

DSCB Annual Report 2014-15



Doncaster
Safeguarding
Children
Board



Working to make our children's lives safer



Foreword

This is the second annual report to be published since I was appointed as Independent Chair of Doncaster Safeguarding Children Board (DSCB) in January 2014. I would like to take this opportunity to thank Board members, partners and the DSCB Business Unit for their support

The report provides an assessment of the performance and effectiveness of local services in safeguarding and promoting the welfare of children in Doncaster during 2014-15, 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.

The past year has seen important and ground-breaking changes in Doncaster, with the establishment of the Doncaster Children's Services Trust following a direction by the Secretary of State for Education. The Trust is taking an important lead in improving the quality of social care in Doncaster as well as playing its part as an innovative and collaborative 'system leader' within Doncaster's multi-agency safeguarding arrangements. Doncaster Council has adapted to its key commissioning role as well as taking a lead in the promotion and coordination of systematic early help arrangements. DSCB is beginning to deliver its own statutory responsibilities more effectively following a Strategic Review.

External reviews and inspections in the period have nevertheless identified continuing challenges for the local authority, police and health in terms of quality and consistency of practice. Partners are also responding to cross-cutting safeguarding issues such as child sexual exploitation and domestic abuse. DSCB itself is being challenged to demonstrate that its activities are making a positive difference for children, young people and families. These challenges are addressed through a focused and robust DSCB Business Plan for 2015-16.

In this period of challenge and change, what has remained consistent is the determination of all who are engaged with DSCB to make an impact, to continue to learn, develop and fulfil their responsibilities to the highest standard.

A handwritten signature in black ink that reads "John H. Harris". The signature is written in a cursive style and is positioned above a short horizontal line.

John Harris - Independent Chair

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Executive Summary

Section 13 of the Children Act 2004 sets out the statutory objectives of the Doncaster Safeguarding Children Board: to coordinate what is done by organisation represented on the Board for the purposes of safeguarding children.

The DSCB Annual Report and Business Plan 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 2014 to March 2015 and incorporates emerging themes in quarter one of the next financial year.

Partners to the Board are undergoing significant changes including restructuring within South Yorkshire Police and Probation, new commissioning arrangements in the Health Community and DMBC and the creation of the first Children's Services Trust. External reviews have identified continuing challenges for the Local Authority, Police, Health and DCST.

The population of children in Doncaster is 92,053 representing 30.4% of the population. The live birth rate has increased steadily since 2006 with an increase in migration particularly of those from Eastern Europe. Public health data suggests Doncaster has a high number of mothers who smoke, reflected in the low birth weights and high numbers of emergency hospital admissions for respiratory problems. Doncaster is ranked 36 out of 326 Local Authorities on the index of multiple deprivation. There is a high level of domestic abuse. Systematic arrangements for prevention and early intervention continue to be a priority to build resilience and meet the needs of vulnerable children and young people. It will be important that such arrangements are not over-complex and that they facilitate timely responses to changing needs and risk.

The Board has improved its Governance structures and Board members report greater clarity of role which has enabled them to provide a stronger challenge to each other. The Board has strengthened its links with strategic partnerships such as the Health and wellbeing Board, Safer Stronger Doncaster and the Doncaster Adult Safeguarding Board. As a result, the Board is becoming more influential in promoting system-wide improvements in safeguarding.

The Board has generally made good progress against its strategic priorities but notable exceptions are Early Help and the Voice of the Child. It also currently lacks strong evidence of the impact of its work. Good progress has been made in regards to Child Sexual Exploitation (CSE) workforce development, audit activity and the performance framework. The Board has undertaken a Lessons Learned review and a Serious Case Review. The learning from these reviews will be implemented in the coming year.

Partner agencies contributed to the report by providing evidence regarding the steps they have taken to ensure services to safeguarding children continue to improve. There have been many examples of positive initiatives however it is noted that external inspections have identified areas for improvement for a number of partners.

The number of early help assessments undertaken rose during the period but this is still not sufficient and the lack of a clear early help pathway appears to be reflected in the high number of repeat referrals into Doncaster Children's Services Trust. Detailed planning for a

comprehensive early help offer has been undertaken. It will be important that the council, Children's Trust and partner agencies support effective implementation.

The number of referrals has fallen in comparison with 2013-14 but the trend since January 2015 has seen monthly increases. There continues to be a high proportion of children who are referred for a second time within the year. The number of children subject to child protection plans has fallen to 46 per 10,000 this year but is still higher than the National average at 37.9.

The number of children who have been looked after by the Local Authority has decreased from 512 per 10,000 in 2013/14 to 485 in 2014/15. This is due to more close scrutiny at the entry to care and steps being taken to improve permanency arrangements through the use of adoption and special guardianship orders. The number of children who have been in the same placement for at least two years is lower than the national average. More work needs to be undertaken to understand the reason for placement breakdown and to improve the stability of children who are looked after.

Domestic abuse continues to be a key cause for concern and is a significant feature in over 30% of referrals to DCST. The DCST, through its Innovations funding has developed a project focussing on children and young people experiencing domestic abuse.

The Child death Overview Panel reviewed 26 child deaths this year and identified modifiable factors in 9 of those. The overall functioning of the panel has improved with less time being taken for cases to come to the panel. It has linked with the Learning and Improvement group to ensure learning from child deaths is acted upon.

The report identifies a number of weaknesses within local service provision but notes many developments and initiatives which will enable improvements to be made. It identifies the key areas for improvement as:

- The implementation and embedding of the early help pathway and the thresholds
- Ensuring greater quality and consistency of practice in social care
- Ensuring that victims and those at risk of CSE are effectively supported
- Development of a clear communications strategy to ensure there is wide understanding of the role of the DSCB including improved linkages with the Black, Asian and Minority Ethnic groups and through the Faith and Culture Group
- Implementation of the action plan to ensure the voice of the child is heard
- Continue to develop the Performance Framework to ensure that the impact of the Board's activities is evidenced

1. Purpose of the Report

- 1.1 This is the annual report and business plan for the Doncaster Safeguarding Children Board. It covers the work undertaken in the financial year April 2014 to March 2015 and incorporates emerging themes in quarter 1 2015. The report assesses the effectiveness of the work of partner agencies to safeguard children in Doncaster and promote their welfare. It identifies the key issues and constructive challenges for organisations that have safeguarding responsibilities and outlines ways in which the Board itself can perform its functions to better effect.
- 1.2 The report is intended for professionals in partner agencies and voluntary organisations as well as others who have an interest in the welfare 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.
- 1.3 The report has been authored 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
 - Annual Independent Reviewing Officer Report
 - Annual Local Authority Designated Officer Report
 - Joint Strategic Needs Assessment 2014
 - Children and Young Peoples Strategic needs Assessment 2014
 - Department of Education 'Characteristics of children in need in England 2013-14'
- 1.4 The report will be presented to the Mayor of DMBC, the Chief Executive, the Health and Well-Being Board, 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)?

- 2.1 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

3.1 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:

3.2 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.

3.3 Communicating the need to safeguard and promote the welfare of children and young people.

3.4 Monitoring the effectiveness of what is done to safeguard and promote the welfare of children and young people.

3.5 Participating in the planning of services for children in Doncaster

3.6 Undertaking Serious Case Reviews.

3.7 Procedures to ensure a co-ordinated response to unexpected child deaths

3.8 Collecting and analysing information about child deaths.

3.9 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



4. Safeguarding in Context

4.1 Context for Safeguarding Children and Young People in Doncaster

The delivery of children's services in Doncaster is unique. Children's services were inspected in 2012 by Ofsted and found to be inadequate. In response to the subsequent report by Professor Julian Le Grande and Alan Wood in 2013, the decision was made by the Secretary of State that the Doncaster Children's Services Trust would be established to deliver the majority of children's social care services in the Borough.

The Secretary of State directed that the Doncaster Children's Services Trust assumed operational control of the majority of children's social care services on 1st October 2014. Some children's social care services such as those for disabled children and families requiring an early help service have remained within the Council, The Council retains its statutory duties and responsibilities and these are managed through a contract with the Trust.

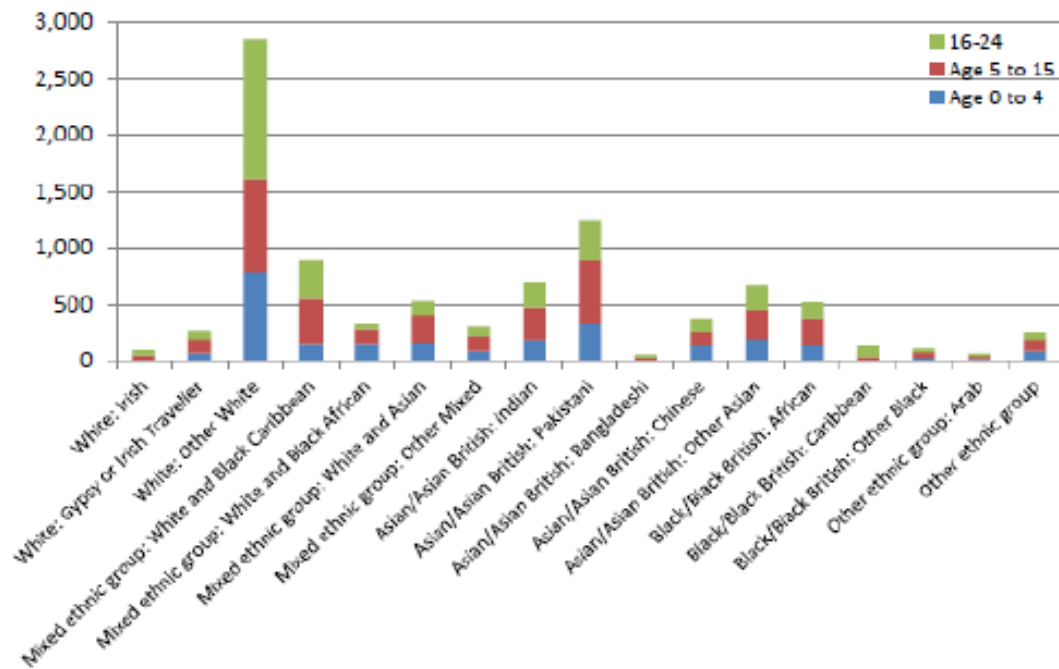
The details below help set the safeguarding of children and young people in Doncaster in context, drawing on Doncaster's Children and Young People's Needs Assessment (CYPNA) 2014.

4.2 Population

The population of young people aged 0-24 in Doncaster is 92,053, representing 30.4% of the population. The relative age profile, with national and regional comparisons, is shown in the table below.

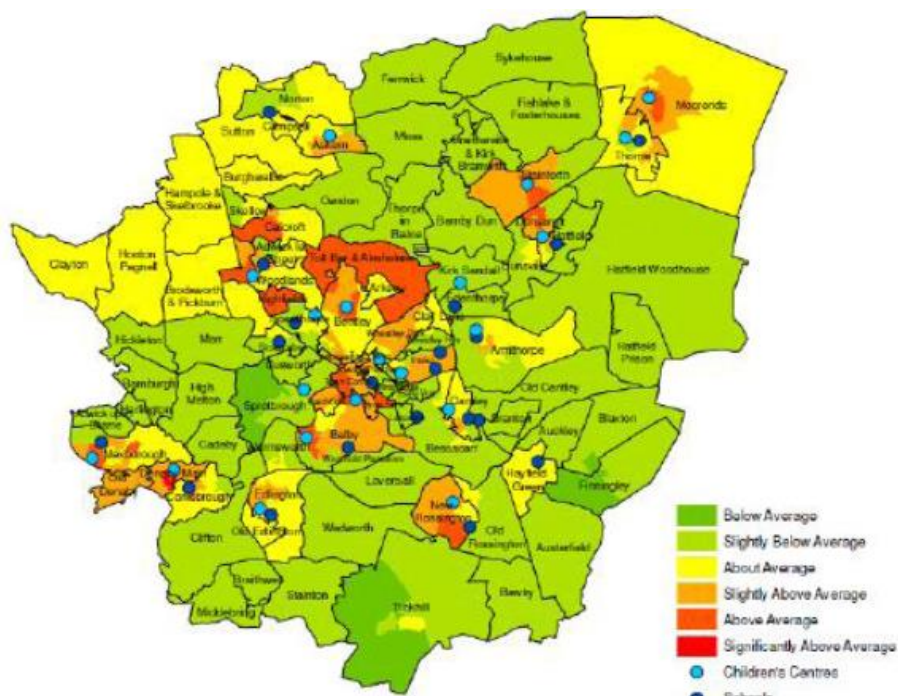
Age	Doncaster	Comparator Group2	England
Aged 0-4	6.4%	6.3%	6.3%
Aged 5-11	7.8%	7.9%	7.9%
Aged 11-18	9.8%	9.9%	9.7%
Aged 18-24	8.8%	8.9%	9.4%
Aged 0-24	30.4%	30.6%	30.8%

The live birth rate has increased steadily since 2006. A key concern is to ensure that children get a good start in life. Public health data indicates that too many children are born to mothers who smoke and, as a result, have low birth weight; there are also low breastfeeding rates and too many emergency hospital admissions for respiratory infection. Children and young people in Doncaster are more culturally diverse with a rising number classifying themselves as 'white other', reflecting inwards migration notably from Eastern Europe.



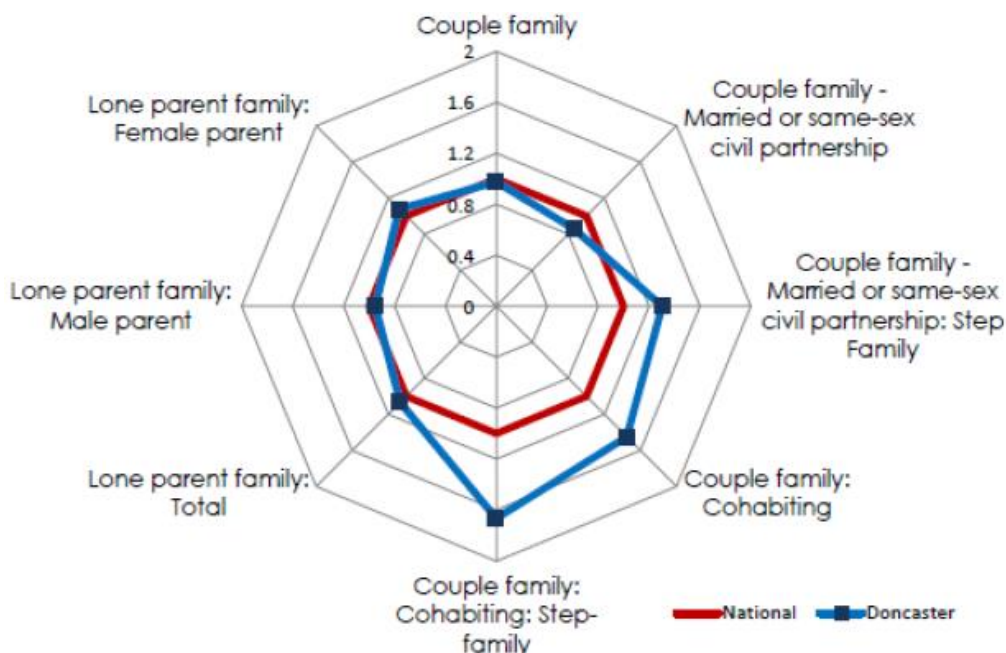
4.3 Deprivation

Doncaster is currently ranked 36 out of 326 local authorities according to the index of multiple deprivation and is third highest of the 21 Yorkshire and Humber local authorities. The proportion of children and young people living in poverty in Doncaster is higher at 24.2% than that found nationally with high concentrations of child poverty in a number of wards in the central urban area. There are a number of areas where more than 45% of children are living in poverty, including parts of Denaby Main, Mexborough, Toll Bar, Highfields and Balby. The highest incidence of child poverty is found amongst 0-4 year-olds.



4.4 Family Composition

Family composition is changing 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 70% of families with dependent children are couples, with almost one in three children living in lone parent families (28%). A key difference between the family composition profile in Doncaster and that found nationally is the higher proportion of families that are cohabiting, particularly where this involves step families.



4.5 Child Protection

Last year's annual report identified high levels of deprivation, high levels of re-referral and poor performance in terms of Early Help. The number of referrals has fallen in comparison with 2013-14 but the trend since January 2015 has seen monthly increases. There has been little increase in the number of early help assessments and the number of statutory assessments which identify no role for DCST indicate that continued attention to thresholds and the early help pathway is required.

The number of early help assessments undertaken rose during the period but this is still not sufficient and the lack of a clear early help pathway appears to be reflected in the high number of repeat referrals into Doncaster Children's Services Trust. The number of children subject to child protection plans has fallen to 46 per 10,000 this year which is a positive move but is still higher than the national average at 37.9.

The number of children who have been looked after by the Local Authority has decreased from 512 per 10,000 in 2013/14 to 485 in 2014/15. This is due to more close scrutiny at the entry to care and steps being taken to improve permanency arrangements through the use of adoption and special guardianship orders. The number of children who have been in the same placement for at least two years is

lower than the national average. More work needs to be undertaken to understand the reason for placement breakdown and to improve the stability of children who are looked after.

Domestic abuse continues to be a key cause for concern and is a significant feature in over 30% of referrals to DCST. The DCST, through its Innovations funding has developed a project focussing on children and young people experiencing domestic abuse

4.6 Conclusion

High levels of deprivation and changing family patterns indicate the importance of establishing high quality and systematic early help services, along with effective interventions to reduce risks to children arising from neglect, domestic violence and substance misuse.

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 also appointed a Vice-Chair.

Doncaster Children's Services Trust has responsibility for administrating the Board and employs and line-manages the DSCB Business Support Unit.

5.2 Membership

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

- Doncaster Metropolitan Borough Council (DMBC)
- Doncaster Children's Services Trust (DCST)
- South Yorkshire Police (SYP)
- South Yorkshire National Probation Service
- Youth Offending Service (YOS)
- Doncaster Clinical Commissioning Group (CCG)
- South Yorkshire and Bassetlaw NHS England
- Rotherham, Doncaster and South Humber NHS Foundation Trust
- CAFCASS
- Doncaster and Bassetlaw Hospital Foundation Trust
- 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 & Rescue Service
- HM Prison Service

In addition to those listed above, the Board is considering how to ensure the voice of children and young people can be heard by the Board.

Designated representatives of the statutory Board Members are expected to serve a minimum of 3 years on the Doncaster Safeguarding Children Board. The Doncaster Safeguarding Children Board also has a small number of professional advisors from key agencies.

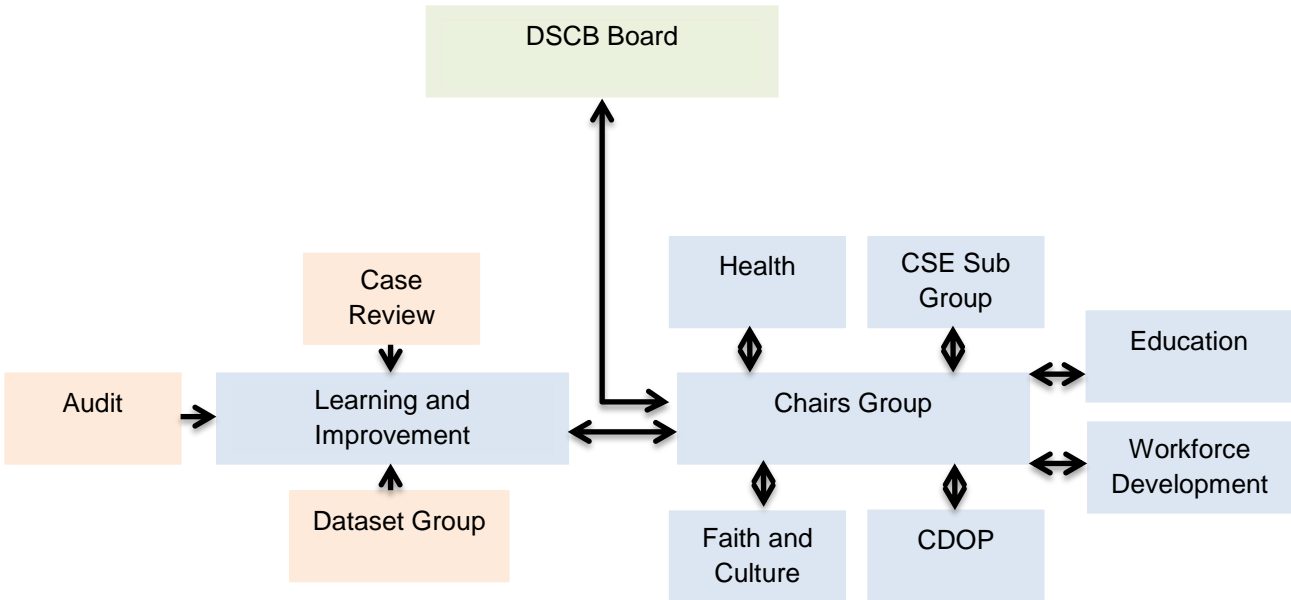
Members of the Doncaster Safeguarding Children’s Board are Chief Officers from within their own organisation with a **strategic** role in relation to safeguarding and promoting welfare of children and young people within their organisation. They are able to:

- 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 their role in 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 (please see statements in Appendices 4 and 5).

5.4 Board Structure

The Board is supported in its work by a number of sub-groups. The current structure is as follows:



The sub-groups have been established to progress the Board's strategic priorities and to ensure the Board meets its statutory functions. More detail on how this work is being progressed by the respective groups can be found in the sections on Quality and Effectiveness of Local Safeguarding Arrangements and Learning and Improvement.

5.5 Board Meetings in 2014-15

The Board has met four times in the last year including a strategic review in February 2015 to consider what progress had been made against Business Plan priorities and to update priorities for the coming year.

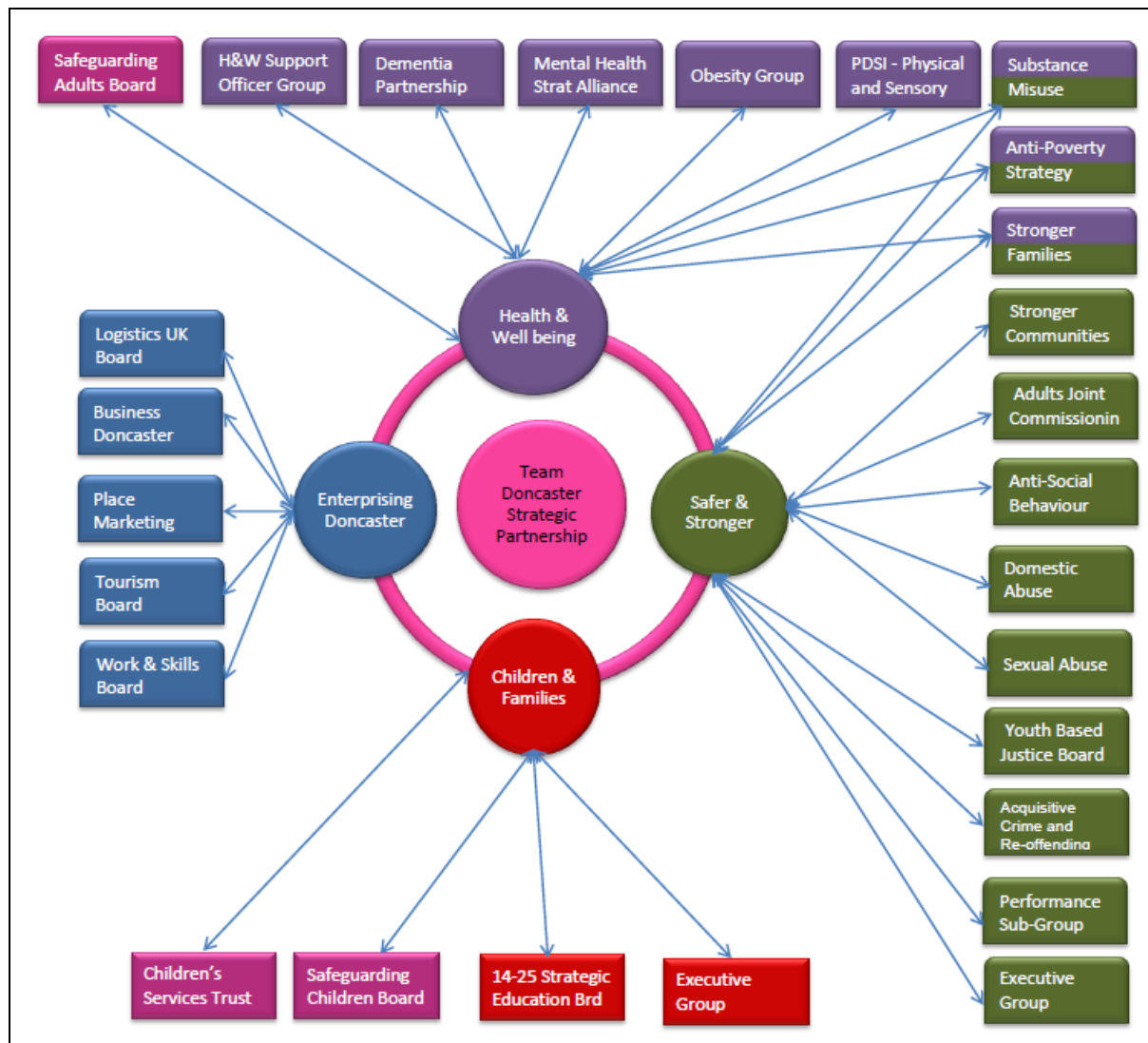
Attendance at the Board has improved, now most agencies achieve 100% attendance, this ensures there is representation to enable the Board to effectively carry out its business. Direct headteacher engagement with the Board has been very limited; the Board member positions for headteachers have remained vacant throughout the last year. 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.

Agency attendance at Board meetings May 2014 – July 2015	
Agency	Percentage
Doncaster Children's Services / Children's Services Trust Including YOS	100%
Doncaster CCG Including Primary Care	100%
DMBC Including Public Health	100%
South Yorkshire Police	83%
St Leger	83%
Headteachers	0%
Doncaster College	100%
Lay Member	100%
Safe@Last	33%
NHS England	83%
National Probation Service	83%
SY Community Rehabilitation Company	100%
Safeguarding Adults	50%
SY Fire & Rescue	50%
RDaSH	100%
DBHFT	100%
CAFCASS	50%
HMP	100%

Recent Board Member review suggests that members feel more engaged with the Board and believe it has a clearer sense of purpose. Attendance at sub-groups has been variable but as membership has been reviewed and clarified sub-groups have developed more focused programmes of work leading to better engagement.

5.6 Linkages with other strategic partnerships

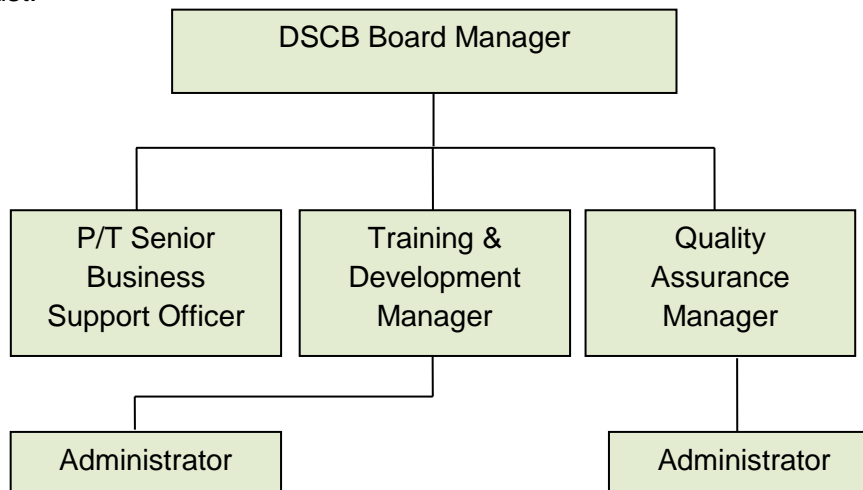
The DSCB has developed protocols to ensure good communication, collaboration and alignment between other strategic partnerships such as the Doncaster Safeguarding Adults Board, Health and Wellbeing Board and Safer Stronger Doncaster. The Chair meets regularly with Chairs of the other Boards and the Safeguarding Board Managers on the Adults and Children's Boards both attend the other Board to ensure opportunities for joint work are identified and that issues are picked up and dealt with appropriately by both Boards. The diagram below depicts the linkages with other partnerships.



The DSCB has begun to establish more ways in which the strategic groups can work together. This is evident in the joint Section 11 audit process which has been developed with the Adult Safeguarding Board and reciprocal attendance on these Boards by the Board Managers. Future work plans include joint working with the Safer Stronger Doncaster on sexual exploitation and work on Hidden Harm with the Health and Wellbeing Board.

5.7 Business Support for DSCB

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.



5.8 Board Partner Financial Contributions and Board Expenditures 2014/15

The table below sets out the financial contributions of partner agencies to support the work of the Board and the expenditure in 2014/15. Partner agencies continue to manage increasing financial pressures however they continued to prioritise the work of the Board by providing the same level of contribution 2014/15 as for the previous year. It is considered that the core funding provided by partners is sufficient to maintain the Board's statutory responsibilities but it has been agreed that a further £30,000 will be provided by the CCG and DMBC to accelerate improvement in priority areas of the Board's work in the coming year.

Doncaster Safeguarding Children Board Budget Report 2014/2015		
Employee Costs	£191,203.04	
Supplies & Services	£54,038.43	
Training	£16,160.54	
Total Expenditure		<u>£261402.01</u>
Funded by:		
CCG Doncaster	£97,881.00	
CAFCASS	£550.00	
South Yorkshire Police	£26,000.00	
Probation	£2045.76	
DMBC	£134926.28	
Underspend C/F from 2013/2014	£20,000.00	
Total Income		<u>£2581,403.04</u>
Underspend for 2014/2015		<u>£20,000.01</u>

SAFEGUARDING BOARD 15/16 INDICATIVE BUDGET	
	£
Doncaster Children's Services Trust	132,920
Police	26,000
CAFCASS	550
Probation Service	2,050
CCG	97,880
TOTAL	259,400

6. Summary of Progress against DSCB Priorities

The 2013/14 Annual Report identified a number of strategic priorities for 2014/15 (Appendix 1). The Board has made good progress against most of the strategic priorities. A summary overview is provided below.



6.1 Strategic priority 1: Doncaster has an effective safeguarding Children Board which meets statutory responsibilities, promoting a culture of challenge, accountability and shared learning.

Since the strategic review in 2014 Board has made progress in members understanding their role individually and collectively providing appropriate challenge to individual organisations and system wide issues.

During the last year the Board and its sub-groups have been reviewed with new terms of reference being developed. These have provided a clearer reporting structure from the sub-groups and their work-streams to the Board. The Board and the sub-groups have all had development days to review progress and set new priorities for 2015/16. Membership of groups has been revised which has ensured an improved commitment

to work-plans and attendance. Each Board member completed an individual review of their contribution to the Board. These identified that members have a better understanding of the Board and their role on it. Board members meet regularly with the Chair and with the Business Manager to ensure they understand their role within the Board.

The challenge log has been created which identifies a number of challenges made by Board members. In addition to this Board members completed a CSE self-assessment and attended challenge meetings with the chair and members of the Chairs group (see Section 8.7 CSE). The Board has commissioned a Peer Review to take place in June 2015 looking at the extent to which the DSCB and its members were making an impact in improving safeguarding in the borough. The Board has also commissioned an independent review of the extent to which thresholds for intervention are understood and effectively applied across the Borough. This was scheduled for July 2015.

The DSCB dataset has been developed and quarterly reports have begun to be presented to the Board highlighting key issues. The DSCB strategic plan reflects local priorities and its sub-groups have developed plans based on information from local performance data. A series of multi-agency audits have taken place based on local priorities. The Learning and Improvement Sub Group has developed a learning and improvement framework which has been agreed by the Board. It has now developed an action plan which will ensure all aspects of learning and improvement are used to influence the Boards agenda (see Section 9 Learning and Improvement).

The DSCB continues to commission its policies and procedures through an external provider TriX ensuring that all procedures have been updated as required since the introduction of Working Together 2015. In addition, task and finish groups are established where specific procedures require updating or developing. In some cases new procedures are developed by staff within the Business Unit and then shared with Board members for consultation. The following have been updated in the last year:

- The South Yorkshire Missing Children Protocol
- The Rapid Response Protocol (sudden and unexpected death in childhood)
- CSE Team Operational Procedures
- MASH Protocol
- Dispute Resolution Process

A new group is being established to consider Female Genital Mutilation procedures and guidance.

6.2 Strategic Priority 2: Doncaster has highly effective safeguarding systems and practice

The DSCB Annual Report 2013/14 identified the need for a more extensive programme of multi-agency audits and required urgent action to be taken to agree what performance information would be presented to the Board. In the last year the dataset has been agreed and the Board now receives regular performance reports. A programme of audits has been undertaken and multi-agency action plans have been developed. Work needs to be accelerated however to ensure the actions are implemented in practice and to ensure changes have been embedded.

In the 2013/14 report it was identified that re-referrals were high and that this reinforced the Board's priority to promote the development of a systematic early help offer and to review the current thresholds document. Progress on this issue has been

slow which has resulted in the Board undertaking a full review of early help services in 2015 (see section 8.2 on Early help for more detail).

An action plan has been developed to ensure the voice of the child is better incorporated into the Boards work. Meetings have taken place with members of the Youth Council to influence the development of the plan. Young people attended the DSCB spring conference and their views have influenced future engagement strategy with young people.

The Board commissioned a Learning Lessons Review which has now concluded and an action for dissemination of the learning has been developed. A Serious Case Review is also nearing conclusion and messages from this are being incorporated into current training.

The Workforce Development Strategy has been developed and more training opportunities are being offered. The training on offer has been reviewed and updated leading to improved course evaluation. A multi-agency training pool has been developed and training for trainers provided by the NSPCC. This has enabled a wider range of courses to be offered including substance misuse and domestic abuse (see Section 9.7 Workforce Development).

6.3 Strategic Priority 3: Doncaster has effective arrangements for responding to key safeguarding risks (particularly child sexual exploitation, missing children, and neglect), promoting early identification & support to prevent escalation of risk to keep children safe

Good progress has been made on arrangements to respond to CSE and missing children and training is being delivered to raise understanding of neglect. However, as noted above progress on early help arrangements has not moved with sufficient pace. Work to safeguard children vulnerable to CSE has moved forward with pace. The findings from the Rotherham Review were incorporated into the Doncaster CSE action plan which has now been completed. A new action plan was developed in March 2015 after reviewing progress. This has led to the development of a number of work-streams. The Chair of the Board has provided two assurance reports to DMBC Scrutiny Panel providing updates on progress.

The South Yorkshire Missing Children Protocol has been ratified this provides new guidance on the categorisation of children who go missing. The police led 'Threat Harm Risk Meeting has now merged with the Children Missing Operational Group to ensure intelligence is shared in a timely way regarding missing young people and those at risk of CSE. This group will also consider information on children missing education.

A multi-agency audit has been completed of neglect cases. The multi-agency pregnancy liaison meetings have been established although a formal pathway has not yet been agreed. A neglect training course has been developed which has evaluated well and will now be part of the regular programme of training provided by the Board.

The Annual Report on Private Fostering has been considered by the Board and as a result an action plan has been developed to progress the work. (See Section 8.6 on Private Fostering).



6.4 Strategic Priority 4: Doncaster SCB is visible and influential through effective engagement with other multi-agency partnerships, partner agencies, frontline practitioners, parents, carers, children and young people

There has been some progress regarding links with other partnerships and practitioners however more development needs to take place to ensure the voice of children and young people influences the work of the Board.

The DSCB held two Conferences in the last year which were each attended by around 100 people. Feedback was positive and they enabled practitioners and managers to contribute to the Boards agenda.

The DSCB website has been updated to include up to date safeguarding information for practitioners including a summary of Working Together 2015, information on self asphyxiation ('the Choking Game') and 'This is abuse' discussion guide. Information about the conference and the Spring newsletter have also been uploaded to the website. The Board also has a regular Twitter Feed which currently has 325 followers but which is growing.

A series of lunch time seminars has been developed to provide short inputs on a range of safeguarding topics and an online forum for practitioners called the Common Room which includes discussion topics such as medical neglect, fatal and serious physical abuse and extreme malnutrition and neglect. This is part of the developing work to engage more effectively with practitioners and will be evaluated in terms of its usage and impact in the coming year.

The Board has received various progress reports in relation to the development of the Early Help Strategy and has actively participated and also challenged in relation to progress. The Board is now coordinating the development of revised threshold guidance to support the redesigned early help offer. These two strands of work will be presented to the Board in October 2015 for final approval.

Areas for Improvement

- The DSCB needs to be assured that Doncaster has an effective Early Help offer in place and that all partner agencies are discharging their duties
- Local guidance on thresholds needs to be reviewed and relaunched to support the new Early Help Strategy and pathway
- The Board needs to develop a clear strategy in relation to listening to what Doncaster's children and young people have to say about services
- The Board needs to be able to effectively challenge agencies in relation to safeguarding performance and quality, This cannot be achieved without an effective and appropriate dataset and reporting mechanism
- Embed learning and improvement framework ensuring action plans are taken forward from case reviews and have an impact on practice
- Develop an effective communications strategy to raise the profile of the DSCB by improving links with practitioners

7. Performance of Partner Agencies

7.1 Doncaster Metropolitan Borough Council//CAFCASS/Doncaster Children's Services Trust

The key development since the last DSCB Annual Report is the implementation of the Doncaster Children's Services Trust. DMBC has continued to have responsibility for early help, school improvement and services for disabled children. The last year has challenged the Local Authority and DCST to establish new arrangements for working effectively together whilst at the same time enhancing and improving service provision. Progress has been made in many areas with innovative projects being established to improve practice. Some progress has been made on Early Help but this continues to be a challenge.

Doncaster Metropolitan Borough Council (DMBC)

Overview of safeguarding responsibilities:

- Monitoring, challenging and supporting school, academy and provider safeguarding compliance.
- Responding to need regarding Health and safety provision for access to education
- Improving attendance, pupil welfare and reducing exclusion.
- Training and supporting designated members of staff in education settings
- Responding to Ofsted alerts to concerns in education settings
- Ensuring children with disabilities are safeguarded
- Ensuring the safeguarding of children in care in their education settings
- Ensuring Governing Bodies know and understand their safeguarding responsibilities
- Supporting LADO enquiries when education settings are involved
- Promoting effective partnerships with DSCB and education settings
- Providing safe placements for short term residential care for CWD
- Promoting effective partnerships in delivering the Early Help Strategy – This includes leading and co-producing with the partnership an Early Help offer from supporting the identification of escalating need and ensuring appropriate access to services.
- Commissioning and delivery of safe short breaks for disabled children
- Overall accountability for the commissioned social care function delivered by the Doncaster Children Service's Trust
- Delivery of the Council 0 – 19 Early Help offer, including delivery against the Children Centre Core Purpose; and Youth Provision.

Key Areas for Development

- Exercising statutory functions in a changing education provider landscape.
- Fulfilling duties in new partnership arrangements with the Trust for children in care and those with disabilities. Ensuring the safe delivery of commissioned services through a contract management process.
- Engaging the Partnership in relation to the Lead Practitioner role and capacity building within the workforce to ensure early identification of escalating need.
- Ensuring the safe delivery of Council 0 – 19 Early Help Services

Summary of assurance arrangements

- Section 11/ 175 audits
- Training evaluation and feedback
- Ofsted inspection outcomes for settings and services
- Outcomes measures for attendance, exclusion, training compliance, complaint investigation.
- Quality Assurance framework is in final draft – this will include a case file and supervision file audit program. We furthermore assure ourselves through the supervision and PDR Council processes.
- Ofsted inspection of Children Centres
- Ofsted inspection of services: children in need of help and protection.

Challenges made to other partners and challenges received and how these were addressed

- Challenges to schools and academies when there are indications of non-compliance are usually received positively and acted upon following challenge from the LA via the education safeguarding officer and senior officers where required.
- Challenges to DCST when communication is not effective re children SEND and Looked after. These are resolved on a case by case basis and have been improved with the revisions to working protocols.
- Challenges to Governing Bodies when their handling of staffing issues and complaints has reflected unsafe practice. Matters have been resolved with intensive support from school improvement, legal and HR services in the Council.
- Fully participate and challenge partners through the DSCB sub-groups
- Conduct regular performance challenge meetings with Doncaster Children's Services Trust – the relationship between DCST and the Council is one of a commissioner/provider for children social care functions.
- DCST and the Council engages in a co-production relationship in specific areas, for example Early Help. All of the interactions and challenges are constructive and productive with appropriate responses.

Doncaster Children's Services Trust (DCST)

Overview of safeguarding responsibilities

The DCST is responsible for the delivery of the majority of children's social care services in the borough. Some services, for example those relating to children with disabilities and early help have remained within the Council. However with these exceptions the Trust is responsible for providing all children's social care interventions for children in need or those who are at risk of significant harm. The Trust has also retained the Intensive Family Support Service who provide a targeted and coordinated support service to those families whose children are not yet identified as being "in need" but who are likely to reach this stage if they are not provided with a high level of support. The Trust is also responsible for the majority of children in care in Doncaster and for those who are leaving the care system.

Specific services within the Trust are as follows:

- The Intensive Family Support Service
- The Referral and Response Team
- The CSE Team
- The Multi-agency Safeguarding Hub
- Nine Assessment and Child Protection Teams
- Four Children in Care Teams
- The Leaving Care service
- The Fostering Team
- The Adoption Team
- Four children's residential homes
- The Safeguarding and Standards Unit (including the Child Protection Team, IRO Team, Quality Assurance Team, LADO and advocacy services)

Key Areas for Development

The need for improvement in children's social care in Doncaster is clear. Although this process has started there is recognition that this will be a long-term development if improvement is still needed. The government has set the Trust the following targets:

- To be judged by Ofsted as "requires improvement" by April 2016
- To be judged "outstanding" by April 2019

The Trust has a strong desire to be innovative and to this end it is implementing a number of projects that offer new ways of working. These include:

- The Growing Futures Project. This project has been funded by the Government's Innovations Fund and focusses on domestic abuse which is a problem that faces many families in the district. By working in a different way with families we are aiming to provide a more effective service than in the past. One example of how we intend to achieve this is by recruiting twelve new Domestic Abuse Navigators to work intensively with families who are experiencing domestic abuse and who will receive additional training to equip them for this task. This project is externally evaluated and the learning from the project will be shared nationally.
- The Trust is also adopting the Signs of Safety model of intervention which aims to reduce the numbers of children experiencing harm by giving Social Workers and other professional's new tools to work with families in a different, more empowering way that recognises strengths as well as risks and supports more effective safety planning. Training of Trust staff begins in September 2015 and this training will also be offered to our partner agencies to support effective partnership working following implementation.
- The Pause Project aims to provide enhanced support to women who have had previous children taken into care as a means of reducing the likelihood of this happening again if they have children in the future. A key part of this project is the woman's agreement to take long-term contraception and in effect "pause" from having any further children whilst therapeutic work is provided.
- The Mockingbird Project aims to provide greater placement stability for children in foster care by utilising the skills of our most experienced foster carers to support other carers and placements and to reduce the risk of placements breaking down.
- The Trust is also a partner in a South Yorkshire project relating to CSE.

- The Trust is also a partner in a successful bid alongside Sheffield, Barnsley, Rotherham and Sheffield University to form a South Yorkshire Teaching Partnership. These partnerships aims to improve the quality of Social Work education by supporting employers and universities to work more closely together at all stages of education including the first year in practice.

Children's services in Doncaster have a history of challenges in relation to recruitment and retention and this has resulted in the past in over-reliance on agency Social Workers and Managers. This has led to inconsistency for children and young people and to a workforce lacking in stability. There are signs that the Trust is now in a much better position and its reliance on agency staff has reduced significantly. Retention rates have improved.

One significant challenge facing the Trust has been the level of demand for services. Referrals to the Trust have increased significantly, particularly since January 2015. This created significant pressure on the Referral and Response Service, and the Assessment Team. Caseloads in the Child Protection Teams have increased. A significant proportion of those referrals do not require intervention by the Trust following assessment and are subsequently re-directed to services that could assist the family. This highlights the need for joint work with the Council and other partners in relation to the effectiveness and accessibility of early help provision in the borough.

The Trust's own quality assurance has shown that there are still areas where practice needs to improve or become more consistent. A particular issue has been the quality of assessments the extent to which they are used to inform plans that reflect the needs of the child. This is now a focus for workforce development in the Trust, drawing on the feedback from service users.

Summary of assurance arrangements

Because of the unique nature of the Trust it has experienced a great deal of external scrutiny. This has included a formal, on-going evaluation of progress by the Department for Education.

The Trust has developed a new Quality Assurance Framework and when this has been embedded it will be in a position to provide a greater level of assurance and information to DSCB in relation to the quality of practice and in doing so will also be able to highlight any learning for our partner agencies.

Challenges made to other partners and challenges received and how these were addressed

The Trust recently participated in a Learning Lessons Review initiated by DSCB which related to practice during 2013 and 2014 prior to the implementation of the Trust. Although this was a multi-agency review process, the majority of learning related to the planning for young people in care and the on-going process of risk assessment. Although much has changed since the incident that led to this review, the Trust is currently developing its action plan in response to the challenge from the DSCB.

In relation to operations, it is inevitable that at times there will be disagreements between professionals and agencies. In order to be able to resolve these disagreements in a timely and effective way and to promote partnership working generally, the senior managers in the Trust will now be meeting on a regular basis with key colleagues in the Police and in Doncaster Royal Infirmary. These new forums will enable any potential problems to be identified early and resolved and will also be a forum in which joint initiatives can be discussed and developed.

Child and Family Court Advisory Support Service (CAFCASS)

Overview of safeguarding responsibilities

CAFCASS has the overall responsibility for safeguarding children in family court proceedings. CAFCASS has a statutory duty (s16A CA 1989) to undertake a risk assessment where there is cause to suspect that a child is at risk of harm, and to provide that risk assessment to the court. The requirements relating to CAFCASS' s16A duty are set out in the *Child Protection Policy* and in the s16A guidance to staff.

Summary of assurance arrangements

The following are the principal mechanisms of quality assurance:

- Situational supervision – advice provided at the point of need.
- Quarterly Performance Learning Reviews (PLRs)
- Full file audits are completed per quarter, unless the FCA has been assessed as sufficiently competent to be subject to proportionate performance management, in which case one report is read and one full file audit is conducted per quarter.
- ADs/SHOs dip sample closed files monthly and observe one PLR per manager per annum.
- A national audit of practice was undertaken in November 2014, the third such audit. The results exceeded targets with a marked rise in cases graded as good, and a marked fall in cases graded as unmet. In the light of these positive findings (and in line with Ofsted practice) thematic audits will be conducted in 15/16 looking into: the quality of liaison with the IRO; the children's guardian's involvement in any position statements; and the quality of analysis in private law work after first hearing (WAFH), including the use of assessment tools and research.
- A three-year cycle of Area Quality Reviews (AQRs), whereby each service area is subject to a 'deep dive' peer review using a number of methods including: performance data; file review; service user survey; feedback from judges, and input from the Family Justice Young People's Board (FJYPB).

Challenges made to other partners and challenges received and how these were addressed

If case matters cannot be resolved in court there is a clear line of communication between CAFCASS managers and Children's Services managers where challenges can be addressed.

7.2 Health Services

There have been radical changes to the way health services are commissioned in the last couple of years which has provided the health community with challenges in terms of continuity of services and organisational history. Nevertheless there have been many areas of improvement evidenced by two positive CQC inspections on child protection and looked after children. There have also been positive developments in training of both primary care staff and consistency offered by key staff being provided with training by the DSCB. Some positive initiatives have been undertaken around supervision, additional funding made available to support the child death rapid response function and the appointment of a new nurse consultant.

A wide range of health professionals have a critical role to play in safeguarding and promoting the welfare of children including: GPs, primary care professionals, paediatricians, nurses, health visitors, midwives, school nurses, those working in

maternity, child and adolescent mental health, adult mental health, alcohol and drug services, unscheduled and emergency care settings and secondary and tertiary care.

Doncaster Clinical Commissioning Group

The implementation of the Health and Social Care Bill has involved significant organisational change within the NHS. From 1 April 2013, all Primary Care Trusts in England were abolished as part of the NHS Reforms with the statutory responsibilities for commissioning local health services becoming the responsibility of the new Clinical Commissioning Groups (CCG). The implementation of the Health and Social Care Act gave General Practitioners and other clinicians, the responsibility to commission health services on behalf of service users.

The NHS 5 year Forward View (2014) Introduces Co Commissioning whereby some of the commissioning for Primary Care will be at a local CCG level, where conflicts of interest will need to be managed.

Specific roles and responsibilities for Clinical Commissioning Groups and other NHS statutory bodies in relation to safeguarding are outlined in "Safeguarding Vulnerable People in the NHS - Accountability and Assurance Framework", first published by NHS England in March 2013 and revised March 2015.

Doncaster Clinical Commissioning Group, as a commissioner of provider services, has provided strong leadership to the safeguarding children agenda across the health community. The designated professionals and CCG executive lead for safeguarding are members of the LSCB and make a significant contribution to the work of the Board and its subgroups.

Health and adult social care services in England are independently regulated by the Care Quality Commission (CQC), which ensures that the Essential Standards for quality and safety are met. The Health Community was reviewed by CQC in September 2014 as part of the Children who are Looked After and Safeguarding Framework. A positive report was received with some recommendations. A plan has been developed to achieve actions to address the recommendations.

During 2014 – 15 the Doncaster CCG has shared the annual report for Safeguarding and Looked After Children, these reports set out to provide assurance that the CCG is fulfilling its statutory responsibilities as commissioners to ensure that the safety and welfare of children is paramount in all of the services commissioned from NHS Trusts and from Primary Care. It also provides an overview of the clinical governance arrangements in place for safeguarding children in our NHS provider trusts as requested. Mid-Year the CCG presented a performance data set and outlined the key commissioning intentions as well as re affirming the governance arrangements in place to seek assurance from its provider organisations.

This has been supplemented by more subject specific reports as and when required from the CCG, NHS England and the provider trusts.

The CCG have updated and assured the DSCB regularly on the commissioning and mobilisation of the Community Paediatric Redesign and as requested share the commissioning intentions and plan on a page in relation to children.

Primary Care

In respect of primary care during the last year some practices have engaged in a self-assessment tool that has been developed by the Designated and Named

Professionals for safeguarding, to offer support and guidance, to enable the surgery to consider the policies in place, training, safe recruitment and safeguarding practice, targeted support has been offered as required.

Through TARGET, GP protected training sessions at level 3 have been delivered in partnership with DSCB workforce lead, supporting them to strengthen their engagement with safeguarding children processes, training included

- Child Sexual Exploitation
- Case conferencing and strengthening families
- Themes and learning from national serious case reviews
- Young Carers

Since the training session last year Safeguarding and Standards monitor GP attendance and/or reports submitted at child protection conferences. In year an increase has been seen from no reports received to 48%.

Doncaster and Bassetlaw NHS Foundation Trust

In September 2014 a CQC Inspection took place in the Doncaster Health Community reviewing Child Protection and Looked after Children. For DBHFT the two areas focused on in the visit were A&E and Midwifery Services at Doncaster Royal Infirmary. There was positive feedback however the formal written report identified a number of actions for A&E. A check and challenge meeting demonstrated that although there had been a number of challenges good progress had been made with the plan.

There have been a number of positive changes in 2014 to the trust safeguarding team and infrastructure. In September 2014 an appointment was made to a Head of Safeguarding post providing leadership and management of the safeguarding team and safeguarding within the Trust. Following agreement of a service specification with Doncaster CCG, DBHFT received additional funding to support the Child Death Rapid Response Service Specification. Recruitment took place to appoint a Lead Nurse and administration support. In March 2015 a new Named Nurse, Safeguarding Children was appointed bringing to the team a wealth of skills, knowledge and experience in safeguarding.

In 2014/15 for the first time there was a CQUIN specifically for safeguarding. This focused on training. There were a number of challenges in meeting the safeguarding CQUIN requirements particularly in relation to training data however this enable a focus on the development of a new 'training' programme and a new approach to delivering safeguarding training in 2015. Our safeguarding training now includes: Safeguarding Adults, Safeguarding Children, Domestic Abuse, Mental Capacity Act and Deprivation of Liberty, Prevent, Child Sexual Exploitation and Female Genital Mutilation.

The development, roll out and implementation of the Preventing Non- Accidental Head Injuries in Babies (Don't Shake the Baby) project specific to Maternity was also part of the CQUIN. This is a health promotion programme specifically in midwifery that includes showing a DVD to new parents. Another development in midwifery was the implementation in 2014 and continuing development of the Pregnancy Liaison Meeting which has improved communication between midwifery and social care.

Work has been taking place in 2014/15 to develop a Trust Policy on Female Genital Mutilation. This is particularly in response to the national requirement to report cases but also to ensure staff are informed about this type of abuse.

The DBHFT safeguarding team are developing a trust Child Sexual Exploitation action plan focusing on the key items from the DSCB self-assessment and health economy recommendations that apply to an acute trust. Work continues to raise staff awareness for example through our new style Safeguarding Newsletter and audit by the safeguarding team of staff awareness in Children's Services and A&E.

Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH)

The safeguarding children team sits within the Nursing and Partnerships Directorate, where strong leadership and a clear vision is provided by the Deputy Chief Executive/Director of Nursing, the Deputy Director of Nursing and the Head of Quality and Standards. In 2014. A Nurse Consultant took up post in January 2015 to further strengthen the leadership team and work is advancing quickly together with the Safeguarding Children Team to deliver a safeguarding children offer in an innovative and empowering way that sustains change in safeguarding practice across the workforce.

To ensure safeguarding practice has a strong and robust evidence base considerable investment has been made in books and journals. These resources are available to borrow for all staff, but staff providing safeguarding supervision are being particularly encouraged to access the resources enabling staff to strengthen the evidence base being applied.

To further strengthen the safeguarding offer to the medical staff in the Trust the activities of the Named Doctor have been delegated to the Nurse Consultant, who will be in a position to offer an expert and early response to medical staff in the Trust.

2014 saw the publication of the intercollegiate guidance for safeguarding children training and education for all health service staff, the guidance strengthened both the competencies required by specific groups of staff working with children and their families and provided some flexibility as to how this might be delivered.

Safeguarding education is delivered via a number of mediums improving accessibility for staff and enabling the safeguarding team to be responsive to particular needs as they may arise.

A particular and significant shift has been the move back for staff to access the majority of level 3 training through the excellent multi-agency programmes delivered by the Local Safeguarding Children Boards. The programmes available are extensive and of the highest quality and to which the safeguarding team do contribute their considerable skills and experience.

To ensure that the right staff were getting the right education and training that they need to safeguard children, managers were asked to review the staff training profiles, which then enabled the safeguarding children team to align staff with the level of training they required.

For those staff identified as requiring education at this level, accessing level 3 training in this way models and strengthens multi-agency working.

During 2014 an innovative and exciting new model of safeguarding children supervision was rolled out across the Trust. Recognising that supervision in relation to child welfare was not simply a requirement of the workforce working directly with children but equally as relevant and often more so to those staff working in services such as adult mental health, a cascade model was developed and rolled out. This model of supervision will remain under close scrutiny and the impact it is having has been identified as a key focus for audit during 2015 and is included in the Clinical Audit Forward Programme 2015/16.

Business Divisions now collate and manage the performance information in relation to safeguarding supervision with the Safeguarding children Team providing assurance in relation to quality and consistency.

It is without question that 2014 was one the most challenging years ever experienced for those working in the fields of safeguarding and child protection, however the core business of keeping children safe and being cared for by their families was never lost.

Particular achievements included:

- The revision and embedding of safeguarding supervision, moving to a cascade model where every team has a safeguarding supervisor who is on to offer immediate guidance and the opportunity to reflect on difficult and troubling situations.
- The support in the development of the responses to CSE, this has been achieved at every level from operational up to the Board and across a wide and complex health and social care economy
- The building and maintaining relationships with partners in both health and social care communities during periods of particular scrutiny and soul searching.
- The Safeguarding Children Team have established themselves as leaders in the safeguarding partnerships and are recognised as being able to bring diverse and expert level knowledge.

NHS England

Across the region NHS England, with the Designated Nurses, have developed a set of Key Performance Indicators in relation to safeguarding. The Indicators are now in the main provider contracts and a developing dataset is emerging.

The dataset presents a range of evidence concerning child protection activity, training, leadership and management, underpinned by good quality assurance work, such as auditing, across the CCG and provider trusts. This includes

- safeguarding supervision, particularly in public health nursing and midwifery services;
- engagement with the CAF process and the early help strategy, particularly within maternity services for teenage parents and vulnerable women;
- review of processes for service user involvement and feedback to ensure the voice of the child is heard to inform service development and better outcomes for children and young people;
- ensuring contracts and service specifications reflect statutory safeguarding children requirements and additional safeguarding quality standards.

Also an updated consistent policy has been developed for all practices to adopt, this includes child protection, domestic abuse, Prevent, DOLS and safeguarding adults. The policy was shared with and ratified by the DSCB.

NHS England, South Yorkshire and Bassetlaw Area Team, supported by the Designated Nurses, hosted a national learning event on 18 September 2014 in Sheffield, 'Exploring Exploitation and Sexual Abuse'. The conference was aimed at providing level 4 and 5 training for safeguarding leads to enable them to provide specialist advice to practitioners and colleagues within provision or commissioning. The object of the day was to have increased understanding of the potential, personal impact when working with victims or perpetrators of sexual exploitation and sexual abuse and work more effectively with safeguarding partners to plan and design and deliver local training on sexual exploitation.

Over 250 delegates attended and feedback from the event has been 'one of the best conferences I have ever attended'.

Following the reorganisation of health commissioning and provision described above, responsibility for the commissioning for child and adolescent mental health services (CAMHS) is divided between NHS England, the CCG and the local authority. Tier 4 (inpatient) CAMHS services are commissioned by NHS England

7.3 Police/YOS/Youth Service/Probation

Partners have undergone significant structural and organisational changes such as the creation of the National Probation Service and The South Yorkshire Community Rehabilitation Company Ltd. The impact of this on their ability to keep safeguarding children to the fore will be monitored by the Board over the coming year.

South Yorkshire Police are also undergoing a period of change having received a critical HMIC report on Child Protection. The Board will require assurances that the recommendations from the report have been acted upon and become embedded in practice. Other challenges have been to ensure CSE is effectively dealt with and that the welfare of children in custody is appropriately considered. The Board will want to assure itself that actions from Inspections have been taken forward.

South Yorkshire Police

Overview of safeguarding responsibilities

- To protect the lives of children and ensure that in the policing of child abuse the welfare of the child is paramount.
- To investigate all reports of child sexual exploitation, child abuse, neglect and to protect the rights of child victims of crime.
- To take effective action against offenders so that they can be held accountable through the criminal justice system, whilst safeguarding the welfare of the child.
- To ensure a proactive multi-agency approach is applied to safeguarding and in the prevention and reduction of child sexual exploitation, child abuse and neglect.

Key Areas for Development

In 2014 SYP restructured its services and created a central referral unit for all cases of child protection and domestic violence. This provided centralised expertise and enabled a consistent approach across South Yorkshire. The service will be reviewed over the coming months to ensure the benefits of the restructure has been realised.

SYP were Inspected by HMIC and the report was shared with the DSCB in October 2014. Although some positives were identified particular issues were raised in relation to cases of concern not being escalated to partners in a timely way. Since then the DSCB escalation procedures have been made good use of to ensure young people at risk of harm receive an appropriate multi-agency response. The Inspection also noted specific concern regarding the welfare needs of young people in custody. An action plan has been developed to improve practice. This has been shared by the DSCB and updates have been provided on a regular basis.

SYP has worked to establish investigating child sexual exploitation as a mainstream policing activity. SYP has worked consistently with the DSCB to ensure the response to CSE is robust. The Superintendent of Partnerships has taken over chairing of the DSCB CSE Sub Group and a new action plan has been implemented. Operation Makesafe involves officers visiting hotels in order to raise awareness of CSE, help management and staff to recognise the signs, and encourage those employed in the hotel industry to contact the police with information. This was piloted in Sheffield but is now being rolled out across South Yorkshire. A new task group has been established to work more widely with taxi drivers and takeaways to improve safeguarding practice by only providing licences to those businesses who have undertaken safeguarding training.

SYP has been working with the four local authorities in its area to establish a MASH.

Summary of assurance arrangements

South Yorkshire Police's Public Protection Units now deliver specialist services addressing child sexual exploitation, domestic abuse, vulnerable persons and public protection services, thereby ensuring effective communication and the appropriate sharing and management of information with partner agencies. In addition, there is now an increased capacity to carry out criminal investigations and to provide specialist care for victims.

Challenges made to other partners and challenges received and how these were addressed

To ensure an effective multi-agency Early Help strategy is designed and adopted across the Team Doncaster Partnership.

Youth Offending Service

Overview of safeguarding responsibilities

Doncaster Youth Offending Service (YOS) has responsibility for the management of all young people aged 10 to 17 subject to either an Out of Court Disposal (Youth Caution or Youth Conditional Caution) or Statutory Court Orders, including young people subject to a custodial sentence

The YOS has a statutory responsibility to safeguard young people throughout the sentencing process, including during PACE interviews and employs the ASSET

assessment tool and Vulnerability Management tool to ensure that these needs are met

The YOS commissions the organisation SOVA to undertake an appropriate adult function as and when required

The YOS is responsible for ensuring that young people in its client group are safeguarded from Child Sexual Exploitation (CSE) and provide a dedicated police officer to address CSE concerns arising.

The YOS has responsibility to ensure that both service users and the public are protected from the risk of serious harm as defined by the Youth Justice Board (YJB) and are responsible for creating Intervention plans which manage the risks that young people pose both to themselves and the public.

In cases where a serious incident occurs, as defined by the Community Safeguarding and Public Protection Incident Protocol (YJB) The YOS undertakes investigations of all incidents including partner agency involvement and produces either, Critical Learning Reviews (CLR's) or Extended Learning Reviews (ELR's) depending on the nature of the incident and agency response. These reports are presented to DSCB for review upon completion

The YOS, where appropriate will act in a lead professional role for young people subject to a CAF and also work on a non-statutory basis as part of DMBC's Stronger Families Programme, in cases where a young person subject to a court outcome is also part of the Stronger Families cohort. In these cases the YOS has a wider responsibility for ensuring that adult family members are safeguarded.

Key Areas for Development

Due to the limited work undertaken with adults prior to the delivery of the Stronger Families Programme YOS staff have limited understanding of both the Mental Capacity Act and Deprivation of Liberty Act, training will be undertaken in respect of both of these areas in 2015/16

The use of custody for young people in terms of time spent in Police Cells and vulnerability issues arising out of time spent in such an environment remains an issue for the YOS

The historically high custody rate for post court sentences has reduced significantly in 2014/15 but remains marginally higher than national averages, although work is being undertaken to reduce this further to be in line with, or below, the national average in 2015/16

The impact of CSE on the client group, which often displays high risk behaviours remains an ongoing concern

The impact of Neuro Psychoactive Substance (NPS) usage and illegal substance misuse and the consequences associated of young people placing themselves in high risk situations due to impaired decision making abilities and the subsequent risks arising from this remain a cause for concern

Summary of assurance arrangements

A Safeguarding Lead will provide internal training on to other operational staff members of the YOS.

In future the Safeguarding Lead will hold responsibility for the quality assurance of all aspects of YOS safeguarding practice

The YOS provides all reports and reviews produced both nationally and locally in relation to safeguarding issues to its staff via email.

In addition any CLR or ELR reports are reviewed by the YOS management team and actions arising monitored via this forum.

Action plans from CLR and ELR's are also reviewed by the MOJ via the YJB regional representative, Jon Bradnum. A quarterly report from the YJB tracks YOS compliance with action plans.

The YOS annually produces statutory Youth Justice Plan, which is currently subject to approval via DCS Trust scrutiny procedures, but also the DMBC Overview and Scrutiny Process, culminating in approval before full Council. The Youth Justice Plan clearly outlines the YOS responsibilities in relation to safeguarding issues. The plan is also overseen by the Safer Stronger Doncaster Partnership.

Doncaster YOS is in the process of developing a new policy on Missing From Home and Child Sexual Exploitation Issues which will be integrated into the existing policies.

Cases involving a significant risk of harm are subject to multi-agency risk management meetings chaired by a member of the YOS Management Team.

In addition cases assessed as presenting a high risk of recidivism are subject to registration at the Deter Young Offenders forum (DYO) which is subject to senior management oversight, where are presenting safeguarding issues are discussed.

Finally all the young people presenting a significant risk of serious harm or vulnerability are subject to discussion by the YOS Management Team at the fortnightly YOS management team meetings. Actions allocated operationally arising from the management team are monitored and reviewed fortnightly.

Challenges made to other partners and challenges received and how these were addressed

Doncaster YOS was challenged in the following key areas:

- Operational understanding of both The Mental Capacity Act and the Deprivation of Liberty Act
- The efficacy of its data in terms of monitoring the welfare of young people in police custody and the appropriate use of custody for young people
- The extent to which the voice of the child is represented throughout the work of the youth offending service
- The efficacy of the YOS in working with adults who have safeguarding needs

Doncaster YOS intends to undertake the following actions to address the challenges made:

- Training for all staff in both the theory and application of the mental capacity act and the deprivation of liberty act to be completed no later than 31.12.15
- A review of the current data captured by SOVA in relation to the amount of time spent by young people in police custody and their presentation in this environment. Following which an investigation and report to be undertaken around thematic welfare issues for young people in police custody to ensure that safeguarding concerns are both fully considered and reflected in practice
- A consultation with service users beginning on week commencing 21.09.15 specifically about how better planning can be undertaken to meet service user needs and to ensure that case planning is “done with”, and “not too” Children and families
- Training to be provided by adult safeguarding board to all YOS staff in relation to the identification of adult and safeguarding issues and best practice in working with young people in this area.

National Probation Service (NPS)

Overview of safeguarding responsibilities

- Effective assessment and offender management of adult offenders including risk of serious harm to known adults, public, staff, self and children.
- Identification and referral of young people and children at risk.

Key Areas for Development

- Identification of CSE perpetrators who are under statutory supervision for broader offences.

Summary of assurance arrangements

- All adult offenders under the statutory supervision of the NPS will have a full and comprehensive assessment (OASys) and robust Risk Management Plan.

Challenges made to other partners and challenges received and how these were addressed

- To include offender management in strategy as part of Prevention, a perpetrator’s journey does not end at Court.
- In order to effectively protect the public they need to be effectively managed to reduce their risk of re-offending and risk of serious harm.

SY Community Rehabilitation Company (CRC)

Overview of safeguarding responsibilities

- SYCRC was formed in June 14 and is the organisation responsible for managing the punishment and rehabilitation of low and medium risk offenders in South Yorkshire.
- In February 2015 Sodexo Justice Services in partnership with NACRO became the majority shareholder of SYCRC.
- The workforce works directly with those offenders sentenced by the court to tackle the causes of their offending and where possible rehabilitate and re integrate them

into their communities. We work with offenders to ensure they understand the impact of their behaviour on their victims.

Priorities for this year include:

- **Women offenders:** developing a women offender strategy which will be led by a champion within the senior team. Doncaster will have a women's champion who will be a single point of contact as well as the conduit for delivery of the strategy locally. Changing Lives has been commissioned to undertake most of our work with women in Doncaster
- **Public Protection:** Commitment to deliver strong strategic partnerships. The CRC will maintain its involvement in MAPPA, MARAC, MASH and local safeguarding board arrangements and collaborate with NPS to develop joined up planning and delivery.
- **Embedding partnerships:** The new strategic partnership with Sodexo Justice Services and Nacro provides the opportunity to review existing partnerships and contracted services. The intention is to have a supply chain for rehabilitation services which is the same across custody and community, with the aim of giving offenders continuity of provision and relationships for the whole of their sentence and order to support a reduction in re offending
- A partnership with NACRO will see them using their expertise to manage and deliver the in-custody and community integration across South Yorkshire.

Key Areas for Development

Purposeful home visits will be reprioritised for most medium risk offenders- many of whom will have committed offences including domestic abuse. SYCRC intends to be less office based and to see more people in their own communities.

All staff will attend at least safeguarding refresher training during the year and most will also attend multi- agency seminars to broaden their awareness locally

Summary of assurance arrangements

Staff supervising medium risk offenders receive 6 weekly reflective supervision during which all cases are reviewed where there are concerns about children including CSE. This supervision is observed by a senior manager at least annually.

A National Offender Management Service (NOMS) audit team is based at service headquarters, undertaking spot check unannounced audits most months.

An internal quality assurance regime is still being developed. For medium risk cases it will include a monthly day of file auditing. As a result it is expected that most staff will have at least 4 files read each year.

Team managers also undertake SEEDS based (Skills for effective engagement and development) live observations at least twice per year for medium risk work.

Much of the lower risk work is undertaken with partnerships, but with scope for an internal risk escalation process should more individual one to one work be required.

Likewise if risks rise to high risk of harm the case supervision will be escalated to the NPS.

Challenges made to other partners and challenges received and how these were addressed

Our collaboration with NACRO in each of the local prisons has presented an opportunity to work closer / share intelligence with private fostering workers.

7.4 Education

College continues to play a significant role in safeguarding and contributes to DSCB through rooms for training and voice of the child.

Doncaster College

Overview of safeguarding responsibilities

- Aligning priorities/activities to DSCB's Business Plan, national priorities and legislation.
- To act as a Corporate Parent for Looked after Children in line with local and national guidance
- Embedding safeguarding into the culture and ethos of the College and curriculum delivery.
- To ensure all students and potential students who may present at risk are referred to appropriate services.

Key Areas for Development

- Aligning the Prevent Agenda within the curriculum and ensuring staff are aware of their responsibilities.
- Ensuring safeguarding strategies, procedures and training are aligned to DSCB priorities such as Child Sexual Exploitation, Female Genital Mutilation and Domestic Abuse/Neglect.

Summary of assurance arrangements

- College Ofsted Inspection Report (29th April 2013).
- DSCB Section 11 Audit Assessment (10th May 2013)
- DSCB Child Sexual Exploitation Audit Assessment and Challenge Meeting (November 2014).
- Safeguarding Children and Adult Board's Audit Assessment (June 2015).
- Education Standards and Effectiveness Service Annual Safeguarding Report 2014/15 (15th March 2015).

Challenges made to other partners and challenges received and how these were addressed

- Challenges made through membership of DSCB Meeting, DSCB Education Sub Group Meeting and Safeguarding Adults Engagement Sub Group.

- All challenges were received positively, noted and action taken.

7.5 Other Partners

The DSCB engages well with all partners including those whose safeguarding children is not its main function. St Leger Homes and SY Fire Service have engaged well with the Board, ensuring the completion of an annual S11 Audit, attending LSCB meetings and providing assurances to the DSCB that their safeguarding responsibility is fully met.

Lay members

The Board lay members are both actively involved in ensuring the Board meets its priorities. They are both members of sub-groups where their contribution and expertise is fully utilised.

St Leger Homes

Overview of safeguarding responsibilities

Safeguarding is a key priority for St Leger Homes as it places the needs of its customers and their families at the heart of its work.

As outlined in section 11 guidance, housing staff play an important role in safeguarding and promoting the welfare of children as part of their day to day work – recognising child welfare issues, sharing information, making referrals and subsequently contributing to managing or reducing risks of harm (WTSC 2015).

St Leger Homes has a proactive and reactive approach to safeguarding both children and adults to ensure our responsibilities are maximised. It has a designated safeguarding lead officer whose role is to ensure that we fulfil our responsibilities and promote positive practice within our organisation. In addition, the Engagement Team has a strategic involvement officer whose role is to work with young people, 16 – 25 year olds in partnership with other organisations, including schools. The aim is to empower and support individuals in this age group, by delivering training and workshops on key issues, such as CSE, FGM, FM and Prevent.

Internal arrangements 'dovetail' the Doncaster partnership approach in terms of delivering the Doncaster Safeguarding Children Board strategy. Procedures and services are available to individuals who either make enquiries or wish to report a safeguarding concern. Integral to this process we have introduced a 'single point of contact' via telephone, to continue best practice and safeguarding awareness throughout the organisation. This is used by employees and representatives of St Leger Homes to report any concerns they may have regarding a child (or adult) they may come across while completing their day to day duties. Actions arising from this are tracked.

In 2014/15, 243 safeguarding cases were received, resulting in appropriate enquiries and action being taken, including any relevant and necessary partnership work required to minimise risk and deliver early intervention. The 243 cases received resulted in 512 referrals being made to various partner agencies for support for the customer and families involved.

St Leger Homes work within CAF processes, attending these and other meetings e.g. Child in Need, Team Around the Child, Child Protection Strategy meetings which are an integral part of delivering frontline services that are integrated and focused around the needs of children and young people.

Key Areas for Development

CSE training and awareness is currently being rolled out by the training pool but places are limited and staff development in this field is on-going.

Summary of assurance arrangements

- Challenge meetings arranged on behalf of the Board are completed annually to ensure our internal arrangements and processes reflect WTSC 2015 Guidance and the Children Act 2004 (Sec 11) requirements.
- Safeguarding is included in St Leger Homes annual audit.
- We have received accreditation from the Tenants Participation Advisory Service (TPAS) and Customer Service Excellence for our safeguarding arrangements.

Challenges made to other partners and challenges received and how these were addressed

- Raising awareness with partners of the consequences of tenancy enforcement to the individual/family.
- Clarity in terms of Early Help pathway

South Yorkshire Fire & Rescue Service

Overview of safeguarding responsibilities

South Yorkshire Fire & Rescue is an emergency responder for operational firefighting and rescue services, committed to reducing deaths and injuries and safeguarding property.

In addition to an emergency response SYFR provide services in Prevention and Protection to create a safer environment for people to work and live. This includes Technical Fire Safety with responsibilities for improving fire safety in business premises, public buildings, enforcement of legislation and also Community Safety to improve fire safety in the home and wider community.

Designated Lead: - A Safeguarding Officer was appointed into a newly created post for SYFR in May 2009. This role sits within the Community Safety function under the Prevention and Protection Directorate and is championed by both the Area Manager for the Directorate and also Group Managers with Community Safety Leads.

Key Areas for Development

Current Safeguarding Officer will be leaving SYFR in mid-August 2015 to take up a new post. The post is to be advertised externally and interim arrangements are in place.

Summary of assurance arrangements

The Safeguarding Officer as the designated lead for safeguarding adults and safeguarding children is the named representative for SYFR at the Board. The role sits within the Community Safety function under the Prevention and Protection Directorate. The Safeguarding Officer is responsible for Safeguarding policy development, management and coordination and monitoring of all internal safeguarding alerts & referrals (Group Manager deputise out of hours and in the absence of the Safeguarding Officer), planning and delivery of internal safeguarding training.

Challenges made to other partners and challenges received and how these were addressed

Case specific concerns taken to the Assistant Director of Children's Services with regard to actions taken by a secondary school and failing to recognise and provide support as part of the Early Help Strategy

7.6 DSCB Summary

Based on the information provided by agencies the DSCB has identified number of areas of strength including:

- The DSCB is now well-attended by colleagues at the appropriate level of seniority in their organisation
- Our Lay Members continue to make a strong contribution to the DSCB and are an integral part of our business
- Work on CSE is progressing well via an established CSE Subgroup that has developed a detailed Action Plan and is currently developing a CSE Communications Strategy
- The CCG is providing strong leadership to safeguarding children across the health community
- The CQC has reported positively in relation to safeguarding within the health community
- GP protected training sessions provided jointly with DSCB leading to an increase in GP reports to CP conference
- Additional funding to support the Rapid Response process has removed the backlog of cases waiting to be dealt with at CDOP
- A new model of safeguarding supervision has been introduced within RDASH
- Positive partnership working has been demonstrated in the development of the MASH
- The Doncaster Children's Services Trust's has made successful bids for funding from the Government's Innovations Fund and innovative projects have been initiated as a result including Growing Futures, Pause and Mockingbird.
- The Doncaster Children's Services Trust and DMBC, as part of South Yorkshire partnership made a successful bid to improve quality of social work by forming the South Yorkshire Teaching Partnership

Based on the information provided by agencies the Board needs to assure itself that:

- Culture and diversity are taken into account when providing services to safeguard children
- Actions are taken to reduce radicalisation and the impact on children of extremism
- Conflicts of interest due to co-commissioning are dealt with appropriately
- DBHT addresses the issues identified by the CQC in relation to the Accident and Emergency Department
- the 'Don't shake baby' initiative has had a positive impact
- RDASH model of safeguarding supervision has led to improvements in safeguarding practice
- The findings of the Review progress of offender management strategy (NPS)
- The Early Help Pathway and thresholds are embedded across all agencies
- SYFR Service arrangements for safeguarding are unaffected by staff changes
- SYP to provide assurances that the welfare of children in custody is appropriately provided for
- The MASH arrangements have been effectively implemented

8. Quality and Effectiveness of Local Safeguarding Arrangements

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.



- 8.1** DSCB has highlighted the need for it to be visible and influential through engagement with parents, carers, young people and wider community. Its CSE Plan identified the need to engage with black and ethnic minority groups. Work has commenced on engaging with these groups and impact will be evaluated in 2015/2016.

8.1.1 Voice of the Child and Community Engagement

There is a wide range of positive work being carried out in Doncaster on the participation of children and young people. For example, DCST has established a dynamic Children in Care Group that provides looked after children with an opportunity to express their views. Doncaster Children's Trust conducted a participation event on 12th November 2014 where children and young people provided the Trust with views and suggestions about how LAC Reviews and Child Protection Conferences should be conducted. As a result of this work young people now take part in interviews of senior staff in the Trust including Head of Service and Independent Reviewing Officer posts.

The Council has conducted a major survey on the views of children and young people, Doncaster College has regular focus groups for young people to question senior leaders and Doncaster Youth Parliament engages in strategic decision making and provides challenge to statutory and other sectors in Doncaster.

It is recognised however that the DSCB needs to ensure the voice of young people influences the work of the Board directly. To this end the DSCB has developed an action plan to draw together work carried out by partners across Doncaster and to ensure children and young people have access to decision making to create change in the services and policies that have an impact on their lives.

The action plan has been developed with input from Doncaster Youth Parliament members. It has five key pillars for engagement with children and young people which are:

- To set up a children and young people sub-group of the DSCB – this will be chaired by young people to enable them to influence the work of the Board directly
- To develop the use of social media as a means of engaging with young people
- Develop close working links with advocacy workers – this will provide the board with direct link to professionals who are championing the needs of children and young people who receive services in Doncaster.
- To develop a challenge process to show how well partner agencies are engaging with children and young people who use their services – for example attendance and participation at case conferences and share good practice.
- Focus groups will be developed to engage with children and young people on issues such as road safety, legal highs, and detection of neglect. For example, in the forthcoming year a session has been planned for a focus group on neglect – this will be attended by the chair of the safeguarding board to listen to the views of children and young people.

8.1.2 Faith and Culture (F&C) Group

The DCST Local Authority Designated Officer (LADO) established a Faith and Community Group in 2014 to support the sharing of key safeguarding messages and standards across this sector. This group has grown and in April 2015 the decision was made that it would now become a formal subcommittee of the DSCB. The sub-group will focus on safeguarding and promoting the welfare of children from faith groups and culturally diverse communities in Doncaster.

The terms of reference have been agreed and an action plan has been developed focusing on three main areas over the next twelve months.

- To engage with faith centres and culturally diverse communities and groups in Doncaster in order to raise awareness of the safeguarding issues so that groups will be able to better safeguard children in their communities.
- Produce a set of safeguarding standards for good practice and produce a self-assessment tool for groups that links with the set of safeguarding standards.
- Identify ways of supporting faith centres and culturally diverse communities in Doncaster in the role of safeguarding within their communities

Although it is still in its infancy, the F&C Sub Group has already made significant progress in bringing together a number of groups to raise awareness of safeguarding issues. Meetings have taken place in some faith centres. A clear purpose and direction of the sub group has been established which is promoting mutual trust and support. The future challenge is to build on this and to engage with more groups and to strengthen the links that have already been established. The 2015-16 Business Plan includes plans for an Engagement Conference at which a Safeguarding Standards and Self-Audit tool will be launched. A future development of the F&C sub group will be to facilitate a forum so that specific safeguarding issues related to this particular sector can be discussed and good practice shared. This will mean that safeguarding issues can be considered in a safe environment without groups feeling threatened or criticised and practice can be improved.

Areas for development

- Analyse the data from the self-assessment tool and develop an action for future support
- Formation of a forum for faith centres and culturally diverse communities and groups in Doncaster
- Engage with more groups and continue to strengthen the links that have already been established
- To implement Voice of the Child Action Plan

8.2 Early Help

Under *Working Together 2015* the LSCB is required to assess the effectiveness of early help arrangements in the Borough. Last year's Annual Report noted that systematic changes to early help arrangements were under development and due for implementation in 2014/15. The Board has requested regular updates on the progress of this work however to date the work has not yet been concluded, leading to challenge by the DSCB.

In quarter 4 2015 a total of 182 eCAF's had been started with 97 completed, giving an average completion of 53% - 12% higher completion rate than last quarter. The increase in eCAF's throughout the year has been attributed to the impact of the Early Help coordinators offering support and guidance to schools and other agencies and the Intensive Family Support Team fully utilising the Early Help Module to record their cases.

Whilst this is a positive move there is clearly much work to be done to improve the number of early help assessments being undertaken and the provision of early help to families. The high re-referral rates to Doncaster Children's Services Trust and

assessments which identified cases as not meeting the thresholds for social care would suggest that early help services are not yet working effectively in providing lasting improvements in family functioning.

There is currently no data to support analysis of the effectiveness of early help that is provided and to help us to identify whether this work prevented escalation to a statutory service. The new early help pathway that is currently being developed has a focus on the need for the implementation and effectiveness of early help to be monitored and reported.

As well as the work done by partner agencies, both DCST and DMBC deliver early help services. This has resulted in a complex situation and the need to redesign pathways to ensure that families receive the right help without unnecessary delay. DMBC and the Doncaster Children's Services Trust are currently working to develop clear pathways for the provision of early help and this has now gathered pace. The final outcomes of this work including a new Early Help Strategy, Handbook for Practitioners and revised thresholds guidance will be considered by the DSCB in October 2015. The development of the Early Help Hub aims to assist in ensuring a seamless offer is in place. The DSCB will keep this under review to have a better understanding of the processes and to scrutinise the understanding and application of thresholds.

DCST and SYP have worked collaboratively to establish the Doncaster MASH, with plans for its implementation in the first quarter of 2015-16. The primary role of the MASH (which will consist of Police, Social Care and Health services, will be to ensure that referrals to children's social care services receive a multi-agency information gathering and analysis process to inform decision making. It is expected that this will enable a more effective response to changing needs and risk alongside the Early Help Hub. DSCB will keep these developments under review as part of its core responsibility to monitor the understanding and application of thresholds.

Areas for development

- Finalise and launch the new Early Help Strategy and supporting guidance and procedures
- Develop and embed revised thresholds guidance
- To seek assurance in relation to the effectiveness of MASH arrangements
- Review the effectiveness of early help arrangements, including the engagement of practitioners in partner agencies

8.3 Child Protection

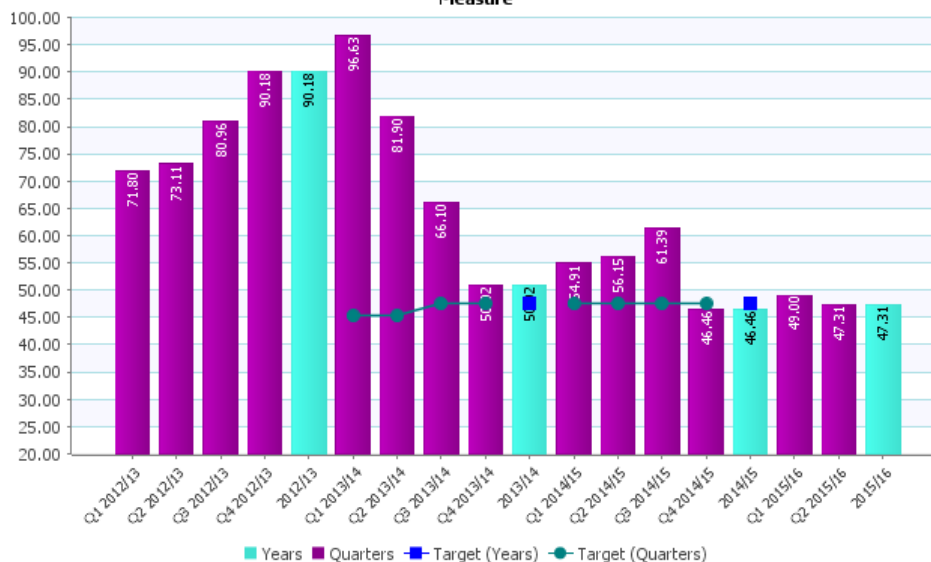
In October 2014 Doncaster Children's Services Trust became responsible for the delivery of many children's social care services. Data provided by DCST shows a large year-on-year drop in referrals from 1047 per 10,000 of population to 573.9. Whilst the overall number of referrals over the period is down, there has been a trend of monthly increases since January 2015. The national rate for the period 2012/13 to was 520.7 and this increased to 573 in 2013/14. The national data for 2014/15 is not yet available. Child in need (CIN) cases increased over the same period from 353 per

10,000 of population to 358. This is below statistical neighbours (397) but above the national average of 325.7. The number of cases which are assessed as requiring no further action, although reduced from 2013/14, remains high, suggesting the threshold for intervention is not met. As highlighted earlier, this is indicative of the need for a coherent Early Help pathway to be established.

Performance Indicator	Statistical Neighbour average	National average	2013/2014	2014/2015
Children subject to a CP plan per 10,000 population aged U18.	47.5	37.9	50.9	46.46

The number of children subject to a CP plan per 10,000 of population has fallen from a high of 60.39 to 46. This is in line with statistical neighbours but still higher than the national average at 37.9. However at the current time the overall trend in Doncaster is towards a gradual reduction of this cohort whilst nationally the number of Section 47 enquiries and the numbers of children subject to a Child Protection Plan continues to increase. This reduction is therefore seen as a positive trend. DSCB will want to be assured that there are positive outcomes for children whose needs are being met through a CIN plan.

(CYP CT) E14 E14. Children with CP Plan per 10,000 pop aged U18 (KIGS CH01) - as at end of month CT Contract Measure



The number of children becoming the subject of a plan for a second or subsequent time remains high compared with statistical neighbours. However this does fluctuate considerably each month reflecting the fact that the numbers are low and that a small number of families with multiple children can significantly affect the figure. Audit evidence indicates that in the majority of cases, the decision to end the original Child

Protection Plan had been made some years ago with full agreement of partners based on the family having made good progress. However concerns had reoccurred some years later, sometimes at the point at which the children became teenagers, with concerns often being quite different. Within the DCST Safeguarding and Standards Unit thematic audits will be undertaken to identify themes and practice messages arising from these cases. In addition data is provided to the Child Protection Team Manager on a weekly basis that identifies all potential “re-registrations” enabling individual cases to be discussed and audited.

Performance Indicator	Statistical Neighbour average	National average	2013/2014	2014/2015
% of Children subject to a CP plan for a second or subsequent time	14.3	14.9	17.58	17.00

There is a low number of children who have been subject to a CP Plan for more than two years. Proposals are under development to initiate an audit of CP cases at twelve months, with multi-agency discussion if the child remains on a plan at 15 months. This will ensure more proactive consideration of changing need and risk if CP plans are not making progress.

The percentage of children made subject to a CP plan under each category of abuse has varied very little, the greatest change being a slight decrease in emotional abuse and slight increase in neglect. This is likely to be due to a greater emphasis being placed on neglect at the current time.

Category of abuse	% of children under each category 2014/15
Emotional	30.78
Neglect	56.11
Physical	4.84
Sexual	8.27

Attendance at conference is monitored on a weekly basis, including which agencies have provided reports. This has shown that there is consistent attendance at conference and reports are regularly provided by social care, health and education. Other agency attendance is determined by their level of involvement, e.g. police will usually attend when there is an ongoing criminal investigation but will provide reports in other cases.

The Conference Chairs assure the quality of the case conference process including whether appropriate cases are brought to conference, whether the appropriate professionals attend and whether information is shared appropriately. Improvements in the process have been introduced to improve the engagement of children and young people in the process. Audits are completed for cases where the child has been subject to a plan for more than 15 months and midway reviews of all cases in order to

drive plans and prevent drift. As a result of this oversight there has been a significant reduction in the length of time children are subject to a CP plan.

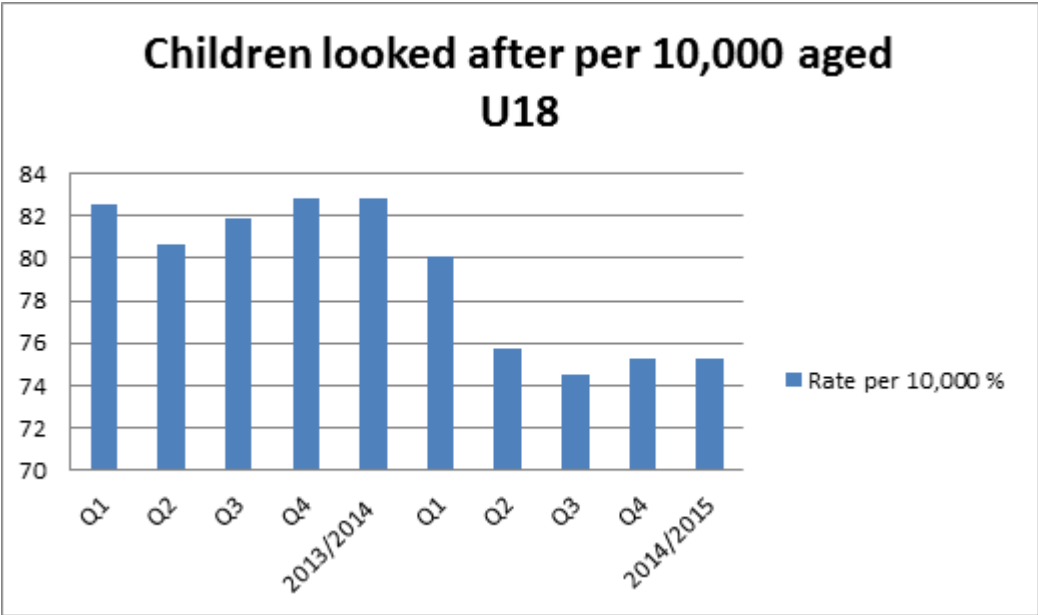
Areas for development

- Reduction in the numbers of referrals and re-referrals in line with statistical and national trends
- Audit of de-plans and re-plans to ensure the right children are subject to plans

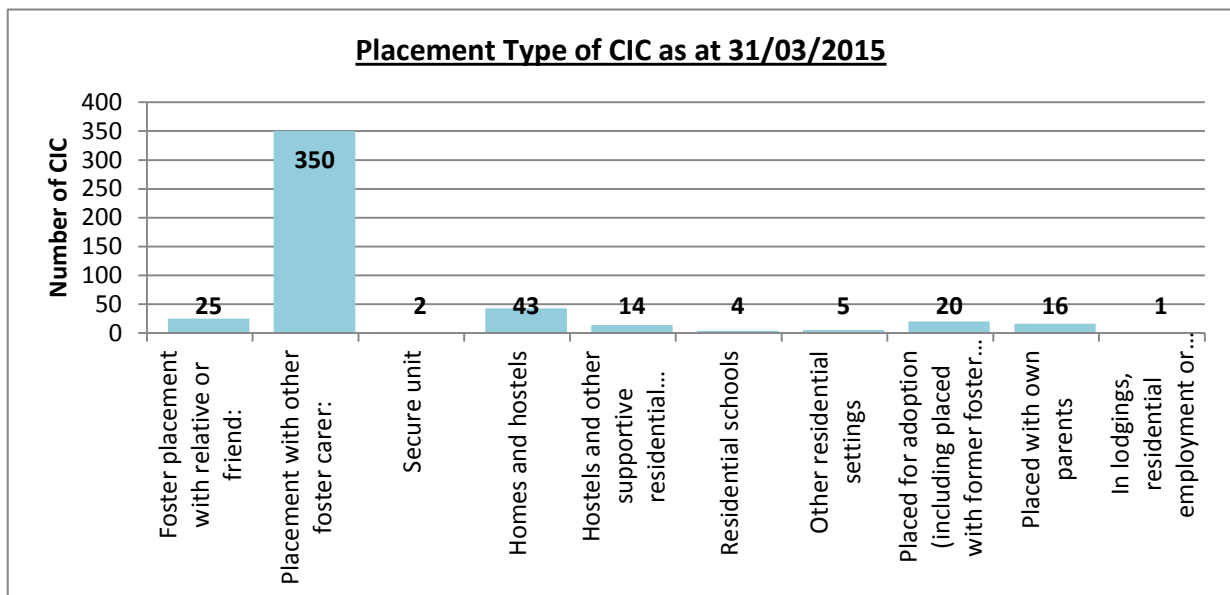
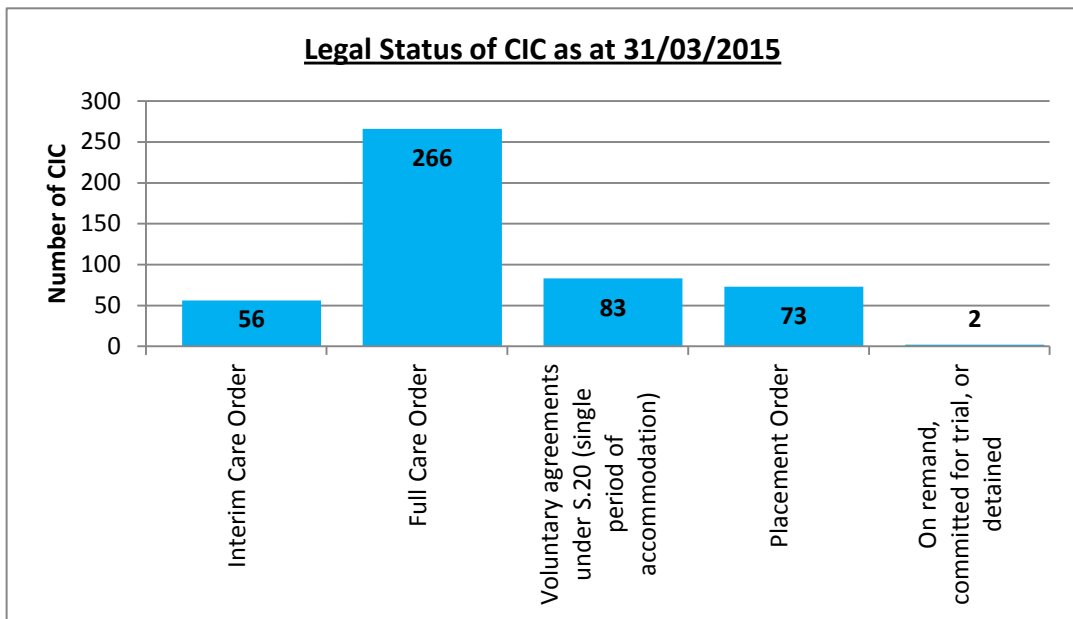
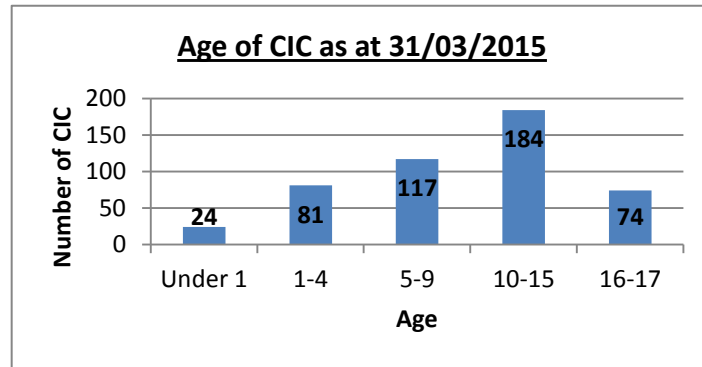
8.4 Looked after Children

Over the past year there has been a decrease in the number of looked after children which is due to a number of reasons:

- Children moving into adoptive placements
- Monitoring and scrutiny at the point of entry to care
- Permanence being achieved with extended family through Special Guardianship Orders, Child Arrangement Orders, and foster placements within the extended family.



The gender of young people in care was 3% higher for boys than girls. The largest age group for children in care in Doncaster was the 10-15 year age range. The highest category of need for children and young people entering care is abuse or neglect. There is a very low number of children from ethnic minority backgrounds, proportionally represented. The placements where children reside are generally foster placements, adoptive placements and children’s homes.



In the last DSCB Annual Report it was noted that a number of aspects of support for children in care needed significant improvement. In the last year much progress has been made:

- The timeliness of health assessments for children in care has improved although further improvement is still needed in relation to the initial health assessment which needs to take place when the child has entered the care system
- A greater proportion of school age children in care now have a Personal Education Plan in place. To improve the quality of Personal Education plans the Children in Care Education Service have been quality assuring PEPs specifically for children in years 6 and 11.
- The extent to which children and young people have contributed to their LAC Review has also increased this year and in 2014/15 almost half of young people in care actually attended their LAC Review and were able to state their wishes and feelings. In total only 6% of children and young people were unable or did not wish to contribute to their review.
- In 2014/15 the total number of reviews taking place within the statutory timescale was 98.4% which equated to 18 review meetings. The Safeguarding and Standards Unit's target is for 100% of reviews to be completed on time and the DSCB will monitor this.

Placement stability

Further work is required to improve placement stability for children in care. Chart 5 shows that too few looked after children in Doncaster have been in the same placement for at least two years.

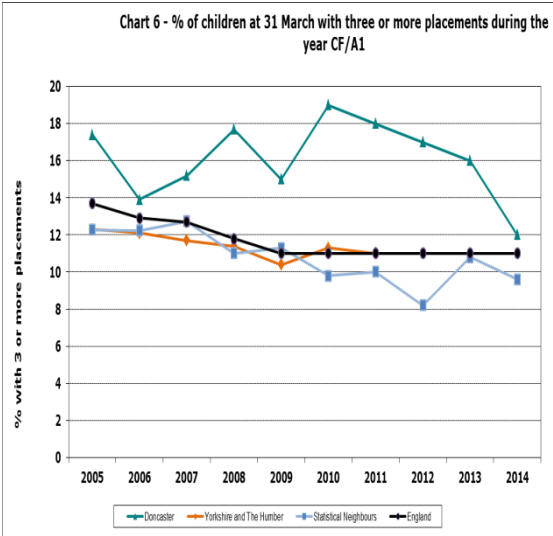
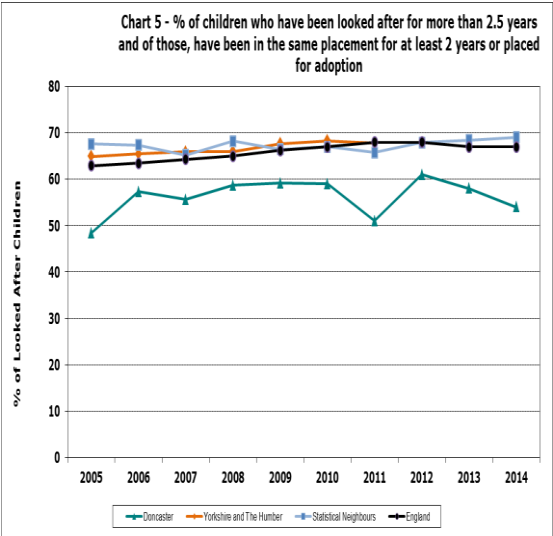


Chart 6 shows that the number of children with three or more placements in a year has been reducing significantly in recent years and this is positive but performance is still behind comparators. Together this data shows that whilst there are fewer instances of early placement break there are also substantial numbers of placements that break down before two years.

More work needs to be done to better understand when and why placements break down. The Fostering and Adoption Teams will undertake analysis which will form part of the work plan for 2015/16. A full review of the sufficiency plan and needs analysis is

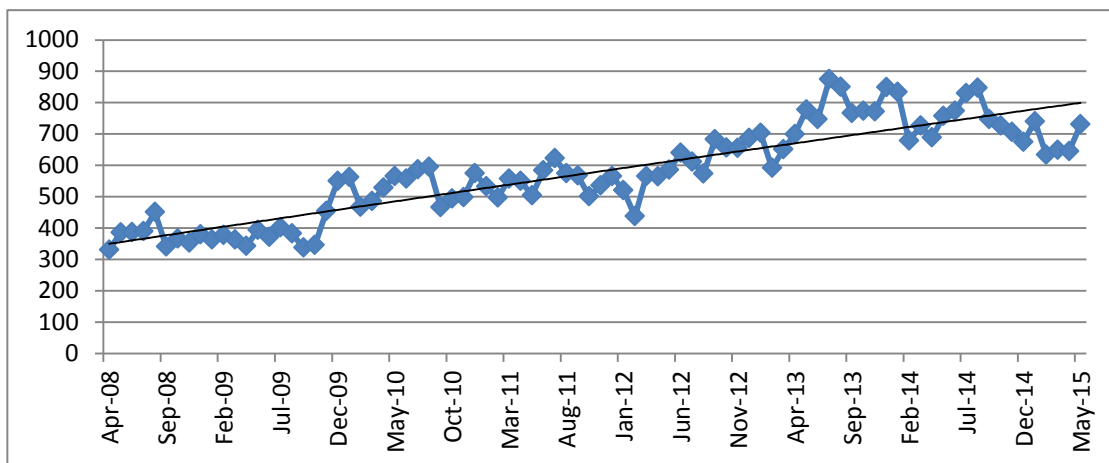
in progress and this will ensure recruitment is effectively targeted to meet identified need.

Based on this information the DSCB has identified the need for partners to work together at both strategic and operational level in order to develop a strengthened partnership response to young people in care who present significant challenges and are likely to experience placement breakdown

8.5 Domestic Abuse

The number of incidents of domestic abuse in Doncaster reported to the police has been increasing since 2008. There has been a small reduction in reported incidents in 2014/2015 from 9344 in 2013/2014 to 8769 (575).

Total number of Domestic Abuse incidents reported to the police	
Year	Total
2008/2009	4480
2009/2010	5089
2010/2011	6446
2011/2012	6523
2012/2013	7596
2013/2014	9344
2014/2015	8769



Domestic abuse and violence is a significant feature for children and young people in over 30% of all referrals to Doncaster Children’s Service Trust, and is prevalent in police referrals to social care. Families and children in Doncaster experience significantly higher levels of domestic abuse compared with neighbouring local authorities. Recorded crimes of domestic abuse offences in 2014-15 (up to the end of January) in Doncaster represent a third of all violent crimes in South Yorkshire. This indicates a disproportionate culture of acceptance of family violence, particularly in some communities.

Research carried out by DCST into children and young people's assessments carried out throughout 2014/2015 shows that domestic abuse is a factor and a concern in 42% of all assessments carried out.

It is important to recognise the contribution that will be made by the DCST Growing Futures Project. Funded by the Government's Innovation Programme this project aims to work differently with families where domestic abuse is an issue. Key to the success of the project is the recruitment of a team of specialist workers called Domestic Abuse Navigators who will work directly with families, and who will receive enhanced training and support for their role.

DSCB continues to work closely with Safer Doncaster Partnership, The Community Safety Service and the Doncaster Safeguarding Adults Partnership Board to develop and implement the Doncaster Domestic Abuse Strategy.

There is a robust training package within Doncaster to train professionals around identification and assessment of risk. DSCB provides multi-agency domestic abuse training in partnership with the Domestic Abuse caseworkers. The Community Safety Service also provides Multi Agency Risk Assessment Conference, (MARAC) training.

In addition, there are online courses available for Men and Women, such as 'Living with the Dominator and the 'Freedom Programme Home Study Course' for Women or 'How Hard Can It Be?' for men.

Partners within Doncaster are extremely committed to addressing and tackling domestic abuse and violence, and acknowledge that it is time to think differently and work differently.

DSCB will keep under review the effectiveness of the Growing Futures Project

8.6 Private Fostering

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 provided by the Doncaster Children's Services Trust identifies that the numbers of private fostering arrangements known or reported to the Trust continues to increase although the numbers are still very low. This is in line with national data, although it should be noted that the numbers vary regionally, with some regions showing fewer arrangements than in previous years.
- Children who are privately fostered continue to receive visits from an allocated Social Worker within appropriate timescales and the Doncaster Children's Services Trust Private Fostering Coordinator continues to work to increase awareness of the

issue, in order to help ensure that the Trust is appropriately notified of these arrangements. Research nationally has shown that public campaigns have had little impact on the extent of reporting of private fostering arrangements and for this reason the Doncaster Children's Services Trust continues to focus its efforts on ensuring that practitioners who are working with families are able to identify private fostering arrangements and are aware of their duty to report such arrangements to the Trust.

Authority/Trust	Number of children in private fostering arrangement at the end of March 2015
Sheffield	9
Doncaster	9
Rotherham	5 (although under validation)
Barnsley	4

The planned development for the future of Private Fostering are:

- Redesigning the resources (for example the leaflets are currently being reworded)
- Refocusing the awareness raising and continuing to raise awareness.
- Developing new links with the DCST in particular the CSE Team
- Established ways of communicating with ethnic groups and primary schools
- Develop the links with Community Rehabilitation Company to ensure notifications are received appropriately from them.
- CCG will consider private fostering within the evaluation of the emergency services within health.
- The DSCB to provide an assurance review from partner agencies on what is being completed for private fostering.

8.7 Child Sexual Exploitation

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

Current data relating to referrals and casework with children and young people who are at risk of CSE indicates that between 1st April 2014 and 31st March 2015, Doncaster Children's Services Trust received 120 referrals with the reason for concern listed as 'Sexual Exploitation'. Almost three quarters of these referrals have now been dealt with and closed with the remainder being young people who are still in receipt of a service from the Doncaster Children's Services Trust.

Of the 120 referrals, 20 resulted in the provision of advice or information only and did not require a service. The remainder progressed to a full assessment by the Doncaster Children's Services Trust. Almost half of these were subsequently signposted or transferred to another service such as an early help service following this assessment.

Data indicates that 33 children experienced some form of sexual exploitation during this period.

There has been an increase in pace and activity in responding to CSE since the publication of the Jay Report into CSE in Rotherham and a number of other high profile reports (e.g. the Casey report and the independent report into matters relating to Jimmy Savile). In response, the DSCB:

- developed a short-term local action plan in response to key recommendations from the Jay Report;
- published a CSE Assurance Report in December 2014, with an update in April 2015;
- developed a local challenge process to seek assurance from agencies about their work to protect children from CSE
- undertook an audit of CSE cases
- revised its CSE Strategy and Action Plan.

The CSE sub-group has made good progress, with the majority of actions on its action plan completed or on schedule. The key areas where more progress is required are the gathering of performance data and work with minority ethnic groups.

There has been a continuing difficulty with the provision of data and intelligence to enable the Board to have a clear view of CSE in Doncaster. As a result DCST has now employed an analyst to support this work and it has been agreed that this person will be given access to Police data and intelligence. Data and intelligence is now being collated and analysed and a performance report is in progress.

Work on community engagement with minority ethnic communities has been included in the work of the Faith and Culture Sub Group which will work with local community groups to improve safeguarding standards generally (see Faith and Culture Group, Section 8.1.2 for more information on the work of this group).

The Casey Report emphasised the wider leadership role that local councils can play in responding to CSE. DMBC has promoted awareness-raising of CSE with elected members and, through its Schools, Children and Young People Scrutiny Panel, has reviewed and challenged the Board's CSE Assurance Reports and action plan. Two recent developments are underway via partnership between DMBC and SYP. DMBC and SYP are introducing a scheme based on a model now operating in Rochdale Council in which taxi drivers are required to attend CSE awareness raising and training prior to being issued with a license. In Doncaster this will involve training 800 taxi drivers. All takeaway restaurants are to be visited jointly by DMBC and SYP staff to raise awareness. It is planned to develop a training package for all those involved in working in such establishments.

Doncaster Clinical Commissioning Group (CCG) had already anticipated key recommendations arising from the Savile report and has built a safeguarding standard in relation to celebrities and volunteers into its contracting arrangements with NHS providers. The standard will be updated to reflect any additional requirements arising from the recent independent report to the Secretary of State, with checks and challenges by the CCG to ensure that the responses of providers are robust. Progress will be reported to the CCG's Quality and Patient Safety Committee, with a summary report to DSCB.



South Yorkshire CSE Innovation Project

A bid from the funding to support new initiatives in social work has been successful. Over a million pounds has been secured from the DfE fund to support new initiatives in social work for an innovation project in relation to CSE across the four South Yorkshire Local Authorities. The main objectives of the funding are:

- To develop a regional pool of specialist foster carers for children subject to CSE who continue to be at risk
- To reduce the need for “out of authority” placements
- To provide carers with the skills needed to deal with the significant challenges that young people involved with CSE can pose
- To develop specialist wrap-around services to support families and foster carers in sustaining relationships through intensive support

The timescale for the funding is twelve months from April 2015. Within this time there will be a need to develop and embed the service, and evaluate its success. If successful the service will become part of established functions in the four local authorities.

The DSCB has identified the following areas for development based on the information provided by agencies:

- Development of the dataset to give an accurate picture of CSE in Doncaster
- Implement and embed a CSE Communications Strategy

8.8 Children who go missing

In previous years the numbers of children reported as missing have been high compared with statistical neighbours. When analysed it was apparent that this was to some extent due to the way missing episodes were categorised, with some young people who were absent but whose whereabouts were known being recorded as missing. Work has been undertaken on a South Yorkshire basis to develop a protocol which provides greater clarity on which children should be classified as missing, and therefore considered at greatest risk. This new protocol appears to have been successful in reducing the numbers however not all providers are yet applying it appropriately.

The current statistics suggest that some private providers and semi-independent providers are still over-reporting young people as being missing as opposed to absent. For example in April 2015 out of the 8 young people who were reported as being missing from home (MFH) 5 of them were 16-17 year old males who clearly were just returning (24 out of 31 incidents) to their supported living accommodation later than their curfew time. Work continues to take place to embed the new protocol. This will ensure that those young people who are genuinely missing or at risk through being unauthorised absent will be much more readily identifiable and will receive more of a dedicated and commensurate level of police intervention.

In terms of future developments the newly established Children's Missing Operational Group (CMOG) has now met twice. This group reviews all children and young people who have been missing from home or care on more than one occasion. The group identifies the level of risk and ensures that appropriate action is taken to safeguard the young person. The group also cross-references with data on A&E attendances and children who are missing from education in order to help ensure that risks are identified. An example of the impact of this group is that one young person had only been missing once but was known to the hospital due to two previous over-doses. The collation of this information enabled the group to identify a risk that may not have been identified at this early stage.

In addition the South Yorkshire Police commitment to the locating of the police officer in the Children's Homes will continue as this is proving to have a beneficial impact on missing episodes.

8.9 Allegations against professionals

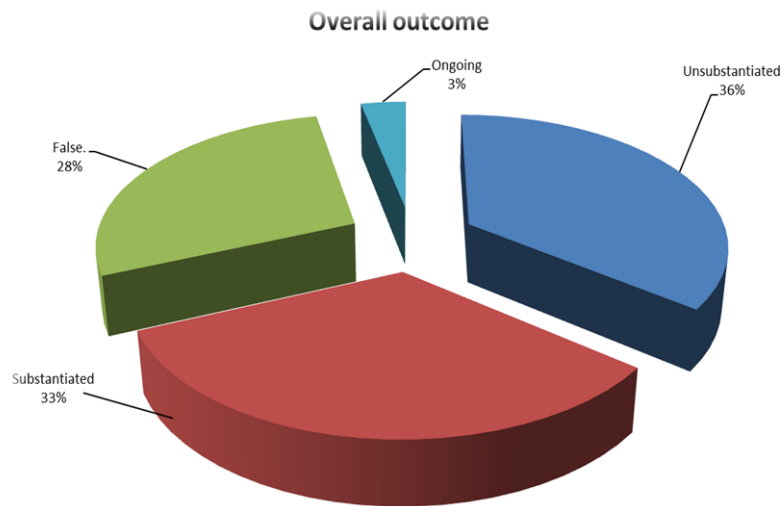
The overall numbers of cases reaching the threshold for involvement of the LADO has increased over the last three years by 13.5 %.

1/4/14 to 31/3/15	117
1/4/13 to 31/3/14	115
1/4/12 to 31/3/13	103

This has been the first full year that records have also been kept in relation to the number of *consultations* held and advice given (398). These involved matters that were of potential interest to the LADO but ultimately did not reach the threshold to hold a LADO strategy meeting.

The majority of referrals are from education settings and these are usually under the category of physical abuse. Referrals for sexual abuse have increased by 24%.

As can be seen from the graph below, a significant number of concerns relating to professionals are not substantiated. However this does not necessarily mean that the concern was not genuine. In some cases although a concern may remain, there is insufficient evidence to take action against the employee. The LADO has introduced a system of monitoring such cases through an action plan. The cases are then reviewed after a suitable period of time to ensure there have been no further concerns.



Good collaborative working with key agencies including the police, health and adult social care has had a positive impact on the way that these often complex cases can be managed. The location of LADO in the same building as the Police Public Protection Unit, Referral and Response Team, Domestic Abuse Advisors and Child Sexual Exploitation Team, has aided in the facilitation of strategy / evaluation discussions and meetings.

9. Learning and Improvement

The Learning and Improvement Group has responsibility for the implementation of the Learning and Improvement Framework. During 2014 the group suffered from poor attendance which has hampered progress. In November new membership and chairing arrangements were agreed which resulted in more consistent attendance. In the last quarter good progress has been made on all aspects of the group's work.

It has reviewed the Learning and Improvement Framework which has now been approved by the Board. The group identified a timetable of multi-agency audit activity which has been progressed by the Audit Group. The group received its first performance report in March for quarter 3 and has just received the Quarter 4 report. The group has received reports from case reviews and is responsible for the oversight of the serious case review and learning lessons review commissioned by the Board.

The Learning and Improvement Group has three sub-groups which undertake activities and provide information to enable learning from all aspects of safeguarding to be pulled together into the Performance Report. The work of these groups is detailed below.

9.1 Performance Data

The Data Group has met on a number of occasions to agree a dataset and develop a performance report. The data includes a large number of indicators but gives a good multi-agency view of safeguarding indicators. Partners also agreed to provide analysis of their data to ensure The Board had a clear view of progress and issues. The first of these reports provided data on quarter 3. It was agreed that the full report will be completed six monthly; on the alternate quarters a [headline report](#) will be produced. This was produced at quarter 4. The report is a first step in providing good quality information to the Board as a basis for challenge. As the report framework is embedded, greater emphasis will be placed on analysis and evaluation of the performance information

The key issue identified as a result of the performance reports has been the large number of re referrals into children's social care. This can be linked to the lack of progress on early help which has resulted in the Board commissioning a review of the understanding and application of thresholds and the impact of early help.

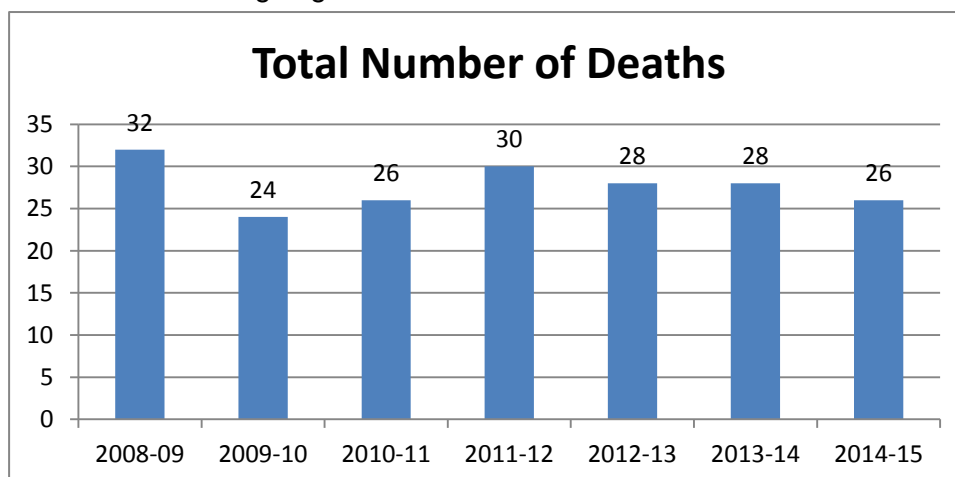
9.2 Child Death Overview Panel (CDOP)

The CDOP in Doncaster is chaired by the Designated Nurse for Safeguarding & LAC Doncaster Clinical Commissioning Group.

There are a number of examples of learning and practice change that have arisen as a result of the panel's work. These are established as clear targets within the CDOP action plan set in January 2015. Key areas are:

- Ensuring that there is a clear focus regarding modifiable factors when reviewing neo and perinatal deaths.
- Supporting arrangements for the Lullaby Trust to offer bereavement support to bereaved families.
- Establishing the need for a comprehensive road safety campaign to reduce the number of child deaths resulting from road traffic accidents.
- Improving communication between schools and colleges and other agencies when a child dies.

The [CDOP Annual Report](#) gives a more detailed overview of the work of the panel and can be viewed on the DSCB website. In summary 2014/15 did not represent a high number of child deaths. In comparison with previous years the 26 deaths notified was the second lowest since 2008. This is in keeping with the national trends where the number of child deaths is going down.



Of the cases that were reviewed 9 cases were found to have modifiable factors some of which were multiples.

Some examples of the modifiable factors found in the reviews include:

- Smoking by parent/carer in a household
- Smoking by mother during pregnancy
- Housing
- Domestic violence
- Co-sleeping
- Poor parenting/supervision
- Child abuse/neglect
- Poor surgical intervention

This categorisation does not indicate any implication of blame on any individual party but acknowledges where factors are identified which had been different may have resulted in the death being prevented.

The DSCB has identified the following strengths in relation to the implementation of the Child Death Review process:

- CDOP has increased in its efficiency. There are now a higher number of cases reviewed than in previous years. The average length of time taken to review cases has decreased.
- The panel has a high level of attendance indicative of strong multi-agency engagement.
- An action plan is in place to address the issues that have been identified and some of the tasks within it particularly with regard to bereavement support have been completed.
- Healthy Pregnancy, Healthy Baby strategy is in place
- The need for a road safety campaign focussing on adolescent risk taking behaviour has been clearly communicated to all partners.

The DSCB has identified the following areas for development

- Links are being established with regional LSCBs to observe their operation and consider what can be learnt from these areas.
- Greater scrutiny of modifiable factors in neo-natal deaths is being undertaken to ensure local practice reflects national.
- Consideration is being given to the use of electronic systems to share information across agencies following a death occurring.

9.3 Case Reviews including Serious Case Reviews

The case review group has met regularly over the last year. The remit of the group is to consider cases which may have learning for the partnership but which do not meet the criteria for a serious case review. A number of cases have been considered and action plan have been pulled together into one composite action plan. Actions have been addressed in a timely way with changes in process evidenced. Currently there is little evidence of impact in terms of outcomes for children and young people.

9.4 Serious Case Reviews and Learning Lessons Reviews

The Board maintains a dedicated Serious Cases Review Panel which considers all cases which may meet the criteria for a serious case review (SCR). During 2014–15 the panel was convened on one occasion and the Chair of the Board accepted that the criteria for a serious case review were met.

An independent chair for the review was appointed and the methodological approach agreed upon was that of a significant incident learning process (SILP). This review is nearing completion and is expected to report to the Board in October 2015.

In July 2014 the panel considered a case relating to an incident in a residential care establishment. The panel recommended undertaken a learning lessons review. This review has now concluded. The findings have been developed into an action plan which is being monitored by the Learning and Improvement Group.

9.5 Learning from Serious Case Reviews

The Board and Workforce Development Sub Group fully support the principles of continuous learning improvement and as stipulated in Working Together 2015 “Professionals need to learn from their own practice and that of others.....Conversely, when things go wrong there needs to be a rigorous, objective analysis of what happened and why, so that important lessons can be learnt and services improved to reduce the risk of future harm to children.”

Multi-agency training has been devised to incorporate the two most recent high profile child deaths, Daniel Pelka and Hamzah Khan. These cases provide significant learning opportunities in relation to the failures of multi-agency working and poor safeguarding practice with regard to the voice of the child, case recording and assessment of likelihood of significant harm. These are used as detailed studies and the key learning points are cross referenced throughout the training in the presentations regarding substance misuse and domestic abuse. Participants frequently indicate via evaluation and reflective logs that the opportunity to study in detail the lessons arising from these SCR's has had a significant impact on their practice. All training devised includes both reference and examination of procedures and reflects any changes to practice mandated by Working Together guidance. This will continue to updated to incorporate Working Together 2015.

9.6 Audits

The Learning and Improvement Group identified a timetable of multi-agency audits to were:

- Child sexual exploitation
- Neglect
- S47 cases

The audit group has developed a format for undertaking multi-agency audits which requires each agency to audit the identified cases then come together as a group to discuss findings and agree themes for improving practice.

The CSE audit identified a number of themes which were translated into a multi-agency action plan. The key areas identified for the action plan included improved practice on risk assessments, development of an Intelligence Forum, data/information about victims, perpetrators and CSE hotspots. This action was incorporated into the strategic CSE action plan and is now covered by the Children Missing Operational Group (see Section 8.7 on CSE).

9.7 Workforce Development

2014-15 saw significant progress in relation to workforce development. Overall there has been an increased level of engagement across all agencies. The content of the training is now greatly improved reflected by the outcome based evaluations and reflective logs returned. The range of courses has expanded alongside the development of a multi-agency training pool. Although a reasonable number of professionals participated in the analysis of impact this continues to be an area for development.

The Training Strategy 2015-16 was endorsed by the Board in January. The new strategy incorporated a focus on the impact of the training on practice utilising outcome based evaluations linked to capabilities as well as re-establishing the use of reflective logs. Further developments include charging for non-attendance and the establishment of an electronic booking system to improve the accessibility of training.

The Board has a strong commitment to multi-agency training and has invested in developing a multi -agency training pool. The role is supported by a person specification and job description. The training pool now consists of experienced practitioners from Doncaster Children's Services Trust; DBHFT; RDASH; DMBC; Doncaster Pride; St Leger and South Yorkshire Police. The Board was keen to ensure that the pool were suitably skilled therefore the NSPCC were commissioned to deliver "Training for Child Protection Trainers". Thirteen members of the training pool completed the course. The training pool are now utilised across the range of courses provided.

9.8 Content of Training

Effective Partnership Working (Level 3) – Having been completely overhauled in May 2014 the course continued to gain very positive feedback. The two day course is delivered by eight members of the training pool including the Training Manager.

Themes emerging from the feedback include the course being: very informative and useful; positively influencing practice in organisations; beneficial to hear from different perspectives; well delivered; would recommend to colleagues; the course being vastly improved; use of the risk and resilience tool; being much better informed and more confident to make judgements; being able to challenge or pursue difficult conversations; the best safeguarding training ever attended.

The end of 2014/15 saw two new training courses being added to the DSCB training calendar focussing on Neglect in line with Board's Strategic Priorities and also Parental Mental Illness. The Neglect course will be developed and delivered by members of the Training Pool. Five dates have been posted for this course for the remainder of 2015. The course focusses on recognition and the multi-agency response. This course will be promoted widely across the children's workforce. "Parent Mental Illness and the Impact for Dependent Children" has also been reintroduced to the calendar.

CSE is a further strategic priority for the Board. It continues to be delivered at Level 3 by an Independent Trainer and to receive positive evaluations. Multi-agency attendance at training continues to be good. The training delivered by the DSCB complements the awareness raising briefings that are delivered by the dedicated CSE team. These briefings are targeted at a much broader audience including parents and young people as well as professionals. The CSE team has engaged with a wide range of participants including the industries sector where there is a significant preventative benefit to raising awareness of the signs to look for that would indicate that a young person is being exploited. The CSE Team collates figures by calendar year as opposed to financial year. In 2014 a total of 6811 individuals were engaged with. At the time of writing (August 2015) 2194 people had been trained.

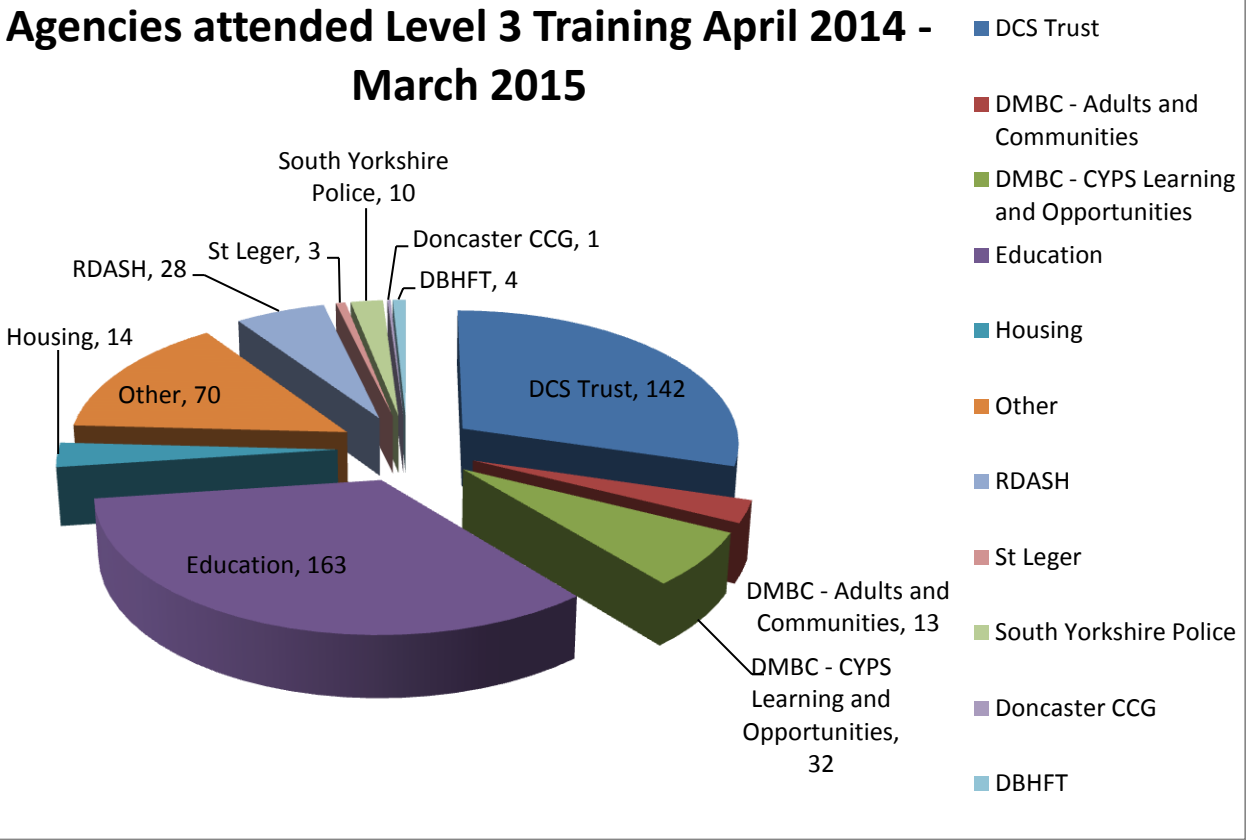
The DSCB commissions two online training courses from the Virtual College; Basic Awareness and Safer Recruitment. The strategy allows individual agencies to source their own training or alternatively to access the DSCB provision free of charge. The Junction Project delivered a course on behalf of the DSCB entitled Recognizing and Responding to Sexually Harmful Behavior. CAF Awareness – Delivering Early Help was delivered jointly throughout the year by the Training Manager and an Early Help Coordinator/ Manager. In order to ensure that practitioners are fully equipped to deliver Early Help the training runs sequentially with eCAF training which enables practitioners to use the electronic system.

Two sessions of GP training have been delivered. In total 160 GPs attended. The training consisted of four 30 minute workshops with each GP attending. Outcome based evaluations were used and they demonstrated a positive effect in terms of increasing GP's knowledge and skills relating to Safeguarding Children.

A total of nine lunchtime seminars have been delivered in the year. These were Operation Clan; Fuel Poverty; Safeguarding Children who Self Harm; Impact of Child Death on Professionals; Safeguarding LGBT; Female Genital Mutilation; Honour Based Violence and Forced Marriage; Child Death Overview Process and Recent Changes in Family Law.

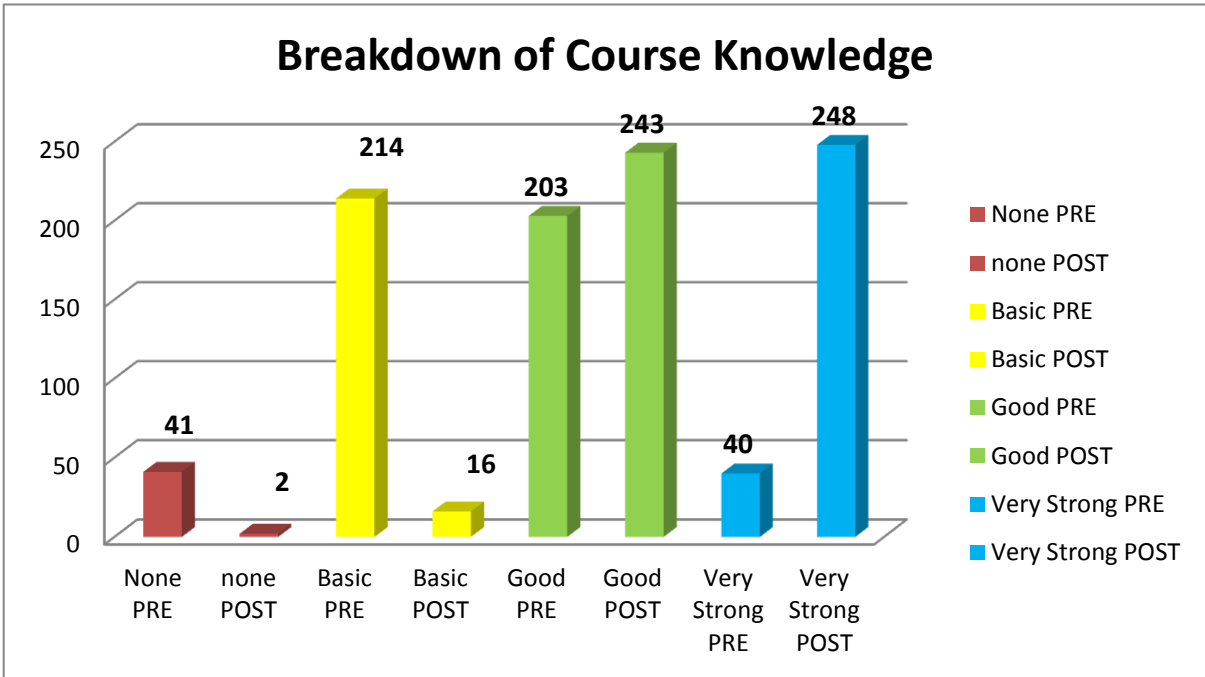
At the start of '14/'15 multi-agency engagement with Level 3 training was limited. The main attendees were drawn from schools; children's centres; private nurseries and voluntary sectors. The year saw a steady increase in participation from the key safeguarding partners. Agency attendance for 14/15 is outlined in the graph below. The pattern of engagement by all agencies is repeated across the other courses delivered on behalf of the DSCB including CSE.

Agencies attended Level 3 Training April 2014 - March 2015



Outcome Based Evaluation

Currently outcome based evaluations linked to capabilities are utilized in the Level 3 training. There is a need to develop these across the range of courses and this will take place over the next year. The outcome based evaluations that have been used show a strong increase in scores across all the different levels i.e. from none to very strong.



Reflective Logs

Participants at Level 3 training are sent reflective logs in order to assess the impact that the training has had on their practice. The logs pose the following questions: What have you done differently in your practice since attending the training? How has the training impacted on your service? How has the training had an impact on you as a practitioner? It also includes a section for comments from the practitioner's line manager regarding the impact of the training. In total 85 reflective logs were returned. Overall participants indicated that the training had a significant impact on their practice.

Themes identified included:

- confidence to know when and how to make a referral;
- revision of systems for recording safeguarding concerns;
- awareness of the impact of mistakes by professionals and the need for effective partnership working;
- completion of more relevant reports for case conferences;
- familiarization with thresholds; confidence in following correct procedures;
- deeper understanding of child protection issues ;
- the requirement for openness and a true sharing of information;
- utilizing the SCR's to demonstrate the importance of recording and reporting;
- the importance of chronologies ;
- partnership with other agencies to improve outcomes for children

The DSCB has identified the following strengths and achievements:

- Significantly improved engagement and commitment from all partner agencies to both the delivery of and attendance at multi- agency training.
- Adoption of outcome based evaluations evidences improvement in children's workforce capabilities as a direct result of DSCB training.
- Reflective log process provides detail of actual impact of training on practice.
- Training has provided positive learning opportunities and promoted improvements in morale and confidence alongside a better understanding of other roles and greater mutual respect.
- Range of course provision reflects key strategic priorities.

The DSCB has identified the following areas for development:

- Planned provision for 2015-16 reflects increased emphasis on diversity including safeguarding children who are LGBT and seminars promoting awareness of minority cultures.
- Further development of analysis to ensure that training programmes have a significant impact on safeguarding practice.

10. Impact of the Board – Responding to Challenge

Over the last year there is evidence that the culture of the Board has changed. There is now culture of challenge where Board members are clearer about their roles and are willing to challenge others and also to be challenged. There is emerging evidence of how the Board has influenced partners and that it is now beginning to gather the information, through a range of sources, to challenge and impact on the way things work across the safeguarding system in Doncaster.

In November 2014 the Board provided a challenge to partners to assure the Board of the work they are undertaking to safeguard children at risk of sexual exploitation. All partners completed the self-assessment tool and attended 'challenge meetings' with the Independent Chair, Deputy Chair and the Chair of the CSE sub-group. These meetings resulted in changes in practice by some partners, for example one partner identified that they could not be sure that they were identifying all CSE cases and as a result have become members of the Children Missing Operational group.

The Board has received various assurance reports from partners including the Doncaster Children's Services Trust Private Fostering Annual Report, CQC Inspections Reports and HMIC Reports. The HMIC Report noted an issue with children in custody and the Board has challenged the South Yorkshire Police to provide updated information regarding this matter.

Further challenges have included requesting updates on the development of the Multi-Agency Safeguarding Hub and the Early Help Strategy.

The Board has been able to influence progress on the development of the Early Help Strategy has taken and is actively involved in the development of the thresholds document and early help model.

The Board uses a Challenge Log to record and ensure action on challenges raised at its meetings. This is attached at Appendix 2.

The DSCB has worked closely with the Doncaster Safeguarding Adult Board to develop a joint S11 self-assessment and challenge process. This process includes the completion of a self-assessment tool covering both children's and adult's issues. The partners then attend a challenge meeting which involves a panel of the Chair of the Adult or Children's Board, a Board Manager and a representative of another agency who will have appropriate knowledge to ensure the challenge process is effective. This process will reach a conclusion in October when themes will be shared with both Boards.

11. Conclusion and Recommendations for future actions

This has been a period of significant change for all partners including restructuring within the South Yorkshire Police, new commissioning arrangements in the Health Community and DMBC and the creation of the first Children's Services Trust. External reviews have identified continuing challenges for the Local Authority, Police, Health and DCST. In a time of continued budgetary restraint agencies have had to respond to the increased challenges posed by reports such as the Savile Inquiry and the Jay report into CSE issues in Rotherham.

Information available to the DSCB directly from partners and through its performance framework suggests that while there are areas of good practice across all agencies, there are still many areas which require further development and some which require urgent attention.

The Board has developed in clarity of purpose and confidence in the last year. The Learning and Improvement Framework has led to the Board having clearer oversight of issues and progress and there is a strong commitment to developing a culture of challenge.

The Board's links with other strategic groups such as the Health and Wellbeing Board, Safer Stronger Doncaster and Doncaster Safeguarding Adults Board are getting stronger with joint initiatives around shared agendas such as Hidden Harm, sexual exploitation and the development of a joint self-assurance process.

There has been a strong and purposeful approach to CSE, with robust plans being taken forward by a number of task and finish groups.

Within the Doncaster Children's Trust the successful bid for the Innovations Fund has led to the development of a number of new initiatives: to support families experiencing domestic abuse, improvements to the quality and approach to foster care for challenging teenagers and support mothers who have had previous children removed.

Performance data and information from case reviews suggest that early help arrangements are still not providing services early enough and that many families are needlessly referred to Doncaster Children's services Trust. The planned implementation of the MASH and new arrangements at the Children's services 'front-door', linked with the establishment of systematic early help provision will enable a more effective response to families who are re-referred for a service and ensure families are supported to get the right service as early as possible through the system. The DSCB will review the progress of these developments in the coming year to ensure their effectiveness.

Within the Health community there have been two significant appointments to improve safeguarding services (Nurse Consultant in RDASH and Named Nurse to support the child death process within DBHFT). Generally positive inspections of the safeguarding within the health community highlighted actions in relation to the Emergency Unit. The DSCB will review progress on the implementation of these actions and will review the

impact of the new commissioning arrangements in respect to Child and Adolescent Mental health services to ensure they meet young people's needs.

A number of partners have undergone significant structural and organisational changes such as the creation of the National Probation Service and The South Yorkshire Community Rehabilitation Company Ltd. The impact of this on their ability to keep safeguarding children to the fore will be monitored by the Board over the coming year.

South Yorkshire Police are also undergoing a period of change having received a critical HMIC report. The Board will require assurances that the recommendations from the report have been acted upon and become embedded in practice.

Progress on the Board's strategic priorities has been positive but there is still much to do. The Board has received an increased level of performance reporting this year which has enabled it to better evaluate the effectiveness of safeguarding. This information however needs to be more analytical and have a greater focus on impact.

Work on CSE has generally progressed well but work with ethnic minority groups has only just begun to be progressed through the Faith and Culture group. The workforce group has also identified a need for greater professional confidence in working with diverse communities. This has been included in the Workforce sub-groups priorities for the coming year.

Each agency can provide positive examples of how they have involved children and young people however the work has not been coordinated to enable the voice of the child to influence the work of the Board. An action plan has now been developed which will focus on bringing partners together to work with children and young people.

In conclusion 2014/15 has seen the Board put down good foundations for taking forward its priorities. This report identifies a number of weaknesses within the local service provision but has noted many developments and initiatives which will enable improvements to be made. The role of the Board in the coming year is to ensure that the planned initiatives and those already implemented have an impact on the performance and effectiveness of safeguarding services in Doncaster.

Key Areas for improvement

- The implementation and embedding of the early help pathway and the thresholds
- Ensuring greater quality and consistency of practice in social care
- Ensuring that victims and those at risk of CSE are effectively supported
- Development of a clear communications strategy to ensure there is wide understanding of the role of the DSCB including improved linkages with the Black, Asian and Minority Ethnic groups and through the Faith and Culture Group
- Implementation of the action plan to ensure the voice of the child is heard
- Continue to develop the Performance Framework to ensure that the impact of the Board's activities is evidenced

Appendix 1 - Business Plan

Business Plan and Strategic Priorities 2014-2016

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

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

- Child Death Overview Panel
- Learning and Improvement (includes Case Review Panel)
- Workforce Development
- CSE and Missing Children

And working/task groups (time limited)

- Policies and procedures
- Education
- Family Justice Review

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 Doncaster has an effective Safeguarding Children Board which meets its statutory responsibilities, promoting a culture of challenge, accountability and shared learning

1. The governance arrangements enable LSCB partners (including the Health and Well-Being Board and the CSIPB) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children. Arrangements include effectiveness of meetings with opportunities to challenge
Lead: Chair of Board

2. The LSCB effectively prioritises according to local issues and there is evidence of clear improvement priorities, incorporated into specific delivery plans to improve outcomes.
Lead: SBU & Chair of Board

3. Through its annual report the LSCB provides a rigorous and transparent assessment of the performance and effectiveness of local services and can evidence challenge. The report includes lessons from management reviews, serious case reviews and child deaths.
Lead: SBU & Chair of Board

4. The LSCB has a local learning and improvement framework with statutory partners.
Lead: Workforce (link to SP2 (3))

5. The LSCB ensures that high-quality & effective policies and procedures are in place.
Lead: SBU & Task & Finish Group

Strategic Priority 1 continued...

6. Review business support unit and structure to enhance Board effectiveness
Lead: AD Children & Families

7. Review DSCB membership to ensure the right agencies at the right managerial level are members of the board and are held to account for their agencies engagement with the board and attendance at board meetings and groups
Lead: Chair of Board

Strategic Priority 2

SP 2 Doncaster has highly effective safeguarding systems and practice

1. The DSCB have a robust Quality, Performance Assurance Framework which gives a whole view of children's and families experience.
Lead: HOS Safeguarding & Standards via Learning & Improvement Group

2. The DSCB has an effective single and multi-agency audit system, which has the capacity and process to undertake enhanced assurance inspections (deep dive)
Lead: HOS Safeguarding & Standards via Learning & Improvement Group

3. The DSCB has created a learning improvement culture, learning from best practice, research, SCR/LLR and Serious Incidents Together which directly influence and shape practice.
Lead: Workforce Development Group

Strategic Priority 3

SP 3 Doncaster has effective arrangements for responding to key safeguarding risks (particularly child sexual exploitation, missing children, and neglect), promoting early identification & support to prevent escalation of risk to keep children safe

1. To reduce the likelihood of children and young people being sexually exploited and also to protect those who are involved by disrupting and bringing to account those who commit this form of child abuse.
Lead: CSE and Missing Children

2. To reduce the likelihood of children and young people going missing from home and care.
Lead: CSE and Missing Children

3. Effective pathways to respond to children and young people who are missing education.
Lead: CSE and Missing Children

4. To ensure and embed effective arrangements to respond to early signs of neglect; including for unborn children.
Lead: AD Children & Families

5. To ensure effective arrangements to support the recognition, notification and safeguarding of privately fostered children and young people.
Lead: HOS CIC

Strategic Priority 4

SP 4 Doncaster SCB is visible and influential through effective engagement with other multi-agency partnerships, partner agencies, frontline practitioners, parents, carers, children and young people

1. Implement a Communication Strategy to ensure clear, effective and plain communication of DSCB messages.
Lead: SBU

2. DSCB develops a mechanism for front line practitioners led by principal social worker and designated professionals to come together to provide a voice to the DSCB.
Lead: PSW

3. DSCB will review and relaunch the Threshold document.
Lead: Service Improvement Director

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
- Private Fostering

- Children Missing from Home and Care
- IRO/CPA Annual Report

- CDOP

Doncaster Safeguarding Children Board – Challenge Log

Date of Meeting	Challenge No:	Challenge Made by:	What the Challenge was	What difference did the challenge make to the discussion/decision/learning/practice
13/03/14	1	Director of Operations The South Yorkshire Community Rehabilitation Company Ltd	<p>The members agreed that there is a big gap in commissioned services in the borough to support these cases. Specialist intervention is required to work with children at risk from CSE.</p> <p>The Director of Operations for SY CRC asked about boys at risk too? Information was not shared with South Yorkshire Probation on a case when they were working with the person involved.</p>	<p>As a result there has been a change to the way CSE is being dealt with. There is improved working between police and Children's Services with the creation of the multi-agency team. Children's Services and the Police jointly chair the CSE and Missing Children sub-group. CSE strategy is being reviewed with a multi-agency action plan which is regularly reviewed and overseen by the DSCB. A report on progress has been provided to DMBC Scrutiny Panel.</p>
15/05/14	2	Assistant Principal Inclusion & Learner Experience Doncaster College	Need to find a way to embed the Voice of the Child within the Constitution	<p>The voice of the child is now covered in the section on community involvement and has also been covered in the terms of reference for the sub groups.</p>
15/05/14	3	Director of Children & Young People's Service, DMBC	Assurance from agencies about their safeguarding processes in place to assure themselves of the effectiveness of their safeguarding arrangements	<p>A multi-agency data set has now been agreed and is in the process of being populated. This will provide assurance to DSCB members that all agencies are focussing on the effectiveness of their safeguarding arrangements.</p>
20/10/14	4	Head of Referral and Response, DCST	Seek to establish a single team manager for the Doncaster CSE team to be in place by the end of November as a fixed term appointment for twelve	<p>JD has been developed for CSE coordinator role. The Team Manager is now in place who will undertake the role of 'coordinator'.</p>

			months in the first instance. The Director for Children and Young Peoples Service, DMBC to take this forward and discuss with the Police Crime Commissioner	
20/10/14	5	Head of Referral and Response, DCST	Chair to raise concerns about lack of data analyst at meeting of SYP with DCSs and LSCB Chairs on 5 th November with a view to securing a designated data analyst for Doncaster (possibly shared with another local authority area).	Funds been secured through DCST to provide data analyst for CSE to be based within DCST performance team. This post has now been appointed to and work has commenced on the dataset.
16/10/14	6	Director of Operations The South Yorkshire Community Rehabilitation Company Ltd	All agencies to provide a position statement on activities undertaken to safeguard children from CSE	Self-assessment form developed which all agencies completed and returned to Business Unit. Challenge meetings have taken place and actions from these are being taken forward by agencies.
2/12/14	7	Assistant Director for Education, DMBC	Agencies required to provide evidence on the safeguarding training provided at level 2 and to provide workers to join multi-agency training pool	Most agencies have provided members for the training pool, still require names from the DCST. Regular meetings to support the training provided by the pool have been established and training from NSPCC took place March 2015. As a result the amount of training provided has increased and additional courses are being developed.
14/05/15	8	Independent Chair, DSCB	In order that the DSCB can assure itself that thresholds are understood and of what is being provided in relation to early help the Board agreed to undertake an independent review if thresholds.	
03/07/15	9	Chief Operating Officer, DCST	Partners challenged to provide data and analysis to populate the Performance report	As a result of this request the Police agreed to allow the data analyst for CSE to have access to their data to populate the dataset

Glossary of Terms	
CAF	Common Assessment Framework
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Children and Mental Health Service
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
CIC	Children in Care
CIN	Child in Need
CMOG	Children Missing Operational Group
CP	Child Protection
CSE	Child Sexual Exploitation
CYPNA	Children and Young People's Need Assessment
CYPS	Children and Young People's Service
CQC	Care Quality Commission
CQUINS	Commissioning for Quality and Innovation
DBHFT	Doncaster Bassetlaw Hospital Foundation Trust
DfE	Department of Education
DMBC	Doncaster Metropolitan Borough Council
DOLS	Deprivation of Liberty Safeguards
DSAB	Doncaster Safeguarding Adults Board
DSCB	Doncaster Safeguarding Children Board
DCST	Doncaster Childrens Services Trust
eCAF	Electronic Common Assessment Framework
FGM	Female Genital Mutilation
FM	Forced Marriage
HMPS	Her Majesty Prison Service
HMIC	Her Majesty's Inspectorate of Constabulary
ICPC	Initial Child Protection Conference
IRO	Independent Reviewing Officer
NFA	No Further Action
NHS	National Health Service
NSPCC	National Society for the Prevention of Cruelty to Children
NWG	National Working Group
MASH	Multi Agency Safeguarding Hub
MFH	Missing From Home
OASys	Offender Assessment System
PACT	Police and Communities Together
PEP	Personal Education Plan
PPU	Public Protection Unit
RDaSH	Rotherham Doncaster and South Humber
RTA	Road Traffic Accident
LAC	Looked After Child
LADO	Local Authority Designated Officer
LGBT	Lesbian Gay Bisexual and Transgender
LLR	Lessons Learned Review
LSCB	Local Safeguarding Children Board
SCR	Serious Case Review
SGO	Special Guardianship Order
SILP	Significant Incident Learning Process
SYF&R	South Yorkshire Fire and Rescue Service

SYP	South Yorkshire Police
TAC	Team Around the Child
TPAS	Tenants Participation Advisory Service
YAS	Yorkshire Ambulance Service
YOS	Youth Offending Service
QA	Quality Assurance

Appendix 4 – Akeela Mohammed Statement

My name is Akeela Mohammed and this is my Fourth 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, Communication 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 in particular developing a Communications Strategy which we hope to have in place in a more robust form in the coming months. 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.

DSCB has supported the development of a sub-group of which I am a member, to focus on promoting the welfare of children from the faith and culturally diverse communities in Doncaster who undertake activities with children. It is still in the development stage but we have been able to draw together a number of organizations to look at safeguarding issues within their settings. So far we have developed a set of safeguarding standards and a self-audit tool and a conference has been planned for a Conference in the early autumn.

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 one of our challenges is to monitor the longer term impact of what we do and also to increase the participation of young people so that we can ensure their experiences, views and wishes are responded to in a meaningful way and incorporated into the work of the Board.

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 to contribute to the good work of the Board in keeping children safe in Doncaster.

Appendix 5 – Marilyn Haughton Statement



This is my 3rd year as a Lay Member on Doncaster Safeguarding Childrens Board and my commitment and the enthusiasm I have towards the work of the board is as strong as when I came into post.

My interest in this area stems from being the Manager of project that worked with people involved in prostitution and with sexually exploited children and young people. I was in that role for 20 years and left in 2010 to concentrate on my private practice as a counsellor, supervisor and as a trainer on a wide range of topics including CSE and Cultural Competence. I am also the Vice Chair of the National Working Group for Sexually Exploited Children and Young People (NWG Network).

Throughout my time with Streetreach I worked face to face with hundreds of vulnerable young people who were often on the margins of society and it was evident that there were multiple factors precipitating their exploitation through CSE. This led me to believe that early identification, intervention and appropriate support is crucial if we are to move the young people on to more positive, safer, healthier outcomes. Being a Lay Member has provided me with an opportunity to be part of working towards these outcomes and I hope that I make a worthwhile contribution to the various sub-groups that I am part of.

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.

When I came into the position of Lay Member my hope was that we would see some progress in developing flexible and innovative child - centred support for young people particularly around the area of CSE and I believe we have made great progress in this area. Our local CSE Team have recently been runners up for a National Award for the work they are doing and they continue to expand and develop this.

We are continuing to develop and update our strategies and plans and currently have a strong commitment to our communications strategy and it feels as though we have accountability which is encouraging. Being part of the Board has given me the opportunity to stay energised around keeping children and young people as safe as possible. We have gone through significant changes in the past year in terms of staff/sub-group members however I feel that as a Board and sub groups we are moving in the right direction with our 'velvet steamroller' Chair encouraging and guiding us towards making a difference to the lives of children and young people in Doncaster.