

# Leicester Safeguarding Children Board

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Annual Report 2011

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## Chair's Introduction

This is the second annual report of the Leicester City Safeguarding Children Board. It shows that much has been achieved since we were established as a City Board, but that there are some big challenges in the year ahead. Children and young people in Leicester need the agencies involved to work even more closely together and to be visionary and creative. The Board members have agreed that this year we all need to focus especially on supporting all those in direct contact with the public and in developing more effective joint working.

The context for our work is that the country is in the middle of a major economic recession and fundamental reshaping of public services. This is having an impact on the lives of children and families in Leicester, on the demands on those working with families and on the structure of agencies. Economic pressure and unemployment put pressure on families which, in some cases, increases risk for children. The economic environment also inevitably means organisational change and uncertainty for staff.

Effective safeguarding and child protection involves committed team working between agencies based on knowledge and trust. Experience shows that change in safeguarding arrangements mean that working relationships change and trust needs to be re-established. There are good working relationships between the different agencies and professions in Leicester but these are also affected by change. Our biggest challenge over the months ahead is to sustain good relationships and to build trust in the midst of massive change. This was the focus of our review day in October 2011, which enabled all Board members to evaluate our work as a Board and our future challenges, and this awareness of the consequences of change informs our work plan for 2012.

Implementation of the recommendations from the Munro report provides a second focus for the year ahead. The recommendations were widely welcomed and fit well with the partnership approach which has been nurtured in Leicester. We are linked into the national discussions about the changes required and are well advanced in our local planning. For example, we have already been exploring different approaches to reviews of serious cases. We commissioned a new style Serious Incident Learning Process into the death of one child, which speeded up the process and produced helpful insights into ways services could be improved. We also chose to take part in the Social Care Institute for Excellence research pilot testing out systems approaches to case reviews. We have shared our learning with others in the region and are committed to an open process for reviewing cases and developing skills within our organisations. We consciously seek to bring learning from others to improve the services we offer in the city.

The statutory responsibility of Boards to evaluate the effectiveness of multi-agency safeguarding services and to facilitate improvement in services for children and young people has been emphasised in the Munro recommendations and is a core element of our 2012 work plan. We are re-evaluating the core dataset, in partnership with the Children's Trust Board, and are committed to innovative work to develop an overview of the quality of direct, multi-agency work with the public.

The Board members recognise that most children and young people live in families and that the wellbeing of parents is a crucial factor in the welfare of children. We therefore remain determined to strengthen the 'think family' approach and to develop links between children and adult services. This will also be necessary in the context of the new, statutory domestic homicide review arrangements.

We remain committed to joint working with Leicestershire, recognising that families move across boundaries and that the police, health and other agencies have a combined city and county structure. There are joint standing committees with the county Board and frequent joint discussions. The joint review of procedures was completed during the year and we remain firmly committed to sustaining county-wide procedures and processes.

External inspection of safeguarding services has provided positive feedback and identified areas for development. The Unannounced Inspection of Safeguarding, which took place in November 2010, identified no priority areas for immediate action and noted a number of positive elements. The two week inspection of Safeguarding and Looked After Children Services in December 2011 confirmed that there was effective inter-agency working between social care, police, health and education services and that statutory duties were being undertaken appropriately. The inspection team confirmed the analysis of city officers about the areas for improvement.

2012 will be a challenging year for people in Leicester and for the people who serve them. The Leicester Safeguarding Children Board is alert to the challenges and risks inherent in the changes being implemented across all agencies during the year. We are also aware of the enhanced expectations being placed on LSCBs. We aim to build on our strong foundations, to improve joint working and to reassert our commitment to the children and young people of Leicester, and to their families, that the city will be a place where they can grow and develop safely so that each one may achieve their potential.

**Dr. David N. Jones**

*Independent Chair  
Leicester Safeguarding Children Board*



# 1. Role, objectives, remit and functions of the Board

Safeguarding and promoting the welfare of children requires effective co-ordination. The Children Act 2004 required each local authority to establish a local Safeguarding Children Board by 1 April 2006. Safeguarding Children Boards are the key statutory mechanisms for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

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## Objectives of the Leicester Safeguarding Children Board

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The functions of local Safeguarding Children Boards are set out in primary legislation (Section 14 and 14A of the Children Act 2004) and regulations (Local Safeguarding Children Regulations 2006, SI 2006/90). The core objectives of the Board are as follows:

- ▲ TO CO-ORDINATE WHAT IS DONE BY EACH PERSON OR BODY REPRESENTED ON THE BOARD FOR THE PURPOSES OF SAFEGUARDING AND PROMOTING THE WELFARE OF CHILDREN IN THE AREA OF THE AUTHORITY; AND
- ▲ TO ENSURE THE EFFECTIVENESS OF WHAT IS DONE BY EACH SUCH PERSON OR BODY FOR THAT PURPOSE.

Safeguarding and promoting the welfare of children is defined for the purposes of this report (as it is in the Working together Guidance 2010) as:

- ▲ PROTECTING CHILDREN FROM MALTREATMENT;
- ▲ PREVENTING IMPAIRMENT OF CHILDREN'S HEALTH OR DEVELOPMENT;
- ▲ ENSURING THAT CHILDREN ARE GROWING UP IN CIRCUMSTANCES CONSISTENT WITH THE PROVISION OF SAFE AND EFFECTIVE CARE; AND
- ▲ UNDERTAKING THAT ROLE SO AS TO ENABLE THOSE CHILDREN TO HAVE OPTIMUM LIFE CHANCES AND ENTER ADULTHOOD SUCCESSFULLY.

Leicester Safeguarding Children Board will therefore ensure that the duty to safeguard and promote the welfare of children is carried out in such a way as to contribute to improving all five Every Child Matters outcomes.

Safeguarding and promoting the welfare of children includes protecting children from harm. Ensuring that work to protect children is properly co-ordinated and effective remains a primary goal of Leicester Safeguarding Children Board.

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## Remit of the Leicester Safeguarding Children Board

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The remit of the Leicester Safeguarding Children Board (LSCB) includes safeguarding and promoting the welfare of children in three broad areas of activity:

- ▲ ACTIVITY THAT AFFECTS ALL CHILDREN AND AIMS TO IDENTIFY AND PREVENT MALTREATMENT, OR IMPAIRMENT OF HEALTH OR DEVELOPMENT, AND ENSURE CHILDREN ARE GROWING UP IN CIRCUMSTANCES CONSISTENT WITH SAFE AND EFFECTIVE CARE.
- ▲ PROACTIVE WORK THAT AIMS TO SAFEGUARD AND PROMOTE THE WELFARE OF GROUPS OF CHILDREN WHO ARE POTENTIALLY MORE VULNERABLE THAN THE GENERAL POPULATION (EG. CHILDREN LIVING AWAY FROM HOME, CHILDREN WHO HAVE RUN AWAY FROM HOME, CHILDREN MISSING FROM SCHOOL OR CHILDCARE, CHILDREN IN THE YOUTH JUSTICE SYSTEM, INCLUDING CUSTODY, DISABLED CHILDREN AND CHILDREN AND YOUNG PEOPLE AFFECTED BY GANGS).
- ▲ RESPONSIVE WORK TO PROTECT CHILDREN WHO ARE SUFFERING, OR ARE LIKELY TO SUFFER SIGNIFICANT HARM

Where particular children are the subject of involvement with the agencies represented on the Board, then that safeguarding work should aim to help them to achieve the planned developmental outcomes and to have optimum life chances. It is within the remit of the local safeguarding children board to check the extent to which this has been achieved as part of its monitoring and evaluation work.

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## Leicester Safeguarding Children Board functions

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The core functions of a local Safeguarding Children Board are set out in primary legislation and regulations. They are:

- ▲ ESTABLISHING THRESHOLDS, POLICIES AND PROCEDURES
- ▲ COMMUNICATING AND RAISING AWARENESS
- ▲ MONITORING AND EVALUATION
- ▲ PLANNING AND COMMISSIONING SERVICES
- ▲ REVIEWING AND REPORTING ON CHILD DEATHS
- ▲ OVERSEEING SERIOUS CASE REVIEWS
- ▲ ACCOUNTING FOR OPERATIONAL WORK

Whilst the Leicester Safeguarding Children Board has a role in co-ordinating and ensuring the effectiveness of local individuals' and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. The Leicester Safeguarding Children Board does not have a power to direct other organisations.

The roles and responsibilities of local Safeguarding Children Boards and the agencies that are represented on them are set out in the government guidance "Working Together to Safeguard Children" (2010).

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## Policies and procedures

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The Executive Group of the LSCB takes a lead role in overseeing the LSCB Child Protection Procedures and ensuring that they are up to date and used across all agencies. It was agreed at the point of disaggregating from the former tripartite board that the procedures would remain joint with the Leicestershire County and Rutland Board, since this made better sense for agencies and families. The procedures will need to be updated again in relation to the revised Working Together 2010 and the Executive Group will ensure this happens in a timely way.

The shared procedures are accessible through the Board's website at: [www.lcitylscb.org/](http://www.lcitylscb.org/)

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## Leicester Safeguarding Children Board structure

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Board membership is listed at Appendix A. The diagram at Appendix B shows the relationships between the various structures of the LSCB.

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## The local context for safeguarding

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Leicester is the largest city in the East Midlands. It has a resident population of approximately 79,569 children and young people aged 0 to 18, representing 27% of the total population of the area. In 2011, 59.8% of the school population was classified as belonging to an ethnic group other than White British compared to 22.5% in England overall.

In 2011 the number of Asian pupils now just exceeds the number of White British pupils. Black and Black British pupils, and 'Others', now constitute 19.5% of pupils. In 2011 46% of pupils speak English as an additional language. This figure is 50% in primary schools. Gujarati and Katchi, a similar language, are the predominant community languages in the city followed, quite some way behind, by Punjabi, Somali and Urdu, and followed after that by Bengali, East African languages and Polish. This reflects the predominant Gujarati Indian nature of Leicester's ethnic minority community. In addition, there are also relatively high numbers of new arrivals into the city including those from parts of Africa, the Middle East and Eastern Europe.

The Joint Strategic Needs Assessment (2010) identified that there are relatively high numbers of new arrivals coming into the city, including those from parts of Africa, the Middle East and Eastern Europe. This may have an impact on the high rates of turbulence within our city schools and sets the context to the services and challenges in practice to children, young people and their families in Leicester.



## 2. LSCB Budget

### Contributions from the partner agencies

	£	%
LEICESTER CITY COUNCIL	129,030	52.5
NHS LEICESTER CITY	55,759	22.7
LEICESTERSHIRE CONSTABULARY	43,944	17.9
LEICESTER & RUTLAND PROBATION TRUST	15,556	6.3
CAFCASS	550	0.2
STRATEGIC HEALTH AUTHORITY	1,000	0.4
TOTAL	245,839	

### Out-turn spend for 2010/2011

The main reason for the underspend in the financial year 10/11 was the delay in recruiting to the vacant posts. Salaries constitute more than half of the annual Board budget, so vacancies to half of the Board office team has resulted in the bulk of the underspend. Currently in post are the Board Manager, the Policy Officer and 1.5 full time administrators. The out-turn spend for the financial year 10/11 was as follows:

	ACTUAL 2010/2011 SPEND
	£
EMPLOYEE AND TRANSPORT COSTS	83,549
OFFICE ESTABLISHMENT COSTS	4,432
CDOP COSTS	4,342
LSCB PROCEDURES	3,720
TRAINING PROVIDED BY L&R LSCB 1	30,430
TRAINING PROVIDED BY L&R LSCB 2	22,880
SUPPLIES AND SERVICES	9,217
NOTIONAL SILP AND SERIOUS CASE REVIEW BUDGET	0
SAFE TRANSFER OF INFORMATION COSTS	0
TOTAL	158,570

The overall out-turn figure consequently was:

	£
10/11 BUDGET AVAILABLE WAS	246,000
OUT-TURN SPEND BY END MARCH 2011 WAS	159,000
LEAVING AN UNDERSPEND IN 10/11 OF	87,000
ADDED TO THE UNDERSPEND CARRIED FORWARD FROM 09/10	78,000
GIVES A TOTAL UNDERSPEND OF	165,000
LESS FUNDS ALREADY COMMITTED FOR THE FINANCIAL YEAR :	
1. FINAL PAYMENT FOR TRAINING TO L&R TO COVER TRAINING UNTIL END OF AUG. 2011	21,500
2. SILP COSTS FROM 10/11 NOT YET CLAIMED	1,500
3. SAFE TRANSFER OF INFORMATION	15,000
LEAVES THE UNDERSPEND AT	£127,000

### Safeguarding projects not funded by the LSCB

Leicestershire County Council has withdrawn its' funding of the Safeguarding in Madrassahs Project. However the work of the project is continuing as the result of a contribution of £35,000 by Leicester City Council.

### LSCB work for 2011/2012 planned for in the Business Plan

The Business Plan sets out the core business priorities of the Board.

	£
TEAM, CHAIR & TRANSPORT COSTS	163,500
NOTIONAL SCR	20,000
NOTIONAL SILP	8,000
CDOP TOP UP	17,000
SUPPLIES & SERVICES	6,000
EVENTS AND CONFERENCES	6,000
PROCEDURES MAINTENANCE	2,500
COMMUNICATION AND AWARENESS RAISING	6,000
UNALLOCATED	17,000
TOTAL ACTIVITY COSTED IN BUSINESS PLAN	246,000

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## Commentary

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The majority of the underspend for the year 2010/2011 was due to the delay in appointing staff and the lack of spend on case reviewing processes.

A full staffing complement was in place by April 2011 and it is not anticipated that there will be an underspend associated with this budget line in the financial year 2011-2012.

The new financial year started with both a Serious Case Review and a Serious Incident Learning process already underway, so the case review budget allocated for the coming year is likely to be all spent by August 2011. Any future case reviews would need to be funded from any underspend.

Given that this was the second successive year of underspend for what is a relatively new Safeguarding Children Board, the Executive group proposed that the current surplus is used as part of a 3 year funding cycle. The proposal that key agencies will not be asked to contribute more than their current contribution for the financial years 2011/2012, 2012/2013 and 2013/2014 has been accepted by the Board on an "in principle" basis. The accumulated surplus will be managed to enable this cost neutral arrangement for partner agencies.

Such an arrangement is conditional on the budgetary pressures associated with demand for case review processes, remaining low.

Any additional cost pressures resulting from the outcomes of the Munro Review of Child Protection are as yet unknown.

Additional work streams are in the early stages of planning but are not yet fully developed. Consequently their resourcing implications have not been considered. A reserve may assist these groups as they move from planning to implementation.

## 3. Achieving what was set out in the Business Plan

The Business Plan was agreed at the Board meeting on 17<sup>th</sup> March 2011. A copy of the Business Plan is available as Appendix C of this report.

### Management, administration and operation of the LSCB office

The LSCB recruited to achieve its full complement of staff during 2011, for the first time since its creation in September 2009.

### E-Safety

The E-Safety sub-group, through its membership, continues to provide advice and guidance to agencies in the children's workforce regarding E-safety.

As a result of the work of the E-safety Sub group, a number of key agencies, staff in the children's workforce, parents and carers have received E-safety training regarding social networking, mobile devices, personal information online and cyber-bullying. This training has been provided to the Social Care and Safeguarding Division, Schools and Colleges, Looked After Children service, Libraries staff, Foster Carers, Parents and Students.

### Reviewing Serious Incidents

2011 has been a busy year in terms of the number of reviews arising from reports of serious incidents. The city Board was instrumental in developing an alternative to the statutory model of case reviews when it agreed to carry out a Serious Incident Learning Process. July saw the completion of the Board's first statutory Serious Case Review (the A case). This was closely followed by the R case, the review of which was concluded at the years end.

The LSCB was also involved in a pilot run by SCIE (Social Care Institute for Excellence), piloting an alternative 'systems' model for undertaking reviews following the death of a child or where there has been a serious incident. This is in line with the approach favoured by Professor Eileen Munro. Although the pilot did not involve a child death, it was the view of the LSCB that getting involved in testing out an alternative model by focusing on a child protection case was important in order to influence and shape the approach that might eventually be one adopted by central government when LSCBs are carrying out systematic reviews following the deaths of children.

Another serious incident late in 2011 has resulted in another review process (Baby L) due for completion in June of 2012

### Stay Safe Development group

The Stay Safe Development Group is a joint group with key partner agencies involved in safeguarding children and adults. It has a direct reporting line to the Children and Adult Safeguarding Boards Executives and meets on a bi-monthly basis.

The Stay Safe Development Group has achieved the following:

- ▲ EXTENSIVE CONSULTATION WITH PARTNERS ON REVISED GUIDANCE ON THRESHOLDS FOR CHILDREN AND FAMILIES SERVICES IN LEICESTER CITY

- ▲ DISSEMINATION OF REVISED GUIDANCE ON THRESHOLDS FOR CHILDREN AND FAMILIES SERVICES IN LEICESTER CITY.
- ▲ LOCATING THE COMMUNICATION AND RAISING AWARENESS ARM OF THE LSCB WITH THE STAY SAFE GROUP, ENSURING THAT A COMMUNICATION STRATEGY IS INTEGRATED INTO ALL ACTIVITIES AND DEVELOPMENTS CARRIED OUT BY THE STAY SAFE GROUP.
- ▲ INTEGRATING THE RELEVANT PRIORITIES CONTAINED WITHIN THE REVISED CHILDREN AND YOUNG PEOPLE'S PLAN 2011-14 INTO THE WORK PLAN OF THE STAY SAFE GROUP. THIS WILL ENSURE THAT THE GROUP FOCUSES ON TWO KEY PRIORITIES CONTAINED WITHIN THE CHILDREN AND YOUNG PEOPLE'S PLAN:
  - CYPP (1A): PROMPT ASSESSMENT AND EFFECTIVE CHILD PROTECTION PLANNING;
  - CYPP (1B): PRIORITISE PREVENTATIVE AND SAFEGUARDING WORK WITH FAMILIES WHERE CHILDREN ARE LIKELY TO BE AT RISK FROM HARM AS A RESULT OF DOMESTIC VIOLENCE.
- ▲ IN ADDITION, THE GROUP HAS IDENTIFIED FROM SERIOUS CASE REVIEWS THE NEED TO COORDINATE WORK ON SAFEGUARDING ADOLESCENTS, COVERING ISSUES SUCH AS SELF-HARM AND SUICIDE, MISSING CHILDREN, SEXUAL EXPLOITATION AND NEGLECT.

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## Child Death Overview Panel

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All LSCBs have a statutory responsibility (Reg 6 of the Local Safeguarding Board Regulations) to review the deaths of all children from birth (excluding still born babies) up to 18 years of age. Working Together to Safeguard Children (2010) provides guidance on how this work is undertaken.

The Panel arrangements and the related SUDIC arrangements were the subject of a review during 2011, and in August the LLR joint Executive group recommended that a task and finish group be formed to take forward the reviews recommendations. This group is expected to report in March of 2012.

More work on the detail of the Panel's achievements can be found in Section 4 of this report.

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## Safeguarding Training

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Safeguarding training was previously co-ordinated and delivered for the Board by the Leicestershire & Rutland Safeguarding Children Board. This arrangement ended at the end of August 2011. Since then a city/county group has been able to establish:

- ▲ THE MOST SIGNIFICANT TRAINING GAP IS IN RELATION TO THE PVI SECTOR. A KEY PRIORITY IS TO ENSURE THAT WORKERS WITHIN THE PVI SECTOR ARE ABLE TO ACCESS BASIS SAFEGUARDING TRAINING.
- ▲ THAT THERE IS ACROSS AGENCIES A RANGE OF SINGLE AGENCY TRAINING PROGRAMMES AND THAT STAFF HAVE RECEIVED SAFEGUARDING TRAINING AT LEAST LEVEL ONE.
- ▲ THERE ARE A NUMBER OF COURSES CURRENTLY BEING DELIVERED ON AN INTER-AGENCY BASIS ACROSS LLR.
- ▲ THAT IT IS ESSENTIAL THAT BOTH BOARDS HAVE CENTRALISED COORDINATION FOR ANY TRAINING DELIVERY PLAN.
- ▲ THAT THE NEED FOR INTER-AGENCY TRAINING IS NOW VERY MUCH FOCUSED ON THE NEED FOR THEMED, POST RELEVANT INTER-AGENCY TRAINING.

More work on the detail of the work of the LLR group can be found in Section 4 of this report.

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## Safeguarding Procedures

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A key piece of work during 2011 was the revision of the shared LSCB procedures across LLR. This task ensured that the procedures were compliant with Working Together 2010. The procedures are not available as a hard copy manual. Access to the procedures is exclusively through a shared website hosted for the Board by an external company, Tri-X who update the contents at regular intervals throughout the year, ensuring that only the most up-to-date guidance is available.

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## Communication and raising awareness

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There has been a range of publicity material widely disseminated on key safeguarding issues such as private fostering, child sexual exploitation the issues learned as a result of the work of the child death overview panel. This includes participating in road shows, working with health visitor leads and midwives to review current information, as well as looking at wider targeting of groups, such as extended families who provide childcare and foster carers and the wider workforce. Ongoing work in schools is raising awareness further. Amongst the childrens workforce, learning events held in May were useful to highlight the use of Core Group Meetings in the safeguarding process. Briefings on the learning arising from the various case review processes will be available early in 2012. It is hoped that the appointment of lay members will assist the Board in this aspect of its business.

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## Participation

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Work is ongoing to listen to and consult with children on their perceptions of their own safety. Their views and experiences are being sought about being the subject of safeguarding work. This work is undertaken individually and in group settings, and will form a major part of the Board business in 2012.

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## Child Sexual Exploitation/Trafficking Project

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This project was established to co-ordinate a robust multi agency response to Child Sexual Exploitation (CSE) and Trafficking in Leicester, Leicestershire and Rutland, from prevention and early intervention to protection and prosecution. The main focus of this project was to implement the recent national guidance in relation to this area of safeguarding, ensure that multi-agency procedures and guidance were in place and consistently used.

This project is due to conclude in March 2012. Significant progress has been achieved to ensure that safeguarding measures are in place for children and young people involved in or at risk of sexual exploitation and trafficking, including:

- ▲ IMPLEMENTATION OF PREVENTATIVE EDUCATION TO 8 YEAR OLDS
- ▲ IMPLEMENTATION OF A CSE RISK ASSESSMENT TOOL, ENABLING PRACTITIONERS TO IDENTIFY THOSE AT RISK AND ASSESS THE LEVEL OF HARM APPROPRIATELY, TO TAKE THE MOST APPROPRIATE FORM OF ACTION
- ▲ DESIGNATED VULNERABLE CHILDREN'S OFFICER ON EACH POLICING AREA WITH SPECIALIST KNOWLEDGE OF CSE
- ▲ MULTI AGENCY CSE STRATEGY MEETINGS HELD REGULARLY TO DISCUSS SPECIFIC CASES OF EXPLOITATION, ENSURING EFFECTIVE INFORMATION SHARING AND A FULLY CO-ORDINATED RESPONSE THROUGH THE ESTABLISHMENT OF A SPECIFIC MULTI AGENCY SAFEGUARDING ACTION PLAN

- ▲ LINKS TO MISSING CHILDREN (MISSING FROM HOME, CARE AND EDUCATION)
- ▲ MULTI AGENCY WORK TO IDENTIFY THE PREVALENCE OF CSE IN LEICESTER, LEICESTERSHIRE AND RUTLAND
- ▲ ONE TO ONE SUPPORT AND OUTREACH SERVICE
- ▲ IMPLEMENTATION OF A NATIONAL CHILD ABDUCTION NOTICE, AS A DISRUPTION TOOL TO DISRUPT OR SEIZE CONTACT BETWEEN VICTIMS AND SUSPECTED PERPETRATORS OF CSE
- ▲ IMPROVED RECORDING MECHANISMS IN PLACE AMONGST AGENCIES FOR BETTER MONITORING OF CSE CASES
- ▲ SERVICES (INCLUDING THERAPEUTIC SUPPORT) TO ASSIST VICTIMS AND PARENTS/CARERS OF VICTIMS OF CSE HAVE BEEN EXPLORED AND WE NOW HAVE EXTENSIVE LOCAL AND NATIONAL CONTACTS AND AWARENESS OF THE AVAILABLE RESOURCES. THIS INFORMATION HAS BEEN COLLATED AND ASSISTS THE CHAIRS OF SAFEGUARDING MEETINGS TO SIGNPOST APPROPRIATELY. THIS INFORMATION IS ALSO AVAILABLE TO FRONTLINE PRACTITIONERS.
- ▲ INFORMATION SHARING AGREEMENTS ARE IN PLACE BETWEEN AGENCIES (STATUTORY AND VOLUNTARY) WHO MEET MONTHLY TO ENSURE THAT INFORMATION IN RELATION TO CSE IS SHARED APPROPRIATELY AND VICTIMS OF CSE ARE SUPPORTED THROUGH A MULTI AGENCY HOLISTIC SAFEGUARDING PACKAGE, IN LINE WITH 'WORKING TOGETHER'.
- ▲ AWARENESS RAISING MATERIAL HAS BEEN DESIGNED, DEVELOPED AND DISTRIBUTED TO AGENCIES IN LLR IN ORDER TO PROVIDE PRACTITIONERS WITH BASIC INFORMATION ON CSE AND CONTACT DETAILS FOR REFERRALS.
- ▲ AN INFORMATION SHARING TOOL HAS BEEN INTRODUCED TO ENABLE PRACTITIONERS TO SUBMIT INFORMATION TO THE POLICE IN RELATION TO CONCERNS OF CSE.
- ▲ WORK IS ONGOING TO ENGAGE FOSTER CARERS AND DSPS IN THIS WORK

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## Safeguarding in Madrassahs

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Although funded by Leicester City Council this is a project which is "badged" as an LSCB project. Its purpose is to ensure that safeguarding procedures and principles are embedded throughout Madrassahs. The Federation of Muslim Organisations meet with strategic group members on a quarterly basis to monitor the work.

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## Safe Transfer of Information Project

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This project is due to end at the end of March 2012. It has involved the purchase of a Microsoft SharePoint server from the Health Informatics Service. This will enable confidential information to be shared securely. Access will be via a web enabled device and an RSA key code tag. Although this project is shared with our county partners, its primary use in the city will be for CDOP business and Serious Case Review business.

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## Safeguarding Effectiveness

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Despite the positive work and focus now given to this aspect of the Board's work by the appointment of the Policy Officer whose focus it is to support this strand of work, this remains the biggest challenge to the local partnership arrangements in terms of effective outcomes, and a key area of activity for the Board in 2012. Progress and details of the challenges are outlined further in Section 4.

## 4. Sub-committee, sub-group and Project reports

### Executive Group

The Executive Group is a key strategic component of the LSCB and plays a pivotal role in driving forward the business of the board. The Executive group is the “engine room” of the Board. The Executive Group is chaired by the senior lead officer for safeguarding in Leicester City Council, who is also the chair of the Stay Safe Development Group and Serious Case Review Sub Committee. This results in greater join up and increased capacity in driving the safeguarding agenda forward.

The Executive is made up of the different chairs of the subgroups established and agreed by the LSCB, and representation from key statutory agencies. It has met on a regular basis (at least 6 weekly) and has been consistently well attended. There is a forward plan of LSCB/Executive business which is overseen by the Executive and coordinated by the LSCB Board Manager.

The Executive Group has achieved the following:

- ▲ EMBEDDING THE LEICESTER SAFEGUARDING CHILDREN BOARD ARRANGEMENTS AND PROCESSES.
- ▲ TAKING A LEAD ROLE IN SECURING RECRUITMENT TO ALL THE POSTS IN THE LSCB OFFICE, WHICH MEANS THERE IS A FULL COMPLEMENT OF STAFF AND INCREASED CAPACITY, PARTICULARLY AROUND THE LSCBS QUALITY ASSURANCE FUNCTIONS.
- ▲ REVISING THE LSCB CONSTITUTION.
- ▲ DRAFTING AND OVERSEEING IMPLEMENTATION OF THE BUSINESS PLAN FOR 10/11.
- ▲ PLANNING THE LSCB MEETINGS AND AGREEING THE AGENDA WITH THE LSCB CHAIR.
- ▲ DETERMINING THE RESPONSE TO NEW GOVERNMENT GUIDANCE AND/OR GOVERNMENT CONSULTATIONS – E.G. IN RELATION TO THE MUNRO REVIEW INTO SOCIAL WORK AND CHILD PROTECTION SERVICES.
- ▲ RECEIVING AND RESPONDING TO PERFORMANCE MANAGEMENT REPORTS IN RELATION TO CHILDREN'S SAFEGUARDING AND COMMUNICATING THESE TO THE LSCB – E.G. IN RELATION TO SAFEGUARDING PRESSURES ACROSS ALL KEY AGENCIES REPRESENTED AT THE LSCB.
- ▲ RECEIVING UPDATES FROM THE SUBGROUPS – E.G. CHILD DEATH OVERVIEW PANEL, SAFEGUARDING EFFECTIVENESS ETC.
- ▲ DETERMINING THE APPROACH REQUIRED TO REVIEW THE LSCB TRAINING STRATEGY, WHICH WILL LEAD TO A REVISED TRAINING STRATEGY AND PROGRAMME BY APRIL 2012.
- ▲ HAVING AN OVERVIEW OF THE LSCB BUDGET; MONITORING THE EXPENDITURE AND AGREEING A PROCESS WITH PARTNERS WHICH WILL DETERMINE AGENCY CONTRIBUTIONS TO THE 12-13 BUDGET.
- ▲ SUCCESSFUL RECRUITMENT OF THE BOARDS FIRST LAY MEMBER, WHO TAKES UP APPOINTMENT IN JANUARY 2012, AND DEVELOPING A PROCESS FOR WORKING WITH 'YOUNG ADVISORS' TO SECURE THE APPOINTMENT OF A YOUNG PERSON TO BE THE BOARDS SECOND LAY MEMBER.



- ▲ PLANNING THE LSCBS ANNUAL DEVELOPMENT SESSION.
- ▲ DEVELOPMENT OF A RISK REGISTER THAT IS MANAGED ON BEHALF OF THE BOARD.

The Executive has established regular and effective links with the Safeguarding Adults Executive Committee and there is now a programme of twice yearly joint Executive Meetings taking place. This has led to a number of joint initiatives, including adults and children's services working together on a joint safeguarding conference scheduled for March 2012. In addition, the Leicester City and Leicestershire/ Rutland Boards have established an annual meeting of both Executive Groups, in order to particularly discuss issues that are pertinent to both boards. This ensures effective working relationships and synergy across Leicester, Leicestershire and Rutland, and is in addition to the range of regular groups that exist across the three authorities focusing on issues such as procedures and training.

The Executive Group has been pivotal in ensuring the new Leicester Safeguarding Children Board is embedded and in doing so moving the business forward. This means that policies, developments and arrangements to safeguard children in Leicester and improve their outcomes have been effectively prioritised and progressed, with all agencies fully engaged in this work.

**Andy Smith**  
*Chair*  
*Executive Group*

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## Child Sexual Exploitation/Trafficking steering group

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The project is co-ordinated by a jointly funded Leicester, Leicestershire and Rutland project manager. The project is overseen by the Child Sexual Exploitation/Trafficking Steering Group which meets bi monthly and is chaired by the Head of Service, Children's Safeguarding, Leicester City Council. Representation on the group included all the key agencies and organisations from across Leicester, Leicestershire and Rutland. The partners include city and county local authorities, police, health, education, Connexions, the PVI sector and Probation.

An action plan captures the aims, objectives and progress of the project, the plan highlights the 3 key priorities for the group to achieve: prevention and early intervention through training and awareness raising, protection and prosecution. The action plan takes into account the recommendations made by the National Support Team for Response to Sexual Violence, recommendations made in the recent Derby Serious Case Review - Operation Retriever and recommendations made the National Working Group for Sexually exploited children and young people.

The existing LSCB procedure has been replaced with an updated common procedure, based on the publication of 'Safeguarding Children and Young People from Sexual Exploitation'. This government guidance was published in 2009 by the then Department for Children, Schools and Families (DCSF) and is the supplementary guidance to Working Together to Safeguard Children 2010. This process has significant advantages over the previous arrangements and ensures a consistent risk appropriate response to new and existing cases. A practice guidance document has been established to accompany the LSCB procedure; this document provides the children's workforce with much more comprehensive information and tools in relation to risk assessment, referrals, multi agency safeguarding meetings and particular roles and responsibilities.

The above progress is currently being promoted to practitioners through multi agency level 3 training in line with Chapter 4, 'Working Together'. The training has been planned to raise and enhance existing awareness of CSE to managers, senior/lead and frontline practitioners of the Children's workforce and to launch the above new processes, procedures and CSE tools. The training will aim to have trained up to 500 practitioners before the project concludes. All sessions have been and will continue to be multi agency sessions, designed to promote multi agency engagement amongst the children's workforce. The vast majority of evaluations to date have been graded very highly and the overall feedback thus far has been very positive.

Training of practitioners and a growing awareness amongst workers of this issue has meant that more cases of CSE are being identified and appropriately actioned, thus ensuring that more and more victims of CSE and trafficking are being appropriately supported, whether these be cases of children and young people at risk of becoming involved in CSE or whether they are cases of children and young people who are already affected by this.

The multi agency partnership allows for a more robust and coordinated response to CSE, providing the child or young person with a holistic support package that is tailored to their needs and involves support from relevant agencies. The partnership also provides additional support for practitioners from partner agencies.

The project has been well organised and is on track to achieve its objectives by March 2012.

**Bina Parmar**  
*Project Manager, Child Sexual Exploitation  
and Trafficking Subcommittee*

**Caroline Tote**  
*Chair, Child Sexual Exploitation and Trafficking Subcommittee  
Head of Service, Children's Safeguarding, Leicester City Council*

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## E-safety Sub Group

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Local Safeguarding Children's Boards have a statutory duty to safeguard and promote the welfare of children in their locality and, as technology increasingly permeates into every aspect of a child's life from an ever younger age, E-safety must be part of this remit.

Recent research evidence such as *Risks and safety on the internet: the UK report*. LSE, London: *EU Kids Online* (Livingstone, S., Haddon, L., Görzig, A., and Ólafsson, K. (2011) has demonstrated that although UK children experience fewer online risks than might be expected due to the amount and ease of internet access – there is a large amount of work to be done with professionals, parents and children due to the diversification of platforms through which children can access the internet.

Following the closure of the *British Educational Communication and Technology Agency* (BECTA),\* the E-Safety sub-group, through its membership, has continued to provide advice and guidance to agencies in the children's workforce regarding E-safety. The group has met regularly over the year to oversee the implementation of an E-safety strategy covering four key areas:-

- ▲ POLICIES AND PRACTICE
- ▲ INFRASTRUCTURE AND TECHNOLOGY
- ▲ EDUCATION AND TRAINING
- ▲ STANDARDS OF INSPECTION

The membership of the E-safety group covers police, voluntary sector, libraries, health, colleges and schools, Local Authority IT services and Social Care & Safeguarding.

As a result of the work of the E-safety Sub group, a number of key agencies, staff in the children's workforce, parents and carers have received E-safety training regarding social networking, mobile devices, personal information online and cyber-bullying. This training has been provided to the Social Care and Safeguarding Division, Schools and Colleges, Looked After Children service, Libraries staff, Foster Carers, Parents and Students.

The work of the E-safety Sub group continues to be supported by the LSCB Office.

**Cathey Moriarty**  
*Chair*  
*E-safety sub group*

\* The government agency ensuring the effective and innovative use of technology throughout learning. BECTA delivered services to schools, colleges and children and one of its objectives was to ensure learners and families stayed safe on line.

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## Stay Safe Development Group

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When the Leicester Safeguarding Children Board was established, the Stay Safe Development Group was formed to replace the previous LSCB Development Sub Committee and the Stay Safe Theme Group, which was one of the Every Child Matters delivery groups of the Leicester Children's Trust. The rationale for combining the two groups into one which served the LSCB and Children Trust was that it would ensure a more coordinated approach to development work and strengthen the link between adult and children's safeguarding, and ensure that all agencies 'think family'.

Effective 'Think Family' practice depends on children's services developing arrangements with adult services so that the impact of any problems that mothers, fathers and other key carers are experiencing are seen in the context of the welfare of the children for whom they are responsible. Adult services also have a crucial role to play in minimising the risk of parental problems such as domestic violence, learning disability, and substance misuse affecting children's outcomes.

Developing a joined up approach between adults and children's safeguarding and 'thinking family' is a key priority for the Leicester Children and Adults Board and has frequently been lessons learnt from national and local Serious Case Reviews/Serious Incidents. It also forms an important part of the revised Children and Young People's Plan 2011-14.

The Stay Safe Development Group is a joint group with key partner agencies involved in safeguarding children and adults. It has a direct reporting line to the Children and Adult Safeguarding Boards Executives and meets on a bi-monthly basis. The group supports the developmental aspects in the LSCB business plan and provides the vehicle to oversee the implementation of key actions agreed as priorities for action in the Children and Young People's Plan.

The group also has a key role in identifying priorities for action within the safeguarding agenda across adults and children's services, which includes Government publications, recommendations from Serious Case Reviews/Serious Incidents and themed audits, as well as a shift in development from process to professional practice.

Throughout the last twelve months the work of the Stay Safe Group has been influenced particularly by issues identified in Serious Case Reviews and professional practice.

From the work the Stay Safe Development Group has completed to date and its plans for 2012 it is evident that because adults and children's services are working together this will result in more joined up service developments, which will improve outcomes for children, young people and their families.

**Andy Smith**

*Chair*

*Serious Case Review sub-committee*

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## Safeguarding Training Steering Group

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Working Together to Safeguard Children (HM Government 2010) provides guidance for employees, LSCBs and Children's Trust Boards and their constituent members on the training and development of staff and volunteers necessary for them to effectively safeguard and promote the welfare of children.

A joint Leicester, Leicestershire & Rutland Training, Learning & Development Group has been established to oversee, develop and implement the agreed training strategy and annual delivery plan for the children's workforce across LLR. The agreed training strategy is written within a legal framework and is as such based on Chapter 4 of Working Together to Safeguard Children 2010.

The aim of this group is to oversee and support the successful implementation of the agreed Training, Learning and Development strategy from September 2011. The key objectives of the group have been identified as:

- ▲ IMPLEMENT THE AGREED TRAINING, LEARNING AND DEVELOPMENT STRATEGY ACROSS ALL RELEVANT PARTNER AGENCIES AND ORGANISATIONS WITHIN LEICESTER, LEICESTERSHIRE AND RUTLAND
- ▲ ENSURE A COORDINATED APPROACH TO THE ASSOCIATED ADMINISTRATIVE TASKS, INCLUDING THE NOMINATION AND APPLICATION PROCESSES, EVALUATION, AND STATISTICAL ANALYSIS OF COMPLETED TRAINING
- ▲ CONSIDER AND ADVISE ON THE COMMISSIONING OF EXTERNAL TRAINING PROVISION TO MEET LOCAL NEEDS
- ▲ ENSURE THE TRAINING IS REVIEWED AND QUALITY ASSURED TO MEET LOCAL NEEDS AND IS IN LINE WITH LOCAL AND NATIONAL GUIDANCE, RECOMMENDATIONS AND DEVELOPMENTS

Membership of the training group includes representatives from across the children's workforce with sufficient knowledge of safeguarding training needs and processes and sufficient seniority to enable them to make informed contributions to the successful implementation of the training, learning and development strategy. The group also includes representatives from the Leicester and Rutland Children's Trust Boards and Leicestershire Children's Commissioning Board and the Leicester and Leicestershire and Rutland Safeguarding Children's Boards

The group is currently jointly chaired by representatives of the Leicester and Leicestershire and Rutland Safeguarding Children's Boards. The chairing arrangements will be reviewed and the responsibility will eventually sit with representative(s) of the Leicester and Rutland Children's Trust Boards and/or Leicestershire Children's Commissioning Board as the intention is that The Leicestershire Children's Commissioning Board and the Leicester and Rutland Children's Trust Boards will eventually hold the responsibility to ensure that the agencies and organisations across their respective areas work together to deliver any training deemed necessary to meet the statutory requirements for safeguarding training across the children's workforce. This will be co-ordinated through the agreed training group. The Leicester and Leicestershire and Rutland Safeguarding Children's Boards will eventually refocus their priorities upon monitoring the quality and impact on outcomes of training for children and young people, ensuring that the LSCBs 'review and evaluate the quality, scope and effectiveness of single and inter-agency training to ensure it meets local need'.

The work is currently supported by jointly funded Leicester, Leicestershire and Rutland Project Worker. This arrangement is until March 2012. Funding for a Leicester Project Worker for one year has been agreed by the LSCB. This post will run from April 2012.

The group currently meets monthly and reports to the Leicester and Leicestershire and Rutland Local Safeguarding Children's Boards and the Leicester and Rutland Children's Trust Boards and Leicestershire Children's Commissioning Board.

A multi-agency training needs analysis has been completed and this gives us a broad picture of training needs, gaps and delivery across LLR.

Work is currently underway to scope basic safeguarding training currently available to the children's workforce across LLR.

Some work has already been completed to identify what single agency and inter agency safeguarding training courses are being run until March 2012, and further assessment of this will be carried out to identify the cost implications and the provision to offer this training out wider.

Several interagency training events and courses at level 3 have been identified and are being delivered on a short term basis across LLR (including multi agency training based on the changes to roles and responsibilities of agencies to safeguard children in light of Munroe). An assessment of this will be carried out to determine a maintenance strategy, i.e. how will this training fit into the longer term training strategy that has already been agreed by key stakeholders?

Work is on-going to address the longer term strategy, from March 2012 onwards, and commitment has been sought from key stake holders to lead on the design and delivery of specific themed safeguarding inter-agency level 3 training, which will be available to the children's workforce across LLR including the PVI sector.

**Caroline Tote**

*Chair*

*Safeguarding Training Group*

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## Serious Case Review sub-committee

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The prime purpose of Serious Case Reviews (SCRs) is for agencies and individuals to learn lessons to improve the way in which they work both individually and collectively to safeguard and promote the welfare of children.

Local Safeguarding Children Boards have a statutory duty to undertake Serious Case Reviews where the criteria are met and to ensure that the lessons are learnt. The purpose of the Serious Case Review Sub Committee is to discharge on behalf the LSCB the SCR functions as outlined in Working Together to Safeguard Children 2010 and to support the LSCB in ensuring public accountability to this aspect of work.

The Serious Case Review Sub Committee takes place each month to consider cases on an inter-agency basis. All the key safeguarding agencies such as children's social care, education, the police and health are members of the sub committee. In order to ensure greater synergy between children's and adults safeguarding, we now have the Board Managers for Children's and Adults as members of each other's sub committees.

A key function of the group is to ensure that recommendations arising from Serious Case Reviews or Serious Incidents commissioned by the LSCB are implemented and that action is being taken across LSCB agencies in disseminating the lessons learnt.

The Serious Case Reviews Sub Committee has ensured that any Serious Case Reviews completed are carried out in line with Working Together 2010 and the LSCB Procedures.

In addition, work has been undertaken on auditing the implementation of recommendations arising from SCRs and in identifying the learning that has taken place across LSCB agencies. The SCR Sub Committee has developed an overarching action plan with the Safeguarding Effectiveness Group (SEG) monitoring compliance and holding the SCR Sub Committee to account in terms of taking the lessons forward and evidencing impact. There is formal reporting to the SEG on an annual basis in terms of progress/outcomes

There are good working relationships between the Leicester City and the Leicestershire/Rutland SCR Sub Committees, with a joint meeting taking place on an annual basis, which ensures that lessons learnt from SCRs are identified early and that these are integrated into both boards respective action plans. In addition, there are twice yearly meetings between the Children's and Adults SCR Sub Committee, which ensures that lessons and learning from across children's and adults SCRs can be shared.

A series of workshops on the key findings and lessons arising from Serious Case Reviews and Serious Incidents has been undertaken across children's social care, and other LSCB agencies including the Youth Offending Service and CAF/CASS. The training delivered by the Leicestershire/Rutland LSCB on behalf of the city has continued to highlight learning and recommendations following Serious Case Reviews. In December 2009, the Leicester LSCB and Leicestershire/Rutland LSCB ran a joint dissemination event for partners on the lessons learnt from Serious Case Reviews.

There is evidence that a number of the recommendations and actions arising from Serious Case Reviews have been implemented and embedded in practice, for example, in relation to regular meetings between midwifery services and children's social care. This means that services to children, young people and their families are strengthened.

The LSCB is also involved in a pilot run by SCIE (Social Care Institute for Excellence), piloting an alternative 'systems' model for undertaking reviews following the death of a child or where there has been a serious incident. This is in line with the approach favoured by Professor Eileen Munro. Although the pilot does not involve a child death, it was the view of the LSCB that getting involved in testing out an alternative model by focusing on a child protection case was important in

order to influence and shape the approach that might eventually be one adopted by central government when LSCBs are carrying out systematic reviews following the deaths of children.

**Andy Smith**

*Chair*

*Serious Case Review sub-committee*



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## Safeguarding Effectiveness Group

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The LSCB has a responsibility to “monitor and evaluate the effectiveness of what is done by the local authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.” (Working Together to Safeguarding Children 2010). It also has a role in monitoring the effectiveness of individual organisations implementations of their duties under section 11 of the Children Act 2004. These activities are led by the Safeguarding Effectiveness Group (SEG) on the Boards behalf. Multi-agency contribution to safeguarding children and young people is an overarching theme in the Children’s and Young People’s plan.

Developing systems and processes to ensure effectiveness of complex multiple agency working is a notoriously difficult task to achieve. However, there is commitment from agencies within the LSCB to ensure compliance and achieve positive outcomes for children and young people. The group has representation from local authority children’s safeguarding, NHS commissioners, Leicestershire Constabulary, probation and voluntary care providers. The group meets bi monthly with task and finish meetings held in between to drive the agenda forward and is supported by the LSCB Policy Officer. The group reports directly to the LSCB Executive, who in turn reports to the Board. Each Sub Groups of the LSCB reports on key areas of development as identified in the LSCB Business Plan to the Safeguarding Effectiveness Group on an annual basis. The reporting requirements are set out in a work programme agreed by the LSCB Board. The Safeguarding Effectiveness Group reports to the Board on the progress of each subgroup against their respective work streams. In October the LSCB held a development session on safeguarding effectiveness and the outputs from this session will be incorporated into the work programme for 2012.

In order to provide a ‘deep dive’ into the effectiveness of multiagency working the Safeguarding Effectiveness Group has focused on developing a process for joint audits of case files, looking at the involvement of the different agencies, and identifying the quality of practice and lessons to be learned in terms of both multi-agency arrangements to contribute to self-evaluation reports. The first inter-agency file audit has been completed and this has enabled the audit tool to be tested and adapted to ensure maximum benefit from undertaking future case file audits for all partner agencies and the children and families they serve. The group has also undertaken the following work;

- ▲ DEVELOPED A SCR ACTION PLAN TO MONITOR EFFECTIVENESS OF IMPLEMENTATION OF SCR/SILP RECOMMENDATIONS,
- ▲ COMMENCED SCOPING FOR AN INTERAGENCY SECTION 11 AUDIT WORK AND IDENTIFIED ALTERNATIVE AUDIT TOOLS FOR USE WITH OTHER WIDER PARTNER ORGANISATIONS I.E. SAFE NETWORK STANDARDS WITH VOLUNTARY,
- ▲ SCOPED DEVELOPMENT WORK WITH SCHOOL COUNCILS AND CHILDREN’S RIGHTS,
- ▲ DEVELOPED QUESTIONS FOR PARENTS AND CARERS AROUND THEIR THOUGHTS ON WORKING WITHIN SAFEGUARDING,
- ▲ SHARED RESEARCH AND BEST PRACTICE ACROSS THE PARTNERSHIPS.

The Group has also developed a safeguarding children performance framework to provide reasonable assurance that the principles of governance and quality assurance are integral to performance monitoring of all constituent partners of the Leicester City Safeguarding Children’s Board (LSCB). The framework will enable the Safeguarding Effectiveness Group to ensure that partner organisations established clear lines of responsibility and accountability for ensuring that children at risk of abuse have effective and safe care with a positive outcome, monitor early warning signs of gaps in assurance and advise the LSCB of actions required to mitigate risks, exception report and prioritise individual agency gaps in assurance and identifying and embedding best practice across partner organisations.

It is difficult to quantify what direct outcome the work of the group has had to date on children and young people. The collation of data via safeguarding children performance framework, monitoring the implementation and impact of SCR/SILP recommendation and further deep dives into areas of practice will over time enable the LSCB to draw together information from its partner organisations into a collective overview of safeguarding quality and effectiveness across its whole area. It will also enable partners to challenge the robustness of each other's contribution to partnership working and scrutinise individual organisations internal governance arrangements for safeguarding children.

The risk of not undertaking this work is that the partnership will not be compliant with working together or their wider duty to safeguard children.

**Sharon Robson**

*Chair*

*Safeguarding Effectiveness Group*

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## Safeguarding in Education

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Over the last 12 months, Legislation, Statutory Guidance and Ofsted Inspections have impacted on the safeguarding roles and responsibilities of our Schools.

Although Ofsted have made changes to the proposed Inspection Framework coming into force in January 2012, there continues to be a major focus on Safeguarding. They will not only be assessing the behaviour of students and how safe they feel but the wide spectrum of Safeguarding-related activities, policies, procedures and practices will also be actively scrutinised.

With the appointment of a second full time Safeguarding (in Education) Development Officer, we have been able to conduct over 160 "School Visits", "Safeguarding Health Checks" and "Whole School Training Sessions". We have also been able to offer support to schools in engaging parents in the area of E-safety and Cyber-bullying. This has had a positive impact on Schools Safeguarding Practices etc. and drawn very favourable feedback from Head Teachers, Chairs of Governors, Ofsted Inspectors, Strategic Leads and other Local Authority Partners.

A training programme has been developed that includes a multi-agency approach to training our Designated Senior Persons (Police, Duty and Assessment Service Manager, Common Assessment Framework, Response, Anti bullying, Looked After Children, Behaviour Support, E-Safety, Human Resources and Serious Case Review Messages). This training has received excellent feedback/evaluation. To support Leicester schools the Safeguarding Unit has continued to produce "education specific" guidance and procedures. The Unit has conducted safeguarding presentations and training to other Partners (School Improvement Partners, Newly Qualified Teachers, Post Graduate Teachers, Colleges, Independent Schools, Special Needs Teaching Service, Chairs of Governors, etc.)

The Safeguarding Unit facilitates joint visits by Duty and Assessment Service Managers to Schools and Schools to the Duty and Assessment Service and this has contributed to effective working relationships.

Work is currently on going in the development of some elements of the Safeguarding in Education Service becoming part of Local Authority traded services. There is an imperative within the current financial environment to ensure services are traded wherever appropriate, viable and safe.

**James Diamond / Ian Brierley**  
*Safeguarding in Education Development Officers*

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## Child Death Overview Panel (CDOP)

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The Child Death Overview Process has been established within LLR since February 2009. Working Together to Safeguard Children (2006) outlined the duties of the Local Safeguarding Childrens Board (LSCB) to undertake a review of any child death resident within their area.

All LSCBs have a statutory responsibility (Reg 6 of the Local Safeguarding Board Regulations) to review the deaths of all children from birth (excluding still born babies) up to 18 years of age. Working Together to Safeguard Children (2010) provides guidance on how this work is undertaken.

In relation to the deaths of any children normally resident in their area the LSCB is required to undertake two interrelated processes that allow for expected and unexpected deaths to be reviewed. The purpose of which allow for;

*“(a) collecting and analysing information about each death with a view to identifying-*

*-any case giving rise to the need for a review mentioned in Regulation 5(1)(e);*

*-any matters of concern affecting the safety and welfare of children in the area of the authority; and*

*-any wider public health or safety concerns arising from a particular death or from a pattern of deaths in that area;*

*(b) putting in place procedures for ensuring that there is a coordinated response by the authority, their Board partners and other relevant persons to an unexpected death.” (HM Government, 2006).*

CDOP’s report to the relevant LSCB and in feed into the national report on an annual basis to the Department for Education. A CDOP focus group will support the Ofsted/CQC inspection for Leicester City in December 2011.

Leicester City Children and Young People’s plan includes a priority on the reduction in infant mortality i.e deaths in children under 1 year of age.

CDOP is a sub group of both the Leicester LSCB and the Leicestershire and Rutland LSCB. Under current arrangements the CDR Manager is an officer of the respective LSCB’s and required to report to the Boards at agreed timescales to provide assurance to partners in relation to the effectiveness of LLR CDOP and the work it undertakes. In order to progress the work undertaken by CDOP the manager forms part of the membership of a number of forums, such as the Stay Safe Development Group, the Suicide Audit Prevention Group and the Perinatal Review Group (based within the local NHS Trust).

All cases are presented to a panel of professionals for review. Membership includes representatives from local authority, NHS, the acute health sector, public health, emergency services and community health. Additional members may also be invited to attend if expertise in a particular field is required. The panel currently meet on a monthly basis.

In order to support the work undertaken by the panel a working group was progressing areas of work outside panel meetings. In 2011/ 12 a review of the CDOP process agreed by both LSCB chairs has been undertaken and this overtaken the working group. This review currently has a task and finish group that is chaired by Caroline Tote and Chris Nerini that will need to report back to the LSCB executive by April 2012.

Changes to the panel mean the following has been achieved:

- ▲ LLR CDOP IS OPERATING IN LINE WITH NATIONAL GUIDANCE AND WORKING WELL IN COMPARISON TO CDOP'S IN OTHER AREAS. THIS IS FURTHER SUPPORTED BY THE NATIONAL REPORTS REGARDING CDOP PUBLISHED BY THE DEPARTMENT FOR EDUCATION. DATA SUPPLIED TO THE DEPARTMENT FOR EDUCATION RELATES TO NOTIFICATIONS FROM APRIL 1<sup>ST</sup> 2009 - MARCH 31<sup>ST</sup> 2011.
- ▲ LLR CDOP AIM TO HOLD MONTHLY PANEL MEETINGS AND HAS INCREASED THE NUMBER OF CASES BEING PRESENTED AT PANEL AND CURRENTLY AIM TO TAKE AT LEAST 8. IN THE 24 MONTH TIME PERIOD CAPTURED WITHIN THE DEPARTMENT FOR EDUCATION DATA LLR CDOP HELD 20 PANELS.

Multi-agency working has ensured that reducing infant mortality has become a priority for the city and the outcomes section details the range of multidisciplinary working.

In order to ensure learning is on-going the CDR Manager 'themes' cases and on a quarterly basis returns them to panel, alongside new notifications with comparable factors. This provides panel the opportunity to review learning and recommendations made and ensure there is a consistent approach. Outlined below are areas of work that LLR CDOP are involved in;

### Safe sleeping

This has been highlighted nationally as an area where there is a need to maintain raised awareness. LLR are currently undertaking work to review information that is provided to families around this subject and identify ways of ensuring the message is delivered effectively. This includes participating in road shows, working with health visitor leads and midwives to review current information, as well as looking at wider targeting of groups, such as extended families who provide childcare and foster carers and the wider workforce. Underpinning this area of work are the recommendations that the National Support Team highlighted during their recent visits to Leicester which was supported by data supplied from CDOP.

### Consanguinity

A task and finish group is being established to link in with research that has been undertaken in Bradford in relation to consanguinity and its impact on mortality and review the information and support that is made available to communities in relation to this area.

### Neonatal Deaths

Having identified the review of neonatal deaths as a significant proportion of LLR CDOPs work, UHL established a dedicated forum for the review of such cases which encompasses the various professional specialities involved in the care of neonates. The CDR Manager is invited to attend the reviews in order to ensure there is congruency between this and the CDOP process. This work also supports the perinatal mortality work being undertaken by University Hospital Leicester, NHS Leicester City and the University of Leicester.

A review of the current standard operating policy in relation to the staffing of neonatal beds across sites has also been undertaken following review of a case at panel. As part of this work the current policy in relation to the monitoring of neonates being transferred to low dependency care (prior to discharge home) was also reviewed in comparison with national standards.

## Strategic Working

Leicester City Children and Young People plan and Leicester City Director of Public Health and Health Improvements annual report now incorporate the reduction of infant mortality as one of the priorities for the City. Work undertaken within CDOP has supported the adoption of this as a priority and practical road shows will take place in Autumn 2011 with neighbourhood advisory boards to enable support for the promotion of healthy infancy.

## Facilitating a regional and national picture

LLR CDOP has undertaken a local campaign to highlight the dangers associated with looped cord blinds. This followed a local incident which led to the CDR Manager contacting colleagues nationally in order to ascertain a wider perspective. Engagement was sought with local professionals, as well as local NHS Trusts and Childrens Centres. LLR CDOP provided posters for utilisation as part of the campaign and also provided links to available support resources. As a result of this partnership approach Local Authority Trading Standards Officers also undertook test purchases of products to ensure compliance with the legislation. Issues identified for learning have also been incorporated into the 'Warning Zone', a project of Leicestershire and Rutland Crimebeat Ltd which is targeted at year 6 children.

Following a notification work was progressed to scope the seemingly increased awareness amongst children in relation to the 'choking game'. Following consultation with colleagues nationally and a review of the evidence base, the panel members were able to make an informed decision not to proceed with a public awareness campaigns at the present time.

Work was undertaken in conjunction with the NHS Leicester city medicines management team to review current research in relation to taking forward a recommendation for the inclusion of the paracetamol antidote within tablets. Following the review CDOP were advised that it would be counterproductive to put this forward as a recommendation due to the associated side effects and the potential for the drug to be perceived as 'safe' in terms of any ill effects.

## Sharing good practice

Areas of identified good practice have been disseminated with colleagues regionally and nationally. Examples include;

- ▲ SHARING OF CARE PACKAGES WITH NEIGHBOURING TRUSTS FOR CHILDREN RECEIVING PALLIATIVE CARE MANAGEMENT AT HOME.
- ▲ DISSEMINATING WITH COLLEAGUES NATIONALLY THE RESULTS OF A REVIEW FOLLOWING AN INCIDENT THAT LED TO A CHANGE IN LOCAL PRACTICE AS TO HOW PATIENTS UNDERGOING VIDEO TELEMETRY ARE MONITORED.

## Work with partner agencies

Work is currently underway between the Police and CDR Manager to develop a booklet for professionals involved in the review of unexpected deaths in order to streamline processes and provide a resource containing consistent up to date information.

Significant work has also been undertaken to implement a system highlighting to police residential addresses where a child may have an end of life care plan in place, thus assisting them in their decision making process when a call is made to them informing them that a child has died at their home address.

CDOP seek to ensure families are signposted to appropriate services in order to ensure they are able to make informed decisions. It is requested that in all relevant cases a record is made whether interpreters are required and available and if families are made aware of genetic counselling services.

Where appropriate identified CDOP panels members are requested to ensure learning points are captured within appropriate forums within their respective organisations. In order to monitor this members are required to feedback to panel relating to any actions/outcomes they have undertaken.

A multi-agency day was hosted by the CDR Manger and colleagues from the Police and Health. The aim was to provide professionals involved in the process with of an overview of how the information they supply informs the CDOP process and allow them to work through the stages of preparing a case for review at panel enabling them to gain an insight into the work undertaken by CDOP and the role they play within it.

Close links have been established with both of HM Coroners with jurisdiction within LLR in order to ensure there is an agreed process for mutual sharing of information. By enabling information to be shared proportionally and appropriately it is hoped there will be a fuller understanding of the factors associated with child deaths.

CDOP was pivotal in providing Public Health with timely information to assist with the coordination and informing of multi-disciplinary teams during an increase in respiratory related deaths.

If this work was not undertaken there would not be a coordinated response to child deaths and the LSCB would not be adhering to their statutory duty.

**Cath Pritchard/ Lisa Hydes**  
*Consultant in Public Health/ Child Death Review Manager*

## 5. Performance information

### Children subject to Child Protection Plans

Safeguarding services have continued to manage an increase in Child Protection activity, including an increase in the range and complexity of cases.

Leicester City has a rising child population. 46% of Leicester's population is under 29 years of age. (Office for National Statistics Population Estimate 2008). Overall Leicester has the third highest percentage of 0-29 year olds in relation to comparable cities. In terms of 0-14 year olds, the figure is 19.7%. This is higher than figures for East Midlands and England.

Leicester is an economically poor city and recent evidence suggests it is getting poorer. On the index of Multiple Deprivation 2007, Leicester is ranked the 20<sup>th</sup> poorest in England. (In 2004 it was 35<sup>th</sup>).

A small but significant number of young people in Leicester are considered vulnerable and have a high impact on public services. In terms of ethnicity, most of these young people are White or of Dual Heritage.

Of children subject to Child Protection Plans at 31.03.11, 57.35% were White British and 12.33% were Dual Heritage: -6.64% Black Caribbean & White, 0.24% Black African & White, 2.37% Asian & White, 3.08% Other Dual Heritage.

The following information is performance information that Local Authorities are required to collate to ensure that the use of Child Protection Plans and their effectiveness is performance managed. The targets are National Government targets.

When there are concerns that a child may have suffered significant harm or is likely to suffer significant harm whilst cared for by a parent or family carer a multi-agency child protection conference is held. The conference decides that if a child is likely to suffer significant harm in the future, the child will require inter-agency help and intervention to be delivered through a formal child protection plan. The primary purpose of the plan is to prevent the child suffering harm or a recurrence of harm in the future and to promote the child's welfare (Working Together to Safeguard Children 2010).

Performance measure	Performance target	Performance achieved
<b>NI64 –</b> % children subject to plan for over 2yrs	3%	3%
<b>NI65 –</b> % children subject to plans for 2 <sup>nd</sup> or subsequent time during the year	10-15%	20%
<b>NI67 –</b> % Children reviewed in time	100%	99%



The figure for reviews of Child Protection Plans in time remains high; one review was held out of timescales, which involved two children subject to a Plan, resulting in the overall figure being 99%.

The Local Authority's Safeguarding Unit is progressing an electronic diary. This was reported last year, unfortunately progress has been difficult this year due to a change in supplier and subsequent change in specification. A meeting is planned for early 2012 to finalise requirements and arrangements.

The number of children subject to Plans for a second time was 96 (20%). This is high and has been for a period of time. As a consequence of the sustained high figure an audit was commissioned by the Service Manager Child Protection of this indicator and that audit was completed in June 2011. This audit was presented in a report to the Social Care and Safeguarding Division Management Team on 13<sup>th</sup> June 2011 and the recommendations contained within the report were agreed. The Service Manager Child Protection will have the lead responsibility for overseeing the implementation of the actions arising from the recommendations. The LSCB and Leicester University have agreed to undertake a piece of research in respect of this indicator – incorporating the national picture – with the research focusing on the multi-agency response. This follows on from the audit completed in June 2011 and will include wider stakeholder feedback including feedback from children, young people and parents and carers.

Initial assessment indicates there are a number of reasons for this increase, including a number of cases where plans have not been progressed in a timely way, have had periods of being unallocated or changes in lead Social Worker (at a time of significant pressures on Safeguarding Services 2010-2011).

Management information has also identified the prevalence of Domestic Abuse as significant in this cohort of cases.

The NI65 Action Plan includes the development and delivery of interagency training regarding risk assessment and analysis to ensure good quality information and robust representation at Child Protection Conferences. Practice workshops regarding Domestic Abuse and multi-agency workshops regarding Core Group functioning took place in 2011. Work has begun to record Domestic Abuse as a feature within Child Protection assessments to Conferences and to evaluate responses to this through targeted case auditing.

Negotiations have taken place with Leicester University School of Social Work to undertake some research in this area of Child Protection activity to assist in understanding and addressing repeat plans for children in Leicester.

The Safeguarding Service is developing a specialist Child Protection and Allegations Service for early 2012. This will enable the service to focus more on Quality Assurance and supporting the division to improve performance across Child Protection activity.

The Service continues to provide advice, guidance and policy development on Safeguarding across the Council and with partners in the Statutory and third sector. This includes attending and chairing a range of meetings both strategic and operational regarding specific areas such as MAPPA, E-Safety, LSCB sub group, Domestic Violence, PREVENT and a number of liaison meetings with partner agencies.

**Cathey Moriarty**  
*Service Manager, Child Protection*  
*Safeguarding Unit*  
*Social Care and Safeguarding*

## Appendix A: LSCB Membership

### Independent Chair

Dr. David N. Jones

### Representing Leicester City Council

Andy Smith	Divisional Director, Social Care and Safeguarding
Ann Habens	Divisional Director, Safer and Stronger Communities
Caroline Tote	Head of Service, Safeguarding Children
Cathy Moriarty	Service Manager, Social Care and Safeguarding
Cllr. Vi Dempster	Assistant Mayor and Cabinet lead, Children and Young People's Services
David Thrussell	Divisional Director, Access, Inclusion and Participation
Kamal Adatia	Head of Community Services Law
Karen Manville	Head of Service, Youth Offending Service
Rachel Dickinson	Strategic Director, Children and Young People
Ruth Lake	Divisional Director, Care Services
Susan Harrison	Head of Service, Children's Partnerships, Planning and Performance
Trevor Pringle	Divisional Director, Planning and Commissioning

### Representing the Health community

Adrian Spanswick	Designated Nurse Child Protection and Nurse Consultant Safeguarding Children, Leicester City PCT
Cath Pritchard	Consultant in Public Health, NHS Leicester
Carole Ribbins	University Hospitals Leicester
Dr Sudhir Sethi	Designated Doctor and Consultant Paediatrician, Leicester City PCT
Dr Teck Khong	Leicester City GP Commissioning Consortium
Jackie Ardley	Executive Director of Quality, Performance & Planning/Chief Nurse
Jane Appleby	Lead Children, CAMHS and Safeguarding, East Midlands SHA
Louise DeGroot	East Midlands Ambulance Service
Sharon Robson	Director of Quality and Governance, NHS Cluster

### Lay Member

Caroline Roberts

### Representing Leicestershire Constabulary

DCI Donna Thomson      Specialist Crime/Partnership

### Representing Leicestershire and Rutland Probation Trust

Trevor Worsfold      Specialist Crime Partnerships

### Representing Connexions

Rosemary Beard      Chief Executive, Leicestershire Connexions

### Representing Children and Family Court Advisory and Support Service

Jason Dent      Service Manager, CAF/CASS

### Representing the Education community

Bill Morris      Secondary Schools Headteacher Representative  
Don Brooks      Further Education Sector Representative

### Representing the Voluntary sector

Ian Hale	Family Action
Rama Ramakrishnan	NSPCC and Voluntary Sector Representative
Suki Kaur	Domestic Violence Integrated Response Project

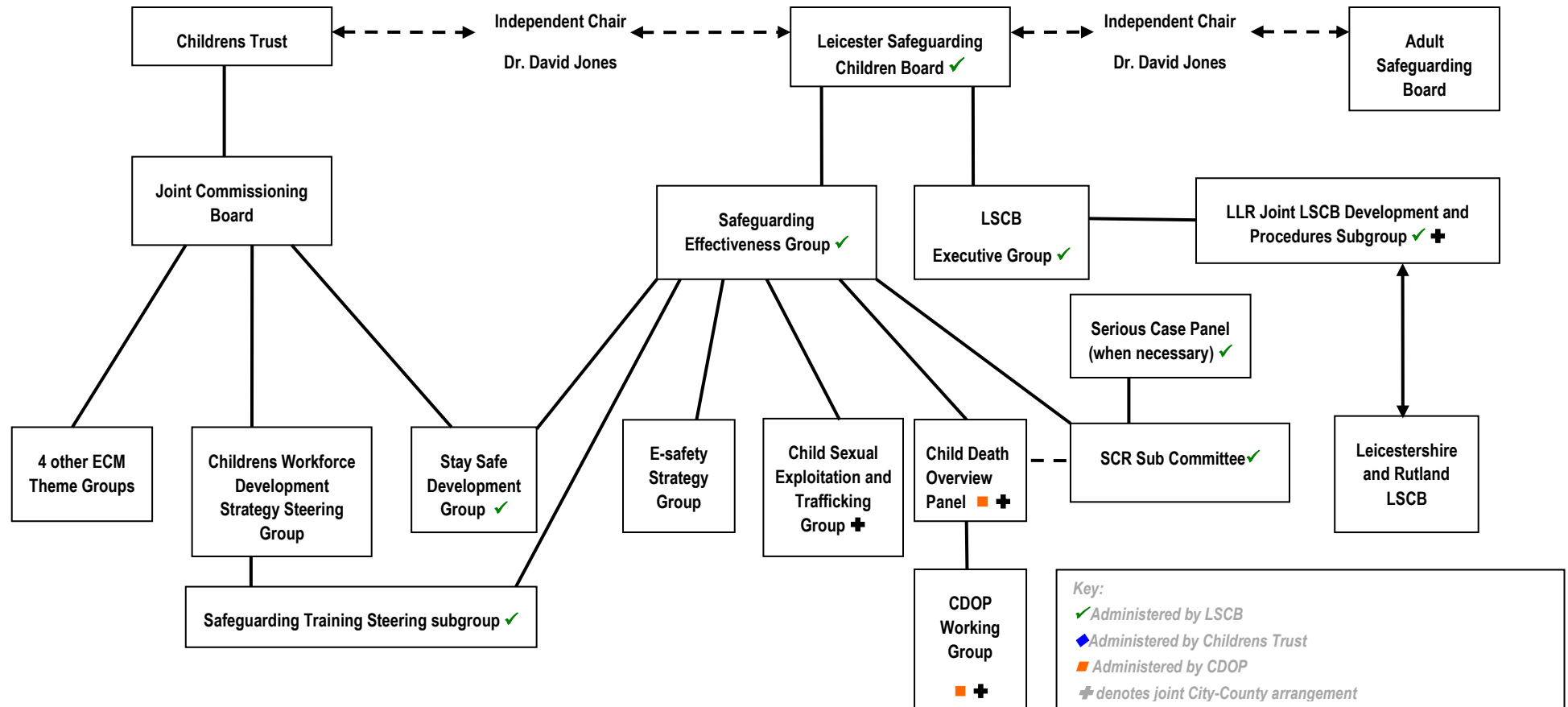
### Representing Other Agencies

Howard Robinson	Director of Community Safety, Leicestershire Fire & Rescue Service
Meena Evans	Crown Advocate, Crown Prosecution Service

### LSCB Officers

Mark Fitzgerald	LSCB Manager
Louise Wells	LSCB Policy Officer
Amanda Moorhouse	LSCB Administrator
John Snaith	LSCB Administrator

## Appendix B: The LSCB and other Partnership Structures



## Appendix C: The LSCB Business Plan for 2011/2012

Core Business Priorities & Purpose		Working Together Reference	Lead	Co-ordination Arrangements	Aligned with work on	Funding from other sources	LSCB Budget (2011 – 2012) allocated
1.	<p><b>Management, Administration and Operation of the LSCB</b></p> <p>Main purpose is to co-ordinate the work of the Board and its sub-groups</p>	Chapter 3 Page 87 Paras 3.1	Mark Fitzgerald (Board Manager)	LSCB office reports to Executive group on its functioning	<ul style="list-style-type: none"> <li>Adults Safeguarding</li> <li>Childrens Trust</li> </ul>	LSCB office is hosted by Leicester City Council	£163,500 staffing costs + £6,000 services and supplies
2.	<p><b>Safeguarding Effectiveness</b></p> <p>Purposes are to:</p> <ul style="list-style-type: none"> <li>Co-ordinate safeguarding Audit activity</li> <li>Judge the effectiveness of sub-group work in terms of its rigour, outcomes and impact</li> <li>Assess the effectiveness of the LSCB</li> </ul>	Chapter 3 Page 93 Paras 3.28-3.33	Caroline Tote (sub group chair)	Multi-agency group meets every 2 months to scrutinise reports from topic areas. Reports findings to the quarterly Board.	<ul style="list-style-type: none"> <li>Safe Working Procedures</li> <li>Safe Recruitment</li> <li>Management of Allegations</li> <li>Bullying Strategy</li> <li>Core Businesses 3 – 9 and Projects 11- 13</li> <li>Co-ordinating audit activity</li> <li>LSCB Scrutiny</li> <li>Assuring the quality of multi-agency training</li> </ul>	0	0
3.	<p><b>E-Safety</b></p> <p>Main purpose is to co-ordinate e-safety work across member agencies</p>	Chapter 11 Page 315	Cathey Moriarty (E-safety Lead)	Multi-agency group meets every 2 months to progress actions from the E-Safety Strategy		0	0

Core Business Priorities & Purpose		Working Together Reference	Lead	Management Arrangements	Aligned with work on	Funding from other sources	LSCB Budget (2011 – 2012) allocated
4.	<p><b>Reviewing Serious Incidents</b> Purposes are to:</p> <ul style="list-style-type: none"> <li>Consider appropriate responses to reports of serious incidents</li> <li>Progress case review processes.</li> </ul>	Chapter 8 Pages 233 - 256	Andy Smith (sub group chair)	Multi-agency group meets monthly. Reports to Board every quarter.	Reviews of Child Deaths	0	Notional SCR £20,000 Notional SILP £10,000
5.	<p><b>Stay Safe Development</b> Purposes are to:</p> <ul style="list-style-type: none"> <li>Contribute to the Childrens Trust Stay Safe Theme</li> <li>Progress business on LSCB priorities</li> </ul>	Chapter 10 Page 288 Para 10.18	Andy Smith (sub-group chair)	Multi-agency group meets quarterly to develop and co-ordinate activity around several safeguarding topics.	<ul style="list-style-type: none"> <li>Think Family</li> <li>Thresholds</li> <li>Self Harm</li> <li>YOT/Safeguarding in Secure</li> <li>Disabled Children</li> <li>Adult safeguarding</li> <li>Domestic Abuse</li> <li>CUSAB</li> </ul>	0	0
6.	<p><b>Reviews of Child Deaths</b> Purposes include:</p> <ul style="list-style-type: none"> <li>Review information to determine whether child deaths are preventable</li> <li>Collation and dissemination of data and learning</li> </ul>	Chapter 7 Pages 208-231	Cath Pritchard (Panel Chair)	Multi-agency group meets monthly to consider reports of child deaths and report on progress via review process.	Serious Case Reviews	£30,000 from Leicester City Council. Manager and admin. hosted by LCCHS	£9,000 add'l + £7,825 shortfall
7.	<p><b>Safeguarding Training</b> Main purpose is to co-ordinate the implementation of the safeguarding training strategy</p>	Chapter 4 Pages 113 - 132	Caroline Tote (sub-group chair)	Multi-agency group meets every 2 months to develop, co-ordinate and report on activity around training.	Safeguarding in Sport	0	£6,000 for dissemination and briefing events and conferences

Core Business Priorities & Purpose		Working Together Reference	Lead	Management Arrangements	Aligned with work on	Funding from other sources	LSCB Budget (2011 – 2012) allocated
<b>8.</b>	<p><b>Safeguarding Procedures</b> Purposes are to:</p> <ul style="list-style-type: none"> <li>• Develop safeguarding policies and procedures</li> <li>• Agree the content of these across the agencies</li> <li>• Ensure their easy access and dissemination</li> </ul>	Chapter 3 Page 90 Para 3.13	Caroline Tote	Supplied by external supplier. Progress is tracked at multi-agency LLR group and executive group meetings	<ul style="list-style-type: none"> <li>• Commonality of procedures across local authority borders</li> <li>• Multi-agency referral form</li> </ul>	0	£2,500 annual maintenance cost
<b>9.</b>	<p><b>Communication and Raising Awareness</b> Main purpose is to raise community awareness of safeguarding issues</p>	Chapter 3 Page 93 Para 3.27		None at present	<ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Publicity relating to Private Fostering, CDOP and CSE</li> </ul>	0	£6,000 for leaflets and publicity materials
<b>10.</b>	<p><b>Participation</b></p> <ul style="list-style-type: none"> <li>• Listening to and consulting children on safeguarding issues</li> <li>• Ensuring their views and opinions are taken into account</li> </ul>			None at present		0	0

Project & Purpose		Working Together Reference	Lead	Management Arrangements	Aligned with work on	Funding from other sources	LSCB Budget (2011 – 2012) allocated
11.	<b>Child Sexual Exploitation/ Trafficking</b> Main purpose is to co-ordinate the implementation of the safeguarding training strategy	Chapter 6 Pages 191 and 204	Caroline Tote (sub group chair)	Multi-agency group meets every 2 months to develop, co-ordinate and report on activity around CSE/Trafficking		£15,500 each from NHS, Leicestershire CC and Leicester City Council. Project manager and admin. hosted by Police	0
12.	<b>Safeguarding in Madrassahs</b> Main purpose is to co-ordinate the safeguarding work undertaken within the Muslim community		Caroline Tote	The Federation of Muslim Organisations and strategic group members meet quarterly		£35,000 from Leicester City Council	0
13.	<b>Safe Transfer of information</b> Main purpose is to co-ordinate the implementation a system to exchange sensitive information securely		Peter Jackson (Group chair)	Multi-agency group meets at intervals to consider options that are technically possible and financially affordable		An as yet undecided figure may be contributed by the L&R LSCB and Health	Nominal amount for replacement of RSA Tags
<b>TOTAL</b>							<b>£230,825</b>