

# DSCB Annual Report 2016-17





## Foreword

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I am pleased to present the Annual Report of the Doncaster Safeguarding Children Board (DSCB) for 2016-17. The report provides an assessment of the performance and effectiveness of local services in safeguarding and promoting the welfare of children in Doncaster over the past twelve months, as well as providing an account of the activities, development and impact of the Board in meeting its statutory responsibilities. It is intended to be read by both professionals and members of the public.

This is the fourth annual report to be published since I was appointed as Independent Chair of Doncaster Safeguarding Children Board (DSCB) in January 2014. Looking back at the areas of concern that were evident at that time, the Annual Report for 2016/17 shows that safeguarding in Doncaster has improved significantly. There is now a much stronger **culture of challenge** between partner agencies. **Partnership working** is more effective at a strategic level and in day-to-day work with children and families. There is a more coordinated response to **key safeguarding risks** such as Child Sexual Exploitation and Domestic Abuse. **Safeguarding practice** continues to improve. The DSCB itself is more influential in driving **learning and improvement** across the partnership and can demonstrate the impact of its work.

Nevertheless, the 2016/17 Annual Report highlights key challenges ahead to ensure that recent improvements are embedded and areas of continuing concern are addressed. With an increasingly strong foundation in partnership working at all levels, we should be confident about responding to those challenges.

I am proud of the work of the DSCB and would like to take this opportunity to thank Board members, partners and the DSCB Business Unit for their unstinting commitment and support.

A handwritten signature in black ink that reads "John H. Harris". Below the signature is a horizontal line.

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October 2017  
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## Executive Summary

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The DSCB Annual Report evaluates the effectiveness of the work of partner agencies to safeguard children in Doncaster and promote their welfare, and sets priorities for the year ahead. It covers the work undertaken in the financial year April 2016 to March 2017 and incorporates emerging themes in quarter one of the next financial year.

The main body of the report provides the context of safeguarding and looks at the effectiveness of key safeguarding functions including early help, child protection, looked after children, domestic abuse and child sexual exploitation. Annex 1 provides detailed information from each partner providing assurance about the work they have individually taken to safeguard children and about how they have supported partnership working through the DSCB. Annex 2 provides an in depth look at the work the Board has undertaken to improve safeguarding practice by learning from a range of sources, in particular performance reporting, audit and case review. It also identifies how the Board has challenged partners to improve practice and the impact of those challenges and the work of the Board in general.

This Annual Report demonstrates the progress which has been made in safeguarding in Doncaster since the development of the 2014 - 2017 strategic plan. In a climate where demand for safeguarding services has never been higher, with the numbers of referrals, children subject to child protection plans and children in care continuing to increase throughout the period, this report demonstrates the good practice which is taking place across the DSCB partnership to safeguard children.

The Board now has all its statutory requirements in place and these are embedded within the work of the Board. The DSCB has made progress against all its strategic priorities and this work is beginning to have an impact on outcomes for children.

The Board has continued to have oversight and to influence to progress of Early Help. Although development is still required, there is increasing evidence that thresholds for intervention are embedded and there are an increasing number of professionals taking on the lead professional role and undertaking early help assessments. Further work is needed to ensure the quality and effectiveness of the early help assessments, and to improve the transitions between social care and early help.

Work in the area of child sexual exploitation has continued to progress well. The group now has a comprehensive dataset which enables a more complete picture of CSE to be provided. The 'Protecting Vulnerable Young people group' is beginning to mature in its ability to identify hotspots, individuals and activities of concern. Excellent links have been made with the industry sector such as hoteliers, taxi drivers and fast food establishments to raise awareness of CSE.

Growing Futures continues to show positive impact, particularly in reducing the number of times families were re-referred to MARAC. The commitment to continue the project after government funding ended is testimony to the commitment the partnership has to this way of working. The DSCB will continue to receive assurance of progress of this important work.

The DSCB has developed a neglect strategy and a supporting tool for practitioners to use to assess the risk posed. Multi-agency training has been provided to staff across the partnership and this has been disseminated by partners into their own agencies. An audit is planned to evaluate the impact of this work.

The Board has developed an effective culture of challenge which is well evidenced through the work of the Performance Accountability Board, through the Board and its sub-groups and in the Challenge Log.

The DSCB performance report has enabled the Board to identify safeguarding issues such as the need for improved referrals to Project 3 (substance misuse service) when young people have presented themselves at A&E. The DSCB has developed its case review methodology to enable the learning to be accessed more easily from practice. It has commenced learning lessons reviews on a number of cases and learning from these will be disseminated across the partnership in the coming year. The DSCB has undertaken a number of multi-agency audits and findings from these have been incorporated into practice.

The Signs of Safety approach has been rolled out across the partnership and there is clear evidence of it being used in a large number of cases. There has been much improvement in services for looked after children against a backdrop of increasing numbers of children in care. There has been a decrease in the numbers of children looked after in distant local authorities and an improvement in ensuring where possible that children are safely supported to reside with their parents. Good work has been undertaken to ensure children are supported to participate in their reviews and a range of methods have been developed to do this.

DSCB provides a wide range of training, this is well-evaluated and there is some evidence of this having an impact on practice. Progress has been made in coordinating the training offer across the partnership and this will be the focus of work in the coming year. This will ensure that the impact of the training is more effective on practice.

The Board has ensured it has listened to children and young people through presentations directly the Board and through seeking feedback on practice in the multi-agency audits. It has worked with young people at the DMBC Democracy Event and ensured their views have been incorporated into the Children and Young People's Health and Wellbeing Transformation Plan. The Board will seek further direct input from young people in the coming year.

Partnership working continues to be strong with all partners contributing to the Board meetings and its sub-groups. Partners have demonstrated through their contribution to the annual report and the activities they have undertaken to safeguard children, their high commitment to safeguarding children in Doncaster.

## 1. Purpose of the Report

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This is the annual report and business plan for the Doncaster Safeguarding Children Board. It covers the work undertaken in the financial year April 2016 to March 2017 and incorporates emerging themes in quarter 1 2017/18. It evaluates the overall effectiveness of local safeguarding arrangements in Doncaster, identifying the key issues and constructive challenges for organisations that have safeguarding responsibilities. The report assesses the progress made by the Board in delivering its Business Plan and outlines ways in which the Board itself can perform its functions to better effect. It is a statutory requirement under Working Together 2015.

The report's format has changed from previous years due to the increased quantity and quality of information provided from partner's contributions. The main report includes an overview of progress and effectiveness. More detailed information on partners' contributions to safeguarding is available in a separate annex which can be accessed on the DSCB website also (Annex 1). More information about the Board's Learning and Improvement can be found in Annex 2.

The report is intended for professionals in partner agencies and voluntary organisations as well as others who have an interest in the safeguarding of children and young people, not least children, young people and their families and carers whose lives we look to improve through the work of DSCB. A child-friendly version of the report is being developed and will be available on the DSCB website.

The report has been prepared by John Harris, Independent Chair and Rosie Faulkner, Board Manager with contributions from Board partners and the DSCB Business Unit. Information in the report has also been taken from a number of sources and reports approved by the Board:

- Annual Private Fostering Report 2016/17
- Annual Independent Reviewing Officer Report 2016/17
- Annual Local Authority Designated Officer Report 2016/17
- Joint Strategic Needs Assessment 2014
- Doncaster Children and Young Peoples Strategic needs Assessment 2014
- Department of Education 'Characteristics of children in need in England 2014-15'

The report will be considered formally by the Mayor of DMBC, the Chief Executive and the Health and Wellbeing Board. It will also be shared with the Schools, Children and Young People Scrutiny Panel, and the Children and Families Strategic Partnership Board, who all have a wider remit to promote better outcomes for children. DSCB leads and influences the safeguarding agenda in these wider political and partnership arenas and is held to account for its impact.

## 2. What is a Local Safeguarding Children Board (LSCB)?

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The remit for DSCB is set out in Section 13 of the Children Act 2004 as well as in the statutory guidance '*Working Together to Safeguard Children*' (2015)

The statutory objectives of any LSCB are to:

- Coordinate what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the authority; and
- Ensure the effectiveness of what is done by each such person or body for that purpose.

## 3. Functions of Doncaster Safeguarding Children Board

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Detailed guidance on the organisation of LSCBs is set out in Chapter 3 of *Working Together 2015*. In the light of this guidance DSCB defines its key functions as:

- Developing policies and procedures for safeguarding and promoting the welfare of children, including on:
  - Action where there are concerns, including thresholds
  - Training of people who work with children
  - Recruitment and supervision
  - Investigation of allegations
  - Privately fostered children
  - Co-operation with neighbouring authorities.
  
- Communicating the need to safeguard and promote the welfare of children and young people.
- Monitoring the effectiveness of what is done to safeguard and promote the welfare of children and young people.
- Participating in the planning of services for children in Doncaster
- Undertaking Serious Case Reviews.
- Procedures to ensure a co-ordinated response to unexpected child deaths
- Collecting and analysing information about child deaths

These functions are the shared responsibility of all the DSCB member agencies.

In order to fulfil its functions the DSCB must as a minimum:

- Assess the effectiveness of the help being offered to children and families, including early help
- Assess whether partners are fulfilling their statutory obligations to safeguard children
- Quality assure practice, including through case file audits
- Monitor the effectiveness of training to safeguard and promote the welfare of children.

Working Together 2015 also requires that the Chair of the Board publishes an annual report. This report should contain:

- Rigorous and transparent assessment of the performance and effectiveness of local services
- Identify areas of weakness, the causes of those weaknesses and the action being taken to address them
- Include lessons from serious case reviews, child death reviews and other relevant reviews
- Report on the outcome of assessments undertaken on the effectiveness of Board partners' responses to CSE
- Include an analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families
- Include data on children missing from care, and how the LSCB is addressing the issue.

## 4. Safeguarding in Context

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## 4.1 Context for Safeguarding Children and Young People in Doncaster

Approximately 306,397 people live in Doncaster, in terms of the Indices of Multiple Deprivation (IMD) 2015 Doncaster is:

- 48th most deprived out of 326 Local Authority areas in England
- 4th most deprived out of 21 Local Authority areas in the Yorkshire and Humber Region
- The 2nd most deprived area in South Yorkshire
- The 4th most deprived area in its comparator group
- 1 in 5 Lower Super Output Areas in Doncaster is in within the most deprived 10% of the UK.

A rise in the number of cohabiting partners, step families, lone parents and the recording of same sex relationships in the past 10 years has changed family composition in Doncaster. The latest 'Information for Doncaster' (information provided by DMBC) shows that nearly 71.9% of families with dependent children are a couple; which means nearly 1 in 3 families (28.1%) are lone parent families. The main difference between Doncaster and the national picture is the higher proportions of families that are cohabiting, particularly where this involves step-families.

The population of young people aged 0-24 is 89,254 which is 29.1% of the total population. This is the same as our comparator group and but slightly lower than national proportions at 30.2%.

The number of children in poverty in Doncaster is 24.1%, which is higher than the national average of 19.9%. This equates to around 16,035 children and young people aged 19 and under. Poverty is not distributed equally across the borough with some lower super output areas (LSOA) having over 50% of children in poverty compared to other area only having 5%.

In Doncaster 6.2% of Doncaster residents were born outside the UK. The main group outside of white British is 'white other' which equates to 3.1% of the population aged 0-24. The main language in Doncaster, for people aged 3-15, if not English, is Polish.

Doncaster is the second largest economy in South Yorkshire; a large proportion of the population is in receipt of state benefits. Approximately 11.1% of the population in Doncaster is claiming 'out of work benefit' compared to 8.1% nationally. In the 18-24 age category, 1.8% of the population is claiming job seekers allowance compared to 0.8% nationally.

The number of 16-18 years old not in education, employment or training is 4.2% of the population as at the end of 2015 (450 young people). This is higher than the national average.

The proportion of people in Doncaster who achieve a Level 2 or level 3 qualifications by the age of 19 is 78% and 45% respectively. This is lower than the regional (85%) and (54%) and national (85%) and (57%) averages respectively.

The NSPCC have estimated that one in five children in the UK is impacted by domestic abuse. However, Growing Futures estimate that in Doncaster this is one in three children. This suggests that more children compared to the national average are entitled to services to achieve their best outcomes.

## 4.2 Population

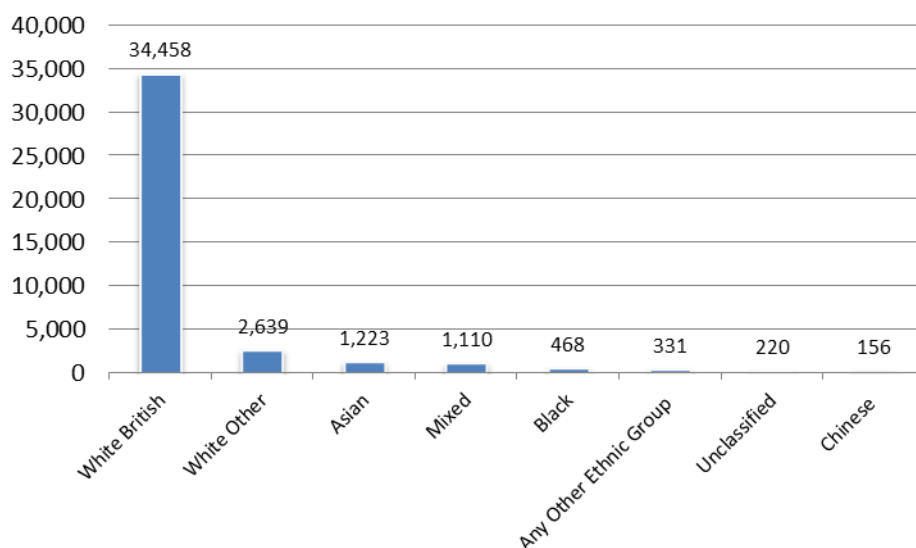


The population of young people aged 0-24 in Doncaster is 89,254 representing 29.1% of the population. The relative age profile, with national and regional comparisons, is shown in the table below.

Age	Doncaster	Yorkshire & The Humber	England
Aged 0-4	6.1%	6.1%	6.2%
Aged 5-9	6.4%	6.2%	6.2%
Aged 10-14	5.6%	5.6%	5.6%
Aged 15-19	5.5%	5.9%	5.8%
Aged 20-24	5.6%	7.1%	6.4%
Aged 0-24	29.1%	30.9%	30.2%

### 4.3 Ethnicity

The numbers of pupils in Doncaster are predominantly White British (34,458), with a smaller amount of White Other (2,639) and Asian (1,223).



Doncaster has fewer school age children from ethnic minority groups than regional and national averages. The percentage of primary and secondary school age children from ethnic minority groups is 15.9% and 13.0% respectively. This is much lower than the regional (26.3% and 23.3%) and national (32.1% and 29.1%) averages respectively.

### 4.4 Supportive Health Data

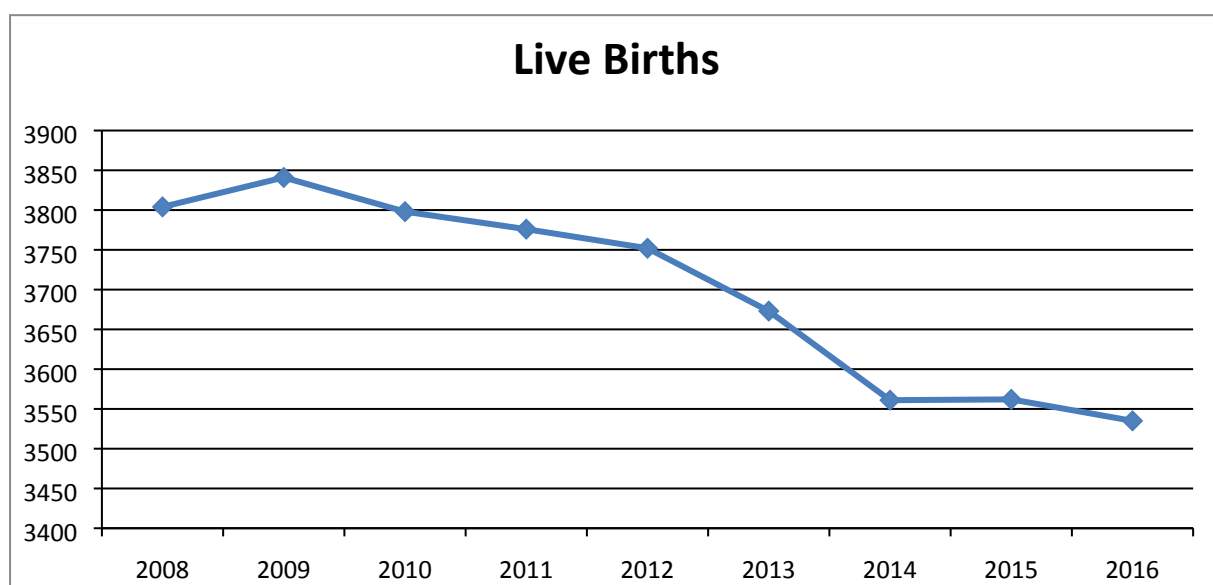
The health and wellbeing of children in Doncaster is generally worse than the England average. The infant mortality rate of 5.2 per 1000 is higher than both the regional and national rate of 4.3 and 3.9 respectively.

The smoking status of mothers at time of delivery in Doncaster is higher, at 12.9%, compared to the national average of 10.6% (2015/16).

Children in Doncaster have average levels of obesity: 23.8% of children aged 4-5 years and 33.9% of children aged 10-11 years.

The live birth rate has decreased steadily since 2008 as shown in the table below.

Year	Live Births
2008	3804
2009	3841
2010	3798
2011	3776
2012	3752
2013	3673
2014	3561
2015	3562
2016	3535

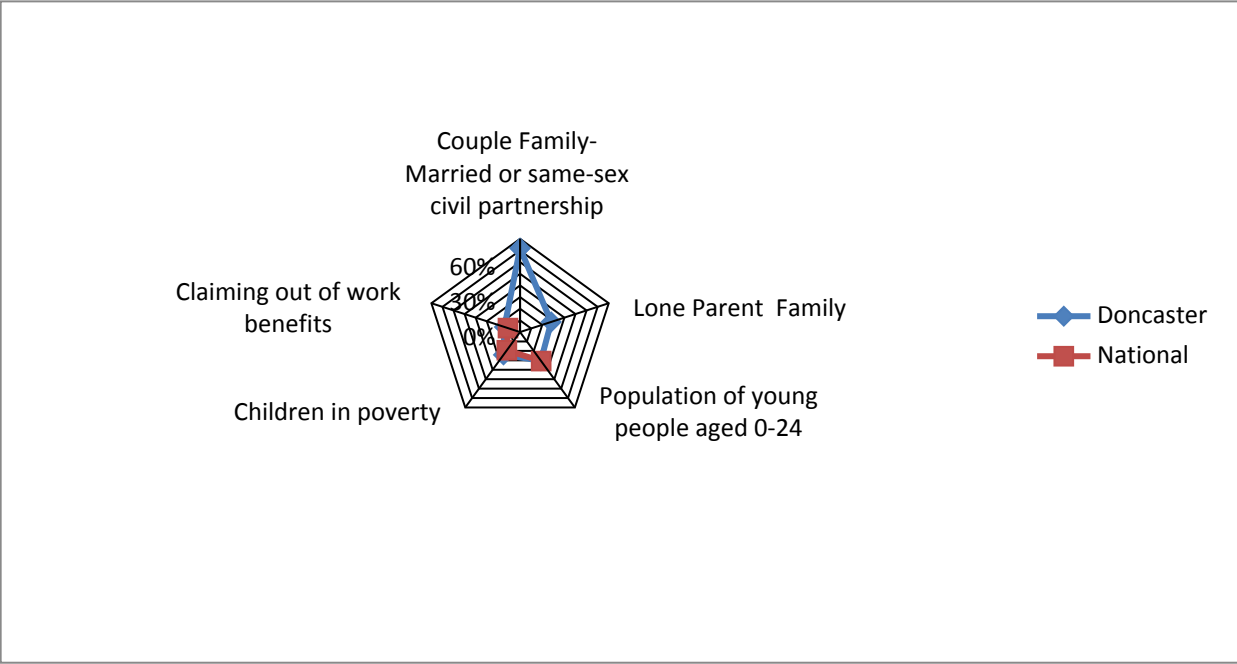


Life expectancy at birth for males, in Doncaster is 77.6, lower than the regional and national averages in 2013-2015. There is a higher life expectancy for females at 81.6 however this still compares unfavourably with regional and national averages.

	Doncaster Average	Yorkshire and Humber Average	National Average
Boys	77.5	78.7	79.5
Girls	81.6	82.4	83.2

#### 4.5 Family Composition

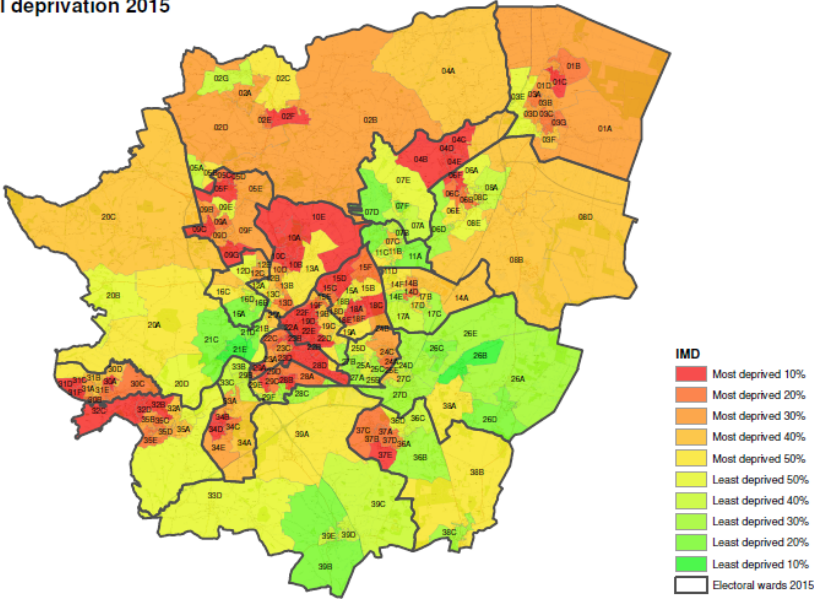
Family composition is changing in numbers, with variable arrangements rather than the traditional married family household. A rise of cohabiting partners, step families, lone parents and same sex relationships in the past decade has resulted in a very different profile of family composition in Doncaster. The latest information shows that over 71.9% of families with dependent children are couples, with almost one in three children living in lone parent families (28.1%). A key difference between the family composition profile in Doncaster and that found nationally, is the higher proportion of families that are co-habiting.



**4.6 Deprivation**

Doncaster is currently ranked 48 out of 326 local authorities according to the index of multiple deprivation and is fourth worst of the 21 Yorkshire and Humber local authorities. One in five of LSOA areas in Doncaster is in the most deprived 10% nationally.

Overall deprivation 2015



The proportion of children and young people living in poverty in Doncaster is higher at 24.1%, than that found nationally. The rate of family homelessness is better than the national average. The levels of deprivation in Doncaster reflects in the number of issues relating to school aged children, for example, the number of pupils eligible and claiming free school meals is higher than the national average at 17.1%.

Doncaster average	Yorkshire and The Humber average	England average
17.1%	16.8%	14.7%

Proportion of primary age pupils eligible for Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
32.9%	28.2%	25.9%

Proportion of secondary age pupils eligible for Pupil Premium is higher than the regional and national average.

Doncaster Average	Yorkshire and Humber Average	National Average
34%	30.4%	28.9%

In summary, this data suggest that the challenges Doncaster and its Children's Services face are greater than those found nationally. Therefore, it is essential that the local authority and partner agencies commission an appropriate range of services that meet the needs of the area, particularly in relation to health and education. Children and families should also have access to a wide range of early help, including parenting and wider family support.

## 5. Governance and accountability structure of DSCB

### 5.1 Chairing

The DSCB is chaired by an Independent Chair who was appointed in January 2014 by the Local Authority Chief Executive in conjunction with the DSCB partners and Lay Members. The Chief Executive holds the Chair to account for the effective working of DSCB. A performance management framework is in place to assist the Chief Executive in holding the Chair to account for his work. The Board has a Vice-Chair, who complements the role of the Independent Chair and has oversight of the coordination of the Board's business plan. Doncaster Children's Services Trust has responsibility for administering the Board and employs and line-manages the DSCB Business Support Unit.

### 5.2 Membership

In order to fulfil its core functions, DSCB is made up of one designated representative from each of a number of partners who form the DSCB. The Board members are:

- Doncaster Metropolitan Borough Council (DMBC)
- Doncaster Children's Services Trust (DCST)
- South Yorkshire Police (SYP)
- Doncaster Clinical Commissioning Group (CCG)
- South Yorkshire National Probation Service (NPS)
- Youth Offending Service
- NHS England
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- CAF/CASS
- Doncaster and Bassetlaw Teaching Hospital
- St Leger Homes

- Primary, Secondary and Special Schools
- Doncaster College
- 2 Lay Members
- Safe@Last
- The South Yorkshire Community Rehabilitation Company Ltd
- Doncaster Safeguarding Adults Board
- South Yorkshire Fire and Rescue Service
- HM Prison Service
- Primary Care
- Yorkshire Ambulance Service NHS Trust
- Expect Youth

The Board has ensured the voices of children and young people influence its work in a number of ways. These are detailed in Section 8.1 Voice of the Child and Community Engagement.

Designated representatives of the statutory Board Members are expected to serve a minimum of three years on the Doncaster Safeguarding Children Board. The DSCB also has a small number of professional advisors from key agencies. Members of the DSCB are Chief Officers from within their own organisation with a strategic role in relation to safeguarding and promoting welfare of children and young people within their organisation. They are able to:

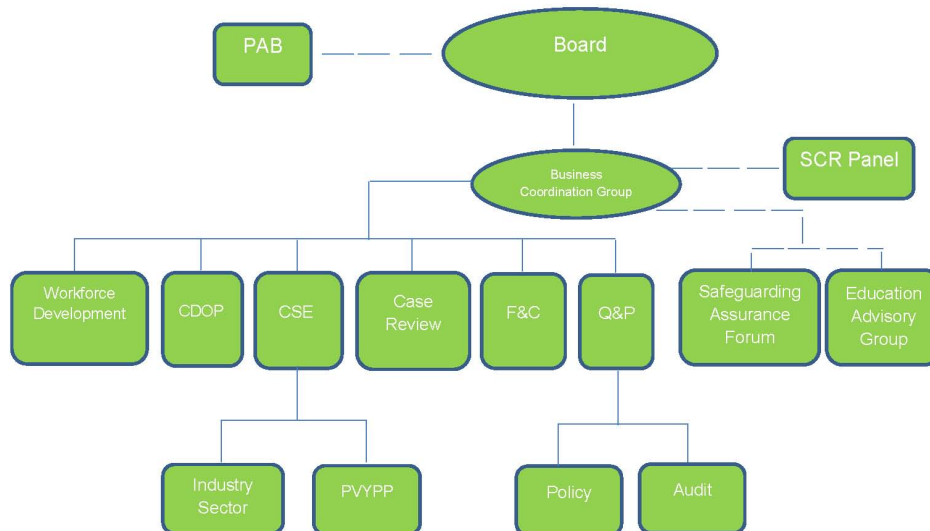
- Speak for their organisation with authority
- Commit their organisation on safeguarding and promoting welfare policy and practice matters
- Hold their own organisation to account and hold others to account and collate management information to demonstrate effectiveness.

DSCB Board Members have a clear role description, which includes disseminating the work of the Board within their respective agencies. They self-assess their effectiveness within an agreed performance framework. DSCB has appointed two Lay Members who operate as full members of the Board with defined roles and responsibilities. They are both active members of Doncaster community. They bring their local knowledge and expertise to support the work of the DSCB. Both are regular attenders of the Board and its sub-groups. In particular, one has driven forward the work of the Faith and Culture Group and the other has provided support for the CSE work and provided the Board with challenge in relation to cultural competency training. Both members have provided a summary of their contribution to the Board at appendix 3 and 4. They have also provided feedback on the progress of the Board that they have observed in the last year.

### **5.3 Board Structure**

The Board is supported in its work by a number of sub-groups as depicted below. The structure was reviewed in September 2016 and the Learning and Improvement Group was ended in favour of a less hierarchical structure. It was replaced by the Quality and Performance Group (Q and P Group) which deals directly with performance information and audits, rather than having two additional groups sitting under it. The Q&P Group reports to the Business Coordination Group whose membership was reviewed to ensure all key partners are represented. The changes to the structure have significantly reduced duplication of work leading to swifter movement of work and more robust challenge from partners.

## Sub Group Structure



The sub-groups progress the Board's strategic priorities and ensure the Board meets its statutory functions. The Health Assurance Forum and Education Advisory groups encompass their respective communities and are administered through the CCG and DMBC. Task and finish groups are established to work on specific themes as required. Attendance and commitment of partners has been good and has enabled the Board to take forward its priorities.

In January 2016 the Performance Accountability Board (PAB) was created. Its key purpose was identified in its terms of reference as:

- To act as a 'strategic summit' group for the DSCB at Chief Executive level to oversee improvement in children's safeguarding, focusing in particular on cross-cutting issues that require effective interdependent working from partner organisations
- To review progress with Improvement Plans following inspection
- To identify and resolve key areas of performance risk
- To identify barriers to progress and agree solutions

The PAB was established to meet the expectation from the Department for Education (as part of the Secretary of State's Direction to the Council) that there is a partnership body at executive level to oversee, monitor and challenge improvement. Given the leadership role of the DSCB in challenging and assuring the effectiveness of local safeguarding arrangements, it was agreed by partners that the PAB would operate within the governance framework of the DSCB and would be chaired by the Independent Chair of the DSCB. It is attended by chief officers from the key agencies: SYP, RDASH, CCG, DBHFT, DMBC and DCST. The group is administered by the DSCB.

## 5.4 Board Meetings in 2016-17

The Board has met four times during 2016/17 and also held a Board Development Day in January 2017 to agree our priorities for 2017/18. Attendance at Board level is good. Low attendance tends to be from agencies where there is only one representative from that agency or where an agency represents a number of Boards in the region. Increasingly, Board members are able to provide constructive challenge. The Board keeps a log of all the challenges made and the outcomes of these. See Annex 2, section 2.0 – Impact of the Board – Responding to Challenge, for more information.

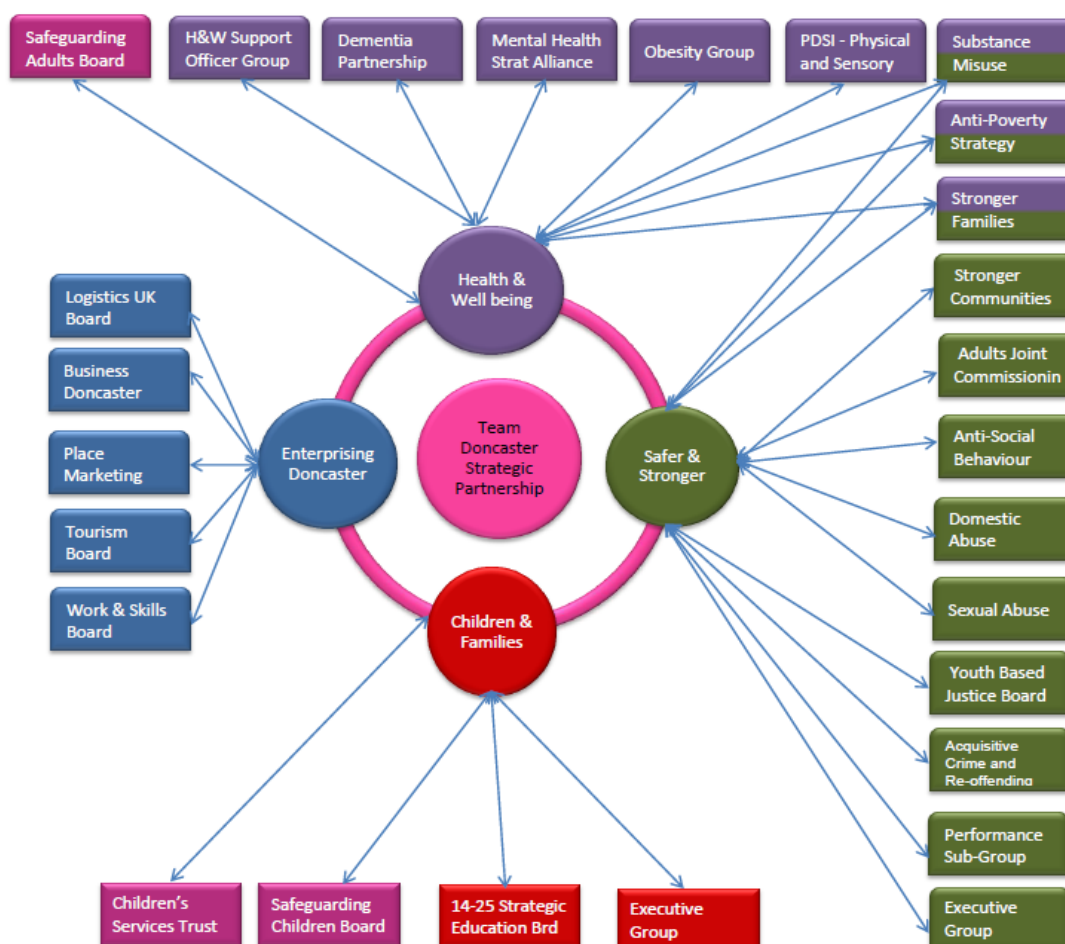
Period Covered – April 2016 to March 2017 with 4 meetings						
Agency	No of times attended	No of times representative sent	No of times apologies sent	No of times DNA	N/A	Overall %
Doncaster CCG	4					100%
Primary Care	3		1			75%
NHS England	3		1			75%
DBHFT	3			1		75%
DBHFT (Designated Dr)	3			1		75%
RDaSH		3	1			75%
Safeguarding & Standards, DCST	4	1	1			100%
YOS - DCST	2		2			50%
DCST (CEX)	4					100%
Public Health, DMBC	3			1		75%
DMBC (Director)	3		1			75%
Education, DMBC	2	1			1	50%
DMBC (Cllr)	4					100%
Legal Team - DCST	Attending on an advisory capacity, when needed.					
Safeguarding Adults	3		1			75%
SY Police	4					100%
SY Fire Service	2		2			50%
SY Ambulance Service	2		1	1		50%
St Leger	4					100%
Doncaster College	3	1				75%
Safe @ Last	4					100%
Lay Member(s)	3		1			75%
NPS	3		1			75%
Community Rehabilitation Co.	3		1			75%
CAFCASS			3	1		75%
HMP				4		0%
Primary School	2		1	1		50%
Secondary School	3		1			75%
Special School	2		2			50%

## 5.5 Links with other strategic partnerships

The DSCB is supported by established protocols to ensure good communication, collaboration and alignment with the Doncaster Safeguarding Adults Board, Health and Wellbeing Board and Safer Stronger Doncaster. There is reciprocal attendance on the Safeguarding Adult and Safeguarding Children Boards by the Board Managers. In the last year, the two Safeguarding Boards worked collaboratively to undertake a joint self-assurance exercise (more commonly known as Section 11 audit). This exercise is detailed in Section 10.8 DSCB Partners Self-Assessment (S.11) audit of this report.

The Chair of the DSCB meets regularly with Chairs of the other Boards and is a member of the Children and Young People's Strategic Partnership. The DSCB receives assurance reports from the Safer Stronger Doncaster Partnership in relation to Prevent and Domestic Abuse. Assurance reports have been provided from the Health and Wellbeing Board regarding the progress of the Mental Health and Wellbeing Transformation Plan.

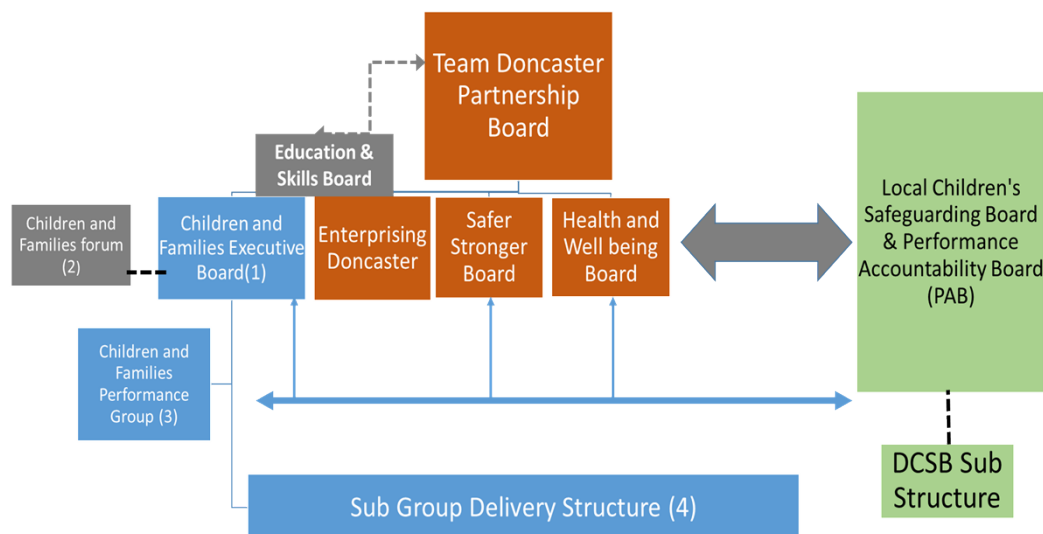
The diagram below sets out the full 'Team Doncaster' partnership framework.



Over the past twelve months, the DSCB has contributed to a fundamental review of the work of the Doncaster Children and Families Strategic Partnership (CFSP) led by the DMBC Director of Children's Services. As a result of the review, there is now a modified organisational structure for the partnership, with a clear role for the DSCB in terms of scrutiny and challenge of the work of the



partnership in respect of its work to promote and coordinate safeguarding priorities. This is shown below:



During 2016/17, in partnership with the Local Authority has developed a new Children and Young People's Plan, 2017-20, based around four key themes: healthy and happy, equality, safety, and achievement. Through the Children and Families Executive group, the partnership will be held to account for the delivery of the plan. The DSCB will receive assurances from the Children and Families Executive Group in relation to the plan and specifically on the theme of 'Safe'. This will include for example, the coordination of partnership activity in relation to early help and neglect.

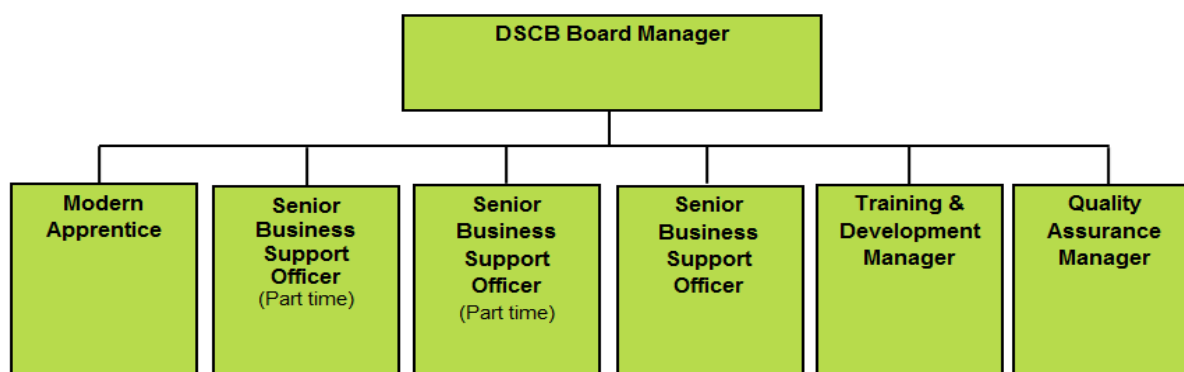
In the coming year it is expected statutory guidance on the Children and Social Work Act will come into being. The DSCB has agreed some 'key change propositions' to inform future development, whilst maintaining a 'business as usual' approach during transition.

- Work through the current LSCB in developing modified multi-agency safeguarding arrangements that represent 'best fit' for key partners.
- Retain Independent Chair role, with remit to work with key partners to initiate and lead streamlining of multi-agency safeguarding arrangements (in effect, taking forward key requirements from CSW Act 2017 and statutory guidance, within a retained LSCB framework to promote continuity and reduce risk).
- Promote values and behaviours that champion children and foster partnership working.
- Strengthen focus on local assurance, scrutiny and challenge. Key areas of focus to include: understanding and application of thresholds; response to key safeguarding risks (Neglect, Domestic Abuse, CSE, Emotional Health and Well-Being); impact of early help; consistency of core processes; quality of practice.
- Maintain an overview of the effectiveness of local arrangements, identifying areas for learning and improvement.
- Consider opportunities for functions to be carried out on a joint, sub-regional or regional basis where this would promote greater consistency and efficiency
- Encourage a regional or sub-regional approach to issues such as FGM and CDOP.
- Ensure regional dissemination of shared learning from local learning enquiries.

## 5.6 DSCB Business Support Unit

DSCB is supported by a Board Manager and dedicated business support team which is managed within the Safeguarding and Standards Unit of the Doncaster Children's Services Trust. There have

been a number of changes within the Business Unit at the latter end of 2016/17 which has provided the team with challenges in ensuring 'business as usual'. Some support has been provided from outside the unit to enable work to continue but the lack of a stable team has had impact on the continuity and progress has slowed as a result. Recruitment has been underway to replace staff and the team expects to be fully staffed again by August 2017.



## 5.7 Board Partner Financial Contributions and Board Expenditure 2016/17

The table below sets out the financial contributions of partner agencies to support the work of the Board and the expenditure in 2016/17. Partner agencies continue to manage increasing financial pressures however once again they have provided the same level of contribution to the Board as in previous years. It was considered that the core funding provided by partners was sufficient to maintain the Board's statutory responsibilities however; DMBC did contribute an additional £9.5k towards improving the training provided around Early Help. This additional funding was used to pay for additional temporary business support to facilitate the smooth running of the training courses. In-kind contributions are received from Doncaster College and DBHFT to support the training offer. DCST provide support through line-management, HR functions and other back office support.

<b>DSCB Budget Report 2016/17</b>	
<b>Employee costs</b>	<b>224,259</b>
<b>Supplies and services</b>	<b>52,237</b>
<b>Training</b>	<b>22,447</b>
<b>Total expenditure</b>	<b><u>298,943</u></b>
<b>Funded by:</b>	
<b>Doncaster CCG</b>	<b><u>97,880</u></b>
<b>CAFCASS</b>	<b><u>550</u></b>
<b>South Yorkshire Police</b>	<b><u>26,000</u></b>
<b>NPS</b>	<b><u>2,050</u></b>
<b>DMBC</b>	<b><u>171,597</u></b>
<b>Total income</b>	<b><u>298,077</u></b>
	<b>- 866</b>

The budget for 2017/18 has been agreed and partner contributions have once again stayed at the same level. The contribution from DMBC has increased slightly as a result of inflationary pressures

mainly on employee costs. This budget is in line with other LSCBs of similar size to Doncaster and will be sufficient to meet current needs. The DSCB will ensure that appropriate prioritisation is given to create the biggest impact; however it only provides limited scope for innovation or contingencies for emerging issues. Resourcing will need to be kept under review and if new demands arise it may be necessary to approach partners for a one-off contribution.

<b>SAFEGUARDING BOARD 17/18 BUDGET</b>	
DMBC	177,675
POLICE	26,000
CAFCASS	550
PROBATION SERVICE	2,050
CCG	97,880
<b>TOTAL</b>	<b>304,155</b>

## **6. Summary of Progress against DSCB Priorities**

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## 6.1 Progress and Impact against Strategic Priorities 2014 – 2017

In February 2016, the Board approved a new Business Plan for 2016/17 which brought together action in response to the Board's strategic priorities and the recommendations from OFSTED's review of the Board in October 2015. In January 2017, the DSCB held its annual development day and sub-group chairs were asked to evaluate (with evidence) the impact the work of their respective sub-groups against the outcomes in the 2016/17 Business Plan using an agreed impact rating: 1= Planned, 2 = under development, 3 = implemented with early impact, 4 = established with sustained impact. Good progress has been made in most areas however, impact is not always demonstrated. Below is a summary of progress against the DSCB strategic priorities with clear linkages made to the Ofsted recommendations (identified in the text by the reference **ORn**).

**Strategic priority 1: DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) **Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done and identifies delegation arrangements**

(**OR9, para 155**) Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster. A Communications Strategy is in place which identifies how and who the Board will communicate with. Each sub-group is responsible for adding to the communications timetable when it has identified issues which need to be shared. The Board has used a variety of methods to communicate its work:

- The Board shared the progress of its work through the publication of its annual report on the DSCB website and disseminated through partner agencies represented on the Board.
- Information identified through the Child Death Overview Panel has provided information to parents on overlaying.
- The CSE sub-group has developed a communications plan on CSE which is being implemented.
- A Children and Young People Participation strategy has been developed as part of the Communications Strategy and work has already commenced on this (see 1 (b) below).
- The Board currently runs two conferences per year and a newsletter is produced to coincide with these. The last conference was used to launch the neglect strategy and disseminate lessons from serious case reviews.
- Dissemination of learning from case reviews and audits happens via briefings disseminated to all partners and placed on the DSCB website.

Communication occurs at different tiers of organisations, for example through the Performance Accountability Board at Chief Officer level, through practitioner groups, the Conferences and training and also through the website and newsletters and briefings.

Although communications have taken place as identified above, the approach has not provided a strategic approach to the dissemination of information. There has not yet been a coherent evaluation of the current strategy and its impact. Links have recently been made with the multi-agency communications group to provide advice and support in ensuring key messages are consistently shared appropriately. Recent publicity has been undertaken to raise the profile of the Board in the

wider community by taking out an advert in the Doncaster Rovers match publicity and developing CSE awareness cards. Again the impact of these campaigns has yet to be evaluated.

Overall Impact Rating = 2- Under development

**b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work**

**(OR7) Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities. See also OR9 above)**

Children and Young People's Participation is included within the Board's communications strategy which was signed off by the Board in April 2016. This includes a number of ways of engaging with children and young people and this work is in progress. To ensure that the experience of the child is at the centre of partnership working their views are now incorporated into all audit activity and the audit tool includes a focus on how the voice of the child is demonstrated. The case review group has challenged all partners to provide an assurance report on how they have incorporated the voice of the child in service development and these have now been received. This is also included in the S11 self-assessment which will be undertaken in the early part of 2017/18.

In order to achieve direct feedback from young people, representatives of the Youth Parliament have attended both the BCG and the Board meeting. A presentation was provided on the Make your Mark questionnaire and members of the Young Carers group attended the BCG to request support with the young carers service. The BCG has asked that this be progressed by the Children and Young People's Strategic Partnership Board.

In April 2016 young people from Doncaster College provided a workshop at the DSCB Spring Conference on communicating with young people and in October they filmed the DSCB Conference. This provides a way of raising the profile of the DSCB with young people. The DSCB has now developed a new website which has a young person's section to enable more child and young person focussed information to be readily available.

A key issue identified through the engagement activity was that of children and young people's mental health. The Board made a commitment to championing mental health issues for young people and as a result ran a workshop at the young people's Democracy event in July 2017. Young people identified that not enough was known about mental health and asked that there should be greater awareness raising within schools. This had previously been provided by Public Health Service 'carousels'. When the Board learnt that these were no longer being resourced a challenge was raised resulting in their reinstatement until alternative arrangements could be made.

Overall Impact Rating = 2 Under development

**c) Develop mechanisms to ensure practitioners' views influence the work of the Board**

The Board has established a Practitioner Forum to enable practitioners to comment and influence aspects of the DSCB work. The group have provided feedback on the Neglect Strategy and the issues which they feel are critical to safeguarding in Doncaster. This information was then compared with the issues the Performance Accountability Group had identified and showed that both Chief executives and frontline practitioners had a similar view of what needs to be done. The Forum also helped devise a questionnaire for practitioners on the impact of early help which resulted in changes

being made to the Early Help Module and Liquid Logic. (see Annex 2 'Learning from Practitioners' for more information)

The DSCB has undertaken a programme of work to improve links directly with front-line practice. This has included attending schools' safeguarding leads meetings and team meetings for all front-line social work teams within DCST. In 2015/16 Board members undertook a 'Floor walking exercise' where members visited children services teams across the partnership to gain a better idea of the challenges facing staff. This exercise was extended until 2016/17 when its impact was evaluated. Board members were provided with a pro-forma which gave a focus to the visit and enabled them to record the views of practitioners. The results of this exercise have been collated and have informed the Board's challenges around early help and information sharing. One key point was the difficulty accessing multi-agency training which has led to more places being made available.

To ensure that there are effective communications with practitioners, access to the multi-agency procedures and training information is provided through the DSCB website and any updates are highlighted using the DSCB mailing list which now includes over 3000 practitioners. This mailing list was used to obtain feedback for the survey on Early help, resulting in 450 responses.. The effectiveness of this method is evidenced by the fact that all courses are fully booked and both Conferences were fully booked within a week of being advertised.(see Annex 2 DSCB Conferences for more information on the workshops and topics covered at the conferences). The DSCB also produces a bi-annual newsletter which is available on the DSCB website and is provided for participants at the DSCB Conferences.

Information from serious case reviews, learning lessons reviews and the findings of multi-agency audits are also provided on the DSCB website including links to National Serious Case Reviews and essential reports such as NSPCC report on Neglect and Serious case Reviews. The 'Latest News' section on the website which has included information for practitioners on Female Genital Mutilation and a practice briefing on self-asphyxial behaviour.

Overall Impact Rating = 3 Implemented with early impact

**d) DSCB develops clear links with the wider community through the work of its Faith and Culture group and can evidence how safeguarding practice has improved as a result**

The Faith and Community Group held a development day in January 2016 where it reaffirmed commitment from the group. However it was recognised that a change in the arrangements was required to continue progress. The work of the group has since been taken forward with additional resources being provided by DCST. This has enabled support to be offered to a range of communities including Muslim, Hindu, Turkish and Tamil. (See section 7.2 for more information about work undertaken with faith and community groups).

The Board has also progressed its work with the voluntary and community sector through its links with the Doncaster Youth Alliance and other sporting organisations. A similar approach has been adopted to that of the faith Community, with assurance being sought from the Board on whether safeguarding standards are in place. This has led to training and procedures being provided to a large number of organisations. (See section 7.2 for more information on this work).

Overall rating = 3 Implemented with early impact

**e) DSCB ensures that children's workforce understands the importance of cultural competency in safeguarding children**

The DSCB has developed learning outcomes to ensure the children's workforce understands the importance of cultural competency when working with vulnerable families. Some training has been provided however, this only covers a small proportion of the children's workforce and no evaluation of impact has yet been undertaken. The next step will be for partners to provide assurance about how cultural competency is included in their single agency training.

Overall rating = 2 Under development

**f) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders**

The redeveloped DSCB website went live in November 2016, providing a range of information to professionals, parents and children and young people. The DSCB Business Unit has a mailing list of over 3000 practitioners from across the partnership that are provided with updates to training, procedures and briefings from learning lessons reviews.

Overall rating = 3 Implemented with early impact

**Strategic Priority 2: DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.**

**a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families**

**(OR1, para 147) Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.**

Since the DSCB commissioned its independent review of the Early Help and thresholds in July 2015 much work has been undertaken by the partnership to implement the new early help strategy, handbook and thresholds document. The Performance Accountability Board discussed barriers to progress and the need for the expectations of partner agencies to be made explicit. As a result the Early Help assurance framework was provided which clearly identified partnership roles and responsibilities. The DMBC Director of DCS has presented updates to the DSCB and the PAB and held PAB members to account for their role and commitment to the Early Help Framework. The DCS commissioned an external improvement partner and reshaped the Early help Implementation group to ensure improved delivery and wider partnership ownership of the strategy. The improvements made have been acknowledged by Achieving for Children in their monitoring reports for the DfE and the Local Government Association in their peer review in 2016/17.

The DSCB has implemented an extensive programme of early help awareness raising sessions to ensure frontline practitioners understand the changes and know what their role is. From July 2016, additional courses were provided for practitioners who undertake the Early Help Assessment and Lead Practitioner role. The number of Early Help Module sessions (eCAF) were doubled to ensure practitioners were able to access these.

The Board has received regular assurance reports on progress from the Early Help Strategy Group (EHSG). The DSCB performance report includes a summary of the Early Help dataset which enables challenge to be made if progress falters. The Early Help 'service pathway' has been established which includes the Early Help Hub. The Hub receives referrals and provides advice and information to practitioners across the partnership. Work continues to provide a single point of access at the DCST front door. The DSCB was provided with further assurance on this and the development of the MASH at its meeting in February 2017.

Regular audits are undertaken by the DMBC Early Help Coordinators and an assurance report was provided to the DSCB Quality and Performance Group in September 2016 which demonstrated that the quality of early help assessments has improved, although this was from a low base. The Board has undertaken a further multi-agency audit in December 2016 which found that a great deal of progress had been made. Further work is required on the quality of the early help assessments and the pathway from social care back into early help. The Board has jointly commissioned with DCST a further review of the DCST front door in 2017/18. (See Section 7.3.1 for more information on Early Help).

Overall Impact Rating = 3 Implemented with early impact

**b) DSCB thresholds are understood by practitioners and are embedded in practice**

The training and awareness sessions outlined above (2 (a)), include information on DSCB thresholds. Work has commenced on analysis of the post course evaluation and further work will be undertaken on the impact of the training on practitioner understanding of thresholds. The Early Help Review commissioned through the improvement partner 'Indigo' demonstrated an improvement in the understanding of thresholds across the partnership.

Monthly audits of the DCST 'front door', the ongoing audits undertaken by the DMBC Early Help Coordinators and multi-agency audits of S47 enquiries and strategy discussions have begun to suggest that thresholds are being more consistently understood and applied. The multi-agency audit undertaken by the Board identified that thresholds are generally understood and embedded in practice. The DSCB undertook a survey of front line practitioners on their view of early help and thresholds with over 300 respondents. Most respondents said they were confident in their understanding and application of thresholds.

Despite the training and practitioner confidence the Performance Accountability Board considered an extended topic on 'Demand management' at its November 2016 meeting focussing on the operation of the DCST front door. It identified that 40% of referrals result in no further action. A further review of the front door was jointly commissioned by DSCB and DCST in July 2017, which indicates that thresholds are generally understood. This leads the Board to be increasingly confident about the application of thresholds at the front door. However concerns remain about the reason for the high number of referrals and whether this is due to a lack a poor early help response to families. (For more information on thresholds see section 7.3.1 Thresholds and Early Help)

Overall Impact Rating = 3 Implemented with early impact

**c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes**

The Child Sexual Exploitation and Missing sub-group has developed a dataset which provides a clearer picture of CSE in Doncaster. A repeat audit of CSE cases has been undertaken during



2016/17 which shows improvement in outcomes for individual young people. A communications plan has been developed and a timetable of communications on CSE has begun to be rolled out (linked in to the overall DSCB communications timetable).

Excellent links have been made with local industry to ensure a greater awareness of CSE. For example, over 900 taxi drivers have been trained in the last 2 years, which equates to approximately 94% of Doncaster taxi drivers with a further 81 ( 98%) of private hire companies. During 2016/17 South Yorkshire Police undertook a covert operation to establish whether hoteliers knew what action to take if they suspected CSE. Out of the 13 hotels visited, 7 responded robustly to the situation presented. Positive feedback will be provided to these hotels and the remainder have received feedback and have been offered further training. An action plan has also been developed, which contains details of the lessons learnt and future actions.

At the latter end of 2016/17 the Children Missing Operational Group was replaced with the Protecting Vulnerable Young People Group (PVYP). This new group has a broader remit than CMOG and includes a range of vulnerabilities including CSE, gangs, perpetrators and hotspots. It enables a more sophisticated analysis of intelligence, leading to improved planning for individual young people. All CSE nominals are considered at a police led multi agency meeting with specific actions fed into both the PVYP and the partnership Thrive. The Doncaster Police and CSE team have developed an intelligence submission form that has been sent to all partners to report CSE concerns. This form has been circulated to the wider CSP Partnership by the Chair of the thrive meeting.

The DSCB provided its third report to DMBC Children's and Young People's Scrutiny Panel in December 2016 demonstrating how it has addressed CSE in Doncaster (see section 7.10 for more information on CSE and Missing)

Overall rating = 4 Established with sustained impact

**d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse**

Domestic abuse is included on the DSCB dataset and the Workforce group supports the training. Three seminars have been delivered relating to Domestic Abuse supported by the Growing Futures Project. The DSCB regularly receives assurance from the SSDP of the effectiveness of the multi-agency arrangements to respond to domestic abuse and the evidence they have to support this. The Domestic Abuse Strategy was presented to Board members at the July 2016 meeting. An assurance report provided to the DSCB at its meeting in April 2017 celebrated the success of the Growing Futures Innovation Project. Growing Futures has harnessed a stronger hold on domestic abuse across the partnership. The DASH risk assessment is now consistently used and the Domestic Abuse Navigators are having significant impact in their work with both victims and perpetrators. The project has been positively evaluated by the Department for Education and in recognition of the effectiveness of the approach the Local Authority has continued to fund the project. The success of Growing Futures and impact it is having on repeat referrals is given extended consideration in the section on Domestic Abuse (which can be found in section 7.8).

Overall Impact Rating = 4 Established with sustained impact

**e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified**

The DSCB Neglect Task and Finish group was established to provide a greater focus on neglect due to the high number of children being subject to a plan under this category and due to neglect being identified as a feature of the serious case review on Child A. The group has made good progress. The Neglect Strategy has now been launched and a programme of training is being delivered. A multi-agency assessment tool kit has been launched based on the graded care profile which is available on the DSCB website. Training has also been provided on disguised compliance and healthy scepticism, which featured in the SCR and are often factors in cases where neglect is an issue. The DSCB has received assurance from partners that this learning is also included in their single agency safeguarding training. Neglect was also the focus of the Board's biannual Conference. Extensive work has taken place through the task and Finish group to ensure that the strategy and associated tools have been disseminated across the partnership, for example Doncaster Policing Teams have raised awareness as part of their team briefings, whole school training has been updated to include the toolkit and RDaSH are currently exploring how the toolkit can be embedded into the electronic record system.

As a result of this work Team Doncaster 2017 have placed Neglect as a key priority within the Children and Young People's Plan 2017-2020. This demonstrates a decisive cross organisational commitment to ensure no child living in Doncaster suffers significant harm as a result of neglect. An audit will be included in the 2017/18 DSCB audit calendar to evaluate the impact of the strategy. The CYPP group will also develop the performance framework to ensure there is a clearer picture of neglect and the impact of the strategy. Assurance reports will be provided to the DSCB on progress.

Overall rating = 3 Implemented with early impact

- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide**

**(OR6, Para 152) Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.**

Data provided in the DSCB quarterly performance report showed that a high number of young people were presenting at A&E having self-harmed or attempted to take their own life. It also identified that a high number of young people were admitted to Tier 4 services for the same reasons.

A performance challenge process took place in February 2016 which scrutinised the data relating to children and young people's mental health. This included data from admissions to acute wards, CAMHs referrals and conversions to assessment and involved contributions from the key agencies working with young people with mental health issues. An action plan was implemented in June 2016 to address the issues, including an audit of all 19 young people who were admitted to hospital as a result of attempted suicide or self-harm.

The audit identified that CAMHs tends to work in isolation from other agencies and young people's health needs on occasions wait until they are in crisis before support is provided. The Board received a presentation on the proposals for child and adolescent mental health services (CAMHs) in Doncaster as laid out in the Health and Wellbeing Local Transformation plan. The Board made a commitment to championing mental health for young people and as a result ran a workshop at the young people's Democracy event in July 2016 where young people gave their views on what services and actions they thought were needed to improve services. Young people identified that not enough was known about mental health amongst both young people and professionals and asked that there should be greater awareness raising within schools. The Local Mental Health Transformation plan

outlined how it intends to support young people earlier by appointing mental health specialist workers to provide advice in schools.

The Board will continue to support the work of the local transformation plan in undertaking this work and challenged public health regarding the awareness raising sessions it was providing (see SP1 (a) OR9 for more details).

Overall rating = 3 Implemented with early impact

**g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster**

The DSCB is supporting the roll-out of Signs of Safety (SoS) across the partnership as a way of improving risk assessment and ensuring a consistent approach to working with vulnerable families. The DSCB Training Manager has been actively involved in the development and delivery of the Signs of Safety training. In total 486 delegates have attended a two hour introduction to Signs of Safety on 16 roadshows. A detailed gap analysis has been undertaken that identifies the differential between professionals at Level 3 who require the training and those who have attended the roadshows. Members of the DSCB Training Pool are now actively involved in the delivery of the SoS training. The Training Manager and training pool members have written the in house two day training. The pilot was very positively evaluated and is now being rolled out to multi agency partners. The Training Manager continues to be involved in the operational and steering groups relating to the overall SoS strategy. The DSCB multi-agency audits include questions on the use of Signs of Safety and have identified that professionals are increasingly using the model for evaluating risk. The DSCB will undertake an audit focussing on the implementation of the model in September 2017.

The model has been used in Child Protection Case Conferences since March 2016 and there is evidence that the length of conferences have decreased as practitioners have become more confident in the use of the model. In addition, practitioners across the partnership now routinely present their analysis of risk to child protection case conference using the SoS model. By modelling the approach through case conferences this has enabled partners to use the approach in their day to day practice.

Overall rating = 4 Established with sustained impact

**Strategic Priority 3: DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities**

**a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people  
(OR5, para 151) Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.**

The Board has continued to develop a culture of effective partnership challenge. This is evidenced most clearly in the Challenge Log which was improved in response to a comment by the Ofsted inspectors who suggested the log “does not focus sufficiently on individual cases and escalation of issues.” (Ofsted 2015 p.43). The number of cases which are escalated straight to the Independent Chair has reduced with most now being dealt with through the lowest level of the Resolving Professional Differences Protocol. Concerns raised by SYP regarding young people going missing have been dealt with through the Protecting Vulnerable Young People Group and PAB.

Each sub-group now also adds challenges to the Challenge Log which can then be followed up at BCG and Board level. For more details about the impact of challenges made (see Annex 2, section

2.0 - Impact of the Board.) A number of challenges have also been raised to the Performance Accountability Board (PAB). See section 4(a) for more detail on the work of the PAB.

The Board has received assurance reports on the development of the MASH on a regular basis. It has also received feedback from inspections from SYP, CCG, DBHFT, RDASH and Doncaster College. Where appropriate the Board has sought assurance that action has been taken to make improvements.

The improvement in performance data and regular audit activity, coupled with assurance report provided from partners, has enabled the Board to evaluate the quality of safeguarding practice in Doncaster and understand what actions have been or are being taken to address the issues.

Improvement in the performance reporting has enabled the Board to identify areas of concern such as the number of children attending A&E as a result of self-harming and action has been taken to explore this issue further.

The Board's multi-agency audit programme has provided useful learning in relation to neglect and has been able to show the improvement in CSE work in its re-audit of CSE. The coming year will enable us to evaluate the impact of actions taken as a result of audits.

Overall Impact Rating: 4 Established with sustained impact

**b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster**

**(OR3, para 149) Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.**

**(OR7, para 153) Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities.**

During 2015/16 the Board began to receive quarterly performance data through its Learning and Improvement group, this now falls within the remit of the Quality and Performance group. This has continued during 2016/17. The data has enabled the Board to identify areas for challenge however the format of the report, and how much information needs to be shared with the Board has been kept under review.

One issue raised by the performance report was the low number of GP's providing reports to case conference. DCST and the CCG and GP practice managers worked closely together, resulting in changes to processes, which has now led to an increase in reports from GP's. A second issue identified in the 2016 Quarter 3 report was that a high number of young people were accessing the Emergency Department for drug and alcohol issues although this was not reflected in the numbers of young people accessing the specialist drug and alcohol service. A task and finish group has now undertaken a deep dive to establish why more young people are not accessing the service.

Good analysis of the data continues to be difficult to achieve. A challenge has been made to all partners to ensure that the meaning behind the data is provided, rather than a simple description of the data.

Overall impact: 3 Implemented with early impact

**c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice**

**(OR4, para 150) Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.**

**(OR8, para 154) Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.**

A timetable of multi-agency audit activity, led by the DSCB is in place. The audit plan is developed in line with the DSCB priorities and other information received during the year from performance data or external reports. The Board has undertaken the following audits since the Ofsted inspection:

- CSE re-audit
- Missing children
- Strategy meetings
- An audit of children in secure accommodation and custody
- Mental health of children and young people
- LGA Peer Review audit
- Early Help, Thresholds and the Front-Door

The Quality and Performance Group also receives single agency audits which provide additional information to understand safeguarding risks in Doncaster. For more information regarding audits see audit section.

In October 2016, the DSCB published a serious case review relating to the death of a baby who died in 2014, 'Child A'. Publication was delayed due to the criminal proceedings. The DSCB has participated in two other serious case reviews led by other safeguarding boards. Action plans have been undertaken on all of these with impact on practice beginning to be evidenced. In particular the cases identified the need for workers to show professional curiosity and warned of the dangers of disguised compliance by families. These issues are now incorporated into the DSCB multi-agency training and single agency training provided by partners. As a result of the case reviews CIN procedures have been amended to ensure more robust multi-agency working at a CIN level and to ensure a process is in place to include GP information in multi-agency assessments.

The Case Review Group has developed a review process based on the Welsh Concise Child Practice Review which enabled us to extract the learning from cases in a more timely way. See section on case reviews for more information on the work of this group.

The Workforce Development group has developed outcome-based evaluation forms which enable a focus on the outcomes of practitioner training. These are currently being used on Level 3 training and neglect training and have shown significant increase in scores post-course. There is a system of reflective logs to enable workers to reflect on their learning and how this has impacted on the practice post-course.

Overall impact: 4 Established with sustained impact

**d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services**

The establishment of the Practitioners Forum and the Board's Floor Walking exercise 2015/16 has enabled DSCB members to have an understanding of the issues facing front-line practitioners (see 1(c) for more details). The Case Review Group has now established a process based on the Welsh

methodology for Practice Learning Reviews, which involves practitioners giving their views on learning lessons review. Two such events have now taken place; feedback from those attending was that they were extremely useful and would lead to a change in the way they worked with other professionals. (See Annex 2 section 1.5 on Learning from Practitioners for more information).

Overall impact: 3 Implemented with early impact

**Strategic Priority 4: DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken**

- a) DSCB develops a forum whereby there is a coordinated approach to priority issues which have cross-cutting agendas, such as Prevent, domestic abuse, female genital mutilation, modern slavery, hidden harm.**

The Performance Accountability Board has been established to ensure key partners identify and act on agreed priorities. The group has been ‘action-focussed’ dealing with key themes by agreeing key actions and feeding back at the following meetings. Topics are introduced by considering reports either as a scoping documents or extended discussion topics. In addition, the PAB considers key inspection and other national reports which will affect the partnership and require a partnership response.



A full report was provided the Children and Young People’s Scrutiny Panel in December 2016 which identified the themes considered by PAB and action taken as a result:

<b>DONCASTER PAB – SUMMARY OF BUSINESS AND ACTION TAKEN 2016</b>	
<b>Scoping and extended topics</b>	<b>Action taken</b>
Early help: Discussed barriers to progress and the need for the expectations of partner agencies to be made explicit	Early Help assurance framework was provided which clearly identified partnership roles and responsibilities. DCS met outside the meeting with PAB members and commitment was given to the EH Framework
Working with families with challenges – extended discussion topic. Cross-cutting report provided identifying partnership challenges	DCS to prototype an intelligence-led locality profile focussing on a specific locality. This will be linked to police dynamic intelligence
Information sharing	DSCB and DSAB to work jointly with partners to

	establish a multi-agency information sharing agreement.
Children missing from care – extended discussion topic. Cross-cutting report provided identifying areas where partners could work more effectively with children most at risk of harm	There has been a collaborative effort within DCST and SYP to meet new developments, particularly in the role of Return to Home Interviews. From 1/12/16 this function will transfer into the DCST and be sited within Safeguarding & standards. The former CMOG meetings, now called Protecting Vulnerable Young People Group (PVYP) is now more robust and has broadened the Terms of Reference and there are better actions around those. EPIC – Youth Crime Prevention Programme is now established and is part of the DCST.
How do we develop a shared strategy for managing demand across the partnership? DSCB/PAB chair provided data illustrating the high level of demand at DCST front door and the need to work differently as a partnership. Discussion centred on: <ul style="list-style-type: none"> <li>Do we have the right volume of activity?</li> <li>Should more be done in Early Help?</li> <li>Have we got work in Early Help that could be done more quickly?</li> <li>Have we got the balance right for lead agencies?</li> </ul>	Action points for January 2017: <ul style="list-style-type: none"> <li>Establish single point of access from January 2017</li> <li>Evaluate the impact of multi-agency training on the application and understanding of thresholds</li> <li>Undertake audit of thresholds</li> <li>Agree alternative arrangement for screening referrals from SYP</li> <li>Consider commissioning project to analyse demand and cost profile in Children’s Services arrangements</li> </ul>
Multi-agency audit on understanding and application of thresholds. As a result of the above discussion the DSCB was asked to provide the preliminary findings from its multiagency audit of early help and thresholds key findings were: <ul style="list-style-type: none"> <li>Good progress since previous review of early help commissioned by DSCB</li> <li>General understanding of thresholds</li> <li>Variable quality of early help assessments</li> <li>Query that the pathway from DCST to early help was clearly understood</li> </ul>	Much discussion took place on the preliminary findings and it was agreed that the DSCB and DCST would jointly commission a further external review to examine practice at the front door.

Overall impact: 4 Established with sustained impact

**b) DSCB promotes opportunities for working across geographical areas where this would provide a more cost-effective response or improvement to current working arrangements**

The DSCB has reviewed its processes in relation to Female Genital Mutilation as a result of the new statutory guidance and has provided seminars to raise awareness and inform the workforce of their duty under the new guidance. The Board is also working with the Health and Wellbeing Board to develop and implement the Hidden Harm Strategy. The aim of this strategy is to improve outcomes for children whose parents misuse drugs and alcohol.

Sub-regionally, Board Managers have held discussions about the possibility of providing some services on a sub-regional basis such as procedures, training and CDOP. Similar discussion have taken place with the DSAB to consider initiatives which could be more effective if undertaken jointly, such as some publicity or marketing campaigns and links with the wider community. The DSAB and DSCB currently hold a joint self-audit process. The second of these is currently underway, due to be completed in July 2017. They have also agreed to hold a joint Safeguarding Week in October 2017.

Sub-regional working has enabled the development of two innovative projects; The South Yorkshire Empower and Protect Innovations project set out to test a new model of working, supporting children at risk of CSE through the use of therapeutic interventions; the Mocking Bird Family Model is a new approach to foster care which has created 'constellations' of foster carers to provide a fostering 'extended family' for children in foster care. More information on these projects can be found in Annex 1, p.11.

Overall impact: 3 Implemented with early impact

**c) DSCB considers the implications of the CSW Act (Wood Review) and plans towards its implementation**

Preliminary discussions have taken place with relevant partners to consider the implications of the CSW Act. The Association of Independent Chairs Conference in November 2016 gave Chairs and Board Managers the opportunity to consider the opportunities and challenges which now present themselves. The Board awaits the new guidance and legislation to provide details of changes. However in the meantime it will continue to look at opportunities which may be provided by alternative processes and ways of working.

Overall rating : 3 Implemented with early impact



## 7. Quality and Effectiveness of Local Safeguarding Arrangements

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This section covers the statutory responsibilities which the Board must have oversight of as identified in Working Together 2015. It provides a statement on the sufficiency of arrangements to ensure children are safe and identifies challenges and priorities for the coming year.



### 7.1 Voice of the Child and Community Engagement

Across the partnership in Doncaster the voice of the child has continued to be a high priority. The DSCB has seen its role as two-fold:

1. Ensuring that young people's views influence the work of the Board
2. Seeking assurance from partners about how they have ensured the child's voice has influenced their services.

Make Your Mark (MYM) is a national ballot consultation for young people (YP) aged 11-18yrs which identifies the top four priorities of concern to young people both locally and nationally. Doncaster reached 30.2% of the population age during the 2015 consultation. In February 2016, the Children and Families Partnership Board (CFPB) worked in partnership with young people to co-produce action plans based on each of the four locally identified priorities: Transport, Living Wage, Curriculum for Life and Mental Health.

In July 2016, young people representing disabilities, children in care, young carers, Doncaster College and members of youth parliament facilitated a democracy event. At this, students from across the borough had the opportunity to discuss the identified priorities in more detail with CFPB members and service providers thus enhancing youth voice participation. The DSCB supported this event and facilitated a workshop on mental health.

The outcome of the event was the co-production between young people and decision makers of agreed action plans based on the priorities identified in the MYM 2015 consultation which were endorsed by the CFPB. The actions relating to mental health were delegated to the lead for the

Children and Young People's Mental Health Transformation Plan. The Board has continued to seek regular updates to ensure this plan is progressing. (see Appendix 1 for plan)

As part of the DSCB multi-agency audit process agreement is sought to contact young people for their views of the services they have received. The audit report on Children in Custody included the following feedback when asked if they had someone they felt they could talk to:

*"YOS and key worker, they understand me and can make me think and behave differently" (YP F, aged 17).*

*"CAMHS made me realise I don't have to focus on the same problem all the time I can live a life as well" (Child J, aged 14).*

And from the Thresholds and Early help audit a young person commented on the services they had received:

*"...IFST have been involved with the family and me working with us to make things better".*

In addition to direct influence, the Board has also sought assurance from partners regarding how they have ensured the voice of the child within in each agency, how this is incorporated into training and what impact it has. All key partners responded and provided assurance on how this was being done. For example, DMBC noted that its staff undertook Total Respect training and that they had now appointed Voice champions to lead on this work.

The DSCB Quality and Performance sub-group received single agency audits on a range of themes as part of its performance framework. One such report was received from DCST on an audit it had

undertaken on the voice of the child in child protection processes, as evidenced in case files. It noted that:

- A number of cases evidenced good use of direct work tools with children to obtain their views, wishes and feelings.
- More children could be invited to and encouraged to attend child protection case conference.
- Children's views, wishes, feelings and voices not always explicitly recorded on case records.
- Inconsistent recording regarding children's engagement in child protection processes.

As a result, DCST has completed an action plan to address these issues, for example work has now commenced to encourage more children to attend conferences.

The Participation & Engage Sub group (P & E) is a formal sub group of and reports directly to, the Children and Families Partnership Board Executive group with a remit to uphold CYP's right to a 'voice'. All sub group members share the commitment to championing the voice of CYP as a 'right' within their respective organisations and within the P & E sub group and share the ambition for Doncaster to become the most 'child friendly' borough in the UK. Membership of the sub group ranges across the spectrum of the strategic partnership. Given its statutory obligations to lead the partnership, the local authority chairs the meetings, but no single organisation has control of the decision making process, all partners are equal members and all jointly own the work programme and share leadership and accountability.

The group first met in the summer of 2016 and produced some 'mapping' of voice and engagement across Doncaster as an intelligence base. The sub group began to meet formally in November 2016 and agreed its outline work programme and terms of Reference.

The most pressing two items on that work programme was the production of a CYPP engagement strategy and facilitating CYPF engagement in the Children and Young people's Plan (CYPP). By January 2017, the group had produced the draft P & E strategy based on desk top evidence and national best practice.

A number of task groups were established and two major set piece consultative events were held at the Dome in February 2017 and the CAST theatre in May 2017, attended in total by over 100 children and young people from a range of backgrounds. These sessions also facilitated the consultation and production of the Children and Young People's Plan 2017 – 2020, including the production of a child friendly version of the CYPP (in the form of a film) which was then launched at a high profile event at the Keepmoat stadium in May 2017. This culminated in the final draft of the P & E strategy which will be presented to the Children and Young Peoples Board in September 2017. A child-friendly version of the Children and Young People's Plan is now being developed by this group and is expected to be available in September 2017.

## **7.2 Voluntary and community sector, including faith groups**

The DSCB Faith and Culture group continued to meet regularly during 2016/17. Progress however was faltering due to the time needed to engage with community groups and having no specific resource to undertake the work. The approach which had been developed was to provide groups with a list of standards and an audit tool for them to rate themselves against. Discussions with community and faith groups found that the standards and audit tool was too complicated. In order to make progress the audit tool was simplified and a resource was provided by DCST to enable contact to be made with particular faith groups as identified by the sub-group to collaboratively complete the audit activity.

In October DCST provided additional resources through the Safeguarding and Standards Service. This has led to contact being made with members of the Muslim, Hindu, Sikh, Turkish and Tamil communities. Support has been given to complete the self-audit of safeguarding standards and groups have been supported in developing safeguarding procedures and training has been planned. Training has now been provided for the Redeemed Christian Church of God.

A number of groups have now been contacted and have been supported to adopt the safeguarding standards through the development of appropriate procedures and the provision of safeguarding training. This work is ongoing and in the future will address such issues as sexual exploitation, female genital mutilation and forced marriage.

In November 2016, a number of disclosures were made in the media relating to historical child sexual abuse which is alleged to have been carried out by football coaches. The abuse was against a number of professional footballers and former academy scholars at various professional clubs. The precise number of players, alleged abusers and clubs as yet is unknown.

In response to this, the Independent Chair of DSCB requested assurance on the safeguarding arrangements in sports settings in Doncaster. By using a similar approach to that used with faith groups, it developed an audit tool based against a set of standards and wrote to the larger sporting organisations to ask them to complete the audit tool and respond to the DSCB. Seven organisations responded:

- Doncaster Rovers FC
- Doncaster Rugby League Club
- Club Doncaster Foundation
- Doncaster Rugby Union Club
- DARTS (The Point)
- Doncaster Community Leisure Trust (DCLT)
- Flying Futures CIC
- Doncaster Chamber of Commerce
- Active Fusion

A report was provided to the DSCB in February 2017. This identified the key findings from the audit and future actions to be taken. It was agreed that each organisation would be invited to a challenge meeting to discuss the findings of their audit and agree any further support they may need. The challenge meetings all took place in March 2017. Most organisations were able to provide evidence of good safeguarding practice. Others were supported in developing improvements to their procedures and training was provided to all organisations by the DSCB.

This work is now being continued to include smaller sporting groups across Doncaster.

## **7.3 Thresholds for Intervention, Early Help and the Multi-Agency Safeguarding Hub**

### **7.3.1 Thresholds and Early Help**

Under Working Together 2015 the LSCB has a statutory function to assess the effectiveness of early help arrangements. Continued progress has been made in 2016/17 to establish systematic and increasingly effective early help provision. Concerns remain about the quality and consistency of casework; the take-up and effectiveness of the lead practitioner role in some partner agencies remains variable.

The DSCB has continued to have regular updates on the progress of early help including challenges being made through the Performance Accountability Board.

### **Performance**

Early Help Strategic Group has developed a performance score card enabling them to target development. The performance data is provided on a quarterly basis to the Board through its own performance framework to provide assurances on progress.

### **Key Findings on Performance:**

- Number of enquiries into the EHH has increased by 31% between Q4, 15/16 and Q4, 16/17.
- 75% of enquiries (6,230 of 8,343) into the Early Help Hub are for children living in the 30% most deprived LSOA's in Doncaster. 57% of the 0-19 population of Doncaster live in the 30% most deprived areas.
- 56% of enquiries to the EHH have been for children aged under 9. 19% of all enquiries relate to young people between 14 and 18 years of age.
- On average there is between 1500 – 2000 cases open at any one time. Education is Lead Practitioner for 50 % of open cases followed by Parenting and Family Support Service 42 %.
- LP uptake from the health economy, by individual services remains below 2.5% each of the total allocated cases.

### **Quality**

The quality of single agency early help cases audited by the DMBC Early Help Coordinators (EHCs) remains variable with the 77% of cases assessed as 'inadequate' or 'requires improvement' (32% and 45% respectively). The quality of work varies across the partnership with those cases where the lead practitioner is from the Parent and Family Support Service (PAFSS) (DCST) showing a consistently better standard with 84% of cases being either 'requires improvement' or 'good'. In 2017/18 there will be a drive to improve quality through the EHCs working closely with managers across the partnership (not including PAFSS) to provide support and oversight to their staff. The EHC will also improve direct work with families by individual practitioner support.

The key themes that emerge from all audit activity show that improvement is needed in the following areas:

- The quality of assessments, including the child's voice to be evidenced and an analysis in terms of impact for the child required
- Father's views not always sought and information from other agencies not always evidenced.
- The outcome of assessments did not always link to a clear plan of intervention.
- Plans not always SMART or up to date and a need for them to be regularly reviewed.
- Greater management oversight and supervision required and a need to improve and evidence reflective discussion.

Staff across all agencies report that the audit process is supporting them to improve their practice as lead practitioner.

### **Training**

There is now a detailed programme of training available to all agencies to support them in delivering early help to families. Staff in all agencies report they are more confident in taking on the role of lead practitioner and better supported through training and the local networks when they are accessed.

Course Name	2016-17			
	Q2	Q3	Q4	Total
What is Early Help?	42	63	86	191
Role of the Lead Practitioner	57	64	48	169
Assessments Workshop	12	5	0	17
Outcomes and Plan Workshop	11	0	2	13
<b>Total</b>	<b>122</b>	<b>132</b>	<b>136</b>	<b>390</b>

'What is Early Help?' is an introductory course aimed at all professionals working with children. The role of the Lead Practitioner is more specific and aimed at professionals assuming that role. The Assessments/Outcomes and Plans Workshops are offered as additional support. The first two courses ('what is Early Help?' and 'Role of the Lead Practitioner' are mandatory, and the second two courses ('Assessments Workshop and 'Outcomes and Plans Workshop') are voluntary; which may explain the difference in attendance. Attendance at all courses is reviewed on an on-going basis.

### Impact of Training

In May 2017 an evaluation of the impact of training demonstrated that of the cases which were closed 44% were de-escalated, 27% remained static, and 8% escalated to a more targeted service. Although this demonstrates the effectiveness of work on outcomes, it is recognised that case closure reasons are not enough to show impact therefore the Outcomes Star is being introduced as the agreed method for evidencing impact consistently in 2017/18.

In April 2016 assurance activity was undertaken via the DfE appointed improvement partner (Achieving for Children) with a report to the DfE which provided assurances that the EH pathway was secure and that there was evidence of positive impact in the lives of families.

#### Summary of findings:

- There continues to be strong evidence that professionals from different agencies make appropriate referrals to the Early Help Hub in order to access multi-agency early help support for children and their families in a timely manner.
- The partnership is appropriately identifying and providing support to more families.
- The large majority of open cases also have a current family plan which is, again, a significant improvement. The timeliness of assessments and care planning is good.
- The quality of assessment and intervention planning remains variable but is improving.
- The impact of direct work has reduced the vulnerability of most children and young people. The Outcome Star Framework is increasingly being used with families and children to map and measure progress.
- Less concern re step-up but acknowledge an issue with step down from social care
- Performance data is sophisticated and provides intelligence about the quantity and effectiveness of early help support. This intelligence has been used well to develop services both at strategic and operational levels. The quality of performance data available to managers and practitioners is good.

### Findings from the Multi-agency Audit Autumn 2016

As part of its regular audit activity the DSCB undertook a multi-agency audit of early help in the autumn of 2016 with a report that followed in January 2017. The findings of this report were discussed at the Partnership Accountability Board. The audit demonstrated that thresholds were understood in the majority of cases but not always applied correctly across the continuum of need. No

children were left at risk as a result of inappropriately applied thresholds. However, in a small number of cases, ACPS did not appear to have been proactive in making arrangements to step down the family when the threshold for social care intervention is no longer met. This was in part due to the reluctance of partners to take on the Lead Practitioner role.

As a result of the findings from this audit the DCST and DSCB commissioned a further review of the front door and early help services in June 2017. The findings from this review fall outside the dates of this annual report and will more correctly be reported in next year's report, however in brief the findings were as follows:

- There is a good understanding of the various thresholds in place in Doncaster and they are generally operating well.
- There is a need to improve the step up and step down pathway arrangements from Early Help and CSC to ensure more effective support for individual children and young people as needs change and support information sharing on families.
- The Early help arrangements need greater engagement from some partners with improved communication about how the system works and the responsibilities to support families through an early response.

### **Next steps**

Although considerable progress and early signs of impact is evident, more needs to be done. The DMBC Director of Children's Services will continue drive forward the early help agenda. He will provide challenge to relevant health providers to fully engage in the Early Help response and the uptake of the Lead Practitioner role. The DMBC Early Help Co-coordinators will continue to focus on improving the quality of practice within schools and to engage the partnership in the full early help training package. A review will be undertaken of cases where children are referred from early help services into children's social care (step-up) and particularly where they are referred back to early help services from social care (step-down). The findings from the review will provide learning points for improvement. The Early Help Strategy Group will undertake a mapping exercise to demonstrate what services are available for families, define how these services can be accessed and ensure locality partnership resources are fully utilised. A communications strategy will be developed to ensure all professionals, families and the general public understand what the pathways and services are for families requiring early help.

### **7.3.2 Multi-agency safeguarding hub arrangements (MASH)**

The MASH was introduced in 2015 led by DCST. The DSCB has received regular assurance reports on the progress of the MASH; the last one being in April 2017. The Board has requested clarity on the referral pathway and governance arrangements, however the last report was requested by the DSCB Independent Chair and focussed on key assurance questions (see below).

DCST social workers, Health (CAMHS), South Yorkshire Police and Education are all represented in the Hub. St Leger Housing previously were represented but are not currently represented. There is currently no single point of contact for children's social care but this is expected to be in place by July 2017.

The volume of MASH enquires varies across each week and there is little predictability.

### **Areas for development**

Since this report was provided the function of the MASH is being explored with partner agencies, to ensure that it meets the needs of Doncaster children and families into the future. A recent Ofsted visit has confirmed that the Front Door arrangements of the Trust are safe and did not relay any concerns into how the Mash is used as part of this process.

## **7.4 Families with complex needs**

### **7.4.1 Children with Disabilities**

Services for children with disabilities includes support offered in schools through the Special Educational Needs and Disability Service (SEND) based in DMBC, and services for those children with more complex disabilities who require an Education Health and Care Plan. Those with more complex needs would be supported through Children's Social Care.

The SEND team continues to deliver all SEND statutory duties on behalf of the LA with a 100% compliance rate for conversions of statements to Education/health and Care plans. The team plays a critical role in liaising with Special Schools to support safeguarding practice in and around children with additional needs.

The team receives regular safeguarding input and have strong links with the wider support system, for example Commissioning, the Safeguarding Lead and Standards and Effectiveness Team. The team are responsive and act quickly when sub regional alerts on Out of Authority (OOA) placements are received; parental concerns are followed up with the parent, setting and services. The team plays a critical role in connecting special schools with the wider system.

The Children with Disabilities social work team transferred from DMBC to Doncaster Children's Services Trust on 1st June 2016. On 1st September 2016 the Oaklands Residential Short Breaks children's home also transferred to Doncaster Children's Services Trust.

The Children with Disabilities Team is a social care team that consists of a team manager, social workers, social work assistants and business support colleagues. The role of the team is to provide a statutory social work service to children with complex, multiple and enduring disabilities and health conditions. Where there are safeguarding issues, these will be dealt with by the Children with Disabilities Team and where children with severe disabilities become children in care they will usually have a social worker in the Children with Disabilities Team. This includes those who become children in care as a result of having a short break package that involves more than 75 overnight stays per year.

The team members have specialist knowledge and skills in relation to disabled children, but also have the same core children and families social work skills as their counterparts in the area-based social work teams, enabling them to manage complex cases involving safeguarding concerns.

As well as safeguarding and supporting over 120 children at any time, the team also supports wider work for example in relation to transitions from children's to adult services, supporting the provision of training on safeguarding disabled children and supporting the Trust's Voice Group in relation to hearing the voice of disabled children who may not be able to communicate using words. The team are all trained to talk to children using Makaton and have a variety of resources that can be used to work with children who communicate without using spoken words.

Joining the Trust has enabled the team to develop closer working relationships with other social work teams; however the team have retained their important links with other services for disabled children including the SEN department, short break provision etc.

Oaklands is a children's home that provides short breaks for children with disabilities who have complex care needs. These breaks give their families a rest but also provide the children with an opportunity for social interaction and fun in a safe care setting. The



Like all children's homes, Oaklands is inspected regularly by Ofsted and is currently graded as good. The report from the 9th March inspection states:

"This home was judged good at the last full inspection. At this interim inspection, Ofsted judges that it has improved effectiveness".

A fully trained and supported staff team is able to meet the care needs of children and young people. The committed and efficient manager attained registered manager status in August 2016, having managed the home since January 2016. He is aspirational for the children and young people in his care to be happy, safe and achieve to the best of their ability. He has worked extremely hard to improve care and outcomes. This has included working together with senior managers from the trust to ensure that parents are fully informed and able to play a more active part in planning for their child's care. The active participation of parents and family members, coupled with the impressive partnership working with local schools, ensure that children and young people receive consistent messages empowering them to make real progress in their personal development.

The recent addition of an excellent sensory room provides even more choice for shared experiences or quiet time alone. Bedrooms are individually prepared for children and young people's arrivals, promoting a sense of welcome and security. The communal rooms are bright and colourful, with seasonal decoration on the walls, such as art work and posters in preparation for Mother's Day.

Children and young people thrive in this stimulating atmosphere, allowing them to have fun with their friends. A taxi driver wrote in the compliments book: 'When I turn in to this road with [Name] he giggles and claps and he doesn't do that anywhere else.' As a result of staff support and encouragement, children and young people are empowered to engage in social interaction in a way that they would not otherwise have been able to. This includes in-house activities as well as attendance at local soft-play centres. This promotes inclusion and expands children and young people's horizons. The experienced and enthusiastic staff team provide children and young people with consistent, well-planned care. Staff report positively about the improvements in their support and supervision, which enable them to have more of an understanding of their role and responsibilities.

#### **7.4.2 Stronger Families Programme**

Stronger Families continues to be a transformational programme and seeks to embed an "ethos of working" and holistic approach to family working across all partners and agencies.

Hence, in this second year of the expanded programme the DSCB were assured that the message that Stronger Families is not a separate service or a separate referral pathway and is in fact "everyone's business". It is being used as a means to strengthen and support the Early Help Offer and reinforce the role of the Early Help Hub – pathway and process.

The programme continues to provide capacity in services to support the transformation needed to deliver coordinated whole family working; including four posts in the Early Help Hub, four EWO posts, Early Help posts, intensive family support, work in DCST and commissioned complex family support through YWCA.

Additional support is also available to services and agencies through use of the stronger families' innovation fund and specialist advice and guidance from the DWP employment advisors.

Progress has been made with the implementation of the full case management system on EHM, an interim solution will be available in August 2017, and this will help recording, monitoring and tracking of families more efficiently and should lead to more claims being identified and support the management and monitoring of service transformation.

Stronger Families programme continue to fund training and programmes such as Moving on Together (MoT), Getting On programme and Working with Uncooperative Families. It has funded the

implementation of the Outcomes Star to help evidence progress with families through early help and support and has developed a robust Outcomes Plan.

A quarterly performance report from Stronger Families goes to DSCB and progress reports go to Health & Wellbeing Board and Safer Stronger Partnership Board. As a minimum an annual session with Overview and Scrutiny Management Committee (OSMC) takes place to reflect progress and issues. An issue was raised through the DSCB regarding ensuring that families are identified across the partnership in order that potential claims can be identified. Partners took this back into their agencies for action.

Next Steps and Future Challenges include:

- Further embedding Stronger Families ethos into practice across the Team Doncaster Partnership and thereby drawing out potential claims from cases. Targeted activity with services and partners is planned on a phased approach along with discussion about support, training and development opportunities and agreeing targets for PbR claims.
- Maximising the income potential for Doncaster. While we are on track to meet our targeted number of families engaged on the programme, the current projections of the payments by results claims figures are below target for Doncaster, which presents a risk to the future income for the remainder of the programme..
- The implementation of the whole family case management system through the Early Help Module is continuing and is expected to go live 1st October 2017.

## 7.5 Children in Need

In the first quarter of 2016/17 (Apr-June) there were 2790 child in need cases open to Doncaster Children's Services Trust. This number reduced throughout the year and by quarter 4 2016/17 (Jan-Mar) the number stood at 2548. The decrease is attributable to the implementation of the Early Help Pathway and improved understanding of thresholds amongst professionals. This can be seen through an increase in early help referrals.

Doncaster has a higher number of Child in Need cases than the national average. The average rate of child in need cases, under the age of 18 years, for 2016/17 is 407 per 10,000 of the population. The latest national annual figure stands at 377 (Children in need census 2015/16). There is, however, considerable variability in the rate at a local authority level. At 31st March 2015/16 the lowest average number was 151 ranging to the highest of 700.

Performance Indicator	National Average 2015/16	Doncaster Average 2015/16	Doncaster Average 2016/17
Number of CIN cases per 10,000 of population under the age of 18 years.	377	382	404

DCST undertook a review of all its CIN cases to ensure that children were receiving an appropriate service. As a result a number of cases were escalated to child protection level, and this eventually also led to an increase in the number of children who became looked after. Recent audits of CIN cases have shown much greater consistency and improved practice providing assurance that these children are receiving a quality service at the right level.

## 7.6 Child Protection

In last year's annual report it was reported that the number of children subject to a child protection plan had risen steadily from 305 in July 2015 to a high of 441 in December 2015 after which they began to decline. The Ofsted report noted that there was a legacy of children not receiving services early enough and some being left in vulnerable situations for too long.

The reason for the increase in children subject to a Child Protection plan was attributed to DCST undertaking a review of its child in need cases after the Ofsted inspection in 2015, resulting in a large number of CIN cases being escalated to child protection. The number of children subject to a plan reached a peak of 442 at the end of February 2016 and since this time the numbers have declined to 430 at March 2017 and this trend has continued to June 2017 at 375. Information regarding statistical neighbours showed that Doncaster had a high number of children subject to a plan. The DSCB will continue to seek assurance that Doncaster is now in line with other similar Local Authorities.

As would be expected from this fall this is evident in the reduction in the number of Initial Child Protection Conference requests and increase in the numbers of children who have been removed from a plan. There has also been an increase in number of children who were subject to a CP plan who have become looked after.

### Total number of children in need at the end of the month (includes CPP and CIC)

Apr 2015/16	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
	2,278	2,275	2,387	2,429	2,408	2,442	2,547	2,496	2,448	2,388	2,434	2,467
2016/17	2,543	2,684	2,790	2,738	2,665	2,587	2,481	2,561	2,582	2,594	2,559	2,548
2017/18	2,623	2,622	2,806	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2016/17 Rate/10k	390	411	428	420	409	397	380	393	396	398	392	391

### Children subject to a child protection plan per 10,000 population aged U18

	Statistical neighbour average 2015/16	National average 2015/16	2013/14	2014/15	2015/16	2016/17
	54	43	51	46	62	66

### % Children subject to a child protection plan for a second or subsequent time

	Statistical neighbour average 2015/16	National average 2015/16	2013/14	2014/15	2015/16	2016/17
	18	18	18	19	18	16

The category of neglect continues to dominate. Audit activity suggests it is an overused category but for most neglect cases it is appropriately used. Further work is being undertaken to establish whether in some instances there is a more appropriate category, particularly for cases of domestic abuse. Work has been undertaken and will continue with the Child Protection service around this, including group audit of cases, managerial and self-review of recommendations, and workshops with the chairs around categories.

Category of abuse	% of children under each category 2016/17
Emotional	14.9% (20.50% 15/16)
Neglect	74.9% (69.24% 15/16)
Physical	49% (5.86% 15/16)
Sexual	5.3 % (4.31% 15/16)

Work has been undertaken to improve attendance or contribution of partner agencies at Child Protection conferences. This has included improvements in the timeliness of invitations and work across the partnership to emphasise the importance of good information sharing. This has also led to an improvement in agencies providing reports to conference, including GP's, which in the past has proved problematic. The introduction of the Signs of Safety (SoS) format for all Child Protection reports has led to an improvement in the quality of reports provided, and consistency by professionals with families.

#### Agency attendance at child protection conferences (CPC) 2016/17

Agency	Initial CPC's & Transfer In	Review CPC's
<b>Social Worker</b>	100%	100%
Education	88%	93%
School Nurse	79%	74%
Health Visitor	91%	83%
Midwifery	66%	81%
Probation	33%	51%
SYP	45%	4%

Work has been undertaken to enable more children and young people to participate in their conference. This has been done by a number of means including the use of a PowerPoint and examples of direct work being presented to conference. There is a "Voice" champion in the team promoting participation and the voice of the child being evident in the conference. The introduction of MOMO (Mind of my Own – an app that children can use to directly share their views) has also provided children and young people with more choice of how they can engage and with the service / meeting and shares their views.

The DCST Signs of Safety (SoS) champion in the Child Protection team is working with DCST locality teams to implement the model consistently in all practice. The model was implemented into DCST conferences in March 2016. It has seen positive results in terms of understanding and engagement

with professionals and families. The SoS conference report was implemented in October 2016 which has ensured that all conference reports are aligned to SoS, across the partnership.

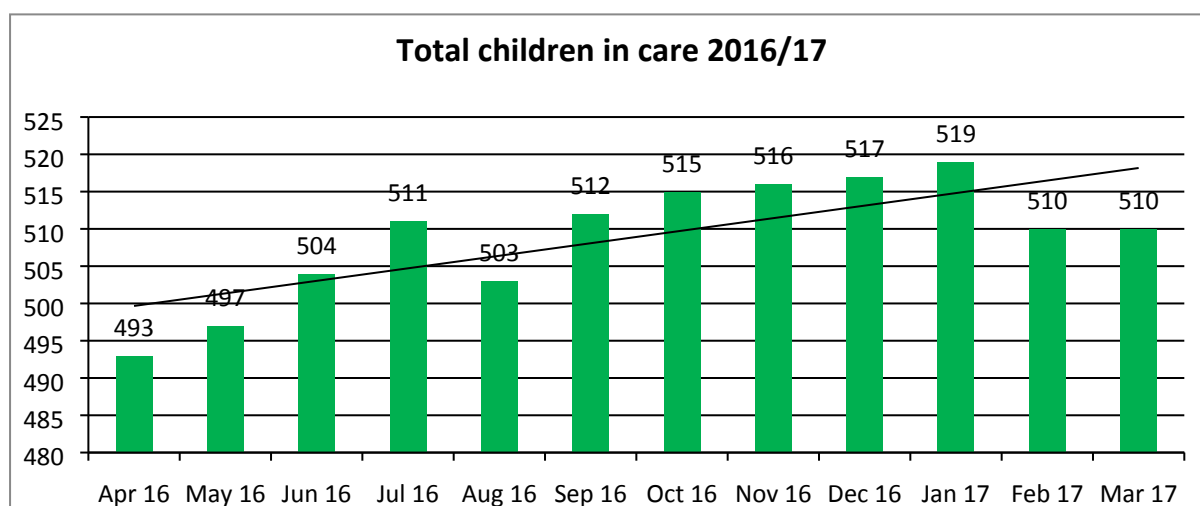
## 7.7 Looked after Children

The DSCB receives the IRO Annual Report to provide assurances about services for looked after children. The information provided below is extracted from this report.

During the year 2016/17 there have been a total of 1296 review meetings which identifies that there were 232 more review meetings than 2015/16 (1064). This increase is in line with the number of children in care increasing as a whole over the year 2016/17. As at 31 March 2017, there were 510 children in care.

Over the past year there has been a gradual increase in the number of children in care in Doncaster. Although the figures have fluctuated slightly as children have entered and exited care.

- The number of children in care in Doncaster:
- 1st of April 2014 - 512.
- 1st of April 2015 - 483.
- 31st of March 2016 487.
- 31st of March 2017 510.



Children placed by age and placement type

Placement Type	Age Band									
	Under 1		1-4		5-9		10 - 15		16+	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Foster Care	13	8	18	20	39	36	89	74	24	31
Residential	2	0	0	0	0	0	24	10	20	16
Foster care with relative or friend	6	2	8	4	6	3	6	5	4	4

<b>Placed for Adoption</b>	1	0	2	4	3	3	0	0	0	0
<b>Placed with Parents</b>	0	0	2	3	2	1	1	1	3	1
<b>Secure/YOI</b>	0	0	0	0	0	0	0	0	1	1

Throughout the period 1 April 2016 – 31 March 2017, as well as the above placement type, a further breakdown illustrates the range of provision that was provided for children:

Type of placement	No. of children placed during 2016/17	No. of children placed during 2015/16
<b>Unaccompanied Asylum Seeking Children</b>	3	3
<b>Placement in adjacent local authorities</b>	80	74
<b>Placement in distant local authorities</b>	95	116
<b>Children placed out of authority in foster care</b>	119	125
<b>Children placed out of authority with families and friends carers</b>	15	9
<b>Children placed in DCST with families and friends carers</b>	32	34
<b>Children who became LAC as a result of remand into custody</b>	0	4
<b>Placed in DCST children's homes (inc. CWD)</b>	0	10
<b>Children placed in DCST foster care</b>	228	136

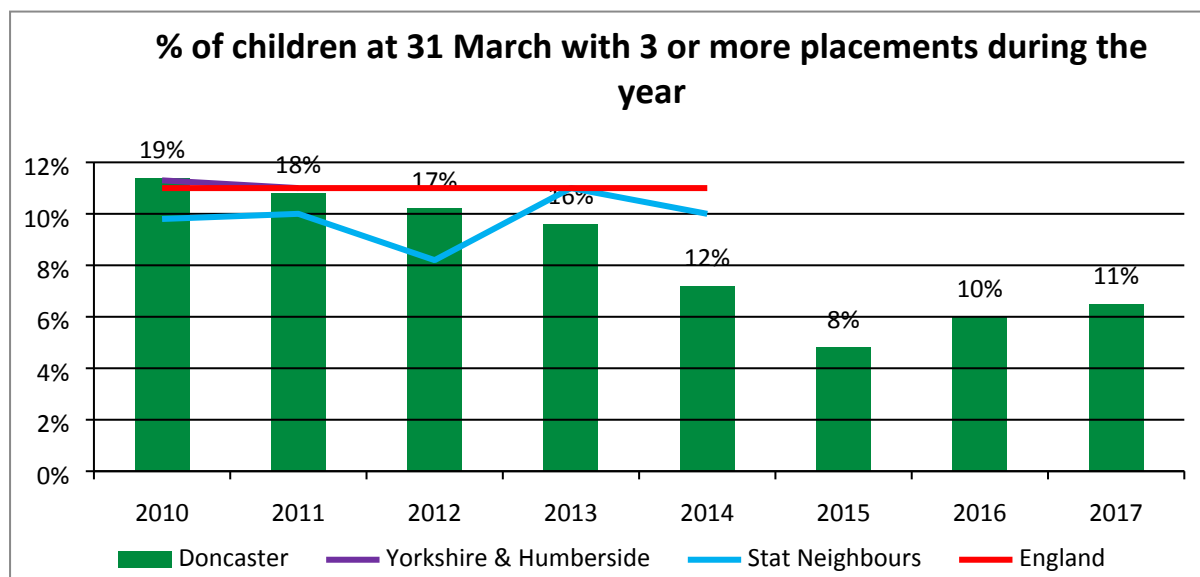
Since October 2014, DCST has ensured the appropriate application of the Looked After Children Regulations. Robust social work ensures that all children have the option to live with a family member explored. Work has also been undertaken to increase the number of children placed in Doncaster with foster carers. As evidenced above the number of children placed in distant authorities has decreased. There has been an increase of children being placed outside of DCST with families and friends carers.

Work has been undertaken to ensure children who have a plan to reside with their parents subject to placement with parent's regulations are robustly reviewed with timescales with revocation of care orders where these are no longer required to safeguard children.

Carers have been successfully supported by the Trust to apply to the courts for Special Guardianship Orders (SGO) and Child Arrangement Orders (CAO). This has ensured that these children have, following appropriate assessment, been able to remain with family members or friends and do not require the protection of a formal looked after status.

The number of children with three or more placements in a year has risen very slightly (by 1%) through 2016 /17. An audit was undertaken in February 2016 which identified that some of the children who were experiencing frequent moves are children with more complex needs. This audit was undertaken again in March 2017 and positively indicated only one other child had moved into this category.

The development of a robust procedure to support placements when there are periods of instability will be introduced in July 2017. This will include the ability to hold a pre-disruption meeting when a placement serves notice and a disruption meeting if a young person experiences an unplanned move. This will aim to ensure early interventions are put in place when the placement requires additional support. There are of course times when placement moves are in the best interests of children, for example returning home or a move to an adoptive placement; these support mechanism will not be required in these instances. There has also been one young person who required secure accommodation to promote their own protection 2016/17.



## 7.8 Domestic Abuse – Growing Futures

### 7.8.1 Introduction and background

The Community Safety Service operates as part of the statutory Safer Stronger Doncaster Partnership (SSDP), working closely with a number of key partners who are members of the SSDP in a collective effort to reduce Crime and Disorder across all our Communities.

The service is also responsible for the management and delivery of a number of key services linked to the agendas of reducing crime, anti-social behaviour, domestic and sexual abuse. The Board is a key partner that supports the SSDP's strategic approach to domestic abuse, which, during 2016/17, was confirmed as being underpinned by a whole family whole systems approach through Growing Futures.

In 2015/16, DCST with partners secured £3.1m from the Department for Education (DfE) Innovation Fund, throughout 2015 – 2017, to support the transformation of practice to children, young people and families. The innovation programme is known locally as Growing Futures and promotes the ethos that 'Life doesn't have to be like this'. Before Growing Futures there were very few interventions focused on children and young people, and even fewer focused on the recovery of victims and their children together, in order to achieve sustained reduced risk of victimisation, both locally and nationally. Perpetrator work was also focused on prosecution alone when evidence allowed, with no support to understand behaviour to enable a change in abusive behaviour.

Growing Futures project activity ended in March 2017, after which it was strategically adopted as a programme with a specific philosophy of practice.

The ambition of Growing Futures is to transform our social care and partners domestic abuse practice in Doncaster and inform the national programme through the DfE in order to:

- Reduce the emotional harm caused by domestic abuse to children;

- Directly support recovery from abuse for victims and their children;
- Significantly reduce repeat victimisation;
- Challenge the acceptance of domestic abuse and violence by families and whole communities; and
- Break the pattern of abuse as it re-presents itself in children and young people.

### **7.8.2 Objectives and Key Headline Indicators**

- Reduce repeat cases to MARAC by 25%. This was achieved; at the end of the project, the MARAC high risk repeat rate had reduced from 49% to 28%
- Reduce to 30% repeat referrals to social care where DVA is a factor. This was achieved – at the end of the project the overall repeat referral rate was 28%. Where families had been directly supported by a Domestic Abuse Navigator (DAN), the repeat referral rate was lower; 15.8% after 6 to 9 months of cases closing. This is a 9.2% improvement against all cases known to CSC.
- Work intensively with around 240 high risk families per year (350 children)
- Work intensively with 350 medium risk families per year (500 children)
- Reduction of children admitted to care 5 to 15 per annum, resulting from 10% reduction in Children in Need where DA is a factor

In November 2016, the new DVA strategy for Doncaster was launched. Prior to this partners had agreed that Growing Futures would be locally adopted as programme to tackle DVA and we would continue to transform DVA service provision to reflect a whole family approach to DVA.

### **7.8.3 A different way of ‘thinking’ and ‘working’**

Through Growing Futures, Doncaster partners have pioneered a different way of ‘thinking’ and ‘working’ that challenges traditional approaches to domestic abuse through an understanding of the dominant discourses in practice across offender services, adult victim support and social care practice that see working with families in silos, or not their role at all. Our approach is based on whole family working focusing on strengths within the family to minimise risk and vulnerability by delivering evidence based therapeutic practice to all family members alongside their other needs. It is therefore a long term way of thinking and working differently together as partners with families and not just a project. This requires a new approach through whole systems and practice leadership across a number of partnerships at strategic and operational levels through two key strands of reform:

- Partnership and capacity building
- Practice development - focused on social work and family support, but wider practice with partners

To achieve this reform we developed three key aims with specific actions under each to drive this work forward:

### **7.8.4 Raising awareness for agencies, practitioners, communities and families to challenge domestic abuse**

- Executive Coaching and development of common purpose to support strategic leaders to influence their agencies thinking and practice and develop common ground on which to work more effectively together. At the end of the programme participants advised that their ability to work effectively together had increased by 39% and their ability to jointly support new ways of



working had improved by 50%. This has led to a review of DVA governance on behalf of the SSDP and, alongside a response to the recent scrutiny review of DVA, the structure of the SSDP DVA groups (and membership) has been refreshed to ensure operational and tactical DVA activity is strategically led and informed by performance.

- Communications Strategy as a key element of the prevention approach by developing key messages and campaigns aimed at victims, perpetrators and children and young people, along with resources to be used by services to support engagement and awareness raising, for example, a 'tool kit' for schools, youth and care providers to talk about and support young people who could be affected by DA. This was rolled out to 1200 local child and young people of whom 95% said they could now define hurtful relationships, 90% understood what abuse was and 98% now knew who to talk to.
- Research – Growing Futures enabled a project which was led by young researchers to understand why domestic abuse is so spatially acute in Doncaster and to develop materials to 'speak' to young people from young people. It was clear from this research that our young people, whilst noting domestic abuse is part of their lives; do not want it to remain so in the future. This informed the strategy, which ensured community capacity and young people's voice forms part of the response in the borough.

#### **7.8.5 Engaging and leading the development and learning of mainstream services**

- Engaging and leading the development and learning of mainstream services
- Specifically designed to support continuing professional development and actively promoting learning through:
- The development of a new Domestic Abuse Competency Framework for the wider workforce including a Domestic Abuse Award (Masters level) for champions and specialists working across partner agencies
- Adoption of Signs of Safety (SoS) as a core philosophy of practice which, in relation to DVA, has ensured a shared understanding of risk and competency in safe assessment and an active response.
- Refocus of social care practice but also significant focus on developing family support services to model a new type of workforce to work with families with multiple and complex needs which present alongside DVA.
- Supporting our frontline practitioners to recognise DVA as a pattern of coercive control and to shift focus away from single incidents of domestic violence.
- Development of a good practice guide which supports practitioners to respond to the whole family where domestic abuse is an identified feature in a case

#### **7.8.6 Develop and evaluate new practice to change the way the partnership works together and with families with domestic abuse**

- The evaluation of Growing Futures has now been released and disseminated, and we are informing not only local, but national, practice responses to DVA.
- We are also informing academic research in this arena – an area which, until the development of Growing Futures, was under researched in the UK.
- Locally, in 2016/17, we began to collate a wider data capture so we can build a data profile that focuses on outcomes as well as impacts.

#### **7.8.7 Outcomes and achievements to date**

We are starting to see an impact of Growing Futures direct work with families impacted by DVA. Despite DVA continuing to be a frequently recorded concern in 21.98% of Child and Family

Assessments with direct impact on children we saw a reduction of 18% when compared with the previous year. Contributing to this has been:

- Focus on the needs of all children and young people currently known to Children's Social Care where there is an assessment of domestic abuse. DASH risk assessment is now embedded within Children's Social Care case management to understand the level of risk. By the end of 2016/17, 52.12% of cases had a DASH risk assessment undertaken and this has enabled us better understand the risk posed alongside the typology of DVA which, in turns, means we can respond more effectively to the DVA.
- Reviewing practice and support for those children and young people who would benefit from early help. In 2016/17, this included the commencement of an extensive refresh of all local DVA training so that it reflects contemporary best practice and aligns with the whole family approach to DVA.
- Growing Futures Domestic Abuse Navigation Service - 91 cases were worked and closed by DAN's in the statutory social care arena from September 2015 to March 2017. Although some have been re-referred there is a reduced rate of 15% against other case re-referral rates being 24%.

This refreshed focus when responding to DVA has enabled us to see;

- A recent reduction of cases to MARAC where children are involved alongside an increase in referrals to the Early Help hub;
- A reduction in Police call outs to families open and worked by DAN's showing a more settled picture for these families alongside an overall reduction in reported incidents (from 3058 in in last 12 months to 2148)
- Closed cases following DAN support have achieved cost reductions in wider public sector costs and in CSC where children have not become looked after.
- % of repeat referrals in R&R in last 12 months from 22.6% to 11.1%
- Number CiN in last 12 months with domestic abuse has reduced to 296 and of CLA in last 12 months with DA to 1

Following the success of the programme, the DMBC has committed to fund the DCST over the next three years to further develop and mainstream the approach. The Board is committed to supporting the work with partners that has stemmed from Growing Futures, and also to embedding the new Domestic Abuse Strategy which identified the following key issues which are priority challenges as Doncaster continues to tackle domestic abuse alongside other complex needs. These are:

- Build community resilience, capacity and challenge cultural acceptance
- True joint commissioning across Boards and commissioners to tackle DA along with multiple needs in families
- Long term investment to tackle DA with whole place approach which will have wider public health benefits and support reduction of anti-social behaviour.
- Challenge services to 'think' and 'work' whole family and what this means in practice
- Research and evaluate the impact of silo working; traditional and professional hierarchy; and the impact of austerity on agency priorities to agree strategic approach to improve outcome.

## **7.9 Private Fostering**

### **Introduction**

Under Working Together 2015, one of the Board's statutory functions is to develop policies and procedures to ensure the safety of and welfare of children who are privately fostered. Private fostering is an arrangement made by a child's parents for a child under the age of 16 (or under 18 if the young

person disabled) to be cared for by someone other than a parent or close relative with the intention that it should last for 28 days or more.

As part of its challenge and assurance process the DCSB is provided with an annual report on the arrangements for privately fostered children. The report was presented to the Board in February 2017.

### **7.9.1 Private Fostering Notifications/Arrangements in the Year Ending 31 March 2017**

In summary:

2 private fostering arrangements had already started.

5 new private fostering notifications were received.

3 notifications did not progress to full assessment

2 notifications progressed to full assessment

4 arrangements ended

### **7.9.2 Promoting Awareness of Private Fostering Notification Requirements**

Private fostering materials have been sent to social care teams and other partner agencies.

Private fostering awareness raising undertaken through the Multi-agency Private Fostering Focus Group which meets at quarterly intervals. The group which consists of representatives from partner agencies provides a forum for professionals to discuss strategies for undertaking a more proactive approach in private fostering publicity and awareness raising within their organisations, with the Private Fostering Co-ordinator taking the Lead and overseeing agencies cooperation and effective partnership working in this regard. The group focuses on sharing responsibility for raising awareness of private fostering.

- Private fostering information is included in the DCSB's website and all board members are requested to promote the understanding and reporting of Private Fostering within their own agencies.
- Statements about private fostering 'Looking after Someone Else's child' and 'what is the carer's relationship to the child' are included in the Doncaster Council Transfer Request Form and also the School Nursery Application forms.
- Private fostering is embedded in the Local Authority schools model safeguarding policy, so all schools know the procedures and also all staff know how to access support. The Safeguarding in Education lead also uses Engage Doncaster to keep the messages going into schools on a regular basis.
- Doncaster College Lead Practitioner Safeguarding include private fostering in their mandatory staff safeguarding training. All new Student Performance and Progress Tutors (SPPTs) been made aware of the requirement to report potential private fostering arrangements.
- Private Fostering is included in the 'Refresher in Safeguarding Children Training' pack delivered annually to all Private Nursery Managers in Doncaster.
- The Named Nurse Safeguarding Children has raised awareness of private fostering within NHS by including private fostering information in the staff monthly 'Trust Matters', newsletter and intranet.
- Private fostering information is included on the Fostering service Website and promoted through our Facebook page.
- The Private Fostering Co-ordinator has liaised with the Chair for the Faith and Culture groups to raise awareness of private fostering with BME and faith communities.

- Women's Centre Manager has raised awareness of private fostering with the Centre staff. Information leaflets in English and 8 different languages which include Polish, Czech, Slovak, Nepalese, Bulgarian, Mandarin, Russian and Urdu are displayed at the Centre.

### **7.9.3 Private Fostering Week Campaign – 4th to 8th July 2016**

Activities were undertaken during the private fostering awareness raising week which took place from 4<sup>th</sup> to 8<sup>th</sup> July 2016. The awareness raising and publicity activities were targeted towards the public, professionals working with children and young people and adults, communities including Faith and Culture groups. It included a wide range of activities such as:

- Articles in the local press
- Plasma screens in publically used buildings
- Emails to all staff in DCST, DMBC, St Leger Homes and NHS
- Letters to schools

### **7.9.4 Safeguarding and promoting the welfare of children who are privately fostered**

Social care has a responsibility for ensuring that the welfare of privately fostered children is promoted and safeguarded. Each child known to be living in a private fostering arrangement in Doncaster has been monitored and supported through Regulation 8 statutory visits. This requires the child to be seen alone during each visit unless this is thought to be inappropriate in which case the social worker would record the reasons for not seeing the child alone.

### **7.9.5 Training**

The Private Fostering Co-ordinator is a member of the CoramBAAF Northern Region's Special Interest Group on Private Fostering. The group meets quarterly for the purpose of sharing and updating understanding of Private Fostering issues. The forum provides training and support resource for members to enhance skill knowledge base and improve their awareness and knowledge of practice issues.

Private Foster Carers can access training available to the Trust's foster carers

### **7.9.6 Equality and Diversity**

PF Co-ordinator has made links with agencies involved with BME, Faith and Culture groups. Private fostering is promoted through these agencies.

Private fostering publicity leaflets have been translated into 8 different languages which include: Polish, Czech, Slovak, Nepalese, Bulgarian, Mandarin, Russian and Urdu. Information can further be made available in different languages or format on request.

### **7.9.7 Priorities for 2017/18**

DCST has arrangements in place to ensure its duties and functions in relation to private fostering are discharged. Private fostering guidance and information is available to practitioners and specialist advice is accessible through the Private Fostering Co-ordinator, and also the Childcare Legal Team. This report has clearly highlighted the efforts the service has made in engaging with appropriate organisations to ensure that there is good professional and public awareness of what constitutes private fostering and of the need to notify the Trust of existing or intended private fostering arrangements. However, it is to be acknowledged that notification has remained very low with no evidence of referrals made by parents or carers. Although low notification appears to be a national issue, the challenge is to uncover the hidden private fostering arrangements, as the children living in

those unknown arrangements are particularly vulnerable and lack the protection provided through the private fostering regulations.

The number of private fostering notifications remains low, therefore the following action will continue to be undertaken in 2017/18 in an attempt to increase notifications:

- Private Fostering Focus Group will continue to undertake action to promote awareness of Private Fostering.
- Private fostering information to continue to be cascaded to internal and partner agencies.
- To continue to provide children and young people, parents and carers with private fostering information to ensure clear understanding of the requirement to notify private fostering arrangements.
- To raise the profile of private fostering at strategic level with the support of Team Manager. The effectiveness of private fostering promotion requires to be monitored by a committed management staff, which will scrutinise practice and set targets to improve public awareness. The private fostering service would require an annual review of the provision and of the service plan, while focusing on trends in the overall impact of the private fostering arrangements.

## **7.10 Child Sexual Exploitation and children who go missing**

Working Together 2015 included a duty on LSCBs to conduct regular assessments on the effectiveness of local responses to Child Sexual Exploitation (CSE). The Board's multi-agency work to tackle child sexual exploitation (CSE) in Doncaster is coordinated through its Sexual Exploitation and Missing Children Sub-Group.

The Ofsted Inspection of Doncaster in 2015 highlights the improvements for child sexual exploitation in Doncaster. Inspectors saw "good work" and "Arrangements to respond to concerns where children are at risk of, or are suffering, child sexual exploitation are much improved" (Ofsted, 2015, P11).

The CSE sub-group made good progress against the actions set out in the overarching strategic plan for the group for 2016 -17. The plan was aligned to the strategic priorities of the Board and Ofsted recommendations. Identified areas for focus were the development of a CSE balanced score card to include data analysis, the identification of hot spots within the industry sector, the development of a strategic and tactical communications plan, awareness raising of the signs of CSE, engagement with faith centres and culturally diverse communities and creating a new PVYP (Protecting Vulnerable Young People) Group which had a broader remit and took over the existing CMOG (Children Missing Operation Group).

The emerging picture for some time in Doncaster has been that there are no particular groups or gangs that appear to be linked to CSE, however peer on peer exploitation, "boyfriend model"<sup>1</sup> and internet grooming has seen a big increase.

There has been an increase in referrals in respect of younger children into the CSE team due to internet grooming and accessing inappropriate websites and pornographic materials. The CSE team have worked with some year 6 primary school children to talk about safe adults and incorporate online safety through implementing 'All Right Charlie'<sup>2</sup>. This was received very well by the schools. Following the initial training, school nurses have taken up the role of continuing to ensure that primary schools can access this resource with the emphasis being upon the schools taking this forward.

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<sup>1</sup> This is a form of exploitation identified in the Barnardos Puppet on a String report [http://www.barnardos.org.uk/ctf\\_puppetonastring\\_report\\_final.pdf](http://www.barnardos.org.uk/ctf_puppetonastring_report_final.pdf)

<sup>2</sup> 'Alright Charlie' is a preventative resource pack that addresses child sexual exploitation (CSE) and grooming in a way that is age appropriate, created by The BLAST Project – the UK's leading male only CSE service

## **Support to victims**

The CSE team hosted by DCST is now an established multi-agency team consisting of 3 social work posts, one health, one education worker and 2 Barnardos workers co-located with specialist police officer colleagues and 2 missing persons investigators. Being co-located means that information can be shared in a timely way and responding to concerns can be undertaken quickly.

Every referral relating to possible CSE is triaged through the MASH process within 24 hours. There is a designated CSE MASH worker who is able to screen referrals and ensure that CSE is appropriately identified. If cases progress from MASH, each case will be assessed and allocated accordingly. Assessments and plans are completed and staff will continue to work with young people until identified risk factors have been mitigated. If the referral does not require involvement from statutory services, these will be closed only after any on-going support needs have been identified and cases referred into the correct service.

The DCST was a partner in the sub-regional approach which tested a new model of working with children and young people who experience or are vulnerable to Child Sexual Exploitation (CSE). South Yorkshire partners agreed to commit additional funding to continue the trial over a full second year. During its period of activity, SYEP supported four Doncaster children in care and eight on the 'at home' element of the project. (see Annex 1, section 2.2 DCST for more information). Learning from the approach has been mainstreamed across South Yorkshire from April 2017.

## **Disruption and prosecution of perpetrators**

Disruption continues to remain effective based on a partnership approach to offender, victim and location management. Police officer and PCSOs regularly submit intelligence on each of these areas with the public also frequently reporting information through CrimeStoppers. Intelligence from PVYP panel and from referrals from partner agencies, young people and families' help to feed into disruption tactics, resources are deployed and information is shared with Thrive (Threat, Harm, Risk, Investigation, Vulnerability & Engagement, a fortnightly meeting for tactical managers within partner agencies aligned to the SSDP and other agencies) to provide a quick response in areas where concerns have been raised. Specific outreach has also taken place by the CSE team, police, education and Changing Lives in areas where concerns have been raised.

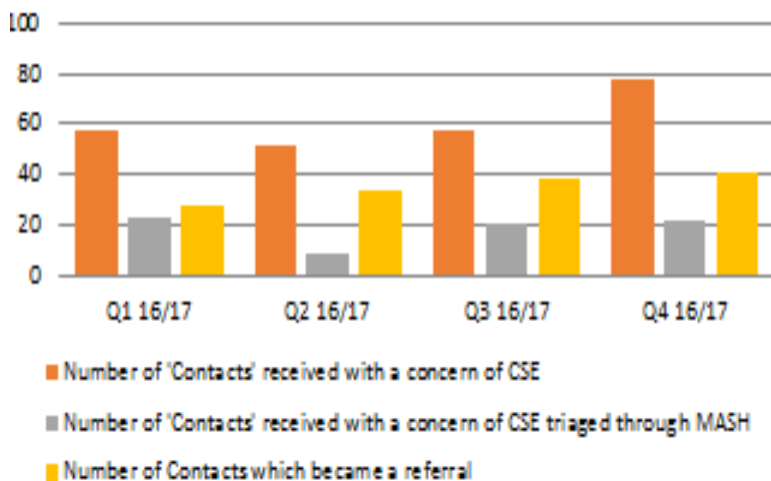
## **CSE Quality Assurance**

A 'Sexual Exploitation and Missing' performance report is now provided to the group on a quarterly basis. The performance indicators within the data set provide the Child Sexual Exploitation sub group with information about the profile of CSE in Doncaster in terms of the age, gender and ethnicity of both victims and perpetrators. The data also provides an overview of the effectiveness of the police response through arrest and conviction rates. A breakdown of categories of sexual exploitation has provided the group with information regarding specific areas of concern, in particular online offences. The information has directed attention to raising awareness amongst young people and professionals regarding indecent images and malicious communication.

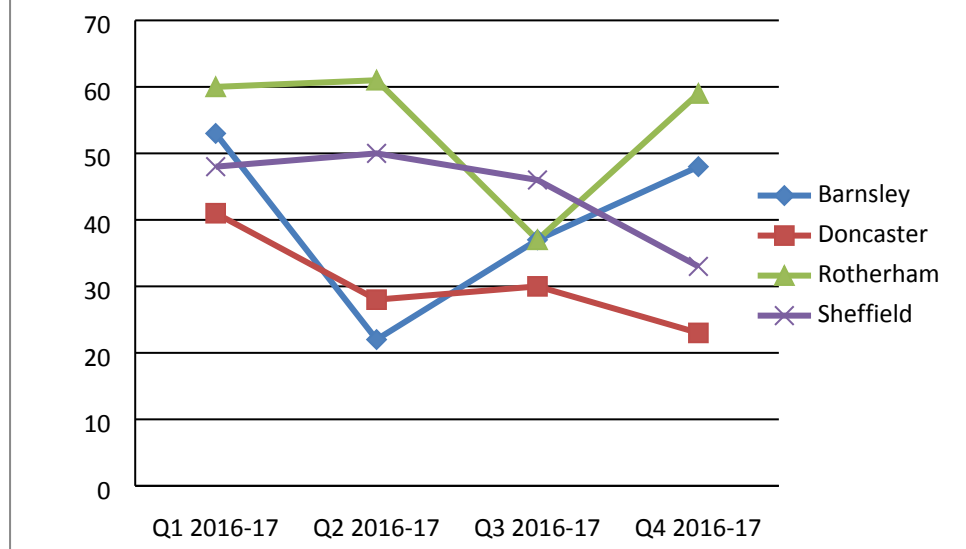
The data set also includes performance indicators for referral sources and assessment outcomes. This data has enabled the group to identify agencies with lower referral rates and ensure the effective targeting of awareness raising training. DCST Q4 16/17 data shows that the number of contacts into social care where there has been a concern of CSE has had some increase however only a small number of these were converted into a referral. This suggests that thresholds were not being well understood and children were being referred unnecessarily. Training has now taken place to improve this. SYP referral data demonstrated that there was a reduction in the number of referrals listed as sexual exploitation across the region. Doncaster continues to have the lowest number of referrals

listed as sexual exploitation in the South Yorkshire regions for the end of Q4 16/17. The data also identifies that most referrals to social care come from the police and referral rates by some other agencies are low. It is currently unclear, however, whether these agencies are raising concerns with the police rather than social care or, alternatively, whether CSE is not being identified or acted upon. Work around identifying the referral source into the police is being undertaken to understand if improved knowledge of CSE is needed across the partnership.

### DCST CSE Contacts/referrals



### SYP CP referrals listed as sexual exploitation by quarter by investigating office



A re-audit of CSE was undertaken in March 2016 which evidenced improvements in practice from the original audit in 2014. The audit group felt confident that the practitioners knew the signs and risk indicators of child sexual exploitation and this was articulated in referrals, assessments, case file recording and supervision within all agencies involved. The response demonstrated by agencies has been appropriate, timely and children had been kept safe. Tenacious practice was evidenced to disrupt activity of perpetrators and appropriate action had taken place. Positive impact could be demonstrated in 8 of the 12 cases and where a risk of child sexual exploitation was still present robust

risk assessments and safety plans were in place. A further single agency audit will be undertaken by DCST in 2017 to ensure continued progress.

### **Industry Sector**

The Industry Sector Group has continued to work with businesses including hoteliers, taxi drivers, food establishments, public transport, private sector landlords and any sectors which may come into contact with Child Sexual Exploitation. Specific focus has been upon raising awareness of CSE amongst taxi drivers. Five additional safeguarding sessions were held and by the end of March 2017, 94% (approx. 900) of taxi drivers had received training. Training is now a mandatory requirement where action can be taken to withdraw the licences of those who have not engaged.

Following the delivery of training to hoteliers, South Yorkshire Police undertook an undercover operation visiting 13 hotels to establish whether safer practices had been adopted. The majority of hotels were found to have taken effective action in line with the training provided. Positive feedback was given and further training was offered to the other establishments.

### **Communications Plan**

The CSE sub-group communications strategy has been finalised and a calendar of events and target areas has been developed. In conjunction with awareness raising sessions a number of communications were held during 2016/2017. These included a media release to promote CSE workers, a 'spot the signs' twitter campaign, targeted group work with young people with 'low level' risky behaviour', provision of a dedicated CSE page on the DSCB website, a CSE awareness day held in March 2017 and promotion of online safety and spotting the signs through publication in a local magazine with a circulation of 16,500 homes.

### **Raising Awareness**

Throughout 2016/17 there has been a co-ordinated approach to delivering training in raising awareness of CSE with carers, professionals, faith groups and across schools. The number of people trained increased by over 10% from 2015/16. A specific focus has been on engaging with children and young people about indecent images, online grooming and malicious communication. A total of 3165 children and young people received awareness training which is an increase of 50% on the previous year. Referrals to DCST have seen an increase in concerns of CSE perpetrated online. This increase is attributable to the extensive awareness training provided. The outcome has been that more young people have been identified as victims and also as perpetrators and received appropriate professional support.

Raising awareness amongst young people is key to providing effective support to those at risk of CSE. The launch of the Respect website ([www.doncaster.respectyourself.info/](http://www.doncaster.respectyourself.info/)) has provided an online facility for young people to access information and guidance as well as signposting to support agencies. In addition partners support school carousels at the beginning of each year where CSE risk is highlighted to pupils. South Yorkshire Police deliver CSE awareness inputs to all year groups from Yr7 to Yr11 once a year and YOS have CSE champions who identify risk within YOS clients. Police officers regularly patrol hotspot areas and again, support is given to any young person deemed at risk. The CSE team, Police, CEOP, and public health ran an internet safety awareness day in the town centre where young people and parents were approached to discuss internet use and safety 37 males and 61 females participated in completing questionnaires about their internet use.



<b>CSE AWARENESS TRAINING 2015/16</b>					
No. trained in CSE awareness	Q1 2015/2016	Q2 2015/2016	Q3 2015/2016	Q4 2015/2016	TOTAL
Children and Young people	297	456	53	749	1555
Professionals	943	458	456	280	2137
Parents/ Foster Carers	21	20	40	30	111
<b>Total</b>	<b>1269</b>	<b>934</b>	<b>549</b>	<b>1059</b>	<b>3803</b>

<b>CSE AWARENESS TRAINING 2016/17</b>					
No. trained in CSE awareness	Q1 2016/17	Q2 2016/2017	Q3 2016/2017	Q4 2016/2017	TOTAL
Children and Young people	939	583	360	1283	3165
Professionals	287	82	331	253	953
Parents/ Foster Carers	34	52	34	90	210
<b>Total</b>	<b>1260</b>	<b>717</b>	<b>725</b>	<b>1626</b>	<b>4328</b>

## **Faith and Culture**

Work on community engagement with minority ethnic communities in relation to CSE has been included in the work of the Faith and Culture Sub Group. Progress is reported through the Sexual Exploitation and Missing Sub Group (see Faith and Culture Group, Section 8.2 for more information on the work of this group).

### **7.11 Children who go missing**

Children who go missing are recognised to be particularly vulnerable to child sexual exploitation and other risks of harm. The effectiveness of help and protection for children missing from home and care has improved in recent years but it continues to be an area of concern nationally.

The Children Missing Operation Group (CMOG) amended its terms of reference in January 2017 to consider all young people identified with significant vulnerabilities with the aim of providing a greater focus on all children at risk of CSE. The group was renamed and became PVYP (Protecting Vulnerable Young People). The group meets monthly to share intelligence and discuss those children and young people most at risk. The DSCB PVYP manages anywhere between 6 and 12 cases at any one time that are considered to be the highest risk cases of children missing from care or home and at risk of CSE. Many of these young people have complex backgrounds and demonstrate CSE risk. The Brooke Serious Case Review into Child Sexual Exploitation has been used by the Sexual Exploitation and Missing Sub Group to identify strengths and gaps in the multi-agency responses to child sexual exploitation in Doncaster. An action plan was devised and implemented during 2016/17. An area of focus is children who go missing during school hours. The procedure for Children Missing

Education has been adapted to encompass this group of young people. Guidelines have been produced to assist schools in identifying these children and putting in place appropriate safeguards. The need for improvements to the effectiveness of return home interviews for children who have gone missing was raised as an issue in December 2015 through a DSCB multi-agency audit. In December 2016, the service was brought in-house to be managed by DCST.

Three new advocate posts were established and staff came into post in the last week in November 2016 in preparation for the function transferring to The Trust on 1 December 2016. Additional out of hour's capacity within the Targeted Youth Support Service was also established and this became functional in January 2017. An additional business support post was also established and the post holder started in early February 2017.

Over the year there was a slight increase in the number of children going missing and the number of missing episodes. However, in the last quarter of 2016 the number of missing episodes increased significantly and this trend has continued into Quarter 1 of 2017. An assurance report provided to the Performance Accountability Board in July 2017 showed that: "overall, the first six months of the new RHI service has seen an increase of 53% in missing episodes which in turn increased the demand for return home interviews.

At the same time, however, there has also been an increase in the proportion of interviews offered and taking place that is above and beyond the increase in the number of return home interviews required. An audit of missing episodes undertaken by DCST in July 2017 also indicates that the quality of RHIs has significantly improved as has the evidence of follow up support.

	Average Jun 16 – Nov 16	Average Dec 16 – May 17	Difference
Number of missing episodes	81	124	+53%
Number of children with a missing episode	56	74	+32%
Number of return home interviews required	77	89	+16%
Number of return home interviews taken place	43	56	+32%

The increase in missing between December 2016 and May 2017 can to some degree be explained by the increase in missing episodes associated with children in care. These went up from 33 episodes June to November to 63 December to May. Further tracking is required to see if this is a continuing trend and establish the root causes. Initial hypothesis on increase relate to better reporting of missing episodes. The work with individual young people has proved beneficial with incidents of missing episodes reducing for those individuals. However it is possible that the increase may be in part be due to some young people with complex needs being placed in DCST children's homes pending further work to secure longer term placements. Work continues to be undertaken by the RHI Advocates with staff at the homes to assist in reducing the number of missing episodes.

**Areas for development:**

- Reduce the number of children going missing
- Improve the identification of children who go missing during school hours

## 8. Conclusion and Recommendations for Future Actions

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This report has provided detailed information on the effectiveness of safeguarding in Doncaster. It provides an overview of the work of the DSCB and its partners to promote the welfare of children and young people and has demonstrated the impact of the work undertaken.

The main body of the report provides the context of safeguarding and looks at the effectiveness of key safeguarding functions including early help, child protection, looked after children, domestic abuse and child sexual exploitation. Annex 1 provides detailed information from each partner providing assurance about the work they have individually taken to safeguard children and about how they have supported partnership working through the DSCB. Annex 2 provides an in depth look at the work the Board has undertaken to improve safeguarding practice by learning from a range of sources, in particular performance reporting, audit and case review. It also identifies how the Board has challenged partners to improve practice and the impact of those challenges and the work of the Board in general.

Taken together these three sections of the Annual Report demonstrate the progress which has been made in safeguarding. A marked difference is evidenced from the publication of the 2013-14 Annual Report, when the Board's three year strategic plan was first developed, to the 2016-17 Annual Report. The Board now has all its statutory requirements in place and these are now embedded within the work of the Board. From its Learning and Improvement Framework the Board has been able to make appropriate challenge to its partners and there are many examples of effective partnership working to resolve the issues identified.

There are many examples of how the voice of the child has influenced the work of the partnership, and of the assurances sought by the DSCB to satisfy itself of the efforts being made in this respect. Nonetheless the DSCB's ambition is to have more direct influence from children and young people. The DSCB has begun to make contact with the wider community but without a dedicated resource it has proved difficult to make a sustained impact in this area.

Although development is still required Early Help processes are now in place. There is increasing evidence that thresholds for intervention are embedded and there are an increasing number of professionals taking on the lead professional role and early help assessments. Further work is needed to ensure the quality and effectiveness of the early help assessments, and to improve the transitions between social care and early help. The role and effectiveness of the multi-agency safeguarding hub continues to challenge partners and this will be the subject of further review in the coming year.

The DSCB performance report has identified an improving picture in relation to the Children in Need cases, with a larger proportion being reported by DCST as 'Good' or 'outstanding'. The number of children subject to a child protection plan has continued to rise. This is in response to improved and more robust practice; ensuring children are better protected than previously. There has been a reduction in the number of children requiring a Child Protection plan for a second or subsequent time and there has been positive work to ensure agency attendance at case conferences has improved. The Signs of Safety approach has been rolled out across the partnership and there is clear evidence of it being used in a large number of cases. The number of children in the category of neglect remains high. The DSCB will continue to embed its neglect strategy to ensure more effective working in this area.

There has been much improvement in services for looked after children against a backdrop of increasing numbers of children in care. There has been a decrease in the numbers of children looked

after in distant local authorities and an improvement in ensuring where possible that children are safely supported to reside with their parents. Good work has been undertaken to ensure children are supported to participate in their reviews and a range of methods have been developed to do this.

Growing Futures continues to show positive impact, particularly in reducing the number of times families were re-referred to MARAC. The commitment to continue the project after government funding ended is testimony to the commitment the partnership has to this way of working. The DSCB will continue to receive assurance of progress of this important work.

Progress continues to be made with regard to CSE with excellent links being made with the industry sector such as hoteliers, taxi drivers and fast food establishments. There has been a vast amount of training and awareness provided to professionals, children and young people and to the public. There is more work to do in analysing the work of the Protection Vulnerable Young People (PVYP) group ensuring that support to the most vulnerable young people is having an impact and improving outcomes.

The work of the Case Review Group and DSCB multi-agency audit activity has identified opportunities for improving practice. Action plans from these have moved forward and changes implemented as a result. However amendments to the audit and case review processes which have taken place this year will enable learning to be taken forward in a more timely way. The coming year will enable us to demonstrate the impact of the changes which have been made.

DSCB training continues to be well-evaluated and there is some evidence of the impact this is having on practice. The focus of the Workforce Development Group is now on coordinating the training provided by all partners. This will ensure that the impact of the training is more effective on practice.

As is evidenced throughout this report, there is a picture of continued improvement in Doncaster across the safeguarding partnership. However there is also no room for complacency with much still to embed and achieve. One fundamental challenge for the partnership is the need to reduce the level of demand for statutory children's services. Referrals continue to be too high. Partner agencies are working with external consultants to understand current patterns of demand and commission more appropriate local provision. It will be essential over the next twelve months to conclude this analytical work and develop a timely plan for the commissioning and delivery of services.

In the coming year it is expected that the guidance on the Children and Social Work Act will come into being. This will present new challenges to the partnership. The DSCB will ensure a 'business as usual' approach whilst ensuring the transition is made to the new arrangements.

Below are key areas which the Board will be focussing on to continue progress. Appendix 2 identifies the Board's strategic priorities for the next year.

**Areas for development:**

- The Board will establish a mechanism to ensure the voice of children and young people is directly heard at the DSCB
- Assurance will be sought on the review of the effectiveness of MASH
- Assurance will be sought regarding the quality of early help assessments and the embedding of the lead professional role across all agencies
- The Board will seek assurance on the effectiveness and impact of PVYP
- The Board will seek assurance on the implementation and effectiveness of the Neglect Strategy
- The Board will scrutinise and challenge the partnership's strategy for managing demand in children's services.
- The statutory safeguarding partnerships will agree and implement local multi-agency arrangements for safeguarding in line with the Children and Social Work Act and statutory guidance.
- The Board will undertake an evaluation of the communication strategy

## Business Plan and Strategic Priorities 2016-17

### DSCB Vision

In Doncaster safeguarding children effectively is everyone's business: Understanding the needs and views of children is at the centre of all we do.



Statutory responsibilities of DSCB include:

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

The structure of the Board is:

- Board
- Chairs Group
- Performance Accountability Board

The on-going activity of DSCB is undertaken by the following sub groups:

- Learning and Improvement (includes Case Review Panel)
- Child Death Overview Panel
- Workforce Development
- CSE and Missing Children
- Health
- Faith & culture
- Education

And working/task groups (time limited)

- Policies and procedures
- Female Genital Mutilation
- Hidden Harm
- Voice of the Child
- Childrens Missing Operations Group
- CSE Industry Sector

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

#### Strategic Priority 1

**SP 1 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done and identifies delegation arrangements
- b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work
- c) Develop mechanisms to ensure practitioners' views influence the work of the Board
- d) DSCB develops clear links with the wider community through the work of its Faith and Culture group and can evidence how safeguarding practice has improved as a result
- e) DSCB ensures that children's workforce understands the importance of cultural competency in safeguarding children
- f) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders

#### Strategic Priority 2

**SP2 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.**

- a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

#### Strategic Priority 3

**SP3 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities**

- a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people
- b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

**Annual reports: DSCB receive Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people. These reports include:**

- LADO (Allegations) Annual Reports
- CDOP
- Private Fostering
- Children Missing from Home and Care
- IRO/CPA Annual Report

## Business Plan and Strategic Priorities 2017-18

**DSCB Vision**  
 In Doncaster safeguarding children and young people effectively is everyone's business:  
 Understanding the needs and views of children and young people is at the centre of all we do.



### Statutory responsibilities of DSCB include:

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

### The structure of the Board is:

- Board
- Business Coordination Group
- Performance Accountability Board

### The on-going activity of DSCB is undertaken by the following sub groups:

- Case Review Group
- Quality and Performance Group
- Child Death Overview Panel
- Health
- Education
- Workforce Development
- Faith & Culture
- CSE and Missing Children

### And working/task groups (time limited)

- Policies and procedures
- Protecting Vulnerable Young People's Panel
- CSE Industry Sector
- Child Sexual Abuse Task Group

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

### Strategic Priority 1

**SP1 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks and that there is consistently good practice across safeguarding services.**

- a) The early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Systems are in place to effectively meet the needs of victims of sexual exploitation, including an understanding of the scope of CSE in Doncaster and of offender management programmes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

### Strategic Priority 2

**SP2 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Board's priorities**

- a) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- b) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- c) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

### Strategic Priority 3

**SP3 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community (including minority groups and faith groups) are able to influence the Board's work.**

- a) Ensure the effective implementation of the communications strategy by the sub-groups clearly identifying what key messages will be shared with whom and that the impact is evaluated
- b) Ensure partners demonstrate how they are communicating with children and young people and how this influences service provision
- c) DSCB ensures community groups such as Faith and cultural groups and sports clubs understand safeguarding issues and can demonstrate that they have key safeguarding standards in place as identified by the DSCB
- d) DSCB partners demonstrate how they are ensuring that the children's workforce understands the importance of cultural competency in safeguarding children

**Annual reports: DSCB receives Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people.**

- These reports include:**
- LAUO (Allegations) Annual Reports
  - CDOP
  - Private Fostering
  - Children Missing from Home and Care
  - IRO/CPA Annual Report

## Appendix 3 – Ofsted Recommendations

No.	Ofsted Recommendations (OR)
1	Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.
2	Monitor partners agencies understanding and application of thresholds
3	Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.
4	Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.
5	Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.
6	Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.
7	Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities
8	Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.
9	Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster



## Appendix 4 – Marilyn Haughton



### Marilyn Haughton Lay Member

This is my 4th year as a Lay Member on Doncaster Safeguarding Children's Board. I have seen significant positive changes during this period, in particular how well attended the meetings are and an increase in accountability of all members. The sub groups continue to develop and update plans and strategies that enable us to respond appropriately to current trends and also to be proactive in prevention of harm to children and young people. The Safeguarding Board's Training Programme reflects this and the introduction of lunchtime and evening seminars has enabled staff from across a wide range of organisations to access training to fit in with their working day.

Child Sexual Exploitation and Trafficking continues to be one of the priorities and the Multi-Agency CSE is well established and making their presence felt throughout Doncaster. The feedback I hear when I deliver CSE training is that they are very "accessible and helpful" whatever the query is. I was at the National Working Group for CSE conference in April and was proud to see for the second year running the team were nominated and runners up for an Award for Innovative Practice which I believe was well deserved.

Last year I said "My hope for the future is that we will embed Culture and Diversity into all our training programmes. We live in a wonderfully diverse community in Doncaster and training will contribute to an improved understanding of safeguarding in all communities and enable us to improve links with them." I am pleased to say that this training has begun. Sessions have taken place for Early Years Teams, with more planned for this autumn. Training days are booked in through the DSCB and DCST. There is a strong commitment from members of our Faith and Culture Sub Group who are finding innovative ways to engage with all Doncaster residents. The Trust's Equality and Diversity Advisor has been very proactive in working alongside the Chair of the Sub Group and other members to generate enthusiasm for some planned events in October where it is hoped communities can come together to celebrate their culture and heritage. This will provide us with a much needed opportunity to promote the safeguarding and wellbeing of all children and young people in Doncaster.

### **Akeela Mohammed**

My name is Akeela Mohammed and this is my 5th year as a Lay member on Doncaster Safeguarding Children's Board. My interest in the work of the Board stems from my previous employment as a home visitor within Sheffield Council Support Teach and Educational Psychology Service followed by being the owner-manager of 2 private nurseries and therefore have a particular interest in safeguarding Early Years.

I have been fortunate to also be a member of a number of sub-groups e.g. CSE and Faith and Culture group... This has given me the opportunity to gain a wider perspective on the provision of services and to question the Board's own understanding and effectiveness of safeguarding children in Doncaster. The sub-groups have been presented with a number of challenges as individual agencies and as a partnership and I believe we have given a positive response to these challenges. I also feel reassured by the work of the Board in addressing the issue of child sexual exploitation in Doncaster and in the way it is striving to reach young people and the community in general.

I have now taken the role of Chair for the faith and culture group. We have over the last year had a very successful launch and have visited many faith groups. The mosques in particular have been hard to reach. One mosque has now had Safeguarding training and have implemented Policies and procedures. We are also going to ask this mosque to now attend CSE training. This is a very sensitive subject within the Muslim community. We are in the process to contact the other mosque.

This will also help us focus on promoting the welfare of children from the faith and communities in Doncaster. Many of the different faiths that attend the Faith and culture group are now being supported in developing their policies and safeguarding training.

The Faith and Culture Group are also working alongside the Children's Trust to Promote Black History Month.

One of the on-going challenges is to monitor the longer-term impact and influence of training on practice. BSCB have used various methods to engage the workforce in providing such feedback

This year we have carried out training with both mosques. We had a very positive response from the ladies from the mosque and other communities who came to a training session at Mary Woollett Centre. I also have accompanied the CSE team with some CSE training for women at Doncaster ethnic minority regeneration project. I have had discussions with South Yorkshire Fire Safety officers in regards to fire procedures in places of Worship as it has come to the attention of DSCB that fire drills are not carried out.

I hope to be able to continue in my role and to make stronger links into the community in my capacity as a Lay Member and Chair to contribute to the good work of the Board in keeping children safe in Doncaster.

## Appendix 6 - Glossary

Glossary of Terms	
AAPSW	Admissions, Attendance and Pupil Welfare Service
ACC	Assistant Chief Constable
ADs	Assistant Directors
ALMO	Arms-Length Management Organisation
ASB	Anti-Social Behaviour
ASDAN	Award Scheme Development and Accreditation Network
ASYE	Assessed Support Year in Education
AQRs	Area Quality Reviews
C&F	Child and Family
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Children and Mental Health Service
CCG	Clinical Commissioning Group
CCP	Complex Cases Panel
CCPAS	Churches Child Protection Advisory Service
CDOP	Child Death Overview Panel
CEOP	Child Exploitation Online Protection
CHAP	Childrens Health and Protection Team
CIC	Children in Care
CIN	Child in Need
CLA	Child Looked After
Cllr	Councillor
CME	Children Missing Education
CMOG	Children Missing Operational Group
CMT	Corporate Management Team
CP	Child Protection
CPB	Corporate Parenting Board
CPP	Child Protection Plan
CQC	Care and Quality Commission
CRC	Community Rehabilitation Company
CSE	Child Sexual Exploitation
CQC	Care Quality Commission
CWD	Children with Disabilities
DA	Domestic Abuse
DANs	Domestic Abuse Navigators
DASH	Domestic Abuse, Stalking, Harassment and Honour Based Violence
DBHFT	Doncaster Bassetlaw Hospital Foundation Trust
DCCG	Doncaster Clinical Commissioning Group
DfE	Department of Education
DMBC	Doncaster Metropolitan Borough Council
DoLS	Deprivation of Liberty Safeguards
DRASACS	Doncaster Rape & Sexual Abuse Counselling Service
DRI	Doncaster Royal Infirmary
DSAB	Doncaster Safeguarding Adults Board
DSCB	Doncaster Safeguarding Children Board
DCST	Doncaster Childrens Services Trust

DVA	Domestic Violence and Abuse
GP	General Practitioner
eCAF	Electronic Common Assessment Framework
ED	Emergency Department
EH	Early Help
EHA	Early Help Assessment
EHC	Education, Health and Care
EHITG	Early Help Implementation Task Group
EHM	Early Help Module
EMTAS	Ethnic Minority and Traveller Achievement Service
EWO	Education Welfare Officer
F4C	Foundation for Change
F&C	Faith and Culture
FCAs	Family Court Advisors
FGM	Female Genital Mutilation
FJYPO	Family Justice Young People's Board
FM	Forced Marriage
FOI	Freedom of Information
GRT	Gypsy Roma and Traveller
HMPS	Her Majesty Prison Service
HMIC	Her Majesty's Inspectorate of Constabulary
HMIC HBV	Her Majesty's Inspectorate of Constabulary Honour Based Violence
HMIC JESIP	Joint Emergency Services Interoperability Principles
HMIC PEEL	Her Majesty's Inspectorate of Constabulary Police Effectiveness Efficiency and Legitimacy Programme
HMIC VIPC	Her Majesty's Inspectorate of Constabulary Vulnerability in Police custody
HR	Human Resources
IFA	Independent Fostering Association
IFST	Intensive Family Support Team
IRO	Independent Reviewing Officer
IT	Information Technology
KCSIE	Keeping Children Safe in Education
LAC	Looked after Child
LOCYP	Learning and Opportunities: Children and Young People Directorate
L&I	Learning & Improvement
LA	Local Authority
LAC	Looked After Child
LADO	Local Authority Designated Officer
LeDeR	Learning Disabilities Mortality Review
LGA	Local Government Association
LGBT	Lesbian Gay Bisexual and Transgender
LL	Liquid Logic
LSCB	Local Safeguarding Children Board
LSOA	Lower Layer Super Output Area
MDT	Multi-Disciplinary Team
MOJ	Ministry of Justice
MALAP	Multi Agency Looked After Panel
MARAC	Multi Agency Risk Assessment Conference
MASH	Multi Agency Safeguarding Hub
MISPER	Missing Person

MPACT	Moving Parents and Children Together
NEET	Not in Education, Employment or Training
NFA	No Further Action
NHS	National Health Service
NPS	National Probation Service
NSPCC	National Society for the Prevention of Cruelty to Children
NQTs	Newly Qualified Teachers
OASys	Offender Assessment System
OMT	Operational Management Team
OOA	Out of Authority
OSMC	Overview Scrutiny Management Committee
PAB	Performance Accountability Board
PAFSS	Parenting and Families Support Service
PbR	Payments by Request
PEP	Personal Education Plan
PGCE	Postgraduate Certificate in Education
PLRs	Performance Learning Reviews
PVI	Public Voluntary Industry
PVYP	Preventing Vulnerable Young People
QA	Quality Assurance
R&R	Referral and Response Service
RAMs	Resources Allocation Meetings
RDaSH	Rotherham Doncaster and South Humber
PLO	Public Law Outline
SBU	Safeguarding Business Unit
SCR	Serious Case Review
SCPHN	Specialist Community Public Health Nurse
SEND	Special Educational Needs and Disability
SHOs	Senior Housing Nurse
SLHD	St Leger Homes of Doncaster
SMT	Senior Management Team
SoS	Signs of Safety
SP	Strategic Priority
SSDP	Safer Stronger Doncaster Partnership
SY	South Yorkshire
SYEP	South Yorkshire Empower and Protect
SYF&R	South Yorkshire Fire and Rescue Service
SYP	South Yorkshire Police
SYTP	South Yorkshire Teaching Partnership
TPAS	Tenants Participation Advisory Service
YAS	Yorkshire Ambulance Service
YH	Yorkshire and Humber
YOS	Youth Offending Service
VAA	Voluntary Adoption Agency
VS	Virtual School
WAFH	Work After First Hearing
YGAM	Young Gamblers Education Trust
YJB	Youth Justice Board
YWCA	Young Women's Centre Association