



**Durham**

Local Safeguarding Children Board



# Annual Report 2013/14 – January 2014

## The Effectiveness of Safeguarding in County Durham



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[www.durham-lscb.gov.uk](http://www.durham-lscb.gov.uk)

## Section 1: Foreword by Independent Chair

Welcome to Durham LSCB's 2013/14 Annual Report. This is intended to give local people and staff an account of the Board's work over the past year and that of the partner agencies, to improve the safety and well-being of children and young people across County Durham. The LSCB now includes more than 25 members from 17 different agencies, 9 of whom contribute to funding the Board and the LSCB Team. This helps deliver shared priorities and support new and on-going work to safeguard children in many different settings.

Our vision continues to be that every child and young person in County Durham grows up safe from maltreatment, neglect and crime. We aim to sustain a strong safeguarding culture and arrangements where the focus is firmly on the experience of the child or young person and their journey to getting early help and support. At the heart of our plan is a strong integrated approach to early intervention and prevention underpinned by the Children & Families Partnership's 'Think Family' Strategy. The commitment of the agency partners to this vision is evidenced in the breadth of work outlined in this report, improved performance in some key areas and sustained funding, despite the financial and demand pressures on all partners.

This year we have tried to build on learning from national research about what makes an effective annual LSCB report. As such, we have given a greater focus to analysing and reporting on arrangements for challenging the quality of practice with children and their families, as well as the effectiveness of the Board and safeguarding arrangements generally across the County. We have also sought to strengthen engagement of the Board with children and young people and to reflect their voices within the report.

In 2013/14 the LSCB has responded to major changes in Public Health and the NHS, in Durham Constabulary, the Probation Service and the Local Authority. Time has been made to learn more about each other's priorities and challenges and to further strengthen

Partnership working. This has resulted in stronger joint work between children and adult's services. Examples include families where there is domestic abuse, parents who have mental health needs, alcohol or drug issues. Another key priority has been on building awareness and systems to tackle child sexual exploitation, in its many forms. Feedback from front line staff and from young people themselves has been very positive.

New arrangements have also been put in place to deal with the reduction in national monitoring, new Ofsted Inspection frameworks and the increased focus on early help. Durham LSCB has also embraced the Government's emphasis on alternative methods of investigating serious incidents. The emphasis has been on sharing and embedding learning through the LSCBs well developed multi and single agency training programme. The LSCB has also supported the raising of awareness and promotion of safeguarding standards in the voluntary, community and faith sectors through sponsorship of the local 'Never say Nothing' campaign.

Particular thanks are due to Pixley Clarke, Emma Maynard and the whole LSCB Team for their very effective joint working and sustained commitment through recent team changes. We also say goodbye to Bill Worth, our Lay Member, who sadly had to retire from this role, but who has made an important contribution to the work of the Board. Finally I would like to thank and recognise the contributions of the LSCB Sub-Group Chairs and members who play a huge role in delivering the Board's priorities and in supporting and challenging agency practice

**Fran Gosling-Thomas**  
Independent Chair



## Section 2: Executive Summary

The purpose of this annual report is to evaluate and report on the effectiveness of safeguarding arrangements for children and young people in County Durham in 2012/13. Also, the contribution made by Durham LSCB, partner agencies and services in the County to improve the quality of services for vulnerable children. The report also recognises the achievements and the progress that has been made in the last year and as well as providing a realistic assessment of the challenges that still remain. It sets out how the Board's work is being developed and strengthened in 2013/14 to address these challenges.

The report demonstrates the extent to which the functions of the LSCB as set out in 'Working Together' are being effectively discharged, including:

- assessments of policies and procedures to keep children safe, including the safe recruitment;
- an assessment of single and inter-agency training;
- lessons learnt about the prevention of future child deaths as identified by the CDOP Panel\*; and
- Progress on priority issues (for example, early help, domestic violence, sexual exploitation and mental health).

It is drawn from a wide range of sources from across the Children and Families Partnership and reflects the County's on-going 'improvement journey' following the Ofsted Inspection in early 2012 that rated services as 'outstanding'. Embedding and sustaining best practice at the front line 24/7 and 365 days each year, across the agencies, presents considerable on-going challenge and commitment, particularly, in the current financial and organisational context. This requires a high degree of multi-agency collaboration at every level.

This year's report also builds on learning from national research<sup>1</sup> including guidance on what makes a 'powerful' annual report and the 'Facets of any effective LSCB' <sup>1</sup>. It is intended to address three fundamental questions:

- What did we do?
- How well did we do it?
- What difference did we make to improve outcomes for children, young people and families?

It aims to show the link between "activity" and "outcomes and also the "capacity and coherence" of the Board's function, form and effectiveness.

A comprehensive review of performance, quality assurance and audit findings summarised in this report clearly outlines the breadth and depth of work being undertaken to safeguard and promote the wellbeing of children and young people in County Durham. There has been more than a 10% reduction in the year of re-referrals and 13% reduction in children subject to CP Plans following introduction of the one point service, clearer guidance and training for staff about thresholds and risk factors and an increased focus on early help. Particular progress has been made to increase missing children return interviews and missing from care episodes have reduced. The engagement of GPs in child protection conferences has improved significantly and in some localities practitioners were able to achieve very good levels of attendance. Almost all agencies improved their performance in providing reports to review child protection case conferences. The majority of children now stay on a plan for less than six months, with most of these staying on for three months. No children have been on a plan for two years or more, following concerted efforts to review plans earlier. The percentage of first reviews carried out on time was very good at 98%.

<sup>1</sup> National Association of Independent LSCB Chairs

Challenges remain however, to increase the proportion of Initial and Core Assessments being completed on time and to further increase the number of CAFs being completed overall. There was an increase in percentage of children subject to a plan for a second/subsequent time and this has been an area where the LSCB requested further information from case file audits to understand the reasons for this and take any actions required.

Engaging children and young people about safeguarding matters and their own care has been a key priority this year. This has included specific meetings between Board members and groups of children and young people. Significant improvements continue to be made in obtaining the views of young people as part of the assessment and review conference process. There is scope for further work to be done in this area in the next year.

Testing the quality of front line services has also had a higher profile over the last year with an expansion of the Quality and Performance Framework to ensure a more coherent approach to quality. A number of multi-agency audits have taken place in areas identified by the Board as requiring further examination this has included quality audits of children subject to more than one child protection plan and a review of single agency practice audits has also been completed to ensure the Board is informed of the learning from these and issues requiring further attention. A further development has seen the introduction of an LSCB risk register where any agency can identify risks which may impact on LSCB business.

The LSCB's training strategy ensures that LSCB courses reflect national and local guidance around the importance of early help, the need for adult and children staff to collaborate and coordinate their actions and to "think family". 'Working together 2013' identifies the need to have a well trained workforce with an appropriate knowledge base. Durham LSCB have a range of courses that offer the partner agencies more specialist knowledge and the topics reflect the

Information received from local and national serious case reviews. Child Sexual Exploitation has been a high priority for the board. A series of multi-agency events across the county trained over 500 staff on the issues and on new procedures. Evaluation of the effectiveness of training remains high and this is now involving a closer focus on the 'impact' of training for both children and for the partner agencies.

The LSCB has also supported the raising of awareness and promotion of safeguarding standards in the voluntary, community and faith sectors through sponsorship of the local 'Never say Nothing' Campaign jointly with CAVOS and VCCS.

Significant service restructuring has and is taking place to respond to the changing circumstances of the public sector and to promote more effective ways of working with children, young people and their families. More quantitative and qualitative information is being actively used to help analyse where progress is being made and where further improvement is required. This report seeks to provide robust challenge to the work of the "Children's Trust Board" in driving improvements in the safeguarding of children and young people and in promoting their welfare. Also to give a clear account of progress that has been made in implementing actions from individual Serious Case Reviews (SCRs) completed during the year plans to evaluate the impact of these actions and how these improvements are being monitored and sustained over time.

## Section 3: Local Background and Context

The 2011 population estimate for County Durham was 513,000 (251,000 males and 262,000 females), with 96% of the population from a white background. The adult population is ageing, however trends in the birth rate indicate that there will be many more children in the County in the future, with perhaps as many as 8,600 additional births by 2031 when compared to current projections. Across County Durham there are some very specific needs for services to support children, young people and their families, for example:

- An estimated 5% of the population in County Durham are believed to be dependent on alcohol, with a further 20% drinking at increasing risk levels
- Alcohol specific admission rates for under 18's are higher than the regional rate with County Durham ranked 12th worst out of 326 local authorities
- In 2012/13 alcohol was seized from 785 children across County Durham
- Teenage conception rates are 43.2 per 1,000 population of 15 – 17 year olds, which is higher than the national average (Source: Joint Strategic Needs Assessment 2012 and Public Health performance data)

### Number of Children subject to a Child Protection Plan

The following chart plots the pattern of activity for 2012/13 compared to 2011/12 and previous years. As can be seen the numbers of children subject to a child protection plan has fluctuated over the last 12 months, reaching a high of 465 in September 2012 and stabling to the year end to its lowest level since 2009/10. At the end of March 2013 there were 402 children on a CP Plan.

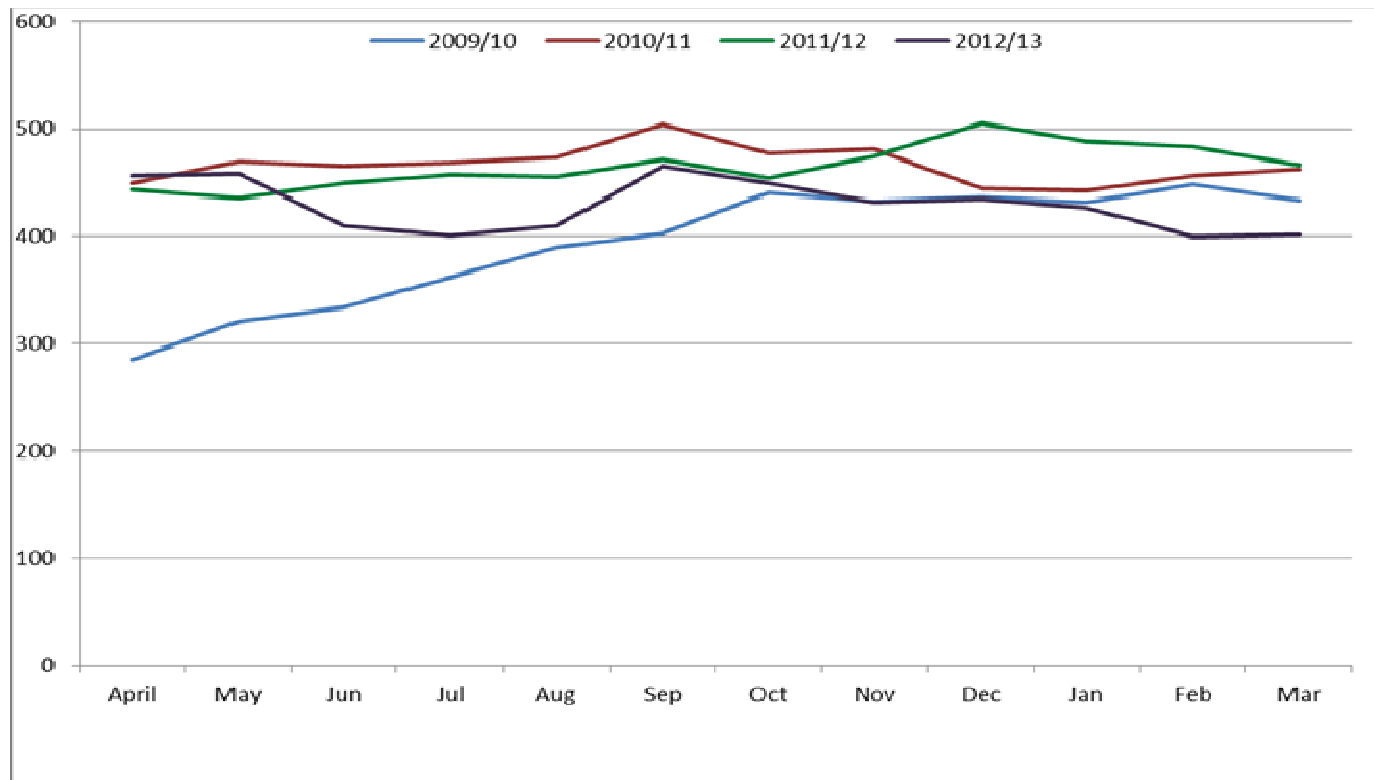
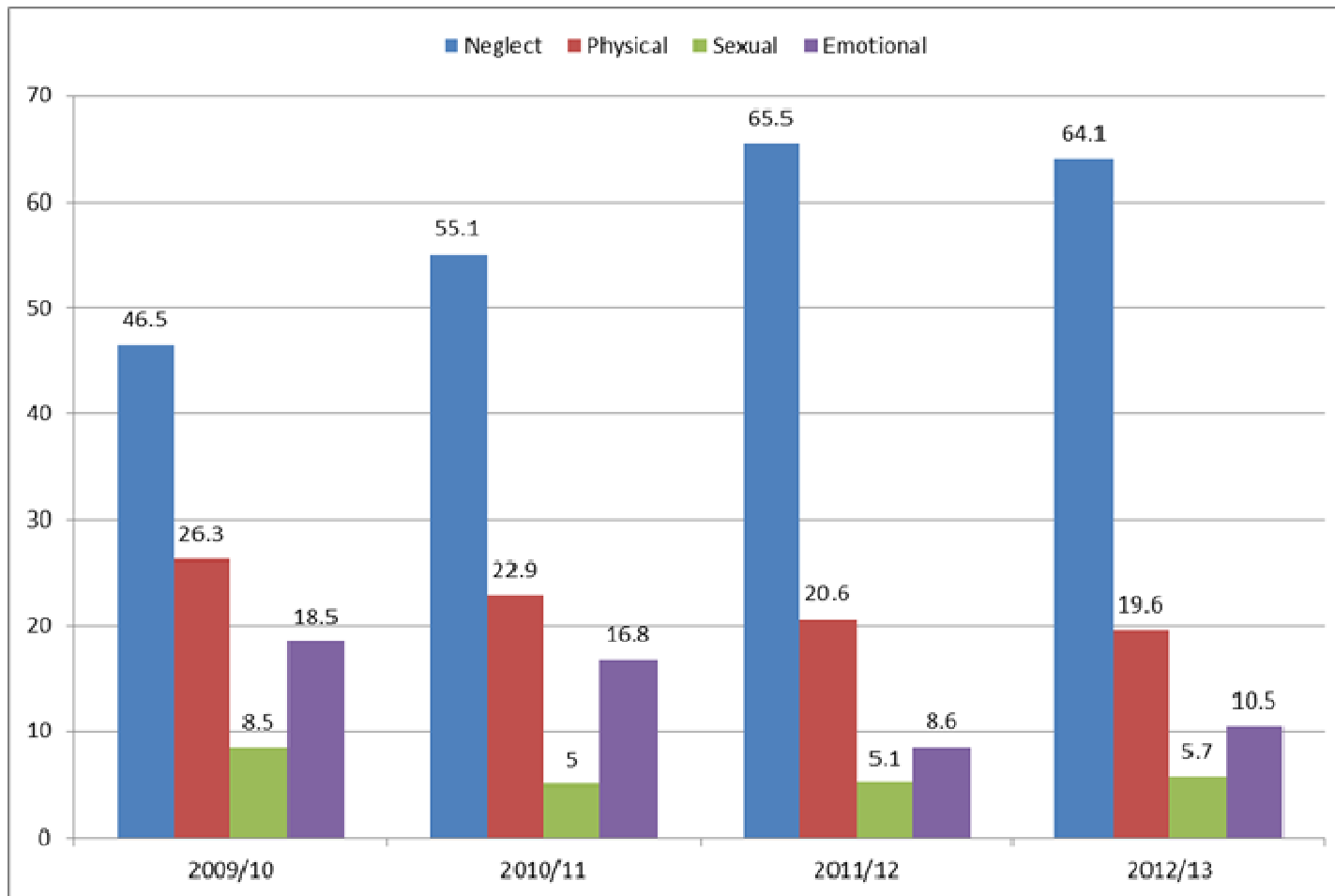


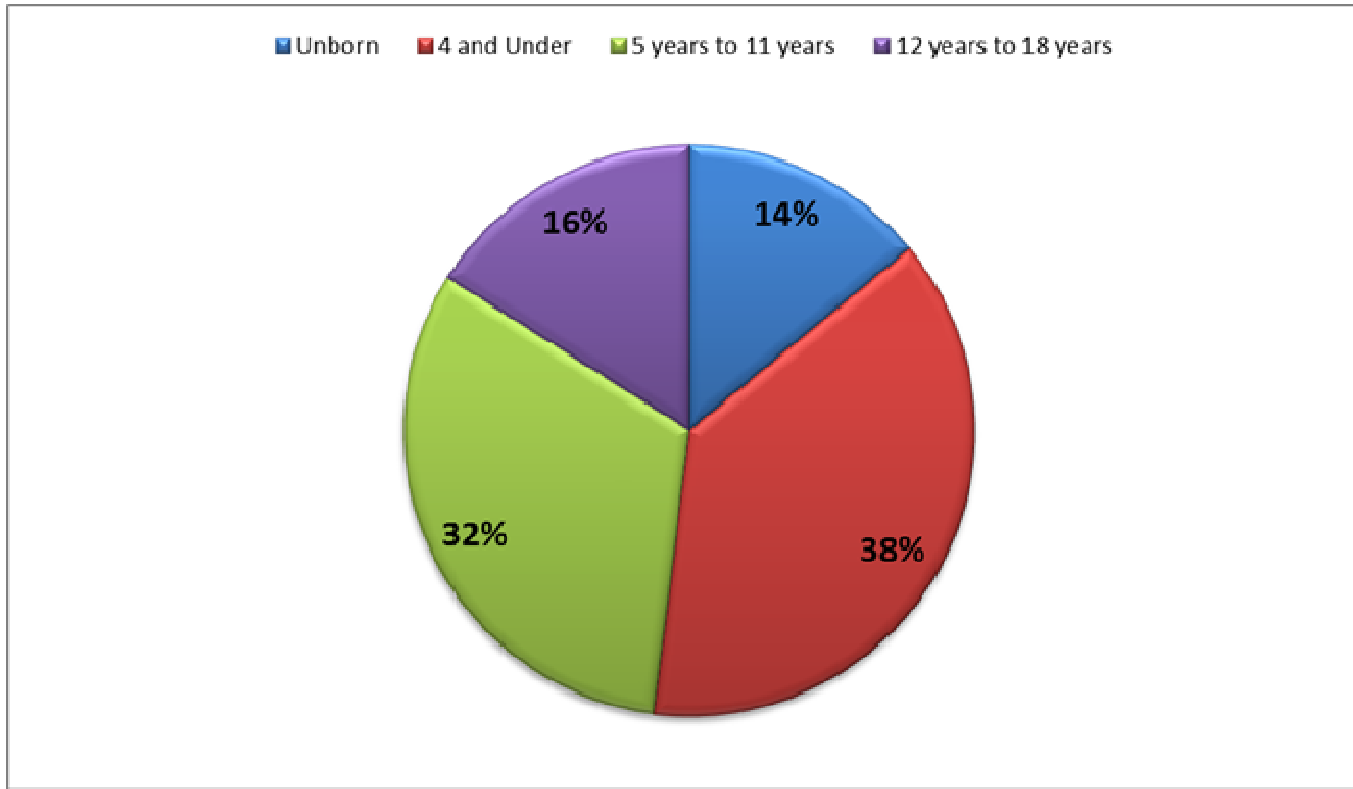
Figure - Children Subject to CP Plan by Category



Neglect continues to be the main reason for children becoming subject to a plan. The percentage has been rising since 2009/10. Neglect has been a priority for the LSCB in previous years and during 2010/11 the LSCB developed a comprehensive strategy to respond to the issues of neglect and its impact on children and young people’s wellbeing and outcomes. This included the provision of specialist training, assessment tools and new procedures for multi-agency practitioners to enable them to better support children identified as at risk or subject to neglect by their parent/carers. Specialist training continues to form a significant part of the LSCB training programme.

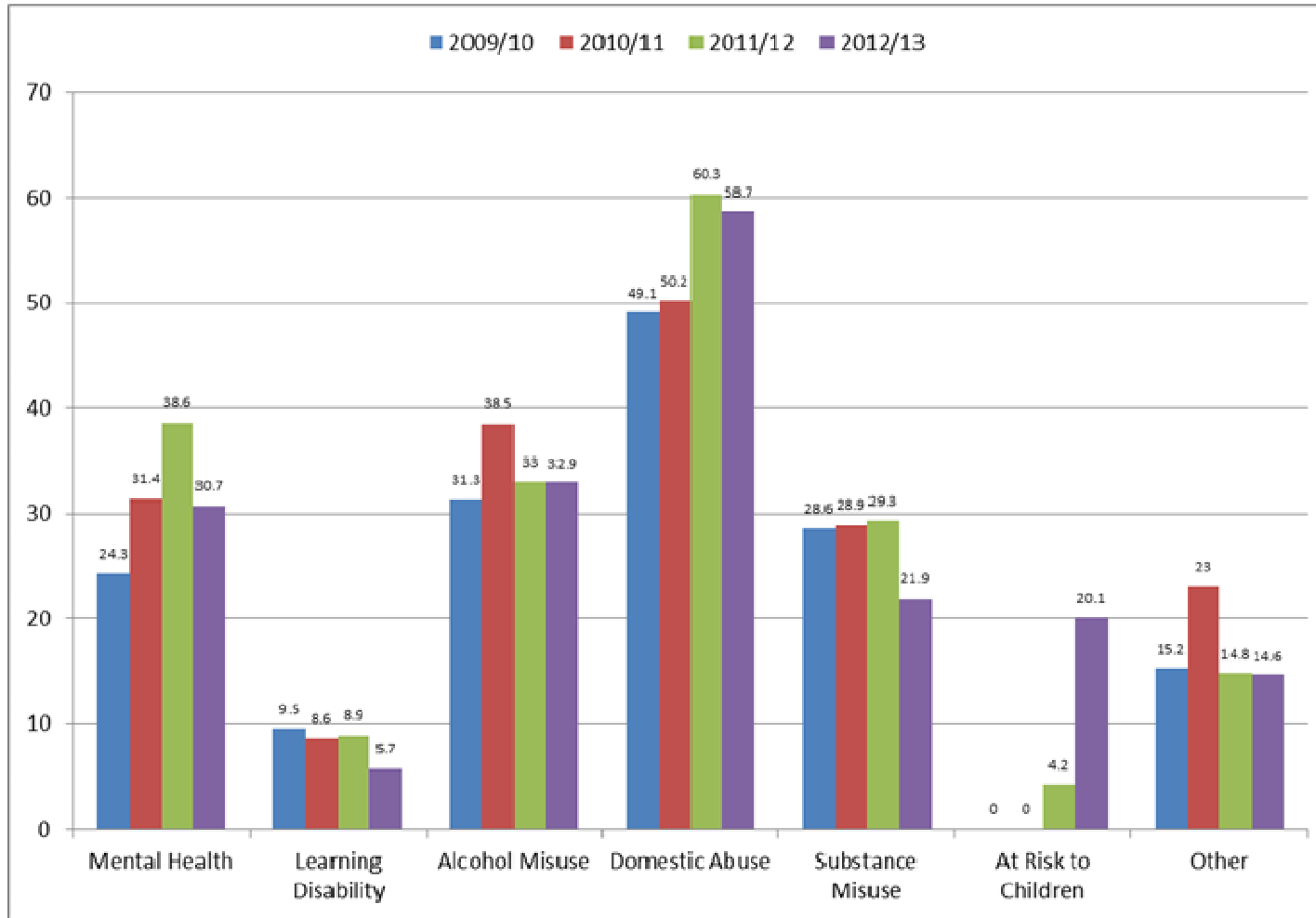


Figure – Ages of Children (%) 2012/13



During the year 2012/13 as in previous years, the majority of children who became subject to a child protection plan were aged under four and unborn – making up 52% of all plans, reflecting the national picture and the vulnerability of very young children and the need for early intervention services in the community to be targeted at this age group.

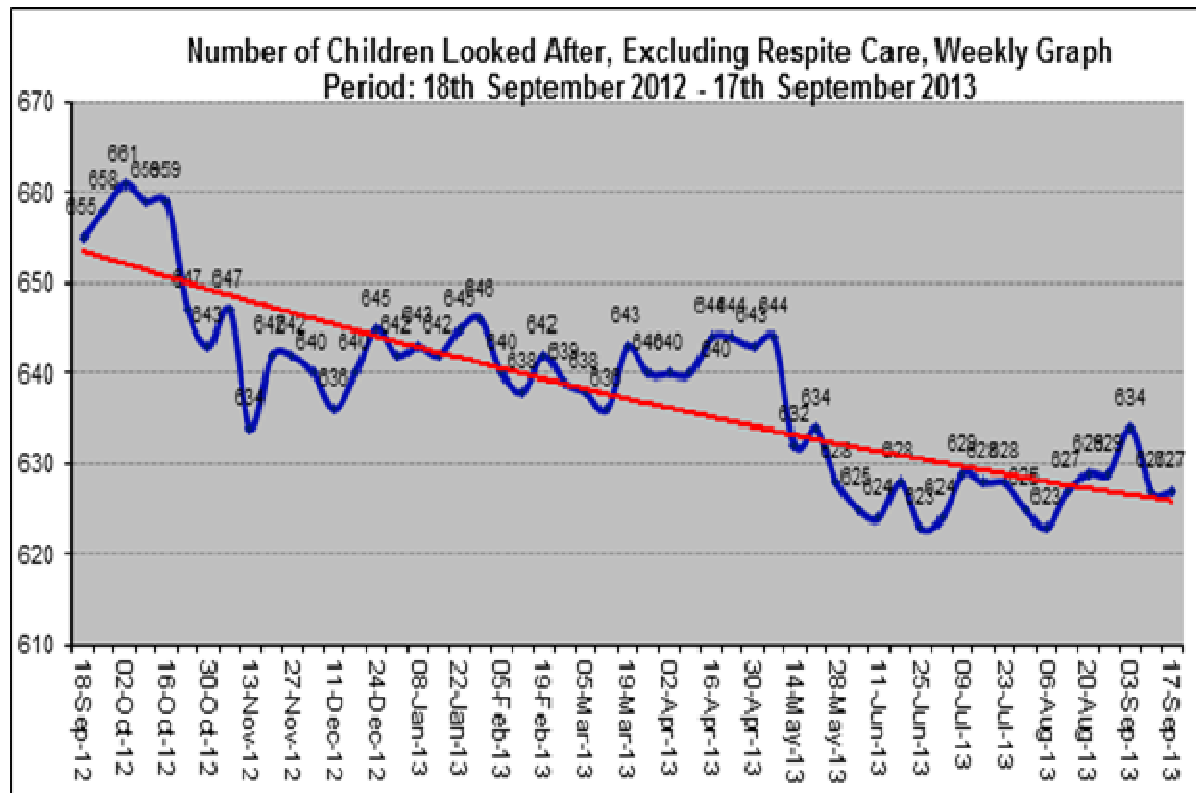
Figure - Parental Risk Factors Identified (%)



Domestic abuse is the main parental risk factor for the need for a child protection conference (58.7%) followed by Alcohol misuse (32.9%) parental mental health (30.7%) and substance misuse (21.9%) In 2011/12 domestic abuse was identified as a priority for the LSCB and is now embedded into the Board's day to day activities. Specialist training continues to be provided for multi-agency practitioners and includes awareness raising sessions as well as more in-depth specialist sessions presented by specialist workers.

## Children in the Care of the Local Authority

Figure: Looked After Children (Source: County Durham Early Help Strategy 2013)



The numbers of children looked after has been reducing over recent years and continues on a downward trajectory. The LSCB has not traditionally reported on arrangements for looked after children but is well aware of the trends and challenges facing local services. The recent published Working Together places a stronger emphasis on early help to reduce the risk of family breakdown and as a consequence, the need for children to be looked after. When they become looked after there are significant challenges in providing them with placement stability and improved outcomes and in equipping for life beyond care. We know that by understanding the reasons children become looked after enables agencies to target better their early help and family support services. In 2014 the LSCB will be widening the range of data and performance information that it collects to include looked after children.

## Early Help in Durham

The LSCB has had a strong focus on early help since 2011 when it set out a draft strategy in response to Professor Munro's Review of Child Protection (DfE 2011). Since that time more work has been done within the LSCB to understand how services are being delivered across Durham to enable the Board to be in a position to monitor and challenge the difference that services are making to the lives of vulnerable children and young people in the county.

### What is Early Help?

Early help is about identifying risks and offering help *early in order to* prevent problems from occurring rather than responding later when risks have heightened and require action from intensive, high cost statutory services.

### Munro Review of child Protection 2011

*The case for preventative and Early Help Services is clear, both in the sense of offering help to children and families before any problems are apparent and in providing help when low level problems emerge. From the perspective of a child or young person, it is clearly better if they receive help before they have any, or only minor, adverse experiences.”* (Munro 2011)

### Durham's Strategy for Early Help services

An Early Help Strategy has been developed for the Children and Families Partnership (formerly known as the Children and Families Trust). This was presented to the LSCB in October 2013. Transformation and service re-design within the council's children's services has already commenced with full implementation of new structures from January 2014.

Within the strategy there is acknowledgement that there has been a long standing commitment to the Think Family concept within County Durham and this clearly continues to underpin the Early Help Strategy's ambitions. Durham has made significant progress over recent years to build the foundations for providing early help to families through the development of the One Point Service, the Family Pathfinder Service, the continued investment in the Family Intervention Project, initiatives within Children's Care Services including Family Group Conferencing and the Pre Birth Intervention Service. More recently the ambitions of the Think Family Programme and the Stronger Families programme has aimed to transform a range of services to think more holistically about the needs of families at the earliest opportunity.

Durham's three ambitions for Early Help are to ensure that;

- Early Help is Everyone's Business
- Support will be seamless for families
- Help will be offered that is known to work.

Inherent in the strategy is the stated aim that Durham County Council will be focusing on targeted services. The following extracts from the ~Strategy sum up well the strategic aims

*“In an era of decreasing resource services must be offered first to those who need them, when they need them. To an extent Universal services have already started to target needy populations, and children's centres are increasingly required to target individuals more than they have in previous years*

*The focus in Durham has been on battling with the symptoms of high need and risk rather than tackling cause at an earlier stage. In an era of decreasing resources we need to ensure that we target what we have at the families who need it most in the most effective and efficient ways.”*

*“Services spend a lot of resource dealing with the consequences of poor parenting, family breakdown and crises, as well as the abuse and neglect that children experience. It is important to shift this professional focus to identifying the early signs that a family needs help and support and to a move to services which offer this help in a way which families want to access and which can make a real and lasting difference to their lives. This early help also needs to respond to the root causes of families’ difficulties to ensure that changes that families make can be sustained”.*

## **The Durham Continuum of Needs Model**

The Early Help strategy is underpinned by the local continuum of need framework which sets out clearly the agreed local understanding of levels of need. It is an integrated services pathway model designed to reflect the fact that children and young people’s needs and those of their families exist along a continuum. The model recognises that needs may change over time and is based on the principle that children and young people’s welfare and safety is a shared responsibility and should be a seamless positive journey. Regardless of which ‘step’ children, young people and families are identified on they will be supported at the earliest opportunity and continue to be supported by the relevant services as they move up and down the staircase. (Figure A):

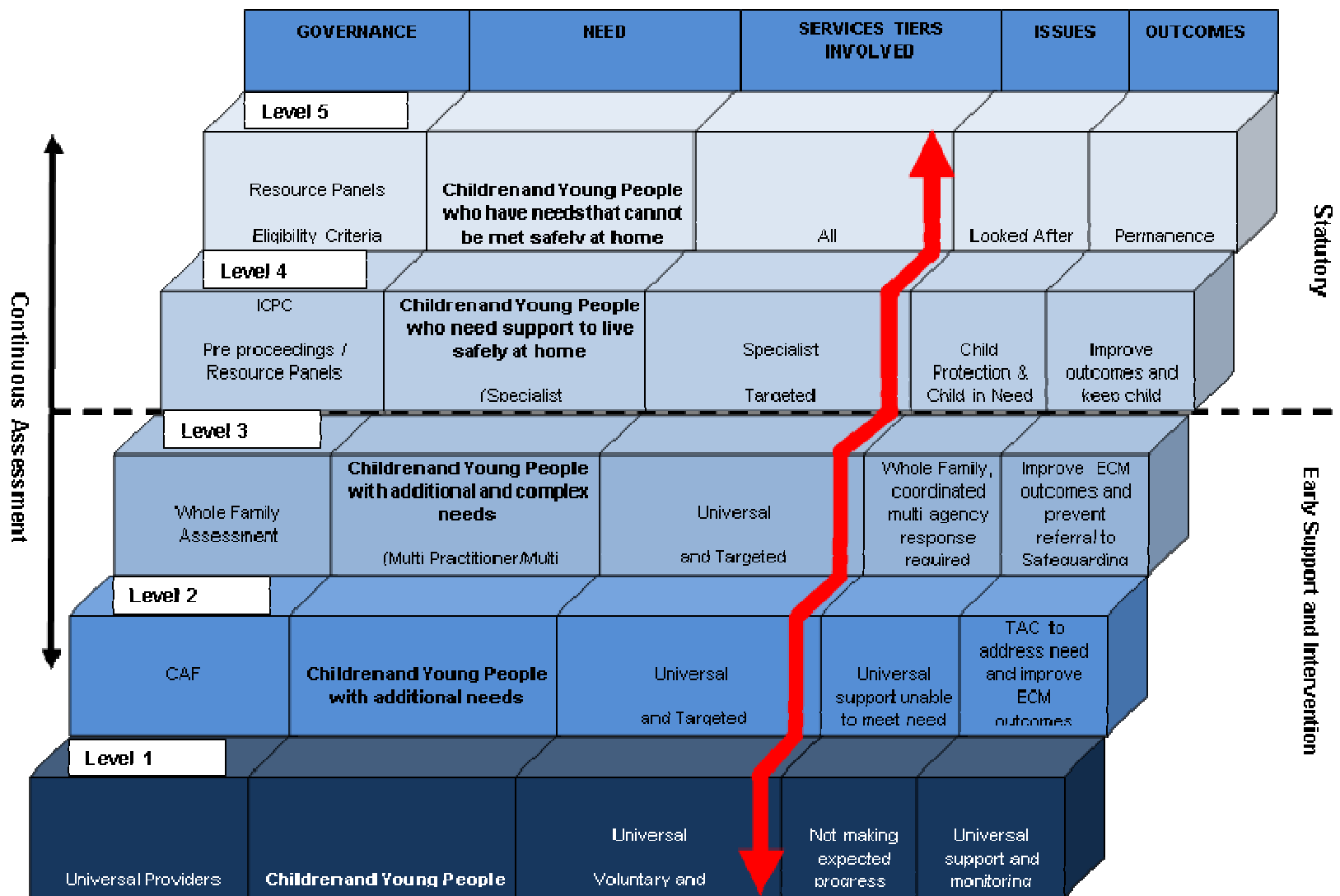
In order to deliver on the strategy a number of changes will be required including:

- Development of the single front door for families to access services
- Children’s Services reshaped to meet need - this may necessitate a range of commissioning actions, including new service provision, restructuring of existing services and creation of new job roles, as well as workforce development.
- Service redesigned to ensure that there is sufficient capacity at all levels of need and that job roles and responsibilities are sufficiently flexible to be able to respond to the needs of whole families
- Development of new commissioning partnerships and effective joint commissioning to ensure the right services are available and that there is no duplication.

The strategy covers three years. If implementation is successful improved outcomes are anticipated for children and families. In terms of safeguarding arrangements these include:

- More families to have received help at an earlier point and be empowered to take control of their own lives, avoiding the need for statutory intervention.
- Reduction in the number of children in need and children subject to a child protection plan
- Reduction in the number of children Looked After by the Local Authority
- Reduction in the percentage of children becoming the subject of a Child protection Plan or looked after for a second or subsequent time.
- Increase in the number of assessments completed by a range of partners at levels 2 and 3
- Increase in numbers of assessments at the point of referral to Children’s Care

### Durham's Continuum of Needs Model



## Section 4: Statutory & Legislative Context for LSCBs

The LSCB is established in accordance with Section 13 of the Children Act 2004 and encapsulates the guidance contained in Working Together to Safeguard Children 2006/2010/2013 and The Local Safeguarding Children Boards Regulations 2006. Each Local Authority that is a Children's Services Authority is required to establish a Local Safeguarding Children Board (LSCB).

The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children in the locality, and for ensuring the effectiveness of what they do.

Working Together outlines the statutory objectives of an LSCB:

- To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area and
- To ensure the effectiveness of what is done by each person or body for these purposes

The functions of the LSCB are:

- To develop policies and procedures for safeguarding and promoting the welfare of children in the area of the Local authority including:
  1. the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention
  2. training of persons who work with children or in services affecting the safety and welfare of children
  3. the recruitment and supervision of persons who work with children
  4. the investigation of allegations concerning persons who work with children
  5. the safety and welfare of children who are privately fostered
  6. cooperating with neighbouring children's services authorities and their Board partners

- To communicate to persons and bodies in the area of the authority for the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
- To monitor and evaluate the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children under section 11 of the Children Act 2004 and advising them on ways to improve.
- To participate in the planning of services for children in the area of the authority.
- To undertake reviews of serious cases and advising the authority and their Board partners on lessons to be learnt.

The Boards do not commission or deliver direct frontline services and does not have the power to direct other organisations, which retain their own existing lines of accountability for safeguarding. However, the LSCB does have a role in making it clear where improvement is needed.

To discharge this role, the LSCB uses data to:

- Assess the effectiveness of the help being provided to children and families, including early help
- Quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned
- Monitor and evaluate the effectiveness of training, including multi-agency training

Routinely, Durham LSCB prepares a research and development report which summarises national and regional implications following new statutory guidance, research and legislative change. The local implications for the LSCB are considered and progressed through business planning or the work of its sub groups.

# Section 5: Governance & Accountability Arrangements

## 5.1 Local Partnership and Accountability Arrangements

The Local Authority and the Corporate Director of Children and Adults Services in Durham hold a key responsibility in ensuring that the Local Safeguarding Children Board is established and effective. Historically local agencies have shown a high commitment to sharing responsibility and accountability for the arrangements to protect and safeguard children from harm through previous Area Child Protection Committee and more recently, the LSCB arrangements. Durham LSCB has a robust Governance and Memorandum of Understanding in place that forms the formal agreement between the Board and all partner agencies. It outlines the accountability arrangements, key purposes, functions and tasks of the LSCB, membership and agreed standards and expectations of LSCB services. The document sets out the arrangements for the LSCB to link with key strategic groups such as the children's Trust and the Health and Wellbeing Board.

The LSCB Governance and accountability document was reviewed and updated in April 2013 to take account of Working Together 2013. Further consultation is planned to take account of wider engagement with strategic and operational groups.

In line with national expectations and requirements of Working Together, the Board continues to be chaired by an independent person, an arrangement that has been in place since 2011. The Chair meets at regular intervals with the Corporate Director for Children and Adults Services and also attends the Health and Wellbeing Board. The Chair has a crucial role in making certain that the Board operates independently and secures an independent voice for the LSCB.

One lay member has continued to support the Board throughout the year but recently stepped down due to other competing commitments. The Board is actively looking to recruit to the two lay members recognising the valuable contribution they make to the wider work of the Board in ensuring the public has a voice on the Board.

Durham LSCB meets every two months with all key partner agencies who make up the membership expected to attend. Where members are unable to attend they are required to send a deputy who is responsible for communicating to their agency any agreed decisions and recommendations of the Board. Attendance is monitored and reported annually to the Board as part of the Board's review of the governance and effectiveness arrangements. Throughout 2012/13 the Board has been well supported by partner agencies despite budget cuts, and reduced capacity potentially impacting on partner's ability to attend a range of strategic and partnership meetings including supporting a number of LSCBs cross-border. Health partners identified key personnel early on to ensure the Clinical Commissioning Groups had representation on the LSCB prior to the new arrangements being implemented in April 2013.

In recognition that more work needs to be done to enable local colleges to contribute effectively to the local safeguarding agenda, during 2013 actions are being progressed to strengthen links with their representative through regular meetings with the Board Business Manager.

### Involving Young People

The LSCB has continued to actively to seek the views of children and young people on wider safeguarding issues. During the year the LSCB worked collaboratively with 'Investing in Children' to set up a Young People's Reference Group for the LSCB. The group has met with members of the LSCB on a number of occasions. Their views have been taken into account in the LSCB work plan to deliver priorities which include parental mental health and child sexual exploitation.

### Working with other LSCBs

Durham LSCB works collaboratively with other LSCBs in the North East so as to share learning and agree safeguarding policies and procedures which impact on children and families for example in respect of cross border issues, child deaths and Serious Case Reviews.

Details of the LSCB membership are set out in the Governance & Memorandum of Understanding.



The Board has a clear structure in place which enables it to fulfil its statutory obligations and ensure children in Durham are safeguarded well. Strategic managers from several agencies who attend LSCB meetings also attend other key strategic meetings with responsibilities for contributing and leading on aspects of safeguarding children, these include the Children and Families Trust Executive Board, MAPPA Executive Board, the Safer Durham Partnership, Health and Wellbeing Boards and the Domestic Abuse Forum Executive Group. Managers attending these meetings routinely consider the contribution and work of the LSCB where there are cross cutting issues.

The LSCB has in place a well-established number of standing sub-groups which have clear terms of reference for taking forward the priorities of the Board. The Board meets every two months and each sub-group provides regular progress reports to the Board and is required to produce an annual report setting out progress on agreed actions. From time to time time-limited task groups are set up to take forward specific pieces of development work, for example parental mental health and child sexual exploitation. The work relating to child sexual exploitation has significantly contributed to the work programme for the Missing and Exploited sub-group. The structure of the Board, including links to key strategic groups is set out in the Governance & Memorandum of Understanding.

The LSCB is also represented at practitioner groups such as the Think Family Operational Group, Alcohol harm Reduction and Intelligence Groups and the Tackling Violence against Women and Girl's Strategic Group, with the LSCB taking an active involvement in planning and the development of policies procedures and strategies. There is also strong links with the GP practice group through membership and attendance at the Liaison group meetings. This enables the LSCB to support GPs in discharging their safeguarding responsibilities through the provision of training and guidance and dissemination of learning from reviews including Serious Case Reviews. Several members of the GP Liaison group contribute to various sub groups including the Performance Sub Group, Policy and Procedures and locality groups which provides a range of opportunities to disseminate learning, share good practice, challenge poor practice and to highlight any issues arising from how the

safeguarding system is working in Durham and looking at ways in which to make improvements.

The LSCB takes its responsibility for ensuring that the local safeguarding arrangements offers a fair and consistent service for families and over the last year has strengthened its arrangements in relation to responding to complaints. Outcomes from complaints panels have been used to influence changes in procedures and to challenge partners in terms of their practice.

## **Clinical Commissioning Groups (CCGs) and the LSCB**

The two Clinical Commissioning Groups (CCGs) that cover Durham and some parts of Darlington are

- NHS Durham Dales, Easington and Sedgefield Clinical Commissioning Group (DDES)
- NHS North Durham Clinical Commissioning Group

The CCGs operated in shadow form from the latter part of 2012. Since their implementation they have;

- Both County Durham CCGs have increased senior support and leadership for safeguarding by introducing and increasing the number of sessions for Named GPs
- Increased capacity in terms of Directors of Nursing in each CCG with responsibility for safeguarding so doubling the amount of time available to support the LSCB

With the introduction of CCGs there is an increase in the amount of senior nursing support and leadership with 2 CCG Directors of Nursing now in place. Both sit on the LSCB and offer senior advice and support. This has pushed safeguarding up the priority list for CCGs, with good engagement in both CCGs. The CCG Directors of Nursing work closely together to ensure that there is no confusion or overlap but that the separate needs of each CCG are adequately addressed. The additional senior resource also means there is increased support for Designated Nurses from CCG board nurses

## **Increased focus on SCRs and Domestic Homicide Reviews (DHRs)**

The increased leadership listed above have led to an increased focus on serious case reviews and domestic homicide reviews in health.

### **Assurance process for authorisation the new CCGs**

Before being authorised as CCGs the organisations had to go through a significant independent assurance process led by other professionals. Each organisation was reviewed by a team of professional assessors, One of whom had a lead for safeguarding. The processes and arrangements were rigorously assessed. Both organisations passed The assessments and were authorised without conditions.

Safeguarding is a standing agenda items on Quality Review Groups for provider organisations as part of discussions about contracts. The purpose of clinical commissioning groups is to commission high quality services for the local population. As part of the process the CCG must assure itself that the provider organisation are delivering services in line with best practice and agreed multi agency standards. The CCGs hold regular quality review group meetings with County Durham and Darlington NHS Foundation Trust, Tees, Esk and Wear Valleys NHS Foundation Trust and North East Ambulance Service NHS Trust. Safeguarding is a standing item on the agenda for these meetings to ensure robust arrangements for assuring safeguarding arrangements in provider organisations.

## **5.2 Provision of Policies, Procedures and Guidance for Multi-Agency Arrangements to protect children and promote their welfare**

### **The Policy & Procedures Sub-Group**

The Policy and Procedures sun group has been in place since the LSCB was established with wide membership from partner agencies. It reviews and develops the local multi-agency safeguarding procedures to ensure they are current, up to date and address issues that have been identified through Serious Case Reviews, Learning Lessons Reviews and complaints as well as national and regional guidance. The work of the procedures sub-group was also shaped by the priorities that were agreed by the Board in June 2012.

### **Achievements 2012/13**

During 2012/13 a number of revisions have been made to existing procedures with new areas introduced. These are detailed on the LSCB website to enable practitioners to have access to the changes made. These include:

- **Clarification of the role and contribution of students** attending child protection conferences
- **Updated the Assessment, Intervention and Moving On (AIM) which relate to children and young people who sexually harm other young people** – for example widening the context to include non-contact and contact behaviours such as the possession of indecent images and including the named nurse safeguarding in information exchange meetings
- **Amended and revised the criteria for convening an Initial Child Protection Conference** by revising the threshold to take account of situations where a person with 'At Risk to Children status' is seeking to return to a household where there are children
- **Strengthened the emphasis on the role that schools and Education welfare Officers** have to play in identifying early children who are **missing from education** and setting out clearly the central role the police play in taking responsibility for coordinating information about children who are missing
- **Updated the LSCB complaints procedures** to clarify the role of the Complaints panel and responsibilities for following up on any recommendations made as a result of complaints
- As a direct result of lessons from a local Learning Lessons Review, developed a new and comprehensive **guide for practitioners and managers in conducting multi-agency meetings and working direct with uncooperative and hostile families**. This focuses on identifying how and why families might be hostile and uncooperative including issues such as 'disguised compliance,' keeping children safe, undertaking clear and accurate assessments and managing risks.
- **Revision to the domestic abuse procedures** to take account of national guidance regarding the inclusion of younger victims
- **Strengthening procedures for social workers undertaking statutory visits to children and young people**

- **Updating the safeguarding children from sexual exploitation procedures** to reflect a wider list of risk indicators, clarification of the role of the multi-agency One Point early intervention service, the use of Common Assessment Framework (CAF) to assess needs to identify and support victims and those at risk and cross-boundary arrangements.

Over the year the LSCB and partners has taken action to evaluate the effectiveness of local arrangements in terms of adherence to procedures and practice standards and to check out if lessons are being learned from case reviews. Evidence has been gathered from a number of performance monitoring activity and thematic audits including from partners of the LSCB. These are detailed in section 5.5 below

### 5.3 Single and Multi-Agency Training Provision

Working Together to Safeguard Children 2013 (Department for Education) requires all agencies working with children either directly or indirectly to provide single agency training in order to carry out their own roles and responsibilities. This includes being able to recognise and raise concerns about children's safety and welfare.

Durham LSCB training builds on the training offered by individual partner agencies and organisations and in particular promotes the understanding that only by organisations and agencies working together can children be effectively safeguarded. Durham LSCB Training does this by promoting:

- A shared understanding of roles and responsibilities including common understanding of key terms, definitions and thresholds for action
- Improved communication between professionals and those working with children
- Effective working together based on sound working relationships
- Improved assessment and decision making.

The key drives for this are:

- Working Together to Safeguard Children 2013

- Munro review of child protection: final report – a child-centred system, 2011
- Children Act 2004
- Durham LSCB Business Plan 2012/13
- Common Core of skill and knowledge for the Children Workforce DCSF 2010
- The Children Workforce Strategy 2012

### Training Sub-Group

The Training Group's current work plan includes work to implement Working Together 2013. As part of this there is a requirement to monitor single agency training, undertake a training needs analysis and evaluate the impact of both single agency and multi-agency training. This work is on-going and due to be rolled out to partner agencies in November 2013.

All LSCB training is based on relevant legislation and statutory guidance. The standards will be monitored on behalf of the LSCB through the Training Sub Group.

All aspects of training will be based on the following principles:

- Child centred
- Rooted in child development
- Focused on the outcomes for children
- Holistic approach
- Ensuring equality of opportunity
- Informed by evidence/research
- Multi-agency in approach.

### Achievements

In all 13 courses were delivered in the 2012/13 LSCB Training Programme with some due for completion in early 2014. They represent a good reflection of the many issues faced by those working in the broad field of safeguarding children and offers appropriate training to practitioners and managers working in a variety of roles including those working with adults who are parents.

In line with the 2012-2014 LSCB training strategy courses reflect national and local guidance around the importance of early help and the need for adult and children practitioners to collaborate and coordinate their actions and to “think family”.

Courses that provide an underpinning knowledge of multi-agency safeguarding processes around recognition, referral, assessment and intervention are:

- Safeguarding Processes
- Assessment and Intervention of Families with Multiple and Complex Needs
- Engaging with families

These courses offer the “core” for all those working with families in the continuum of needs and services.

Along with these courses a Think Family / Working Together event has been facilitated four times throughout the year and offers practitioners and managers the opportunity to find out about services that provide support to children and adults and to build up a network for multi-agency partners.

Drawing on analysis of information and monitoring of performance including feedback from child protection conferences a range of courses have continued to be delivered throughout the year which offer a more **specialist content**. These include:

- Parental Mental Health
- Parental Substance Misuse
- Domestic Abuse
- Parental Learning Disability
- Child Sexual Exploitation
- Neglect
- Child Protection Conference
- Safeguarding Deaf and Disabled Children
- Safer Workforce

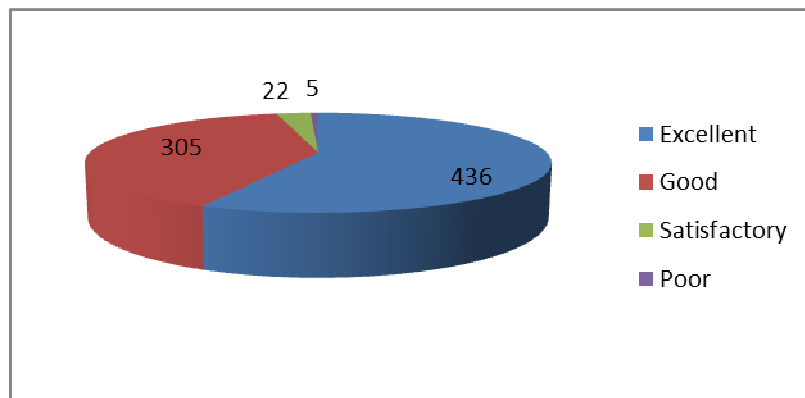
These can be seen a supplementary to the core courses on offer and seen as a whole, provide a comprehensive package of training to support multi-agency working in Durham to safeguard and promote children’s welfare.

- In addition to the above courses the LSCB development officer has worked closely with voluntary sector groups to provide individual basic awareness raising sessions in respect of sexual exploitation of young people and an outline of the LSCB procedures in respect of this.



All courses have been developed and are delivered with a strong commitment to multi-agency collaboration. This is very important to ensure that specialist knowledge can be drawn upon. It also mirrors good multi-agency working and has the additional benefit of co-presenters taking back messages and learning to their workplace.

Throughout 2012/13, courses have been attended by a good cross section of agencies. Out of a total of 781 evaluations completed in the 1<sup>st</sup> six months of 2013, the combined overall satisfaction for the courses was as follows:



Training for 2014/15 will be informed by the Training needs analysis but will continue to build on the importance of multi-agency working and continue to include more on intervention with families rather than an emphasis on raising awareness (improving skills as well as knowledge and understanding). It will continue to be informed by other work of the LSCB including multi agency audit activity and any lessons from reviews.

#### **LSCB Bespoke Training – Early Year’s Providers**

- Throughout 2012/13 the LSCB continued to provide bespoke safeguarding training through an additional LSCB trainer for local early years providers so that more staff in these settings can access child protection and safeguarding training at times that are more flexible and that meet their specific service needs. The training programme is highly regarded by the sector and was so successful that it led to further services being commissioned from the Board.

## **5.4 Performance Monitoring, Quality & Effectiveness of local arrangements and practice**

The LSCB has a statutory responsibility to monitor and evaluate the effectiveness of what is done by partners individually and collectively to safeguard and promote the welfare of children and to advise them on ways to improve. This includes monitoring performance and assuring practice through joint audits of casework and identifying lessons to be learned. By monitoring performance through data collection and analysis the LSCB is able to identify issues and look to partners to resolving them.

Durham LSCB has in place a range of activities to audit, monitor and evaluate the quality and effectiveness of safeguarding arrangements including the standard of multi-agency practice. Over the last year the LSCB has strengthened its challenge role its expectations of partners to bring to the Board’s attention the outcome of audits undertaken to assess the effectiveness of individual agency safeguarding arrangements. These have been timetabled into the LSCB annual agenda.

### **Performance Management Sub-Group**

The Performance Management sub-group is responsible for overseeing the quality and standards of safeguarding practice across the partnership to ensure that the LSCB fulfils its statutory function under regulation 5 of The Local Safeguarding Children Boards Regulations (2006).

### **Achievements – Audit of practice**

Over the year action has been taken to evaluate the effectiveness of local arrangements in terms of adherence to procedures and practice standards and to check out if lessons are being learned from case reviews. Evidence has been gathered from a number of performance monitoring activity and thematic audits including from partners of the LSCB. These included;

- An audit of cases deemed to need ‘No Further Action’ following referral to the Initial Response Team (IRT). Evidence from this audit led to a tightening up of recording within IRT, completing more thorough assessments as well as ensuring that the

outcome of referrals are shared with the referring agency/person where appropriate.

- An audit of the impact of the new Child Sexual Exploitation/Missing from Home procedures which identified that more children were being identified and supported but that specific work was needed to support practitioners to better identify those at risk and using the Common Assessment Framework (CAF) to identify those at risk at a much earlier stage.
- An audit undertaken by the PCT/Clinical Commissioning Group to assess the impact of training for GPs on responding to bruising to immobile babies and children. This followed the outcome of a Serious Case Review and learning lessons review which concluded that procedures were not being followed and referrals were not being made when an immobile baby had injuries. Following the audit further training and follow up activity is planned to ensure compliance with agreed standards. In addition further guidance, including leaflets for parents and professionals are also being developed in conjunction with the LSCB.
- A thematic review by Children's Care of cases of children subject to a Child Protection Plan for a second subsequent time so as to better understand the reasons, scrutinize decisions and assess impact of interventions on outcomes for children.
- An audit of multi-agency chronologies to check out the evidence that there is very good compliance with procedures

The performance subgroup and the LSCB receives quarterly performance reports which provides information and analysis of the effectiveness of the multi-agency child protection procedures relating to the operation of child protection conference and review arrangements. Agencies are challenged to improve performance through a number of recommendations which are monitored at each meeting and where necessary further scrutiny is provided through the LSCB audit programme which is detailed in the LSCB Quality and Performance Framework.

Alongside the Performance Management sub-group there are three Locality Performance Management groups, normally chaired by the LSCB Performance Manager. However due to the post being vacant for part of the year this was undertaken by the Board Business Manager.

Each locality group had a shared work plan to deliver the Board's priorities and to address practice and standards issues identified at a locality/practitioner level. Throughout the year it has continued to be a challenge for some agencies to maintain regular attendance at these meetings due to competing priorities. The meetings enable staff from a wide range of partner agencies to meet regularly to share information and good practice and to keep up to date with safeguarding issues as well as the work of the LSCB. The Board has high expectations of agencies to contribute to these meetings. There is close monitoring of attendance and with active encouragement from agency representatives on the LSCB attendance has significantly improved.

During the year the existing LSCB Performance Framework was reviewed and updated to cover the period 2013-15. The framework is comprehensive, with a greater emphasis on challenge and measuring impact. It covers a wider area including the functioning of the LSCB such as the effectiveness of governance arrangements, challenge and improvement/self-evaluation, the well-established Section 11 audit, learning from thematic reviews including Serious Case Reviews and other performance monitoring activity linked to the LSCB priorities. A stronger emphasis was placed on case audits with a number of themed audits undertaken as described above. A number of other audits are planned to include getting evidence from the experience of parents and carers and practitioners to get their views as to how well arrangements are working to safeguard children in Durham.

On an annual basis and as part of the Board's development day the LSCB reviews the progress made on the previous year's priorities and also examines the multi-agency dataset to support its priority setting activity and to raise particular issues of concern that impact significantly on children safeguarding and challenge partners within other strategic meetings and in particular the Children and Families Partnership. For example, the continued high incidence of domestic violence as the main parental risk factor leading to children becoming subject to child protection plans.

Performance in respect of an agreed set of the 'Top 10' indicators is monitored and examined by the Performance Management sub-group and reported to the LSCB at each of its meeting every Board meeting.

On a quarterly basis a detailed report providing a critical analysis of agency performance in respect of Initial and Review Child Protection was prepared for the LSCB and Performance Management Group by the LSCB Business Manager. The report is also shared with senior operational managers within agencies and also with the three locality groups to enable partners to take action to address recommendations made to improve performance. Progress on actions taken is followed up at each meeting and addressed via the agreed locality work plan.

A full annual performance report, setting out agency performance is presented to the LSCB each April. The annual report outlines the key areas that the Performance Management Locality Groups have been focussing on so that partners can see where performance needs to be improved and where there is progress being made against agreed standards. The report provides relevant statistical information gathered over the year and draws on a range of data which has been collected via the child protection conference and review services. Where relevant it draws on previous data to enable comparisons to be made about aspects of agency's performance and direction of travel.

### **Safeguarding Privately Fostered Children**

The Board also monitors the local arrangements for safeguarding children who are privately fostered. The Board includes specific data in its 'Top Ten' performance indicator list and on an annual basis is provided with a full report setting out the local authority's arrangements to raise awareness in the community, monitor and support children and young people who are in such placements.

### **5.5 Case Review Function**

There have been no Serious Case Reviews or Learning Lessons Review in the 2012/13 period. Two serious case reviews from previous years were however published in March 2013 and May 2013, both having been completed in timescale but having been delayed due to ongoing criminal proceedings. The actions required following these reviews have now been formally signed off as completed by the relevant agencies.

During 2012 a number of multi-agency awareness conferences were held to share the findings from the five cases that had previously been reviewed - two Serious Case Reviews and three Learning Lessons Reviews.

Recommendations from local Serious Case Reviews and Learning Lessons Reviews both in County Durham and nationally are robustly monitored on a quarterly basis by the Serious Case Review Monitoring Group and an escalation process is in place should progress on the actions is not being achieved in a timely manner.

## **5.6 The Use of Restraint – Safeguarding Young People in Secure Settings**

County Durham is among a small number of councils who have secure services within its boundaries. As well as monitoring child protection activity across Durham the LSCB also monitors the use of restraint in two secure settings that provide services for children, many of whom are placed by councils outside the area and by the criminal courts.

### **Background to LSCB Monitoring**

The issue of safeguarding young people within secure settings has been a priority for Durham LSCB since the death of Adam Rickwood in Hassockfield in 2005. In June 2009, it was agreed by Board members that the numbers of restraints to children which led to the child being injured in both secure settings in County Durham (Hassockfield Secure Training Centre and Aycliffe Secure Children's Home) would be collated and presented to the Board routinely. Figures relating to the number and circumstances of injuries caused by restraint have been monitored since August 2009. The first report outlining the numbers of restraints which led to injury was presented to the LSCB in February 2010. Since that time, a six monthly update has been submitted to the Board outlining any trends and issues identified. Since 2011 an annual report outlining the use of restraint in the two secure settings in relation to young people who have been placed by the criminal courts has been submitted by the LSCB to the national Youth Justice Board (YJB).

## Summary of LSCB Monitoring – Hassockfield STC

Hassockfield STC is one of four secure training centres in England. It offers secure provision for young people aged 12 to 17 years who meet the criteria for custodial sentence or secure remand. The centre caters for up to 58 young people of both genders. Young people live in four separate house blocks. Three of the house blocks each have two residential living units. The provision was last inspected in 2012 by Ofsted and was rated good overall for quality of provision.

In Hassockfield the use of restraint has reduced significantly. In the reporting period covering April 2012 – March 2013 there were 278 incidents which averaged 23.16 per month. This compares well with the previous twelve months (April 2011 – March 2012) when there were 588 incidents, which was an average of 48 restraints per month. There is effective use by staff of restraint minimising strategies which has contributed to this reduction. Greater focus on improved management of young people's behaviour and a focus on de-escalation processes including the use of Therapeutic Crisis Intervention (TCI) also contributed to the reduction in the number of restraints in Hassockfield.

The overall number of individual young people sustaining an injury as a result of restraint continues to fall and was 25 in total for the whole period, which was lower than in previous years – for example last year we reported that 81 young people had sustained an injury as a result of being restrained. All injuries sustained by young people were rated as level 1, which is a minor injury.

The main reasons for restraint being used were due to assaults/attempted assaults on staff and young people.

Hassockfield has a regular monthly meeting at which senior managers and key staff review a range of issues including critical incidents and the use of and the reasons for young people being restrained. Video recordings of every incident is reviewed regularly and at all monthly meetings three video recordings are chosen at random by the external YJB Monitor for critical review by the panel so that any so that lessons can be learnt. The LSCB Quality and Performance Manager/Business Manager regularly attends these meetings and is able to raise issues of

concern regarding the use of restraint or any wider issues that might be brought to the notice of the LSCB. A locality safeguarding team manager also attends the meetings and there is also representation from an independent advocacy service all of which provides a good level of transparency and external scrutiny. There are also regular meetings and discussions with the Local Authority Designated officer (LADO) to ensure that any allegations against staff are properly investigated.

Hassockfield staff have access to the LSCB multi-agency training programme and regularly makes use of it. The courses they have attended are wide ranging covering issues such as substance misuse, sexual exploitation, neglect, learning lessons from serious case reviews and domestic abuse.

## Summary of LSCB Monitoring - Aycliffe SCH

Aycliffe Secure Children's Home is licensed to provide up to 42 places for young people offering integrated assessment, intervention, education, accommodation and leaving care facilities. There are four homes each accommodating eight young people, a specialist needs unit with integrated medical/detoxification facilities and a step down facility, each accommodating two young people. Aycliffe takes young people from a national referral base as part of a YJB contract as well as 'welfare' young people who are referred by individual local authorities who need a secure placement. The LSCB monitors the use of restraint across the whole population and receives regular updates with regard the whole population. However the LSCB is only required to report to the YJB on young people who are referred by the criminal courts.

The Secure Centre was fully inspected by Ofsted in September 2012 and the overall effectiveness was judged to be 'Good'.

During the period April 2012 – March 2013, there were 467 incidents of restraint, an average of 38.9 per month. This compares well to the previous year (April 2011 - March 2012) when there were 508 incidents of restraint, an average of 42.33 per month. This in the context of a significant reduction in YJB occupancy levels – in 2011/12 this averaged 26 per month, against an average of 17.92 for 2012/13.



In the same period 22 young people sustained an injury during restraint, an average of 1.83 per month. All but one of the 22 young people sustained a level 1 injury which is classed as minor and requiring no medical attention. This is similar to the figure for the previous 12 months which was 20 restraints in total which lead to injury – an average of 1.66 per month.

The number of restraints causing injury continues to reduce significantly with no reported incidents in October 2012 and none during January – March 2013. The main reason for a young person being restrained was chiefly due to assault/attempted assault on staff.

LSCB observations at meetings and discussions with staff indicate that use is made of available comparative data from across the secure children's homes estate.

Staff in Aycliffe and Hassockfield have access to the LSCB multi-agency training programme and have attended a wide range of courses throughout 2012/13

A The vice chair of the LSCB is a member of the Independent Restraint Advisory Panel (IRAP) Steering Group, which is supporting the current national review of restraint in secure children's homes

## **LSCB Monitoring the use of restraint in other settings**

The LSCB has identified the need to identify other settings in which children and young people might be subject to restraint so as to ensure agencies of the Board are satisfied with arrangements to keep children safe. A scoping exercise is to be conducted and a report provided to the Board in early 2014 to cover settings such as special schools, residential special schools and commissioned services for children and young people with specialist needs including hospitals. This will draw upon lessons learnt from the recent Winterbourne View enquiry and to ensure the safety of highly vulnerable children and young people is being effectively addressed and any potential risks reduced.

## **5.7 Child Death Review function**

There are two interrelated processes for reviewing child deaths:

1. Rapid Response by a group of key professionals who come together for the purpose of enquiring into and evaluating each unexpected death; and
2. An overview of all deaths up to the age of 18 years (excluding both those babies that are stillborn and planned terminations of pregnancy carried out within the law) in Durham and Darlington areas, undertaken by a Child Death Overview Panel (CDOP) panel

The LSCBs use the aggregated findings from all child deaths, to inform local strategic planning on how best to safeguard and promote the welfare of children in Durham and Darlington.

28 children resident in Durham and 6 children in Darlington died between 1 April 2012 and 31 March 2013. Of the 34 child deaths:

- 14 were subject to the Rapid Response process.
- 14 deaths have been / will be considered at a Local Case Discussion meeting.
- 32 deaths were reviewed at Panels during 2012/13
- 29 child deaths remain outstanding (7 cases from deaths prior to April 2012) and will be taken brought forward to 2013/14.

### **Child Death Overview Panel**

There is a joint Child Death Overview Panel (CDOP) with Darlington LSCB. Between April 2012 and March 2013 there were three Child Death Overview Panels in which 32 cases were reviewed. Of the Child Death Reviews completed, 15 Local Case Discussions and 1 Serious Case Review reports were presented at the Child Death Overview Panel. There were a number of reviews that were delayed due to several factors:-

- The long delay for final results of post-mortems to be made available. Due to the complexity of the Police investigation, it takes many months after road traffic accidents for the final police report to be completed.
- There is an unacceptable delay by Newcastle upon Tyne Hospitals NHS Foundation Trust in submitting information in a

timely manner which is currently being addressed on a regional basis.

- There are cross boundary issues and difficulty in ascertaining who will lead on the Local Case Discussion. We will continue to be more pro-active by improving communication.
- 2 case discussions from 2010-11 were subject to Serious Case Reviews which had not been published so impacted on the CDOP review process

### **Timescale for Child Death Review Completion**

Out of 32 completed reviews, 25% were completed in less than six months. This is down by 4% and will be kept under review.

From the Child Death Reviews held in 2012-13 some of the learning points include;

- The doctor, who certifies after a child has died, should if at all possible speak to the Coroner's Officer in person and write to the Coroner to avoid delays in essential information reaching the Coroner.
- For babies with complex and ongoing health needs in whom the Specialist Nurses for Continuing Care will be involved, they should convene and chair the meeting to ensure that all the essential people are invited and can attend.
- A copy of the Care Plan must be sent to the Out of Hours GP Service as well as the child's regular GP. This should help to prevent inappropriate actions after the child's death.
- Paediatric staff to ensure that they copy letters about infants and toddlers to their Health Visitor.
- To remind staff of the importance of neurological observations in children with meningitis.
- Management Issues:
- Children are receiving high dependency care at County Durham & Darlington NHS Foundation Trust yet the nursing compliment is not sufficient to delivery high dependency care to modern standards:
- North Tees & Hartlepool NHS Foundation Trust to have at least 6-monthly Paediatric Mortality/Morbidity sessions where

cases can be discussed and any actions needed from lessons learned can be implemented.

### **Progress against actions 2012/13**

With regard to the main actions listed in last year's report, we are very pleased and grateful that NHS County Durham & Darlington has agreed to continue funding the sessions for the Designated Paediatrician and the Rapid Response Nursing Team. This has provided security for the Rapid Response service, and allows us to continue to offer a much appreciated service for bereaved families.

We have not achieved our goal of increasing the proportion of cases finalised under 6 months from the time of the child's death. The reasons for the delays are listed above.

The review and update of the local multi-agency Sudden Unexpected Death of Children Procedure (SUDC) and Child Death Review procedures are ongoing and with the aim of completing this during 2013/14.

### **Child Death Overview Panel Work Plan 2013/14**

1. To identify and train a successor to Dr Smith as Designated Paediatrician.
2. To review and update the local multi-agency SUDIC Procedures in conjunction with partner agencies and HM Coroner.
3. To ensure that the LSCB Child Death Review Procedures take into account any relevant changes identified in the Sudden Unexpected Death in Children procedures.
4. To host a Regional Child Death Review Conference.

A copy of the Child Death Review Annual report can be found at [www.durham-lscb.gov.uk](http://www.durham-lscb.gov.uk)

## **5.8 Equality & Diversity**

The LSCB has agreed an equality and diversity statement which strives to promote equal access to safeguarding services, particularly for those

children who are unable to communicate with those who are able to protect them, arising from their age or disability.

All policies and procedures of the LSCB are subject to an equality impact assessment to ensure that new policies and procedures do not discriminate on any basis.

Children and families who are the subjects of LSCB policies and procedures and need information summarised in another language or format, such as braille or talking tape, are encouraged to contact the relevant social worker who will then contact the LSCB to consider the request.

The LSCB has a complaints review system in place which is designed to ensure that where there is concern raised by parents and carers and young people, they will be listened to and their views taken into account. They will be treated with respect and will not be discriminated against.

Equality and diversity is considered at Board level meetings when an issue is identified and is a standing item at every LSCB sub group meeting. Where an issue is identified this is noted in minutes and action taken to address specific issues.

The LSCB is proactive in the audit of sexual exploitation cases and domestic abuse cases to ensure that there is no evidence of discrimination given the under-representation of male victims.

The needs of young carers have been recognised in the work of the LSCB around the impact of parental mental health to ensure that their needs as carers were represented.

The Durham LSCB training strategy has established a set of core values that underpins all training that it delivers, one of which is equality and diversity. Challenging discrimination and valuing difference is an underlying principle in all LSCB training. The training considers a broad range of issues such as parental mental illness, parental learning disability, substance misuse and children who are deaf or disabled. It also recognises the impact of social disadvantage such as poverty, poor housing and worklessness.

Durham LSCB also strives to ensure that its courses are open and accessible to all professionals who work with children and families in Durham and that training sessions create an environment where participants feel able to challenge and be challenged in a safe and constructive way.

## **5.9 LSCB Priority Areas 2012/2013**

The LSCB held its annual development day in June 2012 and agreed a number of priorities based on a range of performance and quality assurance activity including analysis of child protection statistics, audits, case reviews, national development and guidance and taking into account the views of children and young people. These were:

- Sexual Exploitation
- Sharing Information
- Early Help/Think Family
- Mental Health – impact on parenting
- Hidden Harm – primarily substances but also recognising the effects of alcohol and links with domestic violence
- Implementing the Child Centred system – Munro recommendations

### **Summary of Achievements**

Significant work has been undertaken to deliver on the Board's priorities particularly in relation to two pressing areas - Sexual Exploitation and Mental Health. The story boards included later in this section summarises what difference actions taken made and what the next steps are to further embed good practice across multi-agency partners. These should be read alongside the information contained within earlier parts of this annual report in section 5 which summarises the work of individual work groups.

#### Sharing Information

Information Sharing has been a priority for the Board since August 2010. A multi-agency strategy was developed to improve the quality and approach to information sharing to protect children. Key areas included:

- Importance of leadership in developing and maintaining a culture where relevant information is shared appropriately;
- Improved awareness and confidence of staff to share information;
- Publication of champions and contacts;
- Review of guidance and protocols and launch of multi-agency chronologies;
- Performance Management and monitoring

LSCB partner agencies completed the action plan in early 2011.

Information sharing information remains a priority for all agencies as aspects of this this came up in a number of Serious Case Reviews and Learning Lessons Reviews. The LSCB is also aware of the continued need to check that expectations are being met around sharing information including maintaining a strong focus through embedding the theme into training and awareness raising exercises.

During the year information sharing protocols have been updated in line with Data Protection requirements and information sharing has been included in LSCB audits and other audits undertaken by partners to assess the effectiveness of arrangements. This has led to specific recommendations for services to make improvements (for example audit of No further action cases and in the audit undertaken in relation to GPs.

### Early Help/Think Family

The LSCB has identified this area as being a priority since the end of 2011. An action plan for the LSCB has been developed to take forward work to better understand the different services being provided across Durham County Council and to provide opportunities for the LSCB to provide challenge to partners to provide early help when needed. The LSCB receives regular feedback from the Children and Families Partnership about specific developments. In 2013 the Children and Families Partnership developed an Early Help Strategy setting out its vision and priorities for delivering early Help services building on what had been in place. The LSCB began a series of casework audits to assess how well arrangements are working from the point of referral to early help services through to child protection procedures. This includes

an audit of cases deemed as requiring 'No further action'. An audit is also planned to analyse what services are provided to children and parents once children come off a child protection plan so that the risk of being subject to further child protection procedures are minimised.

During 2011 and 2012 a major development was the implementation of multi-agency **One Point** Hubs based in 10 localities across Durham County Council. Locality Managers from One Point are members of the LSCB multi-agency Performance Management Locality Groups enabling the LSCB to hear directly about the challenges of delivering early help services at a local level and to challenge performance where necessary. An example of this is challenge around the relatively low level of CAFs being undertaken and arrangements for the completion of chronologies for child protection conferences as well as discussions around how One Point Hubs ensure that the most appropriate person attends child protection meetings given demands on resources.

The Single CAF/CIN procedures have been revised and integrated and published on the LSCB website

The LSCB is part of the Think Family Operational Board to enable better understanding of strategies, performance monitoring arrangements and delivery of services on the ground and to reduce the potential for duplication of actions.

### Hidden Harm

This LSCB priority was carried over from previous years due to continued concerns about the continued prevalence and impact on children's safety and their welfare of substance misuse, alcohol (and domestic violence) known as the '**Toxic three**'.

Previous consultation with multi-agency practitioners and the LSCB about the key issues relating to 'hidden harm' identified issues and informed the original action plan. This was shared with the Think Family Operational Group in which the LSCB is represented to support the challenge work of the Board and to reduce the risk of duplication of actions.

The LSCB training programme was reviewed and resulted in a new course being delivered in 2013 which involved a variety of specialist services contributing to a whole day 'Think Family' training event. This is designed to assist in raising awareness and enables practitioners to better understand behaviours and the impact on parenting capacity.

The LSCB has stepped up its monitoring of the engagement of specialist services with the child protection conference and review process. This includes monitoring whether or not specialist services were invited where they were known to be involved, whether or not they provided a report and attended meetings.

Specific work planned by the LSCB particularly around audits to evidence effectiveness of arrangements have been included in the LSCB Performance Framework for 2013 – 15 and the LSCB Think Family Action Plan and will be cross-referenced in the Think Family Operational Group Think Family Action Plan. The LSCB audit will focus on assessing whether cases with a hidden harm component are offered effective early help within early intervention and safeguarding services

#### Implementing the Child Centred System – Working Together (WT) and Munro Review of child protection 2011

The Munro recommendations further strengthened national focus on early intervention and prevention – Early Help services. In Munro's view;

*“Preventative Services can do more to reduce abuse and neglect than reactive services.”*

The LSCB's Early Help action plan was developed in response to Munro to enable the LSCB to challenge partners as to what changes they were making to the way they delivered services to children and families to make them more child centred, more responsive and available at a much earlier point to prevent problems escalating.

The new Working Together to Safeguarding Children came into effect on 15 April 2013 and an LSCB implementation plan was developed and agreed in April 2013. A number of work streams were identified and the LSCB will receive regular updates throughout 2013 and 2014. Links

have been made with regional LSCBs to reduce duplication and achieve consistency where needed. The main priorities in the Working Together implementation plan are;

- Publication of an agreed referral pathway
- Publication of a Threshold document outlining the process for early help assessment, the type and level of services to be provided and including the criteria for accessing children's social care statutory services
- Development and publication of local protocols for assessment
- Further review of LSCB information sharing protocol to ensure compliant with WT

As outlined in section 2 above, the Children and Families Partnership has developed an Early Help Strategy. At the same time the local authority has also re-designed its children's services to ensure a clearer pathway for families to access early help service through 'one front door.'

## **LSCB Priorities 2013/14**

The LSCB held its annual development day in July 2013 to review progress on the priorities from 2012/13, consider key challenges and how to make best use of its resources. In setting the priorities for 2013/14 the Board considered a number of presentations and held in-depth group discussions and considered information from a range of sources including:

- Achievement against the 2012/13 priorities
- LSCB multi-agency Dataset
- Working Together Action Plan
- Performance Framework
- Early Help Action Plan
- National Government drivers
- Local knowledge (e.g. Serious Case Reviews, learning lessons reviews)
- Outcome of self – assessments such as Section 11
- Performance management reports
- Outcome of LSCB and partner agency audits

- Feedback from work of the LSCB subgroups and Locality groups
- Young people's views
- Budget and Resources

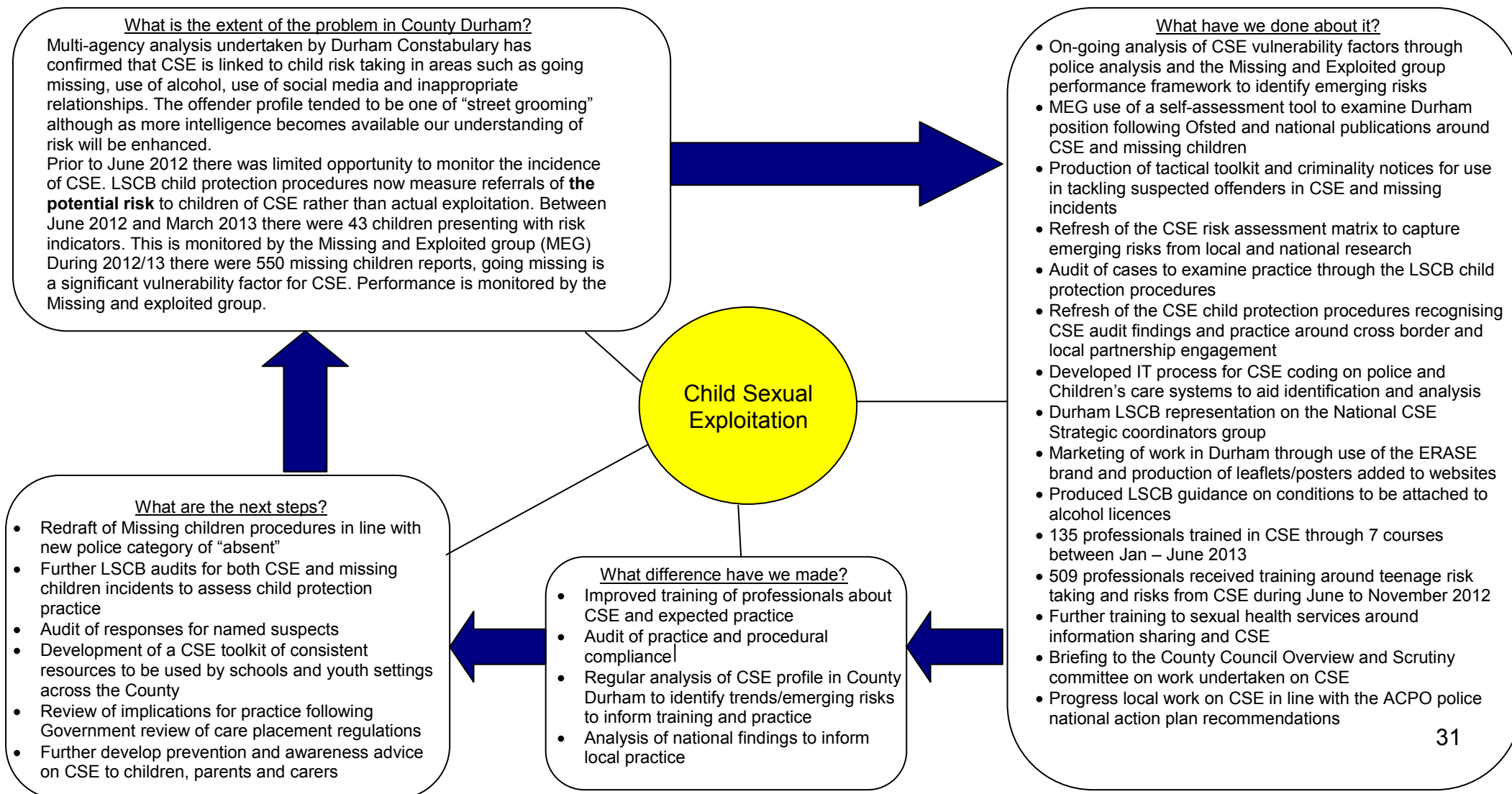
Following small group discussions members considered where the LSCB should focus its efforts and resources. Members acknowledged that a lot of work was being undertaken to deliver on a range of important areas and needed to be mainstreamed into the Board's day to day work but that the number of priorities should be reduced to two main areas;

- It was agreed that there should be continued focus on **Information sharing** as this remained a critical issue from case reviews both national and local and that further work was required to ensure that practitioners across all agencies were aware of their responsibilities to share information where appropriate and that a focus needed to be maintained ensure lessons were being learnt and agreed procedures were being followed.
- The second area identified as a priority was **Early Help** which the Board recognized as the key priority area for making significant impact on outcomes for children. Working Together identifies this as an area where LSCBs need to challenging local services.

## Child Sexual Exploitation (CSE)

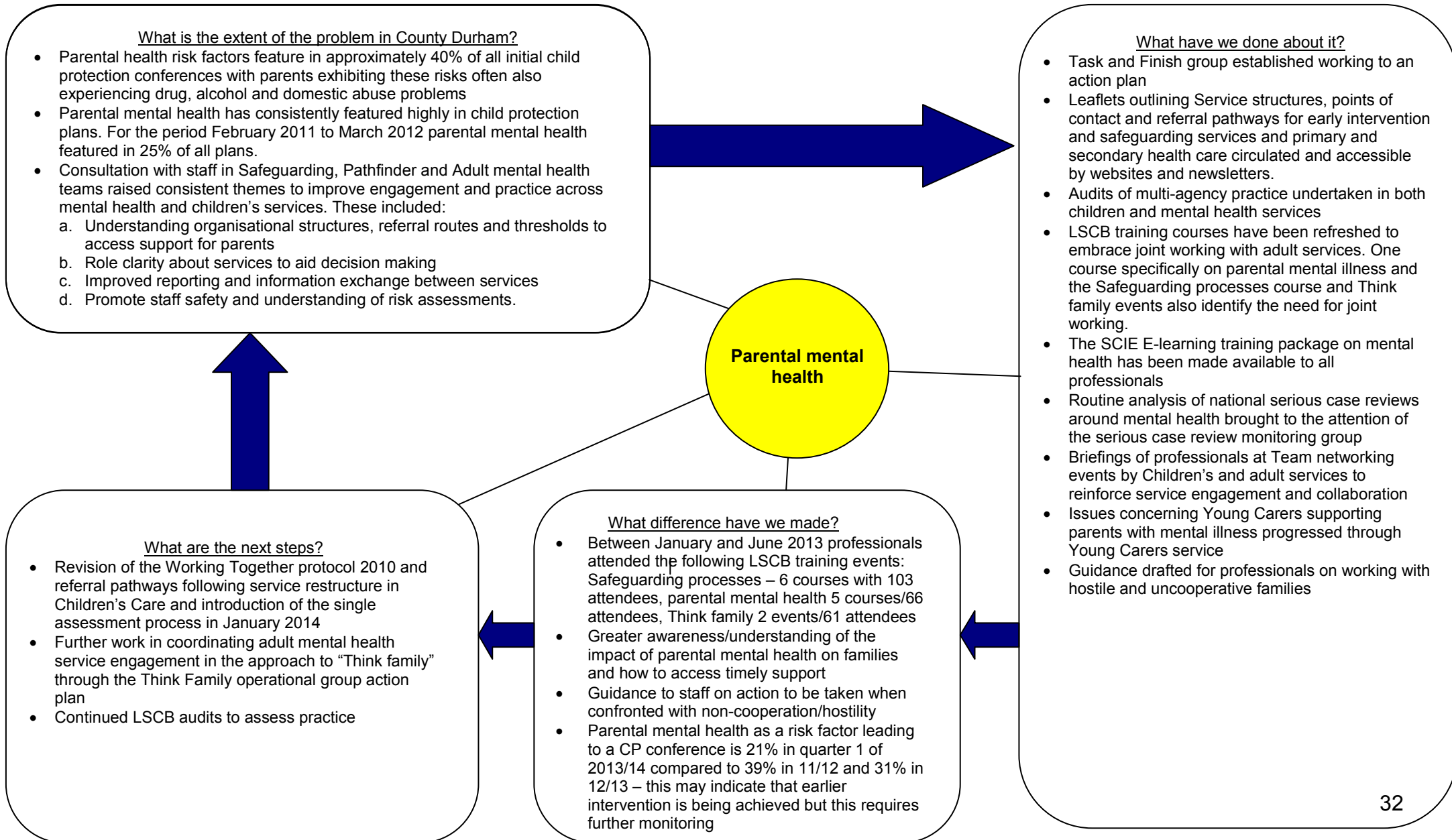
Work has been driven by the Missing and Exploited Sub-Group (MEG) which has developed policies and procedures including an information sharing report and CSE risk assessment matrix. A number of training/awareness sessions have been delivered to a wide range of staff including community safety and voluntary sector staff and more programmed has been for 2013/14.

A case audit and profile analysis was completed of children including 'missing' and returned to assess if local procedures are working and children are safeguarded. Recommendations included the need to improve the number of return interviews being completed; better identification of those at risk; training to be delivered to specific schools and the LSCB Young People's Reference Group to be consulted regarding the training and suitability of training materials and approach.



## Mental Health- impact on parenting

The Task and finish Group no longer meets but a number of actions have been completed during 2012/13.





## 5.8 LSCB Effectiveness, Contribution & Challenge

Section 5.4 sets out the approach and framework used by Durham LSCB to evaluate the quality and effectiveness of arrangements and practice. This section provides further information about how the LSCB determines its own effectiveness as well as the effectiveness of the collective effort. It also describes and evaluates priorities that relate to maintaining and improving LSCB effectiveness

Durham LSCB has made use of the national challenge and improvement tool (DFES) since 2011 and findings reported to the board. The tool was intended to assist LSCB's in analysing effectiveness through good governance and includes the view of partner agencies on each of the guiding principles in the tool. The findings have been discussed at the Board and also at the annual LSCB development workshops. This work links with the development of an LSCB challenge and improvement action plan on the matters to be taken forward. This action plan is now considered to be completed. . An action plan has also been agreed to impellent the changes required by Working Together 2013 which also includes activity to further strengthen Governance and Accountability. These tool have been incorporated in the Durham LSCB quality and performance framework

### Resource Utilisation

The LSCB Budget is regular item on Board agenda's and a pro-active approach is taken to matching Board priorities with available resources. In the last year there was no inflationary increase and the budget remained the same as for 2011/12. This includes contingency funds for any potential serious case review. As in previous years there has been a modest budget surplus which has been returned to the partner agencies in the form of a rebate. Options for different levels of cuts were considered by the Board in June 2013, ahead of budget setting for 2014/15. A modest reduction is planned for 2014/15 and this will be delivered through careful budget management and reduction in use of external consultants.

### Board process

An indicative annual agenda for Board meetings is shared with Board partners who are invited to suggest topics for inclusion. Individual Board meeting agendas are carefully prioritised to ensure time for discussion and effective challenge within the meetings. A balance is also sought between core safeguarding business items and those relating to wider issues such as early help. Agencies are also encouraged to report the findings of service inspections and audits to the LSCB so that any actions required by partners can be agreed. Most recently this included the inspection of Hassockfield YOI which has now been rated as Good from a previous unsatisfactory outcome. A further development has seen the introduction of an LSCB risk register where any agency can identify risks which may impact on LSCB business.

### Capacity and Performance

Despite some changes in LSCB personnel, a pro-active approach has been taken to ensure sustaining of capacity in the LSCB Team. This year the Board has not had a Quality and Performance Manager following departure of the post holder to a new area. However, recruitment to this post is now in hand along with a temporary Board Admin Co-ordinator to cover maternity leave. The retirement of the lay member has left a gap as they made an important contribution to the work of the Board; however, action is in hand to recruit two new lay members,

### Impact on safeguarding and children

The Ofsted inspection in 2012 rated safeguarding arrangement in Durham as 'outstanding'. Since this time significant further work has taken place to strengthen direct engagement of the Board with children and young people, to implement the requirements of Working Together 2013 and to bring a stronger focus to work around early help and troubled families.

There is strong evidence to show that the actions of the Board have had an impact on safeguarding children in County Durham. Examples of this include the much improved engagement of GPs in child protection conferences and the involvement of young people in their child protection reviews. Significant work has also been completed to update and expand information for young people and their families who become subject to child protection proceedings.

The LSCB has taken a lead role in relation to work on sexual exploitation and child trafficking and feedback from front line staff across statutory and voluntary sector partners has confirmed the importance of this work

Work led by the LSCB to embed the learning from serious case reviews, learning lessons reviews and homicide reviews has been well received. Work is currently underway to assess the effectiveness and impact of the LSCBs multi-agency training programme.

### Impact on partners

For the last year each Board meeting has made time for partner agencies to share their challenges and concerns with other Board members, this was in response to an issue which arose in the last Section 11 Audit which indicated that partners were unclear about each other's work and priorities.

### Impact on community awareness

The LSCB now produces a quarterly newsletter which is widely disseminated. The Board's support for the 'Never Say Nothing' campaign has also helped increase awareness across the voluntary, community and faith sectors. This is involving the common use of safeguarding standards and protocols and has been supported by effective training with the sector which has been positively evaluated. This will continue to have an impact over the next year.

# Section 6: Issues & Challenges facing Safeguarding Services

## 6.1 Issues and Challenges

Over the next year and beyond the LSCB and partners providing safeguarding services face a number of challenges including;

- Ensuring services are provided where they are most needed in the context of continued reductions in the council's budget, financial constraints on other key partners. For the Board this could also have implication in terms of levels of financial contributions from partners.
- Implementing the Single Assessment Framework , Single Front Door and the new Threshold Document
- New Inspection Framework for Safeguarding children, those looked after and care leavers
- Inspection/review of LSCBs – ensuring the LSCB is ready for inspection and can provide good evidence of effective multi-agency arrangements and evidence of impact on improving safeguarding outcomes for children and young people in Durham
- Responding to and assessing the challenges to safeguarding arrangements posed by the reform of the Probation service
- Funding of sexual violence and advocacy (ISVA) /CSE Worker to provide support around sexual health and in particular work with young people at risk of sexual exploitation.
- Responding to Government recommendation re CSE Co-ordinator in every LSCB area - an LSCB audit of child sexual exploitation cases coincided with a recommendation that the identification of a CSE Co-ordinator would achieve consistency in applying practice, information sharing and accountability. The importance of the coordinator role is being recognised nationally. The challenge is as to whether such a role can be resourced and if not how the benefits of the role can be achieved through existing arrangements
- Responding to the new 'absent' category for missing from home – the Association of Chief Police Officers (ACPO) has agreed a new definition of "absent" within the policing response to missing children. Under certain circumstances this could result in no immediate police response. The LSCB will need to be satisfied that the risk assessment process that is in place is robust and that children's care plans and vulnerability factors are taken into consideration when police deployment decisions are made.
- LSCB Early Help Strategy & Action Plan – Early Help identified as a LSCB priority. Major service transformation is being rolled out across children's services with the single front door approach. The challenge will be how the LSCB and partners evidence the impact on outcomes for children in particular those who are most vulnerable to ensure they receive the help they need before things escalate into child protection.
- Agencies finding ways of resourcing the Domestic Abuse Perpetrator Programme.
- Information Sharing was identified as a LSCB priority in previous years and for 2014/15 due to lessons learned from Serious Case Reviews and Learning lessons Reviews. The issue will continue to be to be raised at annual workshops and be integrated into all training. The LSCB will also needs to audit whether information sharing is happening to agreed standards and that agency are following agreed protocols.
- LSCB having a greater focus on looked after children in its performance monitoring activity to evidence how well they are safeguarded

## Section 7: Measuring Success – Facets of An Effective LSCB

This year the LSCB has made use of a new tool '*Facets of an Effective LSCB*' to measure how successful it is. The following table outlines the evidence to show where the LSCB assesses its performance to be and where action further is required to ensure its success and effectiveness:

Board Effectiveness	Actions Required	Timescale	Lead Responsibility	Evidence of Progress/Success
Range of constitutions, executives, sub-groups, task and finish groups	<b>No action</b> required as all subgroups established with flexibility to set up task and finish groups as and when required		LSCB Business Manager and Independent Chair	<b>Complete</b> All subgroups established with flexibility to set up task and finish groups as and when required
Exemplar terms of reference	<b>Some ltd action</b> required All sub-groups have groups have TOR except CDOP  Child Death Overview Panel to develop Terms of Reference in line with governance arrangements and seek approval from LSCB	December 2013	Chair of CDOP and CDOP Coordinator	Meeting planned to progress this work
Member roles and responsibilities including exemplar job/role descriptors	<b>No action</b> required roles and responsibilities clearly set out in Governance and Memorandum of Understanding.  Independent chair post has		LSCB Business Manager	<b>Complete</b> Evidence of regular attendance at LSCB meetings and sub-groups through use of monitoring tool

	clear Job description in place			
Lay Members	Appointment of at least one lay member	January 2014	Independent Chair and Business Manager	Action in place to follow up interested parties via an interview process
Relationships to other partnership forums	Update of governance framework. Ensure that the links with the children and families partnership and other partnerships remains clear  Publish Updated Governance document on LSCB website	Review April 2013  November 2013	LSCB Business Manager  LSCB Admin Coordinator	<b>Complete</b> Review completed, Governance and Memorandum of Understanding agreed by LSCB April 2013 and Updated following further consultation August 2013 There are established links to feedback between the LSCB and other fora through the LSCB members who sit on various Boards (e.g. Children and families Trust Board, Health and Wellbeing Board)
Log of effective challenge exerted by the Board	Develop a framework to provide a clear audit trail  Develop a system for feeding back to the LSCB evidence of impact of challenge activity – e.g. follow up on recommendations from audits, complaints review	In place  In place	Quality & Performance Manger with LSCB Business Manager  LSCB Business Manager & Quality and Performance Manager	LSCB has in place a comprehensive quality and performance framework which outlines a range of challenge activity to influence change. Indicators, annual performance report, Quarterly Performance report, LSCB top 10 Score Card. There are regular reports to the Board and these are shared with the subgroups

		Storyboards to be used to evidence impact and stored in a folder for ease of access?	Ongoing	Partially completed. Some storyboards already developed and stored in specialist areas.
Visibility and influence	<p>Board role and function, achievements, chair to make presentations at key strategic meetings – e.g. launch of the Annual report and Business Plan</p> <p>LSCB to make more use of local publications and including partner agency publications to raise the profile of the Board and awareness about its work and achievements</p> <p>LSCB Newsletter to be used to promote the Board and its work</p> <p>LSCB to consider holding a local safeguarding event to showcase to range of activities undertaken by local partners to protect and safeguard children including contribution from the children and Young People's</p>	<p>For SMT (DCC)– November 2013</p> <p>Children &amp; Families Partnership – December 2013</p> <p>Scrutiny - December 2013</p> <p>Key partner Agency Executive Board meetings – CCG/Police – January 2014</p> <p>Health and wellbeing Board January 2014</p>	<p>LSCB chair and Vice Chair</p> <p>LSCB Chair and Vice Chair Agency reps who are members of the Board</p> <p>LSCB Development Officer</p> <p>LSCB Business Manager with Training Coordinator &amp; Admin Coordinator</p>	Established links already in place with Durham CC 's meeting cycle

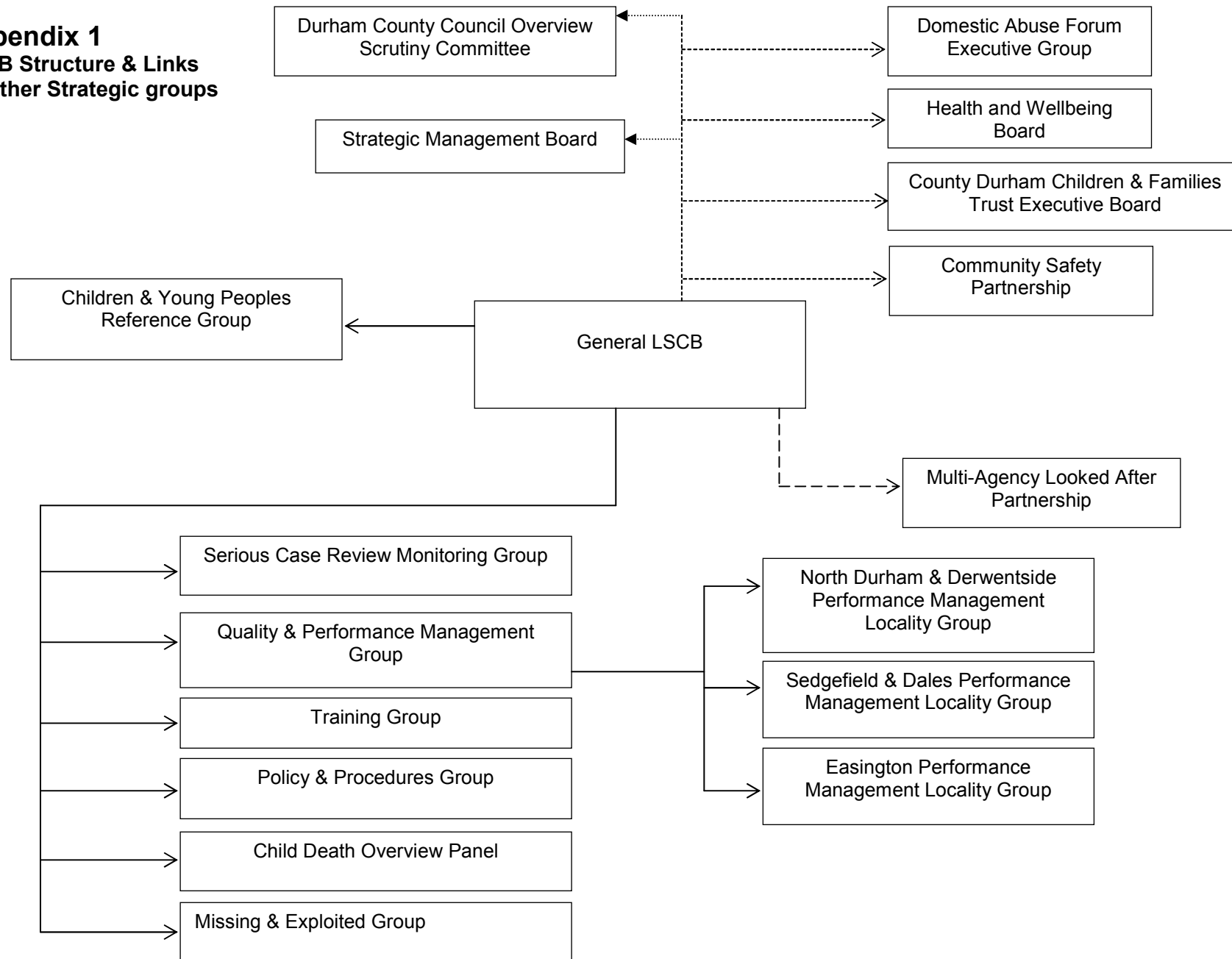
	Reference Group and Children and Family Trust			
Audit tools to assess Board effectiveness	<p>Section 11, self-assessment of issues such as safe recruitment standards</p> <p>LSCB Challenge Tool to be re-run and comparisons made with previous assessment. Findings to be shared at annual development day to inform priorities</p>	<p>Section 11 Self- assessment to be completed and reported to Board May 2014</p> <p>July 2014</p>	<p>LSCB quality and Performance Manager</p> <p>LSCB Business Manager</p>	<p>Last Section 11 audit completed and reported to Board June 2012. Reassessment to be undertaken early 2014 and report to Board May 2014</p> <p>For 2014 development day agenda</p>
<b>Quality Assurance &amp; Performance Management</b>	<b>Actions Required</b>	<b>Timescale</b>	<b>Lead Responsibility</b>	<b>Evidence of Progress/Success</b>
The role of LSCBs: how to assume a scrutiny and challenge role	Further discussion at LSCB to test members view re how effective present arrangements are and to identify any further actions required	February 2014	LSCB Chair	Evidence from e.g. LSCB minutes December 2013, February 2014
Quantitative data – exemplar scorecards	Developed and reviewed / updated in august 2013	August 2013		Following revision of list action taken to collect data. Some issues identified in collecting specific information. Further refinement needed. Final set of indicators to be agreed and implemented April 2014

Qualitative Evidence: Section 11 audits, multi-agency audit framework, research, etc.	LSCB Performance Framework developed, reviewed October 2013			
Engagement and participation of children and young people	Joint work with Investing In Children – resulted in the Young People’s Reference Group being established in December 2012.		LSCB Business Manager	Young People’s Reference Group set up and meetings held with Board Reps to influence activity including setting of LSCB priorities  Young people’s Reference Group worked actively with LSCB trainer to lead safeguarding work in schools
Engagement and participation of frontline staff	Performance Management Locality groups established, multi-agency representation from front line managers  Plans in place to engage front line staff in audits undertaken by LSCB	Ongoing as detailed in quality and Performance framework	Quality and Performance Manager	Ongoing as detailed in quality and Performance framework
Readiness for regulatory inspection	Ofsted consultation framework be shared with presented to Board members for individual agency response due to tight time scales for responding to Ofsted	October 2013	LSCB Business Manager	Framework for consultation shared with LSCB at October 2013 meeting
	Final framework to be presented to the Board setting out actions the Board needs to take to be ready for	December 2013	LSCB Business Manager	Final framework and actions required presented at Board meeting December 2013



	inspection. LSCB Chair over next year to lead work to support the Board in ensuring readiness for inspection	At each Board meeting Throughout 2014 beginning Feb 2014	LSCB chair and Business Manager	
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**Appendix 1**  
**LSCB Structure & Links**  
**To other Strategic groups**



The LSCB has direct relationships with, but is not sub ordered to and members of the LSCB are represented on the strategic group. Multi-Agency groups which report direct to the LSCB

## **Appendix 2**

### **Independent Chairing Arrangements**

The LSCB appointed Fran Gosling-Thomas as the independent chair in 2011 for a three year period.

#### **Responsibilities of the Chair of LSCB**

- To ensure the board safeguards and promotes the safety and welfare of children and young people in Durham.
- To ensure that all organisations participate to effectively co-ordinate and promote safeguarding.
- To agree the contents of the LSCB agenda and chair both General and Extra-Ordinary Board meetings.
- To ensure meetings are conducted efficiently in order to manage the business of the Board in an effective manner.
- To represent the LSCB at the Children's Executive Board and other appropriate settings.
- When appropriate, challenge and hold the Board and agencies to account.
- To be the LSCB spokesperson for media requests for information.
- Publish the LSCB annual report

The new Working Together 2013 clarified that it is the responsibility of Chief Executive, after consultation with the Board partners, to appoint or remove the chair. The Durham County Council Chief Executive holds the Chair to account for the effective working of the LSCB and where appropriate, the Lead Member will also fulfil this role.

During 2012/13 the Chair met at regular intervals with the Head of Children's care and Corporate Director for Children and Adult Services. The chair has a crucial role in making certain that the board operates independently and secures an independent voice for the LSCB.

The Chair has annual appraisals to which Board members are invited to contribute.

## Appendix 3 LSCB Staffing and Budget 2013/15

### Staffing - LSCB Officers:

The LSCB is supported by the following officers:

- LSCB Business Manager
- LSCB Admin Co-ordinator
- LSCB Training Co-ordinator - this is a temporary post funded by a time limited grant to July 2014
- LSCB Development Officer
- LSCB Quality & Performance Manager, incorporating LADO duties (deputises for Business Manager) - Vacant since October 2012
- LSCB Administrator (does not attend Board meetings).

### LSCB Budget

The level of investment from partner organisations determined by August of each calendar year for the forthcoming financial year on the basis of the responsibilities and tasks identified in the business plan. The financial year runs from 1 April to 31 March in each year. Budget management are direct responsibility of the Manager of the LSCB and a current financial report will be presented to Board meetings at 6 monthly intervals. The majority of the budget is used to fund staffing costs including the independent chair costs, training. Part of the budget is always set aside for any Serious Case Reviews that might be needed.

#### Allocations 2012/13

Durham County Council	£180,636
Clinical Commissioning Groups & Tees Esk & Wear Valleys NHS Foundation Trust	£100,100
Durham Constabulary	£29,285
Further Education Colleges	£2,800
Hassockfield STC	£2,680
Durham Tees Valley Probation Trust	£2,680
County Durham & Darlington NHS Foundation Trust	£2,680
North Tees & Hartlepool NHS Foundation Trust	£2,680
Cafcass	£550
<b>Total</b>	<b>£327,891</b>

## Appendix 4 Durham LSCB Membership

- The Board is chaired by an independent person commissioned by the Durham County Council Chief Executive
- Durham Tees Valley Probation Trust – Durham represented by a Director of Offender Services.
- NHS Commissioning Board – representation via the local Area Team
- North Durham Clinical Commissioning Group represented by
  - Board Nurse Lead
  - Chair of County Durham & Darlington Child Death Overview Panel
- Durham, Dales, Easington & Sedgefield Clinical Commissioning Group
  - Board Nurse Lead
- Tees, Esk & Wear Valley NHS Foundation Trust represented by the Designated Doctor
- County Durham & Darlington NHS Foundation Trust represented by:
  - Associate Director of Nursing (Patient Experience & Safeguarding) , Head of Children & Families
- North Tees & Hartlepool NHS Foundation Trust will be represented by the Deputy Director of Nursing
- Cafcass (County Durham) will be represented the Service Manager – Early Intervention Team.
- Hassockfield Secure Training Centre will be represented by the Director.
- County Durham Children & Adults Services represented by:
  - Director, Children & Adults Care
  - Head of Children’s Care who will also act as Vice-Chair of Durham LSCB
  - Head of Adults services
  - Head of Education
  - Strategic Manager - Youth Offending Service
- Durham Constabulary will be represented by the Force Lead for Safeguarding.
- The Voluntary & Community Sector - represented by the Lead Officer for Communities of Interest
- Housing - represented by the Housing Solutions Manager

- Schools represented by:
  - Durham Association of Secondary Heads
  - Durham Association of Primary Heads
- Further Education will be represented by the Principal and Chief Executive of New College Durham
- Lay Members – will be represented by two members of the community whose role is to support stronger public engagement in local child safety issues and to challenge the LSCB on the accessibility by the public and children and young people of its plans and procedures
- The Lead Member will receive the papers and minutes of the Board meetings.
- Faith Communities - represented by the Child Protection Advisor, Durham Diocese and will be co-opted on to the Board when required.

### **LSCB Advisors**

The Board is advised by:

- A member of Durham County Council Corporate & Legal Services nominated as the Board's legal advisor.
- Director of Public Health
- The Designated Nurse
- The Designated Paediatrician
- Local Authority Designated Officer

### **LSCB Meetings**

#### **Meetings**

Board meetings are normally held every two months. Standard agenda items alternate from one meeting to the next. Matters arising from the previous meeting are be raised at each meeting to ensure continuity and monitoring of progress.

#### **Extra-ordinary meetings:**

- The Chair may call an extra-ordinary meeting at any time;
- A LSCB member may call an extra-ordinary meeting by submitting to the Chair a written request which is supported by the written agreement of any two voting members;
- Such extra-ordinary meetings will normally be held within 28 days of the request being received by the Chair.

The LSCB annual report for 2013/14 has been coordinated by the LSCB Business Manager Pixley Clarke.  
If you have any queries about the report please contact [pixley.clarke@durham.gov.uk](mailto:pixley.clarke@durham.gov.uk)

