



**Leicester**  
**Safeguarding**  
Children Board

# Annual Report 2016/17



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# Foreword by the Independent Chair



**Jenny Myers MA CQSW ASW  
Independent Chair Leicester City LSCB**

Welcome to the 2016/17 annual report of the Leicester Safeguarding Children Board (LSCB). As part of statutory duties set out in Working Together 2015, the LSCB is required to produce an annual report on the effectiveness of child safeguarding and promoting the welfare of children in the local area.

The LSCB annual report April 2016-March 2017 sets out to provide readers with a transparent assessment of the effectiveness of the multi-agency response to keeping children safe and to promote their welfare across the city of Leicester against the priorities set within the LSCB Business Plan for 2016-2018.

Last year as the incoming independent chair taking over an inadequate Board, I undertook an effectiveness review that made a number of changes to the structure and governance arrangements of the LSCB. With partner agency support we refined our strategic priorities and revised the Business Plan. I believe we have made significant progress that has addressed each one of the issues that were previously identified by Ofsted in 2015. A recent independent peer review scrutinised our work and found that we are now a functioning and more effective LSCB.

I am pleased to say that this annual report demonstrates the significant progress has been made in the effectiveness of local safeguarding arrangements. The report presents a summary of the key achievements, challenges and reflections on the work of the Safeguarding Board and wider partnership and ends with a summary of those challenges that we will be working to over the next year.

Our key priorities during 2016/17 were as follows:

LSCB Strategic Priority - 1	LSCB Strategic Priority - 2	LSCB Strategic Priority - 3	LSCB Strategic Priority - 4
The LSCB is to be assured that there is evidence to consistently demonstrate that children and young people are effectively safeguarded.	To be assured that 'Early Help' services are accessed and delivered effectively and thresholds are understood and consistently applied.	LSCB is to be assured that there is a culture of continuous system of single and multi-agency learning and Improvement.	LSCB is to continue to improve its governance, performance and quality assurance process and to be assured of the effectiveness of the LSCB.

This report therefore considers how well the Local Safeguarding Children Board delivered against these priorities.

# 1

## The Board

*The LSCB comprises of a number of the local organisations and agencies that work in different ways with children and their families. Board members are either senior representatives or the most relevant representatives of these organisations and agencies.*

The LSCB is the key statutory partnership with the responsibility for overseeing the multi-agency response to children's safeguarding arrangements in the local area and is governed by the statutory guidance in Working Together 2015 and Local Safeguarding Children Board Regulations 2006. The role of the LSCB is to co-ordinate the activity of all agencies in the City aiming to keep children safe in Leicester and monitoring and evaluating how effective this has been.

## **K**ey Roles and Relationships

### **LSCB Independent Chair**

The Independent Chair remains accountable to the Chief Operating Officer (COO) of Leicester City Council, acting on behalf of and in consultation with the statutory partners. Over the last year the Chair has held regular meetings with the COO, the Strategic Director of Children's Services, and other senior officers from member agencies.

The Independent Chair has been an active member of LCC Improvement Board (LCCIB) and contributed to the support and challenge that has assisted the local authority in the implementation of their improvement plan following their Ofsted inspection in 2015. The LSCB Chair has had regular consultation with the Chair of the LCCIB. The LCCIB received regular reports on the progress of the multiagency response to keeping children safe from the LSCB.

### **LSCB Membership**

The partner agencies represented on the LSCB are from a range of statutory and non-statutory organisations. They include City Council representatives from relevant departments, Police, Clinical Commissioning Group (NHS), Leicestershire Partnership Trust (NHS), University Hospitals Leicester (NHS), schools and colleges, National Probation Service, Community Rehabilitation Company, CAF/CASS, Voluntary and Community Sector representatives and two statutory Lay Member. **(See Appendix 1).**

The LSCB also benefits from the attendance of a proactive Lead Member for Children's Services who as a participating observer of the LSCB routinely attends meetings and receives all its written reports. As such they engage in discussions but may not be part of the decision making process in order to provide them with the independence to challenge the LSCB members when necessary.

In 2016 the LSCB strengthened its membership with new members having a high level of seniority and adding additional value to co-ordinated partnership working. All partner agencies are committed to ensuring the effective operation of the LSCB. The Board is supported by a revised and robust constitution that defines the statutory obligations which can be found at <http://www.lcitylscb.org/about-the-lscb/lscb-constitution/>

### **Lay Members**

In June 2016 the LSCB appointed two new Lay Members who are full members of the LSCB, participating in Board meetings, and have a role in serving on relevant sub-groups and contributing

to the links between the LSCB and community groups as well as supporting stronger public engagement.

### ***LSCB Business Unit***

The LSCB is supported by a dedicated group of staff that ensure the smooth running of the Board's day-to-day business. The team includes an LSCB Manager; a Project Development Officer whose role includes training coordination across Leicester, Leicestershire and Rutland; a Board Policy Officer and 1.5 FTE Business Support Officers.

### ***Joint Working Arrangements***

It is recognised that much of the work of both the Leicester Local Safeguarding Children Board (LSCB) and the Leicestershire & Rutland Safeguarding Children Board (LRLSCB) is a shared agenda which features common areas of priority and work across a number of agencies across Leicester, Leicestershire and Rutland (LLR) including many that operate in the geographical areas of both Boards. There is better join up of the joint arrangements through an LLR Joint Executive Group that meets on a quarterly basis in order to ensure effective governance, scrutiny, assurance and challenge across the shared LLR agenda and activities.

The Leicester City and the Leicestershire and Rutland LSCBs (LLR) continue to work closely on policy, procedures, training and development and work that affect services and practice across the three authorities and the children's workforce. The LLR partnership maintains the development/ revision of the multi-agency safeguarding procedures and last year successfully progressed work relating to female genital mutilation, child neglect and child sexual exploitation (CSE) and the views of children and young people. Closer joint working on performance monitoring, assurance and communications was also developed during the year.

### ***Relationship with Other Partnerships***

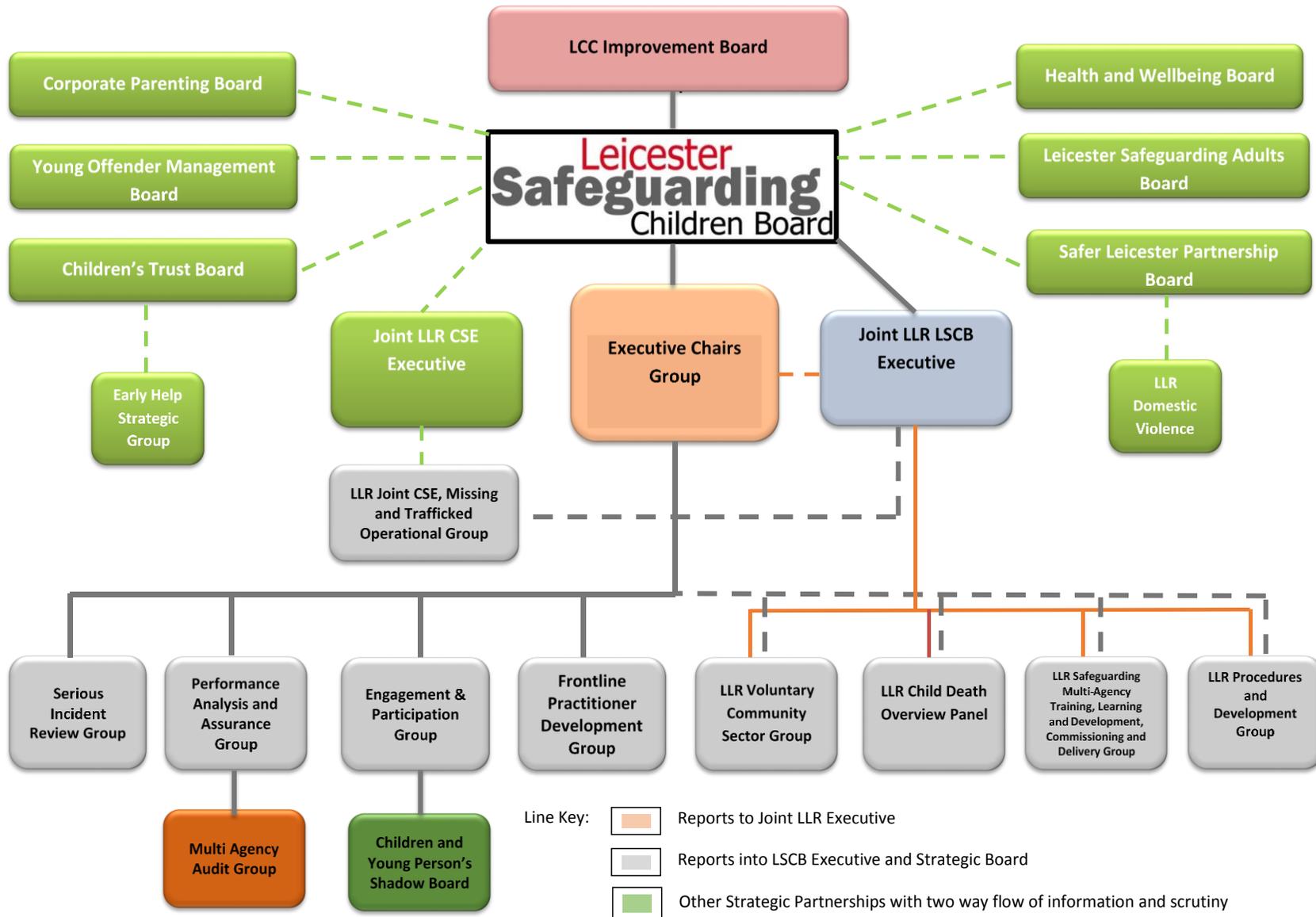
The LSCB has continued to strengthen working arrangements with other strategic partnerships in Leicester that have a significant role in keeping safe vulnerable children, young people and adults. In addition the LSCB works closely with Leicestershire and Rutland LSCB, and this year has aligned much of the work and reporting processes to reduce duplication.

There remains links and formal protocols with the following partnership structures in Leicester:

- ✓ **Leicester's Children's Trust Board**
- ✓ **Health and Wellbeing Board**
- ✓ **Local Safeguarding Adults Board**
- ✓ **Family Justice Board**
- ✓ **Young Offender Management Board**
- ✓ **Corporate Parenting Board**
- ✓ **Safer Leicester Partnership**

The structure chart on the following page illustrates the LSCBs relationship with other Strategic Partnership Boards in Leicester.

**SCB Structure 2016/2017**



## Board Member Attendance

The LSCB met ten times over the course of 2016-2017, this included a business development session - **'The Big Conversation'**. The Board experienced good attendance from most organisations during 2016/17 with the Independent Chair challenging any poor attendance. The LSCB had a membership made up of representatives from all statutory partners and others concerned with safeguarding children. The attendance rates by agency to the **eight full Board meetings** are set out below. The  symbol represents the number of seats per statutory member organisation.

Independent Chair	
Lay Members	 
Lead Member	
Leicester City Council Strategic Director Children's Services	   
Voluntary Community Sector	
Leicestershire Police	
Primary School	
Secondary School	
Further Education College	 
Leicester City CCG	 
University Hospital Leicester	
Derby Nottingham Leicester & Rutland (DNL) National Probation Service	
RRP DNL - Community Rehabilitation Companies	
Children and Family Court Advisory and Support Service	

A list of current Board Members is set out at Appendix A. The LSCB constitution sets the expectations around membership and attendance. The Independent Chair, Lay Members and the Lead Member do not have nominated deputies and attend meetings in their own right.

AGENCY OR ORGANISATION	SEATS	% ATTENDANCE
Independent Chair		100%
Lead Member		67%
Lay Member	 	78%
Leicester City Council Strategic Director Children's Services	   	100%
Leicester City Council Education Service		11%
Voluntary Community Sector		89%
Leicestershire Police		100%
Primary School Representative		89%
Further Education College Representatives	 	89%
Leicester City CCG	 	84%
University Hospital Leicester		89%
Derby Nottingham Leicester & Rutland (DNL) National Probation Service		56%
RRP Derby Nottingham Leicester & Rutland (DNL) Community Rehabilitation Companies		44%
Children and Family Court Advisory and Support Service (CAFCASS)		78%

# The LSCB Staffing and Financial Arrangements

*Having the right finances and resources is key for the partnerships success to meet its statutory obligations and have an impact on the delivery of Leicester's children's safeguarding arrangements.*

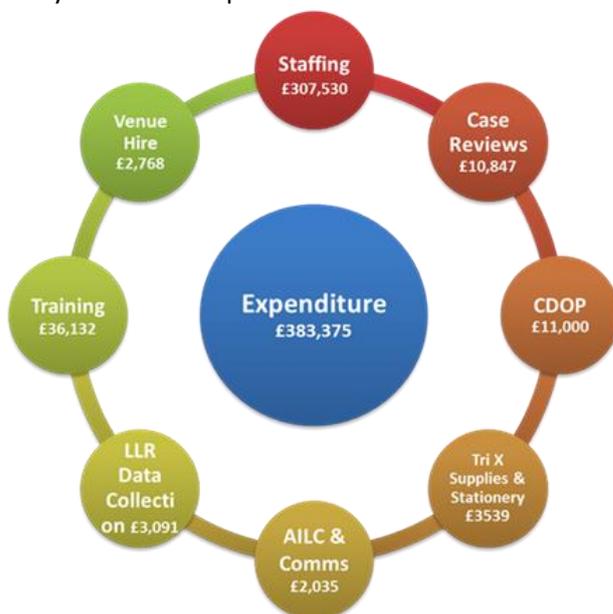
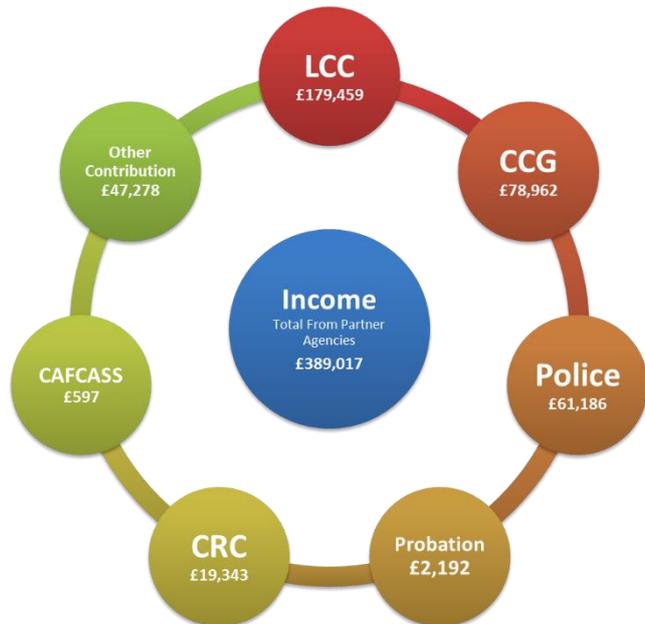
The LSCB requires an annual budget to include the cost of training and development on a multi-agency basis and to enable it to carry out its agreed business plan objectives, which also includes the cost of Serious Case Reviews and other learning where necessary.

The closing budget position for 2015/16 was met with an overspend of approximately £49k which was offset by Leicester City Council to support the LSCB. It was identified moving forward into 2016/2017 that the LSCB business needs would far outreach the budget allocated to support the LSCB infrastructure.

Additional costs arising from room hire, ongoing learning reviews and interim arrangements for the LSCB staff vacancy placed an increasing demand on the LSCB budget.

There was also a funding reduction in 2016/2017 by Derby, Nottingham, Leicestershire and Rutland DNL – Probation (due to a national review). The combination of factors and the fact that the LSCB partner agency contribution had not been reviewed since 2010, resulted in partners agreeing to a review and make an increase to the baseline budget.

Partner agencies have remained committed to supporting the LSCB arrangements and in addition to their main contribution an additional one off contribution was made in 2016-2017 to ensure effective delivery of the LSCBs priorities.



In house costs further managed by LSCB partners also providing a variety of resources including administration support for group meetings, free venues for training events and staff time to deliver training and partake in assurance activity.

The base line budget to the LSCB for 2016/2017 was £298,700. The total income including additional contributions made by partner agencies was £389,017 this income ensured that the overall cost of running the LSCB was met. The illustration charts detail the LSCB income and expenditure for 2016/2017.

## What our Lay Members say

In June 2016 two new Lay Members were appointed to the LSCB, both of whom live in Leicester. Prior to this the LSCB had a single Lay Member who had completed their tenure but continued as a Lay Member until December 2016. The Lay Members have all been engaged in a variety of different forums and have offered a unique perspective to the Board. The Board is grateful for their contribution in making links between the LSCB and community groups, supporting stronger public engagement in local child safety issues and an improved public understanding of the LSCB's child protection work

Their contribution to the work of the Board was recognised in the Independent Peer Review of the LSCB (2017) which found that *“the lay members are complementing the emphasis from the Independent Chair and Lead Member on looking at issues ‘through the eyes of the child and young person’.”*

During 2017/18 the Lay Members are exploring how their regular engagement in the communities can ensure that they are more intrinsically connected to the work of the Board, both bringing information from the community to the LSCB and providing updates back to the community. In 2017/18 the Lay Members plan to introduce written updates to the LSCB to ensure their work is accurately reported and reflects their contribution to meeting the LSCB objectives and priorities. They will also work with the Business Manager on reviewing and revising key documents

Please see below what our Lay Members say themselves about their work with LSCB.

I am one of two local community Lay Members to the Leicester City LSCB. I am a staunch advocate for improving the lives and educational attainment of Looked After Children and Young People, which is a major area of need in safeguarding. I know this as I am a Care Leaver myself. This is one of the reasons why I wanted to become a member of the board, but also to give back to my local community which needs many improvements to make sure services are safeguarding ALL the children of Leicester City to the best of their abilities. Having a fit for purpose LSCB is essential for the protection and wellbeing of so many vulnerable children and young people in our society.

Leicester is my home, and I am extremely passionate about safeguarding all the children within the vibrant mix of cultures that also call it their home. Although living in a city with such a rich variation of people has so many benefits for the community – it can also have its complications when it comes to safeguarding all the children with all the differences in cultural needs.

There is still much work to be done by myself and the LSCB within Leicester City but from the positive change that I have seen and that has been done within the short time I have been a member, it gives me great hope for the futures of our most vulnerable and the effectiveness of the Leicester City board.

# 2

## What does the City of Leicester look like?

*“Leicester has a younger age profile than England. Over 1 in 4 are 19 or under” JSNA 2016*

**Leicester Demographics - With a population of more than 300,000, Leicester is the largest city in the East Midlands and the tenth largest in the country. We are a unitary authority and have had an elected mayor since 2011.**

The Joint Strategic Needs Assessment shows the city is seeing major increases in the number of children and young people living here. The city is home to 130,726 children and young people aged up to 24 years, an increase of 12.5% since 2015, which is more than double the increase seen in England as a whole. This growth includes a big increase in the number of young children aged 0-4 years which rose by nearly 25% from 20,726 in 2005 to 25,884 in 2015.

The city has a younger and more diverse population, with higher levels of deprivation and significantly worse life expectancy compared to England. The information from the Census 2011 shows that Leicester has a faster rate of growth and a larger proportion of children and young people in the population than in England and Wales generally. The figures are:



- A population of 329,900 (an increase of 16.7% since 2001)
- Leicester’s 19 and under population is 92,783
- By 2039 there is a forecast to grow to 106,00
- 24,500 (7.4%) of population are children < 5, an increase of 5,200 (27%) since 2001
- The largest increases in the population are in people in their 20s (16,100) and < 5 (5,200)
- Leicester has a much younger population than England, with a large proportion < 35yrs
- There is a large student population at two universities.
- Around 50% of the population is from black and minority ethnic (BME) groups - most of these are from South Asian backgrounds. The proportion of people from BME groups will continue to increase.
- Leicester is the 25th most deprived city in the UK and people in Leicester have poorer health than average in England. We have high rates of cardiovascular disease, respiratory diseases, cancers and diabetes.
- Over a third of Leicester’s children are living in poverty.
- 29% of adults have no qualifications.
- 15.7% of working age adults are unemployed (23,800 people).

In addition:

- There is significant inward migration from abroad – of the 34% of city residents who were born outside of the UK, just under half (35,000) arrived between 2001 and 2011.
- The school age population has risen considerably since 2011, with an increase in the overall numbers of pupils in schools to over 53,000 with an 8.6% increase in primary age pupils.
- The School census in January 2016 shows just over 53,000 children on roll in city schools of whom just under 800 were in special schools (1.59% of the total). Just under 7000 (13%) children were identified as having SEND and requiring School Support. 70% of children are from Black or Minority Ethnic Communities. In addition to those children in maintained schools there are approximately 1800 known to be on roll at city independent schools/academies.

# L eicester's Safeguarding Snapshot 2016/2017

1. Contacts to Duty and Assessment Service (DAS) – **12,235** contacts were recorded between 01 April 2016 and 31 March 2017.
2. Referrals and re-referrals – there were **3,561** recorded referrals between 01 April 2016 and 31 March 2017. 617 (17%) were re-referrals. Showing that referrals are essentially stable and lower for re-referrals
3. Statutory social work assessments completed by CIN – **3,090** single assessments were completed between 01 April 2016 and 31 March 2017 across children's services. Showing that more assessments were completed.
4. 28 days – average timeliness of assessments – **86%** of single assessments were completed within 45 working days, with an average of 28 days. Showing that the time taken to complete assessments decreased, with a lower average competition time with an increase in the % of assessments completed within 45 days.
5. Open Child in Need (CiN) cases as of March 31<sup>st</sup> – **2,240** as of March 31 2017. This has decreased from the previous year with more cases remaining in Early Help.
6. No. of child protection investigations – **1,463** Section 47 investigations were undertaken between 01 April 2016 and 31 March 2017. **565 (39%)** had an ICPC outcome. Decreased with fewer S47 but more had Initial Child Protection Conference (ICPC) as an outcome.



7. Children on a Child Protection Plan (CPP) and LAC as of 31<sup>st</sup> March 17 – 408 recorded as CPP and 659 as LAC as of March 31 2017. Showing a decrease in CPP down and increase in LAC.
8. Number of children and young people identified as being at risk of Child Sexual Exploitation (CSE) – 57 open CSE episodes as of March 31 2017.
9. Children with a Disability (CWD) cases – 58 social work cases were held by the Disabled Children’s Service as of March 31 2017. This is a benchmark figure as information not previously available in this way.
10. Private fostering numbers – 7 as of March 31 2017. This is stable as there were 9 children in private fostering arrangement at the end of 2016.
11. Incidents of children & young people going missing from care – 87 looked after children were recorded as missing on 726 occasions between 01 April 2016 and 31 March 2017.
12. Incidents of children & young people missing from home – 620 missing episodes were recorded for 305 non-LAC.

### Early Help snapshot 2016/17

## How do we know its making a difference?

Data	2016-17
Contacts to Early Help	6,574 (29,145 individuals)
Supported by Advice Point	72%
Accessing children centre and family support services	3,760 families
Supported through casework	1,991 families
Families reporting needs met at closure	81%
EH cases stepped up to social care	81 (181 children)
Transfer/Step Down/Joint work from CSC to EH	837 (1,827 children)
Of those re-referred within 12 months	143 (8%)
0 – 4 ‘priority’ families engaged	21% of 8,417
2 year FEEE take up	65.9%

# 3 LSCB Strategic Priority – 1

## Safeguarding Effectiveness

*The LSCB is to be assured that there is evidence to consistently demonstrate that children and young people are effectively safeguarded.*

The LSCB has through their role in the Leicester City Children’s Improvement Board (LCCIB) monitored the effectiveness of statutory services and practice provided to safeguard children in need of help and protection and ensured that the child’s lived experience through multi-agency safeguarding systems is effective (including the protection of the most vulnerable children). This is demonstrated in the exploration of the child’s journey through the multi-agency safeguarding system below.

### **C**ontact, referral and assessment

*The quality of information from partners within contacts and their referrals to Children’s Social Care as well as the level of partnership involvement in safeguarding processes is vital in assuring the best outcomes for children and young people.*

#### **Partnership Highlight – Leicester City CCG:**

**Issue:** Lack of contact and referrals from GPs to Children’s Social Care

**Resolution:** The GP Level 3 safeguarding training was reviewed and delivered by the Named GP Safeguarding Children - 10 sessions were delivered as well as Practice Lead GP Safeguarding quarterly forums. A safeguarding advice line for GP’s commenced in April 2016 to provide advice and support to GP’s in regard to decision making in regard to safeguarding issues. During the first year 88 calls had been received by the CCG Safeguarding team, which has resulted in an increase number of calls from GP’s to children’s social care.

The LCCIB has been instrumental in pursuing issues in relation to the increasing number of contacts made to Children’s Social Care and in 2016, analysis of dip sampled contacts from the main partners identified the need for a refresh of threshold understanding and application. The launch of one front door has supported partners and agencies and enabled seamless transfers between social care and early help. Following proposals made to the LCCIB to improve the timeliness and quality of assessments across the Children in Need Services, the Single Assessment Service was launched on 20<sup>th</sup> June 2016.

The Single Assessment Service delivers the first response to all referrals that meet the threshold for a Social Work Assessment by carrying out all new assessments and enquiries under S17 and S47 of the Children Act 1989. The introduction of this new team has had beneficial effects across the CIN service, reducing caseloads and demands made on both CIN and LAC teams, enabling practitioners to prioritise more efficiently and allow time for better planning. As at March 2017, **82%** of Single Assessments are closed within 45 days with **94%**

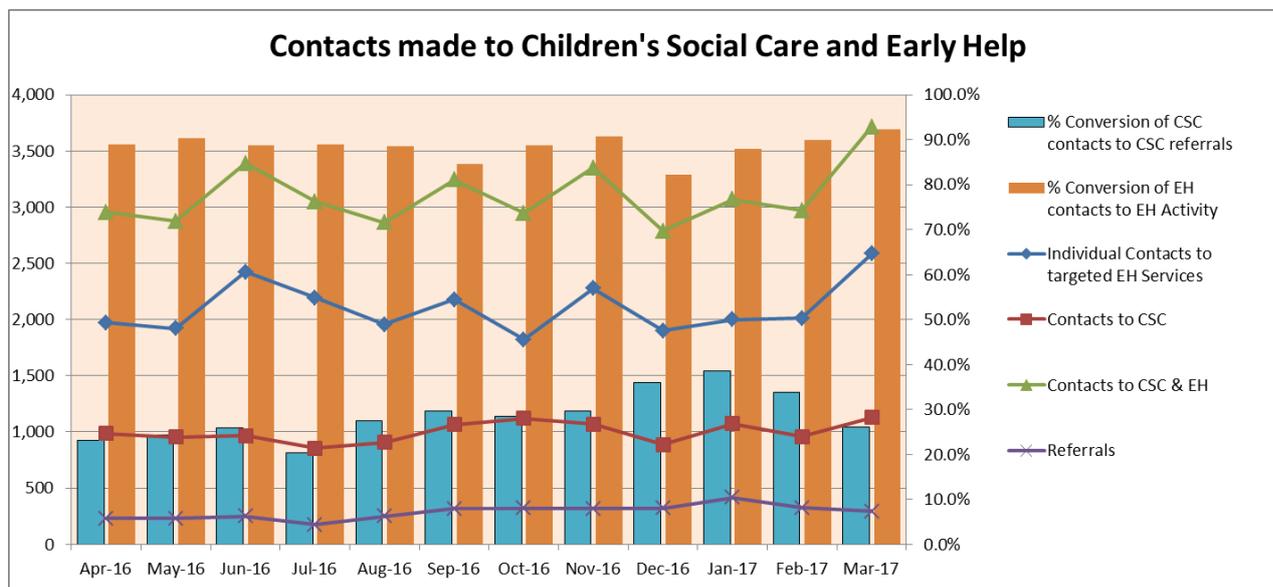
of children seen and **100%** of S47 are completed within 15 days, with **95%** of children seen. These outcomes are a consolidation of improved practice seen over the last year. However although the quality of assessments are improving there is still work to be done to ensure practice is more consistent.

**Partnership Highlight – Leicestershire Partnership Trust:**

**Issue: Understanding and application of thresholds**

**Resolution:** There has been a continual reduction in the number of inter-agency referral forms submitted to children’s social care during 2016-17 which resulted in an overall decrease of 41% (26) from 62 in Q4 2015-16 to 36 in Q4 2016-17. It is believed that this is due to an enhanced understanding of safeguarding thresholds and the co-location of health visitors within Leicester City Early Help who support the triaging of Early Help referrals.

- Initial contacts to children’s social care 12,220
- Referrals started by children’s social care 3,765 – this represents 30.8% of social care contacts
- Single assessments started by children’s social care 3,132 – this represents 25.6% of social care contacts (but not all will be a result of an initial contact, e.g. a re-assessment of an open case)
- In addition, there were 28,920 Early Help contacts (15,910 with young people aged 0-17)
- This gives an overall total for contacts of 28,130 and conversion to referral of 13.4%



In addition to the Leicester City Children’s Improvement Plan actions, this area has also been part of quality assurance audit framework activity in both the local authority and the LSCB. Children being supported through a CIN plan includes children on child protection plans, looked after children, care leavers and those working with the Disabled Children’s Service.

As part of the seven Ofsted Monitoring visits undertaken, the sixth visit in January 2017 reviewed the progress of the local authority in areas of help and protection, with a particular focus on contact, referral and assessment arrangements, and the quality of assessments and plans concerning children in need (CIN) or children in need of protection. Ofsted noted that *“Based on the evidence gathered during the visit, inspectors identified areas of strength, areas where improvement is occurring, and some areas where inspectors considered that the progress has not yet fully met the expectations outlined in the local authority’s action plan.”*, however *“A permanent and committed senior management team has maintained the pace of change, and this is ensuring compliance with policies and procedures which support good practice.”*

Local Authority figures showed that there were 2240 children in need at the end of March 2017 (a return to a similar level seen in 2015 and a reduction from 2722 in March 2016). The year-on-year change of 482 showed an 18% decrease over the year. The end of March figure is equivalent to 274 per 10,000 children as compared to 337 per 10,000 at the end of March 16. DfE validated figures for 2016/17 comparable rates are not yet available.

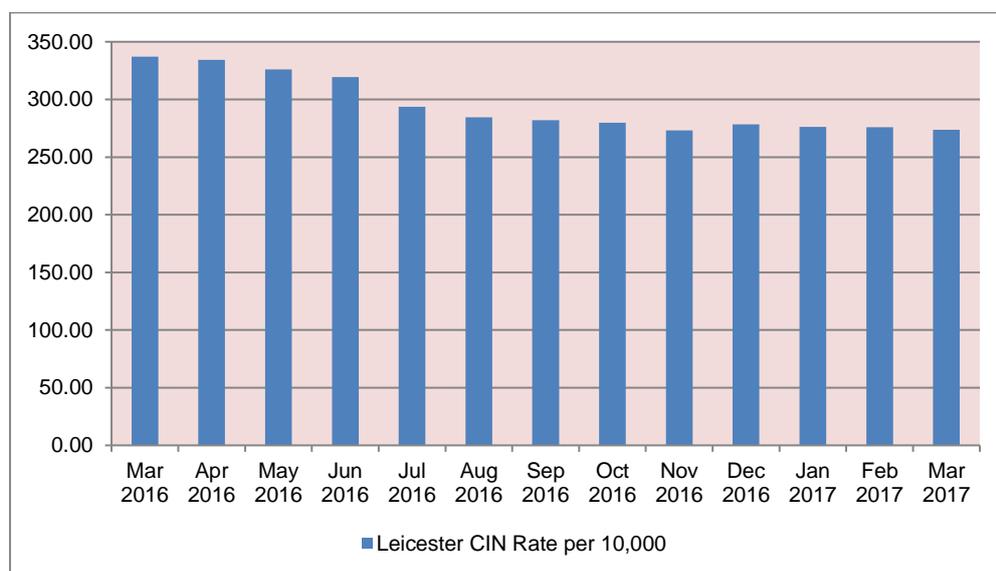
During 2016-17 audits demonstrated a steady improvement in the overall quality of practice and in management oversight, which have contributed to the reduction.

**Partnership Highlight – University Hospitals Leicester:**

**Issue: Quality of referrals**

**Resolution:** *In response to a Multi-Agency Pre-Birth Audit we identified that the quality of referral notifications made to partners were sometimes of poor quality or did not provide sufficient detail for partners to act. In response to this we met with partners from Social Care and Health and agreed a notification template and a method for monitoring the quality of referrals via our Safeguarding Specialist Midwives. This has led to a 30% reduction in the number of returned referrals from Children’s Social Care.*

**Leicester City CiN rate per 10,000**

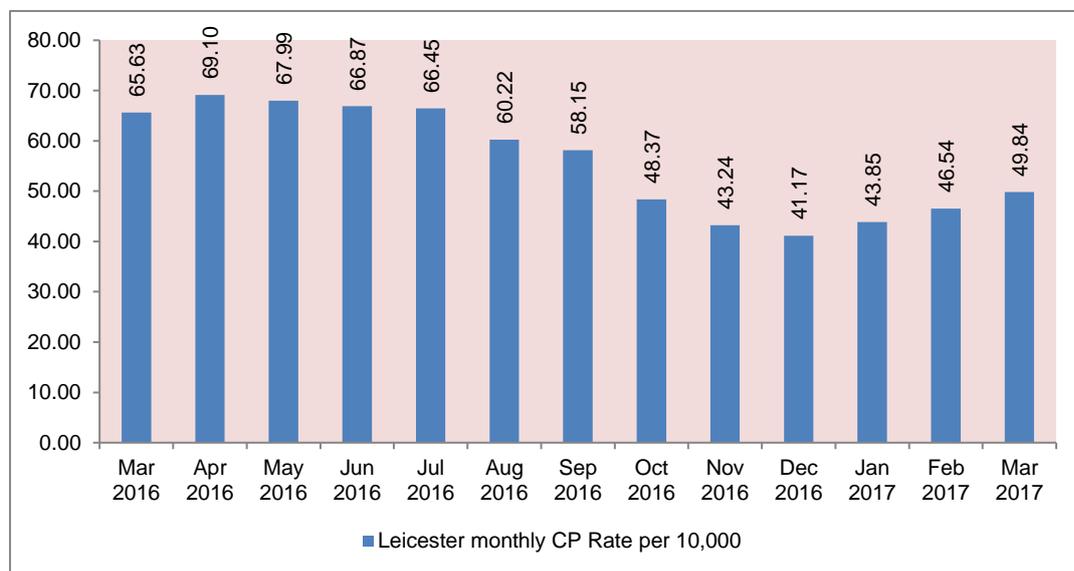


## C hildren subject to Child Protection Plan

Children who have a Child Protection Plan (CPP) are considered by Partner Agencies to be in need of protection from either neglect, physical, sexual or emotional abuse, or a combination of one or more of these. The CPP details the main areas of concern, what action will be taken by the family, social worker and supporting agencies to reduce these concerns and, how we will know when progress is being made.

At the end of March 2017, 408 children and young people were the subject of a child protection plan. This is a decrease of 21% from 518 (a rate of 49.84 per 10,000 children) at 31 March 2016 (65.63 per 10,000).

**Children subject to a Child Protection Plan 2016/17**



The 2016 rate was higher than national, regional and statistical neighbour levels. 2017 validated figures and comparable rates are not yet available.

Of the 408 children who were subject of a child protection plan at the end of March 2017, Neglect (49.3 %) remained the most prevalent category of abuse for all new cases followed by emotional (27.9%), physical (19.9 %) and sexual abuse (2.9%).

Between 1<sup>st</sup> April 2016 and 31<sup>st</sup> March 2017, 384 child protection plans were started, with just over 16% for children previously on a plan and just under 2% for children previously subject to a plan within the last 12 months.

Between 1<sup>st</sup> April 2016 and 31<sup>st</sup> March 2017, 586 child protection plans were ended and their average length was 370 days.

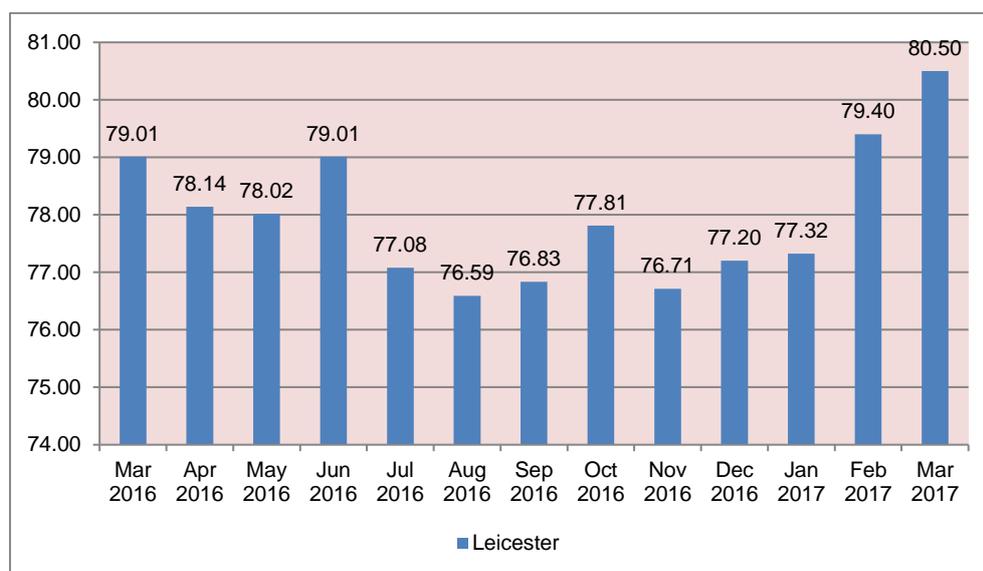
The reduction in overall plans reflects a phased review of all children subject to child protection plans during 2016, where a number were closed appropriately.

## **C**hildren Looked After by the Local Authority (CLA)

Looked After Children are those looked after by the Local Authority. Only after exploring every possibility of protecting a child at home will the Local Authority seek a parent’s consent or a Court decision to move a child away from his or her family. Such decisions, whilst incredibly difficult, are made when it is in the best interest of the child.

Local Authority figures showed that there were 659 Looked After Children at the end of March 2017. This is up by 21 from the DfE validated figure of 638 on March 31 2016; an increase of 3.3%. The final figure is equivalent to 80.5 LAC per 10,000 children.

**Looked After Children at the end of March 2017**



There has been a steady increase in the numbers of Looked After Children in Leicester since 2014. While this is similar to our statistical neighbours up until last year the rate remains higher than the national average. 2017 comparable rates are not yet available. External inspection, the courts and our own audits have concluded that the threshold applied for care is correct at the time of children and young people becoming Looked After. Reasons for the steady rise includes the need to further develop early help and edge of care services, an increase in application for Care Orders and a need to further develop permanency planning (other than adoption) and increase the number of children moving to permanent situations outside of care. There are higher numbers coming into care between 12 and 16 years. This mirrors the national trend.

### **Partnership Highlight – Leicestershire Police:**

**Issue: Prevention of Looked After Children coming into the Criminal Justice System**

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

A key strand of the Local Authority's Edge of Care Board, chaired by the Divisional Director, Social Care and Early Help is focussed on provision of alternative solutions to entering care including MST services. This combined with the recent work to improve permanence options for children already in care aims to reduce the number of children and young people looked after over time.

## **C** *Children Leaving Care*

From 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017:

- 33 children were adopted
- 17 children became subjects of special guardianship orders
- 258 children ceased to be looked after, of whom 7 (3%) subsequently returned to be looked after
- 18 children and young people ceased to be looked after and moved on to independent living
- 31 children and young people ceased to be looked after and are now living in houses of multiple occupation including settings such as the YMCA.

## **C** *Children who are Privately Fostered*

A privately fostered child is a child under 16 (or under 18 if the child has a disability) who is being cared for and is living with someone else and this arrangement is intended to last more than 27 days. The carer for the child is someone who is not:

- A parent, or other person who holds parental responsibility for the child
- A close relative; for example, a grandparent, step-parent, brother or sister, uncle or aunt.

(This includes relatives who are half blood, full blood or by marriage.)

Despite efforts by the Local authority and LSCB to raise awareness of the need to notify children's services of when these arrangements are in place the reported numbers remain low. There remains a need to consider how to increase the reporting of private fostering arrangements as these children are living in unregulated placements and are potentially open to exploitation and subject to risk. Increasing the reporting of private fostering arrangements remains a key focus for the Local Authority and this will continue to require a multi-agency approach. Partners are reminded that parents may make their own arrangements for their children to live away from home.

## **Children in Specific Circumstances**

### **Child Sexual Exploitation, Missing and Trafficked Children**

There have been considerable developments in Leicester's response to children at risk of sexual exploitation (CSE), missing or being trafficked during 2016/17. Most notably the development and implementation of a multi-agency CSE, Missing and Trafficking Hub with the co-location of key professionals and a coordinated response to the identification and response to those children and young people at risk. The new LLR wide hub built on the work of the previous Leicestershire and Rutland hub and the good joint working between

Leicester City children's services and the police and other partner agencies. The co-ordinated approach to CSE includes the following multi-agency meetings:

- Daily Risk Management meetings
- Weekly Intelligence meetings
- Monthly Tactical Tasking and Co-ordination Group
- Monthly Performance Meetings
- Weekly Missing Meetings

The final quarter of 2016/17 highlighted a 24% increase in city referrals from 41 in quarter 3 to 51 in quarter 4. The increase is largely due to timely intelligence sharing as a result of Leicester's CSE, Missing and Trafficked team's co-location with the Multi-agency CSE team in the Hub. There was a total of 158 cases identified during 2016/17 which is an overall decrease in referrals of 9% in comparison to 2015/16 (174). However there has been an increase during 2016/17 in the proportion of cases in which a risk assessment tool was completed from 47% in 2015/16 to 92% in 2016/17. This increase in the number of risk assessment tools completed continues to suggest that practitioners are more aware of indicators of CSE and referral pathways.

**Partnership Highlight – University Hospitals Leicester:**

**Issue: Identifying children at risk of CSE**

**Resolution:** *The introduction of the CSE Hub has improved opportunities to share information for children at risk. Prior to this there was no way of identifying children attending UHL who were known to be at risk of CSE. This has led to the creation of alerts on 155 children's records, leading to improved lines of communication with key partner agencies and heightened awareness amongst frontline staff.*

A new CSE, Missing and Trafficked Hub Performance and Quality Assurance Framework has been developed to build upon the multi-agency work of the CSE Operational Group and will provide comprehensive performance monitoring and data for 2017/18. This framework will:

- Enable the partnership to develop comprehensive performance management on the nature, scale and extent of CSE in their area and for children and young people missing from home, school and care.
- Ensure victim and perpetrator profiles are drawn from intelligence and data held across member agencies to effectively deliver the right services at the right time to the right children and young people
- Assure the effective gathering and use of soft intelligence/concerns and direct action to disrupt and reduce the opportunity for children and young people to be harmed
- Measure the impact of those services.

**Partnership Highlight – Leicestershire Police:**

**Issue: Identifying children at risk of CSE**

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

## ***Children with Disabilities***

Research shows that disabled children and young people are more likely to be at the risk of abuse than their non-disabled peers and experience barriers to being effectively safeguarded and protected from child protection services.

During 2016/17 the City Council Children's Services worked with a total of 337 children in need where a disability was identified. Of these 22 or 6.5% were subject to child protection processes or plans and 67 were looked after. Five children were identified as both child protection and LAC cases.

Towards the end of the year the LSCB commissioned a multi-agency Disabled Children audit, to take place in early 2017/18, in order to:

- better understand the protection of disabled children and to seek assurance that there was consistent application of the LLR LSCB multi-agency safeguarding procedures and threshold.
- seek assurance that partner agencies were appropriately identifying and responding to the needs of disabled children.
- capture any learning needs which support improvement in practice aimed at strengthening safeguarding for children. [Insert link to audit here](#)

The summary from the audit can be found here: <http://www.lcitylscb.org/media/1366/lscb-multiagency-disabled-children-audit-summary-briefing-v3pdf.pdf>

## ***D*omestic Abuse and Violence**

Domestic and sexual violence are a priority of the Safer Leicester Partnership. A Leicester, Leicestershire & Rutland Delivery (operational) partnership group meets monthly to discuss the issues and members are from a range of key agencies. The LSCB receives six monthly assurance reports to hold the partnership organisations and agencies to account regarding their effectiveness of safeguarding and promoting the welfare of children.

Following partnership challenge regarding the number of domestic violence notifications to Children's Services the LSCB set a priority to work closely with the Community Safety Partnership (CSP) to ensure that MAPPA, MARAC and the domestic abuse arrangements are effective. As part of the response to this challenge the Police with its partners have set up a Domestic Violence and Sexual Violence Executive to ensure the Domestic Violence Strategy is being implemented and the multiagency response to children and young people is effective. This Executive will report back to the LSCB to ensure that children living with or exposed to domestic violence are being adequately protected.

Recognising increasing demand, Leicestershire Police have restructured departments and increased establishment within specialist child protection departments. Leicestershire Police continued to roll out its Protecting Vulnerable People 4 programme. This modular programme has focused on a wide range of specific areas of safeguarding and vulnerability including domestic and sexual violence. It is a video based format, delivered by subject experts, supported by on online resources and is designed to be bite sized learning delivered at shift briefings. Protected Learning Time is now in place for Patrol & Response Team officers.

Sexual and domestic violence are both high harm issues, with wide reaching impact. There are significant links with safeguarding children; and domestic violence in particular is a common feature in serious case reviews. In Leicester we are working hard to ensure there are adequate prevention measures in place, provision for those affected, partnership work and interventions for those perpetrating through:

- Funded specialist provision for children, young people and families affected
- Funded specialist provision for those aged 13 years and over affected, including specialist young people posts
- Funded perpetrator interventions provision, for those wishing to self-refer and for adolescents using violence against parents
- Organised a comprehensive training programme free at the point of access for city practitioners
- Worked in partnership to establish and deliver on priority areas of development
- Launched a needs assessment to prepare for the next strategy

The following performance information has been captured and provides the LSCB with a summary of what the emerging and improving situation is for Leicester’s children young people and their families over 2016/2017.

Insights data comparisons	All Insights data (n=381)	Adults 13-25 as primary victim (n=124)	Adults with Children in household (n=285)
Victims reporting difficulties with mental health	57%	58%	53%
Victims reporting issues relating to substance misuse	8%	8%	6%
Victims reporting issues with both Mental health and substance misuse	7%	6%	5%
Victims that had CYP involvement (e.g. social services involvement)	33%	32%	34%
Service users at risk of forced marriage	2%	7%	1%
Service users at risk of Honour Based Violence	9%	12%	7%
Average length of abuse (Years)	4 Years	3 Years	6 Years

### What have Leicester’s Children and Young People said about domestic violence services?

*“How friendly the staff are here, they had knowledge. I loved and enjoyed all my lessons. My anger has changed after the 5 sessions” (age unknown)*

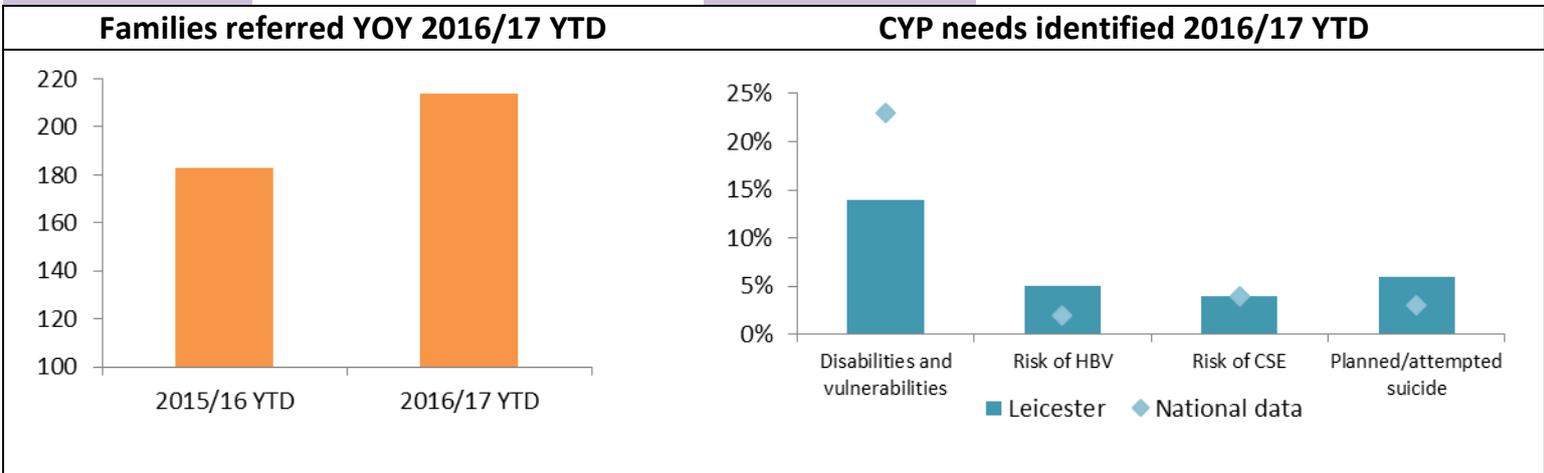
*“I liked x coming and helping me out with what happened and reassuring me that u did the right thing (calling the police). The work sheets were helpful because they gave information that is useful. Good that you can ring and text at any time” (aged 15)*

*“Friendly, helpful, supportive, always available when I need someone. Referrals to appropriate people who can help me to move on. I now have a lot more confidence and feel safer” (aged 17)*

# Leicester City Domestic Violence Data – Children and Young People Q3 2016/17 YTD

## Leicester City Council Commissioned services

   	<p><b>214</b> families referred to the CYPF service since April 2016</p> <p><b>92%</b> of CYP exiting the service said they feel <b>safer</b> following intervention (CYPFS)</p> <p>Schools report <b>78%</b> of children and young people across the CYPFS <b>improved</b> attendance at school*</p> <p><b>411</b> Children and Young People have received one to one support (CYPFS contract)</p>	   	<p>There were <b>239</b> children and young people referred</p> <p><b>74%</b> of CYP reported <b>improved</b> health and well-being outcomes</p> <p><b>602</b> 'Troubled families' identified across all <b>Sexual and Domestic violence</b> contracts in Leicester</p> <p>Since April there have been <b>25</b> service users aged <b>13-18</b> accessing support to change their abusive behaviour</p>
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## SafeLives Children’s Insights Data & National Comparisons (Last 12 months Jan – Dec 16)

 <p><b>89%</b> of children were ‘<b>at home</b>’ when the abuse took place</p>	 <p><b>78%</b> of children were a direct witness to the abuse</p>
 <p><b>27%</b> of Children were <b>direct victims</b> of abuse. <b>90%</b> were likely to be experiencing <b>emotional</b> abuse</p> <ul style="list-style-type: none"> <li>Higher referrals from Education and Other services than the national Insights dataset.</li> <li>Slightly higher proportions of children were directly abused by a family member (27% compared to 21% nationally or directly abused by an intimate partner (9%) than we see nationally (3%))</li> </ul>	 <p>Of children that were direct victims (<b>27%</b>), <b>70%</b> were likely to be experiencing <b>physical</b> abuse.</p> <ul style="list-style-type: none"> <li>92% of children said they were able to form positive relationships at exit compared to 77% at intake</li> <li>On exit Fewer children said they were afraid of getting hurt, worried or feeling like the abuse was their fault (19% at intake and 7% at exit)</li> </ul>

# **A**llegations against people who work with children

The Local Authority Designated Officer (LADO) is employed by the Leicester City Council on behalf of the LSCB and their work is governed by the LSCB procedures and focuses on investigating allegations of abuse made against adults who work with children and young people. During 2016/17 the LADO service received 324 referrals which is a similar figure to the preceding year (329). The type of referrals were as follows:

Type of referral to the LADO in 2016/17	Number	% of total
Neglect	49	15%
Sexual harm	70	22%
Physical harm	156	48%
Emotional harm	42	13%
Multiple	7	2%
<b>Total</b>	<b>324</b>	<b>100%</b>

*The outcomes of the referrals to the LADO were as follows:*

Outcome of referrals to LADO in 2016/17	Number	% of total
For information only	40	13%
Did not meet threshold for risk of harm (NFA with advice & guidance given as appropriate)	128	40%
Unfounded (sufficient evidence to disprove allegation)	27	8%
Unsubstantiated (insufficient evidence to prove or disprove the allegation)	50	15%
Substantiated (sufficient evidence to prove the allegation)	39	12%
Ongoing cases	39	12%
<b>Total</b>	<b>324</b>	<b>100%</b>

This demonstrated a robust but fair and safe process of investigating allegations and promoting safer working practices within a range of work places (including foster care, voluntary and faith settings). The number of ongoing cases at 31 March 2017 (39) is quite high suggesting the closer monitoring of timescales is necessary.

Referrals to the LADO are made about personnel in a wide range of roles and work settings. The highest proportion are about foster carers and teachers (both making up 20% each of the total) with day care, health, teaching assistants and faith settings being the next largest categories accounting for 34% between them. These proportions are broadly similar to the previous year.

There were 4 sessions of generic LADO training to multi-agency groups during the year and a number of bespoke training events for particular professional groupings.

A range of positive responses have been received from participants in LADO meetings which demonstrate the open and fair way the process has been managed:

***“There was a clear understanding as to why we were there. Every participant was given the opportunity to share information and express their views. It was very inclusive for all attending”.***

***“The chair ensured that all participants were able to speak, and also asked helpful questions to clarify points and arrive at a coherent narrative”***

***“The meeting was well structured. All points were considered. The chair was very clear, came across as being very neutral pulling views and options together. All parties appeared to put forward information equally. The meeting was focused and information was clear”.***

***“Clear explanations were made about the situation and process. Information passed on to enable us to further our practice”.***

***“The Chair was very warm and welcoming, which enable participants to feel comfortable and listened to. She had a non-judgemental and impartial approach to both sides”.***

# 4 LSCB Strategic Priority – 2

## Early Help

*To be assured that 'Early Help' services are accessed and delivered effectively and thresholds are understood and consistently applied*

Within the improvements recommended by Ofsted in 2015 the LSCB was to evaluate the current operation of the early help offer, including partners understanding and implementation of their early help responsibilities and the understanding and application of service thresholds. In this regard the Board's responsibilities in relation to thresholds and early help have been exercised through the Leicester City Council Improvement Board (LCCIB). These arrangements have included:

- monitoring the quality of early help assessment, planning and management oversight through effective audit arrangements
- developing and monitoring local quality standards to ensure that early help professionals have access to effective supervision and management oversight
- evaluating effectiveness of the LSCB threshold document to ensure it is understood and used appropriately by all partner agencies and that children and families are helped effectively as a result
- monitoring and evaluating whether children's emerging needs are appropriately met elsewhere when referrals to children's social care do not meet the locally agreed threshold for statutory intervention
- ensuring that all professionals working with families receive effective early help training.

### ***Evidence of impact from arrangements put in place***

The council has invested significant resource to embed Early Help as a concept and way of working across the LSCB partnership in the following ways

- a) Supporting partners to develop their own contribution to Early Help and a robust offer for families requiring additional support.
- b) Raising awareness of what Early Help is with its own staff and partners
- c) Taking the lead on the multi-agency Early Help Assessment and working with partners to undertake the Lead Practitioner role when appropriate.

Ongoing progress has been made over the last 12 months in the following areas:

### ***Lead Practitioners for Early Help Assessments***

The issue of the gap in partners becoming identified Lead Practitioners was discussed and challenged at LCCIB in April 2016. The Head of Service for the city councils Early Help service, highlighted initiatives taking place to increase the number of partner Lead Practitioners and plans to strengthen partnership ownership for the delivery of effective early help services.

### ***Thresholds***

The review of the LSCB LLR Thresholds procedure resulted in the reduction from 4 levels to 3 to provide clarity and reduce confusion regarding the threshold for early help services and their role in supporting statutory services. Partner agencies and practitioners have reported greater clarity with regard to threshold application.

### ***Partnership engagement and workforce development***

Refreshed partnership communication strategy with a new website, e-newsletter and regular evaluation with staff and partners re: 'Early Help' and a multi-agency workforce plan managed by Voluntary Action Leicester.

The Leicester Early Help Strategy 2016 – 2019 developed by partners with pledges signed by the Children's Trust was launched in October 2016. This was supported by an Early Help Conference in Jan 2017 to raise awareness of the strategies with workshops to explore how agencies could embed the pledges and commitments within their practice.

### ***Launch of one front door for early help and social care***

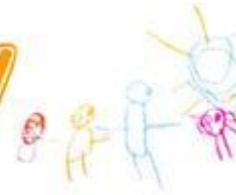
The launch of one front door to access council early help services, early help assessments and children's social care in January 2017 has been welcomed with positive feedback from agencies regarding having one number to contact and seamless transfers between social care and early help colleagues. As part of the one front door arrangements, early help response have developed mash principles with the joint funded co-location of health visitors which has had a direct and positive impact on the quality of referrals, take up of external lead practitioners and engagement with team around the family processes as part of the multi-agency early help assessment.

### ***Pilot with Police re: Domestic Violence***

A pilot was undertaken between December 2016 and April 2017 with early help and social care colleagues from Leicestershire, early help and social care colleagues from the city and the Police to be co-located undertaking the screening and triaging of all of the domestic related incidents reported to the Police. The pilot was successful in increasing understanding with police colleagues of the remit and thresholds for early help and social care with families receiving appropriate support. The findings from the pilot have been used to inform plans to develop a domestic violence triage hub to ensure that all domestic incidents are recorded with appropriate action taken. This will also incorporate a process to notify all schools where there are domestic incidents reported involving children.

# Allextton Day Nursery

The best start in life for your child



When I was first allocated the role as lead practitioner for a Team Around the Family (TAF) and had to chair a meeting I felt quite anxious. It wasn't the fact that I had to talk/lead in the meeting as I knew the family and professionals quite well it was more organising it such as sending out invites, the agenda, and inputting all the information on to liquid logic and I also worried about making the right decision's for the family.

Training that I attended really supported the whole process my manger put me and herself on the chairing a TAF meeting training so she could also support me with the process. I also attended the Early help training where I had to role play a TAF this helped me see how a TAF meeting worked from a lead practitioner's point of view and made me realise that decisions where not all on my shoulders and where made as a whole team.

The previous lead practitioner supported me with finding my way around liquid logic as I had only recently completed the training.

As an outside agency I found it quite hard to find out who to go to for support regarding my questions and queries however Jackie signposted me to the relevant people who did support me in my role.

The role did take up more time than I originally expected however as my knowledge and experience increases on the new system I would like to think that this would be reduced.

My role as the lead practitioner on this case has now ended this experience has made me more confident to take on the role again in future.

Amy Bedford

# 5 LSCB Strategic Priority – 3

## Learning and Improvement

*LSCB is to be assured that there is a culture of continuous system of single and multi-agency learning and Improvement.*

### **Learning and Improvement Framework**

The LSCB has a Learning and Improvement Framework (LIF) which is available on the LSCB website. The LIF was reviewed and combined Leicester, Leicestershire & Rutland Safeguarding Children Boards and Safeguarding Adult Boards (LLR LSCB and LSAB) framework was developed and produced with contribution from the LSCB Serious Incident Review Group (SIRG). The aim was to support a consistent approach to learning and improvement for all partner agencies within the sub-region which meet the requirement within Chapter 4, Working Together 2015.

The Framework describes the processes by which the Safeguarding Boards will review the effectiveness of our local safeguarding partnerships and individual agencies by using a comprehensive range of local information to evaluate the quality of local activity and outcomes, against agreed practice standards. The Safeguarding Boards oversee any areas where single or multi-agency improvement has been identified within safeguarding reviews, audit or safeguarding performance review activity.

### **Evidence of impact from arrangements put in place**

Following the appointment of the new LSCB Independent Chair in June 2016 to reflect the Learning and Improvement requirements under *Chapter 4, Working Together 2015* the name of the Serious Case Review Group was changed to the SIRG.

All Partners working with children and young people have a responsibility to ensure the safety of young people, staff and the wider public within the context of the services they provide. Serious incidents are rare. To ensure the SIRG met its ToR the group developed a protocol for Serious Incident (SI) for notifications to the LSCB to simplify and clarify the pathway in relation to:

- Notifying serious incidents and circumstances that may be suitable for review;
- To create clarity and transparency of what is being commissioned
- To support practical planning and preparation
- To manage and quality assure the process
- To structure reflection retrospectively on the review and identify improvements for future SCRs

The SIRG has developed a Serious Case Review Composite Action Plan that includes the composite themes from five Serious Case Reviews and two alternative learning reviews. These themes have then been used as a platform for the sharing of learning to frontline practice.

The SIRG has maintained an overview of six Serious Case Reviews in relation to management, progress and commissioning reviews. The SIRG has overseen the conclusion of the three Serious Case Reviews published over the past year and the reports can be found here: <http://www.lcitylscb.org/safeguarding-learning-development-training/learning-from-serious-case-reviews/>

Themes from Serious Case Reviews and other Learning Reviews have been presented to multi-agency practitioner and learning events which have included:

- Compliance with policy and procedures
- Assessment & 'core' skills in safeguarding practice
- Voice of the child and their lived experience being recognised and represented
- Management oversight, supervision and decision making
- Strategic planning and governance
- Neglect, identification and intervention
- Pre-birth assessment and safeguarding babies.

## **P**erformance and Assurance

The LSCB is committed to ensuring that learning arising from performance and assurance activity (reviews and audit) are shared with staff working across local agencies and that, locally, we demonstrate continual improvement across our safeguarding arrangements, which improves the safety and outcomes for children, families and adults at risk.

The revised LSCB Performance and Quality Management Framework has been established and embedded well into the quarterly monitoring framework. A review of the Safeguarding Effectiveness Group took place to ensure that representatives from partner agencies were able to contribute commentary and analysis in relation to their agency's data. This resulted in the creation of the Performance Analysis and Assurance Group (PAAG). The LSCB performance dashboard was also reviewed and aligned with the Leicestershire & Rutland LSCB template in line with the aligned LSCB performance partner data. This resulted in a dash book with data with key headline commentary supported by the commentary received in relation to the assurance questions which was intended to provide qualitative information, including analysis.

There has been improved commitment from partner agencies to submit data and assurance information according to the quarterly monitoring timescale. The quality of commentary and analysis received has also improved significantly, although further work is required for the commentary to be less process driven and more evidence based.

The alignment of the LSCB dataset and collection of data from partner agencies from one point is now well established. The LSCB dataset was further reviewed during Quarter 3 & 4 to ensure that the most relevant data was being collated and to address any gaps identified. The revised dataset will be consulted upon before being used to collect data from Quarter 1 2017-2018.

## **M**ulti-agency Case File Audits

Working Together to Safeguard Children (2015) provides for Local Safeguarding Children Boards to evaluate multi-agency working through joint audits of case files.

The aim of the LSCB multi-agency audits is to:

- Understand compliance and application of the LLR LSCB multi-agency safeguarding procedures and thresholds by practitioners across the partnership.
- Seek assurance that partner agencies are appropriately identifying and responding to cases where there was a safeguarding concern (particularly in relation to specific issues i.e. neglect, CSE, etc.).
- Capture any learning needs which support improvement in practice aimed at strengthening safeguarding for children and young people who are vulnerable to specific issues such as neglect, CSE, FGM, etc. that have impact on their safety and wellbeing.

The multi-agency audit process and methodology has evolved during its implementation and is now established in the work of the LSCB. This has resulted in planning and conducting audits through a well-established Audit group which reports to the PAAG. There has been an increase in the number of audits conducted and learning includes the LLR surveys and audits that have also been conducted. The audits included accuracy of case details, identification, referrals and response to the audit themes (i.e. neglect, CSE, FGM DV) and underpinning this was the voice of the child, compliance to procedures and early help intervention.

The LSCB multi-agency audit activity during 2016-2017 (which includes joint LLR audits) covered a range of topics and the themes arising from them are shown in the table below:

Audit Topics	Themes Arising from Audit
<ul style="list-style-type: none"><li>• Neglect</li><li>• CSE</li><li>• Female Genital Mutilation (FGM)</li><li>• Domestic Violence/Abuse (DV)</li><li>• Pre-birth assessments</li><li>• LLR LSCB CSE</li><li>• Early Help</li><li>• LLR LSCB neglect on-line survey</li><li>• Escalation of concerns</li></ul>	<ul style="list-style-type: none"><li>• Management oversight/supervision</li><li>• Recording full and accurate details</li><li>• Compliance to procedures</li><li>• History of involvement</li><li>• Voice of the Child</li><li>• Referrals</li><li>• Assessments and Plans</li><li>• Multi-agency working and meetings</li></ul>

Summary briefings of completed audits have been produced and widely disseminated across the LSCB network and included in LSCB learning events and are available at: <http://www.lcitylscb.org/information-for-practitioners/lscb-multi-agency-audits/>.

### **Section 11 audit**

A joint Leicester, Leicestershire & Rutland LSCBs S11 audit was conducted and showed that there is improvement in awareness within services/agencies to have arrangements in place to safeguard and promote the welfare of children. It was recognised by some agencies that

further work is required to be fully compliant in some standards. An event is planned during 2017/2018 to check progress with the agency action plans and share good practice.

## **C** *Child Death Overview Panel*

The Child Death Overview Panel is a Sub Group of the LLR LSCBs. LLR CDOP is required to review ALL child deaths (from 0 up to 18 years) of any child who is resident within Leicester, Leicestershire and Rutland. It undertakes a systematic review of child deaths to help understand why children die. By focusing on the unexpected deaths of children, it can recommend any interventions it considers appropriate to help improve child safety and welfare to prevent future deaths. When a child dies unexpectedly, a process is set in motion to review the circumstances of the child's death, which includes the support in place for the family.

During the time period outlined, CDOP held 7 panels and reviewed a total of 73 cases. As a result of learning from these cases the following areas have been progressed;

- campaign to raise awareness in regard to the dangers associated with the ingestion of disc button batteries.
- strategy for reducing infant mortality including a 'Safer Sleep week' with a presentation of the associated risk factors for sudden infant death syndrome and an outline of learning identified within CDOP.
- supporting awareness raising with regard to spotting the signs of sepsis; early recognition of brain tumours and a review of cases where suicide or self-harm was categorised as the cause of death.

## **T** *he Voice of Leicester's Children and Young People*

There has been significant improvement from partner agencies to embed a strong culture of engagement with Children Young people and their families (CYPF).

Good assessments of risk and need means practitioners seeing, hearing and helping/enabling young people to articulate their lived experience and considering how that experience and the voice of the child may influence their own outcomes and change the service response to their safety and protection needs.

The LSCB has also commissioned a Children and Young Person's (CYP) Shadow Board. The work of the Shadow Board arrangements has progressed well. The CYP Shadow Board was commissioned to youth proof the LSCB business plan and website. This has resulted in a Children and Young Person's version of the LSCB business plan and recommendations for improvement to the LSCB website which are being progressed.

In October 2016 the LSCB undertook a spotlight on CYP Participation and Engagement; this was led by the CYP Shadow Board.

The LSCB Chair challenged partners with regard to how they are implementing the strategy and reaching out to children within their own agencies. Significant improvement has been made by partners in relation to CYP participation and engagement. Partner agency returns

with regard to CYP engagement and participation arrangements was received including those below:

- ✓ **LCC Children’s Services** – Participation and Engagement Team have produced and presented a series of short films which capture the views of children and young people. These have been cascaded to partners to use as training materials for consideration re service improvement and can be found at: [How will you hear me?](#)
- ✓ **Leicestershire Partnership Trust** - Service User co-design co-ordinators are both in role and will be working across FYPC bringing people together to shape and create changes within a service. Co-design works by engaging with a range of people to support creating change to services. The co-design process then supports a mutually agreed service or change that was created collaboratively from the views and opinions of all involved including children and young people.
- ✓ **Leicestershire Police** - Youth Commission currently has 29 members of young people aged 14-25 years. It has engaged with 1800 young people in 2015/2016 through workshops and presentations at schools/colleges.
  - There has also been a specific focus on “hard to engage with” groups by working with specialist education projects eg Twenty Twenty (specialising in education and work training for disengaged young people), Glen Parva Young Offenders Institute and links made to work with YOS and the Y in Leicester.
  - There is continuing engagement through social media – Facebook, Twitter and Instagram. Youth Commission has also been involved in large events such as PRIDE and the Caribbean Carnival; and has a representative sitting on the Stop Search Reassurance Group.
- ✓ **Voluntary Community Sector** – various examples were reported to the LSCB of good arrangements for participation and engagement by VCS and are reported below.

## **M**ulti-agency Frontline Practitioner Group (MAFPG)

A reinvigorated and relaunched Multi-agency Frontline Practitioner Group was established to provide connectivity between the Board and frontline line practitioners. The group is represented by practitioners from a range of partner agencies and reports to the LSCB Executive Chairs Group. This delivers a sense of purpose for the group and to ensure that voice of the Frontline Practitioner is represented at Board level, contributing to the LSCB Business plan and providing a sense check on the activity undertaken. Through this group there has been contribution from practitioners to disseminating learning from multi-agency audits and learning reviews, informing practice improvements, policy and procedures and finding solutions to practice issues within multi-agency working.

## **E**ngagement and Participation

The LSCB has a Children’s Engagement and Participation Strategy and a Multi-agency Participation and Engagement sub-group. The peer review commented that the strategy is clearly defined across the LSCBs sub-structure and it is an expected standard within each sub-group terms of reference (TOR) that the voice of the child (VoC) is embedded in any work that is developed.

Partner agencies have signed up to the principles set out in the LSCB Children and Young People Engagement and Participation Strategy and have shown commitment to delivering

creativity and innovation in improving arrangements, establishing relationships and demonstrating to the LSCB how practitioners within their agencies and across the multi-agency safeguarding system are, on a daily basis, obtaining the views of CYPF.

## **V**oluntary Community Sector (VCS)

The LSCB is represented well by the VCS Subgroup and receives regular assurance reports through the LLR Joint Executive Group. The VCS Reference Group selected relevant outcomes within each priority area where they considered they would be able to make an effective contribution to the Business Plan and also addressed areas within the VCS workforce that had been identified as requiring additional knowledge, information, support and/or training. Work has therefore been undertaken as follows against the LSCB priorities:

Members reported that the VCS Reference Group has helped them in terms of development and assurance through:

- Updating safeguarding knowledge, which has then been implemented into 'key messages' across safeguarding training and discussions that have prompted further research
- Direct changes to practice, especially linked to safer working practices in regard to managing waiting lists
- Making links between risk indicators for children, young people and families, such as the link between those affected by domestic abuse being more vulnerable to the grooming process in regard to CSE and Prevent
- Collaborative working and enhanced understanding between VCS organisations, with the VCS Reference Group cascading information to support and strengthen frontline practice

In addition there has been an increase in the numbers of VCS staff/volunteers accessing both the Essential Awareness and Inter-agency training.

Traffic numbers on the Children's Workforce Matters website has also increased with the total number of website visits from April 2016 – March 2017 being 29,421.

Minutes from the Reference Group meetings demonstrate the strong level of engagement and commitment by members. The thematic approach has resulted in a more strategic and aligned approach to delivering key LSCB messages to the sector via the Children and Young People's Forum, the Children's Workforce Matters website and newsletter and representatives own communication mechanisms

VCS Reference Group membership has increased including representatives from key areas such as Domestic Abuse, the Prevent agenda and CSE and also has representation at all levels of LSCB meetings.

# 6 LSCB Strategic Priority – 4

## Governance and Assurance

*The LSCB is to continue to improve its governance, performance and quality assurance process and to be assured of the effectiveness of the LSCB.*

The LSCB has undergone significant change throughout 2016/2017. The Independent LSCB Chair, Jenny Myers joined the LSCB in June 2016 and immediately consulted with the Board and other stakeholders in relation to the performance and effectiveness of the current LSCB governance and business office arrangements.

A review of background documentation supported by an independent consultant and other information from interviews with the Independent Chair suggested that although there had been much hard work in the period from March 2015 up to their appointment in June 2015 the progress in tackling the key improvements required had been limited.

It was against this backdrop that the Independent Chair, with the agreement of key partner agencies, led the LSCB Effectiveness Review in June 2016. LSCB Members took part in a 'Big Conversation'. Within this event partners were challenged on how well they knew the local area and the children it deems most vulnerable. Partners also had open discussion with regard to 'What is working well and how can we evidence it?' and 'What are the gaps and risks?'

The aim of the review was to:

- Identify any changes that may assist the Board to function more efficiently and effectively and focus on agreed priorities that reflect local need
- Ensure compliance and best practice with Working Together to Safeguard Children 2015
- Gain constructive feedback and identify issues with key stakeholders and partner agencies to assess the effectiveness of Leicester Safeguarding Children's Board and subgroups both separate and shared across LLR.
- Review structures, LSCB job specifications, subgroups, governance, management and deployment of the budget, membership and business processes within the LSCB and make recommendations for change

The Independent Chair set out proposals for change in a key strategic report approved by the Board, along with an Effectiveness Review Action Plan, which was implemented from July 2016. In her report the Chair noted: *'there are many positive elements of the Leicester LSCB...but in order to ensure continued improvement it should focus more on evidence of the impact and difference the local safeguarding services are making to children's lives...and those children and their families who require early help'*.

The Effectiveness Action Plan resulted in significant changes being made to the LSCB governance including key governance documents, LSCB sub-structure, reporting

arrangements and business office functions as well as the LSCB business plan and priorities. The overarching outcome of the review was agreement to support and promote a whole system leadership approach to safeguarding through the ten key action points listed below:

- a changed LSCB Constitution, sub-groups and Terms of Reference for sub-groups;
- revised Business Plan, linked to a clear work programme through LSCB Executive Chairs Group and Joint Leicester, Leicestershire and Rutland (LLR) Executive, with progress reports to strategic Board;
- an updated Learning and Improvement Framework produced in line with *Working Together 2015*, intended to link the newly constituted Serious Incident Review Group (SIRG) with better triangulation with performance data, audit and quality assurance from the newly formed Performance Analysis and Assurance Group (PAAG);
- Board membership to mirror the seniority of the LCCIB so that the LSCB is in a position to take on responsibilities from the LCCIB;
- a wider group of members to take responsibility for specific work streams from the business plan, to ensure wider active ownership, understanding and contribution to vision, and to champion the work of the Board;
- the Board administration to be managed and coordinated more effectively, with effective tracking of actions from Board meetings and sub-groups, and progress reported in a timely way;
- an improved Board website;
- review the role and job description of the Board Business Team Policy Officer to reflect new and future Board priorities and demands;
- recruit a permanent Business Manager;
- Commission a Peer Review to assess progress and impact of changes following the Effectiveness Review.

## **P**eer review of safeguarding effectiveness

The Chief Operating Officer (COO) of Leicester City Council commissioned an independent peer review in January 2017.

The purpose of the review was to provide an independent assessment of progress with the LSCB's programme of improvement subsequent to Ofsted's findings in March 2015. The detailed findings from the Peer Review provide a transparent and rigorous assessment and can be found in the full report is available on the LSCB website: <http://www.lcitylscb.org/>.

The peer review found that:

- Significant progress has been made since the Effectiveness Review in June 2016. The Board has benefitted from highly effective leadership of change by the Independent Chair.
- A more robust, systematic and purposeful programme of work is enabling the Board to cover its statutory functions and address key priorities to improve the effectiveness of safeguarding in Leicester.
- There is an improved culture of challenge, accountability, and joint working across

the partnership and at all levels. Stronger systems have been established for scrutiny, performance management and quality assurance.

- There is now improved alignment between the Board’s strategic activity and the priorities and concerns of young people and frontline practitioners.
- Partner agencies report a more confident, optimistic and outcome-oriented partnership. Good use is being made of joint arrangements across LLR to improve the effectiveness of Board functions and to respond to key safeguarding risks.
- Leicester Safeguarding Children BBoard has now laid the foundations for assuming responsibilities from the Improvement Board through phased transitional arrangements.

The following summary sections and quotes are directly drawn from the full report:

## Vision, Strategy and Leadership



- Stronger connections have been established with other partnerships in Leicester and wider partnership working across LLR. There is now greater cohesion between the Health and Well-Being Board, the Children’s Trust, the Safer Leicester Partnership and the LSCB. The scrutiny, assurance and challenge role of the LSCB is better defined and understood.
- The LSCB is becoming more confident, authoritative and influential in its work, seen for example, in the way that the learning from its multi-agency audits is being used; its championing of important issues such as the emotional health and well-being of children and young people; and in the improvement of provision, for example the response to neglect and the introduction of the CSE Hub arrangements.

## Working Together 2015 Compliance

- The peer review found that in large part the current work of the LSCB is now meeting the requirements of Working Together 2015.
- There are clear expectations set for individual Board members. Attendance by partner agencies at the Board has improved and is now good, as is participation in the sub-groups.



“Business support for the work of the Board has improved markedly...”

“There is a sense of pace, purpose and operational grip”.

“Board members report that they now understand the business better as it is linked to the business plan and a recognisable business cycle.”

- There is a clear framework of accountability for the Independent Chair with the local authority Chief Executive. The Lead Member for Children is playing a full part as a participant observer on the Board. Partner agencies are serious about their safeguarding duties and have recently completed updated Section 11 audits.
- Links between the LSCB and other partnerships are covered by agreed protocols. There are good links with voluntary and community sector organisations, who play a full part in the work of the Board.
- The Board’s Annual Report for 2016 is compliant with statutory requirements. The Board has an increasing understanding of key strengths and areas for development with safeguarding in Leicester and it will be important to reflect this in the 2017 Annual Report.
- The Board’s responsibilities in relation to thresholds and early help have been exercised through the LCCIB. As part of the transfer of responsibilities from the LCCIB, the LSCB needs to have its own evidence about the understanding and application of thresholds and the effectiveness of early help.

### **Accountability and Challenge**

- Board members report a stronger culture of accountability through Board meetings, the Chairs’ Executive Group and the work in sub-groups.
- There is more acceptance of respectful challenge and an expectation that it is part of the business.
- During the peer review many examples of accountability and challenge were provided by participants in their interviews and focus group discussions.

### **Performance Management and Quality Assurance**

- There have been substantial improvements in performance management and quality assurance, building on the framework and expectations set by the LCCIB.

PAAG meetings include formal consideration of agency highlight reports on key safeguarding processes. These enable swift consideration of practice concerns and feedback to service managers, with scope for escalation as necessary.

There is an increasingly rigorous multi-agency audit programme. Over the period covered by this review it is evident that the quality of the Board's audit processes and reports has improved.

The Board is using well the insights into performance through partner agency risk updates at Board meetings, troubleshooting discussions ... and reports from 'floor walking' by Board members.

The evaluations in the Board performance report relate in the main to individual performance indicators. An area for future development will be to bring together the information from performance and audit reports into a single performance commentary.

## Learning and Improvement

- A comprehensive updated framework for Learning and Improvement across LLR has recently been agreed. It incorporates learning from case reviews, child death reviews and audit processes alongside the analysis of performance information within an integrated performance and assurance cycle.
- The Board is demonstrating good commitment to learning and improvement. There is routine and systematic dissemination of learning from case reviews and audits.

SIRG has prepared a synthesis of key cross-cutting themes from the seven most recent serious case reviews undertaken by the Board.

There is a well-established and systematic framework for multi-agency safeguarding training across the LLR area.

The current arrangements for evaluating the impact of training provide very good evidence from self-reports by participants.

- There is more systematic tracking of progress with action plans from case reviews.
- The CDOP has recently published a six- year review of child deaths and has identified from it a number of modifiable factors where it will focus its campaigning work.
- Learning from audits and reviews is informing the LLR learning and development programme.

## Engagement of Practitioners, Children and Young People

- Leicester has well-established arrangements for promoting children and young people's participation through its Youth Council and school councils for younger children.
- The Board as a whole has had a development session about promoting effective children and young people's participation.
- The Board has commissioned Young Advisers for specific pieces of work, including a critique of the new Board website, producing a guide for young people on the role of the LSCB and a young people's version of the Business Plan.
- Board members now report that there is greater emphasis on the 'voice of the child' in Board discussions, with the impact of key practice and performance issues considered on the basis of the experiences of children and families.
- The Board's Participation and Engagement Group has suffered from inconsistent attendance but the chair of the group is now more confident that a purposeful work programme is in place.
- The Multi-Agency Safeguarding Practitioner Forum now has increasing focus and purpose after a slow start and is now meeting regularly. The Board has been able to gauge the impact of developments such as its Neglect Training and Toolkit as well as hear first-hand about issues important to practitioners such as supervision.

## Inspection Outcomes

- Since 2015, the **Leicester City Children's Improvement Board (LCCIB)** has **challenged and monitored improvement** through the Leicester City Children's Improvement Plan. The LCCIB is chaired by an independent consultant providing challenge and scrutiny of the improvement plans including the LSCB and partners organisations.
- In addition, a set of **12 week action plans** focussed on specific areas of improvement has driven the overarching priority to improve the consistency and quality of practice across the local authority and partnership.
- Since 2015, **seven Ofsted Monitoring Visits** have taken place to assess progress on key areas including **assessments, plans and smart planning** for children and young people in need of help and protection. During the [Ofsted Monitoring Visit](#) in January 2017, Inspectors found "*progress in most of the areas identified in the inspection in March, 2015 and significant progress in some aspects of work to support children in need and children in need of protection*".
- Leicester City Children's Services continue to drive this work through their improvement journey to take the services from Inadequate to Good. Their Ofsted inspection in June 2017 reflected the improvements they have made. LSCB will continue to monitor, scrutinise and challenge their progress on this journey and report on post Ofsted progress in next year's Annual Report.
- In November 2016 **Leicestershire Partnership NHS Trust (LPT)** was inspected by the **Care Quality Commission (CQC)**, the [CQC Findings](#) were published on 8th February 2017. CQC rated the trust as **requires improvement** overall with the *CAMHS Inpatients and CAMHS Community Learning Disabilities* services rated '**Good**' overall. However, the *Community Child and Adolescent Mental Health services*

- were rated '**Inadequate**' in both the safety and responsiveness domains.
- As a result LPT have been given a number of required actions which must be addressed to ensure safety and responsiveness within community CAMHS services prior to a CQC re-inspection which is likely to take place before the end of 2017.
  - The LSCB has therefore sought assurance from LPT regarding their progress with the action plan and in particular *care planning and risk assessment completeness and content* (Action 1) and *internal waiting list processes and improvement* (Action 3). The LSCB continues to provide scrutiny and challenge to the progress with these actions and has requested detailed reports on any safeguarding implications.
  - **Her Majesty's Inspectorate of Constabulary (HMIC)** recognised in the [2016 PEEL Inspection](#)<sup>1</sup> that the force clearly operates in a culture that recognises vulnerability as a strategic and operational priority, evident from Chief Officer leadership through to frontline practitioners.
  - **Leicestershire Police** was visited by HMIC for the national [Child Protection Inspection](#) in January 2017. The inspection found that the force has made child protection a priority and that there was a clear focus on improving outcomes for children. The inspection found clear evidence of strong leadership and oversight by senior officers responsible for child protection.
  - The inspection team found that safeguarding detective roles were filled with few vacancies and this was out of kilter with the national trend which ensured the force could protect children. HMIC found that the development of the police safeguarding hub with co-located CSE and CAIU teams was positive and innovative.
  - The force's section 47 and strategy discussions were found to be of a consistently high standard. Also the force's decision to ensure there were no backlogs in its POLIT was recognised as good practice nationally. The inspection did identify areas for improvement in the way the force deals with domestic violence and CSE risk assessment. However, the report recognised the responsiveness of the force whilst the inspection was underway to address these issues quickly and make the required improvements.
  - The LSCB has also requested assurance regarding the outputs of this plan for children's safeguarding.

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<sup>1</sup> PEEL is designed to give the public information about how their local police force is performing in several important areas, in a way that is comparable both across England and Wales, and year on year. The assessment is updated throughout the year with inspection findings and reports.

## 7 LLR Training and Development

*This is a multi-agency group, accountable to two Local Safeguarding Children Boards – Leicester City and Leicestershire and Rutland. The group has overall responsibility for the development and practical delivery of an annual training and development programme, which reflects the priority elements within the two business plans and national priorities, as well as the learning from national and local Serious Case Reviews as well as learning from other reviews and audits.*

The membership of the group is very active and represents the key partner agencies, including Adult Social Care and is a good example of partnership working across the agencies. Members have the strategic and operational authority to commission and commit resources to the multi-agency programme in order to meet the essential requirements.

The group promotes and reinforces the ‘mixed economy’ in the commissioning and delivery of the programme, as set out in a Partnership Agreement, whereby agencies commit and benefit from resources according to availability. (This has also included accessing free national training opportunities). The group has expressed its appreciation to those organisations for supporting the training programme, and offering venues; in particular Leicester City Council which has made significant contributions of venues. (These combined contributions have saved the programme over £10,000 and has been of immense support in enabling the delivery of so many events to so many attendees.)

Key to the effectiveness and success of the group and the programme is the effective use of the Competency Framework, prepared in accordance with ‘Working Together 2015’. The Boards have continued their work and progress with the implementation of a competency based approach, by the delivery of a range of varied activities, including briefing sessions, bespoke sessions, consultation and advice. The Framework sets out minimum competencies and standards across the children’s workforce and supports practitioners, managers and organisations in the identification of which safeguarding competencies are required. It gives advice as to how practitioners can meet these requirements through learning, development and training. Key partners have been involved in the development of the implementation plan, and the group acknowledges the support in the delivery of the briefing sessions of the local authority (Leicester City and Leicestershire) early years teams, who have supported the delivery of the sessions and the engagement and application of the strategy of the workforce.

The LSCB’s have continued to support the private, voluntary and independent sector, by the provision of ‘essential awareness’ training, which supports consistency in knowledge and skills across the wider workforce across Leicester, Leicestershire and Rutland.

The group and LSCB continue to support and local safeguarding trainers who support the workforce across Leicester, Leicestershire and Rutland by the facilitation of a local trainers network, which includes development sessions and networking.

## How much have we done in the last 12 months up to 31 March 2017?

### LSCB Interagency programme:

Themed training events: **64**  
Training attendees - **1698** (*compared with 1286 in 2015/16 – 32% increase*)

### Trainers Network:

**2** sessions offering up to **80** spaces in total.

### Group 7 & 8 Strengthening practice

– supporting safer organisations: **6** sessions offering **305** spaces in total.

### Competency Framework – specialist briefing sessions:

**Strategy briefing sessions**  
**6** sessions offering **300** delegate spaces in total.

### LSCB funded Essential Awareness training:

**15** sessions – offering **375** spaces in total.

## Evaluation of Impact

Evaluation of the effect of the interagency training programme is undertaken by Voluntary Action LeicesterShire (VAL), on behalf of the two LSCBs. VAL prepares quarterly reports, which enable the identification of in-year trends and contribute to the compilation of a final annual report. The quarterly and annual reports are circulated to all agencies and are extremely valuable to the Training Group in its ongoing work.

The total number of events and attendees is noted above and shows a very positive direction of travel – in 2012/13 (the first year of the programme) there were only 641 attendees so a significant improvement in uptake and capacity.

Other highlights for 2016/17 include:

The **Neglect Toolkit events** achieved high levels of attendance, in line with its priority in the business plans.

**Evaluation** of the specialist competency sessions undertaken, implementation plan developed

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

The effectiveness of the **Competency Framework** was increasingly acknowledged by participants, as was the positive effect on the programme of the recall days.

- Participants commented very positively that they had been able to improve the practical quality of their practice as a result of training/development events; a clear change in direction from mere 'cascading' to cascading and taking personal and positive action in interactions with children and with other agencies.
- The use of large scale events to disseminate the learning from Serious Case Reviews was supported, along with the use of other programme events to give early prominence to and to reinforce specific messages, where relevant to that event. The group is continuing to develop different methodologies (in liaison with SCR groups) to support SCR learning using a blended approach.
- The charging regime for 'no-shows' appears to have had a positive effect on attendance and the group is working on a proposal for charging for attendance of agencies who do not otherwise contribute to the programme.
- The final Ofsted report into Leicestershire and Rutland LSCB included very positive comments about the training programme and its evaluation – 'sophisticated' and a 'significant strength'!
- A well-populated and responsive draft programme already in place for 2017/18, with continuity for priority areas, such as domestic abuse.
- The appointment of Willma King (NSPCC) as the Chair of the Group from April 2017.

Looking forward the LSCB intends to continually reinforce the need for individual agencies to undertake meaningful and effective supervision and appraisal, to ensure that practitioners have the fullest opportunities to put their training and development to maximum effect.

There will also be continued support for the implementation of the competency based approach, and focus on increased engagement with specific sectors – i.e. education, and also increase and focus on assurance activity around impact of the use of a competency based approach and the effectiveness of learning.



## LSCB Priorities 2017 and Beyond...

There is clear evidence in this Annual Report that the progress made since the Effectiveness Review in June 2016 has been impressive, but there is still much to do. The narrative and data in the report demonstrates that there is an improved culture of challenge, accountability, and joint working across the partnership and at all levels.

Stronger systems have been established for scrutiny, performance management and quality assurance. There is now improved alignment between the Board's strategic activity and the priorities and concerns of young people and frontline practitioners. Partner agencies report a more confident, optimistic and outcome-oriented partnership. Good use is being made of joint arrangements across LLR to improve the effectiveness of Board functions and to respond to key safeguarding risks.

Leicester Safeguarding Children Board has therefore now laid the foundations for assuming responsibilities from the Improvement Board through phased transitional arrangements. Overall, there is greater confidence in the ability of the LSCB, through its processes, to have an accurate understanding of the strengths and areas for development in safeguarding in Leicester, and to be able to take early action with partners to tackle weaknesses in performance in any of the partner agencies.

The Board is now well placed to take over responsibilities from the LCCIB. The LCCIB has remitted to the LSCB the key themes of Early Help, Front door and Child Sexual Exploitation through which the Board will continue to demonstrate its proven capacity to improve and assume system-wide responsibilities.

There are well-established joint working across LLR, including the Joint Executive, provide a good basis for developing any changes to local safeguarding arrangements following the Children and Social Work Act 2017.

### Looking forward

The key challenge for the LSCB over the next year is to demonstrate the impact of the Board's work and how it has resulted in an improved multi-agency response to key safeguarding risks. In the medium term it will be important to put in place effective local multi-agency safeguarding arrangements in response to the provisions in the Children and Social Work Act 2017 and associated statutory guidance. As highlighted above, as part of the transition arrangements from the LCCIB the LSCB will now take over some key elements of scrutiny and assurance as follows:

**Early Help** – it was agreed through a cross-partnership task and finish group, that an Early Help Partnership Allocation Hub would be implemented before summer 2017, meeting on a fortnightly basis to review and allocate appropriate lead practitioners to early help assessments. Terms of reference, roles and responsibilities have been agreed. A communication programme started in April 2017 and will continue through its implementation. As part of the transfer of responsibilities from the LCCIB, the LSCB will

assume responsibility to evidence the understanding and application of thresholds and the effectiveness of early help.

**Front door** - The LSCB Performance, Analysis and Assurance Group (PAAG) will be tasked with putting together assurance questions around Front Door. The questions will need to be both qualitative and quantitative. The questions will go to the LSCB Multi-agency Frontline Practitioner Group and the feedback will go to the PAAG.

**CSE** - The CSE, Missing and Trafficked Executive Group will report on agreed key indicators directly to the LSCB Strategic Board which will include assurance around the implementation and development of the CSE Hub and its impact on outcomes as well as the effectiveness of safeguarding within the arrangements.

Moving forward it will be important to ensure that the scale and pace of work continues to be sustainable; prioritisation is therefore essential. The Board also needs to be able demonstrate that the impact of better Board working is reflected in terms of outcomes for children and young people, particularly around key areas such as mental health, emotional wellbeing, neglect and domestic abuse. The LSCB will review its priorities in September 2017, taking into account the outcome and findings of the Ofsted re-inspection of the local authority children's services, CQC inspection of LPT and the police child protection inspection.

With the Children and Social Work Act (2017) receiving Royal Assent on 27 April 2017 the LSCB does need to give some consideration to ongoing partnership arrangements in terms of function, finance and resources. There is an expectation the main three statutory partners (*Local Authority, Health and Police*) will be the main financial contributors to the children's safeguarding arrangements. True partnership collaboration will be required to maintain the status quo in terms of commitment to the safeguarding agenda. Through 2017-2018 there also will be ongoing discussions with partners to negotiate plans and proposals within the new framework and associated statutory guidance.

I am looking forward to reporting further on these arrangements as they develop and progress with our Business Plan priorities.

## Appendix 1 - LSCB Membership List 2016/17

Member	Organisation/Post	Statutory Member	Co-opted Member	Participant/ Adviser
Adele Tilley	Lay Member	✓		
Adrian Spanswick	Consultant/Designated Nurse, Safeguarding Children and Adults, Leicester CCG		✓	
Carole Ribbins	Deputy Chief Nurse, University Hospitals Leicestershire NHS Trust	✓		
Carolyn Maclean	Head of National Probation Service, Leicester, Leicestershire and Rutland.	✓		
Catherine Stretton	City Primary Heads Representative	✓		
Caroline Roberts	Lay Member	✓		
Caroline Tote	Divisional Director of Children's Social Care & Early Help, Leicester City Council	✓		
Chris Batty	Performance, Information and Quality Advisor, LCC		✓	
Chris West	Director of Nursing and Quality, Leicester CCG	✓		
David Jones, Dr	LSCB Independent Chair (April 2016 – June 2016)	✓		
David Thrussell	Head of Service, Early Help (Specialist Services including Youth Offending Service), LCC	✓		
Emma Ranger	LLR LSCB Training Project Development Officer			✓
Frances Craven	Strategic Director, Children's Services, Leicester City Council	✓		
Janet Russell	LSCB Manager			✓
Jenny Myers	Independent Chair of the LSCB (June 2016 onwards)	✓		
Lee Brentnall	Ambulance Operations Manager Communication, Engagement and Safeguarding, EMAS		✓	
Manjit Darby	Director of Nursing and Quality, NHS Midlands and East (Central Midlands)	✓		
Nikki Thompson	Barnardo's Locality Children's Services Manager		✓	
Pratima Patel	LSCB Policy Officer			✓
Pretty Patel	Head of Law, Social Care and Safeguarding, Leicester City Council			✓
Rhonda Schofield-Teal	Service Manager, CAF/CASS	✓		
Ruth Lake	Director of Adult Social Care and Safeguarding, Leicester City Council		✓	
Ruth Tennant	Director of Public Health, Leicester City Council		✓	
Sarah Russell, Cllr	Lead Member, Leicester City Council			✓
Shabir Ismail	Deputy Principal, Leicester College	✓		
Sudhir Sethi, Dr	Consultant Paediatrician, CCG NHS		✓	
Sima Chauhan	Lay Member	✓		
Simon Cure	Head of Serious Crime, Leicestershire Police	✓		
Steven Gauntley	Interim Head of Service, Children's Safeguarding and Quality Assurance, Leicester City Council	✓		
Sue Ashwin	Vice Principal, Wyggeston QE College (WQEIC)	✓		
Victoria Peach	Head of Professional Practice and Education, Leicestershire Partnership Trust	✓		