Total No. Deaths reviewed	Total for Leicestershire
1 Deliberately inflicted injury, abuse or neglect	2	0
2 Suicide or deliberate self-harm	5	5
3 Trauma & other external factors	9	5
4 Malignancy	4	2
5 Acute medical or surgical condition	10	5
6 Chronic medical condition	2	1
7 Chromosomal genetic & congenital anomalies	17	5
8 Perinatal/neonatal event	15	3
9 Infection	4	1
10 Sudden unexpected unexplained death	7	3

Leicestershire County

■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10
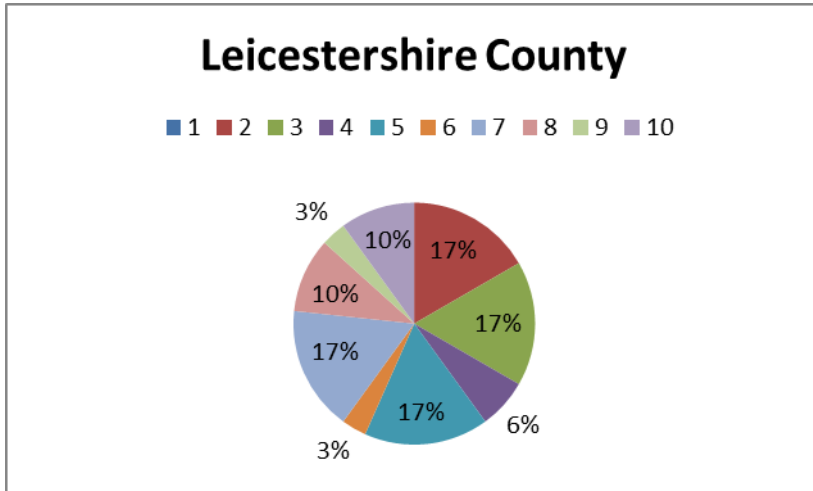
Rutland

Category	Total No. Deaths reviewed	Total for Rutland
1 Deliberately inflicted injury, abuse or neglect	2	0
2 Suicide or deliberate self-harm	5	0
3 Trauma & other external factors	9	1
4 Malignancy	4	0
5 Acute medical or surgical condition	10	0
6 Chronic medical condition	2	0
7 Chromosomal genetic & congenital anomalies	17	0
8 Perinatal/neonatal event	15	0
9 Infection	4	0
10 Sudden unexpected unexplained death	7	0
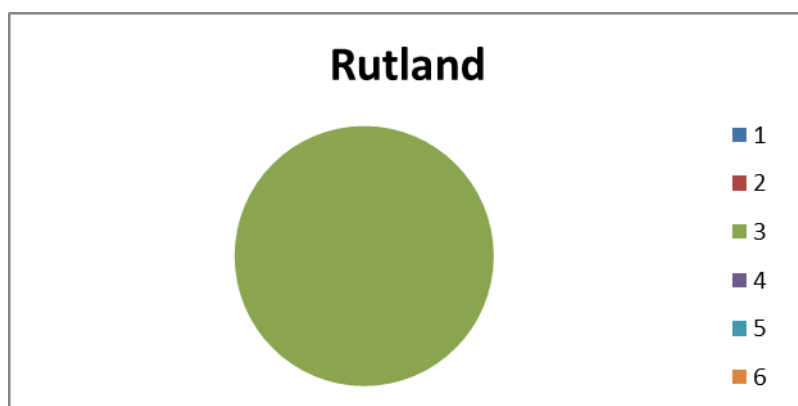
Positive factors noted as part of the reviews included:

- Relevant professionals receive feedback via quarterly meetings

- Children and families supported around their choices for end of life care

- Close liaison with other professionals to ensure ongoing bereavement support offered to families including siblings

- Appropriate referrals being made for genetic counselling for families

- Awareness raising campaign regarding treatment following the ingestion of disc button batteries (please see section 8.5 for further details)

- Review of Emergency Services responses to callers where English is not the callers first language including escalation of this to the DfE for consideration. (Please see section 8.5 for further details).

Preventable Child Deaths

A "modifiable" death is where factors are identified following a CDOP review which, by means of nationally or locally achievable interventions, could be modified to reduce the risk of future child deaths. For all deaths where there are "modifiable factors", it is important that learning takes place to make changes which could help make children safer. Of the child death reviews completed during 2014-15 there were **24** deaths identified as having modifiable factors. The key modifiable factors highlighted by CDOP related to issues such as:

- Smoking

- Co sleeping

- Consanguinity

- Risk taking behaviour

- Poor supervision

- Earlier detection of illness

- Revision of protocols.

Due to the numbers involved it is difficult to identify key themes/areas for change. As CDOP now have at least five years of completed data available, it is proposed to undertake a more detailed analysis of this in order to extrapolate key areas of learning and areas to target. Initial work has already commenced on this project and it is envisaged that a draft overview will be available for review within six months.

The Department for Education (DfE) request annual data submissions on all cases that have been reviewed. Questions are asked in relation to the demographic details of the child, as well as identification of modifiable factors. There are discrepancies in how CDOPs (nationally) interpret findings – in particular with regard to "modifiable factors".

In addition, as there is currently no national database, identifying emerging trends and themes in a timely manner is difficult. The data submitted (to the DfE) is analysed and a statistical review is produced. This has a number of limitations:

- Figures less than 5 are suppressed within the report

- Data is presented on a regional basis – making it difficult to interpret local themes/issues.

The lack of a national database has been previously highlighted to both LSCBs and the Independent Chairs have raised it within their networks. Going forward a tender has been awarded to produce an options appraisal looking at the feasibility of developing this resource. The CDR Manager has attended a regional meeting to provide information, look at how reviews are currently undertaken and identify key areas that would need to be considered. A report is due from the project team in June 2016.

The tables and graphs below provide information on infant mortality trends, live birth numbers and the rate of deaths in infants aged under 1 year per 1,000 live births.

Trend in Infant Mortality

Numerator: The number of infant deaths aged under 1 year that occurred in the relevant period.

Row Labels	2001 - 03	2002 - 04	2003 - 05	2004 - 06	2005 - 07	2006 - 08	2007 - 09	2008 - 10	2009 - 11	2010 - 12	2011 - 13
Central Bedfordshire	32	30	40	38	35	31	29	29	23	33	31
Dorset	44	45	45	48	48	42	45	44	40	37	39
Essex	194	195	180	182	183	196	178	179	174	191	179
Hampshire	144	136	132	130	132	130	136	138	149	140	141
Leicestershire	82	71	85	86	104	91	71	70	67	77	75
North Somerset	34	27	25	21	23	25	21	25	27	28	24
South Gloucestershire	36	33	31	31	24	20	19	20	21	21	20
Staffordshire	140	138	141	129	152	152	159	134	137	133	126
Warwickshire	67	74	84	74	69	73	86	93	93	75	65
West Sussex	91	103	95	96	97	101	93	90	98	99	91
Worcestershire	79	90	97	91	90	74	76	65	66	58	64
England	9146	9131	9259	9263	9300	9309	9155	9001	8771	8505	8146

4.01 – Infant mortality – Leicestershire
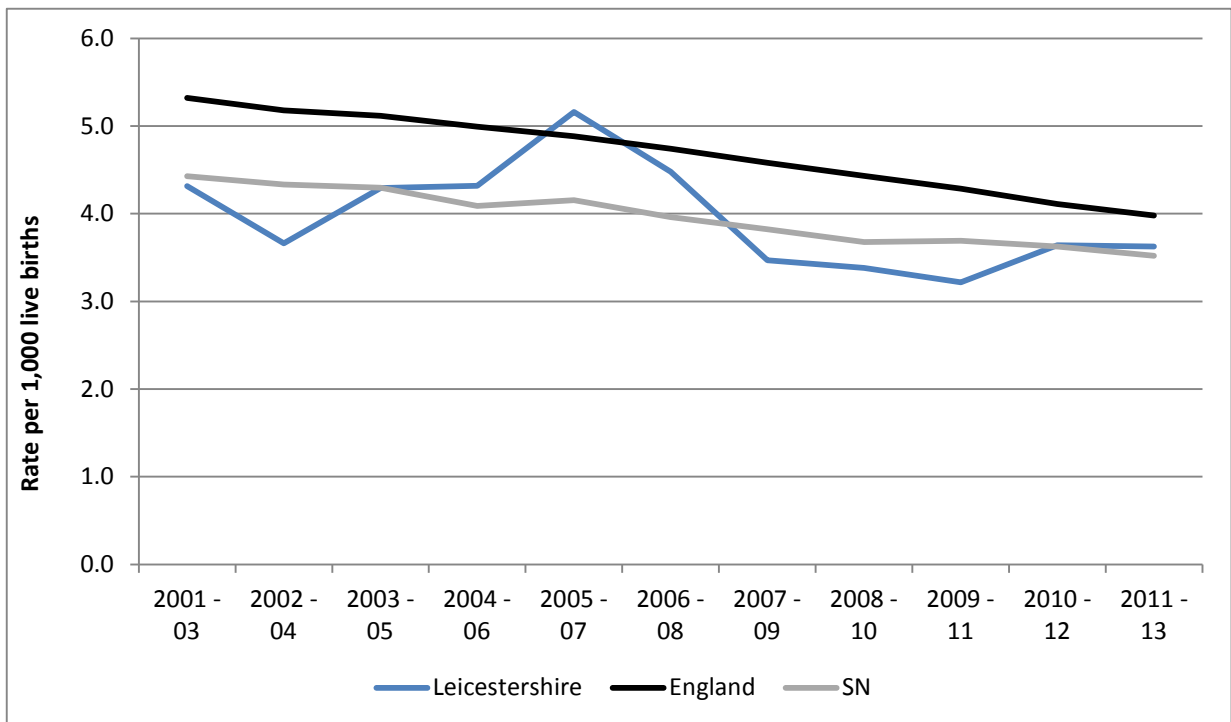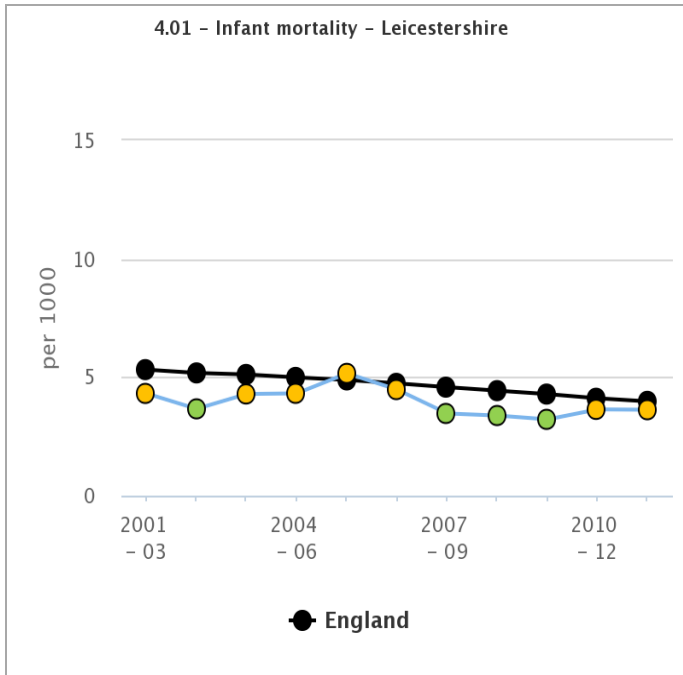
Denominator: The number of live births that occurred in the relevant period.											
Row Labels	2001 - 03	2002 - 04	2003 - 05	2004 - 06	2005 - 07	2006 - 08	2007 - 09	2008 - 10	2009 - 11	2010 - 12	2011 - 13
Central Bedfordshire	8306	8409	8637	8845	9074	9362	9447	9514	9566	9769	9808
Dorset	9935	10038	10233	10356	10641	10890	11102	11086	11009	10996	10878
Essex	42647	43445	44346	45158	46047	47146	48039	48752	49077	49672	49138
Hampshire	38935	39730	40489	41427	42201	43342	43787	44291	44850	45610	44913
Leicestershire	19007	19384	19808	19916	20154	20327	20471	20703	20813	21150	20685
North Somerset	5694	5870	5997	6183	6439	6675	6893	7022	7085	7123	6908
South Gloucestershire	8302	8526	8725	8797	8896	9075	9139	9226	9210	9411	9350
Staffordshire	24128	24648	25381	25608	26023	26600	26904	26804	26706	26941	26626
Warwickshire	15943	16460	16743	17388	17591	18249	18213	18554	18584	18892	18665
West Sussex	23245	23710	24175	24720	25091	25922	26396	26832	27149	27429	27240
Worcestershire	16867	17282	17790	18043	18290	18399	18453	18478	18520	18969	18791
England	1719302	1762745	1810065	1855962	1904134	1963914	1999224	2030873	2046182	2069365	2046876

Rate of deaths in infants aged under 1 year per 1,000 live births											
Row Labels	2001 - 03	2002 - 04	2003 - 05	2004 - 06	2005 - 07	2006 - 08	2007 - 09	2008 - 10	2009 - 11	2010 - 12	2011 - 13
Central Bedfordshire	3.9	3.6	4.6	4.3	3.9	3.3	3.1	3.0	2.4	3.4	3.2
Dorset	4.4	4.5	4.4	4.6	4.5	3.9	4.1	4.0	3.6	3.4	3.6
Essex	4.5	4.5	4.1	4.0	4.0	4.2	3.7	3.7	3.5	3.8	3.6
Hampshire	3.7	3.4	3.3	3.1	3.1	3.0	3.1	3.1	3.3	3.1	3.1

Leicestershire	4.3	3.7	4.3	4.3	5.2	4.5	3.5	3.4	3.2	3.6	3.6
North Somerset	6.0	4.6	4.2	3.4	3.6	3.7	3.0	3.6	3.8	3.9	3.5
South Gloucestershire	4.3	3.9	3.6	3.5	2.7	2.2	2.1	2.2	2.3	2.2	2.1
Staffordshire	5.8	5.6	5.6	5.0	5.8	5.7	5.9	5.0	5.1	4.9	4.7
Warwickshire	4.2	4.5	5.0	4.3	3.9	4.0	4.7	5.0	5.0	4.0	3.5
West Sussex	3.9	4.3	3.9	3.9	3.9	3.9	3.5	3.4	3.6	3.6	3.3
Worcestershire	4.7	5.2	5.5	5.0	4.9	4.0	4.1	3.5	3.6	3.1	3.4
SN	4.4	4.3	4.3	4.1	4.2	4.0	3.8	3.7	3.7	3.6	3.5
England	5.3	5.2	5.1	5.0	4.9	4.7	4.6	4.4	4.3	4.1	4.0
Source: PHOF											
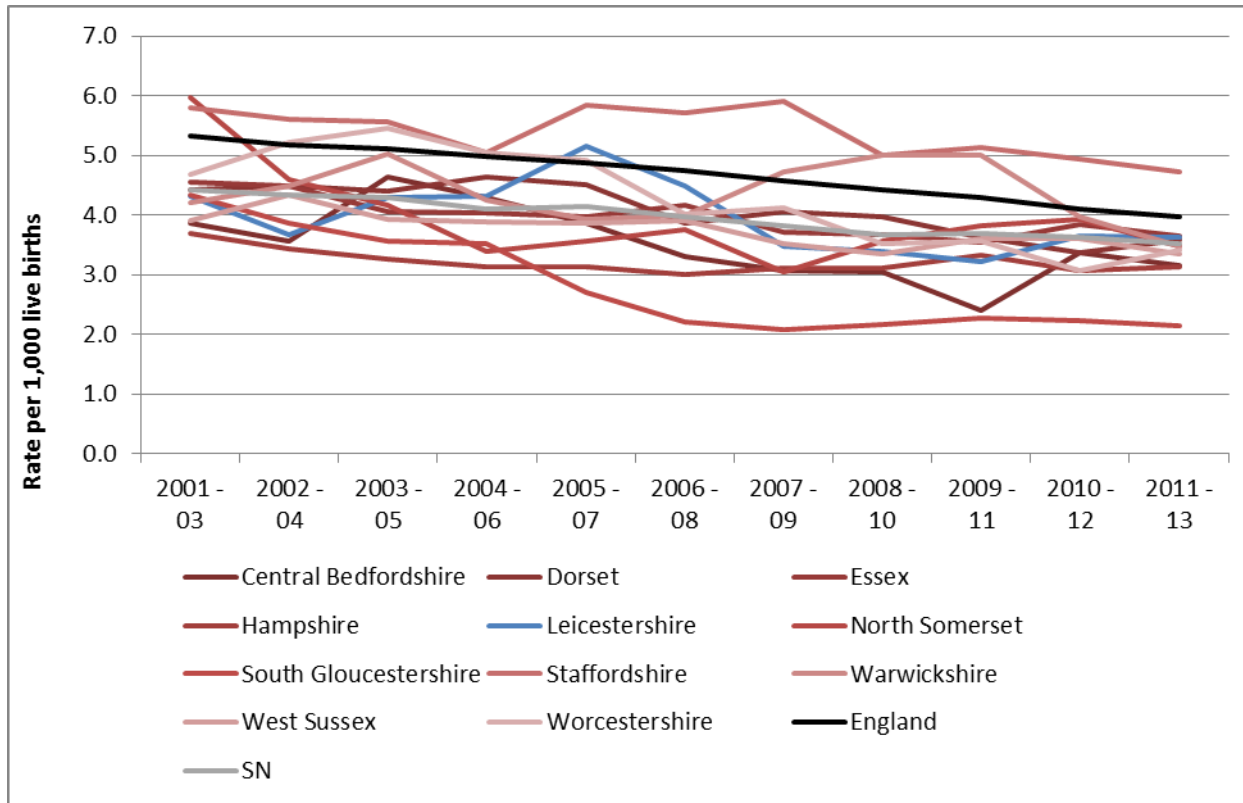
Areas of learning and improvement identified at LLR CDOP

The remit of CDOP is to provide an overview of cases and identify learning that, with action, will help to reduce future deaths. Some examples of actions taken this year include:

Awareness campaign – disc button batteries

- Following the tragic death of a young child caused by ingesting a button battery the CDOP instigated an awareness raising campaign across LLR highlighting the dangers associated with the ingestion of disc button batteries

- All agencies/organisations on the CDOP panel are committed to supporting the campaign and work is taking place with communication leads to identify the most appropriate strategy for ensuring relevant areas are targeted

This is the headline from the media campaign developed:

999 calls – language barriers

- There have been a small number of cases where parents have identified that they did not feel able to call 999 in an emergency as English was not their first language. Instead they may have chosen to call a relative or neighbour. In NO cases that have had the review completed, this was felt to have impacted on the outcome for the child.

- LLR CDOP has undertaken a significant amount of work with the Emergency Services to establish the current processes in place for dealing with such situations. All services have systems that they are able to utilise to support families who make contact with them. LLR CDOP felt that this matter required additional support from a national level and addressed its concerns to the Department for Education. A response is still awaited.

Change to policy

- Following the review of a case by the PMR and CDOP work was undertaken to amend the EMAS transportation policy (with regard to pregnant women) to ensure that transportation should be to the most appropriate hospital (as opposed to the nearest).

Suicide and self-harm

- Work is underway to incorporate the findings from CDOP reviews into the work and reports of the LLR suicide audit prevention group in order to ensure there is shared learning. This is a particular priority in Leicestershire where the number of suicides has increased.

Infant mortality

- An Infant Mortality Strategy (for Leicester City) is currently being developed in partnership with key agencies with the CDR Manager being a contributor. This work is in the initial stages and progress will be reported to the Boards.

  During 2014-15 Infant mortality/ Health in Pregnancy and Infancy roadshows took place in each County District to highlight the modifiable risk factors (including smoking, screening/immunisation uptake, healthy weight, teenage pregnancy, breastfeeding, and other SUDIC factors; and to promote the services available to support tackling these risk factors and offer support for bereaved parents.

Bereavement support/resources

- As part of the development of the named nurse role, work is being undertaken to establish an index of key contacts that could be shared with organisations, outlining who may be able to provide support and information to families and professionals

Further Learning

Given the nature of the work that is undertaken by CDOP, capturing the voice of the child is challenging. Through meetings with the LSCB Board Managers and the CDR Manager, appropriate forums are being identified (across LLR) to look at how this can be achieved. It is hoped that via this platform CDOP can ensure it captures areas that young people feel raise concerns for them.

CDOP now produces a quarterly overview for panel members outlining all key areas of work the CDR Manager is involved in.

LLR CDOP has compiled a "Learning Database" capturing evidence from all cases reviewed over the last five years. There are plans to analyse the information in order

to ascertain if particular areas/themes continue to arise (despite previous actions). This will allow CDOP to identify key priorities. The vision is to incorporate findings/information from other partner agencies (such as Public Health) in order to establish a more triangulated approach that will enable more meaning data to be extrapolated.

The analysis pro forma that CDOP use for the review of all cases has been adapted to include a section to capture "areas of good practice" as it was felt that, inadvertently, the review can often focus on areas that could be improved, and overlooked identifying and celebrating areas of good working practice.

Areas for continued action by CDOP in 2015-16

- Ensuring CDOP continue to support the work of the LLR suicide audit prevention group and the development of the Leicester City infant mortality strategy.

- Ensure the data that is captured is robust and accurate. At present many agencies do not appear to record ethnicity routinely in the information they supply to CDOP.

- Continue to develop and strengthen the role of the named nurse in ensuring families and professionals are supported following the death of a child.

- Engage in regional and national initiatives to identify trends and themes

  o LLR CDOP have been approached by an associate professor from Northampton University (who is currently working with 1 other CDOP) to look at how lessons are disseminated and how impact can be measured. Formal costings have now been received and the CDOP Chair/CDR Manager will be approaching both LSCBs to seek support for this.

  o A National Confidential Inquiry into Suicide and Homicide is to be undertaken. LSCBs will be contacted for information. Ethics approval has been sought. CDR Managers have asked that they are also included in any correspondence.

Implement the PMF and ensure its effectiveness

The new QAPM framework was covered under Business Plan Priority 1 above and the data from the framework has been used to support this report. Much of this information has been presented earlier.

To ensure that policies and procedures are "fit for purpose"

A report on the work of the Procedures and Development Subgroup can be found in section 3 (*To be assured that the quality and impact of single and multi-agency child*

protection practice is effective) on p. 76

What do we need to do in the future?

The outcomes of analysis in this Annual Report, and the related needs identification process that informed our business planning process from 2015/16, has identified the following priorities. Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

- Ensure that outcomes for children and young people are improved through the application of the Learning & Improvement Framework

- Review the Learning and Improvement Framework to ensure it is Working Together and Care Act compliant

- Seek assurance that appropriate settings are receiving and embedding appropriate recommendations from SCRs and other review processes

- Extend our capacity to provide comparative quality assurance and performance data to test performance in Leicestershire and Rutland against national and benchmark authority performance

In addition we will need to ensure that procedures are brought up to date in line with the publication of the Statutory Guidance Working Together to Safeguard Children 2015. This will include revisions to the chapters on the Learning and Improvement Framework to reflect changes made to the definition of Serious Harm when considering whether to undertake a Serious Case Review; Allegations Against Persons who Work with Children to reflect changes made to the LADO arrangements; and Information Sharing to include the updated Statutory Guidance and our local Information Sharing Agreement which is in development and nearly completed.

Following a successful conference on Working with Neglect, plans are in place to develop these procedures and guidance for practitioners on what tools are available to use with families.

We will be extending an invitation to join the Subgroup to Housing and schools/colleges.

Multi-agency workshops will be held to promote a better understanding of thresholds across the partnership.

A procedures launch event will be held twice a year to coincide with the planned updates to the procedure manual.

Other procedures identified for review or for developing new ones for 2015-2016

include:

- Domestic Violence in intimate relationships between young people

- Safeguarding children where there is an interface with military welfare

- Resolving Professional Disagreements

- Complex (Organised or Multiple) Abuse and Non Recent Abuse Allegations

- Allegations of Harm Arising from Under Age Sexual Activity

- Safeguarding children who are Home Educated or Home Schooled

- Culturally Appropriate Practice and Race & Racism

- Think family / Whole Family Approach

- Female Genital Mutilation

- Child Sexual Exploitation

- Multiple Agency Protocol for Child Sexual Abuse.

3.6. Priority 5: To be assured that the workforce is fit for purpose

- *To be assured that the workforce is competent as measured by the Competency Frameworks through quality assurance*
- *To monitor and evaluate the effectiveness of training and development in terms of the impact on the quality of safeguarding practice and outcomes for service users*
- *To be assured that the workforce is safely recruited*
- *To be assured that allegations made against people who work with children and adults are dealt with effectively*
- *To hear the voice of practitioners*

QUANTITATIVE DATA
- LLR Inter-Agency Safeguarding Training quantitative data - attendance and participation by courses delivered; knowledge, skills and confidence; key actions identified by participants
- Number of staff trained to Level 1 / 2
- Number of Independent Sector Staff in receipt of Alerters / Referrers Training
- Number of complaints received
- Number of CP Conference Appeals
- Allegations data from LADO

QUALITATIVE DATA
- LLR Inter-Agency Safeguarding Training Report
- Evidence that safeguarding Learning & Development programme is making a positive difference to the outcomes for children and adults through:
  - Single Agency Case File Audits
  - Multi-Agency Case File Audits
  - Thematic Reports
  - Inspection Reports
  - Safe Recruitment Audits

ENGAGEMENT WITH SERVICE USERS
- Evidence that the voices of children, young people and adults in need of safeguarding are present in the Learning and Development Programme and events
- Children, young people and adults in need of safeguarding report that the workforce is fit for purpose - monitored through complaints and other means, such as direct discussion with people involved and via, for example, Participation Workers, Children's Rights Officers and HealthWatch

ENGAGEMENT WITH FRONTLINE STAFF
- Staff questionnaires and surveys
- Staff feedback re Learning and Development
- Staff retention and workforce reports
- "Safeguaring Matters" and Website to gather feedback
- Whistleblowing

To be assured that the workforce is competent as measured by the Competency Frameworks through quality assurance

In April 2014, the LSCB launched a revised Learning, Development and Training strategy. The primary aim of this strategy is to support a children's workforce that are **confident, competent and committed** to undertake their safeguarding responsibilities in line with their role. The use of a competency based approach will support organisations to provide evidence of assurance to the Board. The strategy has clear minimum standards for knowledge (Competency Framework) and delivery of safeguarding training (Best Practice in Safeguarding Training). These standards support the provision of high quality learning events and also assurance and effectiveness work.

The strategy supports a more flexible approach to safeguarding learning, by recognising a range of different learning opportunities and evidence that learning is being transferred into practice.

Since Autumn 2013, there has been ongoing work around the development of the strategy and working to a 3 year implementation plan to support the roll out and implementation of the strategy. There has been agreement that the implementation plan will run until 31st March 2017.

The LSCB and partner agencies have supported the implementation of the strategy by a range of different and ongoing activities, including briefing sessions (over 700 leads briefed), liaison with trainers, engagement work and specialist training events.

Assurance: how widely has the strategy been implemented?

One of the LSCB's challenges has been around seeking assurance about the application of the strategy. The LSCB Safeguarding Effectiveness Group (SEG) has undertaken some pilot quality assurance activity around safeguarding learning.

It is essential to acknowledge that the move to a competency based approach is a significant change in practice and culture for LSCB LLR Safeguarding Children Learning. This strategy has been broadly welcomed; however the change in practice may take time for organisations to consider how they practically will embed the strategy / which systems they will use.

There is a 3 year implementation period before the LSCB expects that the whole of the children's workforce will have fully adopted the framework. Therefore some agencies may well have only partially implemented / or be partially working within the strategy, or be actively planning how it will be implemented. Partial implementation at this stage would be anticipated in some areas.

A previous survey, in December 2014, indicated that the respondents had started to implement or had been planning implementation, and most agencies were looking to embed into their existing systems.

There has been a range of qualitative and quantitative data following briefing sessions and engagement work, which indicate commitment and understanding of the strategy, and we have started to see evidence of the strategy being applied in practice or being planned for.

The role of SEG and the LLR Safeguarding Multi-agency Training, Learning, Development and Commissioning Group now have identified as a priority task to seek assurance from partner agencies about the application of the strategy and competency based approach. This will complement and add to work undertaken by SEG and also the decision to include use of the strategy and framework within the next Section 11 audit.

The LSCB is pragmatic in its approach to implementation, but would expect to see as a minimum planning around the adoption of the strategy by organisations, and assurance that it will be fully working within the strategy by 2017.

To monitor and evaluate the effectiveness of training and development in terms of the impact on the quality of safeguarding practice and outcomes for service users

The LRLSCB hosts and funds, in collaboration with Leicester City LSCB, a Training and Development team that commissions, co-ordinates, monitors and evaluates safeguarding training and its effectiveness and impact. 2014/15 marked the first year of operation of our Safeguarding Competency Framework which was designed to enhance our capacity to evaluate workforce development in terms of its impact on safeguarding service delivery and on safeguarding outcomes for children and young people.

The Annual Summary for Year 3 of the Inter-Agency Safeguarding Training Programme, covering the period 2014/15 was presented to the LRLSCB in July 2015.

65 courses have been delivered during 2014/15 with total attendance figures of 1661 (a 25% increase compared to Year 2 and 116% increase compared to Year 1).

A full list of the training delivered during 2014-15 is detailed in the following table:

Quarter 1 (Delivered)	Quarter 2 (Delivered)	Quarter 3 (Delivered)	Quarter 4 (Scheduled)
Understanding Prevent (3rd & 10th April)	Fabricated or Induced Illness (10th July)	Fabricated or Induced Illness (16th Oct)	Fabricated or Induced Illness (8th Jan)
Understanding Prevent (8th & 15th May)	SCR 'Baby Z' Briefings (2x 2 hour sessions: 24th July)	DASH for Frontline Workers (22nd Oct)	Understanding Prevent (15th & 22nd January)
Fabricated or Induced Illness	DASH for Frontline Workers (19th Aug)	Understanding Prevent (23rd & 30th	Child Sexual Exploitation,

15th May - CANCELLED		Oct)	Trafficking & Missing (21st Jan)
SCR 'Baby Z' Briefings (3x 2 hour sessions: 22nd May)	Understanding Prevent (4th & 11th Sep)	DASH for Frontline Workers (30th Oct & 4th Nov)	Domestic Abuse: Engaging with Families & Assessing Risk (29th-30th Jan)
Child Sexual Exploitation, Trafficking & Missing (4th June)	Female Genital Mutilation: Awareness Raising (11th Sep) CANCELLED	Understanding Prevent (6th & 13th Nov)	Internet Safety Conference (3rd Feb)
DASH for Frontline Workers (6th & 9th June)	Child Sexual Exploitation, Trafficking & Missing (24th Sep)	Parenting Capacity (13th Nov)	Working with Families with Multiple Needs (4th Feb)
Understanding Prevent (12th & 19th June)	WRAP (21st July, 18th Aug & 15th Sep)	Safeguarding Disabled Children (18th Nov)	DASH for Frontline Workers (10th & 17th Feb)
Signs of Safety (12th & 13th June)	CUSAB (18th Sep)	Specialist Workshops: 'Assessing Effectiveness' (30th Oct, 18th Nov, 4th & 5th Dec)	Safeguarding Disabled Children (12th Feb)
Working with Families with Multiple Needs (25th June)	DASH for Frontline Workers (25th Sep)	WRAP (13th Oct, 10th Nov & 8th Dec)	Neglect Conference (13th Feb)
		Risks Associated with Digital Technologies (9th Dec) CANCELLED	Parenting Capacity (2nd March)
		Child Sexual Exploitation, Trafficking & Missing (18th Dec)	Domestic Abuse: Engaging with Families & Assessing Risk (2nd-3rd March)
			Specialist Workshops: 'Assessing Effectiveness' (22nd Jan, 3rd, 4th & 18th Mar)

			DASH for Frontline Workers (5th March)
			Working with Hostile & Evasive Families (5th Feb & 18th March)
			DASH for Frontline Workers (12th & 18thMarch)
			CSE Conference 26th February
			Allegations Against Adults who Work with Children (17th March – 2 sessions – AM & PM)
			Thresholds Briefings – Access to LLR services (13th & 24th March)
Total Number of Themes	18		
Total Number of Courses	65		

Annual Trend Analysis

The attendance rate achieved during Year 2 equated to 83% and during Year 1 was recorded as 74%. This year's attendance rate (84%) is, therefore, comparable to the previous years and is a considerable achievement given the significant increase in the number of courses and attendees.

Leicester City Council had the highest annual attendance during Year 3 followed by the Voluntary and Independent sector equating to 26.1% and 15.6% of attendance respectively. During Year 2, Leicester City Council also had the highest number of attendees (21.3%), along with the Voluntary and Independent Sector (19.8%). In contrast, during Year 1 the Voluntary and Independent Sector shared 31.8% of attendance and the Leicestershire Partnership Trust shared 20.4% of attendance. The two Local Authorities shared the third and fourth highest rates equating to 33.4%

collectively. The consistent high level of attendance from Voluntary and Independent organisations is a testament to the ethos of the Inter-Agency Safeguarding Training Programme and reflects how it is valued by the sector.

There is a continued improvement in attendance by District Councils this year, with all 7 districts having participated in the programme. Year 3 has also seen a 34% increase in attendees from Rutland County Council compared to Year 2.

Quarterly Attendance: Year 1 (2012-13), Year 2 (2013-14) & Year 3 (2014-15)
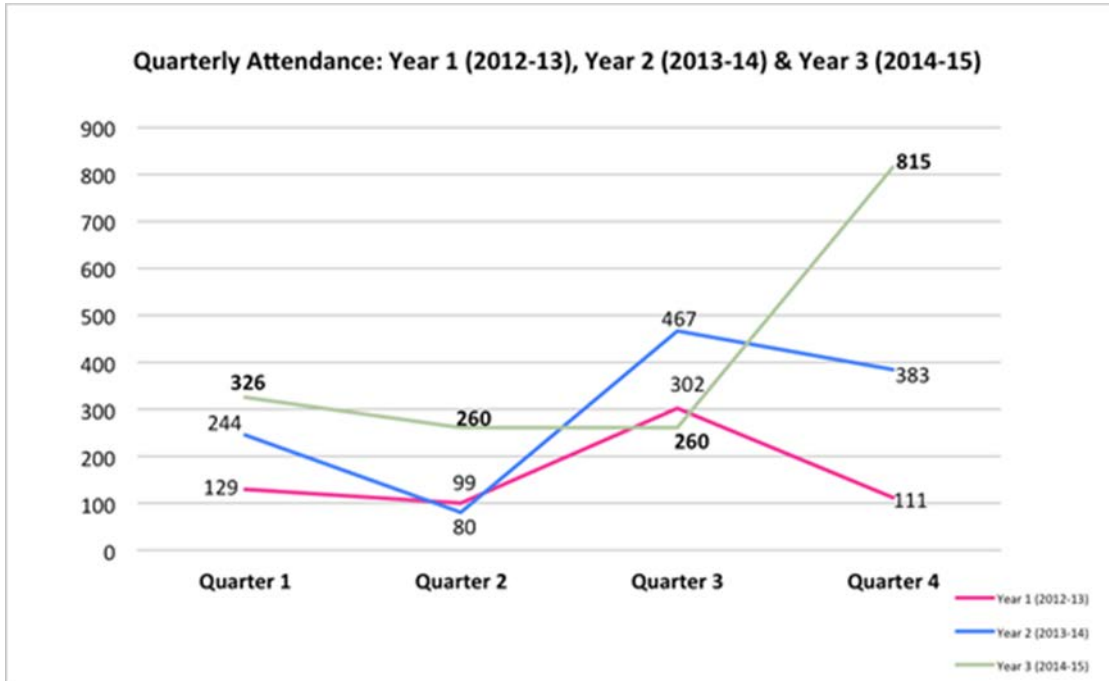
Themed Safeguarding Training Event	Total number of people trained	Annual Attendance Rate
Fabricated or Induced Illness	53	80%
Domestic Abuse: Engaging Families & Assessing Risk	28	58%
Families with Multiple Needs	48	**100%**
Internet Safety	87	87%
Safeguarding Disabled Children	46	92%
Understanding Prevent	59	80%
Working with Hostile & Evasive Families	30	75%
Child Sexual Exploitation	94	94%
Parenting Capacity	46	92%
CSE Conference	149	**99%**
Neglect Conference	122	90%

DASH for Frontline Workers	254	88%
SCR Briefings	271	90%
WRAP Workshops	73	61%
LLR Thresholds Briefings	59	98%
Assessing Competency & Effectiveness	115	60%
Signs of Safety	56	35%
CUSAB	21	**105%**
Allegations Against Adults	49	91%

This table demonstrates the uptake and demand for courses based on the annual attendance rate, reflecting the workforce development needs and interests. This analysis confirms that the CUSAB session, CSE Conference and the Working with Families with Multiple Needs sessions achieved the highest levels of interest this year. These findings are somewhat reflective of last year during which the latter course also achieved the highest rate. However, it is interesting to note that the

Fabricated or Induced Illness course and the SCR Briefings proved more popular last year compared to this year. A number of other themes also show high levels of interest with 7 areas achieving attendance rates of 90% and above. This finding is particularly encouraging for the Safeguarding CYP with Disabilities course, which has proven less popular over previous years and seen a dramatic increase in attendance this year.

In contrast, the lowest rate of attendance has been recorded for Signs of Safety, which took place earlier this year. This finding is reflective of Year 2 attendance data.

The data presented provides a useful insight, allowing agencies to measure the level of demand for courses contributing to the programme. In 2013-14, a suggestion was made for all delivery agencies to encourage greater take up of less popular courses and reconsider the size and frequency of the sessions offered throughout the year based on take up in previous years. This continues to be an important recommendation and agencies have supported this request during Year 3.

A number of different factors are considered to be influential to these annual figures. Firstly there is the unpredictability of cancellations and no shows for delegates who may not attend due to work related or personal emergencies – something that cannot clearly be connected to a specific course. In addition, there is the influence of the subject matter itself and the level of safeguarding priority appointed by the CYP workforce in relation to their roles, as well as an individual's understanding of different themes and how these apply and benefit their key areas of work. Promotional work also plays a role as the large-scale conferences were fully booked in a very short period of time although they were included on the programme at short

notice. This was due to additional promotional work undertaken by the partner agencies delivering these events.

These factors could mean that the scheduling and availability of courses across the year may have little influence on the uptake by the workforce. This analogy is based on close observation of the bookings received for different courses which have been available throughout the year, where some (for example DASH for Frontline Workers) have become fully booked within a short period of time and others (Prevent sessions) have required additional promotional work (although there has been an increased level of interest in the Prevent sessions this year).

The annual total for No Shows (139) equates to 7.5% of all registrations made this year. In comparison, Year 2 figures equated to 10% of total registrations and 16% for Year 1. This decline in the comparative number of No Shows is an encouraging trend.

Leicester City Council (29%) and the Voluntary and Independent Sector (26%) have shared the largest proportion of No Shows this year in comparison to Voluntary and Independent Sector and Leicestershire County Council during Year 2 (2013-14). During Year 1 (2012-13), the Voluntary and Independent Sector, Leicestershire Partnership Trust and Leicestershire County Council had the highest proportion of No Shows.

The following list provides an annual summary of the reasons for non-attendance. The annual response for reasons provided for non-attendance equates to 47%.

- Oversight – 28%

- Other Work Priorities/Changes – 27%

- Sickness – 15%

- Personal Circumstances – 15%

- Staff Shortages – 6%

- Manager Seeking Explanation – 5%

- Unforeseen Circumstances – 2%

- Incorrect Data Entered – 2%

"Oversight" and "Other Work Priorities" have been the key reasons for non-attendance this year. These results are comparable to Year 2, whereas during Year 1 "Sickness" and "Oversight" were the most common reasons for non-attendance. This year's data demonstrates an ongoing trend in the prevalence of "Other Work Priorities", whilst also confirming "Oversight" as a key reason over the past 3 years.

Whilst there are similarities with previous years, this year's data also shows that 30% of the reasons for non-attendance relate to somewhat unavoidable situations such as "Sickness" and "Personal Circumstances".

The annual total for Cancellations (151) equates to 8% of total registrations. Year 2 figures equated to 6% of total registrations and Year 1 data resulted in 11%. These figures reveal an increase in cancellations this year compared to last year; although this may be explained by a reduction in the number of No Shows, hence increased efforts made by people to cancel their places in advance. On the other hand, this also highlights the increased pressures and barriers in the workplace when prioritising development and training against other work related tasks.

During previous years the cancellations have largely originated from the Voluntary and Independent sector and Leicestershire Partnership Trust. This year Leicester City Council and Leicestershire Partnership Trust issued the highest number of cancellations.

The following list provides an **annual summary** of reasons for cancellations, provided by 78% of the delegates this year.

- Other Work Priorities/Changes – 36%

- Personal Circumstances – 18%

- Staff Shortages – 17%

- Sickness – 11%

- Oversight – 6%

- Manager Request – 6%

- Other – 5%

The average Knowledge, Skills and Confidence scores have remained consistent across each quarter this year. The **annual averages** for each area of development this year equate to:

- Knowledge – Improvement from 2.9 – 4.1

- Skills – Improvement from 2.9 – 4.0

- Confidence – Improvement from 2.8 – 4.0

These scores are comparable to the annual scores achieved during Year 2 and Year 1.

Knowledge, Skills and Confidence scores have been collated across all courses this year providing the following annual averages for each session:

Course Title	Knowledge		Skills		Confidence	
	Pre	Post	Pre	Post	Pre	Post
Fabricated or Induced Illness	2.5	4.3	2.5	3.4	2.6	3.9
Domestic Abuse: Engaging Families & Assessing Risk	3.0	4.1	3.0	3.8	2.9	3.9
Families with Multiple Needs	3.2	4.0	3.1	4.1	2.9	4.2
Internet Safety	2.9	4.1	3.0	4.0	2.9	4.1
Safeguarding Disabled Children	3.1	4.1	3.0	3.6	3	4
Understanding Prevent	2.8	3.9	2.3	4	2.6	4.1
Working with Hostile & Evasive Families	2.8	3.9	2.8	4.0	2.6	3.9
Child Sexual Exploitation	2.8	4.1	2.7	3.9	2.8	4
Parenting Capacity	2.9	4	2.9	3.9	2.8	4
CSE Conference	2.8	4.2	2.8	4.1	2.9	4.1
Neglect Conference	3.3	4.1	3.2	4.1	3.1	4.0
DASH for Frontline Workers	2.9	4.1	2.8	4	2.8	4
SCR Briefings	3	4.1	3	4	3	4
WRAP Workshops	2	4	2.1	3.6	2	3.7
LLR Thresholds Briefings	3.1	3.9	3.1	3.9	2.9	3.8
Assessing Competency & Effectiveness	3.1	4	2.6	4	3	4.1
Signs of Safety	2.9	4.1	3	4	3	3.8
CUSAB	3.0	4.1	3.1	4.1	3.0	4.1
Allegations Against Adults	3.3	4.0	3.0	4.0	3.0	4.0

Annual Trend Analysis

The annual averages for Training Objectives and Personal Learning Objectives equate to 4.4 for both. These scores are comparable with the results for Year 2 and Year 1, proving evermore encouraging as this year's calculations have been based on a larger dataset of information compared to last year and the first year of the programme.

Annual Trend Analysis
The annual averages for **Training Objectives** and **Personal Learning Objectives** equate to **4.4** for both. These scores are comparable with the results for Year 2 and Year 1; proving evermore encouraging as this year's calculations have been based on a larger dataset of information

compared to last year and the first year of the programme.

	Average Scores for Training/Course Objectives	Average Scores for Learning Objectives
Fabricated or Induced Illness	4.4	4.3
Domestic Abuse: Engaging Families & Assessing Risk	4.8	4.6
Families with Multiple Needs	4.3	4.4
Internet Safety	4.5	4.4
Safeguarding Disabled Children	4.5	4.4
Understanding Prevent	4.8	3.7
Working with Hostile & Evasive Families	4.6	4.5
Child Sexual Exploitation	4.8	4.7
Parenting Capacity	3.8	3.8
CSE Conference	4.7	4.6
Neglect Conference	4.3	4.2
DASH for Frontline Workers	4.6	4.6
SCR Briefings	4.3	4.3
WRAP Workshops	4.4	4.5
LLR Thresholds Briefings	3.2	3.2
Assessing Competency & Effectiveness	4.2	3.9
Signs of Safety	4.7	4.5
CUSAB	4.8	4.7
Allegations Against Adults	3.8	3.8

Leicestershire and Rutland Safeguarding in Education report

The Leicestershire County Council Safeguarding in Education (SIE) Team have Safeguarding Development Officers (SDOs) who manage safeguarding training, resources, policy and procedural advice for education in the county. There is a training program for Designated Safeguarding Leads and other school and college leaders (including "out of county") which includes initial Designated Safeguarding Lead and refresher training, Safer Recruitment, Allegations Management and whole school staff training. Three freelance trainers also deliver whole school staff training.

The SDOs link with the LSCB, Allegations Managers, FE Colleges, Governor Development Services, initial teacher training providers and other LCC education-related services, including, for example, the Education Psychology Service and Education of Children in Care.

The Safeguarding Annual Return was completed by almost all our maintained and academy schools as well as many independents. This evidences awareness of and adherence to good safeguarding practice.

E-safety surveys were completed by 4500 pupils in Years 6 and 9 during the week of "Safer Internet Day". This gave valuable data allowing schools to compare the experiences and concerns of their own pupils with the county cohort.

This year the team has delivered the 106 courses/sessions:

- Designated Safeguarding Lead – 11 courses

- Refresher Designated Safeguarding Lead – 18 courses

- Safer Recruitment – 13 courses

- Allegations Management – 6 courses

- Whole School Awareness Raising – 58 sessions

Training feedback comments:

- *"I never leave feedback so it must have been outstanding training!"*

- *"You both made a very daunting topic interesting and kept me thoroughly absorbed all through the sessions."*

- *"Wow! So much information I know I can immediately put into practice."*

Termly Safeguarding Briefings for schools

In order to prompt Head Teachers and DSLs to have frequent safeguarding conversations with staff, a safeguarding briefing is emailed to every school and academy before the beginning of each term. The content of the briefings was a follows:

- **Autumn 2014** referred to FGM, Extremism and Radicalisation, CSE and safer working in education settings (code of conduct).

- **Spring 2015** focused on e-safety and included a PowerPoint presentation for class teachers of suggested Years 6, 7 and 8 to discuss sexting with their classes.

- **Summer 2015** discussed Extremism and Radicalisation and gave a brief PowerPoint presentation which has proved very helpful to schools to brief their staff on these matters and their responsibilities.

- **Autumn 2015** will inform schools about the "Encompass Project" whereby Police, First Response and schools can share information related to Domestic Abuse incidents.

The SIE team works closely with the LSCB by sharing resources, attending meetings and designing, implementing and reporting on the Safeguarding Annual Return. This year specifically supporting the CSE campaign.

Safeguarding Annual Return

The statutory guidance for education no longer requires maintained schools to report annually to the Local Authority on safeguarding, but the LSCB Executive approved a request for this information to be provided in order to fulfil its duty to monitor and evaluate the effectiveness of safeguarding in Leicestershire schools. The Safeguarding Development Officers have once again designed the online form and collected the data. 299 returns were received by the end of the summer term from 139 maintained schools, 147 academies and 13 independent schools. This once again represents 100% of all Leicestershire academies and maintained schools. The number of independent schools engaging with the online return has increased this year from 5 to 13 which is an encouraging increase.

Feedback comments:

- *"As ever, a valuable resource which allows us to reflect on our practice and check recent changes to LCC provision and legislation."*

- *"This was probably one of the easiest online returns I have had to complete; such much better than what we used to have. Thank you."*

- *"Easy and quick to complete. Some of the things I have ticked "no" to have served as a reminder to get them done!"*

Data suggests that academies and independent schools have an equally strong commitment to best safeguarding practice as maintained schools and this is also evidenced by the high level of engagement from these sectors with Local Authority support and training offered by the SDOs.

Data indicates a generally high level of awareness of the Prevent agenda and CSE among school staff. Training for Designated Safeguarding Leads has been addressing these issues, including internet grooming, for over two years. Schools report that these areas are being addressed in staff briefings and there appears to be an increase over last year in the level of awareness of Female Genital Mutilation and Forced Marriage, particularly in Primary Schools. Whole school training materials in connection with these issues are constantly being updated.

It is very encouraging to see that the issue of consent and abuse in teenage relationships is now being addressed in virtually all secondary schools and well over

20 have once again taken the opportunity to host the theatre production "Chelsea's Choice".

E-safety Pupil Surveys

Once again a survey for Year 9 and Year 6 pupils has been hosted on "the Jitty" website and 4,625 Leicestershire pupils completed these. The data has been used to update training for Designated Safeguarding Leads and to provide schools with up to date materials to support staff training and parent awareness sessions.

Recommendations

- Local Authority safeguarding training and support for schools and colleges should continue to be made relevant and up to date, taking full account of national and local priorities and learning from Serious Case Reviews.

- Safeguarding and internet data should continue to be collected in order to monitor compliance and help gauge the impact of safeguarding support from the Local Authority.

Multi-Agency Training Programme June 2015

LSCB objectives

- Ensure that sufficient, high-quality multi-agency training is available; its effectiveness is evaluated and the impact on improving frontline practice and the experiences of children, young people, families and carers is evident
- All LSCB members support access to the training opportunities in their agencies
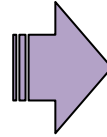
What were the issues?

- Multi-agency training was limited
- The approach being used did not have a clear link between priority areas for learning and the training programme
- The training programme did not have a set of standards that could be used to measure quality and effectiveness
- Single agency training was inconsistent and lacked a Competency Framework
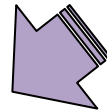
What has been delivered?

- New minimum training standards have been introduced alongside a Quality Assurance process
- The themes for the training plan are triggered by Board Priorities including findings from local and national SCRs – themes have included: Domestic Violence, CSE
- New Competency Framework in place for 2014
- The partnership jointly funds a training coordinator role for LLR
- The "no show" rate has reduced from 16% to 10%
- Number accessing the multi-agency training programme of 67 courses/events delivered (compared to 52 and 30 in the previous two years) for 2014/15 was over 1650 which is over 85% up on previous year
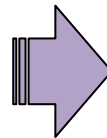
What are the Outcomes?

- The post training evaluation shows that knowledge, skills and confidence have demonstrated sustained improvement compared to pre-training.
- Frontline practitioners across the partnership are able to articulate examples of how the training they have received has had a positive impact on their practice and the way in which they are safeguarding a child
- There is clear evidence that following training there has been an increase in the number of CSE referrals
- The new minimum standards and quality assurance process is driving up quality and improving the effectiveness of training
- The Competency Framework has provided a platform to ensure that multi-agency and single agency training is relevant and effective

To be assured that allegations made against people who work with children and adults are dealt with effectively

LADO role

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.

The national requirement for Local Authorities to appoint a designated officer (LADO), to manage allegations against adults who work with children, was introduced in Working Together (2006), Safeguarding Children and Safer Recruitment in Education (2006) and in Keeping Children Safe in Education (2014, updated March 2015).

Leicestershire LADO - A summary of the year 2014/14

- The LADO Service and partner agencies, in particular Leicestershire Police, continue to develop a strong sense of partnership working.

- Wealth of experience and knowledge and a consistent LADO team has resulted in well informed, consistent decision making that reflects confidence, a common-sense approach and strengthened safeguarding.

- Regular update meetings with the Assistant Director help ensure that Senior Managers are aware of complex and high profile allegations or alleged perpetrators.

- A more consistent approach to recording and use of Framework I has been maintained.

- Working Together to Safeguard Children 2006 sets out timescales for considering and concluding the Allegations Management Process. These timescales are achieved in the majority of cases. The guidance also acknowledges that delays are likely where a criminal investigation is underway and this is reflected locally.

- The continued use of a distinction between complaints and allegations has assisted in ensuring that only allegations relating to the risk of harm progress to a strategy meeting.

- More than 50% of all allegations are resolved by the first strategy meeting, with less than 10% of allegations requiring more than three meetings.

- The data that had not previously been migrated from the previous system into

Framework I is now migrated. This enables safer and more complete search results to be achieved thus helping to protect children and young people.

- The report that enables the LADO to inform Ofsted about concerns relating to a specific venue is now available.

- The first East Midlands Regional LADO Meeting has been held, arranged and hosted by Leicestershire. There is a commitment to future meetings and the next is already arranged.

- An inquiry report by the Charity Commission, published following a joint investigation into concerns in relation to individuals connected to local charity, highlighted good joint working between the Commission, Leicestershire Police and the LADO; this led to the individuals of concern being removed quickly from their roles, the appointment of new trustees and "best practice" advice being sought and acted upon by the new trustee Board from the appropriate authorities, including the LADO and the County Council's Safeguarding in Education team.

Promotion of the Allegations Procedures and LADO role

Training sessions to inform Head Teachers of the allegations procedures are organised and delivered by the Safeguarding in Education function within the SIU. It is now standard practice for the Allegations (LADO) Service to attend these sessions. This allows the Head Teachers to meet the Allegations (LADO) Service, learn about their role and ask questions directly. While the demand on time is approximately half a day per month, the benefits in terms of positive publicity and establishing good working relationships makes the time commitment extremely worthwhile. A small example of the benefits is that, when making a referral, Head Teachers are now supplying all of the necessary information (date of birth, address, etc.) rather than causing a delay by not having the information to hand.

The LADO has also been involved in considering the safeguarding approach relating to chaperones for children involved in entertainment venues, and a report was written for Senior Managers.

The LADO is (or is arranging to be) involved in providing training and guidance to local Community Homes (both LCC and private providers), the British Wheelchair Basketball Association and Leicestershire Police new Child Abuse Investigation Unit staff.

Training

A key component of the work of the Safeguarding Development Officers is the provision of up to date, relevant safeguarding training for all Leicestershire (and

Rutland) schools, colleges and academies, including the independent sector. This year the team has delivered the following courses:

Designated Safeguarding Lead	11 courses
Refresher Designated Safeguarding Lead	18 courses
Safer Recruitment	13 courses
Allegations Management	6 courses
Whole School Awareness Raising	58 sessions

The Allegations Management courses are supported by the Local Authority Designated Officers (LADOs) and Human Resources advisors and continue to assist schools in following best practice when concerns arise.

To hear the voice of practitioners

Website and "Safeguarding Matters"

Critical elements of engaging practitioners across the partnership in the work of the LRLSBs are our key channels of communication – the LRSB website and our regular publication "Safeguarding Matters".

We have used the website and "Safeguarding Matters" to assist in the delivery of every one of the five priorities in the 2014/15 Business Plan.

During the early part of 2014/15, the public-facing Safeguarding Boards Business Office (SBBO) website was reviewed regularly and improved, creating bespoke pages for particular subjects and the work of Subgroups, such as CSE, Trafficking & Missing, with its "can you spot the signs'" campaign targeting young people, parents, schools and businesses. We have continued to review and improve the website in order to reach out to more people whether they be professional or the wider public.

Some Subgroups, such as the Child Death Overview Panel (CDOP), have now developed their own webpages. CDOP now have key documents available on their pages, such as their Annual Report, and articles and resources relating to subjects like the danger of ingesting button batteries causing serious injury or death.

Website hits during 2014/15 totalled 102,590. 99 new pages were created and 116 new registered users were created mainly for the Board Members Area of the website.
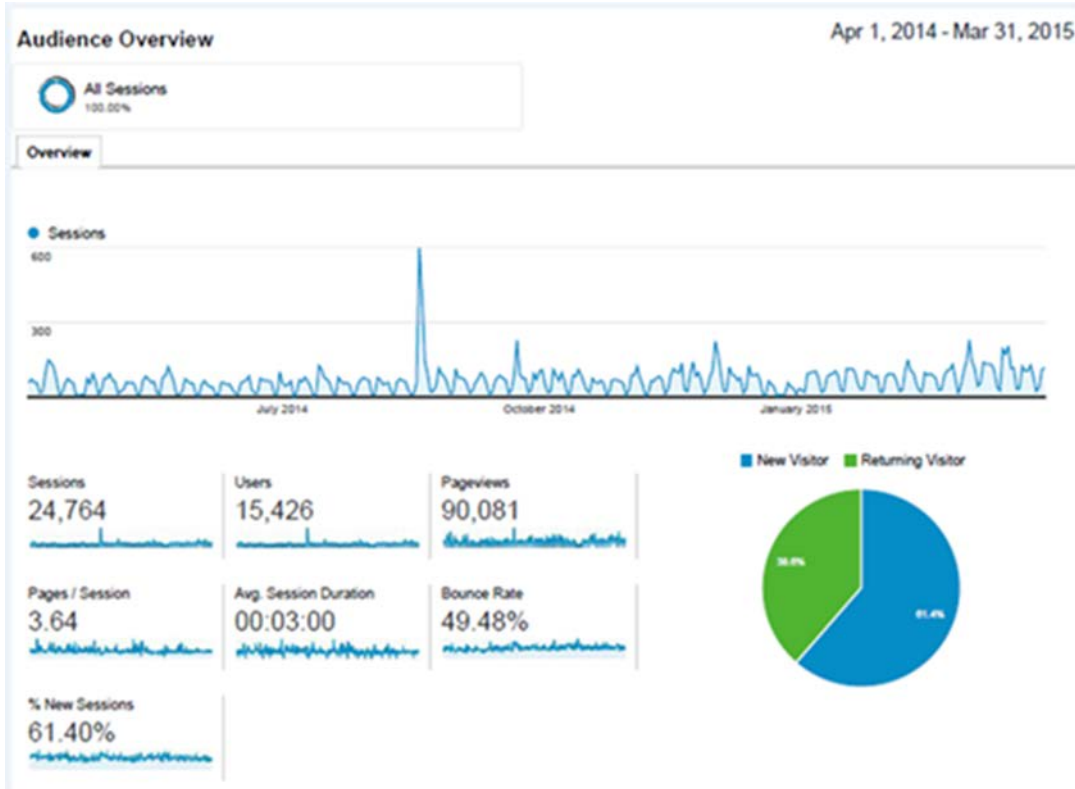
The Safeguarding Matters newsletter has continued to be published quarterly, appearing in April, July, September and December. It featured a variety of children's and adults subjects plus news from the Boards. One edition went viral due to the interest in the April "Serious Case Review Special Edition", which generated much interest nationally with calls from across the UK requesting future publications.

The "my role" section at the back provides a useful insight into roles of professionals across the children's and adults' world.

"Safeguarding Matters" was used to draw people into the website by sending a web link to the newsletters page, instead of a pdf, to familiarise

people with the whole website to access information and signpost to services.

Many LLR Children's Safeguarding leaflets were reviewed and completely redesigned, resulting in a great demand for them across the sub-region from nurseries, schools, colleges and agencies, including the aide memoire supporting the Multi-Agency Threshold Briefing Sessions (as referred to earlier in this report).

What do we need to do in the future?

The outcomes of analysis in this Annual Report, and the related needs identification process that informed our business planning process from 2015/16, has identified the following priorities. Greater detail on each, including the actions and impact planned, are set out in the Business Plan that is attached at Appendix 1.

i.   Assurance from provider agencies that their staff adhere to the requirements of the Competency Framework for safeguarding training

ii. Workforce has appropriate level caseloads and are well supported in safeguarding children and young people through reflective professional supervision

iii. Safeguarding training is relevant and effective in ensuring the workforce has appropriate skills and knowledge in working to safeguard children and young people.

Chapter 4: Serious Case Reviews and CDOP

Apply the Learning & Development Framework and ensure its effectiveness (including national SCRs)

What we planned to do

The key drivers of our Learning and Development Framework are the Serious Case Review Subgroup and the Safeguarding Effectiveness Group (SEG).

The Serious Case Review Subgroup is the body that carries out the statutory duty of the LSCB to consider cases that are referred for Serious Case Review and it also undertakes other forms of review. It ensures that action plans are formulated to deliver on the recommendations of serious case reviews and other forms of review and that this action is undertaken. It is then responsible for agreeing with the Safeguarding Effectiveness Group how the Quality Assurance Performance Management Framework will be revised to ensure that the Board monitors the impact of actions taken in response to SCRs and other forms of review.

In addition, the SCR Subgroup has included in its agenda regular consideration of the recommendations and learning from SCRs carried out by other LSCBs.

In 2014/15, we planned to capture learning and recommendations from national SCRs and present the relevant information for Leicestershire and Rutland to the SCR Subgroup. We planned to disseminate key themes and learning points in the following ways:

- "Safeguarding Matters" special edition

- A SCR Learning Event

- Incorporating actions within relevant training sessions.

Communicating Learning and Improvement 2015

LSCB objectives

- As part of the Learning and Improvement Framework, the LSCB aims to ensure that learning and information is effectively communicated across the partnership
- Communication methods meet the needs of children, families and adults
- Provide an effective communication platform for professionals, members of the community and Board members to access up to date information and policies

What were the issues?

- The leaflets were out of date and looked "tired"
- Lessons and information from key thematic priorities, such as CSE, Private Fostering, needed to be effectively communicated
- "Safeguarding Matters" publication needed to refresh and respond to feedback from partners
- A coherent communications strategy needed to be developed
- Some existing leaflets did not reflect findings from SCRs and CDOP

What has been delivered?

- All leaflets have either been revised or are in the process of revision, these include: Private Fostering; Aide memoire for multi-agency threshold briefings; Keeping Children Safe is Everyone's Responsibility – the core info leaflet; FGM leaflet. Keeping Children Safe (quad fold) – info for parents and carers, reducing the risk of harm to children in your household – about drugs and alcohol issues
- "Safeguarding Matters" publication has been refreshed and continues to receive excellent feedback from staff across the partnership and the country
- Combined Adults and Children learning events brought over 200 practitioners and managers together to discuss lessons from SCRs and the impact on practice
- There has been active consultation with partners regarding the content of information leaflets. Dangerous dogs leaflet has been withdrawn and replaced with pets advice on safeguarding

What has been the outcome?

- In April 2015, the website recorded 102,590 views throughout the 12 month period
- "Safeguarding Matters" has been accessed online more than 3,600 times
- There has been a 30% increase in the number of times the website has been used to access information on SCRs
- The Learning Event and subsequent issue of "Safeguarding Matters" have received recognition from "Community Care" and Authorities across the country wanting to adopt the "20 things to consider" prompts
- There has been much closer working between the LSCB and CDOP to produce publicity materials – see the button battery campaign

Ensure learning from national and regional SCRs and other learning processes is incorporated into the practice of partner agencies and the partnership

What we did and what has been the impact of what we did?

The Leicestershire & Rutland Serious Case Review Subgroup met monthly throughout the year.

There were no Serious Case Reviews (SCRs) that were commissioned by Leicestershire & Rutland in 2014/15. We had one SCR that we were progressing from a previous year. During the year 2014-15, this SCR was the subject of panel meetings, action plan preparation and monitoring processes. Although the SCR was not concluded, the single agency actions that had been identified by the Independent Management Reviews (IMRs) were monitored by the Subgroup to ensure they were incorporated into agency policy and practice in a timely manner.

In addition, we were engaged in three SCRs undertaken by other LSCBs. Two of these are still ongoing SCRs. We have monitored the progress of these SCRs at our monthly meetings, including the developing recommendations and actions that directly affect Leicestershire and Rutland.

Action plans from a review concluded in the previous year were monitored regarding the use of safe storage of methadone and the messages were included in the "Safeguarding Matters" publication along with a review and re-launch of the LSCB "Reducing the risk of harm" leaflet for use by professionals working with drug users.

We held an SCR Learning Event on 7th February 2014; the key theme of this highlighted the need to build confidence in practice. The outcomes from this were incorporated in the relevant training sessions and Trainers' Networks during 2014-15.

In addition, we have revisited our own Serious Case Review recommendations that go back to 2009 when the new Leicester, Leicestershire and Rutland LSCB structure was formed, which inaugurated the Leicestershire and Rutland LSCB. We themed these recommendations and looked for evidence from partner agencies on outcomes from these recommendations. The evidence provided was published for members on the Board's website.

These evidence themes included:

- ➢ Escalation of professional differences

- ➢ Consideration of "Think Family" by workers

- ➢ Identification and management of risky individuals

- ➢ Professionals trained to perform their role

- ➢ Domestic Abuse in families with children

> ➤ Early Help for families

> ➤ Effective response by the Emergency Services to serious incidents involving a child or vulnerable adult.

The April 2014 edition of the publication "Safeguarding Matters" was a special edition to share the important messages from national Serious Case Reviews (SCRs). The intention was to ensure staff across our safeguarding partnership were alert to these issues and the action required to address them. The themes covered by this review included Substance Misuse and Mental Health, Child Sexual Exploitation, Neglect, Physical and Emotional Abuse and Sexual Abuse.

We continued to consider national Serious Case Reviews published throughout the year and extracted those recommendations that could be applied to Leicestershire and Rutland.

One of these related to an SCR which highlighted the need for regional cross border arrangements for families in need of help where they move between Local Authority areas. This was taken to the East Midlands' Regional Group and a protocol is being developed to support this.

We undertook work to theme the national SCR recommendations. These formed part of the discussions at the 2015 LSCB Development Day and were incorporated into the actions of the Business Plan for 2015-16.

A table was produced of our considerations and mapped against the priorities of the new Business Plan.

Priority Areas	Details	2015 Business Plan priority
Domestic Violence	Pathways – need to be clear and known to all to enable early identification, including DV pathway for young people's peer on peer abuse	3.5 – Young people and DV and Teenage Peer DV
Information Sharing	Knowing the past history and its relevance – what can be shared when? Awareness to professionals and the public of what can be shared	1.5 – New ISA will be produced that is compliant with current legislation 2.2 – Ensure members of

	Biggest challenge – can we future proof information sharing systems?	public informed about safeguarding
Social Media	Recognition of the impact on victims, perpetrators and professionals Can we use it? How? (to pass on information, raise awareness or to find out about people)	2.54 – Raise awareness with public about Private Fostering – media and social media campaign 2.58 – E-Safety: young people engaged in social media are aware of the risk and avoid risk appropriately
Quality of Assessments	Knowing the past history and understanding risk factors, e.g. unknown people moving in (particularly males) Weighting risk versus resilience and safety Need for robust evidence-based analysis and use of professional curiosity Recognition of disguised compliance Use of Chronologies Put self in the "shoes of the child" The use of Signs of Safety (Growing Safety) – the current difference of approaches across LLR. Leicestershire has secured a development bid for Eileen Munro to come in and develop Signs of Safety	2.13 – Increased quality of assessment
Whole Family / Think Family	Whole family assessments Impact on children – domestic violence / mental health / learning disability / alcohol/drugs / grandparents (dementia)	3.4 - Effective joint working between the various inter-agency professionals and teams involved, particularly focusing on relationships

	Professional curiosity – asking the right questions Young parents, home educated, mobile, transient families Private fostering Potential lack of external scrutiny?	within the family and joint oversight of the ongoing work between services for adults and services for children
Supervision (linked to Quality Assessments and Whole Family)	Ensuring the right questions are asked to get good quality information Cover the basics (child seen, spoken to, who is in the house) What are the risks Support good quality assessments and build workers' confidence	2.14 - Assurance of quality of professional supervision 5.2 – Workforce has appropriate level caseloads and are well supported in safeguarding children and young people through reflective professional supervision
Suicide / Self Harm	Future of CAMHS: we need to understand the landscape Raise awareness Feedback from the two Youth Councils that young people require more information on sign posting help for friends that self-harm	2.56 – Assurance from CAMHS tier 1 to 4 is sufficient

We have updated the Terms of Reference (ToRs) for the Serious Case Review Subgroup to incorporate new structures, responsibilities and processes arising from national documentation such as Working Together 2013 and 2015.

We were concerned that the process we had in place for agencies to refer Serious Cases Reviews was not robust enough to ensure the Subgroup were aware of potential cases from all agencies.

We adopted a new process that:

- Ensured that staff within the various agencies were aware of the SCR criteria and new arrangements via "Safeguarding Matters", awareness training and publication of the form on the website. The agency safeguarding leads will be a key part of this process

- Discussed with the City a process to embed a single referral process across LLR
- Had the potential to extend to the Adults' SCR referral process
- Ensured there is a referrer feedback process.

This process has now been extended across Leicester, Leicestershire and Rutland and has proved very successful in identifying cases that previously would not have been brought to the attention of the Subgroup. Although the majority of these cases do not result in Serious Case Reviews, some have led to alternative review processes; in all cases, the SCR Subgroup are in a position to satisfy themselves that agencies have taken action to investigate and put into place any necessary changes to policy or practice.

The SCR Subgroup were closely involved with the local Coroner in ensuring changes were made to Local Authority re-housing procedures for stray dogs following the death of a child by a re-housed dog. We also advertised the issue via the Safeguarding Boards' website and included an article in the "Safeguarding Matters" publication.

A CDOP representative is present at SCR meetings and reports on any relevant CDOP cases. The value of this was evident when we monitored a case that allegedly involved cyber bullying in the death of a young person.

Chapter 5: Looking Forward to 2015/16

This Annual Report sets out in detail the work that the LRLSCB has undertaken during 2014/15, with an analysis of the impact on service performance and safeguarding outcomes for children and young people in Leicestershire and Rutland.

Much has been achieved across the partnership of agencies that make up the Boards. However, our learning and improvement processes identify what now needs to be done, both to sustain and develop our work and to respond to new challenges that have arisen through national and local change.

The Board has set out its intentions for the next year in its new Business Plan published in April 2015. Our priority actions have been identified against a range of driver. The drivers include:

- National policies strengthening safeguarding arrangements and the roles of LSCBs, including Working Together 2015

- Recommendations from inspections that have been undertaken in member agencies, including the most recent Ofsted inspections of the Local Authorities

- The Ofsted framework for the review of LSCBs

- Peer reviews/challenges undertaken as part of the East Midlands arrangements

- The outcomes of SCRs – emerging from both national and local reports

- Evaluations of the impact of previous Business Plans and analysis of need in Leicestershire and Rutland, including the Joint Strategic Needs Assessments (JSNA) carried out in both counties

- Key areas of safeguarding specific to Leicestershire and Rutland – as evidenced by Quality Assurance and Performance Management data

- Priorities for action emerging from QAPM operated by the Boards

- Responses to the views of stakeholders, including the outcomes of engagement activities with children and young people

- Best practice reports issued by Ofsted, ADCS and others including the Jay Report on CSE arrangements in Rotherham and the subsequent Casey Report.

We have continued the business planning model introduced in 2014/15, which aligns the Business Plan with the QAPM, the budget and our risk registers.

We have retained the same key strategic priorities as last year but the specific actions identified under each key strategic priority are set for 2015/16. These are as follows:

Priority 1: To be assured that "safeguarding is everyone's responsibility"

Full engagement by schools in the work of the LSCB (including independent schools), including the requirements of Section 11 of the Children Act.

Partner agencies complying fully with their responsibilities under Section 11 of the Children Act.

Board effectiveness in scrutinising and challenging the quality and impact of safeguarding children and young people in Leicestershire and Rutland.

Appropriate representation of partner agencies on Board.

The implementation and impact of new national frameworks including:

- Revised Working Together 2015

- Keeping children safe in education

- Advice on information sharing

- Advice for practitioners on what to do if they are worried about a child being abused

To ensure that home educated children and young people are safeguarded.

Priority 2a: To be assured that children and young people are safe

i. **Improving outcomes for children identified by previous learning processes**

- LSCB thresholds are understood and consistently applied across agencies; support offered to children and young people is proportionate to their needs

- Increased quality of referrals

- Increased quality of assessment

- Increased quality of professional supervision.

ii. Early Help – wellbeing

- Early Help Services are successful in sustaining improvements to the lives of children and young people and their families, and reducing children experiencing abuse or neglect or coming into care.

iii. Child Protection

- Multi-agency child protection services that are child-focused and effective in safeguarding children and young people and maximising outcomes for these children and young people.

iv. Looked After Children

- Looked After Children are safe and achieve health and education outcomes.

v. Other Safeguarding Risk Priorities

- **Child Sexual Exploitation**:

  o Increase in the identification of children and young people who are at risk of Child Sexual Exploitation (CSE) and reduction in the number who experience CSE

  o Effective prevention, investigation and recovery for children and young people who are or have experienced Child Sexual Exploitation

- **Children Missing from Education are identified, safe and supported**

  o That children and young people who are not receiving their statutory education are monitored to ensure they are safe.

- **Children who are Privately Fostered are safe**

  o Children and young people are appropriately identified (including an increase in the number of cases identified and reported) and supported in private fostering arrangements.

- **Robust Emotional Health of children and young people**

  o Support the Better Care Together review of CAMHS and ensure partner agencies contribute

  o Seek assurance from Better Care Together that the speed and quality of response by CAMHS is securing improved emotional health of children and young people

> > o Seek assurance from Better Care Together that there are agreed thresholds for access to CAMHS services understood by all partner agencies.

> - **E-Safety**

> > o Young people engaged in social media are aware of and avoiding risk appropriately.

Priority 2b: To be assured that adults in need of safeguarding are safe

This priority is outlined in the Leicestershire and Rutland Safeguarding Adults Board Business Plan and in the related Annual Report from that body.

Priority 3: To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe

i. **Female Genital Mutilation (FGM)**

- Reduction in number of girls who suffer from FGM

- Increase in identification of girls at risk of FGM

- Increased community awareness of risks of FGM in identified communities.

ii. **Prevent – Channel**

- Reduction in number of young people involved in terrorism.

- Increase in identification of young people at risk of becoming involved in terrorism.

- Increased community awareness of young people at risk of becoming involved in terrorism

iii. **Transition to adult services**

- Care leavers and disabled young people are appropriately supported by children's services to work towards independence.

- Disabled young people successfully transition to be supported in adult services.

iv. **Think Family**

- Effective joint working between the various inter-agency professionals and teams involved, particularly focusing on relationships within the family and

joint oversight of the ongoing work between services for adults and services for children.

v. Domestic Abuse: Multi -Agency Risk Assessment Conference (MARAC)

- Fully coordinated response to people who are at risk of domestic abuse

- Improved attendance and participation by agencies at MARAC.

vi. Teenage Peer Domestic Abuse

- Young people at risk of, or who experience, domestic abuse in their peer relationships are supported and safe.

Priority 4: To be assured that our learning and improvement framework is raising service quality and outcomes for children, young people and adults

i. Ensure that outcomes for children and young people are improved through the application of the Learning & Improvement Framework

ii. Seek assurance that NHS settings such as Dentists and opticians are receiving and embedding appropriate recommendations from SCRs and other review processes

iii. Extend our capacity to provide comparative Quality Assurance and Performance Data to test performance in Leicestershire and Rutland against national and benchmark authority performance.

Priority 5: To be assured that the workforce is fit for purpose

iv. Assurance from provider agencies that their staff adhere to the requirements of the Competency Framework for safeguarding training

v. Workforce has appropriate level caseloads and are well supported in safeguarding children and young people through reflective professional supervision

vi. Safeguarding training is relevant and effective in ensuring the workforce has appropriate skills and knowledge in working to safeguard children and young people.

Priorities that cross-cut the LRLSCB and LRSAB

We have also developed a number of objectives which underpin our work across both safeguarding boards:

- Safeguarding services are coordinated

- The voices of children and adults are heard

- The voices of staff are heard

- Sub-regional and regional coordination will be maximised

- Effective communication must underpin all Board activity.

A detailed action plan has been produced to support the implementation of work against each of these priorities. A full copy of our Business Plan for 2014/15 is attached at appendix 1.

The effective delivery of these strategic objectives will rely, as always, on the leadership of our Board members and on the support of frontline staff across the partnership. I look forward to the continuing commitment of these groups in the next year and beyond, so that we can continue to be confident that safeguarding is everyone's business and that children, young people and adults in Leicestershire and Rutland will be safe.

Paul Burnett

Independent Chair, Leicestershire and Rutland Local Safeguarding Children Board and Safeguarding Adults Board

Appendix 1: 2015/16 LSCB Business Plan

Appendix 2: Acronym List

APPENDIX 1

Leicestershire and Rutland Local Safeguarding Children Board Business Plan 2015-16

This Plan is in the process of being updated following feedback from the Board, Scrutiny Groups etc.
For the most recent version please go to:

http://lrsb.org.uk/scbannualreports

Effective from: April 1st 2015
Review dates: Quarterly Review: July, October, January

Introduction

I am pleased to present the LRLSCB Business Plan for 2015/16. The Plan is intended primarily to set out the key outcomes and impact that the Board wishes to achieve across the next year to ensure that children, young people and adults in Leicestershire and Rutland are safe. It does not show business as usual items unless they are addressing an issue that has been highlighted for specific or remedial work within 2014/15.

Following three integrated LSCB and SAB Business Plans that we have presented since agreement more closely to align the two Safeguarding Boards in 2012, this year we revert to a Plan that seeks to clearly show the work of the two Boards as independent business units. The Plans still maintain a number of priority issues that are common to both Boards. The decision more clearly to distinguish the business of each Board is being driven by the fact that both Boards are now subject to statutory frameworks that are different. The LRLSCB is also subject to review by Ofsted and this has implications for the Quality Assurance Frameworks that each Board works to.

The formulation of this Business Plan has been undertaken with the engagement of members of both Boards and other stakeholders. It aims to articulate the key improvement objectives that will underpin our work in the period 2015/16 and, most importantly, to set out the actions that will be taken to address these priorities. This increased emphasis on specific actions is also intended to ensure that we are more explicit about the outputs, outcomes and impact that the Boards intend to achieve. This, we believe, will further strengthen our ability to quality assure, performance monitor and risk manage the work of the Boards and their impact on safeguarding service delivery and on safeguarding outcomes for children, young people and adults.

The priorities in this Business Plan have been identified against a range of national and local drives including:

- National policy drives to strengthen safeguarding arrangements and the roles of LSCBs and SABs
- Recommendations from regulatory inspections
- The outcomes of Serious Case Reviews (SCRs) and Serious Incident Learning Processes (SILPs) and other learning review processes – emerging from both national and local reports
- Evaluations of the impact of previous Business Plans and analysis of need in Leicestershire and Rutland
- Priorities for action emerging from Quality Assurance and Performance

Management arrangements operated by both Boards
- Responses to the views of stakeholders including the outcomes of engagement activities
- Best practice reports issued by Ofsted, ADCS and ADASS

Having considered these matters, members of the Boards have agreed to reflect the five priorities within our Performance Management Framework within this Plan. These priorities are:

Priority 1: To be assured that "Safeguarding is Everyone's Responsibility"

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility

Priority 3: To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor

Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children, young people and adults

Priority 5: To be assured that the workforce is fit for purpose

This Business Plan sets out the key actions proposed to support work in support of these objectives with a view to further enhancing the impact of the two Boards in supporting improved outcomes in safeguarding the children, adults and communities of Leicestershire and Rutland.

Safeguarding is everyone's business. Never has it been more critical for LSCBs and SABs to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan is intended to set a clear framework within which this leadership can be delivered. The collaborative support of all agencies is essential to securing the impact this Business Plan seeks.

I commend the Plan to all partners and look forward to your support in achieving our goals.

Paul Burnett

Independent Chair, Leicestershire and Rutland LSCB and SAB

Priority 1: To be assured that "Safeguarding is Everyone's Responsibility" Board member sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
1.1	Full engagement by schools in the work of the LSCB (including independent schools), including the requirements of Section 11 of the Children Act	Seek assurance from schools through an operational audit Maintain representation on Board by school representatives of primary, secondary and Special schools from Leicestershire and Rutland Engage with Head teachers to provide assurance that their schools are engaged in the work of the LSCB Engage with Head teachers and with school representatives at Board meetings and ensure their issues are reflected within Subgroup meetings Work with schools to ensure that their voices are represented in the work of the Subgroups Monitor safeguarding training attendance by independent schools	Attendance by schools representatives at meetings Operational audit Training attendance and evaluation	Board Board Independent Chair Independent Chair Training Subgroup	December 2015 October 2015 July 2015		
1.2	Partner agencies are complying fully with their responsibilities	Conduct a peer review of the strategic S11 audit Monitor the Action Plan for agencies	Compliance against the requirements of S11 Compliance for completion of	Executive Board	December 2015 December		

Priority 1: To be assured that "Safeguarding is Everyone's Responsibility" Board member sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	under S11 of the Children Act	identified as not being "fully compliant" Conduct an operational S11 audit across the LSCB	Action Plan	Executive	2015 December 2015		
1.3	Board effectiveness in scrutinising and challenging the quality and impact of safeguarding children and young people in Leicestershire and Rutland	Encourage and maintain a culture of challenge and keep a "Log of Challenge and its impact" Conduct an annual self-assessment by Board members and develop an Action Plan to address any issues identified Gather evidence that the Board is driving improvements and changes which impact on positive outcomes for children and young people Producing a robust PMF	Compliance with the "Log of Challenge" Identify areas of effectiveness agreed by Board and compliance with resulting Action Plan Evidence provided by agencies and Board through Board and Executive meetings	Independent Chair Independent Chair Executive and Board	March 2016 November 2015 March 2016		
1.4	Appropriate representation of partner agencies on Board	Increase the membership of the Board to include Public Health	Attendance by Public Health representative at Board meetings Attendance by all members at Executive and Board meetings	Executive and Board	July 2015		

Priority 1: To be assured that "Safeguarding is Everyone's Responsibility"			Board member sponsor: _____				
Ref. no.	**In 2015/16 we want to achieve:**	**To achieve this, we will:**	**To evidence this, we will measure:**	**Who will lead?**	**Timescale**	**Risk**	**Progress**
1.5	The implementation and impact of new national frameworks including: Revised Working Together 2015 Keeping children safe in education Advice on information sharing	Review current local provisions and identify any changes or improvements required. Implement these changes and identity indicators to test impact within the QA and PM Framework	Test compliance with Working Together Seek assurance from the two LAs that children are safe in Education A new ISA will be produced that is compliant	Executive Group	March 2016		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.1	**Improving outcomes for children identified by previous learning processes**						
2.1.1	LSCB thresholds are understood and consistently applied across agencies Support offered to children and young people is proportionate to their needs	Roll out programme of training about thresholds for staff across partner agencies Raise awareness through Safeguarding Matters and website Monitor use of thresholds through case file audits	Training attendance and evaluation Outcomes of referrals within Leicestershire and Rutland All LSCB audits will include threshold question	Training Subgroup Board SEG (Audit Group)	October 2015 December 2015 March 2016		
2.1.2	The LSCB is assured that the quality of referrals is good	Conduct training event about referrals Review multi-agency referral process and form, including multi-agency contribution to referral	Quality of referrals made by agencies tested though case file audit	SEG (Audit Group)	December 2015 March 2016		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.1.3	Increased quality of assessment	Review the multi-agency assessment process and form, including multi-agency contribution to assessment at referral, assessment, conference and LAC stage	Quality of multi-agency contribution to assessment tested via feedback from staff	Business Office	March 2016		
2.1.4	Assurance of quality of professional supervision	Ensure professional supervision across partner agencies is effective We will: - Conduct conferences and raise awareness through Safeguarding Matters - Conduct training about professional supervision - Ensure all agencies have supervision procedure - Request that agencies review quality of supervision through audit	Submission of supervision audit from partners (Report on quality of supervision by all agencies by end of Q3) Operational audit responses Quality of referrals made by agencies tested though case file audit Ask for feedback on the training course	SEG Training Subgroup	March 2016 December 2015		
2.2	Early Help – wellbeing						

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	Early Help Services (including NHS provision) are successful in sustaining improvements to the lives of children and young people and their families and reducing children experiencing abuse or neglect or coming into care	Ensure all agencies are providing access to Early Help services through shared understanding of benefits of Early Help Ensure that Supporting Leicestershire Families (SLF) and Changing Lives Rutland (CLR) are fulfilling their safeguarding responsibilities Ensure that NHS early help services are fulfilling their safeguarding responsibilities Consider the development of multi-disciplinary response at referral stage	Referral rates to Early Help Services across the partnership Referral rates to Children's Social Care Caseloads of Early Help Services Safeguarding Outcomes reported by SLF, CLR and NHS services Development of multi-disciplinary referral response	Early Help Services (inc. SLF and CLR) and SEG to monitor	March 2016 March 2016		
	Ensure that members of the public and elected members are informed about safeguarding	Ensure public awareness about safeguarding and improve public knowledge about support that is available	Early Help Services for young people or families Voice of the Child audits are conducted Recommendations embedded from Voice of the Child audits	SEG/Executive SEG and Communications & Engagement Subgroup			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
I.	Ensure that the voice of the child is captured and feedback used to influence service development and procedures	Request child/parent engagement reports from all agencies	Report to the Executive Group as part of PMF	SEG/Executive Group			
2.3	**Child Protection**						
	Multi-agency child protection services that are child-focused and effective in safeguarding children and young people are maximising outcomes for these children and young people	Monitor the contribution of all agencies to safeguarding and ensure that good practice is disseminated, risks identified and mitigated Review multi-agency contribution to assessment at referral, child protection, conference and LAC Conduct multi-agency audits and review summary reports from single agencies at SEG Seek assurance that partner agencies	Compliance with S11 through strategic and operational audits Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports Evidence of action taken in	SEG (Audit Group)	December 2015		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
		are engaging directly with children involved in child protection services and that appropriate action is taken as a result Receive reports from Childrens Rights Officer	response to feedback from children and young people Evidence of action taken in response to feedback from front line practitioners	Engagement Group SEG			
2.4	**Looked After Children (LAC)**						
	Looked After Children are safe and achieve health and education outcomes	Monitor the contribution of all agencies to Looked After Children and ensure that good practice is disseminated, risks identified and mitigated Seek assurance that partner agencies are engaging directly with children involved in Children in Care Services and that appropriate action is taken as a result	Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice (including supervision) through audit reports Evidence of action taken in response to feedback from children and young people Evidence of action taken in response to feedback from	Executive and SEG	December 2015		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
		IRO annual report	front line practitioners Action taken in response to feedback from Training / Competency Framework				
2.5	**Other Safeguarding Priorities**						
2.5.1	**Child Sexual Exploitation:** Increase in the identification of children and young people who are at risk of Child Sexual Exploitation (CSE) and reduction in the number who experience CSE Effective prevention, investigation and	Review and agree CSE Strategy Protocol and action plan. Update CSE Procedures Raise awareness of CSE in partner agencies through CSE training and events Assurance that CSE is included in single agency safeguarding training Fully operationalise CSE co-located team (CSE hub) to ensure sufficient commitment and resources from partner agencies to achieve goals Agree monitoring/measures for CSE	Impact and outcomes for children and young people at risk of, or who experience, CSE Agreed core data set through SEG Publication of CSE Strategy, Protocol and Procedures – measure awareness of definitions and documents through S11 audit responses Evaluation of CSE training (CWDC) and events (CSE Subgroup) reported to SEG	CSE Subgroup SEG (Audit Group) CWDC and CSE Subgroup CSE Subgroup and Executive Group Police, 3 x LAs, health, commissioners, other services –	December 2015		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____						
Ref. no.	**In 2015/16 we want to achieve:**	**To achieve this, we will:**	**To evidence this, we will measure:**	**Who will lead?**	**Timescale**	**Risk**	**Progress**
	recovery for children and young people who are or have experienced child sexual exploitation	Ensure that the voice of the young person is captured and the feedback used to influence service development and procedures from CSE Subgroup Raise awareness of CSE to public	Referral rates to CSE Hub Progress of CSE Hub through reports to Executive and Board Voice of the Child and other case file audits are conducted Recommendations are embedded from Voice of the Child audits	strategic oversight (LSCB, SLAs, KPIs)			
2.5.2	**Education:** **Children Missing from Education are identified, safe and supported:** Children and young people, who are not receiving their statutory education, are monitored to ensure they are safe	Develop shared understanding about pathway of children who are missing from education Seek assurance from LAs and monitor through agreed core data set Develop LSCB safeguarding multi-agency procedures for children who are home schooled and traveller families Raise awareness amongst agencies about potential vulnerability of these children	Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports Via procedures group Report from the education	Education leads from Leicestershire and Rutland via Executive Group SEG Procedures Group	October 2015 December 2015		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.5.3	**Children that are home educated are safe**	Seek assurance from the LA education teams that Safeguarding checks are carried out	teams	Executive Group	October 2015		
2.5.4	**Children who are Privately Fostered are safe:** Children and young people are appropriately identified and supported in private fostering	Raise awareness with public about private fostering – media and social media campaign Raise awareness amongst agencies about potential vulnerability of these children Monitor through agreed core data set	LAs to provide quarterly reports to SEG	Executive Group SEG	July 2015		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	arrangements						
2.5.5 2.5.6	Robust emotional health of children and young people Assurance from CAMHS tier 1 to 4 is sufficient	Support the Better Care Together review of CAMHS and ensure partner agencies contribute Seek assurance from Better Care Together that the speed and quality of response by CAMHS is securing improved emotional health of children and young people Seek assurance from Better Care Together that there are agreed thresholds for access to CAMHS's services understood by all partner agencies	Proportion of referrals to CSC of children where emotional health is a factor and track child's journey through EH, CP and LAC Agreed core data from CAMHS to PMF Report Assessment by Early help and Children social care where emotional needs are assessed as a factor	Executive Group (CAMHS will report to Board via the Executive Group)	March 2016		

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.5.7	**Military Bases:** Children living on military bases are safe with correct and appropriate reporting measures to and from the military	Convene a Task and Finish Group to produce new procedures for notification of incidents to military bases Seek assurance that military bases comply with Children's Social Care procedures	Produce new procedures Report directly to the Executive group	Procedures Group Executive Group	December 2015 October 2015		
2.5.8	**E-Safety:** Young people engaged in social media are aware of the risk and avoid risk appropriately	Gain an overview, spread and depth of e-safety, education awareness and training for children and young people	Percentage of staff / children and young people trained in E safety Feedback from young people through school survey through Youth councils on website	Executive Group	March 2016		

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
3.1	**Female Genital Mutilation (FGM)** Reduction in number of girls who suffer from FGM Increase in identification of girls at risk of FGM Increased community awareness of risks of FGM in identified communities	Continue to develop pathways and procedures for services to girls at risk or who experience FGM Raise awareness with public about FGM – media campaign Raise awareness amongst agencies about potential vulnerability of these girls Monitor through agreed core data set Work with communities at identified highest risk	Agreed core data set through the SEG Number of referrals for FGM UHL – number of referrals to social care	FGM Task and Finish group SEG	December 2015		
3.2	**Prevent – Channel** Reduction in number of young people involved in terrorism Increase in identification of young people at risk of	Seek assurance from the Anti-Social Behaviour Strategy Group that the Prevent Strategy is being delivered appropriately Monitor through agreed core data set	Agreed core data set through the SEG No of Channel meetings	Executive Group	July 2015		

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	becoming involved in terrorism Increased community awareness of people at risk of becoming involved in terrorism						
3.3	**Transition to adult services:** Care leavers and disabled young people are appropriately supported by children's services to work towards independence Disabled young people successfully transition to be supported in adult services	Monitor the contribution of all agencies to Care leavers and young people transitioning to adult services and ensure that good practice is disseminated, risks identified and mitigated Ensure engagement with young people and adults at risk Ensure engagement to assure of the effectiveness of services	Agreed core data set through the SEG (impact and outcomes) Feedback from young people and adults at risk Feedback from front line practitioners in SEG Q4 meeting	SEG	December 2015		
	Think Family: Effective joint working	Review LSCB multi-agency procedures	Feedback on any new procedures produced	Procedures Subgroup	October 2015		

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____						
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
3.4	between the various inter-agency professionals and teams involved, particularly focussing on relationships within the family and joint oversight of the ongoing work between services for adults and services for children						
3.5	**Domestic Abuse:** **Multi-Agency Risk Assessment Conference (MARAC):** Fully coordinated response to people who are at risk of domestic abuse Improved attendance and participation by agencies at MARAC **Teenage Peer Domestic Abuse:**	Monitor the impact and outcomes of people who are supported through Domestic Abuse services Seek assurance from the Leicestershire Domestic Abuse Partnership that the Domestic Abuse Strategy is being delivered appropriately Monitor through agreed core data set provided by MARAC Work with the Safer Communities Partnerships and Board to	Agreed core data set through the SEG (impact and outcomes) Agreed core data set through	SEG	December 2015		

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____							
Ref. no.	**In 2015/16 we want to achieve:**	**To achieve this, we will:**	**To evidence this, we will measure:**	**Who will lead?**	**Timescale**	**Risk**	**Progress**
	Young people at risk of or who experience domestic abuse in their peer relationships are supported and safe	develop pathways and procedures for services to young people at risk of or who experience domestic abuse in their peer relationships. Develop a multi--agency domestic abuse care pathway Ensure that the procedures reflect the new referral pathway Work with the Safer Communities Partnerships and Board to raise awareness amongst agencies about potential vulnerability of these young people Monitor through agreed core data set	the SEG (impact and outcomes) Produce new referral pathway and procedures	Procedures Subgroup	December 2015		

Priority 4 – To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children and young people. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
4.1	Ensure that outcomes for children and young people are improved through the application of the Learning and Improvement Framework	Ensure that learning from audit, SCRs and other reviews is shared and embedded. Increase methods of delivering and sharing key messages	Test the impact of learning	SCR Subgroup	December 2015		
4.1.2	Review the Learning and Improvement Framework to ensure it is Working Together and Care Act compliant	Convene a LLR Task and Finish Group to review the Framework	Review the completed Framework to ensure it is Care Act and Working Together compliant	SCR Subgroup	December 2015		
4.2	Seek assurance that appropriate settings are receiving and embedding appropriate recommendations from SCRs and other review processes	Identify existing communication channels that are used by organisations, such as the NHS Colleagues to provide relevant information	Request feedback from a sample of settings	Executive Group	March 2016		

Priority 4 – To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children and young people. Board Member Sponsor: _____							
Ref. no.	**In 2015/16 we want to achieve:**	**To achieve this, we will:**	**To evidence this, we will measure:**	**Who will lead?**	**Timescale**	**Risk**	**Progress**
4.3	Extend our capacity to provide comparative quality assurance and performance data to test performance in Leicestershire and Rutland against national and benchmark authority performance	Extend the QA and PM Framework to include appropriate comparator information	Present comparative data and information as part of the quarterly reporting process	SEG	July 2015 onwards		

Priority 5 – To be assured that the workforce is fit for purpose. Board Member Sponsor: _____							
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
5.1	Be assured that agencies are compliant with Competency Framework	Develop a set of standards that commissioners should include in their contracts and include L&D Competency Framework for safeguarding training e.g. incorporate Markers of Good Practice Require commissioners to report assurance through reports to SEG	Report to SEG by CCG and other commissioners	SEG Training Subgroup	December 2015		
5.2	Workforce has appropriate level caseloads and are well supported in safeguarding children and young people through reflective professional supervision	Seek assurance that workers have the appropriate level of caseloads compared with statistical neighbour and national data Ensure quality of supervision is appropriately facilitated and supported Engage with front line professionals through consultation, including	Caseloads are appropriate and manageable, measured through agreed core data set in PMR Quality of professional supervision is tested within other audit processes Feedback from front line professionals from staff surveys Quarterly reports from LADOs	Executive SEG	March 2016		

Priority 5 – To be assured that the workforce is fit for purpose. Board Member Sponsor: _____						
Ref. no.	In 2015/16 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
		questionnaire and audit activity Monitor allegations through LADOs	to SEG				
5.3	Safeguarding training is relevant and effective in ensuring the workforce has appropriate skills and knowledge in working to safeguard children and young people	Encourage better attendance on some training courses Evaluate impact of training to embed learning into practice	Monitored through the LLR Inter-Agency Safeguarding Training and reported to Training Subgroup and SEG	Training Subgroup	October 2015		

Safeguarding Children Board
LEICESTERSHIRE & RUTLAND

APPENDIX 2

ASB	Anti-Social Behaviour
BIA	Best Interest Assessor (Mental Capacity Act)
BME	Black / Minority / Ethnic Groups
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Services
CareFree Project	Barnardo's Young Carers' Service
CCG	Clinical Commissioning Group (two in area: East Leicestershire and Rutland and West Leicestershire. There is also a CCG for Leicester City)
CDOP	Child Death Overview Panel
CDR	Child Death Review
CFS	Children and Family Service (formerly CYPS)
CHC	Continuing Health Care
CIC	Child in Care
CICC	Children in Care Council
CJX	Criminal Justice Extranet
CPC	Child Protection Conference
CP-IS	Child Protection – Information Sharing
CPP	Child Protection Plan
CQC	Care Quality Commission
CSE	Child Sexual Exploitation
CSP	Community Safety Partnership
CYCLe	County Youth Council for Leicestershire

CYPS	Children and Young People Service (for Leicestershire and the Services for People in Rutland)
CYPSC	Children and Young People Social Care
DASH	Domestic Abuse, Stalking and Harassment
DCLG	Department of Communities and Local Government
DFE	Department for Education
DHR	Domestic Homicide Review
DLNR CRC	Derbyshire, Leicestershire, Nottinghamshire and Rutland Community Rehabilitation Company
DoH	Department of Health
DoLS	Deprivation of Liberty Safeguards
DSL	Designated Safeguarding Lead
DV	Domestic Violence
EHRIA	Equality and Human Rights Impact Assessment
EMAS	East Midlands Ambulance Service
EMCARE	East Midlands CARE
EPO	Emergency Protection Order
FCO	Full Care Order
FE	Further Education Colleges
FGM	Female Genital Mutilation
FII	Fabricated and Induced Illness
FM	Forced Marriage
FreeVa	Free from Violence and Abuse (Charity)
FSR	Factual Summary Report
FWI	Framework-I (UK Social Services Casework Management System/Database)
FYPC	Families, Young People and Children Division (Rutland County Council)
GCSX	Government Connect Secure Extranet

GSi	Government Secure Intranet
HealthWatch	HealthWatch has statutory powers to ensure the voice of the consumer is strengthened and heard
HMIC	Her Majesty's Inspectorate of Constabulary
HMIP	Her Majesty's Inspectorate of Prisons
HO	Home Office
ICO	Interim Care Order
IDVA	Independent Domestic Violence Advocacy
IMR	Independent Management Review
ISA	Information Sharing Agreement
JSNA	Joint Strategic Needs Assessment
KIDVA	Children's Independent Domestic Violence Advocate
LA	Local Authority
LAC	Looked After Children
LADO	Local Authority Designated Officer
LCC	Leicestershire County Council
LEEP	Leicestershire Excellence Education Partnership
LFRS	Leicestershire Fire and Rescue Service
LGO	Local Government Ombudsman
LLEP	Leicester and Leicestershire Enterprise Partnership
LLR	Leicester, Leicestershire and Rutland
LPT	Leicestershire Partnership NHS Trust
LRLSCB	Leicestershire and Rutland Local Safeguarding Children Board
LRSAB	Leicestershire and Rutland Safeguarding Adults Board
LRSB	Leicestershire and Rutland Safeguarding Boards
LSCB	Local Safeguarding Children Board
LSCDG	Leicestershire Social Care Development

	Group
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conference
MASH	Multi-Agency Safeguarding Hub
MCA	Mental Capacity Act
NHS	National Health Service
NPS	National Probation Service
NSPCC	National Society for Prevention of Cruelty to Children
Ofsted	Office for Standards in Education, Children's Services and Skills
PCC	Police and Crime Commissioner
PMR	Performance Management Review
PNN	Police National Network
POLIT	Paedophile and Online Investigation Team (Leicestershire Police)
PSHE	Personal, Social, Health and Economic (education)
RCC	Rutland County Council
SAB	Safeguarding Adults Board
SAR	Safeguarding Adult Review
SBBO	Safeguarding Boards Business Office
SCIE	Social Care Institute for Excellence
SCR	Serious Case Review
SDO	Safeguarding Development Officers
Section 17 (of Children Act 1989)	Provision of services for children in need, their families and others
Section 20 (of Children Act 1989)	Provision of accommodation for children: general
Section 46 (of Children Act 1989)	Removal and accommodation of children by police in cases of emergency
Section 47 (of Children Act 1989)	Local Authority's duty to investigate
SEG	Safeguarding Effectiveness Group
SIE	Safeguarding in Education

SILP	Significant Incident Learning Process
SLA	Service Level Agreement
SPOC	Single Point of Contact (CPOC = Central; NPOC = Nominated)
SRE	Sex and Relationships Education
SSOTP	Staffordshire and Stoke-On-Trent Partnership NHS Trust
Swanswell	Alcohol, Drug and Support Services
ToR	Terms of Reference
UHL	University Hospitals of Leicester NHS Trust
VAL	Voluntary Action LeicesterShire
VAR	Voluntary Action Rutland
VARM	Vulnerable Adult Risk Management
VCS	Voluntary and Community Sector
Vista Blind	Voluntary Agency – offer services and support to the blind and visually impaired in Leicestershire and Rutland
WAN	Wide Area Network
YOS	Youth Offending Service