



Leeds
Safeguarding
Children Board

LSCB ANNUAL REPORT 2015/16



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Foreword

This is my first Annual Report as Independent Chair of the Leeds Safeguarding Children Board, and it's fair to say that the previous Chair Jane Held, Deputy Chair Diane Hampshire along with our recently retired LSCB Business Unit Manager Bryan Gocke, jointly did outstanding work over the past few years to establish the safeguarding partnership in Leeds as one of the very best in the Country. This of course also reflects the commitment, enthusiasm and enormous hard work of every individual and agency with responsibilities for children and young people, but I would like to start here by formally thanking Jane, Diane and Bryan for the inspirational leadership and direction they provided, and wish them well for the future.

Over the past year the first order of business for me has been to ensure that a change of Chair and of structure, with respect to the management of the LSCB Business Unit, ensures that the positive momentum continues. The appointment of Superintendent Sam Millar as Deputy Chair of the LSCB and confirmation of Phil Coneron and Karen Shinn as joint managers of the LSCB Business Unit, has been of tremendous help here, bringing substantial energy, experience and continuity to the work, such that it has been possible to remain, forward looking and positive.

This report clearly evidences the considerable progress that has been made to ensure the safeguarding of children and young people remains a high priority for partner agencies and across the city. In addition it outlines how the LSCB has

positively responded to the challenges the Board set itself in 2015/16.

Overall what has struck me most over the course of the last year has been the strongly positive attitude and culture I have directly observed around safeguarding our children and young people. I have seen that what is aspired to for example at Agency and Board level, with respect to approaches such as 'Think Family Work Family' or around working *with* children and young people, is deeply inculcated in the values and day to day practice of professionals, is understood and championed by elected members at all levels and is reflected more widely, in the development of Leeds as a Child Friendly City.

I am delighted to recommend the report to the Partnership, Executive, Chief Executive, Elected Members, and so on through ultimately to the parents, children and young people of Leeds.

I'll go on to discuss the challenges and opportunities that lie ahead for safeguarding and the LSCB in my conclusion to this report. But will end here by saying that the single most powerful and valuable asset I have 'inherited' in my role of Independent Chair, is the culture I have described and goodwill I have seen, reflective of a strong and shared commitment to safeguarding through work in partnership.



A handwritten signature in black ink that reads "Mark Peel". The signature is written in a cursive style and is positioned above a horizontal line.

Mark Peel
Independent
Chair
LSCB

The role of the LSCB

Leeds Safeguarding Children Board (LSCB) is a statutory body established under the Children Act 2004. It is independently chaired (as required by statute) and consists of senior representatives of all the principle stakeholders working together to safeguard children and young people in the City. Its statutory objectives are to:

- Co-ordinate local work to safeguard and promote the welfare of children and young people
- To ensure the effectiveness of that work.

The remit of this Annual Report

This Annual Report sets out the progress made by Leeds LSCB in 2015/16 with its partners, and analyses the effectiveness of:

- Safeguarding arrangements in the city
- The LSCB itself in supporting and coordinating safeguarding arrangements and in monitoring and challenging those who provide them.

Demographic Data relating to the City of Leeds can be accessed on the LSCB website.

The LSCB Board structure and can be found in appendix 1.

Each year's Business Plan sets out objectives and tasks within the three strategic priorities, identifying which sub groups will take the lead and timescales for completion.

The Board engages with other strategic bodies in Leeds and collaborates with and promotes key strategic plans in the city including:

- The Children and Young People's Plan
- Best Council Plan
- The Joint Strategic Needs Assessment
- Best Start Plan
- Safer Leeds Plan
- Leeds Adult Safeguarding Plan.



LSCB partners

The Partners that make up the LSCB have continued to demonstrate their commitment to safeguarding by providing the very resources that are needed to ensure an effective LSCB. Resourcing this programme of work relies to a significant extent on input of staff time from partners who supplement a core base budget.

A Budget of £522,000 was provided for 2014/15 and agreed for 2015/16 through the following partner contributions:

Leeds City Council	£327,900
Health	£162,600
West Yorkshire Police	£ 25,000
Probation Services	£ 6,000
CAFCASS	<u>£ 500</u>
	£522,000

A further breakdown of the LSCB budget and expenditure can be found in *appendix 2*

Leeds as a city has ambitious plans and continues to invest in children and young people to ensure that they are a priority despite the tough challenges of financial restriction and increasing demand for services that were identified and considered in the 2014/15 Annual Report. The potential threat of continued austerity to such commitment and practice has thus been included within the LSCB Risk Register.

In their Annual Safeguarding Reports to the LSCB in 2015/16, partner agencies identified the key challenges that they are facing and the steps that they are taking to respond to them. Common challenges are:

- The management of increasing demand with limited resources

- Financial restrictions on the Public Sector
- The use of IT systems that are not always designed for collecting safeguarding data or have the ability to integrate with each other
- Responding to the widening field of safeguarding eg: human trafficking, forced marriage, female genital mutilation, CSE and missing
- The impact of the national review of LSCB's.

All partners stress the importance of good multi-agency working in responding effectively to the needs of vulnerable children and young people and in improving outcomes for them. Common areas of development include:

- Further embedding and promotion of a restorative culture
- Engaging and supporting the Early Help Approach
- Ensuring the voice of the child influences service development
- Developing more comprehensive and robust quality assurance and audit processes
- Establishing a more qualitative approach to auditing, focusing on outcomes for children and young people as well as compliance with procedures and timescales
- Reviewing the effectiveness of commissioned services
- Learning from complaints and compliments

How the Board undertakes its work

During 2015/16 the Board has continued to meet bi-monthly, with the Executive meeting on the intervening months. Board meetings are well attended and employ a mixture of approaches to ensure the active engagement of participants and the efficient consideration of business.

The work of the LSCB is largely undertaken through the sub / reference / task group structure (appendix to be added), supported by the Business Unit and is heavily reliant on the input of staff from all partner agencies. The commitment shown by agencies and their staff is testament to the seriousness with which the LSCB is viewed and the shared intent across the partnership to improve multi-agency working, services and outcomes for children and young people.

Significant developments in 2015/16 included:

- Reviewing and refreshing the CSE sub group to ensure it captures the wider vulnerabilities that young people face such as Human Trafficking, Female Genital Mutilation (FGM) and Harmful Sexual Behaviour (HSB)
- Developing an Family Group Conference / ICPC reference group to explore a radical change in processes following a S47 enquiry
- Supporting the development of campaigns targeting young people through social media
- Successful LSCB Conference in 2015 on Suicide and Self Harm

- The continued commitment from the partnership to safeguard and promote the welfare of children
- Assurance, through auditing, that children experiencing CSE are being appropriately protected and supported (appendix to be added)
- Assurance, through auditing, that children on Child Protection Plans (CPP's) are receiving good support with positive outcomes
- Considerable review of how the LSCB captures data and the development of a new dashboard leading to improvements on monitoring safeguarding data
- Improvements seen in appropriate partner agency attendance at Child Protection Conference and the quality of reports submitted
- Increase in the numbers of non-statutory services engaging with the LSCB
- Continued implantation of a successful learning and development programme
- Supporting over 400 organisations in undertaking a Section 11 self-assessment to ensure they have the right safeguarding governance within their organisation.

Promoting effective partnership working

The Early Help Approach continues to be embedded in multi-agency working and practice, whilst the implementation of [Think Family Work Family \(TFWF\)](#) protocol has continued to be a priority for 2015/16. The LSCB established a short term TFWF Multi-Agency Strategic Steering Group, supported by a full time worker jointly seconded to the Business Unit and Families First.

Since 2012/13 the LSCB has been promoting the need for practitioners to appropriately challenge each other within the context of decision making in order to facilitate more effective multi-agency working and better planning and reviewing of progress made with children and young people. In 2015 the LSCB [Concerns Resolution Process](#) was updated and re-launched, providing a framework for practitioners to air and resolve any concerns about how individual cases are being collectively managed.

A restorative approach to multi-agency working is being promoted across the partnership, with the underpinning framework of policies, procedures and processes being regularly reviewed and updated to reflect this.

Widening partnerships at regional level (across West Yorkshire) also ensures there is a consistent cross-border approach to safeguarding especially as our knowledge of CSE, Human Trafficking, Modern Day Slavery and Missing Children has wider geographical areas to consider.

Communicating and raising awareness

A central part of the leadership role of the LSCB is to ensure that key safeguarding messages and emerging lessons from its activity are disseminated quickly and effectively across the partnership so that professionals can act on them, developing their practice and multi-agency working accordingly in order to improve outcomes for children and young people.

Learning and Development Subgroup

In 2015 / 16 the LSCB provided a multi-agency safeguarding learning and development programme which included a training programme of both core safeguarding courses (Introduction to Working Together to Safeguard Children and Young People and Working Together to Safeguard Children and Young People) on a bi-monthly basis (term time), and a series of 12 'Additional and Specialist' courses on a termly or bi-termly basis (term time). This included of a new full-day Child Sexual Exploitation course, which began delivery in December 2015. The Workshop to Raise Awareness of Prevent (WRAP) was also incorporated into the training package from October 2015.

A total of 104 training sessions were planned for 2015-16, with 101 (97%) running. This is an 11% improvement on last year. Those which were cancelled were either due to low numbers or a lack of trainers. Of those sessions which ran, 22 were Introduction to Working Together to Safeguard Children and Young People (IWT) courses (primarily for Third Sector agencies) and a further 26 sessions were Working Together to Safeguard Children and Young People (WT) courses. The remaining 53 sessions were

"Additional and Specialist" (AS) courses.

Of the 2564 training places available to book, a total of 2459 training places were booked. Of those 1876 (76%) participants attended, 406 (16%) withdrew in advance or sent apologies and 182 (7%) did not attend. This shows a slight rise in our attendance rates (72% in 2014/15) but is still significantly below the 90% target. Non-attendance has increased on last year (5% in 2014/15); however the apology rate has been reduced from 23% in 2014/15 to 16% this year.

The "Light Bite" sessions continued to run alongside, and complimented the Training Programme. The aims of these sessions are to provide an introduction to a safeguarding service or topic in an accessible way. Light Bites are no more than an hour in length, with up to five or six running on any given day. These remain popular with professionals both attending and delivering, with organisations approaching the LSCB to put on sessions.

In 2015-16 Light Bite took place on seven separate occasions. 15 topics were covered, including CSE, Prevent, Allegations Management, Forced Marriage, Missing, Young People & the Criminal Justice System. A total of 29 sessions were provided, offering 1102 place available for booking. 756 of these places were booked and 581 participants attended (77%) which is similar to attendance on other courses. 90 (12%) people did not attend which is higher than the rate for other courses by 5%. This may be due to the short length of time the courses last meaning people give them less significance in their diaries.

In addition to the ongoing training programme two conferences were provided for Leeds practitioners, the LSCB city-wide conference “Suicide and Self-Harm” and the Yorkshire and Humber regional conference “That Difficult Age – The Journey Through Adolescence”

A regional Masterclass was also held in Calderdale on Disguised Compliance. This was organised in collaboration with the four other Local Safeguarding Children Boards of West Yorkshire.

The training programme for 2015-16 continued to run through the existing multi-agency training pool. Levels of engagement by trainers have continued to fluctuate with economic pressures on services and workload pressures on individuals having an impact on ability to deliver. This has resulted in the continued use of independent trainers and LSCB Business Unit staff which is not a good use of resources, or the cancellation of sessions. Resolution of this is a priority to ensure a true multi-agency approach to the delivery of multi-agency training.

Communications Task Group

The Communications task group leads and shapes the dissemination of the work of the Board across the partnership. The website continues to receive an increase in traffic with an average of 22,000 hits per month. Social media traffic has also increased with 100 Facebook likes and over 900 followers on Twitter. Over 1300 practitioners have now registered for the LSCB safeguarding e-bulletin. The West Yorkshire Communications group launched the following 2 campaigns:

1 “Think before you send” campaign to raise awareness of risks and consequences of sexting amongst young people. Launched during the school summer holidays materials and website text were produced in consultation with the Leeds Student LSCB. This included:

- Facebook advertising to directly target young people and resulted in a reach of over 25,000 profile pages during August to September 2015
- Provision of campaign materials to school in time for the autumn term, with 3000 posters and over 10,500 postcards distributed to schools across West Yorkshire

2. “Party Animals” campaign (which was subsequently shortlisted for a national award) to raise awareness of the ‘Party Model’ of CSE. Approximately 40 young people between the ages of 14 and 18, both male and female, took part in four focus groups. Their feedback ensured that the campaign was understood by the target audience and would attract young people’s interest due to it being a difficult message to get across. The website text was edited by the Leeds Student LSCB to ensure that it was relevant, appropriate and written in the right tone for teenagers. The main channel of communication was social media advertising with the target audience of young people aged 15+, both male and female. Facebook advertising targeted all teenagers across West Yorkshire and appeared on 125,146 Facebook profile pages. Within the Leeds area the advert was seen on the profile pages of 17, 292 females (348 clicks to the website) and 12, 011 males (276 clicks to the website), a total of 29,303 views.





“Leeds continues to be a city that is ambitious for its children and young people, and has invested in children because they see children as being the economic future of the City.”

OfSTED 2015



Holding partners to account for safeguarding practice

The LSCB's overview of safeguarding practice is predominantly undertaken by two main processes:

1. **A robust auditing** programme which has been central in providing assurance to the Board of safeguarding practice and outcomes. Using a range of methodologies the LSCB audits and reviews focus on multi-agency response to safeguarding through monitoring:
 - Multi-agency response to Child Protection
 - Multi-agency response to Child Sexual Abuse
 - Cluster Response to Domestic Violence
 - The quality of partner agency attendance and reports at Child Protection Conferences
 - The voice of practitioners within front line practice
 - The voice of the child
 - Practice Reviews
 - The City's response to child deaths
 - Serious Child Care Incidents

2. **The monitoring and regular reporting to the LSCB of data to:**

- Understand the timeliness and effectiveness of child protection systems
- Assess partner agency attendance and contribution at multi-agency safeguarding meetings
- Understand attendance at Accident and Emergency
- Assess Police response to crimes against children and their perpetrators

In addition the LSCB also requires partners to provide evidence and outcomes of their own internal audits. Areas identified for action in 2015/16 included:

- For all partners to improve how they capture safeguarding data within their own organisation
- To monitor the effectiveness of the Think Family, Work Family protocol
- To continue to support the cluster model and Early Help Approach
- Developing more innovative ways of using the voice of young people from all backgrounds / communities / abilities, to influence and shape a better service for them

The effectiveness of safeguarding arrangements in Leeds

To evaluate the effectiveness of the safeguarding arrangements of the Leeds partnership, evidence is drawn down from a range of sources which is then analysed to assess the whole system. This includes:

- Learning from both internal and external reviews and inspections
- Section 11 of the Children Act audits
- Section 175 of the Educational Act audits
- Learning from Child Deaths
- Performance management and quality assurance
- Engagement with young people
- Audit Activity

External Inspections and Reviews

OfSTED Inspection of Schools

The LSCB monitors the judgements given to schools by OfSTED inspections as these are key areas where children and young people receive support.

In 2015/16, OfSTED inspected 33 schools within Leeds, 23 (70%) received a 'Good' judgement, 8 (24%) received a judgement of 'Requires Improvement' and 2 (6%) received an 'Inadequate' judgement. Those schools judged as 'Requires Improvement' or 'Inadequate' are fully supported to address any findings from the inspection by the LCC Education and Early Years Team.

OfSTED Inspections of Early Years Provision

During 2015/16 there were 340 OfSTED inspections of early year's providers within Leeds. Of those 13% were judged as 'Outstanding' and 68% were judged as 'Good', 6% were judged as 'Requires Improvement' and 2.3% 'Inadequate' with notice to improve. Of the aforementioned OFSTED inspections 9% were undertaken in settings where no children were registered.

Her Majesties Inspection Constabulary Report (HMIC)

Following on from the HMIC report in 2014 which found there were areas of concern where children were not receiving the service they deserve, HMIC carried out a post-inspection review in August 2015 which identified:

- A continued commitment to improving outcomes for children who are at risk from harm, with evidence of some positive developments
- A significant increase in the number of officers and staff in the Public Protection Units
- Established Multi-agency Safeguarding Hubs with partner agencies
- The force had established Child Sexual Exploitation Teams to investigate allegations of historical sexual abuse

However, inspectors also identified that:

- Recording standards remained very poor
- Children continued to be detained unnecessarily in police custody
- There were delays in the provision of specialist medical examinations of children
- Important information about children was not always available to frontline officers
- The force was not recording the views of children in child protection matters

It must be noted that the HMIC inspection covers West Yorkshire. The findings from this report were not entirely recognised by the LSCB in Leeds as Police contribution to safeguarding is very positive where significant work at the 'Front Door', partnership working and attendance at Child Protection Conferences has greatly improved.

Police Effectiveness Efficiency Legitimacy (PEEL) Report

The Peel Report is HMIC's (Her Majesties Inspection Constabulary) second assessment of the effectiveness, efficiency and legitimacy with which West Yorkshire Police keeps people safe and reduces crime. PEEL gives information about how the local police force is performing in several important areas. It does this in a way that is comparable both across England and Wales, and year-on-year. In West Yorkshire the judgements were:

- The extent to which West Yorkshire Police is **effective** at keeping people safe and reducing crime was judged as good
- The extent to which West Yorkshire Police is **efficient** at keeping people safe and reducing crime was judged as good
- The extent to which West Yorkshire Police is **legitimate** at keeping people safe and reducing crime was judged as good

Care Quality Commission

Leeds Teaching Hospital Trust was inspected during 2015/16, however a report at the time of writing was not available.

National Offender Management Services (NOMS)

NOMS are responsible for ensuring that people serve the sentences and orders handed out by courts, both in prisons and in the community. West Yorkshire Community Rehabilitation Company (CRC) was subject to a NOMS Management of Risk Audit in 2015 (findings published in February 2016).

The findings concluded that cases were being managed well but the following themes were highlighted as needing improvement:

- Poor risk assessment and planning for Unpaid Work offenders due to a failure to undertake the correct Domestic Violence or

Safeguarding checks and poor recording of actions taken to manage risk

- Offenders are increasingly being seen by third parties for the delivery of their sentence and arrangements to monitor risk via partners are underdeveloped
- There are too many cases without risk flags and risk factors such as Domestic Violence and Safeguarding are not always accurately recorded.

The LSCB have been assured through CRC's Annual Safeguarding Report that the findings are now subject to an Improvement Plan which is regularly being monitored to ensure they are taking corrective steps. Risk flags are now subject to regular checks and reviews to ensure that risk is correctly identified.

Community Payback staff have recently been trained in Safeguarding Children which includes the process to follow when making routine checks with Children's Social Work Services. This has been enhanced by the fact that the National Probation Service are now making these checks at the point of sentence and CRC staff are following up on any missing information. They will also be included in the current Risk of Harm training and will part of the new Quality Assurance arrangements.

CRC's Quality Assurance Framework was acknowledged to be good but CRC are currently in the process of developing a Pan West Yorkshire CRC Safeguarding Audit Framework which will increase the number of cases audited and Safeguarding Children will remain at the heart of these audits.

Learning from Serious Incidents involving Children and Young People

A Serious Child Care Incident Notification Process was developed to ensure that serious incidents are appropriately notified to the LSCB. Five Serious Child Care Incidents were considered by the SCR panel. One which involved two children was deemed as meeting the criteria for a SCR

and the review was started in January 2016 with a view for completion in Spring 2017 due to criminal processes. Three of the cases were deemed not to have met the criteria for a SCR. A further one was not deemed to have met the criteria but this was challenged by the National Panel. New information brought before the SCR Sub-Committee led to a recommendation that this matter be addressed as an SCR.

Critical Incident Review

A seminar was held on the downloading of Indecent Images of Children (IIOC) by trusted adults who work with children to support partners strengthen their Safer Recruitment processes. It was convened on behalf of the LSCB Serious Case Review sub-committee consequent to its consideration of two separate cases in 2015 of trusted adults (Foster Carer and Teaching Assistant) working with children who had been convicted of downloading IIOC.

It aimed to:

- Explore whether improvements could be made in safeguarding children where trusted adults who work with them have been convicted of downloading indecent images of children (IIOC).
- Identify whether there are any potential lessons to be learnt in preventing such incidents.

Its findings and conclusions were identified that in Leeds, and elsewhere, the main 'defence' against potential IIOC offenders and other sexual perpetrators has been, and is, through the use of a variety of pre-employment screening processes. Generically known as 'Safer Recruitment' such processes have been developed by organisations such as the 'Lucy Faithful Foundation', the NSPCC (through its 'Value Based Approach') and DfE with the publication of the 'Keeping Children Safe in Education (December 2015) statutory guidance. Typically, such methods use a multi-pronged approach of defences aimed at deterring a potential offender's entry into a setting where they have easy access to children and young people.

Key Lessons identified included:

- For agencies to 'Think the unthinkable', implement a rigorous and timely set of safer recruitment and reviewing procedures and maintain an agency culture of vigilance
- Safer recruitment and reviewing will decrease the risk of IIOC by individuals with access to children and young people but will never result in zero risk.

Learning Lesson Review / Specialist Child Protection Medical Service (SCPMS)

A Learning Lessons Review completed in 2014 focused on the issue of repeat child protection medicals in relation to sexual abuse and was complemented by the completion of a Royal College of Paediatricians and Child Health Practitioners Review of the work of the SCPMS. The findings, recommendations and learning from the two reviews were incorporated into a composite action plan which has been implemented, in part, by a Multi-Agency Safeguarding Operational Group (MASOG) led by the LSCB and included Paediatricians, Children's Nurses, Police Officers and Social Workers.

The MASOG began its work In November 2015 and following a process mapping exercise, has been working:

- To improve the effectiveness and efficiency of its service to children and young people regarding child protection medicals
- For the service to become more integrated into the wider Leeds safeguarding children system

Reviewing child deaths

The Leeds Child Death Overview Panel (CDOP) has been undertaking its role to review the death of every child aged under 18 who is resident in the city, since April 2008., with data analysed cumulatively since reviewing began.

The CDOP works to a national methodology which enables it to clarify the cause and circumstances of a child death, identify whether there were modifiable factors contributory to the death and what, if any, actions could be taken to prevent future deaths.

An Annual Report is published every year and presented to the LSCB. The overall number of child deaths in the city has remained largely unchanged since the Panel began its work: 66 deaths in 2008; as compared with 67 deaths in 2015-16. However, the number of deaths fell between 2008 and 2013 to its lowest level in 2013-14 (41 deaths), but has subsequently risen again over the past 3 years. The numbers are small, and fluctuate year on year. Child death rates for Leeds, both infant mortality (under 1s) and older children (1-17 years), are very similar to national rates, but lower than regional rates. However, the UK continues to have child death rates which are higher than much of Europe.

During 2008-15, the greatest number of deaths occurred to very young babies aged under a month old (neonates) largely as a result of events during pregnancy, birth and early life and also as a result of congenital and genetic

conditions. Recommendations have been made and progressed in support of public health campaigns to draw attention within the wider community to these risks.

During 2008-15, the predominant categories of deaths in older children (aged between 1 month) were Chromosomal, genetic and congenital anomalies (25%); Trauma (13%) and Sudden Unexpected, Unexplained Death (15%).

Since 2008, 38 Leeds babies have died suddenly and unexpectedly in their sleep, without an established underlying medical cause. This represents 15% of all non-neonatal deaths. Almost all of these babies (37) had one or more modifiable risk factors present. The most prominent risk factor was household smoking (32). Others were bottle feeding (19), co-sleeping (19), loose bedding (14) and sleeping on a sofa (7). It is not possible to ascertain any trend in this type of death because the numbers are small, but national data suggests that Leeds has an average number of such deaths compared to other areas.

Public Health England Child Health Profile March 2015. www.chimat.org.uk

Royal College of Paediatric and Child Health May 2015. www.rcpch.ac.uk

Managing allegations against professionals

The investment by Children's Services in allegation management by providing two Designated Officers (DO) three years ago has continued to give both the capacity to deal with a large number of notifications and enabled a continuation of successful developmental work. Allegation management processes remain significantly embedded with a good level of awareness by professionals. This year had the highest level of recorded notifications, 536, a 2% increase on the previous year. However the rate of increase year on year has slowed down significantly.

Over a third of all notifications come from Education, 39 %, the same proportion as in 2014-2015. This includes notifications from academies, independent schools and maintained schools within the Local Authority, supply teachers, further education and the education provision within the secure estate.

Approximately 10% of all notifications were about Leeds Foster Carers, which was 12% in 2014-2015, which in turn was a 2% decrease on 2013-2014, whereas 4% are from Independent Fostering Agencies; 3% in 2014-2015. In addition 14% of notifications come from early years settings;

13% in 2014-2015. Notification from residential settings, including the Secure Estate (Regional Secure Children's Centre and HM YOI Wetherby) and children's residential services account for 8% of all notifications. These are predominantly, but not exclusively, around physical intervention (a decrease from 10% in 2014-2015). It can therefore be identified that 75% of all the notifications come from the work settings that have the most opportunity for significant contact with children (early years, education, residential provision and foster care), which would be expected. This compares to 77%, in 2014-2015.

Notably, there have been no notifications or consultations involving allegations made against Police Officers by young people who have either been in police custody or through encounters with Police Officers in the community. The notifications relating to Police Officers are limited to either concerns regarding safeguarding issues within a Police Officer's own family or concerns raised about the behaviour of Safer Schools Officers in school settings. This has been raised in the LSCB Secure Settings Sub Group.

Partner compliance with statutory safeguarding requirements

Section 175/157 of the Education Act outlines the safeguarding governance that must be in place within all schools. The Local Authority Education and Early Years Support Team (EEYST) is responsible for auditing that compliance. There were 281, S175/157 monitoring forms sent out with a 100% return rate. All returns were counter-signed by the Chair of the requisite schools Governing Body. The quality of the information supplied is cross referenced against the Local Authority Child Protection database that holds records of all Child Protection training accessed by education staff against individual schools. Where gaps in safeguarding arrangements /compliance are identified, formal notification is sent by the EEYST to the respective head teacher / principal. Schools are expected to develop their own action plans in relation to any areas for development highlighted.

Analysis for the academic period 2015/16 suggests that the education sector in Leeds continues to have a sound understanding of its statutory safeguarding responsibilities and individual settings can clearly identify both strengths and areas for development. The EEYST continue to monitor Section 175/157 returns with a view to developing strategies that support and develop practice improvement and strengthen school support in areas that need support.

Section 11 of the Children Act 2004 sets out the requirements for agencies with respect to safeguarding and forms the basis for regular self-auditing of compliance. The LSCB partners undertake a Section 11 audit every 2 years and update their action plan in-between. Leeds will commence its next Section 11 process for statutory organisations in August 2016, with

analysis and comment of these being provided within the 2016/17 LSCB Annual Report.

Commissioned and non-statutory organisations that work with children and young people are a growing area nationally and one that is being replicated in Leeds. The number of completed Section 11 audits undertaken with non-statutory organisation continues to increase with 453 submitted over the last year. An analysis of this data illustrated that organisations needed further guidance in order to be able to fully respond to four of the Section 11 questions.

The key themes identified as requiring review or improvement by organisations included:

- Seeking the views of children and families when the organisation is developing a new service or piece of work
- The need to ensure that staff are required, and encouraged, to attend appropriate child protection and safeguarding training, and to measure the impact training is having on improving practice
- To ensure that children are being made aware of their right to be safe from abuse
- Understanding when and how to make referrals to the DO

Guidance Notes have latterly been developed and issued to all users. The Information Button within the Online Section 11 Audit was also updated for these specific questions, to assist new users with their responses.

Evaluating the child's journey through the safeguarding system

Early Help

The 'Early Help Approach' which was launched by the LSCB in May 2014 is there to ensure that children, young people and their families get the support that they need before problems become entrenched or lead onto more complex issues. The Early Help Approach incorporates a diverse set of responses to, and activity for children, young people and families by all practitioners. The local authority promotes shared ways of recording Early Help to enable a measure of consistency across all areas.

All Early Help activity cannot be accurately captured, as much is undertaken within single agency settings or captured on partner agency's separate systems. The emphasis in Leeds has been in ensuring the right conversations with the right people, and that these result in the right actions to support families.

The cluster model is an acknowledged strength in supporting this. Clusters review activity every six months within their locality; this is presented to their local governance arrangements and copied into LCC Children's Services Targeted Services for oversight. Clusters are also accountable for the use of funding that fits a broad definition of Early Help, Targeted Mental Health Service (TaHMS) funding would be an example of this with appropriate data returned to the commissioner.

The sensible aggregation of activity at a city level is a recognised challenge. Work has been undertaken to enable the capture of key activity on Frameworki (LCC Database). Identification of different levels of Early Help activity on an "Early Help Contact" in Frameworki will enable the monitoring of both the identification and response undertaken by professionals. Work is underway to identify what key activity should be

tracked in more detail. The development of shared outcome measures will help evaluate whether resources are targeted effectively where there is the greatest need. Further work on the Early Help potential of Frameworki will be progressed post the transition to Mosaic (LCC's new database) as both a tool for monitoring Early Help activity and as a potential case management resource for Early Help practitioners. In addition, aggregated aspects of the six monthly cluster reviews at city level will be shared with LSCB.

Currently, data on Frameworki captures the range of activity through from simply requesting information and advice, to identifying that an agency is coordinating a multi-agency plan. On average approximately 800 contacts of differing levels of activity are recorded monthly, with some clusters suggesting this represents around 50% of their overall Early Help activity. This demonstrates that many conversations with families and young people are taking place. The level of detail, which is now possible within Framework-i, will allow Leeds to focus on the journey and outcomes for our most vulnerable families.

In the same time period an average of 100 Early Help Plans per month were registered although this is a subset of total activity. For example programmes like [Families First](#) also add coordination to work with children and families there are currently 2450 Families First cases. After a period of time Payment by Results (PBR) can be claimed on those achieving successful outcomes. 605 successful PBR cases have already been submitted and a further claim will be made in September 2016.

The implementation of the 'Think Family, Work Family' approach in Leeds supports practitioners to ensure that both children and adult services consider 'family' circumstances. This enables all professionals to understand their responsibilities to deliver an appropriate package of support around the family.

Previous LSCB audits identified a high level of support given to clusters by dedicated and committed staff. The LSCB review of cluster working identified a children's workforce '*clearly committed to improve the lives of children, young people and families.*' Recent LSCB audit activity on families experiencing low level Domestic Violence identified excellent support through multi-agency practice within clusters. However, there is a need to be able to identify 'hard to reach' communities that reflects the diverse make-up of the Leeds population.

Cluster Managers are very supportive of their staff and operate a 'high support, high challenge' management style. Nevertheless, there is still some work to be undertaken to ensure that there is a consistency in the quality services across the city. The LSCB also considers the continuing pressure by professionals to prioritise statutory cases which limits their ability to respond on an Early Help basis. In addition the Third Sector Reference Group noted inconsistencies within clusters on how well they are engaging with the Third Sector. This is important as it is critical that the clusters have an up to date and accurate understanding of community profile in relation to services, including those from the Third Sector, such that the best packages of care can be devised and delivered for children and young people

The Best Start programme is a broad preventative programme from conception to two years of age which aims to ensure a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child. The programme promotes social and emotional capacity and cognitive growth, and aims to break inter-generational cycles of neglect, abuse and violence. The city's Best Start Plan 2015-2019 was

endorsed by the Health and Wellbeing Board, and is underpinned by a detailed Implementation Plan which is being delivered across a range of partner agencies.

Particular successes led by Public Health during the last year have included the establishment and commencement of [Leeds Baby Steps](#), an evidence-based perinatal education programme for families with additional needs and at risk of poorer outcomes which was originally developed by NSPCC. Public Health has commissioned a new and dedicated team within Children's Services to deliver Leeds Baby Steps in accordance with the NSPCC Baby Steps manual.

Alcohol and substance use services have been subject to a major re-procurement exercise, resulting in a new all-age service, [Forward Leeds](#), which went live on 1 July 2015. The service delivers a dedicated young people's element which now allows for a managed, smooth transition to adult provision. In addition, Forward Leeds offer a whole family approach via the specialist Family Plus team, working intensively with families affected by substance misuse within the principles outlined in the Leeds 'Think Family Work Family' Protocol.

From 1st October 2015, responsibility for commissioning 0-5 Public Health Services passed to LCC Public Health from NHS England. This transition was successfully achieved under a new integrated Early Start Service Specification, which specifies the model of close working with Children's Centres, as well as the mandated functions (5 core contacts by Health Visitors) and the more intensive health visiting service provided for families with additional needs. A joint Early Start Commissioning Group involving Council and NHS partners has been established. Performance is monitored via a Performance Dashboard which is currently under review, with additional safeguarding measures due to be added. Since transfer, there has been significant improvement in performance for mandated core Health Visitor contacts.

Overall it has been difficult to understand the number of children and young people that have been supported through Early Help activity. The LSCB noted that there were 1462 Early Help Assessments referred into the clusters during the year however, caution needs to be applied to this figure. The local authority is investing in an electronic system that captures all Early Help work on Framework-i. It must also be acknowledged that partner agencies do not have systems for collecting this information. This can impact on how appropriate resources can be provided to the right parts of the system or geographical area.

Commissioning of the Specialist Community Public Health Nursing Service 5-19 (School Nursing) has continued, led by Public Health through a joint commissioning group with partners. Outstanding levels of performance in relation to child protection processes and needs assessments for children looked after have been maintained this year. The service has also established a new single point of access, and committed to regular input to Guidance and Support Panels in the six priority clusters.

The cluster model is welcomed and offers good support for communities, however there is some mounting concern over the funding model and whether some schools are going to financially support the cluster model. The value of localised targeted preventative support cannot be underestimated in preventing problems escalating, resulting in poorer outcomes and further costs to the city.

The Early Help Approach received a considerable boost in 2015/16 with the implementation of an expanded Family Group Conference service facilitated by Children's Services successful Innovations Fund bid.

In summary the key challenges for Early Help are:

- Impact of budgets and austerity measures
- Lack of consistent data collection systems
- Inconsistency of quality across Leeds Clusters

- Achieving and developing a sustainable model for clusters
- All partners taking responsibility for identifying and leading on Early Help plans.

Early Help and the emotional health and wellbeing

The Ofsted Inspection in January 2015 and the Review of the Emotional and Mental Support and Services for Children and Young People in Leeds highlighted the issue of waiting times for the Child and Adolescent Mental Health Service (CAMHS). The CCG's Safeguarding Annual Report for 2014/15 noted action has commenced to address this, and further work was undertaken to enhance the support that children and young people in the city receive in relation to their emotional and mental health:

- Commissioning of additional capacity at a cost of £350k to address the waiting list for autism assessments to within NICE guidance (12 weeks) by the end of 2015/16
- The co-commissioning between CCGs and clusters of the TaMHS service to enhance and increase the early intervention offer (all 3 CCGs and all 25 clusters involved) and increased capacity in September 2015
- The creation of a single point of access (referrals for GPs to the whole system of support – TaMHS, 3rd sector and CAMHS) which was launched in September 2015
- A city wide emotional and mental health website '[Mindmate](#)' was launched with a clear local offer in September 2015

Front Door Arrangements

The Duty and Advice team supports front line practice to ensure that children and family's needs are met with an appropriate and proportional response. With the implementation of the 'Conversations' model of assessments rather than the rigid predetermined 'thresholds', practitioners are empowered to discuss safeguarding concerns based on risks and needs and in turn consider the most appropriate package of support for a child or family. The Performance Management sub-group (PMSG) monitors how many 'Conversations' (known as contacts) become referrals to Social Care. Of all contacts to Duty and Advice, 51% (10,353) become referrals to CSWS, with 49% (10137) having other outcomes (EHA, signposting, information and advice etc). *Appendix 1*

Weekly review meetings consider decision making at the Front Door ensuring a consistent approach and response to contacts. The development of a daily Multi Agency Risk Assessment Conference for all cases of domestic violence incidents notified to the police means an immediate response to risk is carried out. Schools are also notified of all domestic violence incidents where children are either witness to, or in the house at the time of the incident to ensure they can be appropriately supported the next day. A Partnership Intelligence Management Meeting (PIMMs) is undertaken to ensure intelligence is shared regarding those at risk of CSE and missing. This meeting allows partners to review risk assessments and plans to ensure that children and young people are kept safe.

Child in Need (CIN)

Partner agencies do not keep a comprehensive electronic system which makes clear the number of children that are receiving support through a CIN Plan. Although the Local Authority can provide general data there is limited data given to the LSCB as to whether the statutory functions of the plan have been supported by all LSCB partners. Statutory visits undertaken, review of plans and data analysis are not routinely provided to the LSCB. The LSCB is working towards an improved reporting structure for children on CIIN Plans. However, it must be recognised that previous

LSCB audits on CIN cases have identified outstanding work within CIN Plans.

Older Young People

Housing Leeds is responsible for providing suitable housing for 16/17 year olds. Sitting under the Environments and Housing directorate within Leeds City Council, they are responsible for the management of council homes, adaptations and various other property and contract managements. Although it is acknowledged that there is a national shortage of housing, Housing Leeds has no families using Bed and Breakfast accommodation. Leeds recognises that, like many other local authorities in England, that youth homelessness is too high. There is often very little appropriate housing for 16/17 year olds that can address some of the challenges that being young and estranged from family can bring. Young people are often placed in concentrated areas which can expose them to other risks. Housing Leeds and LSCB partners continue to develop partnership working as set out in the Children and Young Peoples Housing Plan and supported by the Children and Young People's Housing Operations Group.

Vulnerable Groups

While there is good evidence of effective systems to protect vulnerable children and young people the LSCB have identified that the risks teenagers face go beyond traditional intra-familial safeguarding concerns.

The LSCB CSE audit noted '*One of the most outstanding features of the audit was the fact that those working with the young people were having to address CSE not as a stand-alone issue, but were required to consider it within wider complex circumstances that had affected young people's vulnerability to child sexual exploitation*'.

The partnership is considering how work with teenagers in Leeds is undertaken. Research by Professor Mike Stein has suggested that current child protection systems are more appropriate for younger children where many of the risks / threats are from parenting capacity. The risks adolescents face can be more complex requiring a different approach to

ensure that it is inclusive, engaging and set up to meet the, sometimes, very complex needs of teenagers. The LSCB Conference 2016 highlighted the, often complex issues that adolescents can face with a view to concentrate our efforts to ensure that appropriate systems are in place to protect and improve outcomes for young people.

Secure Settings within Leeds

Leeds is host to two secure settings for young people.

Adel Beck Secure Children's Home provides secure accommodation for up to 24 young people aged between 10 and 17 years old who are either placed there because they have been remanded or sentenced to custody, or for concerns about their welfare. Adel Beck (formally known as East Moor) was rated as outstanding following a recent inspection by Ofsted. Inspectors judged that young people who reside at the home feel safe and are protected, that there are good arrangements in place to safeguard young people and that they are *'very well supported to develop positive social skills and behaviour'*.

Adel Beck undertakes an annual audit with analysis of the use of physical restraint within the home which is presented to the LSCB. This year's report highlights again the reduction in the number of both physical restraints (25%) and the use of prone (face-down) restraints (45%). However there has been an increase in the number of assaults on staff which requires further investigating although this is likely to reflect the complex needs and challenging behaviours of the young people.

Further independent scrutiny is undertaken through [Regulation 44](#) visits by Barnardos which culminates in a report that provided to Adel Beck, the Head of Looked After Children and the LSCB for monitoring. This ensures that good practice is recognised and any areas for improvement are addressed.

Wetherby Young Offenders Institute (YOI) is one of four establishments the Youth Justice Board (YJB) commission from the National Offender

Management Service (NOMS) to provide specialist custodial places for young people aged 15 - 18. All living accommodation is in single occupancy cells. The living accommodation is split into 5 living units housing 60 trainees on each.

Keppel unit is an enhanced needs unit holding up to 48 young people. This is a national resource and looks after young people who find it difficult to manage in normal accommodation due to issues ranging from learning, physical, mental health issues.

During 2015/16 Wetherby YOI has undergone a period of substantial change with the decommissioning of Hindley YOI, resulting in a very significant increase in the number of residents. One impact of this was a spike of violence seen within the setting, reflected in the [HMIP 2016 inspection report](#) which notes that *'outcomes for young people are not sufficiently good against the health prison test'*. In addition, 2015/16 also saw some challenges around staffing through high levels of sickness and a number of staff in temporary roles.

There are nonetheless encouraging signs that this 'transitional' period for Wetherby is being addressed with a new Governor in place along with a new Safeguarding managerial team from April 2016. These encouraging improvements are a clear sign that Wetherby are addressing the difficulties they have experienced, and adjusting to the greater size and complexity of the new establishment, with the LSCB Secure Settings subgroup closely monitoring and supporting improvements.

Children and Young People subject to a Child Protection Plan

The overall number of children and young people subject to a Child Protection Plan (because they are at risk of or are suffering significant harm) at the end of March 2016 was 583 (Table 1) giving a Rate Per Ten Thousand (RPTT) of 38.1 which is lower than both Core Cities and Statistical Neighbours. The embedding of the Strengthening Families approach, greater use of Family Group Conferences and the Early Help Approach, along with a much more robust process of oversight by Child Protection Chairs has contributed to the reduction of the numbers of children on plans.

The LSCB has been keen to satisfy itself that this reduction is happening in a safe and appropriate manner. A series of multi-agency audits 2012–15 indicate that the quality of services and outcomes for this group are steadily improving. A further audit during November 2015 identified a much stronger child protection system for children at risk. Much SMARTer plans were evident in the cases audited and risk was better managed. There has been considerable work between the ISU and the LSCB to ensure that the quality of reports sent to conference has improved and the invite process for conferences has been refined.

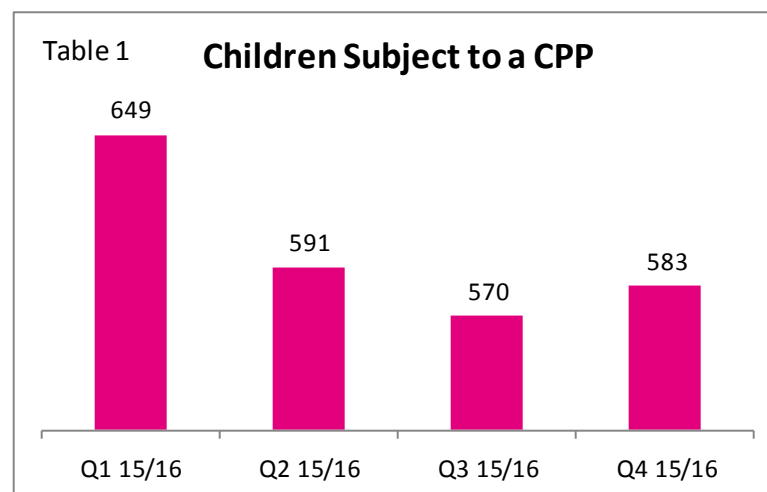
There is an increased focus on including the views of children and young people to ensure that risk and how to manage it is more clearly identified and to receive feedback from them and their families about the effectiveness of child protection conferences.

The number of children on a Child Protection Plan for more than two years as of 31 March 2016 is 7 children. Those children who have been on a plan for over 12 months are subject to robust scrutiny to ensure that there is no drift and that the core group are working towards being in a position to de-escalate them off a plan appropriately.

For those children coming back on a Child Protection Plan within a year, monthly analysis shows that families are likely to have been on a child in need plan in the interim period and that domestic violence is the primary issue in over 70% of these families. Police data shows that 40% of

domestic violence incidents that they attend are repeat attendances, and that 40% of police call outs to domestic violence incidents result in an arrest.

The number of repeat referrals to CSWS has slightly increased in the last 12 months but this is in line with patterns seen across England. There has been a further reduction of children coming back onto a Child Protection Plan within 2 years meaning outcomes have been sustained over this period.



Child Protection Audit

The LSCB has undertaken audits of cases of children subject to Child Protection Plans since 2013. A further audit of 12 cases was undertaken in the autumn of 2015. These included auditors speaking to families whose children were on plans and an audit of health files to satisfy the LSCB that information was shared appropriately and appropriate action taken. The purpose of the audit was to:

- Examine whether the improvement activity that had taken place had resulted in improved outcomes for children made subject to child protection plans
- Identify what are the key issues that impacted on outcomes.

It is clear that recent activity of the LSCB and the Independent Safeguarding Unit (ISU) to improve processes around invitations, SMART planning, agency reports and prompting early engagement with parents and young people has helped to improve the quality of practice at Initial Child Protection Conferences (ICPCs). There is also strong evidence to suggest that there has been an improvement in the quality of Outline Child Protection Plans developed at ICPCs. However, there were a number of areas identified as requiring further work, including:

- Reviewing and implementing changes within the Head of Service Decision and Review Panel (HOSDAR)
- Capturing attendance at ICPC, Core Groups & Reviews
- Refining the invite process for ICPCs
- Monitoring to ensure resolution of issues relating incorrect pre populating of core group forms
- Improving the quality of reports by partners to ICPCs
- Improving the timeliness of reports sent by partners to ICPCs

Since that audit the LSCB PMSG developed a Task and Finish group specifically to understand the barriers of attendance at Child Protection Conferences as well as reviewing the quality of reports submitted. This group has made excellent progress on:

- A more refined process for partner agency invitation to ICPCs
- Timeliness of ICPC Report submission (with an increase from 41% to 75% of reports submitted two working days or more before the ICPC)
- Quality assurance of reports that have been sent to ICPC and that they identify clear areas for improvement, underpinned by a newly designed pro-forma
- A new process for improving GPs contribution to ICPCs

Children's Services developed and implemented significant improvements to the Head of Service Decision and Review (HOSDAR) process in March 2016. HOSDAR was seen by Children's Social Work Service as being a process where two separate but potentially related issues (a high level review of complex cases & the decision to accommodate) were dealt within in the same meeting. It was decided to create two separate processes to deal with these two issues providing a clearer focus for developing plans and supporting decision making.

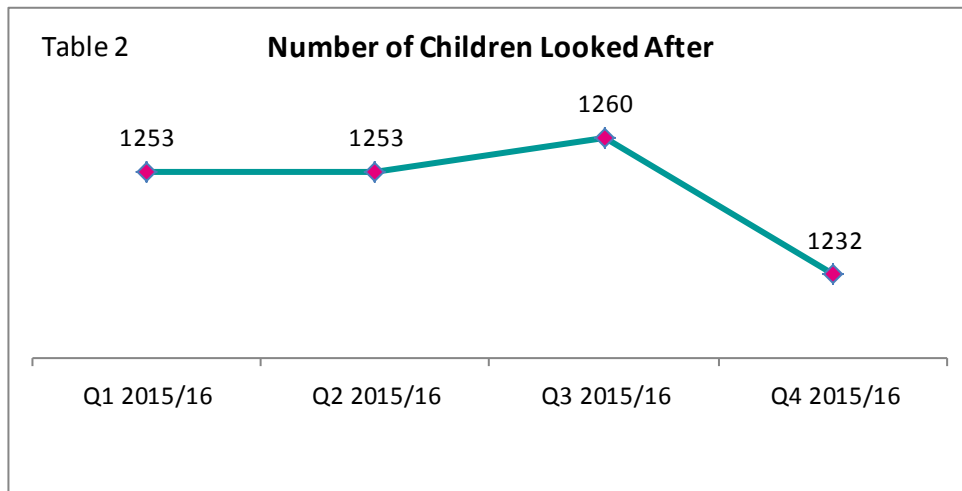
Changes have been made to the process concerning the decision to look after a child with new arrangements being introduced in early 2016:

- Case Planning and Review Discussion- this is a regular meeting chaired by a senior manager. The purpose of the meeting is to look at difficult or challenging cases. The meeting can make recommendations.
- Decision and Review Panel (DARP)- this makes the decision whether to initiate the Public Law Outline

Looked After Children

One of the Key Obsessions in Leeds is to reduce the number of children and young people needing to be looked after. The number of children 'looked after' has stabilised with 1232 children looked after in Q4 2015/16 (Table 2).

This is slightly higher than the same time last year (1194). The number of children requiring three or more moves (within 12 months) has remained



stable throughout the year.

Completion of Health Needs Assessments on time have continued to improve since 2014/15 but have stabilised throughout 2015/16 (Q1, 96.1%, Q2, 95.8%, Q3, 96.3% and Q4, 96%) and dental checks undertaken on time continue to positively increase (91%).

Performance reports to the LSCB have noted:

- Improved placement stability, with children and young people subject to less moves while in care

- Better use of Kinship Care and Foster Carers
- Fewer children and young people placed out of local authority area
- All children and young people who are looked after have an allocated social worker
- Independent Reviewing Officers provide robust oversight of care plans
- More work is needed to ensure that Personal Education Plans (PEPs) are completed on time and are of good quality
- The number of adolescents coming into care is increasing

The Independent Reviewing Service (IRS) continues to promote the inclusion of children and young people's views in reviewing and planning processes through direct contact. It was clear in 97% of reviews that the views of children and young people had made a direct difference to a plan and 72% of children and young people mostly or fully understood their care plan.

There still needs to be some progression on PEPS and to ensure that one is in place. 2015/16 has seen a 4% reduction (from 81% to 77%) of children having an up-to-date PEP. This was highlighted in the 2014 LSCB Children Looked After (CLA) report and while improvements have been seen it is important that focus remains on improving the educational attainment of CLA.

It is welcome news that the IRS continues to have oversight of pathway planning for post 18 care leavers, as this was seen as a model of good practice within the LSCB Care Leavers audit in 2014, with experienced oversight of the transition phase of a care leaver ensures much better outcomes. This process was independently reviewed by Dr Emily Munroe who identified a number of benefits of extended support.

Children and Young People suffering or at risk of Sexual Exploitation

In 2015/16 there has been an rise in the number of referrals relating to children and young people assessed as being at risk of child sexual exploitation . However as acknowledged previously by the Ofsted inspection in early 2015, this is more likely to represent an increased awareness of the nature and scale of the abuse rather than an increase in victimisation. This underlines the partnership's maintained focus on child sexual exploitation, building upon previous effective responses and strengthening procedures, data collection, multi-agency understanding and practice.

To evidence partnership responses and identify future areas for development, the LSCB undertook a multi-agency round table 'deep dive' CSE audit in the summer of 2015. The audit findings indicated that policies, procedures and workflow pathways introduced in 2013/14 were impacting positively on practitioner understanding and responses, particularly in relation to the links between CSE and children reported as missing from home or care. The audit also identified that partnership work between children or young people and their families, cluster agencies, children's social work services and the police were strengthening responses to CSE. However the most outstanding finding highlighted that practitioners working with young people identified at risk of or experiencing sexual exploitation had to address CSE not as a stand-alone issue, but within a set of wider complex circumstances that affected the vulnerability of young people to the risk of sexual exploitation.

The areas of challenge for the partnership highlighted by the audit and the priority strands of the CSE strategy, essentially overlap. This suggests there is a comprehensive alignment between what we know makes a difference and what we are seeking to do. In response to the findings of the audit, the CSE subgroup has widened its remit to address interrelated risk and vulnerabilities associated with CSE and /or older children, restructuring as the Risk and Vulnerabilities sub group. This has resulted in a wider reaching action plan being progressed. Alongside this, over the past year,

the partnership has achieved significant progress in tackling CSE and other emerging vulnerabilities, this includes:

- An increased capacity in the Integrated Safeguarding Unit (ISU) Risk and Vulnerabilities team, enhancing the practice improvement and quality assurance offer in relation to CSE and children missing from home or care; harmful sexual behaviours; trafficking and female genital mutilation
- The on-going development of the Safe Project team which provides a flexible and timely multi-agency response to children with an identified risk of sexual exploitation, their families and communities
- Successful public media campaigns which have received national recognition
- Improved data collection, dissemination and analysis supported by the Partnership Intelligence Hub, enabling development of practice responses
- Implementation of daily Partnership Intelligence Management Meetings (PIMM's); these enable the Risk and Vulnerabilities team and the Leeds CSE Police team to share information / intelligence relating to children identified as at risk of or experiencing sexual exploitation and / or those who are reported missing or absent in a timely manner
- Revised CSE and Missing Multi-agency Tasking Meetings and the development of a Leeds Multi-agency Trafficking Forum
- On-going safeguarding training for taxi licence holders, with a focus on CSE
- Implementation and progression of the Youth Offer Return Interview Service

- Development of a LSCB CSE training programme
- Multi-agency response to CSE legacy cases
- The developing strength of the Third Sector and cluster organisations in responding to CSE

There are however, a number of recognised priority areas which require further consideration and attention, these include.

- **Collection of data from the wider partnership organisations**
Data is routinely captured and shared between West Yorkshire Police, the Risk and Vulnerabilities team, the Safe Project, CSWS, the Return Interview Service and Safer Leeds. However, there needs to be a better understanding of problem profile(s), particularly in relation to children assessed as at low risk of CSE.
- **Problem Profiling**
A problem profile on CSE should seek to draw together all the known intelligence/relevant data held across different agencies to inform strategic decision making and local practice development. Although there has been Improved data and understanding of the problem profile; provided by the Partnership Safeguarding Intelligence hub, there still remains a lack of clarity of the problem profile within the wider partnership regarding concerning the perpetrators (and suspected perpetrators), Arrest and conviction rates, hotspots, disruption activity along with the links between CSE, missing, trafficked children and other emerging safeguarding concerns. This can potentially impede effective multi-agency working.
- **Children Looked After**
Further developments are required to effectively respond to those children looked after at risk of CSE and /or who go missing. This includes progression of the transitions pathway for young people who live independently, the mapping of problem profiles in

residential settings; and information shared for Leeds children looked after who are placed with a host authority.

- **Children with disabilities**
There is a recognised national and local requirement to consider and improve responses to children with learning disabilities and difficulties who are at risk of CSE.
- **Peer on Peer sexual exploitation and harmful sexual behaviour**
There is an increased recognition regarding the level of sexual exploitation associated with peer abuse, sexting, gangs, groups, youth sexual bullying and violence and pornography. This was highlighted by the NSPCC and Research in Practice, in the recently published Harmful Sexual Behaviour (HSB) framework (2016). As such this is an area that requires partnership development to provide a coordinated, evidence based approach in Leeds.

Hackett, S, Holmes, D and Branigan, P (2016) Operational framework for children and young people displaying harmful sexual behaviours, London_NSPCC

The effectiveness of the LSCB

Summary and whole system analysis

Leeds LSCB has evidence to suggest that the systems that are in place to protect children and young people from harm are effective and efficient. This commitment is clearly seen through the city's commitment at both Political and professional level to become a Child Friendly City. Leeds is a city that has ambitious plans for its children and young people despite the challenges that austerity brings. In addition it has:

- Sustained stable leadership with a shared vision across the safeguarding system
- A Local Authority and an LSCB which are both judged as 'Good' by OfSTED in 2015
- A culture of continued commitment by partners both at operational and strategic level
- The use of a restorative approach to working with families
- A multi-agency commitment to shared principles, behaviours and ways of working
- Improved the way in which it responds to and meets the needs of children, young people and their families within communities
- The development of innovative safeguarding process and practice funded through the Innovations Fund

The impact of these can be evidenced through:

- A reduction of children and young people needing statutory intervention
- The use of research and evidence based practice
- The quality of services rather than just the timeliness of processes
- The LSCB operating more like an 'Improvement Board' providing high support and high challenge
- Front-line and community engagement
- The voice of children and young people evident in all processes

The review of the Children & Young People's Plan 2011-15 identified a positive impact on outcomes for children and young people, and the framework of obsessions, outcomes and priorities has been retained for the 2015-19 Plan.

Is Leeds making sufficient progress?

There is clear evidence that good progress continues to be made to rebalance the safeguarding system as can be seen through:

- The implementation of the Best Start strategy
- Continued investment by partners in the Leeds Cluster model
- The quality of support offered through Leeds Cluster model

In addition the need for statutory intervention is reducing, as evidenced by:

- The number of children and young people subject to Child Protection Plans continues to safely reduce
- The number of repeat referrals has reduced slightly meaning outcomes are more sustained
- The numbers of children and young people who need to be looked after are stable
- Improved relationships between Leeds clusters and Social Work Services
- Availability of community based support structures for families

Despite the continuing reduction in the number of children and young people requiring statutory intervention, more work is being undertaken to assess and respond where there are concerns about a child:

- More child abuse investigations are being carried out
- The continued multi-agency developments of the Front Door
- The continued promotion and widening use of Family Group Conferences

- A successful 'Conversations' model rather than a rigid 'Thresholds' model

Particular focus in 2015/16 has been to better understand and improve the partnership response to child sexual exploitation. Reviews undertaken indicate that whilst good progress is being made, there remains much more to do and momentum needs to be maintained in 2016/17. Further information can be found in the CSE/Missing Report 2016

The LSCB has considered the following factors in assuring itself that practice and multi-agency working is appropriate and safe:

- All the data we have indicates good attention is paid to managing risk appropriately and safely within the frameworks in place.
- Audits have consistently identified improvements across the system

Is the LSCB making sufficient progress?

The Board monitors progress against its objectives, self-challenges and responsibilities through a variety methods:

- The Business Plan which indicates that 89% of tasks were completed or proceeding on time
- The Performance Management System, which indicates improving partner compliance with safeguarding requirements, the continued re-balancing of the children's safeguarding system and assurance that the quality of multi-agency interventions with children and young people is steadily improving
- The review of work to address self-challenges, which indicates that progress had been made on all but 1 of the 9 set for 2014/15
- The Annual Review process, which included Board members' assessments with overall 89% of tasks and responsibilities are being progressed

What Impact is the Board having?

The LSCB Learning and Improvement Framework (LIF) brings together a structure of continuous learning which improves practitioner responses to children and young people at risk. This is undertaken thorough:

- **Findings and lessons** from the broad range of work undertaken by the LSCB and partners are effectively disseminated across the partnership using a range of methods such as:
 - Training and development programmes of work for staff across Leeds
 - Learning from LLR's SCR's, audit activity shared across the partnership.
 - Bulletins and website-this is tracked intelligently with statistics on whether bulletins are opened and read, hits on the LSCB website including which pages are accessed the most.
- **Monitoring actions** that are being undertaken to improve services such as:
 - Section 11, 175/157
 - External Inspections
 - The monitoring of action plans
 - The impact on practice, multi-agency working and outcomes for children and young people.
- **Multi-agency policies and procedures** which continue to underpin practice and multi-agency working. This significantly helps to consolidate and improve the functioning of the children's safeguarding system in order to better support vulnerable children and young people.

To support the implication of the LIF, the Board has undertaken a leadership role in prompting and supporting innovative working practices. This in turn supports partners to engage in changes to the way in which professionals work together, and with children, young people and their families in order to improve outcomes through earlier and more effective intervention. One such example is the multi-agency 'Guidance for Working with Families who are Relocating Due to Risk' which was developed in conjunction with the UK Public Protection Service in response to learning from an LLR. The document will inform national and international approaches following presentation at an international Psychological and Social Support event in Autumn 2016.

Progress Against the Challenges the LSCB Set Itself for 2015/16

The LSCB Annual Review

Each year the LSCB sets its self challenges to support and improve multi-agency working which will in turn improve outcomes for children and young people. These are reviewed within the LSCB annual review. Through this process the Board acknowledged significant progress against last year's challenges as outlined below.

In 2015/16 the LSCB adopted an overall challenge:

To be ambitious for the children and young people in Leeds and moving what we do with, and for them, from 'good' to 'great'.

Supporting this were nine specific challenges, to which good progress has been made and can be evidenced as set out below:

1. To focus on our ability to 'Know the Story – Challenge the Practice' and better hold partners to account for improving safeguarding practice

The PMSG is currently reviewing its structure and membership to improve how performance data and quality assurance processes are undertaken by:

- Improving the challenge and consequent analysis in PMSG deliberations through assessing membership is appropriate and relevant
- A more 'task and finish' orientated way of working to ensure impact is more clearly measured and assessed

While it was recognised that monitoring child protection data gave the partnership good intelligence on the effectiveness of statutory safeguarding and the contribution of partners, it was acknowledged that wider intelligence was needed to consider data at a more granular lever in order to understand the effectiveness and make up of clusters and the impact this was having. This has been done through the development of a new PMSG data base which has considerably improved the data it collects and analyses, resulting in:

- CSE and Missing Data has considerably improved with developments in capturing both police data and social care data at local level with intelligence on both perpetrators and victims
- Improved intelligence and analysis of child sexual exploitation hotspots to inform disruption efforts
- Collated and aggregated intelligence from Return Interviews of missing children to inform child sexual exploitation intelligence and analysis
- Accelerated efforts to both understand and evaluate the effectiveness of safeguarding in some harder to reach religious settings and black and minority ethnic, third and community sector groups engaging with children, with particular awareness of the possibility of radicalisation in some religious and cultural settings
- Scrutiny of the absence of Serious Child Care Incident notifications from partner agencies to ensure that the criteria is well understood and effectively implemented

- Improved Police data of crimes against children
- Citywide data to inform local challenges
- Improved front door data on domestic violence
- Young people's drug and alcohol data

2. To further promote the 'voice of the child' in the work of the Board and Partners.

This has been achieved through:

- The use of its Student LSCB to inform and advise its work
- The contribution of the Student LSCB to the LSCB annual conference through delivering a workshop
- The views of young people have been embedded within its audit methodology
- The promotion of the child's voice within policies and procedures
- More involvement of children within the child protection processes through better engagement and relationships
- Involvement of partners on the National Young people take over day
- The promotion of FGC's

3. To maintain an overview of work undertaken by the partnership to safely re-balance the children's safeguarding system as outlined in Working Together 2015.

Within 2015/16 this has included a focus on:

- **The use of Child In Need Plans.** Whilst LSCB Audit activity

highlighted good practice within Child In Need plans, there is little in the way of robust performance data. This is currently being addressed through LCC leadership teams however; it must be recognised that partners should develop their own systems to monitor children on 'Child In Need' plans.

- The continued and safe reduction of children on plans
- The continued and effective contribution from partners within the child protection system.
- Sustained outcomes meaning less children needing to come back on a Child Protection Plan
- The stabilisation of children needing to be looked after

- **The quality of Early Help interventions.**

Early Help continues to be a priority in Leeds and can be evidenced through:

- The LSCB Domestic Violence audit has identified high quality support at a local level, including the development and implementation of the Domestic Violence School Notification process
- A focus on the embedding of the 'Think Family, Work Family' approach across the partnership, including the secondment of a Think Family Officer
- Concerns Resolution Process reviewed and updated to support practitioners challenge at all levels
- All training courses have been updated in line with Working Together 2015, along with the planned amalgamation of the Early Help and Working Together training in order to increase practitioners understanding of the role of Early Help interventions and their responsibilities within these

- A Serious Child Care Incident notification process was developed to support the identification of appropriate cases and does not 'caste the net' to widely

4. To develop a focus on safeguarding and promoting the well-being of children and young people undergoing key transitions

Areas of work undertaken include:

- Improved pathways for young people experiencing emotional and mental health issues
- Oversight of children leaving care continues to strengthen with support given past 18 years of age
- Better transitional care and support for those experiencing CSE through the developments of pathways between children and adult services
- The regional Yorkshire and Humber Multi Agency Safeguarding Trainers (YHMAST) conference in November 2015 had a strong focus on the differing needs of young people as they transition into adulthood

5. To further develop and embed the partnership response to children and young people who are suffering / at risk of sexual exploitation and / or 'go missing.'

Significant work has been undertaken which includes:

- The CSE / Missing strategy is underpinned by a robust action plan, and LSCB audit activity identified considerable progression in this area.
- The restructuring and renaming of the LSCB CSE strategic group to reflect the complex vulnerabilities and risks of young people at risk of CSE

6. To develop the partnership response to radicalisation.

Leeds continues to support those at risk of radicalisation and extremism through the 'Prevent' strategy. Leeds is a Prevent priority area, receiving funding from the Home Office to employ dedicated staff to deliver a programme of targeted activity to address the threat of violent extremism and radicalisation. Under the new statutory Prevent Duty, education providers such as schools, colleges and universities must now have a "due regard to prevent people being drawn in to Terrorism in course of their functions".

LSCB activity to support this agenda and ensure the safeguarding of children and young people includes:

- Prevent training (WRAP) is offered through the LSCB learning and development programme, and all training, including the Refresher Briefing has been updated to reflect the Prevent agenda as appropriate.
- Development of the Safeguarding Children and Young People from the Threat of Violent Extremism policy to ensure that children and young people are explicitly considered within the PREVENT agenda and that safeguarding concerns are responded to appropriately

7. To further promote the emotional health and wellbeing of children and young people and ensure that all who self-harm have access to mental health services

The LSCB has supported a review of mental health support through Leeds which resulted in:

- Successful implementation of the 'Mind Mate' website with contributions from the Student LSCB

- 2015 LSCB Annual Conference on emotional and mental health of young people with 4 Key note speakers and 10 workshops which was attended by 152 practitioners.
- The re-launch of the 'Self Harm and Suicidal Behaviour' booklet for staff working with children and young people and the LSCB Annual Conference
- Creation of a single point of access allowing access to the whole system of support for GPs.
- Co-commissioning between CCGs and Clusters of the Targeted Mental Health Service (TaMHS) with increased capacity in September 2015

8. To further promote and embed the restorative approach in the work of the partnership

There have been two key developments supported by the LSCB:

- **Further embedding of the 'Think Family, Work Family' approach** has been a priority action across the partnership which has been evidenced by a seconded Think Family Officer. Successes have included:
 - The Think Family Officer has attended 6 promotional events to publicise TFWF. These include; Troubled Families sharing practice day, Learning Disabilities Network event, and presenting at the DVCN conference
 - Full day training session has been updated, and was launched in October 2015, with a total of 92 practitioners having been trained by March 2015
 - 'Bite size' training was launched in September 2015, and has been delivered 20 times to various organisations including; BARCA, Safer Schools Police, NPT's, One Stop Centres,

Clusters, Sure Start, CAMHS, residential units, youth work students and Touchstone

- A dedicated TFWF web page launched in August 2015 with a direct link to the LSCB TFWF contents. The website has received 1821 hits, 862 of which were direct hits from social media. In addition social media has been used to further promote the agenda with the top tweet being "Always listen to and respect the opinions of all family members #thinkfamilyworkfamily #tipoftheweek,' receiving 391 impressions and 15 engagements
- Bookmarks and posters were produced, and bespoke postcards made for the health service
- Pop up banners have been produced in conjunction with 2 looked after children who took part in 'takeover day'. These will be displayed in the SHINE training room to keep delegates focused on TFWF as well as used at multi-agency events
- The development of a short video available on the website and for use in LSCB and single agency training or briefings

- **The expansion of Family Group Conferences (FGCs).** The numbers of FGCs continue to have a positive impact on families across Leeds, with numbers increasing annually. Further developments have been seen through the use of FGC's as an alternative to having an ICPC. The work is overseen through the LSCB ICPC / FGC reference group which is monitoring the innovative work to ensure it is safe and provides positive and sustained outcomes for families.

9. To undertake Board meetings in a SMARTer way.

Progress has slowly been made to create a SMARTer approach to Board meetings, including less papers, targeted presentations and

focused agendas. The recent key changes the LSCB has undergone, including a new Chair, a new Vice Chair and a new business management structure will allow further implementation of more SMARTer meetings and ways of working.

Conclusion

The data presented above clearly evidences the considerable progress that has been made with the challenges set in 2015/16 for the LSCB by my predecessor, Jane Held, in her final annual report and, as part of my 'independent' role as Chair of the LSCB, I am delighted to confirm this and recommend the report to the Partnership, Executive, Chief Executive, Elected Members, and so on through ultimately to the parents, children and young people of Leeds.

The Board continues to be ambitious and sets high expectations of its partners. This has been met with good support and contribution.

Overall, looking back over 2015-16 the Board through all its partners delivered a strong, effective and challenging programme of work designed to consistently and continuously improve what it is like to be a child growing up in Leeds.

Whilst there is, as always, a lot to still to do, 2015/16 was a year which culminated in a strong Ofsted report, much improved internal and external challenge between partners on the Board, a strong degree of shared ownership and excellent co-operation. The journey over the last 5 years has been one of steady forward progress, coupled with growing mutuality of purpose, and respect. As a consequence the Board is able to maintain its priorities for 2016-18 with confidence.

The challenges the Board have agreed to pose across the system are based on sound evidence and good data, and are designed to keep partners focused on the complex issues that need to be resolved. Challenges of this sort and at this level however, are perhaps by their very nature, prone to be rather broad and lacking in specificity and this is something I would like to avoid if possible over the next year.

The greatest challenge of all is maintaining the significant progress of the last 5 years, in a challenging public sector environment, through a time of policy changes and new national priorities without losing sight of what matters – the children of the City.

The progress made is reflective of enormous work across the Partnership as a whole. The fact that the LSCB is healthy and working well is itself a reflection of the overall strength of the Leeds Partnership, the quality of leadership in partner agencies and of a day to day high standard of professional practice. Alongside the 'good will' and trust that I alluded to in my introduction above. So, whilst I know this sort of thing can come across as a bit 'cheesy' it is important for me to sincerely thank everyone of you for your unstinting work and commitment over the

past year. From the Chief Exec to our Student LSCB, from the Police to the Third Sector, from social work to probation, from the classroom to the consulting room.

Following the [Wood Review](#) of LSCB's in March 2016, we know that it was a general view of the reviewer, latterly accepted by Government, that the role and remit of LSCB's is now seen to have grown to such an extent as to now be too wide. But, in a way that only Governments can 'have their cake and eat it too', whilst Authorities are likely to be urged to re-focus on the child protection 'core' of safeguarding, they will be left to make their own priorities with respect to what else, presently charged to LSCB's, should be retained or put down in order to do that. This certainly will make future external inspection and scrutiny of safeguarding more difficult, with greater diversity of LSCB remit, and less clarity with respect to expectation. In balance, Wood calls for a new 'light touch' around inspection, but this is something that has been aspired to many times before, so we'll have to wait and see.

It is likely that forthcoming legislation will remove the statutory requirement for LSCB's, extend legal responsibility for safeguarding across Children's Services, The Police and Health whilst also urging Authorities to retain LSCB's where these are seen to be effective.

Certainly the Leeds Safeguarding Children's Board is seen as effective both on the basis of external inspection and, as I outline above, in terms of the data we can show. And, on that basis it certainly would be my recommendation that the LSCB be retained. Moreover the changes around responsibility for safeguarding we are likely to see in the next eighteen months to two years will need, in my opinion, the consistent and competent stewardship of the LSCB to ensure that what has been so hard won, is not thrown away.

In this context we need to take care with the challenges we set ourselves for 2016/17. We need to select 'illustrative' issues, which are specific, yet can be clearly seen to be indicative of wider processes. We need to listen carefully to what children and young people themselves tell us are their priorities, we need to be realistic as to what can actually be achieved in the context of continued austerity, so as not to 'overload' services and individual practitioners unreasonably. Realistic also in terms of the degree to which the Third Sector can continue to innovate and 'take up the slack'.

Challenges the LSCB is setting itself for 2016/18

The Board has identified the following challenges for the forthcoming year (2016/18):

1. Bringing the Safeguarding Boards together, and securing a new (post Wood Review) Partnership.
2. Monitoring of, and appropriately responding to, the impact of continued austerity on safeguarding, looking especially at impact on:
 - Provision operated/funded by LCC
 - The range of Universal services offered to children and families including Health Visiting
 - Youth Justice post Taylor report
 - Third sector opportunities and pressures
 - The safeguarding 'estate' for Leeds. Perhaps looking at issues around recruitment and retention
3. Monitoring of, and appropriately responding to, concerns regarding the transition and support of Adolescents, focussing specifically on:
 - Those on plans aged 13+ years
 - Those in and leaving care
 - Educational outcomes for specific groups
 - Young people exhibiting harmful sexual behaviour
4. Monitoring of, and appropriately responding to the emotional and mental health of children and young people, looking especially at:
 - Making Leeds the first child friendly Custody City
 - Data around levels of anxiety, especially amongst girls and young women
5. Monitoring of, and appropriately responding to the wide range of vulnerabilities that Adolescents are exposed to as highlighted within the Leeds CSE Strategy.
 - Formal mental health interventions with children and young people

Implicit in all of the above are the values and ethics of the Leeds approach, such as 'listening to the voice of the child', child centred approaches and restorative approaches.

Appendix 1- Operational performance: The child's journey through the safeguarding

Request for service to childrens duty and advice team	Police 5531		Health Services 3549		Education 3715		Other Sources 7695	
	Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2
	1371	1416	907	955	958	614	2098	2131
	Q3	Q4	Q3	Q4	Q3	Q4	Q3	Q4
	1365	1379	895	792	1050	1093	1707	1759

Total number of contacts							
20490							
Q1	5334	Q2	5116	Q3	5017	Q4	5023

Referral to CSWS (N.B. % given as a proportion of contacts for each agency)						
	Q1	Q2	Q3	Q4	Total	
Outcome of request for service	780	767	679	603	2829	51%
	381	473	382	303	1539	43%
	686	389	698	628	2401	65%
	986	985	757	856	3584	47%
	2833	2614	2516	2390	10353	51%

Requests that do not result in referral to CSWS (N.B. % given as a proportion of contacts for each agency)						
	Q1	Q2	Q3	Q4	Total	
	591	649	686	776	2702	49%
	526	482	513	489	2010	57%
	272	225	352	465	1314	35%
	1112	1146	950	903	4111	53%
	2501	2502	2501	2633	10137	49%

Figures taken from data supplied by Leeds City Council Childrens Services Performance Team

	Q1	Q2	Q3	Q4	Total	
EHA to be arranged	540	348	384	190	1462	14%
Information and advice	1175	1249	1153	1379	4956	49%
Signposted to other agency	264	418	468	588	1738	17%
Other outcomes	522	487	496	476	1981	20%
TOTAL	2501	2502	2501	2633	10137	

Appendix 2 - LSCB Budget

EXPENDITURE	Budget	Outturn	COMMISSIONING BUDGET		
Staffing	411,000	418,082	Balances Brought Forward from 2014/15		50,000
BU staff Training	3,000	106	Strategic Reserve		79,619
Independent chair	30,000	29,238	Commissioning		129,619
Travel Costs	1,000	3,323	Commissioning Budget spend in 15/16	Budget	Outturn
Serious Case Reviews	30,000	9,533	BU Audit Capacity	22,000	27,500
Room Hire	2,800	7,478	CSE Development Worker	50,000	0
Co-ordination/ delivery of training	23,000	16,745	CSE Data Analyst	15,000	0
Printing (Incl Marketing Materials)	2,000	610	CSE Awareness Raising	7,000	1,800
Office Supplies	2,000	920	Think Family	7,000	7,391
Equipment	2,000	0	Annual Conference	6,000	6,310
Communication (incl participation and website)	7,250	8,449	Contributions to Annual Conference	0	-6,293
Tri-x (WY Procedures)	4,000	2,060			
Miscellaneous	4,000	4,838			
Total expenditure	522,050	501,381		107,000	36,708
INCOME			Balance brought forward to 15/16		92,911
Leeds City Council	327,900	327,900	Add underspend in 15/16		24,169
Health	162,600	162,600	Less committed Spend for 16/17		
WY Police	-25,000	-25,000	Think Family		7,500
WY Probation	-6,000	-6,000	BU Audit Capacity		10,000
Cafcass	-550	-550	CSE Development Worker		25,000
Other Income	0	-3,500	Annual Conference		6,000
	-	-			
Total Income	522,050	525,550			
Net Income	0	-24,169	Remaining Reserve Balance in 16/17		68,580

Leeds Safeguarding Children Board (LSCB)
Independent Chair – Mark Peel

LSCB is a statutory board with the core duty to ensure there are adequate arrangements in place across local agencies to protect children from harm

LSCB Executive Group
Mark Peel

The Executive Group drives the work of the LSCB, ensuring that its statutory functions are met and priorities are progressed.

Serious Case Review (SCR) Sub-Committee
Sam Miller

The sub-committee considers cases for review and makes recommendations to the Chair as to whether criteria are met for undertaking a review, makes decisions about the process for reviews and oversees each one.

Child Death Overview Panel
Chair – Dr Sharon Yellin

The Panel aims to understand better how and why children in Leeds die and use the findings to take action to prevent other deaths and improve the health, wellbeing and safety of children and young people.

Learning and Development Sub Group
Chair – Maureen Kelly

The group is responsible for ensuring that high-quality, up to date, effective and child-focused multi-agency training is provided alongside single-agency safeguarding training.

Safeguarding in Secure Settings Subgroup
Chair – Rebecca Gilmour

This group considers safeguarding issues for children and young people within secure settings. This includes the two secure settings within Leeds, Wetherby YOI and Eastmoor Secure Childrens Home, as well as other secure setting such as police custody.

Performance Management Sub Group
Chair – Marcia Perry

The group receives and analyses performance data from agencies in relation to the safeguarding agenda. It monitors progress on LSCB priorities and ensures a programme is in place to audit and evaluate multi-agency safeguarding

Policy and Procedure Sub Group
Chair – Steve Walker

The group develops policies and procedures for safeguarding and promoting the welfare of children and young people, taking into account national and sub-regional work. It aims to ensure there is agreement and understanding across agencies

Student LSCB (Young Person's Voice & Influence Sub Group)

This group provides a child and young person's perspective on the work of the LSCB.

Risk and Vulnerabilities Sub Group
Chair-Steve Walker

This group is responsible for developing and considering... issues for children and young people at risk of CSE, Missing,FGM, Trafficking, HSB, HBV

- Task groups**
- Communications, Chair – Dee Reid

- Reference Groups (RG)**
- Third Sector RG, Chair – Mariya Naylor
 - Education RG, Chair – Peter Harris