Notice of Children's Services Overview and Scrutiny Committee

Date: Tuesday, 10 September 2019 at 6.00 pm
Venue: Council Chamber, Civic Offices, Bridge Street, Christchurch BH23 1AZ

Membership:

Chairman:
Cllr R Burton

Vice Chairman:
Cllr L Lewis

Cllr J Bagwell  Cllr N C Geary  Cllr L Northover
Cllr M F Brooke  Cllr P R A Hall  Cllr S Phillips
Cllr E Coope  Cllr J Kelly  Cllr M White

Parent Governor Co-opted Representatives
Peter Martin
Vacancy

Diocesan Co-Opted Representatives
To be appointed

All Members of the Children's Services Overview and Scrutiny Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to attend.

If you would like any further information on the items to be considered at the meeting please contact: Louise Smith, Tel: 01202 633023 or email louise.smith@bcpcouncil.gov.uk or email

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpcouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpcouncil.gov.uk

GRAHAM FARRANT
CHIEF EXECUTIVE
2 September 2019
1. **Apologies**
   To receive any apologies for absence from Councillors.

2. **Substitute Members**
   To receive information on any changes in the membership of the Committee.
   
   Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.

3. **Declarations of Interests**
   Councillors are required to comply with the requirements of the Localism Act 2011 and the Council's Code of Conduct regarding Disclosable Pecuniary Interests.
   
   Councillors are also required to disclose any other interests where a Councillor is a member of an external body or organisation where that membership involves a position of control or significant influence, including bodies to which the Council has made the appointment in line with the Council's Code of Conduct.
   
   Declarations received will be reported at the meeting.

4. **Confirmation of Minutes**
   To confirm and sign as a correct record the minutes of the meeting held on 31 July 2019.
   
   a) **Action Sheet**
   To note and comment as required on the action sheet which tracks decisions, actions and outcomes arising from previous Committee meetings.

5. **Public Issues**
   To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:
   
   
   The deadline for the submission of public questions is Tuesday 3 September 2019.
The deadline for the submission of a statement is 12.00 noon, Monday 9 September 2019.
The deadline for the submission of a petition is 12.00 noon, Monday 9 September 2019.

6. **Children and Young People's Participation**
   To consider a report on the interim arrangements for how the voice of children and young people can be represented on the Overview and Scrutiny Committee.

7. **BCP Council Corporate Safeguarding Strategy**
   To consider and comment on a report of the BCP Safeguarding Strategy prior to its submission to Cabinet on 30 September.

8. **Peer Review of BCP Front Door**
   To consider a report detailing the Partners in Practice Peer Review of the MASH and Assessment teams within Children’s Social Care.

9. **Pan-Dorset Safeguarding Children Partnership**

10. **The Workforce Strategy for Children’s Services**
    To consider a report on Children’s Services recruitment and retention of staff.

11. **Forward Plan**
    To consider and amend the Committee’s Forward Plan as appropriate.

12. **Dates of Future Meetings**
    To note the future meeting dates and locations for the Committee as follows:
    - Tuesday 26 November 2019 – Committee Suite, Poole Civic Centre
    - Tuesday 28 January 2020 – HMS Phoebe, Bournemouth Town Hall
    - Tuesday 10 March 2020 – Council Chamber, Christchurch Civic Offices

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.
BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL
CHILDREN’S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

Minutes of the Meeting held on 31 July 2019 at 6.00 pm

Present:-
Cllr R Burton – Chairman
Cllr L Lewis – Vice-Chairman

Present: Cllr J Bagwell, Cllr M F Brooke, Cllr E Coope, Cllr P R A Hall,
Cllr J Kelly, Cllr L Northover, Cllr M White and Cllr P Hilliard
(substitute)

Also in attendance: Cllr S Moore

11. **Apologies**

   Apologies for absence were received from Councillors Geary and Phillips
   and from Parent Governor Representative Peter Martin.

12. **Substitute Members**

   Councillor Hilliard substituted for Councillor Geary.

13. **Declarations of Interests**

   None.

14. **Confirmation of Minutes**

   In response to a query regarding the omission of a request for information
   on children in care and child sexual exploitation, the Committee was
   advised that this request could be found on the appended Action sheet. A
   Councillor requested that this information be provided quarterly and not six
   monthly as recorded.

   **RESOLVED** that the Minutes of the Children’s Services Overview and
   Scrutiny Committee held on 26 June 2019, having been previously
   circulated, be signed by the Chairman and confirmed as a correct
   record.

15. **Action Sheet**

   The Committee requested the information relating to children in care and
   child sexual exploitation be received quarterly.

16. **Public Issues**

   No public items had been received.
17. The BCP Children’s Services Outcomes Self-Assessment

The Service Director, Quality and Assurance, Interim Service Director, Children and Young People’s Social Care and the Interim Service Director, Inclusion and Family Services presented the Report and advised that, in line with best practice expectations, BCP Council had produced a Self-Assessment of its current performance in delivering Children’s Services. This would guide and inform service and practice improvement activity.

The Report detailed that based on the outcomes of the Self-Assessment, the four key areas for improvement were:

a) Leadership and Management
b) Quality of Practice, Management oversight and supervision
c) Workforce Development; and
d) Effective, strong, collaborative and strategic partnerships.

The Committee discussed the Report and appendices and comments were made, including:

- A Councillor thanked the Officers for the Report and advised that being able to read and digest information prior to the Committee enabled better scrutiny
- A Councillor referred to the Ofsted Judgement Grades for Bournemouth Borough Council and looked forward to seeing improvements in that area
- In response to a request for more detailed information regarding Children missing out on Education (CMOE) and Not in Education, Employment or Training (NEETs), the Committee was advised that a piece of work was being undertaken working alongside the Learning Partnership and schools across Bournemouth, Christchurch and Poole (BCP) to see how the Service could best support those children. A Report on this would be brought to a future meeting of the Committee. A Councillor requested that the Committee be kept fully up to date with regards to this area and therefore should be kept on the Forward Plan.
- A Councillor was pleased to see attempts were being made to bring all the recording of data on to one system and in response to the importance of having comparators, the Committee was advised that BCP Council was waiting on guidance from Government as to which Councils would be identified as its statistical neighbours
- A request was made for further information on home educated children, such as age groups and trends
- The Committee felt that a regular update on indicators and comparators across both Social Care and Education would be very beneficial for it to consider on a quarterly basis to enable the Committee to measure the Service’s performance clearly and consider areas where more in-depth scrutiny may be required.
It was also requested that the Self-Assessment should remain on the Forward Plan and updates be considered by the Committee on a quarterly basis.

In response to a query regarding the Peer Review, the Committee was advised that it had helped the Service focus on its ‘Front door’ and a Report on this was coming to the next Committee.

Clarification was given over the figures relating to Front Door Services on page 27 of the Agenda pack, the Committee was advised that of the 6,720 contacts made to the Multi Agency Safeguarding Hub (MASH), some of them were repeats or duplicates, only 29% of ‘unique’ contacts, became referable. This wording would be clarified in future versions of the Self Assessment.

In response to a query regarding the Front Door/MASH, the Committee was advised that there had been a lot of work undertaken bringing together the preceding authorities to develop a single approach and align processes, whilst ensuring the service was not adversely affected.

The Committee was advised that there was work being undertaken with other agencies, such as the police, to attempt to reduce unnecessary contact with Children’s Services in relation cases which did not require their involvement.

In response to query regarding the Assisted and Supported Year in Employment programme within Workforce planning, the Committee was advised that this item was being brought to the Committee’s next meeting. A request to include a split of permanent and agency staff within that Report was made.

A Councillor requested clarification on how many staff worked at the Christchurch Pupil Referral Unit in Barrack Road and how many young people were transported there by taxi and what the cost of this was to BCP?

In response to a query regarding the Senior Management Team, the Corporate Director thanked the two Interim Directors and advised that the interim posts had been filled and the successful candidates would be taking up their posts between August and October.

In response to a query regarding the Key Stage 2 data, the committee was advised that the first results for BCP Council had been received, but not yet fully considered.

In response to a Councillor query regarding lobbying government, the Corporate Director advised that was a decision for Councillors to make, but that reduced funding settlements were not only impacting the Council, but that schools were currently in the most acute period of austerity.

It was noted that Ofsted had launched a new framework to enable schools not to be so focused on specific areas and a move towards a more holistic approach to education.

**RESOLVED** that the BCP Children’s Outcomes Self-Assessment be noted and the actions requested be detailed on the Action Sheet.
18. **Appointment of Co-Opted Members to Children's Services Overview and Scrutiny Committee**

The Senior Democratic and Overview and Scrutiny Officer presented the Report and advised that the Committee had a statutory duty to Co-opt representatives from the Church of England and Roman Catholic Diocese and parent Governor representatives from maintained schools across BCP. One Parent Governor had successfully been appointed to date.

The Committee was advised it had a decision to make on whether to co-opt an Academy representative and to consider any other representatives it wished to have on the Committee including, for example, Members of Youth Parliament.

The Committee discussed the Report and comments were made, including:

- A Councillor felt that the Committee was already quite large and that adding more members would not be beneficial
- A Councillor who came from the Borough of Poole highlighted how much value the Members of Youth Parliament brought to its Committee. It was discussed that youth representative would be very beneficial, but the logistics needed to be considered.
- A Councillor proposed a way forward of asking Youth representatives how they could be best represented and bring if back to the Committee
- In response to a query regarding BCP’s Standing Advisory Council for Religious Education (SACRE), the Corporate Director advised that she would investigate and refer back to the Committee.
- In response to a query on how an Academy parent governor would be appointed, the Senior Democratic and Overview and Scrutiny Officer advised that the same engagement and recruitment process would be used as for the parent governor currently co-opted.
- The Committee discussed the possible advantages and disadvantages of having an Academy representative co-opted on to the Committee.
- The Committee was advised that Academy representatives formed part of the Learning Partnership and that it worked closely with the Regional Schools Commission regarding what was best for the children.

**RESOLVED that:**

a) **an invitation for a non-statutory Academy co-opted representative to the Children’s Services Overview and Scrutiny Committee be made:**
   
   **Voting:**
   
   **For – 10**
   
   **Abstention – 1; and**

b) **a request to the Youth Parliament and Youth Forum Members be made to see how they wished to be represented.**

c) the Committee noted the current arrangements for the appointment of statutory co-opted Members to the Committee.
19. **Children’s Services Forward Plan**

The Corporate Director for Children’s Services advised of an amendment to the title of item number 3 on the Forward Plan and that it should read ‘Peer Review of BCP Front Door to include multi agency safeguarding and Associated Development Plan.’

The Senior Democratic and Overview and Scrutiny Officer advised of an additional item ‘The Corporate Safeguarding Strategy’ which was to be scheduled for the September meeting.

20. **Dates of Future Meetings**

The dates and venues of future meetings were noted.

The meeting ended at 7.15 pm

CHAIRMAN
# Action Sheet – Bournemouth, Christchurch and Poole Children’s Services Overview and Scrutiny Committee

**Minute number** | **Item** | **Action*** | **Benefit** | **Outcome (where recommendations are made to other bodies)**
--- | --- | --- | --- | ---
**Actions arising from Board meeting: 31 July 2019**

<p>| 4 a) | Confirmation of Minutes – Action Sheet | Decision Made: That the information regarding children in care and child sexual exploitation be received quarterly. <strong>Actioned – Forward Plan updated.</strong> | To enable the Committee to maintain oversight of this issue. | N/A |
| 6 | Children’s Services Self-Assessment and Improvement Plan | Decision Made: To receive key performance indicators to include updates on CMOE and NEETs quarterly <strong>Actioned – Request captured on Committee Forward Plan</strong>; To receive information regarding trends and age information relating to children who are home educated <strong>Action – Report to be added to forward plan</strong>; Keep Self-Assessment as a live document on the Forward Plan <strong>Action – Report to be circulated quarterly by email unless a request to come to Committee is made</strong> | To enable the Committee to maintain oversight of this issue. To provide further information | N/A |</p>
<table>
<thead>
<tr>
<th>Minute number</th>
<th>Item</th>
<th>Action*</th>
<th>Benefit</th>
<th>Outcome (where recommendations are made to other bodies)</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>To ensure all future reports have an acronyms sheet appended.</td>
<td>To ensure Committee fully understands Report contents.</td>
<td>N/A</td>
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<td></td>
<td></td>
<td>Actioned – Corporate Director and Service Directors informed.</td>
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<td>To provide information regarding permanent and agency staff in the Social Care Workforce: Recruitment and Retention Planning report for Committee on 10 September.</td>
<td>To provide further information</td>
<td>N/A</td>
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<td></td>
<td></td>
<td>To investigate BCP SACRE</td>
<td>To ensure it has been commenced</td>
<td>N/A</td>
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<td></td>
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<td>Actioned – awaiting email update from Deputy Head of Democratic Services</td>
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<td></td>
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<td>To investigate the number of staff at the Christchurch Pupil Referral Unit at Barrack Road, the number of young people travelling there by taxi and the cost of this to BCP Council</td>
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<td></td>
<td></td>
<td>Action – Requested Information to be sent be e-mail</td>
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<td>7</td>
<td>Appointment of Co-Opted Members to Children’s Services Overview and Scrutiny Committee</td>
<td>Decision Made: To invite a non-statutory Co-Opted Academy Representative to sit on the Children’s Services Overview and Scrutiny Committee.</td>
<td>To ensure Academy representation on Committee.</td>
<td>N/A</td>
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<td>Action – Contact Governor Services – Julia Coleman</td>
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<tr>
<td>Minute number</td>
<td>Item</td>
<td>Action*</td>
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<td>*Items remain until action completed.</td>
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**8**  
Children’s Services Forward Plan

| Action – request the Youth Development Worker – Participation consider how to do this |

To ensure the BCP Youth has a voice on the Committee

<table>
<thead>
<tr>
<th>Benefit</th>
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<tbody>
<tr>
<td>To invite Youth Parliament members and Youth Forum Members to provide feedback on how they wished to be represented on the Committee to ensure representative for all BCP area.</td>
</tr>
</tbody>
</table>

| Outcome (where recommendations are made to other bodies) |
| N/A |

**Decision Made:**

A request to amend the title of Item Number 3 to ‘double check!’

**To be actioned**

To include ‘The Corporate Safeguarding Strategy’ to the Forward Plan for Committee on 10th September 2019.

**Actioned – Forward Plan updated, and Officer advised of deadlines.**

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<tr>
<th>Outcome</th>
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<td>N/A</td>
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**To ensure clarity on report topic**

For consideration by Committee prior to Cabinet

<table>
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<tr>
<th>Outcome</th>
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Children’s Services Overview and Scrutiny Committee

<table>
<thead>
<tr>
<th>Report subject</th>
<th>Children and Young Peoples’ Participation</th>
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<tbody>
<tr>
<td>Meeting date</td>
<td>10 September 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>The purpose of this report is to enable Members of the Committee to consider proposals related to:</td>
</tr>
</tbody>
</table>

How the voice of children and young people can be represented on the Overview and Scrutiny Committee during the interim period pending the establishment of a long term BCP model for the participation of children and young people.

**It is RECOMMENDED that:**

a. The Committee considers the proposal for interim arrangements for young peoples’ attendance at Overview and Scrutiny as co-opted members.

b. The Committee notes the proposed outline of the work that will be undertaken to establish a new long-term BCP Children and Young Peoples’ Participation Strategy and model for young peoples’ participation.

<table>
<thead>
<tr>
<th>Reason for recommendations</th>
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<tbody>
<tr>
<td>a.</td>
<td>This interim arrangement is to enable a direct response to the Committee as requested in July 2019. The arrangements will enable the Committee to consider the views of children and young people during the interim period.</td>
</tr>
<tr>
<td>b.</td>
<td>To inform the Committee of the plans to coproduce a BCP Children and Young People’s Participation Strategy to support the participation of a much broader group of young people in both strategic development and democratic structures.</td>
</tr>
</tbody>
</table>
1. Background

1.1 July Overview and Scrutiny discussed three options to ensure that young people could be represented on the Committee. The options were:

1.1.1 Option 1 - Young people are co-opted onto the committee once the new strategy and delivery arrangements are in place (date dependent on model adopted);

1.1.2 Option 2 - As the only currently elected representatives, the Member of Youth Parliament and Deputy Member of Youth Parliament for Poole are co-opted until the new arrangements are in place; and

1.1.3 Option 3 - The three previous authorities are asked to nominate two young people each to attend until the new arrangements are in place.

1.2 The Committee voted for Option 3.

2. Details

2.1 To ensure that a wider group of young people can participate in the discussions at Overview and Scrutiny a number of meetings have been scheduled to engage young people from across BCP and from a variety of forums to support their engagement in the Committee’s activities. We propose that the new group of young people will be able to attend from November 2019.

2.2 However, we propose that this is an interim arrangement as these initial meetings will form part of the development of a wider Participation Strategy co-produced by young people from across BCP, including young people from school councils; children in care and Young People with Care Experience; young carers; young people attending alternative provision: SEND.

2.3 The new Participation Strategy will be completed by December 2019, with the intention of officers bringing the draft Strategy to the Committee for consideration in the new year.
3. **Summary of financial implications**

   None.

4. **Summary of legal implications**

   None.

5. **Summary of human resources implications**

   None.

6. **Summary of environmental impact**

   None.

7. **Summary of public health implications**

   None.

8. **Summary of equality implications**

   The purpose of the proposal is to support the voice and engagement of young people in decision making, they are an under represented group in decision making.

   As part of the new approach we will ensure that we recognise and ensure effective participation of key minority groups of children and our children in care and care experienced young people.

9. **Summary of risk assessment**

   Not applicable.
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### Children’s Services Overview & Scrutiny Committee

<table>
<thead>
<tr>
<th>Report subject</th>
<th>BCP Council Corporate Safeguarding Strategy</th>
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<tbody>
<tr>
<td>Meeting date</td>
<td>10 September 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>Ensuring that the Council’s Safeguarding responsibilities are fulfilled and delivered is the responsibility of all officers and Councillors. The BCP Council Corporate Safeguarding Strategy sets out how the Council will deliver its safeguarding duties; the accountabilities of individual officers and Councillors; the training and development standards across the Council and how the Council will monitor the delivery of the framework.</td>
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<tr>
<td>Recommendations</td>
<td>It is RECOMMENDED that:</td>
</tr>
<tr>
<td>Reason for recommendations</td>
<td>Overview &amp; Scrutiny Committee have opportunity to consider and comment upon the Safeguarding Strategy ahead of Cabinet on 30 September 2019</td>
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<tr>
<td>Portfolio Holder(s):</td>
<td>Councillor Vikki Slade, Leader</td>
</tr>
<tr>
<td>Corporate Director</td>
<td>Jan Thurgood, Corporate Director, Adult Social Care</td>
</tr>
<tr>
<td></td>
<td>Judith Ramsden, Corporate Director, Children’s Social Care</td>
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<tr>
<td>Contributors</td>
<td>Sarah Webb, Service Manager – Statutory Services, ASC</td>
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<tr>
<td></td>
<td>David Vitty, Service Director – ASC</td>
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<tr>
<td></td>
<td>Phil Hornsby, Service Director – Adults Commissioning</td>
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<td></td>
<td>Kelly Ansell – Service Director – Housing</td>
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<tr>
<td></td>
<td>Tanya Coulter – Service Director – Legal &amp; Democratic</td>
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<tr>
<td></td>
<td>Sam Johnson – Policy &amp; Performance Manager</td>
</tr>
<tr>
<td></td>
<td>Anthi Minhinnick – Community Safety Partnership Manager</td>
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Background

Safeguarding is about supporting and protecting people in their relationships with other people. It can range from taking responsibility for not causing harm through our interactions, to being mindful of people’s emotional wellbeing & welfare, through to reporting concerns about a child, young person or vulnerable adult being at risk of harm or abuse.

Safeguarding is not just about meeting our statutory duties, it is about keeping each other and ourselves safe, it is about speaking out and taking appropriate action to prevent any kind of harm or abuse from happening.

Through this Strategy, BCP Council seeks commitment from its staff and representatives to promote the welfare of children, young people and adults at risk of harm, to ensure that it’s residents have local, timely and high-quality services that support them to stay safe. It seeks to reinforce that this is not just the responsibility of those who work directly with these groups of people.

This Strategy emphasises that BCP Council believes this responsibility should be the ‘golden thread’ which runs through all our work with our communities and staff.

Summary of financial implications

1. The Council provides training in safeguarding across a range of levels to suit the many roles across the Council and it is not expected that the training requirements in the Strategy will lead to additional costs.
2. DBS Checks for Councillors may lead to additional costs. The amounts are yet to be determined and will be based upon the numbers and types of DBS Checks undertaken.

Summary of legal implications

The Council has statutory responsibilities to Safeguard children, young people and adults at risk of harm. This Strategy seeks to support the Council in carrying out these statutory duties.

Summary of human resources implications
The Strategy sets out the Council’s commitments to safe recruitment of officers, volunteers and sessional employees and expectations in relation to staff training, development and support in relation to safeguarding.

**Summary of environmental impact**

None anticipated

**Summary of public health implications**

The purpose of the Strategy is to protect the wellbeing of residents and protect those most vulnerable from harm.

**Summary of equality implications**

In exercising its safeguarding duties, the Council needs to take full account of its duties under Equalities Legislation to ensure that it understands the needs to people with protected characteristics in relation to safeguarding and to ensure that it can meet the needs of all residents in relation to safeguarding.

**Summary of risk assessment**

The Strategy seeks to raise awareness and therefore reduce risk of harm occurring. This in turn reduces risks to the Council or to residents if the Council does not fulfil its statutory safeguarding duties.

**Background papers**

None

**Appendices**

Appendix 1 – BCP Council Safeguarding Strategy
1. Purpose

This Safeguarding Strategy supersedes the safeguarding policies and strategies of the preceding Councils of Bournemouth, Christchurch and Poole. In this Strategy BCP Council sets out what you can expect from us and others who are expected to comply with this strategy.

1.1 Definition of ‘safeguarding’
Safeguarding is about supporting and protecting people in their relationships with other people.

It can range from taking responsibility for not causing harm through our interactions, to being mindful of people’s emotional wellbeing & welfare, through to reporting concerns about a child, young person or vulnerable adult being at risk of harm or abuse.

Safeguarding is not just about meeting our statutory duties, it is about keeping each other and ourselves safe, it is about speaking out and taking appropriate action to prevent any kind of harm or abuse from happening. For further detail, see Appendix 1.

1.2 BCP Council has a statutory and moral duty to make appropriate arrangements to safeguard and promote the welfare of children and adults at risk of harm.

The key pieces of legislation are the Care Act and Childrens Act.

BCP Council is committed to ensuring that it’s residents, who are at risk of being unable to protect themselves from harm or abuse, have local, timely and high-quality services that support them to stay safe.

Safeguarding and promoting the welfare of children, young people and adults at risk of harm is a responsibility for all BCP Council staff and its representatives and not just the responsibility of those who work directly with these groups of people.

BCP Council believes this responsibility is core to the work of BCP Council and therefore, runs through all our work with our communities and staff. We seek to promote awareness of the personal contribution that any individual can make towards Safeguarding others.

This strategy:

• sets out how BCP Council meets its legal obligations
• ensures staff and representatives understand their responsibilities
• sets out how we will protect and safeguard children, young people and adults at risk of harm or abuse
• embeds Safeguarding at the heart of planning, commissioning, decision making and delivery of services
• seeks to maximise the opportunities to identify and respond to Safeguarding needs
2. Who does the Strategy apply to?

2.1 BCP Councillors; employees; people on work placements; contractors; volunteers; partners and anyone delivering a service on behalf of BCP Council or its representatives.

2.2 We will ensure that all employees, potential employees and contractors are made aware of this Strategy and any acceptance of an offer of employment or contract will automatically be taken as a commitment of acceptance of the Strategy and a pledge to demonstrate that commitment in their performance.

2.3 This Strategy is applicable to all who represent BCP Council and applies in day to day interactions with customers and staff.

3 The Strategy

3.1 Safeguarding is everyone’s responsibility. BCP Council has a leadership role and seeks to promote this ethos within our communities and, through promotion of joint working with our partners.

3.2 BCP Council believes that anyone who may have direct or indirect contact with children, young people or adults at risk of harm or who has access to information about them - have a responsibility to safeguard and promote their welfare.

3.3 The Safeguarding Strategy focuses on the workplace responsibilities of staff, although BCP Council recognises that responsibilities of safeguarding and promoting welfare extend to an individual’s personal and domestic life.

3.4 It is BCP Council’s Strategy to ensure that no act or omission on the part of BCP Council, or that of its staff puts a child, young person or vulnerable adult at risk.

3.5 In doing so, this Strategy highlights how BCP Council administers systems and processes.

- **Prevent Harm** - robust systems and procedures to proactively prevent harm from occurring, to safeguard and promote the welfare of children, young people and adults at risk and support staff to fulfil their obligations;
- **Competent & Aware** - that BCP Council’s Councillors, employees and volunteers are confident, competent, capable and receive training, so they are aware of their roles and responsibilities; for example, officers in Trading Standards or staff responsible for Licensing Taxis, will need to be aware of issues such as domestic violence, modern slavery and exploitation and how to report it.
- **Information** - to provide staff with information about the procedures they must adopt if they suspect a child or vulnerable adult may be at risk of experiencing harm or abuse;
- **Welfare and wellbeing** - of children and adults at risk is considered throughout planning and commissioning processes.
• **Public awareness** - is raised through the provision of accessible information which helps people understand different types of abuse, how to stay safe and, how to raise a concern;
• **Oversight** - of work which involves safeguarding practice through line management arrangements (i.e. Supervision / line management / appraisal processes), so it is robust;
• **Quality assurance** - thorough scrutiny processes and systems, which measure the effectiveness of services, including that effective recording and monitoring are in place;
• **Partnerships** – collaborative working with statutory, voluntary and independent agency partners, sharing responsibility for Safeguarding and providing good examples of leadership. For example, the Local Authority Education Safeguarding Advisor and Local Authority Designated Officer (LADO) works with the designated safeguarding leads in schools to promote the safeguarding agenda.

### 4. How is this Strategy implemented and communicated?

4.1 The following procedures will support the implementation of this strategy:

- Recruitment and selection procedures
- Induction, training and supervision procedures
- Whistleblowing policy
- Complaints procedure
- Children’s safeguarding procedures
- Pan Dorset Multi-Agency Safeguarding Adults policy and procedure
- in the planning, design, commissioning and delivery of all BCP Council Services

4.2 This Strategy will be made publicly available on BCP Council’s website.

4.3 The Strategy will also be publicised amongst staff. Information and training material will be issued to all new staff and Councillors as part of their induction package.

4.4 The Strategy will be shared with all partners through relationships e.g. Safeguarding Boards
5. Roles and Responsibilities

5.1 The Role of Councillors

Councillors are accountable for ensuring that safeguarding priorities are identified, and sufficient resource is available for these needs to be addressed. They will undertake scrutiny to understand the issues and whether safeguarding is effective within BCP Council.

Councillors have a responsibility to support BCP Council’s commitment to the safeguarding of children, young people and adults at risk of harm within BCP Council and should:

- adhere to the Councillors Code of Conduct;
- attend safeguarding training to ensure that they fully understand the key issues with regards to the BCP Council’s statutory safeguarding duties and responsibilities;
- scrutinise the BCP Council’s Policies and Procedures on Safeguarding;
- hold the Leader, Chief Executive, Corporate Directors and Portfolio Holders with responsibility for these areas to account;
- listen to complaints /allegations and report all concerns to the appropriate BCP Council Units.

Where elected members do not act in a way that promotes safeguarding or in line with their codes of conduct, there may be grounds for reporting their behaviour to the Standards Committee, which may require an investigation under the Councillor Code of Conduct.

If a safeguarding issue occurs relating to a Councillor, the Designated Officer informed of the breach should contact the Monitoring Officer immediately. Where there is evidence of illegal activity, the Councillor will be reported to the relevant authorities and may face criminal investigation. Annual awareness training will be offered to Councillors.

In view of the raised awareness of safeguarding issues and to set an example, it is appropriate for all elected BCP Councillors to be requested to undertake a basic DBS check.

There is no national guidance available, from sources such as the Local Government Association (LGA), in relation to DBS Checks for Elected Members.

However, in line with the Police Act 1997 (Criminal Records) Regulations 2002, Councillors undertaking regulated activity will be required to agree to undertake an Enhanced DBS.

Regulated activity includes if they:
- are the Leader of the Council
- discharge, as a result of their membership, any education or social services function;
- are a Cabinet Member (the Cabinet with responsibility for discharging education and social services functions);
• are a Member of a committee of the council which discharges education or social service functions;
• are a Member of a fostering/adoption panel
• are a Member of the Corporate Parenting Board

BCP Council will fund the checks. A log of DBS checks will be maintained by Law and Governance Services.

Councillors will be expected to review their DBS every four years on re-election.

5.2 Leader of BCP Council

The Leader of the BCP Council is responsible for the following with regards to safeguarding:
• to encourage all Councillors to attend training and seek each Political Group Leader’s support in ensuring all Councillors do attend specific training provided;
• to hold the Chief Executive, Directors and Officers to account to ensure the Local Authority is fulfilling its statutory role with regards to safeguarding;
• to appoint a Portfolio Holder with the capability and willingness to undertake the Champion role and statutory role for Children’s Services;
• to appoint a Portfolio Holder with responsibility for Adult Safeguarding who is also aware and politically accountable for ensuring the Local Authority fulfils its legal responsibilities with regards to safeguarding adults.

5.3 Lead Councillors Roles

Lead Councillor roles include certain Portfolio Holders, Chairs of Overview & Scrutiny Committees and Chairs of Licensing Boards.

They are politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children, young people and adults at risk of harm abuse or neglect. Chairs of relevant Committees and Boards need to work with relevant officers to ensure that Councillors on the Committees and Boards have sufficient and relevant training and development in related safeguarding issues.

They should focus on satisfying themselves that there are systems in place for effective co-ordination of work with other agencies with relevant responsibilities (such as the police and health).

Lead Councillors should also take steps to assure themselves that effective quality assurance systems are in place and functioning effectively in the local authority, and for challenging partner agencies on how they fulfil their responsibilities.

The roles of the Portfolio Holders with responsibility for safeguarding children, young people and adults at risk of harm are to:
• challenge and ensure that partner agencies are fulfilling their roles in safeguarding;
• support, challenge and monitor the roles of the Chief Executive, Corporate Directors and officers in their safeguarding roles and responsibilities.

For more information about the Lead Member for Children's Services (LMCS), see Appendix 2.
5.4 Safeguarding Responsibilities - Roles of BCP Council Officers

Whilst safeguarding is everyone’s responsibility, there are several specific safeguarding roles that individuals hold within BCP Council.

The following is a guide as to the safeguarding roles within the BCP Council:

5.4.1 Chief Executive

The Chief Executive has overall responsibility regarding all aspects of safeguarding. They are expected to understand how safeguarding operates on the front-line through reporting processes and other means of hearing and observing this (this is described as a ‘line of sight’).

The Chief Executive is responsible for ensuring that the Directors of Children’s Services and Adult Services champion safeguarding within the organisation, are fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children, young people and adults at risk of harm or abuse, including by ensuring that the Safeguarding Children’s Arrangements and the Safeguarding Adults Board are working effectively.

The Chief Executive and other executive officers have a Governance role to ensure that both of the above are working effectively.

5.4.2 Corporate Director of Children’s and Corporate Director of Adult Social Care Services

These roles have specific responsibilities:

- to provide effective strategic professional leadership for the Children’s and Adult’s Services and ensure the delivery of improved outcomes for children, young people and adults in the BCP Council;
- to champion Safeguarding throughout the organisation;
- to support effective interagency and partnership working to protect children, young people and adults at risk from harm;
- to lead improvements of preventative services and those delivering early interventions;
- to lead and manage any necessary cultural change;
- to lead the implementation of standards and ensure performance and practice monitoring arrangements are in place;
- to be a member of the relevant Safeguarding Board (i.e. Safeguarding Children’s Arrangements or the Safeguarding Adults Board);
- to provide an example to partner agencies and organisations of good leadership and accountability in safeguarding;
- to have a line of sight of practice across services, through reporting processes and some direct contact.
5.4.3 Corporate Directors

Corporate Directors of other Services:
• will ensure that staff within their Directorates have good awareness of Safeguarding, are aware of their associated responsibilities.
• will ensure their staff are aware of the processes which support BCP Council’s commitment to Safeguarding and to work effectively across the organisation.
• where there are ways to support the Safeguarding commitment, they will enable their staff to do so.
• will provide leadership to promote a commitment to Safeguarding
• ensure safeguarding is considered in business planning and service delivery

5.4.4 Director of Organisational Development

This post holder works to ensure that stringent recruitment procedures are in place and that appropriate checks are made on staff working with children and vulnerable adults. This includes being responsible for the administration of the Disclosure and Barring Service (DBS) checks and ensuring that DBS referrals are made if appropriate.

The post holder will act as the first point of call for staff reporting safeguarding allegations against employees and will link with relevant Local Authority Designated Officer (LADO).

5.4.5 Service Directors

• maintain a clear organisational and operational focus on safeguarding;
• identify within their Unit a Safeguarding Champion
• ensure the Safeguarding Strategy is taken account of within Service and Team plans

The roles of the Service Directors within Children and Adults Social Care Services, relating to safeguarding responsibilities are to:

• play a key role as Senior Officers in promoting the safety and wellbeing of children and adults who may be at risk of harm, abuse of neglect;
• ensure that relevant statutory requirements and other national standards are met
• contribute fully to the effective working of the relevant Safeguarding governance arrangements which cover the Bournemouth, Christchurch and Poole areas
• ensure that effective liaison and management of any concerns about the health and welfare of a child or an adult who may be at risk of harm are responded to in line with the relevant safeguarding adults or safeguarding children’s policy and procedures
5.4.6 Safeguarding Lead Managers in Adult’s and Children’s Services

The post-holders will:
- work to ensure the effective implementation of the Safeguarding Policies & Procedures throughout BCP Council
- raise awareness of safeguarding issues amongst staff and equip them with the information and links, including facilitating the Safeguarding Champion’s network meetings;
- establish and maintain effective multi-agency working with all relevant statutory and non-statutory agencies;
- identify needs and oversee provision of staff training, including disseminating lessons learnt;
- provide professional support and advice to other colleagues and Safeguarding Champions across BCP Council and from partner organisations.

5.4.7 Line Managers across BCP Council

Managers across BCP Council:
- will ensure that recruitment procedures are followed and that appropriate checks for all job roles, particularly for staff working with children and vulnerable adults, including agency, voluntary, temporary or work placements. This also includes requesting Disclosure and Barring Service (DBS) checks and ensuring that DBS referrals are made if appropriate.
- will carry out the correct safeguarding induction process for all new staff including ensuring the appropriate training is attended.
- will ensure that all staff within their remit are made aware of the relevant safeguarding procedures and have the appropriate ongoing training.
- provide management oversight to ensure that the Safeguarding principles communicated through training are implemented in day to day practice.
- will support Service unit Safeguarding Champions to attend relevant training and meetings relevant to their role.
- will support staff to raise safeguarding concerns when necessary.
- to ensure that accurate records are kept in relation to any concerns raised.

5.4.8 Service Unit Safeguarding Champions

Each Service Unit will identify at least one Safeguarding Champion and they will be supported to attend quarterly network meetings led by the Safeguarding Lead officers.

This role will ensure that effective liaison and management of any concerns about the health and welfare of a child or an adult who may be at risk of harm, are responded to in line with the BCP Council safeguarding adults and safeguarding children’s policy and procedures.
The key responsibilities of the Service Unit Safeguarding Champion are:

Please note that this is not a job description but allows clarity of the role of the Service Unit Safeguarding Champion:

- to attend the safeguarding meetings
- to act as a source of support, advice, and expertise when staff within the Team / Unit have a concern about possible risk or harm
- to assist colleagues to refer any cases of concern of suspected harm or abuse in conjunction with their line manager
- to receive and consider safeguarding messages and update and disseminate them, as relevant within the Unit/Team
- to ensure staff know how to access relevant safeguarding Adults and Children awareness training and Domestic Violence awareness training
- to attend regular Safeguarding Champion liaison meetings and disseminate information within their Unit/Team
- to contribute to Audits, Internal Management Reviews and Serious Case Reviews as and when required and relevant
- to give feedback on existing safeguarding policies and procedures and their development

5.4.9 **Outside Organisations, Contractors and Partnership Agencies**

Organisations delivering services involving children or vulnerable adults on behalf of BCP Council are required to comply with the relevant Safeguarding Policies and, where relevant, to have their own policy and procedures in place.

This includes the requirement that all specifications for contracted and commissioned services are required to comply with this Strategy.

This will be part of commissioning and contracting arrangements, which is in line with the Public Services (Social Value) Act 2012, having regard to the economic, social and environmental well-being of the public.

Relevant and proportionate safeguarding criteria will be built into the procurement documents and processes as required.

**Remember “Safeguarding is Everyone’s Business”**
6. Behaviours, Induction, Training and Supervision

6.1 So that the behaviours of those involved in service delivery, including BCP Councillors, are above reproach and they are equipped with the skills to Safeguard vulnerable people in our community, BCP Council will ensure that all staff have an appropriate level of awareness to recognise and respond to signs of harm or abuse.

6.2 This will be done by:

- A requirement that anyone who will have contact with or access to records about children, young people, or adults at risk of harm, is subject to the appropriate statutory DBS checks before being allowed to work unsupervised with these groups or have access to their records.
- A requirement to adhere to BCP Council’s Code of Conduct, BCP Council’s Behaviour Framework and any relevant professional Code of Conduct
- A requirement that all staff, BCP Councillors and contracted services will undertake a basic level of awareness training as part of their induction. Some staff will be required to undertake additional training depending upon their role.
- A commitment from BCP Council to uphold the Behaviour Framework or the relevant Code of Conduct

7. Enforcements and Sanctions

7.1 Failure to comply with our Safeguarding Strategy could have significant legal and financial implications for BCP Council and individuals. That is why it is important to embed Safeguarding and demonstrate consideration of Safeguarding in our strategies, policies, plans and procedures.

7.2 Councillors who fail to comply with this Strategy will be subject to procedures set out in their code of conduct. Officers who breach this Strategy will be subject to BCP Council’s Disciplinary Procedure

8. Information Sharing and Reporting Concerns

8.1 BCP Council will ensure that there are clear and effective procedures in place to enable the reporting of any suspected or actual cases of abuse or harm.

8.2 When there is a reasonable cause to believe that a child, young person or vulnerable adult, may be experiencing, or at risk of experiencing neglect abuse or harm, consideration must always be given to referring these concerns to Children’s or Adults Social Care. Matters must be referred to the Police if there is suspicion that a crime may or has been committed.
8.3 Feedback must be given to the referrer about the action taken. However, the persons’ right to confidentiality may limit the detail that can be given to third parties.

8.4 The above principles of confidentiality apply to all Councillors, employees and contracted staff. However, information about children, young people, families and adults at risk of harm, neglect or abuse will be shared appropriately, and always in accordance with BCP Council’s Information Management and Data Sharing Strategy. If there is any doubt whether the information ought to be shared advice must be sought from the Information Governance Team.

Contact details for reporting harm or abuse relating to an child, young person or adult can be found here.

8.5 BCP Council will apply the principles set out in its Whistle Blowing Strategy to encourage the reporting of legitimate concerns and by reassuring staff, representatives or anybody acting on their behalf that they will be protected from victimisation or future disadvantage if they raise legitimate concerns in good faith.

8.6 If you feel that a Councillor has not behaved in a correct way you can make a complaint to the BCP Council to request the matter is investigated.

8.7 More information about how you may raise your concerns about a Councillor can be found here.
Appendix 1 – Definitions of Safeguarding

Safeguarding is about supporting and protecting people in their relationships with other people

It can range from taking responsibility for not causing harm through our interactions, to being mindful of people’s emotional wellbeing & welfare, through to reporting concerns about a child, young person or vulnerable adult being at risk of harm or abuse

Safeguarding is not just about meeting our statutory duties, it is about keeping each other and ourselves safe, it is about speaking out and taking appropriate action to prevent any kind of harm or abuse from happening

Children and Young People

Are defined as anyone under the age of 18

Safeguarding children includes:
• protecting children from maltreatment;
• preventing impairment of children's health or development;
• ensuring that children grow up with care that keeps them safe and well; and acting to enable all children to have the best outcomes

Children can be harmed through:
• witnessing and being involved in domestic violence;
• neglect of their physical care, emotional needs or living in poor home conditions;
• the impact of drug or alcohol misuse by parents;
• sexual exploitation / trafficking often linked with going missing and running away;
• exploitation involving criminal activity
• sexual abuse by family people in authority /other young people /people linked to the family;
• physical abuse;
• the impact of parents’ mental health problems or learning disability;
• being victims of anti-social behaviour / bullying;
• cybercrime, including on-line grooming;
• exposure to radicalisation

Adults at risk
An adult at risk is anyone aged 18 and over who:
• has needs for care and support (whether or not the local authority is meeting any of those needs, e.g. the person may be purchasing their own care, or having it provided by family) and;
• is experiencing, or at risk of, abuse or neglect; and
• as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect

An adult at risk may therefore be a person who:
• is frail due to age, ill health, physical disability or cognitive impairment;
• has a learning disability;
• has a physical disability and/ or a sensory impairment;
• has mental health needs including dementia or a personality disorder;
• has a long-term illness /condition;
• is addicted to alcohol or illicit substances;
• is a victim of domestic violence or abuse;
• is an unpaid carer or unpaid member of family/ friend who provides support and personal care

Other adults who may face risk may not be considered as an adult at risk of harm within the definitions above, they may be:
• victims or witnesses of domestic abuse;
• victims or people at risk of honour-based violence;
• victims of sexual violence;
• victims or people at risk of forced marriage;
• adults susceptible to radicalisation;
• victims or people at risk of human trafficking or modern slavery
Appendix 2 Further Information about lead responsibilities

Statutory guidance on the roles and responsibilities of the Director of Children’s Services (DCS) and the Lead Member for Children’s Services For local authorities (April 2013) states:

The Lead Member for Children’s Services (LMCS)

Section 19 of the Children Act 2004 requires every top tier local authority to designate one of its BCP Councillors as Lead Member for Children’s Services. The LMCS will be a local BCP Councillor with delegated responsibility from the BCP Council, through the Leader or Mayor, for children’s services. The LMCS, as a member of the BCP Council Executive, has political responsibility for the leadership, strategy and effectiveness of local authority children’s services. The LMCS is also democratically accountable to local communities and has a key role in defining the local vision and setting political priorities for children’s services within the broader political context of the BCP Council.

The LMCS is responsible for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed. In doing so, the LMCS will work closely with other local partners to improve the outcomes and well-being of children and young people. The LMCS should have regard to the UNCRC and ensure that children and young people are involved in the development and delivery of local services. As politicians, LMCSs should not get drawn into the detailed day-to-day operational management of education and children’s services. They should, however, provide strong, strategic leadership and support and challenge to the DCS and relevant Councillors of their senior team as appropriate.
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# Children’s Services Overview and Scrutiny Committee

<table>
<thead>
<tr>
<th>Report subject</th>
<th>Peer Review of BCP Front Door</th>
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<tbody>
<tr>
<td>Meeting date</td>
<td>10 September 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>BCP Council were invited to join the Partners in Practice program funded by Department of Education to support a review and offer development support to BCP regarding the front door services - MASH and Assessment teams within Children’s Social Care. The review identified strengths and areas for considered improvement. An action plan has been developed and approved by the Dept. for Education (DfE). This review has been of great assistance in the development of the new BCP Council services.</td>
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<tr>
<td>Recommendations</td>
<td>It is RECOMMENDED that:</td>
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<td></td>
<td>To note the report</td>
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<td>Reason for recommendations</td>
<td>It is important that the O&amp;S Committee has information on the effectiveness of the Local Authority Front Door arrangements within which the Multi Agency Safeguarding Hub is located. This report seeks to make visible to the committee the information about the Front Door Peer Review and Development Plan.</td>
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Background

1. As a result of the last Ofsted inspection of Bournemouth Council Children’s Services in July 2018, the Department for Education offered support via the Partners in Practice Scheme (PIP) which was subsequently agreed to and joined by Poole Council due to the advent of new BCP Council. The agreement was to review and suggest improvements in the Multi-Agency Safeguarding Hub (MASH) and Assessment Services within Children Social Care. The Partners in Practice model enables one Local Authority rated good by Ofsted to work alongside a partner Local Authority to review and identify improvements in specific service areas. North Tyneside were identified as the PIP for BCP Council based on their unitary status, their expertise in their MASH arrangements and the fact that they operate with the same practice framework as the former Bournemouth & Poole Council’s and BCP, which continues to implement the practice model – the Signs of Safety Practice Framework.

2. A review of the MASH and Assessment Services was undertaken 31 May 2019. North Tyneside revisited BCP Council MASH and Assessment Teams on 16 July 2019 to agree the key areas where a partnership would assist BCP and partner agencies to improve the MASH arrangement. The working between the two LA’s has been positive for staff and managers involved.

3. DfE signed off the headline plan of joint work attached in August 2019.

Outcomes from North Tyneside Review

4. Details of methodology and findings are contained in the presentation attached as Appendix 1.

5. The review identified ‘strengths’ and ‘areas for consideration’. Feedback to BCP Council was given on the last day of the visit to the management team and all staff involved. An action plan was developed to start address the ‘areas of consideration’.

Summary of main findings:

a. Staff strong and positive about the future and implementation of Sign of Safety model.

b. Examples of safe decision making were seen with staff being passionate about achieving better outcomes for children
c. Operating model in MASH too complex and not clear to staff
d. Using two case management systems not sustainable
e. Threshold for progression to assessment too low and therefore increasing demand in the system
f. Delay to assessments being completed in a timely way
g. Early help not integrated into MASH/front door

The recommendations contained are in Appendix 1.

North Tyneside have offered ongoing support until December 2019 and details are contained in Appendix 2. This plan has been approved by the Department for Education.

The partnership with North Tyneside Council has been positively received by BCP Council staff.

Summary of financial implications
6. There are no additional costs to BCP Council. PIP costs are covered by Department of Education for the duration of the support offered.

Summary of legal implications
7. There are no legal implications as a result of the PIP support.

Summary of equality implications
8. Children at risk of harm or in need of support are disadvantaged, ensuring an effective safeguarding system is one way to promote better life chances for the most vulnerable in our community in line with our duties.

Appendices
Appendix 1 BCP Final feedback
Appendix 2 BCP Implementation work programme
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Feedback from the North Tyneside Team
31 May 2019
Tyneside Alliance: Sector-Led Improvement

About us:
• North Tyneside has been a Partner in Practice since March 2018
• We are part of the only joint PiP arrangement in the country
• It enables the two Councils to maximise scope, expertise, learning and impact
• We have developed a specialism in relation to support around the Front Door

About our principles of engagement:
• The safety of children is our foremost priority
• We commit to open and transparent dialogue throughout
• We work together, as equals
• Solutions and plans must be co-designed
• Delivery of the improvement plan must be owned by the authority
Our Work in Partnership with You

Our Team:

- **Julie Firth** – Assistant Director, Children’s Services
- **Nik Flavell** – Senior Manager for Quality Assurance
- **Mark Jupp** – Senior Manager for Transformation
- **Carrie Barron** – Team Manager, MASH
- **Dawn Hodgson** – Team Manager, Social Work Assessment Team (SWAT)

Your request to us:

Review and assess the strategy, governance, operational design, and implementation plans for the merger of the two organisations, as they relate to Front Door services (MASH and Assessment) and adoption of the Signs of Safety practice model.
Our Work in Partnership with You

With your help, we have:

- Undertaken an **off-site review** and scrutiny of contextual documentation provided
- Come **on-site** to you on **20-21 May** and **28-31 May 2019**
- **Visited** your MASH, Lansdowne and 14A (Assessment), EHAP and BLC (Early Help)
- **Observed** practice, including your 4 Zones of MASH and work at 14A
- **Reviewed** a sample of Contacts, Referrals and Assessments (s.17 and s.47)
- Facilitated staff **round-table discussions** (MASH and Assessment)
- Facilitated **reflective discussions** with practitioners and managers
- **Strategic discussions** with key safeguarding partners
- Led 3 **Workshops** (SoS Implementation; Model of Change; Workforce Event)

A huge **thank you** to all those involved for your hospitality and openness
Our Key Lines of Enquiry

With your help, we have sought to better understand:

1. **Your Strategy, Partnerships and Service Design**
   - Strategic leadership, management and governance
   - Service design and delivery model, including Signs of Safety
   - Improvement plans
   - Performance framework and management
   - Resource planning and management

2. **Your Quality of Practice, Systems and Processes**
   - Signs of Safety practice model and plans for implementation and embedding of this
   - Appropriateness of the case management system and alignment with practice model
   - Thresholds / criteria for the provision of services at different levels of need
   - Management oversight and supervision
   - Operational pathways and processes
   - Information sharing
   - Process for securing consent
Our Findings – Areas of Strength

We have found:

• A system with **resilience and core strength** which enabled you to ‘cross the line’ on 01 April 2019 without ‘falling over’
• Staff **passionate** about achieving better outcomes for children, young people and families
• Staff **committed** to the success of the Local Government Review
• Staff **positive about the future**
• Examples of **strong assessments** with the **voice of the child at the centre**
• Examples of **safe decision-making** on cases observed
• **Early Help** committed to providing help and support to vulnerable families
• **A strong, clear commitment** to the implementation of **Signs of Safety** from staff and partners
• **Commitment** to the MASH across the partnership
Our Findings – Areas for Consideration (1)

We have found:

• The current operating model within the MASH has **vulnerabilities** which makes it **potentially unsafe**
• **Anxiety within the system** with staff about the impact of LGR on structures
• **Anxiety about the lack of clarity** about the MASH operating model
• There is **unsustainable administrative complexity** resulting from two Case Management Systems in use within the Front Door
• As information is not held on one system, risk management decisions may be **compromised**
• Due to the use of multiple systems, **meaningful performance management information about the Front Door is unreliable**, impacting quality assurance, service delivery and service development
Our Findings – Areas for Consideration (2)

We have also found:

• A significant number of Contacts **do not have a decision within 24 hours**
• Thresholds within the Front Door **do not appear to be consistently applied**
• **Threshold** decisions to progress to Assessment **appear to be too low**
• **Consent** by a parent to a Contact to the MASH does **not appear to be consistently obtained** by referring agencies
• Contacts, where a decision has been reached to progress to referral and assessment, were **not transferred in a timely way** to the Assessment Teams
• There is **delay** to the timely assessment of risk for children and families. This is impacted in part by the lack of co-location of MASH and Assessment Teams.
• Within the current operating model, **Early Help is not an integrated part** of the Front Door and has multiple entry-points
Our Findings – Areas for Consideration (3)

We have also found:

• **Partner feedback** is that they would value the accessibility of Social Work advice at the Front Door and that this may be an opportunity to reduce Contacts

• **Partner perception** differs from Social Care about responsibility for decision-making by the Front Door

• There is a need for all partners to **develop and define partner relationships** in light of opportunities presented by the Local Government Review

• The current **accommodation of the MASH** may be a potential **barrier** to future developments, not least increased co-location of partners

• The **dispersed accommodation** of MASH, Assessment and Early Help may be a potential **barrier** to the effective and timely delivery of services

• There is a need for **increased pace** in the implementation of Signs of Safety
Our Recommendations (1)

1. Agree **strategic intent, communicate** it effectively and increase the **visibility** of the Senior Team
2. Immediately adopt **one case management system** on an interim basis within the MASH to record activity relating to Contacts and Referrals
3. Make a decision on the **adoption of a single case management system** for Children’s Social Care and Early Help – the system chosen should be configurable to or offer alignment with the Signs of Safety Model of practice
4. Immediately **change your operating model** within the MASH to address identified vulnerabilities within the current model
5. Urgently review and implement a **consistent approach to consent**
6. Urgently review and implement a **consistent application of thresholds**
7. Co-locate an **Early Help decision-maker** within your MASH
8. Increase the pace of your implementation of **Signs of Safety**
9. Explore the **co-location of MASH with your Assessment Teams**
10. Across the partnership, re-define **relationships** in light of opportunities presented by the Local Government Review and the new Multi-Agency Safeguarding Arrangements
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<td>Governance and Partnerships</td>
<td>• Appropriate implementation governance</td>
<td>• Advice and support to governance arrangements</td>
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<td></td>
<td>• Strategic partnership buy-in to front door</td>
<td>• Partnership discussions and planning sessions</td>
</tr>
<tr>
<td></td>
<td>• An effective performance management approach</td>
<td>• Review current performance mgt approach</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop performance metrics and processes</td>
</tr>
<tr>
<td>Model Design and Implementation</td>
<td>• Design an effective front door service, including contact and assessment, with</td>
<td>• Demand analysis and modelling</td>
</tr>
<tr>
<td></td>
<td>o Appropriate but efficient resourcing</td>
<td>• Resource planning and costing</td>
</tr>
<tr>
<td></td>
<td>o Clarity of processes and pathways</td>
<td>• Cost benefit analysis</td>
</tr>
<tr>
<td></td>
<td>o Enabling system support</td>
<td>• Service design workshops</td>
</tr>
<tr>
<td></td>
<td>o Integration with Assessment and Early Help</td>
<td>• Process mapping</td>
</tr>
<tr>
<td></td>
<td>• A co-produced implementation plan</td>
<td>• Implementation planning</td>
</tr>
<tr>
<td>System Implementation</td>
<td>• Co-create an interim solution for one system in FD</td>
<td>• Design business processes for interim solution</td>
</tr>
<tr>
<td></td>
<td>• Support a roadmap for single system</td>
<td>• Design business processes for new solution</td>
</tr>
<tr>
<td></td>
<td>• Co-produce an approach to system and practice model alignment</td>
<td>• Advise on process mapping and configuration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advise on data migration processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Support with testing processes</td>
</tr>
<tr>
<td>Practice Development</td>
<td>• An implementation plan for Signs of Safety</td>
<td>• SoS implementation planning</td>
</tr>
<tr>
<td></td>
<td>• An approach to embedding SoS within front door</td>
<td>• Facilitated discussions re: thresholds</td>
</tr>
<tr>
<td></td>
<td>• Assurance regarding SoS usage within front door</td>
<td>• Group discussions with practitioners</td>
</tr>
<tr>
<td></td>
<td>• An agreed operational use of thresholds</td>
<td>• Mentoring and coaching of team managers</td>
</tr>
<tr>
<td></td>
<td>• Increasing consistency in application of thresholds</td>
<td>• Observations and audits of practice</td>
</tr>
<tr>
<td>Policies, Procedures and Processes</td>
<td>• An agreed approach to information sharing</td>
<td>• Facilitated discussions re: info sharing protocols</td>
</tr>
<tr>
<td></td>
<td>• An agreed approach to securing consent</td>
<td>• Facilitated discussions re: consent protocols</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Build in agreed approaches to model design</td>
</tr>
<tr>
<td>Evaluation</td>
<td>• Regular checkpoints to test implementation, delivery and quality</td>
<td>• Quarterly progress and evaluation reports</td>
</tr>
</tbody>
</table>
Children’s Services Overview and Scrutiny Committee

<table>
<thead>
<tr>
<th>Report subject</th>
<th>Pan-Dorset Safeguarding Children Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting date</td>
<td>10 September 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
<tr>
<td>Executive summary</td>
<td>The Children and Social Work Act 2017 replaces Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements, led by three safeguarding partners: local authorities, the local police force, and clinical commissioning groups. A Pan-Dorset Safeguarding Children’s Partnership has been created to meet this requirement locally. In finalising its work, the outgoing Dorset LSCB produced its final annual report which will inform the work of the new Partnership. The new body has worked with all partners to develop a plan for the delivery of this work including emerging priority areas. The new Partnership was formally established in August 2019 with BCP Council being one of the statutory safeguarding partners.</td>
</tr>
<tr>
<td>Recommendations</td>
<td>It is RECOMMENDED that:</td>
</tr>
<tr>
<td>Reason for recommendations</td>
<td>The Council, along with our safeguarding partners, is required to have new arrangements in place to replace the outgoing Local Safeguarding Children’s Board by 29 September 2019. The new arrangements for the BCP and Dorset Council areas were published in June 2019 and established in August 2019. This report provides the committee with an overview of these new arrangements for noting.</td>
</tr>
</tbody>
</table>

(a) Note the Annual Report of the LSCB 2018/19
(b) Note the new Pan-Dorset Safeguarding Children Partnership arrangements
1. **Background**

1.1 The Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for changes, which include all local areas to publish new multi-agency safeguarding children arrangements, to replace Local Safeguarding Children’s Board, led by three statutory agencies. These are the local authority, clinical commissioning groups and police.

1.2 In addition to the strengthened role of these agencies, the role of every organisation and every individual in keeping children safe remains critical and legislated under Section 11 of The Children Act 2004. Each agency is also subject to their own legislative frameworks and guidance about safeguarding children. Examples include Keeping Children Safe in Education (DfE, 2018); Safeguarding and Protecting People for Charities and Trustees (The Charity Commission, 2018); Safeguarding Children and Young People - Roles and Competences for Healthcare.

1.3 The Bournemouth and Poole LSCB ended on 31 October 2019. The annual report (**Appendix A**) was produced and published in April 2019 and the LSCB worked towards an ending of the B&P LSCB by completing as many outstanding actions as possible, alerting the new Partnership members to risks and actions that would need to transition.

1.4 The new Pan-Dorset Safeguarding Children Partnership commenced 1 August 2019. The plan for the partnership has been developed since 2018 and was submitted for independent scrutiny prior to submission to the Secretary of State for Education on 24 June 2019 in line with regulation.

1.5 For the Pan Dorset Safeguarding Children Partnership, the lead representatives are:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graham Farrant</td>
<td>Chief Executive</td>
<td>Bournemouth, Christchurch and Poole Council</td>
</tr>
<tr>
<td>Matt Prosser</td>
<td>Chief Executive</td>
<td>Dorset Council</td>
</tr>
<tr>
<td>Tim Goodson</td>
<td>Chief Officer</td>
<td>Dorset CCG</td>
</tr>
</tbody>
</table>
1.6 The following senior officers, in their respective agencies, have responsibility and authority for ensuring full participation, and delivery of, these arrangements.

<table>
<thead>
<tr>
<th>Judith Ramsden</th>
<th>Corporate Director - Director of Children’s Services</th>
<th>Bournemouth, Christchurch and Poole Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarah Parker</td>
<td>Executive Director – People (Children)</td>
<td>Dorset Council</td>
</tr>
<tr>
<td>Vanessa Read</td>
<td>Director of Nursing and Quality</td>
<td>Dorset CCG</td>
</tr>
<tr>
<td>Ben Hargreaves</td>
<td>Head of Crime and Criminal Justice</td>
<td>Dorset Police</td>
</tr>
</tbody>
</table>

2. **The model and partnership working**

2.1 The plan for the partnership was published and is supplied as a separate document (Appendix B). The model of working designed is set out below.

2.2 The wider safeguarding network described in the model includes’ relevant agencies’ who are identified below. In line with statutory guidance, safeguarding partners note the option to request representatives from other agencies / organisations as the partnership develops or the need arises from particular areas of partnership work:

a) NHS organisations and independent healthcare providers
b) Primary Care  
c) Schools, Colleges and other Education providers  
d) Early Years and Childcare providers Youth Offending Service  
e) Probation  
f) Adult services  
g) Public Health  
h) Local Council services, including Licensing and Tourism  
i) British Transport Police  
j) Community Rehabilitation Company  
k) Children and Family Court Advisory and Support Services  
l) Sports Organisations/Groups /Associations  
m) Relevant housing providers  
n) Voluntary, Charity, Faith based organisations and hard to reach community groups  
o) UK Visa, Immigration Enforcement and Border Force  
p) Children’s Homes, Independent Fostering Agencies and Supported Housing for Young People  
q) Prisons  
r) Coroner  
s) Secure Training Centres and Secure Estate  
t) Armed forces

2.3 The model encompasses five strands of work which are closely linked with the wider safeguarding network and other strategic partnerships. The delivery is in transition in September 2019 with all work safely held and accountable leads identified.

3. Emerging Priorities

3.1 The Leaders of the Pan-Dorset Safeguarding Children Partnership have agreed the following emerging priorities for focus from August 2019.

<table>
<thead>
<tr>
<th>Theme</th>
<th>To include</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contextual safeguarding</strong></td>
<td>a) On line safety</td>
</tr>
<tr>
<td></td>
<td>b) Grooming</td>
</tr>
<tr>
<td></td>
<td>c) Children who go missing</td>
</tr>
<tr>
<td></td>
<td>d) Gang affiliation</td>
</tr>
<tr>
<td></td>
<td>e) Child exploitation</td>
</tr>
<tr>
<td></td>
<td>f) County Lines</td>
</tr>
<tr>
<td><strong>Adolescents at risk</strong></td>
<td>a) Building resilience</td>
</tr>
<tr>
<td></td>
<td>b) Complex case management</td>
</tr>
<tr>
<td></td>
<td>c) Perception of knife crime</td>
</tr>
<tr>
<td><strong>Parenting</strong></td>
<td>a) Parental substance misuse</td>
</tr>
<tr>
<td></td>
<td>b) Early help</td>
</tr>
<tr>
<td></td>
<td>c) Neglect</td>
</tr>
</tbody>
</table>

60
4. **Conference plans**

4.1 The first Pan-Dorset Safeguarding Children Partnership Conference is being planned for October 2019 as an opportunity to bring all partners together to ensure all agencies are informed and continue to feel fully engaged. A key outcome of the conference will be to agree priorities and focus of work for the Partnership. The Conference will be delivered twice to allow the greatest participation.

5. **Summary of financial implications**

5.1 Financial contributions to the funding of the new Pan-Dorset Safeguarding Children Partnership for 2019/20 have already been committed by previous partners in the LSCB. The identification and agreement of the financial implications for 2020 onwards will form part of the work programme of the partnership when it meets.

6. **Summary of legal implications**

6.1 The transition to the Pan-Dorset Safeguarding Children Partnership complies with the statutory guidance requirement to move to new partnership arrangements. The Partnership will need to comply with Working Together 2019 in relation to producing an annual report, seeking independent scrutiny of this report and reporting to the National Safeguarding Children Review Panel. In doing so the legal implications will be met.

7. **Summary of human resources implications**

7.1 Bournemouth Christchurch and Poole currently employ two people to fulfil the business needs of the new Partnership. This is a legacy arrangement from the previous Boards and Dorset County have a wider group of staff employed. The Pan-Dorset Safeguarding Children Partnership is currently reviewing proposals for the infrastructure to support the work of the partnership.

8. **Summary of environmental impact**

8.1 None.

9. **Summary of public health implications**

9.1 None.

10. **Summary of equality implications**

10.1 The Policy and Procedures commissioned by the Partnership and the Quality Assurance work it undertakes, are focussed on understanding and addressing the needs of those children, young people and families with protected characteristics.
11. Summary of risk assessment

11.1 None.

Background papers


Appendices

Appendix A –

Appendix B –
Pan Dorset Safeguarding Children Partnership Plan – June 2019
Foreword by the Independent Chair

This is my last Annual Report as Independent Chair of Bournemouth and Poole Local Safeguarding Children Board (LSCB), as we prepare for the new Pan Dorset Safeguarding Children Partnership. It has been a purposeful year, which has included a wide range of partnership activities to ensure we have the most effective safeguarding children arrangements possible.

In May 2018, a Joint Targeted Area Inspection of child sexual exploitation, children associated with gangs and at risk of exploitation, children missing from home, care or education in Dorset took place. The inspection provided challenge and ideas to strengthen our local arrangements to protect children and young people vulnerable to exploitation. Partners have worked tirelessly to overhaul systems based on best practice and these are now embedded in the CAROLE (Children at Risk of or Linked to Exploitation) model.

Good progress has been made against the Bournemouth and Poole and pan-Dorset priorities including a highly successful child sexual abuse project incorporating the PANTS campaign. Collaborating with the NSPCC and local sports organisations, this year long programme, which benefitted from funding from the Police and Crime Commissioner, raised the profile, developed knowledge and improved our understanding of child sexual abuse, enabling us to target prevention and intervention activities. We are also about to launch an updated Child Neglect Strategy and Toolkit, building on work completed in 2016.

During the year, Bournemouth and Poole LSCB working closely with Dorset Safeguarding Children Board, has run a number of well-regarded conferences with themes of exploitation, adverse childhood experience, adolescent risk and child sexual abuse. The conferences are an excellent opportunity to engage with hundreds of front-line, multi-agency practitioners to learn and debate issues of the day and have been particularly rewarding as we have involved young people and those with lived experience of safeguarding issues.

The Board has continued to take opportunities to listen directly to children, young people and families to inform the work of the LSCB including work with parents of children with a disability who provided helpful insights to the challenges of keeping their children safe.

The past year has been characterised by a high level of organisational change including local government review and consideration of future safeguarding children partnership arrangements. Despite these uncertainties, partners have maintained their focus on improving the safety and welfare of children and young people which is commendable.

It has been a privilege to work with so many committed and talented people within and linked to Bournemouth and Poole Local Safeguarding Children Board and I am particularly grateful to the business team for their commitment, hard work and support to ensure children and young people are safeguarded across the area.

Sarah Elliott, Independent Chair
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Glossary of Terms 59
The LSCB annual report is an assessment of the effectiveness and impact of safeguarding and the promotion of child welfare across the Bournemouth and Poole area. It captures the way in which the Board functions to promote and require improved outcomes for local children and young people. The structure of this report reflects the Objectives and Priorities set out in the Bournemouth and Poole Business Plan 2017/18 which can be found on the LSCB website. 
https://bournemouth-poole-lscb.org.uk/

In line with statutory requirements and best practice, this annual report has been sent to the following and will be shared at key partnership board meetings and Overview and Scrutiny Panels with the local authorities:

- Bournemouth, Christchurch and Poole Chief Executive
- The Bournemouth, Christchurch and Poole Health and Wellbeing Board
- Poole Children’s Trust Board
- Bournemouth, Christchurch and Poole Children’s Trust Board
- Bournemouth, Christchurch and Poole Safeguarding Adults Board
- Dorset Safeguarding Children Board
- The Community Safety and Criminal Justice Board
- The Pan-Dorset Community Safety and Sexual Violence Board

This Annual Report will be published on the LSCB website and communicated to our partner agency workforce, key stakeholders and those who scrutinise the work of the LSCB.
The Board
Bournemouth and Poole Local Safeguarding Children Board (LSCB) was established in 2006 as set out in the Children Act 2004. The functions of the Board are primarily:
* to coordinate the response of organisations in safeguarding children;
* to ensure the effectiveness of what is done by those agencies to best protect children.

The specific roles and functions of the LSCB were originally set out in the statutory guidance, Working Together to Safeguard Children 2015. The 2018 version of this guidance set out changed expectations and from 1st August 2019, Bournemouth and Poole LSCB will cease to exist and the scrutiny and assurance functions for safeguarding children will move to the new Pan Dorset Safeguarding Children Partnership.

In line with changes to local authorities on 1st April 2019, Bournemouth and Poole LSCB was extended to cover children living in the Christchurch area who were previously the responsibility of Dorset Safeguarding Children Board.

**OUR VISION**
Everyone will work together to ensure that all children and young people in Bournemouth and Poole are safe, and feel safe, within their homes and communities.

**KEY ROLES AND RELATIONSHIPS**
The Board is independently chaired and is made up of senior representatives of local organisations who commit to work together to safeguard children and young people.

The Independent Chair is tasked with ensuring that the Board fulfils its statutory objectives and functions to impact positively on outcomes for children and young people. Key to achieving this is the facilitation of a working culture of transparency, challenge and improvement across all partners with regards to their safeguarding arrangements and their commitment to multi-agency working. Accountable to both Local Authority Chief Executives, the Chair meets regularly with them and other key partner strategic leaders such as Dorset Police and Dorset Clinical Commissioning Group. While unable to direct organisations, the LSCB has the power to have a direct impact on the welfare of local children and young people.

The Chair and the work of the Board are supported by Business Manager and Administrator roles. The functions of Child Death Overview Panel (CDOp) and multi-agency Training services are provided through pan-Dorset specialist staff hosted within Dorset Safeguarding Children Board.

To support the challenge, scrutiny and assurance functions of the Board, a Challenge Log and a Risk Register are maintained and reviewed at key meetings. With the planned changes to children’s safeguarding, these documents will be central to ensuring effective transition arrangements and ensuring that children are kept safe during this period of change.

**PARTNER AGENCIES**
All partner agencies across Bournemouth and Poole commit to ensuring effective operation of the LSCB. Supported by a constitution that defines the fundamental principles through which the LSCB is governed, statutory members of the Board hold a strategic role within their organisations and are able to speak with authority, commit to matters of policy, practice and resources, while holding their organisation to account. A number of the key strategic partner representatives are also members of the Dorset Safeguarding Children’s Board and other key local Boards and Partnerships, which is helpful in developing a consistent approach across Dorset as a whole and will also provide a sound foundation for the new Partnership.

**Safeguarding future arrangements...**
From 1st August 2019 BCP LSCB will cease to exit and will be replaced by a new ‘Pan-Dorset Safeguarding Children Partnership’ led by the Local Authorities (Bournemouth, Christchurch and Poole Council, Dorset Council), Dorset Clinical Commissioning Group (on behalf of Health agencies) and Dorset Police.
The LSCB structure includes links to other partnership Boards and joint working with Dorset SCB.
The Board met five times during 2018-19 with a membership of senior representatives from all statutory partners and others concerned with safeguarding children. Agencies which are Board members are set out below:

- Borough of Poole – Children’s Services and Housing
- Bournemouth Borough Council – Children’s Services and Housing
- Bournemouth and Poole College
- Children and Family Court Advisory and Support Service (CAFCASS)
- Community Rehabilitation Company
- Dorset National Probation Service
- Dorset Police
- Dorset Healthcare University NHS Foundation Trust
- Dorset Clinical Commissioning Group
- Dorset Combined Youth Offending Service
- Poole Hospital
- Royal Bournemouth and Christchurch Hospital
- South West Ambulance Service NHS Trust
- Hasfa Badat, Lay member

**Elected members**

Lead members from both councils have attended Board meetings as participant observers and participate in Planning days and other LSCB events.

**Education and Early Years Partners**

Early years providers, schools and colleges are included in the Board’s work through the Safeguarding in Education and Schools/ Early Years Forums and are represented on the Board by two Executive members from Children’s Services. Schools and Early Years providers sign up to an LSCB Compact to commit to the principles of the LSCB.

Commitment to the work of the LSCB Board remained strong during 18/19. The commitment of key senior strategic partners continues to be vital during this ongoing period of “whole system” organisational change.

There is a clear expectation that LSCBs are highly influential strategic bodies, directly influencing and improving performance in the care and protection of children to be achieved through robust arrangements with key partners.

A number of cross-cutting themes, while not the LSCB’s strategic responsibility, require the LSCB to have a clear line of sight and assurance. Examples include, the Prevent agenda and Domestic Abuse and Sexual Violence Strategic Group (led by the Community Safety Partnerships) and Children’s Emotional Health and Wellbeing (led by the Health and Wellbeing Boards).

During 2018/9, engagement continued with the Bournemouth and Poole Safeguarding Adults Board, both Bournemouth and Poole Children’s Trusts, the pan-Dorset Community Safety and Criminal Justice Board and the Health and Wellbeing Board. The LSCB also interfaced with lead elected members through local authority scrutiny functions.

Partnerships have agreed working relationships through inter-board protocols to ensure clarity of strategic alignment, best use of resources and management of risk. From the LSCB’s perspective, this helps ensure that the voice of children and young people and their safeguarding needs are kept firmly on the agenda in multi-agency work involving vulnerable adults, health and wellbeing and local responses to crime.

Improvements in partnership working continued to develop in 2018/19 as a result of shared Chairing arrangements, a number of pan Dorset Board members and actions from the Board’s own Governance Review in 2016. An example of this collaboration is the agreement of a pan Dorset Domestic Abuse Training Framework to apply to both children and adult workforces.
Work commenced in 2017/18 on strengthening a Whole Family Approach to Safeguarding has continued with the ambition to agree a joint Whole Family Protocol across multi agency services. To build upon this, key strategic partners attended a Whole Family Approach event in September 2018 which was led by Waltham Forest LSCB, sharing their development and innovation in this area.

Collaboration with the Adult Safeguarding Boards and Community Safety Partnerships has developed further to ensure that joint learning from local serious case reviews, safeguarding adults reviews and domestic homicide reviews is collectively recognised, shared and widely disseminated.

**Dorset Safeguarding Children Board (DSCB)**
Bournemouth and Poole LSCB continues to work closely with DSCB through a joint Independent Chair and pan Dorset partners (such as Police, Health, Youth Offending Service, Ambulance Service and Probation/CRC). The geography and demographics of the county of Dorset mean that many agencies operate across local authority boundaries and beyond.

DSCB hosts the pan-Dorset Training function and the pan-Dorset Child Death Overview Panel on behalf of both Boards and the 3 local authorities.

A number of sub groups carry out the work of the Board with collective membership from both LSCBs and report in to both Boards; a practical solution for pan-Dorset members, enabling sharing of learning and practice. Please refer to the diagram on page 7.

The Pan-Dorset LSCB Training Co-ordinator and Administrative function continues to provide a coherent multi-agency approach to safeguarding training and analysis of learning outcomes. Consolidating the training offer in one place has led to an increase in the take up of training opportunities from across workforce partners, improvements to the quality of the offer and a systematic approach to monitoring impact.

Take up of the training offer has been significantly higher in 2018/19 and the training offer has increased and diversified further. The success of this business model has led to income surpluses, enabling the two final LSCB conferences and other key training to be offered free of charge to partner agency staff in 2018/19.
Appropriate finances to deliver impact are key

Financial Arrangements

Key partner agencies maintained their contributions to the LSCB’s budget for 2018/19 at £121,776 from eight organisations, in addition to providing a variety of “in kind” resources, such as staff time and free venues for meetings and events.

As a result of a non-recurring contribution of £50,000 from Bournemouth Children’s Services in respect of Serious Case Reviews carried out, a balance of £55,000 was carried forward from 2017/18. At the end of the financial year 2018/19 the budget was £61,586 in surplus, partly due to there being no SCRs required during the year and the business team’s prudent spending. It was agreed by the final Board meeting in June 2019 to return the sum of £40,000 to Bournemouth Children’s Services.

There was unplanned expenditure of £1,187 related to the development of the new Pan Dorset Safeguarding Partnership arrangements. This was agreed by the LSCB Board.

The work of the pan Dorset Child Sexual Abuse sub group has been supported by successful funding bids to Dorset’s Police and Crime Commissioner, bringing in a total of £62,739 plus a grant of £1,000 from AFC Bournemouth’s Community Fund. This has enabled an effective “Tackling Child Sexual Abuse” Project, which has had a significant impact across the wider, multi-agency workforce. Finance for this project has been held in a separate budget and is not included in the charts on this page. The Project is due to conclude in July 2019.
Safeguarding Headlines from 2018/19 across Bournemouth and Poole

35,981 children under 18

14.8% (14.5%) of children in Bournemouth schools are recorded as having special educational needs

27% (25%) of Bournemouth children are living in poverty

18.5% (16%) of children are from ethnic minority groups

358 (294) children in Bournemouth were looked after in a private fostering arrangement across the year; this is higher than average due to the number of language schools

30,190 children under 18

23% (22%) of Poole children are living in poverty

16.1% (16.7%) of children in Poole schools are recorded as having special educational needs (SEND) – 2% higher than national average

92 (84) Children came into care in 2018/19

74 (120) Children had Child Protection Plans

198 (198) Children were looked after in total

93 (101) Children came into care in 2018/19

135 (182) Children had Child Protection Plans

245 (243) Children were looked after in total

8456 (6569) contacts made to Bournemouth MASH

2303 (1645) referrals progressed from Bournemouth MASH

1496 (1021) Children in Need were supported

1920 (1620) referrals progressed from Bournemouth MASH

4917 (4817) contacts made to Poole MASH

1278 (1420) referrals progressed from Poole MASH

74 (120) Children had Child Protection Plans

1105 (1204) Children In Need were supported

1496 (1021) Children in Need were supported

“Toxic Trio” as a factor in assessment

Drug Misuse - 6% (6%)
Mental Health - 15% (10%)
Alcohol Misuse - 7% (3%)

11% (5%) of Children in Need assessments identified emotional abuse as a factor

10% (11%) of Children in Need assessments identified neglect as a factor

6% (4%) of Children in Need assessments identified emotional abuse as a factor

8% (7%) of Children in Need assessments identified neglect as a factor

*as at 31st March 2019. Bracketed figures refer to previous year where data available.
### Safeguarding Headlines across Bournemouth and Poole 2018/19

Figures in brackets are for previous year (where data is available)

<table>
<thead>
<tr>
<th>Category</th>
<th>Bournemouth</th>
<th>Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Child Sexual Exploitation (CSE)</strong></td>
<td>At the end of March 2019, 57 children in Bournemouth were identified as at risk of / or suffering from CSE.</td>
<td>At the end of March 2019, 60 children in Poole were identified as at risk of CSE.</td>
</tr>
<tr>
<td><strong>Missing Children</strong></td>
<td>257 missing incidents were logged in Bournemouth in the quarter ending 31.3.19, compared to 240 in the same period in 2018.</td>
<td>237 missing incidents were logged in Poole in the quarter ending 31.3.19, compared to 190 in the same period in 2018.</td>
</tr>
<tr>
<td><strong>Domestic Abuse</strong></td>
<td>3170 (3275) Domestic Abuse incidents were reported a decrease on the previous year, but an upward 3-year trend.</td>
<td>357 (2468) Domestic Abuse incidents were reported, a decrease on the previous year.</td>
</tr>
<tr>
<td><strong>Youth Offending</strong></td>
<td>In 2018/19, 78 (71) Bournemouth children were detained overnight in Police custody.</td>
<td>In 2018/19, 39 (31) Poole children were detained overnight in Police custody.</td>
</tr>
<tr>
<td><strong>Violent Crimes</strong></td>
<td>There were 66 (41) violent crimes within teenage relationships reported, an increase for 2 years in a row.</td>
<td>There were 46 (40) violent crimes within teenage relationships reported, an increase for 2 years in a row.</td>
</tr>
</tbody>
</table>

The percentage of Return Home interviews completed in Quarter 4 2018/19 was 57% compared to 80% in the same period in 2017/18.

The percentage of Return Home interviews completed in Quarter 4 2018/19 was 92%, compared to 86% in the same period in 2017/18.

In 2018/19, 12 (11) children & young people were deemed to be at significant risk at the end of March 2019.

In 2018/19, 10 (8) children & young people were deemed to be at significant risk at the end of March 2019.
Spotlight on Children’s Services – 2018/19
Bournemouth and Poole Local Authorities

Introduction
The majority of safeguarding and welfare needs of children and young people are met through universal services, (sometimes described as mainstream services) through contact with services provided by schools, GPs, midwifery, health visiting, early years providers, children’s centres, police services and other organisations.

In 2016 the LSCB Levels of Need and Continuum of Support Document was developed and launched. This clarified the involvement of different agencies and the nature of the support offered to children, young people and families, dependant on their circumstances. This led to an increased focus on the role of services at “Partnership Plus” level, including the development and launch of revised Early Help Strategies by both local authorities. The Early Help strategies, with multi-agency involvement, are expected to have an impact on the take up of services at this level and lead to a reduction of children and young people that require services at the specialist and statutory levels.

Early Help services
In Bournemouth and Poole, the accountable bodies for oversight of Early Help services are Bournemouth Children’s Trust Board and Poole Children’s Trust Board, members of whom formally report in to the LSCB on the development and implementation of these services to provide assurance of development and emerging impact.

Performance /outcome indicators around this are being scrutinised and further developed by the Children’s Trust Boards. These measures have been shared with the LSCB and some have been reflected in the LSCB’s Core Dataset.

Children’s Social Care (CSC) Referral arrangements
- Multi Agency Safeguarding Hub (MASH):

The three Local Authorities (including Dorset) have continued to evolve MASH arrangements since the launch in 2017. There are indications that this co-location is having an impact upon key performance areas, such as:

- multi-agency information sharing at strategy discussion level
- improved multi-agency engagement in strategy meetings, which can be convened more easily
- greater analysis of referrals and feedback on quality of these
- developing consistency of approaches across the three local authorities and their multi agency partners
- improving understanding of each other’s roles, procedures and approaches

<table>
<thead>
<tr>
<th>Measure</th>
<th>Bournemouth 16/17</th>
<th>Bournemouth 17/18</th>
<th>Bournemouth 18/19</th>
<th>Trend</th>
<th>Poole 16/17</th>
<th>Poole 17/18</th>
<th>Poole 18/19</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of contacts</td>
<td>9437</td>
<td>6569</td>
<td>8456</td>
<td>↑</td>
<td>4465</td>
<td>4817</td>
<td>4917</td>
<td>↑</td>
</tr>
<tr>
<td>Average % of contacts converted to referrals</td>
<td>23%</td>
<td>25%</td>
<td>27.2%</td>
<td>↑</td>
<td>29%</td>
<td>30%</td>
<td>26%</td>
<td>↓</td>
</tr>
<tr>
<td>Rate of referrals per 10,000 children</td>
<td>627</td>
<td>457</td>
<td>640</td>
<td>↑</td>
<td>439</td>
<td>471</td>
<td>423</td>
<td>↓</td>
</tr>
<tr>
<td>% of re-referrals within 12 months</td>
<td>29%</td>
<td>32%</td>
<td>23.7%</td>
<td>↓</td>
<td>19%</td>
<td>24%</td>
<td>22.1%</td>
<td>↓</td>
</tr>
</tbody>
</table>
All referrals from practitioners, agencies, family members or members of the public received by the MASH asking for services or for information are classed as “contacts”. Each of these is considered by the MASH team and:

- information may be shared in response (e.g. a request from court services about whether Children’s Social Care has information about a child)
- or the concerns might be signposted to another service (e.g. a referral about a child experiencing impact of bereavement, which is assessed not to reach Level 4 needs may have a Level 3 service suggested to the referrer)
- or the MASH may consider that the concerns warrant a CSC assessment at Level 4 and this then converts to a referral;
- in some cases, the contact will be “logged as contact” after review and management decision (e.g. a domestic abuse notification from the Police which is assessed as low risk and is not part of a pattern of repeat incidents).

No further action will be taken by Children’s Social Care with something ‘logged as a contact’ unless or until a further contact is received when the information will be used to inform screening of the next contact.

Contacts with the two Local Authorities’ MASH teams have risen in 2018/19 from the previous year, which is consistent with the national trend. In Bournemouth, there was a reduction in the percentage of contacts which converted to referrals, indicating that more information is being shared with the MASH which does not reach a specialist or statutory Level 4 threshold and is being logged as information. In Poole there was an increase in the percentage of contacts becoming referrals, but for both authorities 63/64% of contacts received and screened by the MASH did not become a CSC referral. This is a concern because it indicates that the MASH is being sent contacts which will not meet level 4 threshold.

The rate per 10,000 children comparator is used to enable comparisons across local authorities, i.e. you cannot compare the basic numbers as different local authorities have different population demography, but by converting it to a rate per 10,000 children a limited comparison can be made.

Using this metric, the rate of referrals for Poole over the course of 2018/19 was 423.3, which is below all comparators (England 548.2, South West 472.2, Statistical Neighbour 456.2) and a reduction on the previous year. The rate of referrals for Bournemouth increased in 2018/19 after decreasing year on year for three years. The rate remains higher than the South West average and lower than the national average.

The rate of referrals from schools, families or the public has remained stable.

The percentage of re-referrals to CSC is measured as this can be an indicator that concerns raised were not addressed sufficiently in the previous period of assessment / involvement. CSC would always expect some re-referrals and the percentage was 23.7% (Bournemouth) and 22.1% (Poole), which is a reduction on the previous year. Last year’s report noted that analysis of the re-referrals in Bournemouth uncovered some systemic issues and action was taken to reduce the re-referral rate, which appears to have been successful.

**Children in Need (CiN)**

Children in Need are those children whose needs meet a threshold for Children’s Social Care Services at level 4 of the LSCB Continuum of Need. The data that is reported is of all children who are allocated in CSC (this includes those on a child protection plan, children in care, care leavers and those children who are disabled and receiving a social work service).

The rate of Children in Need per 10,000 children comparator allows local authorities to compare like for like and to use this to consider whether they have their threshold for services set at a similar rate to others. The rate of Children in Need in Poole remains above all comparators. The rate at the end of the year was 371.6 per 10,000 population, compared to the most recent England average of 341. A South West rate is used to compare with other authorities locally and this average in quarter three was 262.9.

Bournemouth Children in Need numbers have increased significantly this year (from 284 to 415 rate per 10,000), and so is in the same position as Poole of being above England and South West rates. Bournemouth understands that they have a number of cases appearing to be open where work has finished but due to issues with their new recording system, this indicates that both authorities are providing statutory services for too many children, in comparison with other local authorities.
Single Assessments are the assessments carried out by Children’s Social Care to understand a child and their families’ needs and strengths. Guidance suggests that the speed with which an assessment is carried out after a child’s case has been referred into local authority children’s social care should be determined by the needs of the individual child and the nature and level of any risk of harm faced by the child. The assessment should take no longer than 45 working days to complete. The provision of services does not need to wait for the assessment to be completed and often the assessment process starts to help families identify and work on issues. Local authorities monitor progress on the time taken to complete single assessments.

The Assessment table shows that Poole completed slightly more single assessments in 2018/19 compared to the previous year and completed about the same percentage within 45 days. The high number of referrals has contributed to challenges in completing sufficient assessments within timescales.

In 2018/19 Bournemouth increased the number of assessments completed, compared to the previous year, but timeliness decreased. This compares to a national average of 83% in 2017/18, and a South West average of 77.3% in the year to date (information from December 2018). It is a focus of high priority for the new BCP Council that an assessment team improvement plan is progressed.

**Child Protection**

Children are made subject of a child protection plan when there is evidence that they have suffered significant harm and/or are at risk of significant harm. To assess the risk of harm, enquiries are made of all of the agencies who know the child and family, and these are called section 47 enquiries (s47). At the end of s47 enquiries a decision is made about whether a child protection conference is needed. If so, the agencies working with a child/family will decide whether the child has suffered significant harm or is likely to and whether a child protection plan is needed.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Bournemouth</th>
<th>Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17</td>
<td>17/18</td>
<td>18/19</td>
</tr>
<tr>
<td>Rate of Children in Need per 10,000</td>
<td>332</td>
<td>284</td>
</tr>
<tr>
<td>Rate of single/continuous assessments per 10,000</td>
<td>323</td>
<td>477</td>
</tr>
<tr>
<td>% of single/continuous assessments completed within 45 days</td>
<td>81%</td>
<td>81%</td>
</tr>
</tbody>
</table>

In Poole, the rate of s47 enquiries increased from the previous year but was not at a level to cause concern. The rate of s47 enquiries in Bournemouth has increased this year, bringing this closer to the South West average but it remains...
lower than the national average and statistical neighbour average. This year the threshold for S47 was tested by intense auditing activity: this work concluded that the threshold for S47 activity in Bournemouth is appropriate. Low numbers of children in Bournemouth have repeat S47 enquiries within a 12-month period (8.7%).

In Poole, the rate of children subject to Child Protection plans for 2018/19 reduced to a level below comparable authorities, England and the South West rates. Audits and reviews indicated that children were still being kept safe but under a different way of working in child in need services.

Reviewing the data around children who become subject of a second or subsequent child protection plan is useful to identify how frequently issues for the child are not resolved or reoccur. Poole’s rate in 2018/19 was acceptable, at 19.2% and each case is reviewed for learning about whether previous involvement had been as effective as it could have been.

By the end of 2018/19 Bournemouth had a rate of 37.5 children per 10,000, a reduction on the previous year, which had been higher than normal. The Bournemouth rates were in line with comparators. There was a significant increase from 20% to 30% of the children made subject to a child protection plan in Bournemouth who had been on a child protection plan previously and action will be taken to review these individual cases for learning.

**Looked After Children**

Ideally most children in care are cared for in foster families close to their home location to prevent too much disruption to their education and friendship groups. However, there is not always local provision, and this becomes more difficult for children who have additional needs. In some cases, the local authority has to fund placements from independent fostering agencies, specialist children’s homes or residential placements and sometimes these can be at a distance. This can lead to the child having less contact with friends, families and professionals who know them well and the risk of them not having a trusted adult to talk to about concerns can leave them more vulnerable. From a safeguarding perspective, local authorities and the LSCB want to have children as close to their responsible authority as possible and so the measure of the percentage of children over 20 miles from home is a useful indicator. Both local authorities have worked to reduce this percentage in 2018/19 with continued success.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Bournemouth</th>
<th>Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate of children in care per 10,000</td>
<td>74</td>
<td>60</td>
</tr>
<tr>
<td>Rate of children leaving care per 10,000</td>
<td>34</td>
<td>29</td>
</tr>
<tr>
<td>% of children placed more than 20 miles from home</td>
<td>21</td>
<td>12</td>
</tr>
</tbody>
</table>

While the rate of “children looked after/in care” remains high in Poole, in 2018/19 23 additional Unaccompanied Asylum-Seeking Children (UASC) contributed to these figures. The rate of children in care in Poole without the UASC figure is 60.0. This is below the England average of 64.0, but above the South West rate of 51.0 and the Statistical Neighbour rate of 55.1. Poole has a proportionately higher rate of UASCs partly accounted for by direct arrivals into the Port of Poole or the neighbouring coastline. Bournemouth’s figure of children looked after/in care has stabilised. By the end of March 2019, the rate per 10,000 was 68, lower than the statistical neighbour average but still higher than the national average and South West average.

In Poole in 2018/19, 63.4% of children in care for 2.5 years or more had been in the same placement for at least 2 years, down from 68.4% in the previous year. Of those who did not meet this performance measure, it is important to note that
In a of 19 children known to privately at 5 who moved to be placed with connected persons, who in 2018/19.

The figure showing the stability of the placements for the children in care in Bournemouth has been affected by similar issues to Poole. Positive changes for the children such as adoption and moving in with connected foster carers have made the biggest impact on the data which shows a decrease in the number of children in the same placement for two years from 73% to 62.9%. 11% of Bournemouth children had 3 or more placements in the last year, a slight increase from 2016/17 but still lower than statistical neighbours and the South West average.

In both Poole and Bournemouth there has been a focus on prevention, reunification and provision of placements close to home and local services. There is also good performance for both Bournemouth and Poole in care leavers living in suitable accommodation. At 90% for Bournemouth 19-21 year olds this is better than statistical neighbours, the national average and the South West average.

For Poole, in 2018/19, 99.0% (all but one) of care leavers were living in suitable accommodation; the one in unsuitable accommodation was in custody. This is significantly higher than the England rate of 84.0% of 19 – 21 year old care leavers in suitable accommodation, 86.0% in the South West, and 81.6% amongst statistical neighbours. This is also further improvement of Poole’s performance of 96.6% in the previous year.

In Poole, a total of 19 children were known to be privately fostered at some point in 2018/19.

In Bournemouth, there are many more private fostering arrangements because of the high number of language schools in the area. 358 Private Fostering notifications were received in 2018/19.

On-going community and multi-agency practitioner awareness raising of the need to identify private fostering arrangements is required to ensure children are safeguarded.

**Child Sexual Exploitation (CSE) & Missing Children**

Child Sexual Exploitation has been a priority area of focus for the LSCB to ensure that systems are in place to identify vulnerability and to prevent exploitation. Children who go missing are potentially endangered by a number of risks, including exploitation and criminal activity; they may also be running away from risks at home or school, so it is important that agencies understand their situations. The LSCB receives data on a quarterly basis from Bournemouth and Poole local authorities as well as from the Police to monitor trends and highlight areas of concern.

Data on missing children indicates that children in care go missing most frequently, which is likely to be because they are unsettled and have had challenging experiences in their lives. This in turn makes them vulnerable to further abuse. There is also a statutory duty to report these children as missing to the Police in a very timely way, which sometimes does not allow for them to return home of their own volition, a little later than expected. Data also indicates notes some improvements in completing Return Home Interviews with children when they have been missing and completing these with 72 hours of the child’s return. The reason for these interviews is both to establish that the child is safe and has not come to harm and to understand what is happening in their lives that might have influenced them going missing – these are known as ‘push’ and ‘pull’ factors.

Private Fostering

Private Fostering is used as a safeguarding measure to assess the circumstances when children live with someone who is not a close relative for more than 28 days. There is a requirement for anyone with knowledge of this kind of arrangement to let their local authority know and this leads to an assessment of the carer’s suitability and of the child’s needs.
Local authority data and areas for future focus & improved line of sight:
Good progress has been made this year with the collection and analysis of data, both within Children’s Social Care services of each local authority and also with the contribution this makes to the overall LSCB dataset and quality assurance arrangements. Data comparisons will be affected by BCP coming together with effect from 1st April 2019 and statistical neighbour comparators will also change.
Spotlight on the LADOs –
Local Authority Designated Officers

Introduction to the work of the LADO (Local Authority Designated Officers) across Bournemouth and Poole

LSCBs have responsibility for ensuring effective procedures are in place for investigating allegations against people who work with children and young people or transferrable risk and these are provided within the pan Dorset Safeguarding Policies and Procedures. The LADO should be informed of all such allegations and provide advice and guidance through a multi-agency approach to ensure that individual cases are resolved promptly and effectively, taking account of employers’ own procedures and accountability. Allegation Management training is part of the core offer of LSCB training and support managers to understand how allegations are managed and their role.

Arrangements exist in each Local Authority to discharge the role of the Local Authority Designated Officer (LADO). The Management of Allegations process links closely to safe recruitment, safe working practice, whistle-blowing and similar policies which, when used effectively, help to prevent the abuse of children by those who are in positions of trust. The role of the LADO has helped to support organisations in recognising the importance of fulfilling these responsibilities to keep children safe.

LADOs work closely with and on advice from Dorset Police to avoid damaging any potential criminal proceedings and with organisational leaders and / or HR specialists to agree strategies and synchronise actions in the most serious cases. They work closely with adult safeguarding colleagues where risks posed by those working with vulnerable adults are identified.

Poole

In the period April 2018 and March 2019, the LADO service in Poole received 76 referrals. 20 ‘initial enquiries’ were also dealt with, where a lower level of advice/activity was needed.

Allegations of physical harm (42/76 52%) and sexually inappropriate behaviours (25/76 33%) were the highest types of allegations. No children were known to have been seriously sexually or physically harmed in any of the allegations. Many of the situations did have emotional upset for the child but had not caused significant harm.

32 (42%) of the referrals were substantiated, 28 (37%) unsubstantiated, 8 (10%) unfounded and 10 (10.5%) false or malicious allegations.

Bournemouth

Bournemouth LADO received 42 referrals in 2018/19, and 121 initial enquiries, where a lower level of advice/activity was needed.

Physical abuse (12/42 29%) and inappropriate sexual behaviour (13/42 31%) were the highest category of allegations of abuse. No children were known to have been seriously physically harmed in any of the allegations, however many of the allegations had been emotionally distressing for children.

In 2018/19 18 (43%) of the referrals were substantiated, 28 (37%) unsubstantiated, 6 (15%) unfounded and 1 (2%) false.

13 staff were dismissed from their substantive posts and 2 resignations were recorded following investigations. All were considered for referral to DBS and 6 referrals were made by employers.
**Bournemouth ILAC inspection by Ofsted**

Bournemouth were inspected under the ILAC framework in July 2018. The inspection report published in August 2018 noted the following commentary on the LADO service.

‘Oversight and co-ordination of allegations of abuse against adults are not sufficiently rigorous. Thresholds are not consistently applied, recording is not comprehensive, and decisions are not always accompanied by a clear rationale. Senior leaders have taken immediate action to address the shortfalls identified in this service during the course of the inspection.’

In response to these findings an immediate action was taken to create additional capacity in line management, oversight and LADO availability. A series of independent audits were undertaken on cases in the service. In late 2018 a strategic decision was made between the Directors of Bournemouth and Poole Children’s Services to re-structure a joint service in early preparation for the new BCP Council.

**Overview**

The voice of the child and of families is important in LADO work, their account of concerns about behaviours are listened to and explored. In the conclusion of any investigation, efforts are always made to offer assurance that concerns have been heard, explored and addressed.

In both services, the number of dismissals by employers, following allegation management process is higher than in previous years. This indicates that employers are more aware of the risks posed by having employees and volunteers who have unsafe behaviours, poor boundaries or transferrable risks.

The majority of referrals to LADO involve staff members in schools and early years settings where the process is well embedded and where children spend a majority of their time outside of the family home.

Data indicates that residential and SEND settings have been proactive in seeking the advice of the Designated Officer, even in cases that do not meet threshold.

Links with Police to consider the behaviour of trusted adults in their services have improved. Probation and Health remain low in referrals.

In the case of the victims or persons making the allegations, the LADO noted that the majority felt that they were listened to and taken seriously. Often with more information available and a full explanation given, the initial allegation resulted in being judged to be less worrying.

From April 2019 a combined service is delivered for BCP with combined recording and line management oversight.

<table>
<thead>
<tr>
<th>Factors affecting the child / status</th>
<th>Bournemouth</th>
<th>Poole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not recorded</td>
<td>24 (57%)</td>
<td>0</td>
</tr>
<tr>
<td>Universal services</td>
<td>0</td>
<td>53 (70%)</td>
</tr>
<tr>
<td>Child in Need</td>
<td>1 (2%)</td>
<td>2 (3%)</td>
</tr>
<tr>
<td>Child protection</td>
<td>0</td>
<td>1 (1%)</td>
</tr>
<tr>
<td>Children in Care</td>
<td>6 (14%)</td>
<td>5 (7%)</td>
</tr>
<tr>
<td>Children with additional needs (will be in combination with other status)</td>
<td>2 (5%)</td>
<td>15 (20%)</td>
</tr>
<tr>
<td>No child identified (e.g. transferrable risk or discovery of unsuitability without allegation)</td>
<td>11 (26%)</td>
<td>15 (20%)</td>
</tr>
</tbody>
</table>
The Annual Report for the LADO services identified future improvement plans including:

**Learning and reflection**
- Drawing up annual reports to reflect on learning and improvements from data.
- Further assessment of the local LADO thresholds, providing a consistent response across the whole service, especially when occasional cover arrangements are required.
- Implement three-month ‘stop and think’ review point on patterns and themes.
- Attendance at National and South West regional meetings are in place with contribution to shaping regional practice, recording and support for LADO colleagues.
- Further embedding Quality Assurance activity and learning in the BCP LADO service.

**System and process development**
- ‘Bedding in’ the new BCP LADO Service arrangements.
- Development and improvement of the business support arrangements to provide prompt responses, timely resolution and clear communication with partners.
- Ensure that cover arrangements for sickness and annual leave are in place.
- Development of recording systems to ensure consistency and ease of reporting.
- Leaflets and information for parents/carers of children affected, the person with an allegation made against them and for the professionals responsible for reporting the allegations to be finalised and systems embedded for circulation.

**Engagement and awareness raising**
- Outreach to Christchurch settings, schools, pre-schools and major voluntary groups – offering briefings as well as access to formal half day training sessions for the managing allegations process.
- Continued review of communication channels to enable partners to understand the allegation management process and role of LADO service.
- Identify ‘targeted’ work with employers / setting where there is under-reporting or late reporting to enable more effective working.
- Engagement with SCP around the training offer to ensure that BCP services have a tailored offer before moving to a more generic Pan-Dorset approach.
- Annual meetings with the Dorset Police POLIT team to understanding the changing world of on-line abuse and the identification of people who work with children.
- Engagement in MASH development to ensure that LADO role is recognised and services are responsive.
- Revisit the senior management of fostering allegations to ensure LADO is consistently engaged in consultation to consider threshold of allegations.
- Regular Pan-Dorset LADO meetings and meetings to share relevant information with Safeguarding colleagues from education and early years.
- The Pan Dorset group to continue building practice links with the Police and to audit referrals to their service with regard to Police Officers/civilian staff
- The Pan Dorset group to discuss service development and the need to manage the local government re-organisation in April 2019
- The Pan Dorset Group to support discussion and provide challenge to services’ quality assurance functions. This is currently done with case discussions, thresholds and approaches to challenges.
- Outreach to community / voluntary sector groups about allegation management.
Spotlight on Education and Early Years

SAFEGUARDING IN EDUCATION:
The effectiveness of safeguarding arrangements in local schools, colleges and early years settings is monitored by the LSCB Safeguarding in Education group which provides regular reports to the LSCB Executive Board. The Performance Management report, which contains and analyses data, is submitted in October of each year, reporting on the school year just ended. Providers are offered significant support by the Local Authorities, the LSCB and Safer Schools and Communities Team (SSCT).

Work of the LSCB Safeguarding in Education group:
- Safeguarding Guidance and local policy/procedures have been produced/updated and made accessible for providers.
- In line with the revised government guidance Keeping Children Safe in Education (KCSIE) updated in 2018 and the LSCB Compact, all education settings are required to review their safeguarding procedures annually. The LSCB has designed an audit tool for schools and the local authorities have arrangements for reviewing and feeding back from these audits. Overall themes or concerns are reported to the LSCB Safeguarding in Education Group in a standing agenda item.
- The local authorities have bespoke audit tools for early years settings. All settings and child minders are in contact with the local authority according to the needs of individual settings and audit outcomes.
- Attendance, children missing education (CME), elective home education and exclusions are tracked and monitored closely by the local authorities and full data and analysis is reported back to the LSCB Quality Assurance Group in the Autumn Performance Report, and ongoing via the Safeguarding in Education Sub Group.
- Scrutiny of Safer Schools and Communities team (Dorset Police) training take-up and reports of police activity in relation to bullying and prejudice incidents are used to provide assurance and evidence of continuous improvement.
- Designated Safeguarding Leads (DSLs) from all education and early years settings are offered and encouraged to attend all relevant safeguarding training. A training guide produced by the LSCB lists recommended training for those holding various roles. Audits monitor whether appropriate training is being attended.
- Safeguarding forums are held termly for DSLs in schools/college across Bournemouth and Poole. Most schools are represented and non-attendance at more than two consecutive forums (which in practice is unusual) is escalated and challenged. There is very positive feedback about the value of these events in developing the DSLs and keeping them up to date. Forum agendas cover the full range of national and local safeguarding themes e.g. Prevent, County Lines, serious case review learning, suicide and self-harm, supervision, youth related knife crime, child sexual abuse. Colleagues share good practice and learning from their Ofsted inspections in relation to safeguarding. Representatives from the local authority Children’s Social Care and Early Help services, Police and other partner agencies are invited to present at Forums as changes occur e.g. Signs of Safety, Early Help Services.
• Similar, termly events are facilitated for early years providers across Bournemouth and Poole with strong attendance. Themes are similar to the school’s forum and recent input has included Signs of Safety, Prevent, Early Help Services, Child Sexual Abuse / PANTS Campaign.

**Impact of the work of the Group**

• DSLs provide feedback that they feel well supported and kept up to date with changes to guidance/legislation and best practice which enables them to provide effective leadership on this area to colleagues, children and parents/carers.

• DSLs are equipped to promote a vigilant and proactive approach to safeguarding within their settings, which ensures that disclosures and concerns are shared, and appropriate referrals are made in line with thresholds and reporting pathways.

• Inspections confirm that good safeguarding arrangements are in place in the vast majority of schools/college/early years settings across the area – see table below. Where additional support is required to improve, a wealth of advice and support is easily accessible via the Forum and the Safeguarding Advisers.

**Ofsted inspection outcomes: (as at 1st June 2019)**

100% of Bournemouth and Poole schools were found to be good or better in the judgement related to behaviour and safety.

**Schools**

<table>
<thead>
<tr>
<th>Area</th>
<th>Number</th>
<th>Academies not yet inspected</th>
<th>Leadership &amp; Management good or better (full inspection) or “This school continues to be good” (under a one-day inspection)</th>
<th>Behaviour &amp; Safety good or better (full inspection) or “safeguarding is effective” (under a one-day inspection)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Maintained</td>
<td>Academies</td>
</tr>
<tr>
<td>Poole</td>
<td>41</td>
<td>16</td>
<td>3 (of 4)</td>
<td>20 (of 21)</td>
</tr>
<tr>
<td>Bournemouth</td>
<td>40</td>
<td>0</td>
<td>4 (of 4)</td>
<td>31 (of 36)</td>
</tr>
</tbody>
</table>

**Bournemouth, Christchurch and Poole Council:**

**Early Years Ofsted Outcomes (May 31st 2019)**

The analysis presented here is based upon the number of group settings, childcare on domestic premises and childminders that have been inspected by Ofsted. School Nurseries are summarised in the final table. Overall, the BCP area has the following number of registered providers:
New registrations have resulted in 51 Early Years providers awaiting their first inspection. These are not included in the main data but referenced below for information purposes.

- 100% of Ofsted inspected childminders have an Ofsted outcome of Good or Outstanding.
- 2 Group PVI’s (Private Voluntary Institutions) are judged to Require Improvement (both located in Christchurch ward)
- 51 early years providers await their first inspection (13% of the total).
- The national figure for December 2018 shows 95% of inspected providers are Good or Outstanding. The South West is at 96.5% (spring DfE stat release 18 June 2019).

### Ofsted Quality Outcome - 314 Inspections May 31 2019

<table>
<thead>
<tr>
<th>Quality</th>
<th>Total</th>
<th>%</th>
<th>Groups</th>
<th>Childcare on Dom. Prem.</th>
<th>Childminders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>70</td>
<td>22.50%</td>
<td>32</td>
<td>25.5%</td>
<td>100%</td>
</tr>
<tr>
<td>Good</td>
<td>242</td>
<td>77%</td>
<td>91</td>
<td>73%</td>
<td>151%</td>
</tr>
<tr>
<td>Required Improvement</td>
<td>2</td>
<td>0.50%</td>
<td>2</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>Inadequate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>314</td>
<td>100%</td>
<td>125</td>
<td>1</td>
<td>188</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality</th>
<th>Total</th>
<th>Groups</th>
<th>Childcare on Dom. Prem.</th>
<th>Childminders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awaiting 1st Inspection</td>
<td>51</td>
<td>18</td>
<td></td>
<td>33</td>
</tr>
<tr>
<td>Met</td>
<td>12</td>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Not Met (with actions)</td>
<td>2</td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Grand Total</td>
<td>379</td>
<td>143</td>
<td>1</td>
<td>236</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality</th>
<th>Total</th>
<th>Groups</th>
<th>Childcare on Dom. Prem.</th>
<th>Childminders</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Good or Outstanding</td>
<td>99.50%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### School Nurseries (School Inspections)

<table>
<thead>
<tr>
<th>Quality</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>2</td>
<td>18.00%</td>
</tr>
<tr>
<td>Good</td>
<td>7</td>
<td>64%</td>
</tr>
<tr>
<td>Required Improvement</td>
<td>1</td>
<td>18.00%</td>
</tr>
<tr>
<td>Total</td>
<td>11</td>
<td>100%</td>
</tr>
</tbody>
</table>
Developments from the LSCB Safeguarding in Education Group

- Supervision practice in schools/colleges is being embedded following the recent pilot and the LSCB Supervision guidance, circulated in the Autumn Term. Supervision training for Schools / Colleges has been available from the LSCB this academic year. Supervision in Early Years is embedded with examples of good practice identified by Ofsted in inspections.
- Bournemouth and Poole were successful in their bid to be part of the “All Together Against Bullying” national project (one of only 15 authorities). The programme aims to reduce bullying of all pupils in schools and especially pupils who are disabled or with special education needs (SEN). 22 schools in Bournemouth and Poole accessed the resources and achieved the National accreditation. Anti -Bullying forums have continued each term. Schools across BCP are being offered the opportunity to take part in the second round of this Project through a workshop available in June 2019.
- The annual pan Dorset Online (E-Safety) Champions event, led by the South West Grid for Learning, was held in May 2019 with contributions from The Safer Schools and Communities Team from Dorset Police. The SSCT provides various online safety training throughout the year for practitioners, children and parents.
- Youth related Knife crime including links to County Lines, has been a significant concern nationally. Police presentations on this theme have been incorporated into various briefings e.g. DSL forums, Governors Safeguarding briefing. This year free knife crime awareness training has been offered to secondary schools.
- Preventing Extremism, including the local profile, is regularly up-dated at DSL forums with the Prevent lead attending and other specific events. Prevent updates are a standing agenda item on the Safeguarding in Education group.
- Training on Child Sexual Exploitation is promoted to raise awareness and advise relevant staff how to refer. The LSCB Exploitation Risk Assessment Tool is currently being revised.
- Safeguarding training for new Governors/Trustees is available and an annual update briefing was held in May 2019.
- Bournemouth/Poole Early Years teams provide safeguarding training for staff in Early Years settings/children’s centres in additional to the generic multi agency LSCB offer.
- The Language School DSL Safeguarding Forum aims for termly meetings. Some work took place with Bournemouth University about accommodation.
- Keeping Children Safe in Education leaflets are available in 12 languages and are being used by schools and early years settings.
- Sexually Harmful Behaviour multi agency training is now being offered, following on from the need identified by the working group which should assist with some of the issues raised by schools/college relating to this area of work and following on from national guidance issued in 2018.
- Operation Encompass has been promoted by the Education group, taken to strategic level and a pilot is to be set up in Poole for the Autumn term 19.
- Work with the police on School Watch is continuing in order to improve this process.
- The Physical Intervention policy was re written and circulated in the autumn term 2018 after discussion and approval at the Education Safeguarding group and has been well received by schools/colleges.
Spotlight on Safeguarding in Health services

Dorset Clinical Commissioning Group (CCG) continues to be a committed partner to the LSCB. Safeguarding is recognised as a high priority for health organisations, and robust arrangements are in place to provide strong leadership, vision and direction for safeguarding practitioners within health and beyond, into multi-agency practice. Clear procedures are in place, in line with relevant legislation, statutory guidance and best practice.

The Safeguarding Leadership Team within the CCG includes Designated Leads for both adult and child safeguarding. The Designated Nurse Consultant and Designated Doctor are both members of the Child Death Overview Panel (CDOP); the panel is chaired by one of the CCG Named Safeguarding GPs.

Designated health professionals play a key part in clinical decision making across health organisations, working closely with local health providers to provide leadership, influence thinking and, where improvement is required, support change in front line clinical practice. The Designated Professionals also took a role of system leaders during any inspection process. In 2018 two inspections were completed; one as part of the Joint Targeted Area Inspection for Child Exploitation/Gangs and Missing in Dorset and the other a CQC focused inspection for Children Looked After and Safeguarding in Bournemouth. The Designated Professionals have overseen the improvement plan and have worked with health providers to implement and monitor the change process.

Health partners take the lead on ensuring that the multi-agency workforce is equipped with the skills to recognise, monitor and challenge an issue identified and flag concerns to the Board.

The Safeguarding Children and Young People in Health (SCYPiH) group meets quarterly and provides oversight of the safeguarding agenda across health agencies. All commissioned and independent providers of services for children are invited. The group provides the opportunity to discuss a wide range of safeguarding issues and allows for the sharing and development of best practice across the health and multi-agency safeguarding system. The group is led by the CCG Designated Doctor for Safeguarding.

Key areas of work in 2018/19 have included:

- Successful recruitment to two Child Protection Specialist Nurse posts to address the gap in health information for school-aged children at child protection conferences. This will support the development of effective, multi-agency child protection plans and attendance at multi agency review child protection conferences.
- Continued oversight and development of the health component of the Multi Agency Safeguarding Hub (MASH), with additional investment to provide an information sharing and moderation function for the Children at Risk of or Linked to Exploitation (CARoLE) process.
- Development and implementation of the revised shortened Child Exploitation, four question risk assessment tool (CERAT) for health professionals providing interventions in time limited settings.
- Development of domestic abuse services in GP surgeries and acute hospital settings.
• Review of the multi-agency child sexual abuse pathway ensuring that children, young people and families experiencing assault receive a wraparound service
• Roll out of phase one of the Child Protection Information Sharing (CPIS) system across all acute and urgent care settings.
• Continued development of the ‘Think Family’ approach to ensure the welfare of children, young people and adults at risk is integral to clinical practice within all adult and children services. Learning from SCRs, SARs, DHRs, where the theme of think family has been highlighted, has been incorporated into safeguarding training across health providers.
• A strengthened supervision model has been introduced within the community trust to support health practitioners with the development of their safeguarding skills, knowledge and competencies.
• The objective of ensuring that GP practices have robust safeguarding processes has been supported by the CCG “Named GPs”, through the development of Section 11 assurance visits.
• Ensuring the uptake of Prevent training as part of health service providers’ contractual responsibilities.
• Ensuring that robust procedures are in place to monitor and respond to the reporting of Modern Slavery, Human trafficking and Female Genital Mutilation and the provision of training and support to providers in these areas of work, not frequently seen across Dorset, but for which services must remain vigilant.
• Development of the Multi-Agency Suicide Prevention and Strategy Plan. This work will continue across agencies during 2019.
• Taking a leadership role in the development of the new Safeguarding Children Partnership Arrangements, ensuring there is a clear transition of statutory responsibilities from the LSCBs to the new arrangements.
A Black and Minority Ethnic (BME) Safeguarding Children Forum has been running across Bournemouth and Poole since December 2012. The Forum brings together a range of community representatives and social care managers.

Discussions in this Forum are varied; it is a chance for the community to tell us what they are worried about in relation to safeguarding children and also an opportunity for services to pass information to community leaders to disseminate.

The group has arranged four basic safeguarding awareness training sessions for BME community members between April 2018 and March 2019. Evaluations from these sessions are very positive with community members saying that they have a better awareness of safeguarding and the process that could be followed when concerns arise.

The group met four times in the last year and has received awareness raising on Child Sexual Abuse and the LSCB / NSPCC PANTS campaign, Private Fostering, County Lines, Bilingual Beginnings and reporting Hate Crime.

Documents to support community members have been circulated including guidance about safeguarding in faith settings, a survival guide to child protection for Roma parents, and a parent’s guide to responding to bullying amongst others. The group has regular data shared about the BME representation of service users.

Members of the community are offering support to unaccompanied asylum seeking young people and Syrian refugees resettled in the area.

A member from this group also served on the LSCB as a Lay Member.
LSCB Progress across Bournemouth & Poole
The Core Functions of the LSCB were as set out in Working Together 2015, whilst local Priorities are influenced by emerging national themes, together with local needs arising from issues of concern, supported by core data and audit findings. This section of the Annual Report sets out progress against both Core Functions and local Priorities.

### Core functions

- **Ensure the effective dissemination and use of clear, up to date and compliant inter agency Policies, Procedures and local guidance.**
- **Review of Child Deaths to learn lessons and reduce risks of death in the future.**
- **Coordinate and commission effective safeguarding training for key practitioners working with children and young people.**
- **Communicate the work and objectives of the Board and ensure that the voice and experience of children and families in safeguarding services is heard and acted upon.**
- **Undertake Serious Case Reviews and other case audits to ensure that lessons are learned, and actions are taken to reduce the risk of future harm.**
- **Quality assure and monitor the effectiveness of safeguarding practice and systems by partner agencies, individually and collectively.**
Ensure the effective dissemination and use of clear, up to date and compliant inter-agency Policies and Procedures

The LSCB provides a central access point for all multi-agency policies and procedures to avoid duplication. The work of a range of sub groups, including a dedicated, pan Dorset Policy and Procedures Sub Group has contributed to improvements in this area by:

- Continuing a systematic update of multi-agency policies and procedures hosted through Tri-x, who ensure central policy compliance with changing legislation. Following feedback from users, the layout of the site and approach to documents has been completely transformed by the Business Support Manager who leads on this area of work.
- Identifying additional policy guidance needs or updates as practice develops e.g. self-harm and suicidal behaviour, children vulnerable to extremism etc.
- Identifying the need for additional or updated policies and procedures as a result of learning from Serious Case Reviews and Case Audits.
- Promoting practitioner reference to and use of the Board’s website and in particular, policies, procedures and the document library. A particular drive continues, to remind practitioners and managers of the Escalation Policy, which channels professional challenge, a key function of the LSCB. An updated Escalation Policy will be published in July 2019.
- Usage of the Policies and Procedures area of the website is reviewed at each sub group meeting and remedial actions taken and tracked where this is a concern with particular partner organisations.
- The pan Dorset Multi-Agency Safeguarding Policies and procedures can be accessed via the LSCB website or by clicking HERE.
The pan Dorset Child Death Overview Panel continues to undertake its role with sensitivity and has identified and implemented a range of recommendations that are improving child safety and welfare.

CDOP enables the Dorset Safeguarding Children Board and Bournemouth & Poole LSCB to carry out their statutory responsibilities relating to child deaths.

CDOP is also required to categorise the preventability of a death by considering whether there were factors which may have contributed to the death of the child and if so, whether these could be “modified” to reduce the risk of future child deaths. During 2018/19 CDOP identified modifiable factors in 16 of the 32 deaths reviewed - 50%, which is significantly higher than in previous years and the national average. It is difficult to evidence the reason for this increase, although the growing expertise of the Panel together with the collective professional knowledge, providing opportunities for greater scrutiny, cannot be ignored. There were a range of modifiable factors identified including the following examples:

- The impact of alcohol use which continues to feature in deaths associated with road traffic collisions and SUDI presentations.
- Maternal smoking during pregnancy and smoking by family members in the household continues to be a factor in child mortality.
- Maternal obesity continues to be a factor identified in premature birth and neonatal mortality.

CDOP FACTS AND FIGURES 2018/19

- 422 children have died in Dorset, Bournemouth and Poole since April 2008
- 25 deaths of children resident in Bournemouth, Poole and Dorset were notified during the year, a decrease of 24% from the previous year
  - *13 were resident in Dorset
  - *6 were resident in Bournemouth
  - *6 were resident in Poole
- 13 deaths were expected and 12 were unexpected
- 17 deaths were dealt with at Poole Hospital and 8 at Dorset County Hospital

CDOP met on 5 occasions and reviewed 32 deaths

CATEGORISATION

There is a requirement to categorise each death. The data over the last three years (108 deaths) illustrates the following percentage in each category:

- 24% Chromosomal, genetic and congenital anomalies
- 23% Perinatal/neonatal event
- 14% Malignancy
- 12% Trauma and other external issues
- 8% Sudden unexpected, unexplained death
- 7% Suicide or deliberate self-inflicted harm
- 5% Infection

Acute medical or surgical condition *
Chronic medical condition *
Deliberate inflicted injury, abuse or neglect *

- *7% were in these three categories. To avoid identification, the percentages under 5% are not shown.
CDOP Impact 2018/19 - Improving child safety, child welfare and the CDOP process

Emerging Themes

Road Traffic Collisions
During the near two-year period between December 2016 through to October 2018, a total of 7 children from the pan Dorset area died following their involvement in road traffic collisions, compared with the six-year period from June 2010 to October 2016, when the same number of children lost their lives on the roads of Dorset. This is therefore a significant increase in the last two years.

Potential identification of individual children or their families precludes disclosure of more detailed data in this report; suffice to say, all have been comprehensively investigated by Dorset Police, local authority road safety teams and the coronial process.

It is important that all professionals involved in road safety maintain their focus on reducing child casualties and that parents/carers in particular, recognise their contribution through personal responsibility, education, training and appropriate supervision of children in their care.

Chromosomal, Genetic and Congenital Anomalies
Historically, the most common category of child death has been in the Perinatal/Neonatal Event category. However, during the three-year period 2016-2019 the number of deaths in the Chromosomal, Genetic and Congenital Anomalies category exceeded the former by 1%. Whilst this might be a single three-year outcome, could this be an emerging trend signifying a reduction in the number of perinatal/neonatal deaths, where modifiable factors are more frequently identified, which is in direct contrast to chromosomal, genetic and congenital anomalies which are rarely ‘modifiable’.

Recommendations Arising from CDOP

Use of Ear Thermometers
The Panel questioned the accuracy of ear thermometers after considering the potential variance in readings if not positioned correctly in the ear. Consequently, the Panel recommended that Dorset HealthCare reviews their use. Subsequently, Dorset HealthCare issued guidance to the effect that ear thermometers are no longer recommended by the Health Visiting Team and advised parents/carers to review the Wessex Healthier Together website for minor ailments which links to Department of Health web site where axilla (under arm) temperature recording is recommended.

Families Managing Emergency Hospital Admissions
The Panel recognised the challenges faced by parents/carers of children with severe physical disabilities when they unexpectedly require admission to hospital and are faced with the competing demands of managing the safety and welfare of other children living in the household. A question was considered as to whether such challenges could inadvertently delay the hospital admission of the sick child? The Panel recommended that the Children’s Social Care representative should provide feedback to their Children Who are Disabled teams, that contingency planning should be discussed with parents and carers who could possibly face this dilemma.

The Panel were reassured that planning already exists with families about managing emergency hospital admissions, but there is not mitigation in every scenario. This will be the case for many families. Agency reflection on this scenario was positively received.

Tumours
The Panel recommended that local GP’s are reminded not to allow an apparent recovery to deter them from further exploration of a potential tumour. The “HeadSmart” campaign recommendations were shared with all GPs in Dorset, Bournemouth and Poole.
Bereavement Support for Early Years Settings
Engagement with schools and other educational establishments is embedded within the pan Dorset procedures following the unexpected death of a child. However, a gap was identified in formal links to some Early Years settings. Good practice exists in Poole where there is direct support from Childcare Officers and Area SENCO’s (Special Educational Needs Coordinator). A pack of bereavement guidance materials, from the Educational Psychology service is shared with providers. There has also been signposting to MOSAIC and GP/health services for support and counselling. The Pan Dorset CDOP Administrator will now inform Dorset Council Early Years Manager following unexpected deaths of children aged 2-5 years or where there are siblings aged 2-5 years to provide appropriate support to service providers and settings as necessary.

LeDeR – Learning Disabilities Mortality Review Programme
The Learning Disabilities Mortality Review Programme (LeDeR) aims to make improvements to the lives of people with learning difficulties. It clarifies any potentially modifiable factors associated with a person’s death and works to ensure that these are not repeated elsewhere. The LeDeR programme interfaces with the new Child Death Review Process so that our knowledge about the deaths of children with learning difficulties can be improved. The University of Bristol is coordinating the programme and locally protocols have been established to ensure appropriate information sharing to avoid duplication and to ensure the effectiveness of both processes.

The Future
Following the publication of Working Together to Safeguard Children 2018 and the Child Death Review Statutory and Operational Guidance (England) 2018, the pan Dorset Child Death Review Partners (Dorset NHS CCG, Dorset Council and Bournemouth, Christchurch and Poole Council) have decided to merge with Somerset to meet the criteria dictated by the statutory guidance that CDOPs should be of a size that over 60 cases are reviewed annually. Central to the changes nationally has been the introduction of the National Child Mortality Database and locally has been the joint-commissioning of the eCDOP case management system which will facilitate common working practices as the merger becomes established. The Child Death Review Partners must submit their proposals to NHS England during June 2019 for the new arrangements to be introduced by September 2019. The first joint meeting is planned for July 2019.
Co-ordinate and commission effective Safeguarding Training for key professionals working with children and young people

A key responsibility for Local Safeguarding Children Boards is to ensure that multi agency safeguarding training is available to the diverse workforce whose work involves children and young people. Pan-Dorset this training is provided by the LSCBs’ training team, hosted by Dorset Safeguarding Children Board.

**Fig 1 – Overall training courses offered with booking & occupancy rates**

<table>
<thead>
<tr>
<th></th>
<th>No of courses offered</th>
<th>Total spaces available</th>
<th>Total bookings</th>
<th>Total attendance</th>
<th>Booking %</th>
<th>% Booking rate change compared to previous Q</th>
<th>Occupancy rate on the day %</th>
<th>% Occupancy rate change compared to previous quarter</th>
<th>Feedback received</th>
<th>Feedback %</th>
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<tbody>
<tr>
<td>2018-19 Totals</td>
<td>124</td>
<td>4182</td>
<td>3647</td>
<td>3348</td>
<td>87%</td>
<td>n/a</td>
<td>80%</td>
<td>n/a</td>
<td>1699</td>
<td>51%</td>
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<tr>
<td>Totals for Q4</td>
<td>47</td>
<td>1403</td>
<td>1311</td>
<td>1269</td>
<td>93%</td>
<td>-3%</td>
<td>90%</td>
<td>+4%</td>
<td>627</td>
<td>49%</td>
</tr>
<tr>
<td>Totals for Q3</td>
<td>30</td>
<td>910</td>
<td>870</td>
<td>780</td>
<td>96%</td>
<td>+12%</td>
<td>86%</td>
<td>+12%</td>
<td>410</td>
<td>53%</td>
</tr>
<tr>
<td>Totals for Q2</td>
<td>21</td>
<td>742</td>
<td>614</td>
<td>547</td>
<td>83%</td>
<td>+7%</td>
<td>74%</td>
<td>+7%</td>
<td>281</td>
<td>51%</td>
</tr>
<tr>
<td>Totals for Q1</td>
<td>26</td>
<td>1125</td>
<td>852</td>
<td>752</td>
<td>76%</td>
<td></td>
<td>67%</td>
<td></td>
<td>381</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Fig 2 – Individual course breakdown and occupancy rates for 2018-19. Figures in brackets are from 2017-18 to allow comparison with the previous year**
<table>
<thead>
<tr>
<th>Course</th>
<th>Number of courses</th>
<th>Total delegates attended</th>
<th>Total places available</th>
<th>Occupancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 3 2-day</td>
<td>7</td>
<td>270</td>
<td>316</td>
<td>85%</td>
</tr>
<tr>
<td>Level 3 Initial (1 day)</td>
<td>34</td>
<td>975</td>
<td>1020</td>
<td>96%</td>
</tr>
<tr>
<td>Level 3 Update</td>
<td>42</td>
<td>1189</td>
<td>1361</td>
<td>87%</td>
</tr>
<tr>
<td>Sub-total (Level 3 and Update)</td>
<td>83 (58)</td>
<td>2434 (2158)</td>
<td>2697 (2460)</td>
<td>89% (88%)</td>
</tr>
<tr>
<td>Annual Online Safety Champions workshop</td>
<td>1</td>
<td>85</td>
<td>100</td>
<td>85%</td>
</tr>
<tr>
<td>Learning from Serious Case Reviews with a focus on SCR 26</td>
<td>2</td>
<td>23</td>
<td>60</td>
<td>38%</td>
</tr>
<tr>
<td>Supervision (Schools &amp; EY only)</td>
<td>2</td>
<td>48</td>
<td>60</td>
<td>80%</td>
</tr>
<tr>
<td>CEOP ThinkUKnow</td>
<td>2</td>
<td>54</td>
<td>60</td>
<td>90%</td>
</tr>
<tr>
<td>Level 2 Safeguarding (half day)</td>
<td>2 (1)</td>
<td>44 (45)</td>
<td>75 (45)</td>
<td>59% (100%)</td>
</tr>
<tr>
<td>Domestic abuse and impact on children</td>
<td>2 (1)</td>
<td>32 (31)</td>
<td>60 (30)</td>
<td>53% (103%)</td>
</tr>
<tr>
<td>Safer Recruitment Refresher</td>
<td>2 (2)</td>
<td>33 (56)</td>
<td>80 (80)</td>
<td>41% (70%)</td>
</tr>
<tr>
<td>Managing Allegations</td>
<td>2 (3)</td>
<td>44 (58)</td>
<td>60 (90)</td>
<td>73% (64%)</td>
</tr>
<tr>
<td>Working with child sexual abuse</td>
<td>2 (3)</td>
<td>36 (43)</td>
<td>40 (60)</td>
<td>90% (72%)</td>
</tr>
<tr>
<td>Level 2 CSE</td>
<td>3</td>
<td>77</td>
<td>90</td>
<td>86%</td>
</tr>
<tr>
<td>Level 3 CSE</td>
<td>3 (5)</td>
<td>73 (131)</td>
<td>90 (150)</td>
<td>81% (87%)</td>
</tr>
<tr>
<td>Safer Recruitment</td>
<td>4 (5)</td>
<td>108 (144)</td>
<td>140 (175)</td>
<td>77% (82%)</td>
</tr>
<tr>
<td>Level 3 Neglect</td>
<td>4 (5)</td>
<td>100 (152)</td>
<td>130 (175)</td>
<td>77% (87%)</td>
</tr>
<tr>
<td>SCR Workshop</td>
<td>9 (15)</td>
<td>143 (541)</td>
<td>405 (675)</td>
<td>35% (80%)</td>
</tr>
<tr>
<td>Sub-total (other courses)</td>
<td>41 (49)</td>
<td>900 (1536)</td>
<td>1450 (1860)</td>
<td>62% (83%)</td>
</tr>
<tr>
<td>Totals</td>
<td>124 (107)</td>
<td>3348 (3694)</td>
<td>4182 (4320)</td>
<td>80% (86.13%)</td>
</tr>
</tbody>
</table>
During 2018-19:
- 90% of delegates rated the training they had attended as good or excellent
- 93% of delegates said that the course they attended met their training objectives

How has LSCB training impacted practice?
This is measured by post-course surveys (approximately 1-2 weeks post course) and impact surveys (approximately 3 months post course). The examples below illustrate examples of changes in practice cited by delegates following safeguarding training.

Please provide an example of any changes in practice you have made as a result of attending training:
- Changed our recruitment applications, question and more robust references
- More aware of behaviour changes indicating hidden issues.
- More time spent talking with young people.
- Communication with parents has improved and we have used our newsletter to promote E-Safety.
- It has allowed me to adapt my practice in working with children who have suffered neglect to do more work around self-esteem, 'I am worthy'. My team have had the information and work in a different manner. We have discussed resilience and the effects of home conditions.
- More focus on coercive behaviour and elements recognised with one of our families.
- Asking more questions and being more aware that the answers might not be the truth.
- Importance of identifying all adults living in the house.
- Making strong links with other professionals/Apartencies. I now meet on a cycle, so we can keep up to date about certain families
- Awareness of asking adult patients I work with thoroughly if they are able to meet their children's needs; where relevant. Providing examples i.e. providing food, warmth, emotional support etc.
- I have become much more aware of Neglect and the persistent nature by which it presents. We talk about the subject a lot more than we used to and we discuss caseload families which we think there could be elements of neglect.
- Remembering to keep the child at the centre in everything that we do, as we may say we do but we might not - particularly when thinking about the parents and their needs.
We are now more rigorous when phoning on the first day a child is missing from school - unreported. I am also more confident about escalating concerns.

Use of the clutter photos as evidence when undertaking home visits for new children to Reception classes

Far more time given to hearing the children’s voice

What impact have these changes actually made for children, young people and their families? Please provide an example;

Children and parents know they will be listened to and taken seriously.

A 12yr old I work with had two phones, so I asked him to tell me about this

Staff feel their Supervisions are beneficial, which directly affects the children's learning

Concerns are dealt with more efficiently. A child disclosed being left at home alone by granny, this was dealt with quickly and the situation resolved.

We involved the attendance officer, and the children's attendance has improved as a direct result of this.

Did a lesson on digital footprints yesterday with year 4 and the children were shocked by the information you could work out about someone just by the little bits of information posted online.

We will be hosting a parent’s meeting next half term to discuss examples of online gaming that some of our children are using outside of school and share with parents the possible dangers that can occur through them. We will also discuss with parents the age rating on games and explain why they have been given - we’re not sure some of our parents understand this and/or why some games are not appropriate for their children to play.

Staff are able to come to me for advice about children in their class which has resulted in a positive outcome for the children.

Some staff are more informed and confident about how to record children’s disclosures and report them which has led to us being able to give help more quickly to the families.

Their behaviours are more understood, more work is in place to support the students who are displaying challenging behaviours with neglect as a factor.

Meetings are much more child focused and this means that the solutions may be easier for the parents to focus on.

I have been more confident to be direct with parents for the benefit of their child(ren) which has meant we are having more open and honest conversations about the difficulties at home.

Staff more aware of the issues that many families are facing. E.g. Awareness of the impact of releasing a child to someone which they think smells of alcohol.

With a current family, I have actually used a SCR as an example of how badly managed this family are. Some people took heed.

What difference has the training made within your organisation and who have you shared it with?

Staff feel more confident. I have shared with all staff.

Shared with all staff at staff meeting. More staff have a better understanding of how and why we keep records of concerns. This has led to more accurate record keeping and better communication with other agencies.

Professional curiosity was recently covered in our team meeting and I was able to share my training and experience.

I have shared all information gathered at the training with my whole team at weekly team meetings and child safeguarding meetings. Even though we are an adult service we have more frequent child safeguarding meetings now and are more aware of issues like ‘disguised compliance’.
Annual Safeguarding Conferences
February 2019

Summary of progress since the last LSAB Annual Report:

- The Level 3 Initial Safeguarding Course was reduced from 2 days to 1 day in length. A range of further modular courses have been commissioned throughout the year to support the multi-agency workforce and to ensure that their training needs are being met.
- All safeguarding courses had maximum group size reduced from 45 to 30. This was to focus on course quality and delegate participation.
- Work has been completed by the Training Coordinator, Operational and Strategic Training Sub Groups to ensure that all Level 3 multi-agency training courses are consistent and conduct quality assurance observations to ensure that high standards of delivery are maintained.
- The training offer has been broadened to include training in working with children and young people who exhibit sexually harmful behaviours and far right extremism awareness training.
- The pan-Dorset CSA “Tackling Child Abuse Project” has funded CSA briefings and trauma-informed practice training free of charge to more than 500 multi-agency staff, which achieved an exceptionally wide reach and very positive feedback. In addition to this, 250 multi agency practitioners and leaders attended the CSA Launch events in May 2018 and the Stakeholder events in March 2019. These events featured national speakers and exhibitors. All events were offered free of charge as costs were covered by the Police and Crime Commissioner’s funding grants.
- The Chair of the Strategic Training Group and the DSCB have visited Bexley, who are one of the “early adopter” sites for the new safeguarding children partner arrangements, and work is underway by the sub group to develop a Learning Hub model based on the success of the Bexley model.
In February 2019, the Dorset and Bournemouth & Poole Safeguarding Children Boards joined forces to deliver a further two joint safeguarding conferences for the pan Dorset children’s workforce. The title was ‘Hidden Harm’, building upon the adversity in childhood work carried out at previous ‘whole family’ conferences. Workshops included; domestic abuse, perinatal mental health, FGM, male circumcision and breast ironing, substance misuse and the impact on the family and gang and knife crime.

Keynote speakers for the event were:
* Dr Warren Larkin, Hidden Harms – “Why waiting to be told doesn’t work”
* Wendy Thorogood, “Suicide in Young People”

Geese Theatre company, “Behind the Mask”.

Both conferences had a diverse mix of attendees including; education, police, YOS, voluntary sector, local authority workers with health having the largest overall representation.

Conference feedback
Delegates rated the venue, organisation, and presentations on the day as mostly good and excellent. Delegates rated the keynote speakers as mostly good and excellent. The Geese theatre company received particularly high praise for their mask demonstration and how this may impact working with young people.

What did delegates say about the conferences?
- Really fabulous conference crammed with people and information, food was really lovely, felt like could have had a little more time to network/see the market place
- This conference has reminded me of the importance of digging deeper and asking more questions about potential hidden dangers for young people and their families
- Examine the ACE factors more thoroughly in decision making
- All speakers absolutely memorable. Behind the mask was excellent
- Emotional wellbeing having more influence on future life prospects that educational attainment at the point of leaving school

There was also high praise for the staff from both venues and particularly at the Marsham Court Hotel, which participates in a work experience programme with the local Linwood School.
Undertake Serious Case Reviews and other case audit exercises to ensure that lessons are learned and actions are taken to reduce the risk of future harm

RAPID REVIEWS AND CASE AUDITS 2018/19

With the publication of Working Together 2018 a revised process has been set out for gathering and disseminating learning from serious safeguarding incidents and a new national Safeguarding Practice Review Panel established. In order to progress learning from incidents more rapidly, cases which do not meet the SCR thresholds or where there is limited local learning to be gathered, can be reviewed through a Rapid Review process which must be carried out within 15 days of the notification to the National Panel of a ‘serious incident’ involving a child or young person.

The National Child Safeguarding Practice Review Panel will also carry out thematic reviews where there is national learning to be disseminated. The first of these is underway on the theme of Child Exploitation.

From September 2019, once the new Pan Dorset Safeguarding Children Partnership is in place, Local Safeguarding Child Practice Reviews (Replacing SCRs) will be carried out where appropriate.

Since the changes published in Working Together the LSCB has carried out 3 Rapid Reviews. None of these cases were recommended for a Serious Case Review and in each case the National Panel has endorsed these recommendations. Two of the three cases involved potentially life changing injuries incurred by an adolescent and one resulted in a death. Learning from the cases has been captured in Action Plans and addressed by the relevant services. Wider learning events are planned for later in 2019.

There have been no new Serious Case Reviews undertaken in 2018/19. However, the LSCB continues to promote the learning and monitor sustained impact on practice and outcomes for children and families from SCRs previously carried out. A summary of these cases follows:

LEARNING AND IMPROVEMENT IN RESPONSE TO PREVIOUS LOCAL SERIOUS CASE REVIEWS (SCRs)

In 2017/18 Bournemouth and Poole LSCB concluded three Serious Case Reviews:

- Child O – Serious Case Review (anonymised Overview Report, August 2017)
**Baby Q Serious Case Review** concluded in August 2017. It cannot be made publicly available due to reporting restrictions, but a Synopsis of Learning was made available to partner agencies in September 2017 and can be sent to partner staff on request.

**Child R Serious Case Review** (published in February 2018)

**Child O Serious Case Review**

In 2016/17 Bournemouth and Poole LSCB completed a Serious Case Review in relation to Child O, who survived but was at risk of related to parent’s poor mental health at that time. The Serious Case Review Report related to this case was published in an anonymised form. However, the Synopsis of Learning which came out of the Review was shared with staff in all partner agencies to improve practice going forward. Key themes included:

- Joint working to risk assess and plan on a multi-agency basis and across children and adult services
- Recognition of mental health and illness and the potential impact on parenting
- Taking a Whole Family Approach, including the need to listen to and respond to the concerns of extended family members
- Coherent risk management between agencies described as handing over securely the ‘Baton of risk’
- The potential dangers of over-reliance by professionals on a specialist consultants’ diagnosis
- Concerns about how children can be seen as a protective factor for parents who are mentally ill
- Reliance on partners to provide care and to ensure the safety of dependent children
- Management oversight, supervision and practitioners having the confidence to raise issues with managers

The learning from the Child O Serious Case Review added impetus to the joint Boards’ work around taking “a whole family approach” and has led to improved communication and risk assessment of parents whose mental health may impact upon their children and wider family.

**Baby Q Serious Case Review**

The Serious Case Review into the death of Baby Q in April 2016 was delayed by the criminal trial of his father who was convicted of his murder in July 2017. Practitioner Learning Events carried out as part of the review process supported the identification of key themes:

- Classification of injuries to a child where the injury cannot be fully explained as accidental and maintaining line of sight to this over time and across sibling groups.
- Assessment of family functioning, ensuring that these are robust and probing.
- Effectiveness of Early Help services, particularly in respect of initial assessment and engagement with families.
- Promoting effective engagement with and understanding of families from diverse cultures/languages.
- Encouragement to all multi-agency practitioners to employ their “professional curiosity” to challenge perceptions and see the bigger picture.

**The Synopsis of Learning for this case can be obtained by partner agency staff from bournemouthand.poolelscb@bcpcouncil.gov.uk**
Child R Serious Case Review

This Serious Case Review focussed on the suicide of a teenager, following the tragic death of a close friend, where both had lived in a close-knit community. Child R had been known to many local services a number of years leading up to her death and numerous practitioners worked hard to find a way to support her effectively, but ultimately these interventions were not able to prevent her death.

Themes from the Overview Report include:

- Understanding and working successfully with children and young people who show behaviours indicative of Attachment Disorder.
- Ensuring that multi-agency planning, assessment (including risk assessments) are shared on an on-going basis, are collectively understood and that these underpin provision of joined up, co-ordinated support services.
- Ensuring that child protection processes meet the needs of adolescents with complex needs and behaviours.
- Providing comprehensive and proactive support for young people and their communities when a young person dies suddenly.
- Appropriate and effective use of specialist service provision

The Synopsis of Learning for this case can be obtained by partner agency staff from: bournemouthand.poolelscb@bcpcouncil.gov.uk

The legacy of the Child R Serious Case Review led the LSCB to set up two multi-agency workshops on Adolescent Risk to explore from a national research and local practice stance whether current processes effectively meet the needs of adolescents with complex needs and behaviours. The work coming out of the sessions has led to the development of a new pilot that will run in tandem with current multi-agency processes to manage risk and support this vulnerable group of young people.
Quality assurance and monitoring the effectiveness of safeguarding practice and systems by partner agencies individually and collectively

The LSCBs Quality Assurance (QA) and Scrutiny functions are led by a pan Dorset QA sub group, which continued to make good progress in further refining its processes and assurance functions in 2018/19. The pan Dorset Performance Management Framework has provided the basis for robust analysis, question and challenge between partners of the key elements of multi-agency practice and impact. Three types of information have been used:

**Core data:** The Core dataset has been reviewed by the QA Group on a regular basis. For example, following feedback from the OFSTED Review in 2017, additional relevant Health data has been included. The commentary and analysis of data by operational managers has improved, supported by commissioned data analysis arrangements provided through the Borough of Poole analyst completed prior to submission to the QA Sub Group and Boards. The analyst contract has provided improved assurance and visibility regarding trends, performance across partners, spotlighting areas for further action or challenge. This data is key to the Board in measuring the effectiveness of agencies in safeguarding children and young people. Work has continued to refine and define performance measures and to improve the focus on outcomes for children, young people and families.

**Multi Agency, Themed Audits** undertaken in 2018/19 have included a multi-agency partnership, “live audit” of safeguarding support in cases from across each local authority area and audits on Children who Are Disabled and, following on from the JTAI, cases where Child Exploitation is known or suspected. The latter two themes are currently underway.

**Performance Reports:** A wide range of Annual Performance reports have been scrutinised during the year including: Private Fostering, Early Help services, Child Protection and Children in Need, Allegations Management, Looked After Children, IRO Reports, Safeguarding in Education settings. Where there were areas for challenge, these were reported by exception to the Board in the quarterly QA Performance Report.

**Section 11 Audit Process 2017-2020** A new process was adopted for the 2017-2020 Section 11 Audit Process, to include a detailed Self-Assessment and Improvement Tool, peer moderation pairings and a Challenge Day held in October 2017 with a focus on sharing best practice amongst partners. All partners have provided a Progress Update in May 2018 against their identified areas for improvement. The final review phase was completed and learning from the process logged to inform future Section 11 practice.
Other Inspections

Bournemouth Borough Council, Children, Young People and Families underwent an OFSTED inspection in July 2018 under the new ILACs framework, with a judgement of services to be ‘requiring improvement’. The Board has been updated on regular occasions on progress with the OFSTED Improvement Plan. The work of the LSCB was not included within this inspection and the final LSCB OFSTED judgement (from 2017) remains ‘Good’.

In October/November 2018, the Care Quality Commission carried out a Review of health services for children ‘looked after’ and Safeguarding in Bournemouth and recommendations from this have been reviewed and monitored by the LSCB Executive Board in 2018/19.

In May 2018 a Joint Targeted Area Inspection (JTAI) of the multi-agency response to child sexual exploitation, children associated with gangs and at risk of exploitation and children missing from home, care or education was undertaken in Dorset. There was considerable learning identified from this inspection which has been taken forward by a new pan Dorset, refocused Child Exploitation Sub Group. Further detail on this is included on page 51/52.
The voices & experiences of children, young people and & families

The Board recognises that it is vital that the voice and experience of children and families in safeguarding services is heard and acted upon. While partner organisations individually do much good work to really hear what children and young people have to say about their services and share these comments, the LSCB also sets out to hear these messages more directly in a number of ways. Children and young people (and families) now have a regular input at each Board meeting to ensure that their voices are directly heard by the strategic members of the Board. In every case to date, these voices and messages have been powerful and impactful and have led to changes in practice or escalation to other key partnerships.

In 2018/19, the Board has continued to hear the views and experiences of children and young people as part of themed inputs. This year the following themes have been included:

- Local young people separated and seeking asylum who are living in Bournemouth and Poole

Hearing directly from two young men seeking asylum in the UK and living in Bournemouth highlighted to Board members the level of trauma experienced by such young people on their journeys and just how much they are affected day to day by their anxieties about their family members in other countries or whose fate is unknown to them. Good practice was shared around giving these young people “worry bags” with basic items to help them cope day to day with their anxiety, together with easy access to post traumatic stress therapy and counselling. The type of cases experienced in Poole were somewhat different with a higher proportion of young people entering directly via the Port of Poole, with the intention of travelling further afield in the UK to join extended family members and so more likely to go “missing” from their care placement.

It was clear that the social work and health teams working with these young people are taking every opportunity to help integrate them into their local communities and local education providers, as well as providing them with access to sport and leisure activities. Bournemouth has been successful in bidding for additional funding to support initiatives to integrate these young people with their local communities.

- Children and Young People with special educational needs and disabilities (SEND)

This group of children and young people have a very wide ranging set of needs that can potentially make them more vulnerable to abuse and neglect, particularly where they face communication challenges or capacity issues. The Board spent two sessions focusing on how these children and young people are safeguarded, including considering survey feedback from parents whose children were taking part in short breaks provision in summer 2017. This highlighted the particular challenges and worries caused when children/young people were “out and about” in their local communities or travelling on public transport. Hearing directly from this group of children and young people and their parents remains an on-going area of focus for the Board.
Following a Multi-Agency Planning Day, it was agreed that current priority areas for cross partner development should roll forward into 2018/19, the transition year for the new Safeguarding Children Partnership Arrangements.

Ensure that signs and symptoms of child neglect are understood, and interventions are timely and effective to prevent harm to children and young people who may be at risk.

Ensure and improve recognition, understanding and interventions in relation to Child Sexual Abuse to prevent and manage the risk to children and young people.

Ensure robust partnership arrangements are in place to prevent and manage the risk of harm to young people of Child Exploitation (including Sexual Exploitation and Children who go Missing or are Trafficked or those at risk of Criminal Exploitation).
In June 2018, a review of the sub group objectives was undertaken. The outcome was to confirm that the identification, response to and early intervention to prevent harm to children and young people at risk of neglect should be sustained as a priority of the pan Dorset LSCBs.

Membership of the Child Neglect Working Group was reviewed to ensure appropriate multi-agency representation to enable even more effective coordination of the delivery of the priority, information gathering and holistic assessment processes.

The challenges of establishing a meaningful data set were acknowledged. These include neglect not always being recorded as the prime safeguarding concern, but it often being a contributory or consequential factor. Also, the challenge of the level of recording and therefore shared knowledge of very early interventions and responses to low level neglect, for example a child regularly coming to school hungry, at Universal or Universal Plus level on the Continuum of Need.

A review of the pan Dorset LSCB Multi Agency Child Neglect Strategy has been undertaken. The new Strategy will be launched in September 2019 and includes proposed indicators and measures on which to establish a monitorable data set. How realistic collecting the associated data is, is yet to be confirmed.

The revised Strategy places even greater emphasis on Early Help Intervention to address early signs of neglect and provide support through practitioners working alongside families to improve outcomes.

The revised strategy identifies four strategic objectives:

**Objective A:**
Securing collective commitment and resource across all partner agencies, demonstrating effective leadership in driving forward improved outcomes for children and young people at risk from neglect.

**Objective B:**
Further developing awareness, understanding and recognition of child neglect at all ages and stages, including, pre-natal, perinatal childhood and adolescence.

**Objective C:**
Supporting local Early Help Strategies to strengthen prevention, recognition and responses to neglect before statutory intervention is required.

**Objective D:**
Improving the effectiveness of intervention and service provision in working alongside families to achieve improved outcomes.
In readiness for the publication of the new Strategy, a review of the Neglect Toolkit is being undertaken. BCP Council has purchased a licence and has plans in place to train local trainers in using the NSPCC’s Graded Care Profile 2. We know that assessing neglect can be difficult and subjective. The GCP2 is a comprehensive, practical, evidence-based assessment tool for evaluating levels of parental care with families, bringing what life is like for the child to the forefront and helping parents understand how neglect may harm their child.

Both the Strategy review and the review of the Neglect Toolkit have been undertaken by Task and Finish Groups from the LSCBs pan Dorset Neglect Group.

The launch of both the revised Strategy and the revised Toolkit will be co-ordinated with new public and practitioner awareness raising campaigns using the previously developed Awareness Campaign materials as a springboard.

Sophie’s story

“My parents both used drugs and when I was growing up there was no one there to do the basic things that a child needs, like cooking meals. Mum wouldn’t even notice whether I had or hadn’t gone to school as she was always upstairs smashed out of her face. I wanted to go to school as I didn’t want a life like my parents. I could pretend that whilst I was there that everything was fine at home. No-one there knew what was happening at home, until the house was raided…. I was often left by myself and I felt so lonely. I even felt lonely when mum and dad were in the house because mentally they were completely out of it”.

*Image and case study extract from NSPCC (from pan-Dorset Child Neglect Strategy 2019-2021)
Priority Two: Child Exploitation; including Sexual Exploitation, Children who go Missing or are Trafficked or at risk of Criminal Exploitation.

In early 2018, the pan Dorset LSCBs Child Sexual Exploitation Sub Group, chaired by DCI Joan Carmichael from Dorset Police, broadened its focus to take a wider view of the increasing concerns about child exploitation at a time when nationally there was a focus on the risks presented by County Lines and the associated forms of exploitation. As this broader approach was developing and an updated Strategy was being developed, a joint targeted inspection on this theme was announced.

Between 21 May and 25 May 2018, Ofsted and the Care Quality Commission (CQC), Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and HMI Probation (HMIP) undertook a JTAI (joint targeted area inspection) of the multi-agency response to services for children living in Dorset, focussed on child sexual exploitation, children involved with gangs and at risk of exploitation, and children missing from home, care or education.

This was an inspection which spanned Children’s Social Care, the Police, the Dorset Combined Youth Offending Service, Health and Probation Services and centred on how agencies work together as a partnership, as well as individual organisations. Partner agencies were inspected by their own inspectorates. The inspection included a ‘deep dive’ focus on the response to children living in Dorset who were experiencing these vulnerabilities.

Whilst the JTAI focussed on children living in the Dorset Council area, it involved a number of pan Dorset partners and Bournemouth and Poole colleagues were keen to benefit from the learning and join in the improvement plans.

Since the inspection a number of actions have been taken:

A new pan Dorset CARoLE model was agreed and set up, supported by a Strategic Group and a Tactical Group.
- Assessment Tools and multi-agency planning for Exploitation were reviewed and are being implemented by 31st July 2019.
- There is now a more effective way of sharing multi-agency intelligence and information
- A pan Dorset Child Exploitation Case Audit, overseen by the Quality Assurance Group, will take place in 2019 to review practice since the JTAI.
- There are stronger links with adult services working with vulnerable and exploited adults and links to shared learning with the Safeguarding Adults Boards and Domestic Homicide Review co-ordinators.
- An Exploitation Conference was hosted by the DSCB and LSCB in November with presentations from St Giles Trust and a drama group. This was well attended by many organisations and the feedback was very positive from attendees.

There is a lot more work to be progressed and the new Pan Dorset Safeguarding Children Partnership has committed to continue the work already commenced.
Priority Three: Identification of the scale of child sexual abuse locally and improvement of response to this area of abuse

Child Sexual Abuse was agreed as a priority pan Dorset in 2016/17, following on from the findings and recommendation of a Bournemouth and Poole multi-agency Case Audit and Case Review in 2016.

Audit findings included:
- a lack of robust data on the scale of this type of abuse pan Dorset
- a lack of general awareness that Child Sexual Abuse happens pan Dorset, but that preventative measures can be highly effective
- a lack of confidence across the wider multi-agency workforce on responding to this type of abuse and supporting those affected.
- a lack of awareness and capacity within local support services, where funding is often short term, whereas need is long term and growing.

Numbers of sexual offences involving children as victims, and increasingly perpetrators (who may also be victims) continue to grow, with on-line abuse contributing to the rise in victims and offences.

Statistics of cases known are set against an overall background of under-reporting of sexual offences involving children and an on-going national surge in the reporting of historic cases of sexual abuse by adults who were victims as children. This has evidenced by the Truth Project which is part of the Independent Inquiry into Child Sexual Abuse (IICSA).¹

Local findings from this initial local work correlated with those set out in the Children’s Commissioner’s Report²

The sub group has benefitted hugely from partnering with national (NSPCC) and local charities (Dorset Rape Crisis/Stars and Acts Fast) to support delivery of ambitious objectives via project management approach. The Project has been so successful in terms of reach and impact on the multi-agency workforce that it received two tranches of additional funding and was extended for a further 6 months.

Funding bids to the Police and Crime Commissioner for Ministry of Justice funding (£63k), (together with £1k from the AFC Bournemouth, Cherries Community Fund) have built capacity within the sub group and led to strong progress:

Data
- Significant progress has been made in understanding apparent differences between Police and Social Care data and the reasons behind this
- A number of cases have been explored as “deep dives” to enhance the understanding of the pathways that victims and their families follow
- A new dataset including Police, Social Care, Health and Voluntary Sector has been brought together and is analysed quarterly by the group to look at trends, hotspots and exceptions and agree resulting actions
- As an example, reviewing the data from the SARC (Sexual Assault Referral Centre) has led to an increase of promotional activity of the important role the SARC and its team can play to support children and Families. This continues to be an area of concern and needs on-going promotion.

¹ https://www.iicsa.org.uk/

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Service Pathways
Service pathways have been mapped in detail and have been published on the South West Survivor’s portal\(^3\) to provide a single point of access and easy updating. The original plan was to produce guidance leaflets for different audiences but following feedback from the Stakeholder Events in March, the group decided that guidance will be hosted in the Family Information Directory websites, with posters and comms signposting to this location. This is to ensure that information is accessible, centrally updated and printing costs are minimised.

Awareness Raising Campaign - aimed at children and young people, their families and multi-agency practitioners working with these groups
Collaboration with the NSPCC and other local support partners has been very productive in terms of guiding and adding value to our approach to focus on younger children and use the PANTS resources to encourage parents/carers to have early and regular dialogue with their children in line with the PANTS approach to help them keep safe and recognise where they need to share their worries. With advice from the NSPCC, focussing on this age group will embed safeguarding messages early in children (and families) lives and help protect them throughout their lives and into adulthood.

A number of “PANTS” events have been held locally in schools (e.g. Prince of Wales, Dorchester and Corpus Christie, Boscombe) and high-profile sports organisations (e.g. AFC Bournemouth and Sherborne Rugby Club). The NSPCC Comms team has been very supportive of the Project and secured considerable local media coverage. Working with pan Dorset partners has been the largest area PANTS campaign that the NSPCC has been involved with.

The legacy plan is to agree an annual PANTS week for schools, early years providers and others to coincide with national Sexual Violence Awareness Week. Funds have been used to purchase a PANTS dinosaur costume for use across Dorset and to develop a PANTS photo board for use at local events.

Children have really engaged with Pantosaurus and a recent PANTS day in a school for children with moderate to severe learning disabilities and physical impairments showed how effective the tactile elements of the mascot are in engaging with children with additional needs.

The aspiration to embed the PANTS week has been taken on by the pan Dorset Strategic Sexual Violence Group, along with other legacy items, including taking the Project’s recommendations forward when the current project ends in July 2019.

Workforce
The reach of the multi-agency workforce development has been a major achievement of this Project and the work of the multi-agency sub group. Over 500 multi-agency practitioners, managers and leaders attended our two launch events and two stakeholder events.

Over 450 practitioners from a very wide multi-agency workforce attended half-day CSA Briefing Events organised pan Dorset.

A Multi-Agency Workforce CSA Training Needs Analysis was developed based on feedback of 200+ attendees. Twelve sessions of training were delivered in July by partners from Dorset Rape Crisis/STARS and Acts Fast on Trauma-informed Practice and Understanding the Legal and Family Law Perspectives related to CSA to provide appropriate support to children/families. 240 places on this training were booked, with plans to offer some further opportunities to attend with the last of our PCC project funding.

The “Tackling Child Sexual Abuse” Project will come to an end on 1st July 2019 in line with the organisational changes to come with LSCBs.

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\(^3\) [https://www.survivorpathway.org.uk/](https://www.survivorpathway.org.uk/)
An Initial Report produced for Stakeholder events attended by 250+ multi agency partners in March 2019 will be updated and published by September 2019, with clear recommendations as to the work that still needs to be done in this area of abuse.

### Key Concerns identified by the CSA Project include:

- Growing concerns regarding the management of and response to sexually harmful behaviours in children and young people, some of which is leading to ‘peer on peer abuse’, which needs early intervention and support for schools who are on the frontline in responding to an apparent increase in this area of abuse.

- A marked increase locally (and nationally) in sexual violence incidents where young people are perpetrators, victims or both.

- The sustainability of much needed, long term support services some of which are currently funded by short term grant funding.
Bournemouth and Poole LSCB Priorities for 2019/20

(through the new Pan-Dorset Safeguarding Children Partnership takes over leadership from the LSCBs on 1st August 2019)
New Pan-Dorset Safeguarding Children Arrangements

As we conclude the work of Bournemouth, Christchurch and Poole LSCB, we look forward to the start of the new Pan Dorset Safeguarding Children Partnership on the 1st August 2019. The new Partnership will be led by the statutory partners of the two new Councils, Dorset Police and Dorset Clinical Commissioning Group, with new duties and a collective accountability to lead local safeguarding children arrangements.

The new Partnership affords the opportunity to further strengthen the safeguarding outcomes for children and young people, including tackling some of the greatest risks and challenges being faced by children and young people growing up in Bournemouth, Christchurch, Poole and Dorset.

The active involvement of the wider safeguarding community will continue to be essential for effective multi agency working and the new Partnership is already thinking about initial priorities and how it can best engage and work with front line staff, managers, children, young people, their families and other partnership groups to ensure we have the most effective safeguarding children arrangements possible.

I would like to thank the very many colleagues from a myriad of organisations who have given their support to BCP Local Safeguarding Children Board over the years and in doing so have helped the LSCB partners to have a positive impact on the lives of local children, young people and their families.

Sarah Elliott
Independent Chair of BCP and Dorset Safeguarding Children Boards
June 2019
Glossary of Terms

B&P LSCB Bournemouth and Poole Local Safeguarding Children’s Board
BME Black and Minority Ethnic
CAFCASS Children and Family Court Advisory and Support Service
CAMHS Child and Adolescent Mental Health Services
CARoLE Children at risk of/or linked to exploitation
CiN Child in Need
CCG Clinical Commissioning Group
CDOP Child Death Overview Panel
CE Child Exploitation
CPP Child Protection Plan
CSC Children’s Social Care
CSA Child Sexual Abuse
CSE Child Sexual Exploitation
DBS Disclosure and Barring Service
DFE Department for Education
DHR Domestic Homicide Review
DHUFT Dorset Healthcare University NHS Foundation Trust

DSCB Dorset Safeguarding Children Board
GP General Practitioner
IRO Independent Reviewing Officer
JTAI Joint Targeted Area Inspection
LA Local Authority
LAC Looked After Child / Children
LADO Local Authority Designated Officer
LSCB Local Safeguarding Children Board
MACA Multi Agency Case Audit
MAPPA Multi Agency Public Protection Arrangements
MARAC Multi Agency Risk Assessment Conference
NHS National Health Service
NSPCC National Society for the Prevention of Cruelty to Children
OFSTED Office for Standards in Education, Children’s Services and Skills
POLIT Police On-Line Investigation Team
SCR Serious Case Review
SSCT Safer Schools and Communities Team (Dorset Police)
UASC Unaccompanied Asylum-Seeking Children
Changes to safeguarding children partnership arrangements in line with Working Together to Safeguard Children 2018
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Introduction

Over the past few months, senior leaders from Dorset CCG, the 3 former local authorities and Dorset Police have overseen and engaged on an option appraisal to consider potential models for future safeguarding children partnership arrangements to meet the new requirements of Working Together to Safeguard Children 2018.

The outcome of the option appraisal was that a pan Dorset safeguarding children partnership would provide the most effective mechanism for addressing current and emerging safeguarding risks and vulnerabilities of children.

This paper sets out a summary of the option appraisal process along with the key elements required to establish the new arrangements which has gained organisational approval from the statutory partners of the CCG, local authorities and police. The plan was subject to independent scrutiny prior to submission to the Secretary of State for Education (see timeline at App 1).

Background

Significant changes have recently been made to multi agency working as part of the Children and Social Work Act 2017. The Act abolishes local safeguarding children boards and creates new duties and a system of collective accountability for CCGs, local authorities and police to make arrangements locally to safeguard and promote the welfare of children in their area. Safeguarding children partners must have published their new arrangements before 29th June 2019 and have up to three months from the date of publication to implement the arrangements.

The development of a new safeguarding children partnership comes at a time of significant change locally for the key agencies of CCGs, local authorities and police.

In May 2018, parliament authorised the creation of a new unitary council for Bournemouth, Christchurch and Poole along with a separate unitary council for Dorset. Recruitment to new senior leadership roles for the new councils is now complete. Dorset CCG is one of eight first wave integrated care systems with strategic programmes for prevention at scale, integrated community services and a single acute network. Dorset Police has a collaborative partnership with Devon and Cornwall Police and had volunteered for merger although this is not now going ahead.

Developing vision and priorities

The current vision and priorities for children and young people across Bournemouth, Poole and Dorset is expressed within the strategic plans of the existing children’s trusts, the integrated care system local transformation plan and the police and crime plan. These plans include common themes of:

- Children feeling cared for, safe and secure
- Enabling children and young people to fulfil their full potential
- Children feeling prepared for adulthood
- Promotion of mental health, early identification and intervention to address mental illness in children and young people
- Protecting children and young people from risks such as exploitation
- Addressing the needs of children in care and care leavers

In preparation for the new Pan Dorset Safeguarding Children Partnership discussions have commenced on initial priorities for the safeguarding children system with emerging themes of child exploitation, adolescent risk and parenting which will be subject to wider engagement and discussion to develop a shared ambition for improving impact and outcomes for safeguarding children and young people.

**Process for developing the pan Dorset safeguarding children partnership**

Over the summer of 2018, senior leaders from across the CCG, 3 local authorities and the police oversaw an option appraisal process for the development of future safeguarding children partnership arrangements.

The process followed National Audit Office endorsed guidelines and included the development of an initial long list then a detailed assessment of a short list of potential models against the following criteria:

1. Ensures excellent practice is the norm
2. Ensures learning is promoted and embedded
3. Enables the public to feel confident that children are protected from harm
4. Enables partner agencies to hold one another to account effectively
5. Enables new safeguarding issues to be identified
6. Enables information to be shared effectively
7. Opportunity to reduce business support costs
8. Maximises leadership and staff capacity

Learning and experience from “early adopter” sites elsewhere in the country provided valuable ideas and insight to provide the most effective arrangements.

Following assessment of the options against the appraisal criteria, a pan Dorset safeguarding children partnership was identified as the preferred model to enable a single, more joined up approach in addressing vulnerability and risk for children and young people across Bournemouth, Christchurch, Dorset and Poole.

The following diagram summarises the key elements of the proposed structure for the new safeguarding children partnership and is described in further detail within this paper.
There has been wide scale engagement on the proposal for a pan Dorset safeguarding children partnership including discussion with LSCB/DSCB board members, other strategic partnership groups and via networks including early years and education providers.

This had provided endorsement for the proposal with helpful suggestions on how the new safeguarding children partnership should continue to engage with the wider safeguarding network. Comments received during the engagement period along with responses to these are detailed at App 2.

*Safeguarding children partners*

The pan Dorset safeguarding children partnership will be led by the 4 statutory partners of Bournemouth, Christchurch and Poole Council, Dorset Council, Dorset CCG and Dorset Police. The partnership arrangements will cover 2 local authority areas.

*Working Together to Safeguard Children 2018* names the lead representatives from each of the safeguarding partners “the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police”.

For the pan Dorset safeguarding children partnership, the lead representatives are:

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graham Farrant</td>
<td>Chief Executive</td>
<td>Bournemouth, Christchurch and Poole Council</td>
</tr>
<tr>
<td>Matt Prosser</td>
<td>Chief Executive</td>
<td>Dorset Council</td>
</tr>
<tr>
<td>Tim Goodson</td>
<td>Chief Officer</td>
<td>Dorset CCG</td>
</tr>
<tr>
<td>James Vaughan</td>
<td>Chief Constable</td>
<td>Dorset Police</td>
</tr>
</tbody>
</table>

As set out in *Working Together to Safeguard Children 2018*, the lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. The lead representatives have identified the
following senior officers in their respective agencies who have responsibility and authority for ensuring full participation with these arrangements:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judith Ramsden</td>
<td>Director of Children Services</td>
<td>Bournemouth, Christchurch and Poole Council</td>
</tr>
<tr>
<td>Sarah Parker</td>
<td>Executive Director – People (Children)</td>
<td>Dorset Council</td>
</tr>
<tr>
<td>Vanessa Read</td>
<td>Director of Nursing and Quality</td>
<td>Dorset CCG</td>
</tr>
<tr>
<td>Paul Kessell</td>
<td>Head of Crime and Criminal Justice</td>
<td>Dorset Police</td>
</tr>
</tbody>
</table>

These named senior officers have delegated authority to speak on behalf of the safeguarding partner they represent, make decisions on behalf of their organisation or agency, commit them on policy, resourcing and practice matters, and hold their own organisation or agency to account on how effectively they participate in and implement the local arrangements. The accountability arrangement will include responsibility for the named senior officers and the lead representatives to develop relevant scrutiny arrangements for safeguarding within their own individual agencies.

It is recognised that the Children Acts of 1989 and 2004 which underpins Working Together to Safeguard Children 2018, set out specific duties including a duty on the local authority to provide services to children in need in their area, regardless of where they are found and requires local authorities to undertake enquiries if they believe a child has suffered or is likely to suffer significant harm. The Director of Children’s Services and Lead Member for Children’s Services in local authorities are the key points of professional and political accountability, with responsibility for the effective delivery of these functions.

As the portfolios for Directors of Children’s Services and relevant elected and lead members of the new councils are developed, further consideration will be given to how they will discharge the accountability detailed above within the context of the new pan Dorset safeguarding children partnership arrangements.

In order to bring transparency for children, families and all practitioners about the activity undertaken, the safeguarding partners will publish a report in line with Working Together to Safeguard Children 2018 requirements at least once in every 12-month period which will set out what they have done as a result of the arrangements, including child safeguarding practice reviews, and how effective these arrangements have been in practice. This annual report will be published on the partnerships website.

**Geographical boundaries**

The pan Dorset safeguarding children partnership will cover the geographical boundaries of the 2 new councils with a combined children and young people population of 142800. This includes children in the pan Dorset safeguarding children partnership area who have gone missing and who have been found in another area.
The area includes the relatively densely populated conurbation of Bournemouth and Poole, whilst Dorset county is more sparsely populated with inhabitants living in a number of seaside/market towns including Dorchester and Christchurch along with more isolated rural villages.

**Relevant agencies**

Senior leaders for the proposed pan Dorset safeguarding children partnership have identified the following organisations as “relevant agencies” whose involvement the safeguarding partners consider is required to safeguard and promote the welfare of local children.

However, in line with statutory guidance, safeguarding partners note the option to request representatives from other agencies/organisations as the partnership develops or the need arises from particular areas of partnership work.

<table>
<thead>
<tr>
<th>NHS organisations and independent healthcare providers</th>
<th>Youth Offending Service</th>
<th>Probation</th>
<th>Adult services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care</td>
<td>Schools, Colleges and other Education providers</td>
<td>Early Years and Childcare providers</td>
<td>Public Health</td>
</tr>
<tr>
<td>Local Council services inc Licencing and Tourism</td>
<td>British Transport Police</td>
<td>Community Rehabilitation Company</td>
<td>Children and Family Court Advisory and Support Services</td>
</tr>
<tr>
<td>Sports Organisations/Groups /Associations</td>
<td>Relevant housing providers</td>
<td>Voluntary, Charity, Faith based organisations and hard to reach community groups</td>
<td>UK Visa, Immigration Enforcement and Border Force</td>
</tr>
<tr>
<td>Children’s Homes, Independent Fostering Agencies and Supported Housing for Young People</td>
<td>Prisons</td>
<td>Coroner</td>
<td>Secure Training Centres and Secure Estate</td>
</tr>
<tr>
<td>Armed forces</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The safeguarding children partnership will engage with “relevant partners” on a regular basis to identify emerging safeguarding priorities and review impact of safeguarding arrangements including information sharing. A range of approaches will be used to maintain engagement including links via existing networks such as the Designated Safeguarding Leads network in education, planning events and webinars.

The safeguarding children partnership will promote via its website information on how to escalate concerns, how any disputes will be resolved along with details of the independent scrutiny and whistleblowing procedures.
Holding agencies to account for co operating and integrating their services to safeguard and promote the welfare of children is an important element of the new arrangements and will be formalised through an accountability framework to evidence that relevant agencies have appropriate, robust safeguarding policies and procedures in place and how information will be shared amongst all relevant agencies and the safeguarding partners.

Those agencies not under a statutory duty, should nevertheless cooperate and collaborate with the safeguarding partners and this will be assessed through periodic audits including section 11 audit and participation in local case reviews.

The Chairs of the sub groups including the local practice review group will account directly to the safeguarding children partnership.

**Role of early years’ settings, schools and other educational establishments**

Ensuring support is in place to enable early years, schools and other education institutions to continue to fulfil their safeguarding children responsibilities will remain a key priority for the pan Dorset safeguarding children partnership.

Strong links will be maintained through the Education Safeguarding Advisors/their equivalent to Designated Safeguarding Leads within child minding, pre-school/nursery provision, children centres, out of school provision, schools, colleges and other education institutions.

Working through these networks will provide a rich source of intelligence about emerging safeguarding needs and risks so that training, policies/procedures can meet the needs of this diverse group of front line staff.

The pan Dorset safeguarding children partnership will seek assurance on schools safeguarding practice through feedback on *Keeping Children Safe in Education* audits/findings from OFSTED inspections and effective engagement in relevant local practice reviews.

**Voice of children, young people and families**

Capturing the voice of children, young people and their families will enable the pan Dorset safeguarding children partnership to hear about the experience and impact of multi-agency support, improve understanding about the safeguarding context in the local area and shape priorities to help keep children and young people safe.

The pan Dorset safeguarding children partnership will seek assurance on how individual agencies regularly seek and act upon feedback from children and young people including feedback through corporate parenting panels and youth parliament participants. Where possible, the partnership will involve families in local learning reviews and strengthen links with local voluntary and community groups working with children and young people.
Resource has built in to the proposed infrastructure to develop engagement and participation activities to explore new ideas for directly and indirectly involving children and young people in the work of the partnership.

**Learning hub incorporating quality assurance mechanism**

Learning and improvement is fundamental to effective safeguarding arrangements and a pan Dorset safeguarding children partnership should lead to a larger pool of knowledge, benchmarking to drive improvement and enable commissioning of high quality evidence based learning.

This will be represented in a “learning hub” that brings together learning from a variety of sources including audit, outcomes based performance data, feedback from children/young people and their families, feedback from staff and peer review.

The learning hub will be one of the key ways in which the partnership engages directly with staff so that the partnership has line of sight to front line multi agency practice and can hear first hand of emerging concerns and opportunities to build excellent practice.

It will provide the quality assurance function of the pan Dorset safeguarding children partnership, ensuring consistently high quality safeguarding practice is the norm across all agencies and co-ordinate statutory audits such as Section 11 and Section 175 audits.

The learning hub will be based on the well regarded model at Bexley Safeguarding Children Partnership and operate on a 4 monthly cycle. This will include:

- Month 1 initial problem identification/scoping
- Month 2 multi agency audit
- Month 3 collating feedback from children, young people, families and staff
- Month 4 analysis, recommendations for improving practice/service improvement

Evaluation and re audit to enable analysis of impact will be built into the cycle.

There will be a close link to the work of the local practice review group reflecting learning and improvement as the central tenet of the partnership.

**Local practice review**

The pan Dorset safeguarding children partnership will identify and oversee the review of serious child safeguarding incidents through an initial “rapid review” and ensure liaison with the national Child Safeguarding Practice Review Panel to confirm the appropriate level and form of investigation. In order to manage any potential conflict of interests between agencies, the independent scrutineer (initially an independent chair) will be involved in decision making on the commissioning of local practice reviews.
In line with Working Together 2018, any local practice reviews will be commissioned in a way that can ensure publication and will be completed and sent to the national panel and secretary of state no later than 7 days before publication.

These arrangements should ensure robust, proportionate investigation of cases when things go wrong and ensure the timely sharing of learning at a local and national level. There is a particular opportunity to align the learning from safeguarding adult reviews, domestic homicide reviews, mental health homicide reviews and other relevant statutory investigations.

**Child death review partners**

The responsibility for ensuring child death reviews are carried out is held by “child death review partners” who are defined as the local authority for the area and any clinical commissioning group operating in the local authority area.

Child death review partners for 2 or more local authorities may combine and agree their area may be treated as a single area for the purpose of undertaking child death reviews.

Working Together to Safeguard Children 2018 requires child death review partners to cover a geography that could expect at least 60 child deaths per annum. The present pan Dorset child death review panel reviews circa 40 deaths per year. As such, agreement has been reached with Somerset for a proposed partnership covering Bournemouth, Christchurch, Dorset, Poole and Somerset.

**Themed task and finish groups - working with the wider safeguarding partnership**

The pan Dorset safeguarding children partnership will use a problem solving approach to address safeguarding children priorities and improve outcomes on the safety and welfare of children and young people. This will be progressed through a small number of task and finish groups and where possible co-ordinated with the work of other relevant pan Dorset strategic partnerships which have a role in safeguarding such as:

- Safeguarding Adults Boards
- Community Safety Partnerships
- Pan Dorset Community Safety and Criminal Justice board
- Pan Dorset Domestic Abuse Strategic Group
- Multi-agency public protection arrangements (MAPPA)
- Health and Wellbeing Boards

Through a shared sense of responsibility, joint and aligned priorities partners should be able to achieve greater impact in addressing vulnerabilities and risks to children and young people in areas such as sexual abuse, sexual violence, exploitation and domestic abuse. The model should also enable efficiencies in use of resource and specialist skills such as data analysis.

**Learning, training and development**
The safeguarding children partnership will maintain the current training unit hosted by Dorset Council which operates as a self-funding training function and offers a comprehensive programme of face to face multi agency and on line training for statutory, voluntary and independent workers.

This includes the following:

- Two-day Safeguarding Children course and one day follow up,
- Serious Case Review Workshops,
- Child Sexual Exploitation
- Courses on neglect, emotional abuse and sexually harmful behaviour.
- Safer Recruitment
- Managing Allegations
- Supervising to Safeguard and Working with Resistant Families.

All training programmes are commissioned and delivered within a quality assurance framework to ensure high standards of learning which are evaluated immediately on completion of the course, at 8 weeks and 6 months.

The new learning hub will ensure future training is skills based and commissioned based on learning needs from the 4 monthly learning and improvement cycle along with learning from local practice reviews, national reviews and evidence informed practice published through the improvement bodies such as the What Works Centres, National Institute for Health and Care Excellence (NICE) and the College of Policing.

**Funding**

In line with *Working Together to Safeguard Children 2018*, safeguarding partners have reviewed the financial contribution from each partner to ensure this is sufficient to cover all elements of the arrangements, including the cost of local child safeguarding practice reviews.

Analysis of historic contributions has highlighted that 98.3% of financial contribution has come from local authorities, the CCG and police with a pan Dorset baseline contribution from these agencies of £270106.

It has been agreed that this sum and the current agency split of contributions will be maintained in 2019/20 to enable a smooth transition of responsibilities from the former LSCBs and ensure an appropriate infrastructure can be established for the new safeguarding children partnership.

It is recognised that the level of funding secured from each partner should be equitable and proportionate which will require some adjustment between agency contributions going forward. To enable appropriate budget planning and business case development it has been agreed that when a new budget is set for 2020/21 onwards, the 2 local authorities, CCG and police will each contribute 25% of this funding.
**Dispute resolution**

The pan Dorset safeguarding children partnership and its relevant agencies must act in accordance with the arrangements for their area, and will be expected to work together to resolve any disputes locally. These arrangements will be formalised in a dispute resolution policy including appropriate escalation from senior officers to lead representatives of the partnership. Public bodies that fail to comply with their obligations under law are held to account through a variety of regulatory and inspection activity. In extremis, any non-compliance will be referred to the Secretary of State.

**Independent Scrutiny**

The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area. This is undertaken through objective scrutiny, acting as a constructive critical friend, promoting reflection to drive improvement and considering how well the safeguarding partners are providing strong leadership to fulfil their safeguarding children role.

As detailed on page 6, named senior officers and the lead representatives will ensure relevant scrutiny arrangements for safeguarding within their own individual agencies.

Further consideration will also be given to how relevant elected and lead members of the new councils will discharge their accountability within the context of the new pan Dorset safeguarding children partnership arrangements.

The independent scrutiny will form part of a wider system which includes the independent inspectorates’ single assessment of the individual safeguarding partners and the Joint Targeted Area Inspections (JTAs).

Local senior leaders have agreed that in the first instance they will establish an independent chair role which in due course may change to other means of accessing independent scrutiny.

**Infrastructure**

The new pan Dorset safeguarding children partnership plans to facilitate and drive action beyond usual agency constraints and boundaries to improve safeguarding outcomes for children and young people. To do this, the partnership needs a dynamic and flexible infrastructure which engages with children, young people, families, practitioners and managers to put learning and improvement at the centre of its work and plans to do this through the development of a learning hub.

This will be coupled with a multi agency problem solving approach, linking with other strategic partnership groups to pre empt and address the greatest challenges and needs.
At the same time, there is still a need to hold agencies to account for their safeguarding work and build public confidence in local safeguarding arrangements so the safeguarding children partnership will need robust systems to manage its business including preparation of annual reports for independent scrutiny.

As such, the proposed infrastructure places particular emphasis on the following skills – some of which will be reflected in dedicated roles whilst others such as data analysis, engagement and communication will be brought in under a service level agreement.

- practice review and learning
- project management
- data analysis, audit and operational research
- business support including budget management
- engagement and communication
- relationship management

**Transitional arrangements**

**Business continuity**

Bournemouth and Poole Local Safeguarding Children Board (LSCB) and Dorset Safeguarding Children Board (DSCB) will formally handover any outstanding actions or ongoing priorities from their business plans for 2019/20. This process has already begun and was discussed at a planning event held in December 2018 when it was agreed that the following Dorset priorities could now become business as usual:

- Reducing the number of children experiencing significant harm
- Reducing the number of children and young people who come into care

At present, it is anticipated that actions for the following priorities will be ongoing at the time of handover:

- Child exploitation including actions from the JTAI that took place in Dorset in May 2018.
- Child sexual abuse
- Neglect

In addition, there is ongoing work on a joint basis with the adult safeguarding boards on whole family working.

The LSCB/DSCB maintain a risk register with the highest risks at present relating to insufficient management capacity across partner organisations to support the delivery of LSCB/DSCB work streams and the risk of loss of LSCB/DSCB business team capacity due to uncertainty from the changes to safeguarding children arrangements. Mitigations are in place to address these risks and any outstanding risks at the time of formal handover will be notified to senior leaders within the new safeguarding children partnership.
Serious case reviews

At the time of writing, the LSCB and DSCB will be handing over the following cases:

Bournemouth, Christchurch and Poole:
- No current SCRs
- Multi agency learning event planned for 1 case
- Single agency case audit in out of area placement

Dorset:
- SCR 31 due to be published July 2019
- Multi agency case audit 28, 30, 32 learning events held or planned for April 2019
- New SCR following recent advice from National Child Safeguarding Practice Review Panel

In addition, the archive of historical reports from serious case reviews and action plans is accessible via the relevant local authority hosted databases.

Training and development

It has been agreed that the existing training business unit will continue to be hosted for at least the first year of operation of the new safeguarding children partnership by Dorset Council. A full programme of courses has been commissioned for 2019/20 and staff will continue to be able to book these via the Nexus system.

Policies and Procedures

The Pan-Dorset Multi-Agency Safeguarding Policies and Procedures Manual which is an online resource provided by tri.x has recently been updated. The contract with tri.x remains in place and will ensure continuity of access to the wide range of procedures required by the multi agency workforce.

Threshold Tool

Work is underway to align the 2 previous Continuum of Need/Threshold Tool into a single Pan Dorset Safeguarding Children Partnership Continuum of Need Framework.

This will outline the continuum of need, assessment, principles for intervention, levels of need and continuum of support across universal, universal plus, partnership plus and specialist/statutory services.

Summary

Working Together to Safeguard Children 2018 introduces significant changes to multi agency safeguarding children arrangements and in particular bringing to an end LSCBs and replacing these with new safeguarding children partnerships.
This comes at a time of significant organisational change locally with 2 new unitary councils being formed and major strategic developments within the CCG and police. As such, work to develop a vision and priorities for safeguarding children will be an early activity for new and existing senior leaders of the pan Dorset safeguarding children partnership.

Local senior leaders have been proactive in considering potential safeguarding children partnership models including information from “early adopter” sites elsewhere in the country and overseeing an option appraisal to ensure optimum arrangements locally.

This has led to a proposal to develop a pan Dorset safeguarding children partnership which should enable a single more, joined up approach in addressing vulnerability and risk for children and young people across Bournemouth, Christchurch, Dorset and Poole.

Engagement on the proposals has endorsed the plan as an effective means of strengthening multi agency safeguarding work to further improve the safety and welfare of children and young people locally.

The enclosed plan sets out the key components of the new arrangement including the geography to be covered, identifies “relevant agencies” including the role of early years, education and other education institutions as organisations essential to safeguarding children and young people.

The plan details the proposed structure which is centred around a learning hub incorporating the quality assurance function and will bring together learning from a variety of sources including audit and outcomes based performance data. It will also be one of the ways the partnership engages directly with front line staff and receives feedback from children/young people and their families.

The governance arrangement outlined in the plan will ensure accountability, transparency clear escalation routes and the means of resolving any differences.

Working beyond agency boundaries and with other strategic partnerships in a problem solving, outcome focused way should lead to achieving greater impact in tackling some of the greatest challenges within safeguarding children practice.
<table>
<thead>
<tr>
<th>Approval of pan Dorset safeguarding children partnership plan through appropriate governance channels:</th>
<th>February 2019/March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bournemouth, Christchurch and Poole Shadow Council</td>
<td></td>
</tr>
<tr>
<td>• Dorset Shadow Council</td>
<td></td>
</tr>
<tr>
<td>• Dorset CCG</td>
<td></td>
</tr>
<tr>
<td>• Dorset Police</td>
<td></td>
</tr>
<tr>
<td>Independent Scrutiny of safeguarding children partnership plan</td>
<td>April 2019</td>
</tr>
<tr>
<td>Finalise safeguarding children partnership plan</td>
<td>May 2019</td>
</tr>
<tr>
<td>Publication of plan and send plan to Secretary of State for Education</td>
<td>24th June 2019</td>
</tr>
<tr>
<td>Commence new safeguarding children partnership arrangements</td>
<td>1st August 2019</td>
</tr>
</tbody>
</table>
**Comments received on Discussion Paper re Proposed Pan Dorset Safeguarding Children Partnership**

Reference in the responses to “the plan” refers to the Pan Dorset Safeguarding Children Partnership Plan

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Theme of Comment</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguarding Adults</td>
<td>The proposals are welcomed and there is an intention to undertake a similar</td>
<td>The new safeguarding children partnership is committed to joint work in</td>
</tr>
<tr>
<td>Boards</td>
<td>review of safeguarding adult partnership arrangements from Spring 2019.</td>
<td>all relevant areas.</td>
</tr>
<tr>
<td></td>
<td>Importance of maintaining joint work in areas such as whole family approach</td>
<td></td>
</tr>
<tr>
<td>SARC</td>
<td>Grateful for inclusion of SARC to comment on proposal.</td>
<td>The importance of effective communication is recognized with resources</td>
</tr>
<tr>
<td></td>
<td>Think Pan Dorset partnership is the best solution.</td>
<td>prioritised for this which is detailed in the infrastructure section of</td>
</tr>
<tr>
<td></td>
<td>Would like to continue to be included in relevant communications.</td>
<td>the plan.</td>
</tr>
<tr>
<td>Head Teacher</td>
<td>Need to refine agenda and focus issues for relevant partners and build</td>
<td>The new partnership plans to engage with partners on the development of a</td>
</tr>
<tr>
<td></td>
<td>partnerships at a local level</td>
<td>small number of priorities and encourages multi agency working at a local</td>
</tr>
<tr>
<td>CEO CVS</td>
<td>Like proactive approach.</td>
<td>The voluntary sector as a “relevant partner” is recognised as having</td>
</tr>
<tr>
<td></td>
<td>Would like the new safeguarding partnership to engage with the CVS where</td>
<td>an important community links with children and young people and the</td>
</tr>
<tr>
<td></td>
<td>people are best placed to make an impact.</td>
<td>partnership welcomes the opportunity to strengthen joint work.</td>
</tr>
<tr>
<td>Contributor</td>
<td>Theme of comment</td>
<td>Response</td>
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</tbody>
</table>
| Bournemouth Senior Management Team  | Positive about proposals  
Will be important to consider role of elected members as move to new safeguarding children partnership goes forward.                                                                                      | As the portfolios for new Directors of Children services and lead members/portfolio holders are developed, further consideration will be given to how they will discharge their accountabilities within the context of the new safeguarding children partnership arrangements. |
| Manager NHS England                 | Need to reference integrated care system of Dorset CCG  
Like the assessment criteria but struggling to see where voice of the child features.                                                                                                                          | Now referenced on page 3 of the plan.                                                                                                                                                                  |
<p>|                                    | Understand other models were considered including joint partnership with adults’ boards. Would like to see how priorities will be jointly planned with other boards.                                              | Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan. The partnership will align relevant priorities with a range of other strategic partnerships detailed on page 10 of the plan. |
|                                    | Good to see how experience from early adopters was used but can’t see in proposal how learning from early adopters will continue going forward.                                                                      | The partnership continues to review the publications of early adopter sites and links have already been made with Bexley LSCB to learn further about their Learning Hub.                                    |
|                                    | Need to see a clear dispute resolution process.                                                                                                                                                                  | This is now described in the plan at page 11.                                                                                                                                                         |</p>
<table>
<thead>
<tr>
<th>Contributor</th>
<th>Theme of comment</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childrens Trust Poole</td>
<td>Need to be clear if Independent chairing role is to be ongoing and if not build into job description of leadership role within infrastructure responsibility re facilitate partnership working. Safeguarding partnership needs to respond to issues as they arise in a timely way. Importance of maintaining links with the safeguarding in education groups and education leads. The size of the forum is already large and may not be effective if expanded further. Little said about the voice of the child will be captured. Need vision for this and funds to enable engagement work.</td>
<td>Learning from early adopter sites on the role of the independent scrutineer continue to be reviewed. Proposed task and finish groups should enable timely response to issues as they arise. The escalation policy also offers a formal mechanism to resolve such difficulties. The role of early years and education is essential to the safety and welfare of children and further detail has been included within the plan page 7. Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan. The importance of effective communication is recognized with resources prioritised for this which is detailed in the infrastructure section of the plan. Now added to the list of relevant agencies page 7 of the plan. Page 13 of the plan confirms the intention of the partnership to continue with the Tr.X contract.</td>
</tr>
<tr>
<td></td>
<td>Need to be clear on who will receive communication from the safeguarding children partnership and the infrastructure for this. Armed forces are not captured within the relevant agencies. Need clarification on partners intention re Tri.X contract.</td>
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<tr>
<td>Contributor</td>
<td>Theme of comment</td>
<td>Response</td>
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<tr>
<td>Head Teacher School</td>
<td>Seems well considered and organized approach.</td>
<td>The role of early years and education is essential to the safety and welfare of children and further detail has been included within the plan page 7. A full training programme will continue to be available to the current cross section of workers and is detailed in the plan at page 10. Once published, the infrastructure for the new partnership will make clear key contact points. Meanwhile, the current websites and business team contacts continue to be available.</td>
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<tr>
<td></td>
<td>Would like to see communications with designated safeguarding leads continued.</td>
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<td></td>
<td>Would like confirmation of continued access to training.</td>
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<td></td>
<td>Wants clarity on who will be the main point of contact in the new partnership</td>
<td></td>
</tr>
<tr>
<td>Bournemouth and Poole LSCB</td>
<td>Colleagues feel this is a good opportunity to shape the new arrangements,</td>
<td>Further detail now provided on capturing the voice of the child through resourced engagement work of partner agencies and through direct involvement in the learning hub cycle. Page 8 of the plan. Senior leaders have reviewed plans from early adopters across the country and incorporated relevant features in the proposals including development of a “learning hub” based on the Bexley model</td>
</tr>
<tr>
<td></td>
<td>Need to ensure the Voice of the Child is embedded in the new arrangements.</td>
<td></td>
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<tr>
<td></td>
<td>Colleagues who had worked with Bexley found their model to be good.</td>
<td></td>
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<tr>
<td>Contributor</td>
<td>Theme of comment</td>
<td>Response</td>
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</tr>
<tr>
<td>Dorset SCB</td>
<td>Query whether the sub-groups would remain and the difficulty of maintaining the balance of wider agency involvement, such as criminal justice, in the new partnership arrangements.</td>
<td>It is anticipated that the new safeguarding children partnership will have less “standing” sub groups but will form outcome focused task and finish groups to address key priorities.</td>
</tr>
<tr>
<td></td>
<td>Recognition that Bexley and Devon have published their new arrangements, as an early adopter, for us to compare ours with.</td>
<td>Senior leaders have reviewed plans from early adopters across the country and incorporated relevant features in the proposals including development of a “learning hub” based on the Bexley model. Evaluation mechanisms will be built into the priority setting of the new safeguarding children partnership. The learning cycle described in the plan is based on a continuous process of learning and improvement including evaluation.</td>
</tr>
<tr>
<td></td>
<td>Query on how the new arrangements will be evaluated in comparison with the present arrangement.</td>
<td></td>
</tr>
<tr>
<td>Pan Dorset Safeguarding Children Planning Event</td>
<td>Needs to be a strong emphasis on improving outcomes and demonstrating the impact of partnership working for the benefit of children and young people</td>
<td>This is emphasised in the principles of the proposed safeguarding children partnership and will underpin its work in all areas.</td>
</tr>
<tr>
<td></td>
<td>Needs to be alignment on priorities with other partnership groups.</td>
<td>The partnership will align relevant priorities with a range of other strategic partnerships detailed on page 10 of the plan.</td>
</tr>
<tr>
<td></td>
<td>Needs to be clear mechanism to feed in and out of the safeguarding children partnership.</td>
<td>The importance of effective communication to feed in and feed out ideas and key developments is recognized with resources prioritised for this which is detailed in the infrastructure section of the plan.</td>
</tr>
<tr>
<td>Like the Learning hub based on Bexley 4 month learning cycle</td>
<td>The “learning hub” based on the Bexley model is described in the plan at page 9</td>
<td></td>
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<td>-------------------------------------------------------------</td>
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<tr>
<td>Need to consider the direct role of Probation and the Community Rehabilitation Company</td>
<td>Probation and the Community Rehabilitation Company are detailed as relevant agencies with the option to request representatives from these agencies as the partnership develops or the need arises from particular areas of partnership work.</td>
<td></td>
</tr>
<tr>
<td>Need to build on current strengths of LSCBs</td>
<td>Learning from the strengths of the existing LSCBs has been incorporated within the plan.</td>
<td></td>
</tr>
<tr>
<td>The vision needs to be developed and co-owned with all agencies</td>
<td>As new and existing leaders are confirmed within the safeguarding children partnership, an early priority will be engagement on developing the vision for safeguarding children</td>
<td></td>
</tr>
<tr>
<td>Clarity needed on expectations of partners</td>
<td>An accountability framework will be developed to supplement Working Together requirements of partners.</td>
<td></td>
</tr>
<tr>
<td>The partnership needs to be visible</td>
<td>An engagement and communications plan will address the range of ways that the partnership will be accessible and visible.</td>
<td></td>
</tr>
<tr>
<td>Practice approaches should be based on service user feedback, academic evidence and practitioner views</td>
<td>The “learning hub” learning cycle incorporates these elements</td>
<td></td>
</tr>
<tr>
<td>Training needs to be more skills based</td>
<td>A new learning and improvement framework will place a greater emphasis on skills based training</td>
<td></td>
</tr>
<tr>
<td>Learning hub needs to seek out best practice from elsewhere</td>
<td>The learning cycle starts with drawing on best practice and evidence from elsewhere</td>
<td></td>
</tr>
<tr>
<td>Contributor</td>
<td>Theme of comment</td>
<td>Response</td>
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<td>----------------------------------</td>
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</tr>
<tr>
<td>Designated Safeguarding Lead</td>
<td>Have &quot;partners&quot; that produced this document been prescribed by the new laws / practices around safeguarding? Were schools not invited because we are not on this a list?/Do we appear in a table of lots of other partners as a result of this? Is the rest of the document a kind of corporate level response to the new set of requirements set out by the Government? It reads to me as a set of very good intentions that appear to be set out in a manner to ensure compliance with a set of requirements.</td>
<td>Partners have developed plans in line with the requirements of new safeguarding children partnerships detailed in Working Together 2018. The national consultation on Working Together considered schools as a 4th statutory partner within the new safeguarding children partnerships but this was not considered feasible due to no single representative agency for schools and other education establishments. At a local level, schools have been identified as a relevant agency. It has been important to structure the plan in line with statutory requirements to evidence how the safeguarding children partnership will be able to deliver against its responsibilities.</td>
</tr>
<tr>
<td>Members of CCG Board</td>
<td>Proposal seems sensible Engagement with relevant partners will be key No immediate concerns I’m content there has been a full option appraisal but reference to other strategic partnerships seems vague. Option appraisal refers to difficulty in operationalising the model in the pros and cons- need to be confident the proposed model will be effective.</td>
<td>The key strategic partnerships are listed on page 10 of the plan and were part of the engagement process. The larger geography of a pan Dorset safeguarding children partnership was considered a potential challenge but should be overcome with clear priorities, effective communication arrangements and robust processes.</td>
</tr>
<tr>
<td>Dorset County Council Senior Leadership Team</td>
<td>Broad level of support. Several senior managers have been directly involved in developing proposals.</td>
<td></td>
</tr>
</tbody>
</table>
Children’s Services Overview and Scrutiny Committee

<table>
<thead>
<tr>
<th>Report subject</th>
<th>The Workforce Strategy for Children's Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting date</td>
<td>10 September 2019</td>
</tr>
<tr>
<td>Status</td>
<td>Public Report</td>
</tr>
</tbody>
</table>

**Executive summary**

The impact of leaders, both political and officers is key in supporting a stable and confident workforce, and an environment where effective social work can occur.

Effective social work and early help systems and services improve the life chances of the most vulnerable children in our community.

Critical to this is that the local authority social care workforce is sufficient, suitably qualified and supported to deliver high-quality services to children and their families.

The market is challenging, which is linked to the national shortage of qualified social workers, the difficulty of the role, the volume of need in a community and how effectively this is owned across the whole system and how competitive the regional market is.

**Recommendations**

It is RECOMMENDED that:

The Committee consider and note the details in the report.

**Reason for recommendations**

To assure the Committee that the service is prioritising the recruitment and retention of staff and has a line of sight as to the current social work staffing position across the service.

The recruitment and retention of skilled, motivated and valued staff underpins the delivery of good outcomes for children.
1. **Background**

1.1 The impact of leaders on social work practice is likely to be good if there is evidence that leaders (both professional and political) and managers are confident, ambitious and influential in changing the lives of local children, young people and families, the regulator Ofsted validates this view.

1.2 Critical to this is that the local authority social care workforce is sufficient, stable, suitably qualified, valued and motivated to deliver high-quality services to children and their families.

1.3 To enable this there must be evidence that there is effective organisational support for the recruitment and retention of social workers and managers and that leaders and managers have created an environment where good social work can flourish.

2. **Details**

2.1 The context within which a workforce is operating is key. BCP children’s social work services are working to create a simpler model which enables more effective relationships with families to be supported. The model we believe will for the majority of frontline workers enable more space and time to enable effective and impactful work with children and families.

2.2 The restructure of the children’s social work teams is in train and we are aiming to ‘go live’ in October.

2.3 Post restructure we will still have to work through accommodation issues to maximise the benefits of the new team approaches and services to be realised.

2.4 To enable BCP to realise the ambitions of a good Local Authority, our Workforce Development Strategy looks to:

> ‘Foster a passionate and skilled workforce that is well-led and committed to working alongside children and their families.’

2.5 Recruiting and retaining good social workers and an early help workforce is the bedrock of a good authority. More importantly the consistency in those workers is the main factor that families point to in being able to build
relationships. Effective relationships enable positive change to be facilitated to ensure children are safe and secure within their family networks or alternative forever families if in our care.

2.6 The market within which BCP recruits and seeks to retain social workers is highly competitive. There are several factors which a Local Authority must pay attention to if it wants to both recruit and retain social workers.

2.7 The factors include:

   a. salary
   b. support to progress and develop
   c. the number of children that an individual social worker is asked to work with at any given time
   d. the effectiveness and ease of case work recording management systems
   e. how the wider system operates and supports children, as well as
   f. how supported they are by the line managers and senior leaders.

2.8 The need to support more people to become social workers is a national and regional issue. BCP is continuing to be a member of the national 'step up to social work' programme in partnership with Bournemouth University. This local partnership will support 10 to 12 students between 2020 and 2021.

2.9 The market for qualified social workers has more newly qualified social workers within it, who need to compete their Assisted and Supported Year in Employment Local Authorities need to have a planned approach to respond to this, so that the individuals feel supported to progress and learn, but also the indidual teams within which they work still have enough experience within them to manage and work with very complex and risky situations alongside families.

2.10 Some Local Authorities have joined national schemes to recruit and support this newly qualified cohort of social workers, called ASYE’s, others have developed a targeted local programme of support. BCP will be in 2019/20 developing a local approach.

2.11 The current staffing situation in the children’s social work services is:

<table>
<thead>
<tr>
<th>Position</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Permanent Social Worker</td>
<td>80.3%</td>
</tr>
<tr>
<td>Agency Social Worker</td>
<td>7.5%</td>
</tr>
<tr>
<td>Real vacancy personnel</td>
<td>12.2%</td>
</tr>
</tbody>
</table>

2.12 Our current pressure points in staffing include several social workers on maternity leave or about to go on maternity leave, and some long-term sickness. Additionally, there are higher number of agency workers due to
the creation of a new team for Christchurch as no Social Workers TUPE across from Dorset Council and a higher rate of agency (50%) in our Assessment teams. The increase in the vacancy rate is consistent with the establishment of a new social work team for Christchurch.

2.13 There are some teams within BCP which have experienced acute staffing shortages arising from the range of issues below and the lack of response from the agency market, which has been more acute over the summer. The service put in a whole service response to this situation to ensure the managers and children in need open to those teams continued to be supported effectively over the summer.

2.14 We are not yet able to provide a combined turnover rate for BCP. This will be available in October as part of the workforce census.

2.15 The range of individual children allocated to Social Workers is from 7 – 26 in Child in Need teams. Caseloads can vary depending on the amount of individual work required with each child.

2.16 In terms of social work feedback, we have made changes in response to the pressure and issues that our front-line colleges in the front door teams (MASH and Assessment) told us in May.

2.17 We have heard feedback from some of our new ASYE that the planned support model is not as strong as it needs to be, the service has responded to this and by September / October a new approach will be trailed.

2.18 This approach will sustain our highly commended offer to our students, as well as building a longer-term support and career development pathway that not only develops future leaders, but also develops the skills, knowledge and expertise of our workforce.

2.19 Evidence of the importance of longer-term support has been recently captured in a national report from DFE. The report identified that Children’s social workers moving on from their assessed and supported year in employment (ASYE) need more help whilst they adjust to expectations placed on them as experienced practitioners, government-backed research has concluded. The IFF Research agency identified the period two to three years after qualification as a pinch-point for social worker stress. “The qualitative research identified a shift in perception among some social workers, who began to feel less positive about the role as they moved out of the ASYE and encountered “more of the ‘reality’ of the job,” the report said.

2.20 **Key elements of the Workforce Development Strategy will be:**

   a. Continuing to offer a high level of student placements
   
   b. Considering the effectiveness of bursaries for final year students, secondments and a range of qualification routes
c. Continuing to be a key partner in the National ‘step up to social work programme’
d. Trailing approach to the line management and support of the individual ASYE
e. A planned programme of learning for the ASYE cohort
f. Ensuring we remain competitive regarding salary and the market
g. Harmonising case loads across the whole service
h. Implementing and embedding the practice model - signs of safety
i. Ensuring front line colleagues are supported through effective individual and group supervising and be clear of ‘what good looks like ‘in this regard
j. Ensuring managers are supported to be effective and impactful leaders
k. Ensuring the training and development model for the service is simple, coherent and targeted so hat our whole staff group are working in appropriately consistent ways

3. Summary of financial implications

None at this stage in the development. We aim to refocus resources to support our ASYE cohort

4. Summary of legal implications

None.

5. Summary of human resources implications

None.

6. Summary of environmental impact

None.

7. Summary of public health implications

None.

8. Summary of equality implications

Equality and diversity are key areas of training and development in the children’s social care and early help workforce. Of consideration is how we deliver a collaborative approach with families. This is to ensure that we gain a thorough understanding of the lived experience of children;
to understand that good is not defined by a narrow perception of family life; and to support families to build on their strengths and understand why we have identified risks to children’s safety.

9. **Summary of risk assessment**

   Not applicable.
The following forward plan items are suggested as early priorities to the Children’s Services O&S Committee by the Chairman and Vice Chairman, following consultation with officers.

<table>
<thead>
<tr>
<th>Subject and background</th>
<th>Anticipated benefits and value to be added by O&amp;S engagement</th>
<th>How will the scrutiny be done?</th>
<th>Lead Officer</th>
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<tbody>
<tr>
<td><strong>Meeting date – 10 September 2019</strong></td>
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<tr>
<td><strong>1</strong> Peer Review of BCP Front Door to include multi agency Safeguarding and Associated Development Plan</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Slide Deck</td>
<td>Kevin Jones, Interim Service Director, Children’s Social Care Services</td>
</tr>
<tr>
<td><strong>2</strong> New Children’s Services Safeguarding Partnership Arrangements</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Slide Deck</td>
<td>Neil Goddard, Service Director, Quality and Commissioning</td>
</tr>
<tr>
<td><strong>3</strong> Social Care Workforce: Recruitment and Retention Planning</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>Report to Committee</td>
<td>Sharon Buckby, Interim Service Director, Inclusion and Family Services</td>
</tr>
<tr>
<td><strong>4</strong> The Corporate Safeguarding Strategy</td>
<td>To enable consideration prior to Cabinet.</td>
<td>Report to Committee</td>
<td>Sarah Webb, Service Manager – Statutory Services Adult Social Care</td>
</tr>
<tr>
<td>Subject and background</td>
<td>Anticipated benefits and value to be added by O&amp;S engagement</td>
<td>How will the scrutiny be done?</td>
<td>Lead Officer</td>
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<tr>
<td>5 Children and Young People’s Participation</td>
<td>To consider how children and young people could engage with the Committee</td>
<td>Report</td>
<td>Sharon Buckby, Interim Service Director, Inclusion and Family Services</td>
</tr>
<tr>
<td><strong>Meeting date – 26 November 2019</strong></td>
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<tr>
<td>6 Family Support Strategy (Early Help, Youth)</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>TBC</td>
<td>Sharon Buckby, Interim Service Director, Inclusion and Family Services</td>
</tr>
</tbody>
</table>

**Commissioned Work**

Work commissioned by the Committee (for example task and finish groups and working groups) is listed below:

Note – to provide sufficient resource for effective scrutiny, one item of commissioned work will run at a time. Further commissioned work can commence upon completion of previous work.

| 7 TBC                                                                 |                                                                 |                                |                                                       |

**Update Items**

The following items of information have been requested as updates to the Committee.

The Committee may wish to receive these in an alternative to format to Committee updates (e.g. by emailed briefing note outside of the Committee) to reserve capacity in Committee meetings for items of value-added scrutiny.
<table>
<thead>
<tr>
<th><strong>Subject and background</strong></th>
<th><strong>Anticipated benefits and value to be added by O&amp;S engagement</strong></th>
<th><strong>How will the scrutiny be done?</strong></th>
<th><strong>Lead Officer</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8</strong> Children in Care</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>To be received quarterly. Format of receipt TBC.</td>
<td>TBC</td>
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<tr>
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<td>To receive updated information at regular intervals on this matter, including how the council has effected positive change in relation to these figures.</td>
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<tr>
<td><strong>9</strong> Child Sexual Exploitation</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>To be received quarterly. Format of receipt TBC.</td>
<td>TBC</td>
</tr>
<tr>
<td></td>
<td>To receive updated information at regular intervals on this matter, including how the council has effected positive change in relation to these figures.</td>
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<tr>
<td><strong>10</strong> Youth Offending Services – entrance numbers</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>To be received six monthly, noting that the next figures would be available in August 2019. Format of receipt TBC</td>
<td>TBC</td>
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<tr>
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<td>To receive snapshot updates of entrance numbers to the Youth Offending Services.</td>
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<tr>
<td><strong>11</strong> Key Performance Indicators (KPIs)</td>
<td>To enable the Committee to maintain oversight of this issue and target scrutiny as required.</td>
<td>To be received quarterly. Format of receipt TBC.</td>
<td>TBC</td>
</tr>
<tr>
<td></td>
<td>To receive KPIs to include updates on CMOEs and NEETs</td>
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