



LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING  
CHILDREN BOARD (LRLSCB)

# Executive Summary to Annual Report 2014/15



This overview summarises the key achievements, outputs, outcomes and impact of the work of the Leicestershire and Rutland Local Safeguarding Children Board in 2014/15. It also highlights the further improvements that will be sought in 2015/16.

We recognise that the Annual Report has to be a detailed and complex record of our work, so this summary is intended to be accessible to a wider audience, and enable readers to understand the impact of our work over the last year.

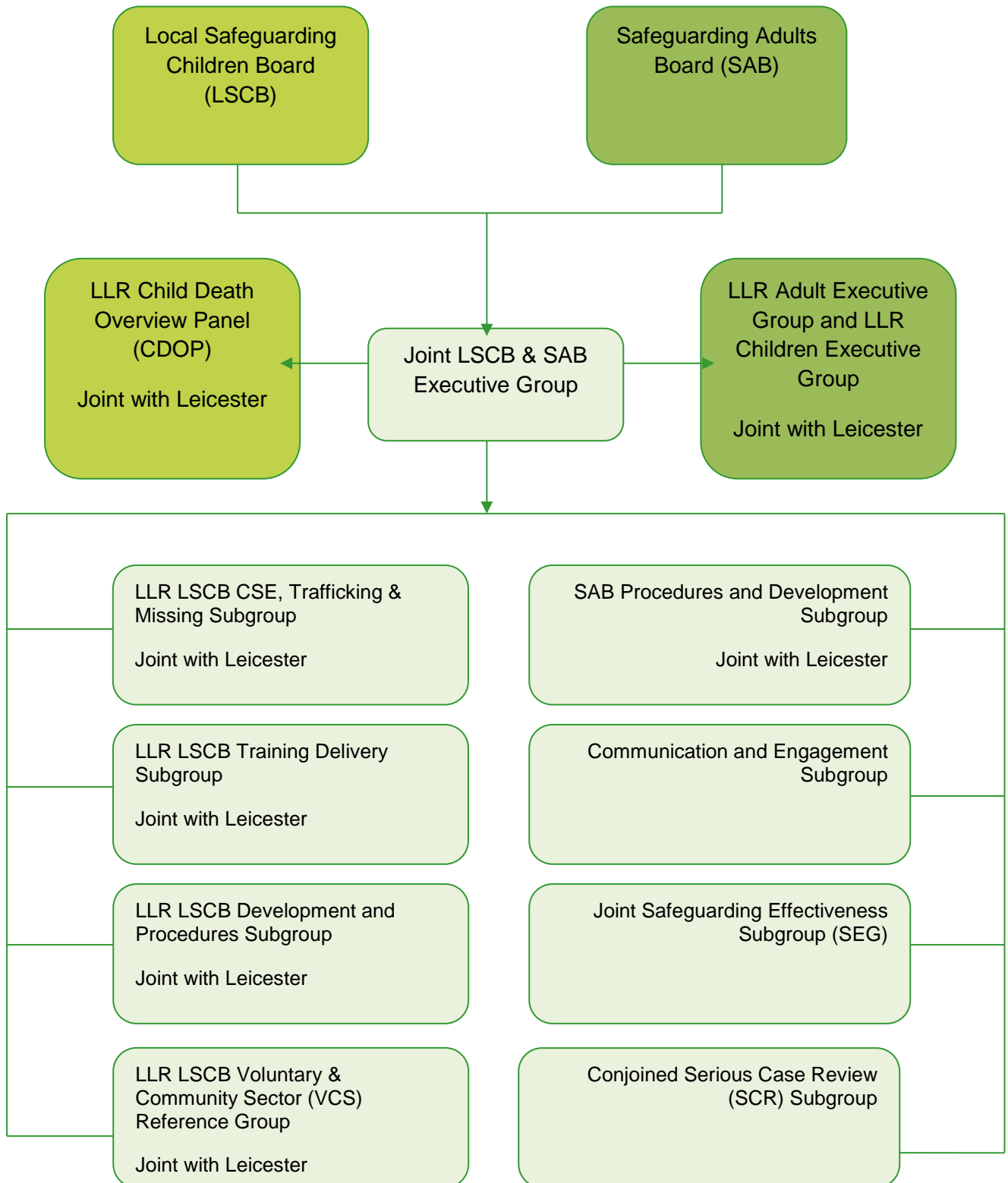
The overview includes reference to the work that has been undertaken in collaboration with the Leicestershire and Rutland Safeguarding Adults Board (LRSAB).

The information is presented alongside the key priorities in our Business Plan 2015-16.

A handwritten signature in black ink that reads "P. R. Burnett". The signature is written in a cursive style with a large, sweeping flourish at the end.

Paul Burnett  
Independent Chair, Leicestershire and Rutland Safeguarding Boards

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



## Business Plan Priorities 2014/15

The Business Plan for the Leicestershire and Rutland Safeguarding Adults Board (LRSAB) was combined with that of the Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB) in 2014/15. We are reporting separately on performance this year. The priorities set specifically in relation to the LRLSCB were:

Priority 1: To be assured that “Safeguarding is Everyone's Responsibility”

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

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

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

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

In addition a number of cross-cutting priorities were set, 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.



## Priority 1:

### To be assured that “Safeguarding is Everyone's Responsibility”

The LRLSCB has met four times during 2014/15. The majority of Board members have achieved the targeted 75% attendance rate.

There is a need to improve attendance rates from NHS England, the two arms of the Probation Service and schools. This is addressed in the Business Plan 2015/16.

Partner agencies compliance with agreed safeguarding standards was tested using the Section 11 audit tool. 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 individual agencies that are reporting anything less than full compliance have submitted Action Plans to secure improvement which are being monitored.

All partner agencies attended the annual Safeguarding Summit thus enabling senior leaders to contribute to the LRLSCB needs analysis and priority setting and to reflect resulting objectives in their own agencies strategic plans.

The new Quality Assurance and Performance Management Framework became fully operational during 2014/15. This aligns performance measures with the Business Plan and tests impact in both quantitative and qualitative terms as well as against service user and staff views and opinions. Contributions to the Framework now extend across all partners whereas in the past we relied almost wholly on information from the two County Councils.

The LRLSCB has robust relationships with other partnership bodies including the Health and Well-Being Boards, Cabinets, Scrutiny Committees, Rutland Children's Trust and those individuals to whom we must report performance. These arrangements have secured impact in terms of:

- The models and contribution to safeguarding outcomes of Supporting Leicestershire Families and Changing Lives Rutland;
- Incorporation of safeguarding requirements within strategic commissioning arrangements implemented by the Health and Well-Being Boards, for example in implementing a review of emotional health and well-being/CAMHS;
- Reciprocal challenge between the LRLSCB and Better Care Together Programmes.

There has been significant joint-working with Leicester City which has contributed to improved outcomes in relation to performance of: Child Death Overview Panel (CDOP); Child Sexual Exploitation (CSE), Trafficking and Missing strategies and Action Plans; workforce development, including the Safeguarding Competency Framework; development of consistent policies and procedures in relation to single-assessment, thresholds and learning and improvement. Two major conferences on CSE and Neglect were delivered in collaboration with Leicester City with evidence of impact on future practice.

Partnership with the voluntary and community sector has continued to be strong which has achieved: effective communication with the VCS sector; wider engagement of the VCS in safeguarding training and development; greater clarity across the VCS about safeguarding standards, policies and procedures; and providing support in the delivery of safeguarding priorities across the VCS.

Steps were taken to extend opportunities to secure the engagement and participation of service users including work with HealthWatch. Projects funded through the reserve account included pilots to develop improved engagement. In addition, we have worked closely with County Youth Councils, with Young Inspectors and with school councils to understand and incorporate into our plans their safeguarding risk priorities.

All relevant agencies made their financial contribution to the running of the LRLSCB in full, providing the Board with a budget of £326,030. The budget was spent in full as was a significant proportion of the reserve account that had been challenged in the past.

Significant work was done to prepare for inspection which included:

- Scrutiny and challenge of previous Ofsted inspection recommendations in Leicestershire and Rutland;
- Monitoring and scrutiny of inspection outcomes in other agencies;
- Self-assessing LRLSCB performance against the Ofsted framework used to judge the effectiveness of LSCBs.

The most recent versions of our “storyboards” relating to performance against the Ofsted LSCB Review Framework are included in the Annual Report (and attached for ease of reference to this Executive Summary).

The Board has maintained a “Challenge Log” to record and monitor progress against challenges set within the Board and across partner agencies. Examples of successful challenge in terms of impact on performance are illustrated in relation to: Children Missing from Home; LSCB Budget Reserves; Private Fostering; and Notification of the Placement of Looked After Children in Leicestershire/Rutland by other Local Authorities.

## Priorities for 2015/16

Our priorities to ensure that “Safeguarding is Everyone’s Business” next year are to:

- Seek 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 LRLSCB's focus has been to ensure that children and young people are safeguarded across what Professor Eileen Munro described as "the Child's Journey" from universal support, through Early Help, support to children in need, child protection and care. The overriding objective has been to secure effective early support to avoid the need for children to move up the continuum of need and avoid formal child protection and care interventions. In this quest there has been some success but challenges remain.

#### In Leicestershire impact has included:

- An increase in the number of children and young people accessing Early Help including through Children's Centres, Supporting Leicestershire Families, Family Steps and the Youth Service;
- Positive outcomes for those accessing Early Help with evidence that the numbers requiring formal child protection interventions was reducing in the latter half of the year;
- Numbers of contacts and referrals have reduced across the year;
- The number of children subject to a child protection plan rose in the first half of the year but then reduced in the second half which suggests changes in First Response were beginning to have positive impact;
- The number of children in care has reduced by 5%;
- The number of single assessments within which the child's parents/carers are the subject of domestic abuse has reduced by 18%.

There remain some areas of concern from our analysis of performance and which will be a focus of our quality assurance and performance management in 2015/16. These include:

- Consistency of performance against timescales in statutory child protection and care processes;
- The need for further improvement in the timeliness of social work reports to families for child protection conferences;
- The need for a more proportionate number of multiple category child protection plans and ensuring that categories of abuse are more consistently reflective of the primary concern for that child;
- More consistent use of the emotional abuse category of risk
- Better attendance at Child Protection Conferences by the Police and some schools
- More coherent and robust data reporting in line with LSCB formats, and aligned to the Signs of Safety approach, to enable practice issues and themes



arising from Child Protection Conferences to be more robustly identified and enabling of developing consistency of good and outstanding practice.

### **In Rutland impact has included:**

- Consistent maintenance of the improved levels of access to Early Help established in 2013/14;
- Improvements in collaboration between Rutland County Council and health sector interventions at Early Help level;
- Successful outcomes from interventions by Changing Lives Rutland, Children's Centres and youth services;
- A small increase in the number of children subject to a child protection plan – 33 as compared to 26 twelve months ago;
- Reductions in the number of child protection plans relating to neglect, physical abuse and sexual abuse.

There remain some areas of concern from our analysis of performance and which will be a focus of our quality assurance and performance management in 2015/16. These include:

- The increase in the number of child protection cases relating to emotional abuse
- A dip in the % of Initial Child Protection Conferences held within 15 days in the final quarter of the year – after a consistent 100% performance in the preceding three quarters.

### **Child Sexual Exploitation (CSE)**

Significant progress has been made in this area of work including:

- Revised strategies and Action Plans that reflect and are benchmarked against learning from Rotherham, Oxfordshire and the range of national reports published by Ofsted and other reviewers;
- Creation of a co-located multi-agency specialist CSE team for Leicestershire, Rutland and Leicester
- The creation of a coordinator role, part funded by LRLSCB
- Creation of a comprehensive data set with analysis and supported by a multi-agency auditing process.

In addition to the above, a wide range of work to raise awareness, improve knowledge and understanding, support effective responses and practice is set out in the report.

Key impacts include:

- An increase in the number of referrals relating to suspected CSE;

- Reduction in the number of children that go missing and in the number that repeatedly go missing;
- Increase in the number of return interviews undertaken with children;
- Evidence that risk is being spotted earlier and the range of referring agencies is widening – which is a good sign that awareness raising is working;
- Increase in the number of CSE related investigations and prosecutions.

## **Domestic Abuse**

During 2014/15 there has been an extensive roll out of the DASH (Domestic Abuse Stalking and Harassment Indicator Checklist) across the partnership. Further extensions to this, including training and development, will continue in 2015/16.

Two Domestic Homicide Reviews (DHRs) were undertaken which have resulted in the development of multi-agency guidance to recognise risk and respond more appropriately. In addition, a number of campaigns, such as the “How Many Times” initiative, were used to raise awareness.

Work has been undertaken with the Police and Crime Commissioner to develop a single specialist domestic abuse and sexual violence service across the sub-region.

Operation Encompass has been developed to support timely sharing of information between schools and the Police.

Overall, there has been a reduction by 18% in the number of single assessments within which the child’s parents/carers are the subject of domestic abuse.

## **Priorities for 2015/16**

Our Business Plan 2015/16 priorities to secure assurance that children are safe are:

### **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
- 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 the Safeguarding Effectiveness Group (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.

#### Other Safeguarding Priorities – targeting areas of safeguarding risk

##### Child Sexual Exploitation (CSE)

- 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
- 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 Child Adolescent Mental Health Services (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.

## **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**

This priority was introduced to test the effectiveness of safeguarding across the children and adult service arenas and to gauge the impact of the closer alignment between the LRSAB and the LRLSCB.

The monitoring and scrutiny of transitions of young people from children to adult services has revealed that none of these young people had Child Protection Plans and no complaints were received in relation to the Transitions Service. From a safeguarding perspective, therefore, no concerns have been identified. The quality of transition for the 152 cases that are open to the Transitions Service is of course for other partnership bodies to assess.

Monitoring of adults that may pose a risk to children, young people and adults in need of safeguarding (through MAPPA – the Multi-Agency Public Protection Arrangements) has evidenced that the number of Level 2 and 3 offenders in Leicestershire and Rutland is considerably lower than neighbouring areas largely due to the adoption of the “Four Pillars” process.

Similarly the number of cases referred through MARAC (Multi-Agency Risk Assessment Conference) is lower than similar areas based on the Safe Lives’ recommendations.

The LRSAB, in collaboration with the LRLSCB, has similarly carried out scrutiny and challenge of Supporting Leicestershire Families and Changing Lives Rutland to ensure that these programmes include safeguarding as a cross-cutting theme and work to support a safer Leicestershire and Rutland. Both programmes have been successful against their specific target outcomes which themselves contribute to reducing safeguarding risk. In addition, there has been good evidence to show effective interfaces between the interventions from these programmes and core safeguarding policies and practices.

### **Priorities for 2015/16**

Priorities under this heading for 2015/16 relate to:

FGM

Prevent

Domestic Abuse

Think Family approaches, including Supporting Leicestershire Families and Changing Lives, Rutland.

## Priority 3a:

### To be assured of the quality of care for any child not living with a parent or someone with parental responsibility

#### Looked After Children (LAC) in Leicestershire

The number of Looked After Children has reduced slightly in 2014/15 which is a positive development.

The majority of LAC reviews have been held on time which reflects continued high levels of performance.

There have been improvements in the timeliness of reports including care plans being ready in advance of LAC reviews.

However there is a need for improvement in:

- Timeliness of reports to reviews is still not consistently good
- The % of children that have contributed their views to their review has fallen slightly from 94.2% to 92.8%
- The proportion of Initial Health Assessments (IHAs) within 28 days remains low
- 26% of children in care are placed in other Authority areas.

We have made significant inroads in securing better notification of placement of children in Leicestershire and Rutland by other Local Authorities which was a key concern last year. The Independent Chair has written to over 30 Local Authorities expressing concerns about their performance in this area of work and we have now secured clarity about all children placed here by these Authorities.

#### Looked After Children in Rutland

- The number of children in care has reduced from 37 to 34
- 100% of reviews for children in care have been held on time
- 100% of care leavers are in suitable accommodation
- 100% of care leavers are in education, employment or training
- 25% of care leavers are in higher education which is considerably higher than the average for statistical neighbours (8.8%) and the national average (6%)
- A key area identified for improvement is health outcomes and, like Leicestershire, there is concern about the proportion of Initial Health Assessments.

## Private Fostering

Concerns arose in the previous year about the number of Private Fostering arrangements that the two County Councils had reported. A major campaign took place to raise awareness of private fostering, particularly amongst universal service providers such as schools and GPs.

The campaign has triggered some referrals but a number of these turned out not to be Private Fostering arrangements so further work needs to be undertaken in this area.

## Priorities for 2015/16

- Monitor the contribution of all agencies to Looked After Children and ensure that good practice is disseminated, risks identified and mitigated – most importantly to see an improvement in Initial Health Assessment performance
- 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.

## Priority 4:

### To be assured that our Learning and Improvement Framework is raising service quality and outcomes for vulnerable adults

There were no Serious Case Reviews (SCRs) undertaken by the LRLSCB in 2014/15.

The Board was engaged in three SCRs undertaken by other areas.

A range of work has been undertaken to ensure that learning and improvement takes place in relation to the findings of SCRs both locally and nationally. Dissemination has taken place through:

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

We held a major conference on Neglect which had arisen as a key issue in a number of SCRs we considered. A stream of work to improve identification and responses to Neglect has also begun around the conference and will be completed in 2015/16. Over 160 people attended the conference which was very positively received by delegates.

Two Domestic Homicide Reviews (DHRs) were undertaken and completed during 2014/15. The Action Plans arising from these reviews have contained specific actions for both individual agencies and multi-agency operations. Specific recommendations relating to the LRLSCB and LRSAB have all been completed. Some individual agency recommendations were not fully completed by the end of the year and will be monitored carefully in the current year.

We have seen improvements in the performance of the Child Death Overview Panel (CDOP) in reviewing child deaths within timescale.

In total, CDOP has reviewed 75 child deaths. 30 of these deaths took place in Leicestershire and only 1 in Rutland.

There have been some important developments resulting from the analysis of child deaths in the sub-region including:

- An awareness campaign relating to the dangers of disc button batteries
- Addressing language barriers within 999 calls
- Considering increases in suicide and self-harm amongst young people
- Bereavement support.



A key element of our Learning and Improvement Framework is the new Quality Assurance and Performance Management Framework that has sought to provide a more holistic account of impact.

### **Priorities for 2015/16**

The priorities under this heading for 2015/16 are to:

- 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.

## Priority 5:

### To be assured that the workforce is fit for purpose

Training and workforce development has continued to be a key priority for the LRLSCB to ensure that staff are able to deliver safeguarding expectations with confidence and high levels of competence.

Key developments in 2014/15 included:

- The introduction of a Safeguarding Competency Framework to guide learning, evidence practice and support managers, implemented from April 2014.
- An increase in the volume of training offered and the numbers attending – 66 courses have been delivered with a total of 1661 attendees – a 25% increase on the previous year and a 116% on the previous year.
- Attendance rates at training have improved to 84%.
- Evaluations of training are very positive.

Extensive work has been undertaken with schools in Leicestershire and Rutland including:

- A wide range of workforce development activity
- Termly safeguarding briefings for schools targeted at headteachers and Designated Safeguarding Leads (DSLs)
- Completion of the annual safeguarding return that tests school compliance with expected safeguarding standards
- Work on e-safety
- The role of the Local Authority Designated Officer (LADO).

Another test of effectiveness in this area is the rigour of recruitment processes in securing safe recruitment. The Section 11 audit found that all agencies that regarded this as relevant assessed themselves as compliant.

There are plans to increase the rigour and robustness of the Section 11 Audit process in 2015/16.

We extended our reach in engaging with staff through our new website and the regular publication “Safeguarding Matters”. During 2014/15 the number of hits on the website totalled 102,590. 99 new pages were created and 116 new registered users were created. “Safeguarding Matters” has appeared quarterly.

## Priorities for 2015/16

The priorities under this heading for 2015/16 are to:

- i. Seek assurance from provider agencies that their staff adhere to the requirements of the Competency Framework for safeguarding training
- ii. Ensure that the workforce has appropriate level caseloads and are well supported in safeguarding children and young people through reflective professional supervision
- iii. Ensure safeguarding training is relevant and effective in ensuring the workforce has appropriate skills and knowledge in working to safeguard children and young people.

## **Membership of the Leicestershire & Rutland 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

## 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

## 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



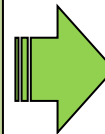
### What were the issues?

- 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



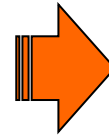
### What has been the outcome?

- 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

## 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.

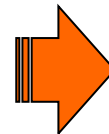


### What were the issues?

- 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

# 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?

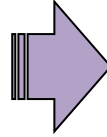
- The numbers of referrals fell in 2012/13 to 54; however the numbers have increased in 2013/14 to 85 as a direct result of the increased levels of awareness amongst practitioners, children and communities. **188 in 2014/15**, improved quality assisted by revised CSE risk assessment tool and guidance
- 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



## Multi-Agency Training Programme June 2015

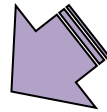
### LSCB objectives

- 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



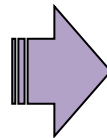
### What were the issues?

- 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

## 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



### 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

**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

