



Annual Report 2016/17





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Foreword from Gill Rigg



Welcome to the annual report of Kent Safeguarding Children Board (KSCB). This annual report is currently a requirement of Working Together 2015 statutory guidance, and this report is expected to identify the effectiveness of safeguarding children and promote the welfare of children and young people in Kent. The report aims to provide a transparent assessment of the state of safeguarding in Kent, identifies the key challenges and successes of the Board over the year from 2016-7, and also identifies the key issues going forward.

The Board is very fortunate to have a committed and strong membership, who takes their responsibilities seriously. KSCB is particularly grateful for the strong support and input from our two lay members, who are very valuable participants. We have twelve subgroups/reporting groups which drive the work forward, and I am particularly grateful to the Chairs of the sub groups, and the members of those groups.

Ofsted reviewed the work of the Board in March 2017, as part of their inspection of the Local Authority's arrangements for children in need of help and protection, and concluded that the Board required improvement to be good. The areas which were identified were almost all ones which the Board was working on.

The sub group structure of the Board was seen by Ofsted as driving the work programme forward, and the Case Review group and Child Death Overview Panel were particularly mentioned as being well developed and effective. The Board's practice of beginning their meetings with a focus on the voice of the child has been viewed as positive, and the active engagement of young people was also seen as positively influencing the work of the Board. There is, however, more to do, and the areas for development are carried forward into the 2017-20 Business plan.

This report is intended for anyone with an interest in safeguarding children and young people in Kent. I hope this report provides a helpful insight and it will be of relevance and useful to anyone with an interest in safeguarding in Kent.

As a result of the Alan Wood report, the Government has announced future changes to safeguarding arrangements, through the Children and Social Work Act 2017, which are likely to result in new statutory guidance, and the outcome will be reported in the next annual report.

I have had the privilege of being the Independent Chair of the Board since March 2014, and I have seen a number of changes and improvements across all agencies in the past three years. I remain very impressed by the strong commitment and hard work by staff at all levels of organisations, who continue to work to make Kent a safer place for our children and young people. I would like to thank you for all that you do.

I hope you find the report interesting and informative, and we would be pleased to hear from you if you have any thoughts, comments or questions on the report.

Gill Rigg - Independent Chair of Kent Local Safeguarding Children Board



About Kent - Overview

Kent is a shire county located in the south east of England with a land area of 1,368 square miles and approximately 350 miles of coastline.

The Office of National Statistics states that there are currently estimated to be 1,524,700 people living within the Kent County Council area and the **number of children living in Kent is 328300 (21.7% of the total population)**.

73% of the Kent population live in urban areas with the remaining 27% living in rural communities (78% of the total land area).

The professional, scientific and technical industry group accounts for the largest proportion of Kent businesses with 17.4%, whilst the construction industry is the second largest in Kent with 15.1%.

Kent's population is largely of white ethnic origin. Children and young people from minority ethnic groups account for 9.4% of the total under 18 year old population. Using the Children in Low-Income Families Local Measure, 16.5% of children (53,295 children) in Kent are living in poverty. This is above the regional average of 13.2% but below the England average of 18.0%.

Local Authority

Kent is a two tier authority, with Kent County Council and twelve district councils, as well as Medway unitary authority.

Clinical Commissioning Groups (CCGs)

There are seven CCGs:

- West Kent,
- Dartford, Gravesham and Swanley,
- Swale,
- Ashford,
- Canterbury and Coastal,
- Thanet
- South Kent Coast

Health providers in the County

- Kent Community Health Foundation Trust
- Sussex Partnership Foundation Trust (Children and Adolescent Mental Health (CAMHS) provider)
- Kent and Medway Partnership Trust (Adult Mental Health provider)
- Maidstone and Tunbridge Wells NHS Trust
- Dartford and Gravesend NHS Trust
- East Kent Hospital University Foundation Trust

Kent is also served by the National Probation Service and the Kent, Surrey and Sussex Community Rehabilitation Company.



The Board

What is the Kent Safeguarding Children Board (KSCB) and what does it do?

The Kent Safeguarding Children Board is the key statutory body overseeing multi-agency child safeguarding arrangements across Kent. Governed by the statutory guidance in Working Together to Safeguard Children 2015 and the Local Safeguarding Children Board Regulations 2006, the KSCB comprises senior leaders from a range of different organisations. It has two basic objectives defined within the Children Act 2004;

- To co-ordinate the safeguarding work of agencies, and
- To ensure that this work is effective.

KSCB provides a vital link in the chain between various organisational activities, both statutory and voluntary, to protect children and young people in Kent. We are also responsible for raising awareness of child protection issues in Kent so that everybody in the community can play a role in making Kent a safer place for children and young people.

Whilst being unable to direct organisations, the KSCB does have the power to influence, challenge and hold agencies to account for their role in safeguarding. This influence can touch on matters relating to governance as well as impacting directly on the welfare of children and young people. Our message is – **Protecting Children from Harm is Everyone's Business**

Key roles

The Independent Chair

The Independent Chair of the KSCB is Gill Rigg. Supported by a Board Manager and a dedicated team, the Chair is tasked with ensuring the Board fulfils its statutory objectives and functions. Key to this is the facilitation of a working culture of transparency, challenge and improvement across all partners with regards to their safeguarding arrangements.

Partner agencies

All partner agencies across Kent are committed to ensuring the effective operation of KSCB. This is supported by a Constitution that defines the fundamental principles through which the KSCB is governed. Members of the Board hold a strategic role within their organisations and are able to speak with authority, commit to matters of policy, feedback to their agency and hold their organisation to account.

Designated professionals

The Designated Nurse member on the Board takes a strategic and professional lead on all aspects of the health service contribution to safeguarding children. Designated professionals are a vital source of professional advice. Across the range of KSCB activities, this designated role has continued to demonstrate its value during 2016/17.

A Structure Chart of the Board and its Sub Groups can be found at Appendix A. A full list of Board members for 2016/17 and their attendance at Board meetings can be found at Appendix B.



Lay Members

KSCB has two Lay Members. One has been in post for six years and the second has been a member for 12 months. The role of the Lay Member is one required under The Apprenticeships, Skills, Children and Learning Act 2009 amended sections 13 and 14 of the Children Act 2004 which states that *“the local authority must take reasonable steps to ensure that the LSCB includes two lay members representing the local community.”* Working Together 2015 also highlights the role of Lay Member as: *“Lay members will operate as full members of the LSCB, participating as appropriate on the Board itself and on relevant committees. Lay members should help to make links between the LSCB and community groups, support stronger public engagement in local child safety issues and an improved public understanding of the LSCB’s child protection work.”*

Our Lay Members play a vital role and fully participate in the Board’s activity, attending every Board meeting and also being members of some of the Board’s Sub Groups.

One sits on the Risks, Threats and Vulnerabilities Group, Multi-Agency Sexual Exploitation Group, Health Safeguarding Group and the Female Genital Mutilation Working Group. He is also currently chairing a Serious Case Review Panel for one of our commissioned SCR. The other member sits on the Child Death Overview Panel and the Case Review sub group and is currently chairing a Serious Case Review (SCR) Panel for one of our commissioned SCR.

In addition to participation in Board and Group meetings, our Lay Members have supported the Board’s Quality and Effectiveness Group in their reviewing of partner agencies’ Section 11 submissions, providing valuable independent feedback and challenging questioning on the evidence provided.

Both Lay Members have also attended regional Lay Member Conferences and have returned with feedback on the experiences of other Boards’ Lay Members.

Relationships with other Kent Strategic Boards

There is a clear expectation that Local Safeguarding Children Boards are highly influential strategic arrangements that directly influence and improve performance in the care and protection of children. There is also a clear expectation that this is achieved through robust arrangements with key strategic bodies across the partnership. During 2016/17, engagement continued with the Kent Health and Wellbeing Board (HWB) and stronger engagement has been developed with the Kent Safeguarding Adults Board (KSAB), the Kent Community Safety Partnership, the Kent and Medway Domestic Abuse Strategy Group and the Corporate Parenting Board.

At each KSCB meeting, Board member representatives from each of these strategic Groups formally report that Group’s business. This engagement helps ensure that the voice of children and young people and their need for safeguarding is kept firmly on the agenda in terms of multi-agency work involving vulnerable adults, health and wellbeing and the local response to crime.

A protocol has been agreed formally that sets out the working arrangements between KSCB and the HWB and the Kent 0 - 25 Health and Wellbeing Board. The aim of this protocol is to support all three partnerships to operate effectively; being clear about their respective functions, inter-relationships and the roles and responsibilities of all those involved in promoting and maintaining the health and wellbeing of children and in keeping children safe. This is essential in order to maximise the safeguarding of children and young people, to avoid the duplication of work and to ensure there are



no preventable strategic or operational gaps in safeguarding policies, services or practice. This protocol can be found on the KSCB website: www.kscb.org.uk

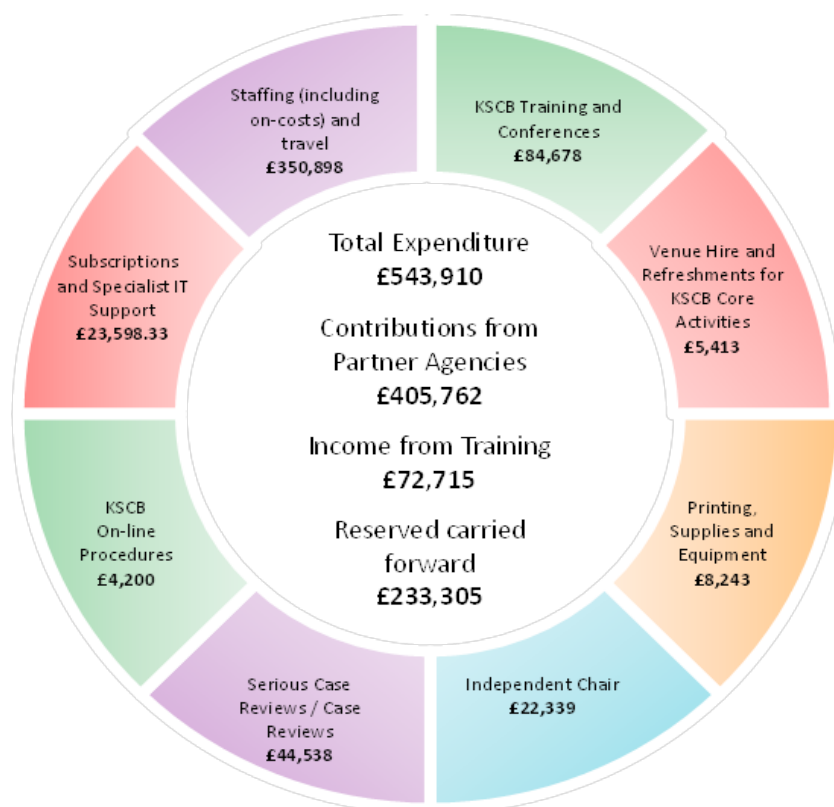
The Boards will have an ongoing and direct relationship, communicating regularly through identified channels/lead individuals and will be open to constructive challenge in order to promote continuous improvement in safeguarding practice and outcomes. The Boards commit to work together to ensure effective local partnership arrangements with the appropriate governance focused on contributing to the protection of children from harm and promoting their health and wellbeing.

Financial Arrangements

Partner agencies continued to contribute to the KSCB’s budget for 2016/17, in addition to providing a variety of resources, such as staff time and free venues for training. Partner contributions totalled £405,762. A breakdown of partners’ contributions can be found at Appendix B.

KSCB offers all of its multi-agency training free of charge to all KSCB partners and has still increased our overall training income to £72,715. Charges for non-attendance at training events provided an additional income of £18,000 (although we are working with partners to reduce this branch of income).

Our total expenditure for 2016/17 was £543,910, down from £601,069 in 2015/16. This was mainly due to significant reductions in our training expenditure. This will continue year on year with the increased use of partner provided no-cost venues and an increase in the number of partner agency staff on our College of Trainers, resulting in less use of external trainers. In 2016/17, we commissioned two Serious Case Reviews (SCR) and these will continue into 2017/18.





The Board's response to last year's challenges

In the 2015-16 Annual Report, the Board identified a number of challenges that it was facing. The table below highlights the challenges, the activities and achievements against those challenges. It is acknowledged that some may not have been fully addressed and these will feature in the Board's Business Plan for 2017-20.

Awareness of KSCB	
There is a need to raise the awareness of the role of the KSCB, both internally with front line staff and externally with parents/carers and young people.	The Board has undertaken a significant exercise in raising its profile with multi-agency staff. The circulation list for all Board business has been widened and all Board and sub group members have been challenged to ensure that they take an active role in raising awareness of the role and activity of the Board. This has been supported with a bi-monthly newsletter produced by the Board's Business Unit. This continues to be a challenge.
There needs to be greater involvement of the wider public sector.	With closer ties with the voluntary and community sector through their representative on the Board, there has been a noticeable increase in their involvement with the Board. Board meetings have included a number of young people's presentations from partner agencies, raising awareness of the activity of the wider public sector, e.g. Young Carers and Headstart. This will continue to be a focus of work going forward.
Quality and effectiveness	
The need to be clear about the outcomes/direction of the work at the Quality and Effectiveness group i.e. a data set which answers the "so what?" question and audits which support this. Information and analysis.	This continues to be a challenge. This was recognised by Board members in 2015-16 and by Ofsted in 2017. Work is continuing to agree a multi-agency data set that truly provides the Board with the information it requires to gain the safeguarding assurance it needs.
The role of the Q and E Group needs to evidence how its work influences practice.	The newly appointed Chair of the Board's Quality and Effectiveness Group is committed to being more challenging and holding agencies to account in relation to the provision of evidence of impact of their activities.
Working together	
There was a general feeling that partners did not fully understand the 'Health' community and that there needs to be improved understanding of health providers and commissioners roles in current health and mental health area (not just NHS but non-NHS).	This has been the subject of a significant challenge from the Independent Chair to the Board's 'Health' representatives. It culminated in a presentation from one of the Chief Nurses, outlining the various components of 'Health;' and how they interconnect.
Partners to be sighted on the changes within partner organisations so that expectations can be structured, i.e.	Partner agencies now use the KSCB Newsletter as part of their communication plans when sharing new information with other agencies. This is also supported



changes in National Probation Service, CCGs, Early Help and Preventative services, the developments at CRU and the introduction of 'Signs of Safety'.	by presentations at Board and Sub Group meetings.
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Challenge

Critical friend challenges need to be seen as a norm.	Over the last 12 months, the KSCB Challenge log reflects Board and Business Group challenges and it is proposed that this will be replicated from the Board's Sub Groups.
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Business Plan

This needs to be clearer with more tangible evidence of impact.	Evidence has been requested as part of each sub group's update on Business Plan activity. This continues to be a challenge for all Groups.
The Plan needs to focus more on child protection and the journey of children between Early Help and SCS and their outcomes.	The updated Business Plan for 2017-20 has the journey of the child theme. This is a work in progress.
To continue the development and define links with MASE/Prevent/FGM/Gangs and Youth Violence.	The Business Group remains the coordination route for cross sub group activity. Joint work is currently taking place in the development and launch of a RTV Checklist for frontline staff and a Vulnerabilities Toolkit which will assist those undertaking assessments.
There is a lot of multi-agency work in progress, and this must continue without losing focus on 'mainstream' activities.	The Business Group remains the coordination route for cross sub group activity, ensuring that all groups continue to address the key safeguarding issues. Outcomes of activities are fed in to the Q and E Group and reported to the Board.

Evidence of impact

Whilst learning has been identified from case reviews and audit and is fed through the sub-groups and training programme, are we able to evidence that this has made a difference?	Evidence has been requested as part of each sub group's update on Business Plan activity. This continues to be a challenge for all Groups. The Learning and Development Group have implemented a longitudinal evaluation process that has started to provide evidence of impact on practice, but this is still at an early stage. Q and E adapting the style and content of audits to provide more evidence of the impact of learning on frontline practice. This will continue to be fed in to the Business Group and Board.
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Training

The collation and reporting of single and multi-agency training figures needs to improve. Where there are barriers to training, these should be identified and efforts made to ensure that they are removed.	The new Chair of the Learning and Development Group has taken on this challenge and will hold agencies to account for the non-production of agency training information. This was also picked up by the Ofsted review of the LSCB and is included as a recommendation from their review.
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What Board Members Say

The Chair undertakes an individual interview with each Board member every year and the composite report of all of the interviews is considered by the Board, influences the Business plan, is featured in the Annual Report and is published on the Board's website. A summary of comments is shown below.

The strengths of the LSCB

General

- KSCB continues to be an improving organisation
- There is a commitment to learning lessons
- The development of some joint working arrangements with both the Medway Safeguarding Children Board and the Kent and Medway Adult Safeguarding Board is also a strength, i.e. Risks Threats and Vulnerabilities and Policies and Procedures
- The development of a stronger profile at county level
- There is good partner engagement and commitment to improving the safeguarding of children and working relationships
- The Board is well supported by an effective and committed Business Unit with efficient programme management function

Sub Groups and associated activity

- Excellent active sub group working and structure covering all relevant areas
- There is a willingness of partner agencies to engage in sub groups and task and finish groups to effect change.
- The Board offers a wide and comprehensive training programme
- The Board's significant activity around Child Sexual Exploitation (CSE) and Missing Children, including supporting the establishment of the multi-agency Child Sexual Exploitation Team (CSET) and CSE Champions where it has been directly instrumental in setting up a clear strategic response
- Strong oversight and progression of case reviews
- The event on disseminating lessons from SCRs was helpful and gave a good overview of cases.
- The Quality and Effectiveness (QE) Group's approach to the Section 11 review has strengthened and the robust multi-agency audit programme which has been further developed over the past year

Areas the Board needs to develop

The Board

- All Board and sub group members need to take more responsibility for their role as representatives for their organisation and cascading information and bringing the voice of their agencies
- How can the Board drive outcomes more effectively, as opposed to discussion of the issues?
- How 'Health' effectively works together and ensures that its voice is heard at the Board



- Refining Board membership to ensure executive stakeholder representation across all agencies
- What can the Board do to make sure best practice is shared?
- The progress in achieving real change and ownership across the full spectrum of the Board's work has proved more difficult and progress has been less rapid. This has impacted upon the Board's effectiveness in holding the rest of the system to account
- Further integration of multi-agency working and engagement with other relevant strategic Boards to explore how services are delivered and what opportunities there are to share resources

Quality and Effectiveness

- A meaningful multi-disciplinary dataset for the QE group where all partners can fully contribute and where the 'so what?' question is answered to provide assurance that that children and families are safeguarded in Kent

KSCB achievements this year

The Board

- Engagement with KMPT to address service failures identified in Serious Case Reviews (SCRs)
- Tackled inconsistencies in NHS representation
- Become more actively involved in issues of Domestic Abuse
- Enabled effective information sharing between agencies and discussion of issues
- Through the presentations to the Board, KSCB has strengthened and promoted the voice of the child strongly and not at a superficial level, which can often be the case with service user involvement.
- KSCB bulletins on progress to members

Sub Groups

- Work of subgroups has strengthened
- The Board's grip and overview on CSE and the continued development of CSET and embedding the CSE Champions is a strength
- The work of the Case Review group (case tracker and the dissemination of learning) and Policy and Procedures (Policy tracker)
- Improved process for monitoring SCR action plans and recommendations and peer review,
- Delivery of comprehensive training for staff
- QE have produced regular high quality audits and have changed the format to reflect the 'so what?' question to audits and practice.
- Implementation of eCDOP (Child Death Overview Panel)where the Board's work was shortlisted as finalists for a Local Government Chronicle (LGC) award
- Launched safer sleeping campaign through Midwives and Health Visitors



Ofsted

Following the Review of the LSCB in March 2017, (undertaken concurrently with the inspection of the Local Authority), Ofsted reported that the Kent Safeguarding Children Board (KSCB) 'requires improvement to be good'.

Below is a summary of the key findings and recommendations:

Strengths	Areas for development
<ul style="list-style-type: none"> • The board is meeting its statutory responsibilities. • The experienced chair has ensured that robust governance arrangements are in place. • The board positively influences local safeguarding arrangements,(such as the strategic response to child sexual exploitation and radicalisation). • Partners are well represented on the board and attendance is good. • The board has two lay members, who are valuable participants. • A well-developed sub-group structure ensures that the board is able to deliver its work programme. • The board's website includes helpful information about campaigns and safeguarding updates, alongside reports on recent learning reviews and serious case reviews. • Up-to-date multi-agency procedures are in place and are available on the website. • The case review group and the child death overview panel (CDOP) are well developed and effective. • The board has taken appropriate steps to disseminate learning from serious case and child death reviews • Robust strategic and operational arrangements are in place to safeguard and protect those children who go missing, are at risk of child sexual exploitation, or are at risk of being radicalised. • An up-to-date multi-agency threshold document is in place, and the board has taken reasonable steps to ensure that it has an understanding of the application of thresholds. • The board has identified a lack of agency understanding about these thresholds. • A process for undertaking and learning from multi-agency Section 11 audits is in place, • Through their active engagement, young people are positively influencing the work of the board. 	<ul style="list-style-type: none"> • It does not collect all the performance information that it needs to be able to fully challenge partner agencies and hold them to account. • An audit programme is in place, but it is not robust enough to enable the board to assure itself about the effectiveness of local safeguarding practice. • The board does not have a mechanism to ensure effective oversight of the key risks that might reduce the ability of partner agencies to safeguard children. • The board has not responded to the issue of neglect at sufficient pace; a multi-agency strategy is yet to be approved and multi-agency training is underdeveloped. The board's annual report does not provide a comprehensive analysis of all key areas of safeguarding practice. • Due to a lack of robust follow-up, there is limited evidence that the impact of learning from these reviews has improved practice. • The board has not done sufficient further work to fully understand the lack of agency understanding of thresholds. • Local schools have not conducted a regular and comprehensive evaluation of their safeguarding arrangements.



Ofsted Recommendations

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Ensure that the board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.
- Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.
- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.
- Put in place a system for the board to receive assurance regarding safeguarding practice within early years settings, schools and colleges.

All of these recommendations are included in the updated Board's Business Plan and are an integral element of each of the sub groups' work plans, (see the Next Steps section later in this report).



Communication

Bulletins

In 2016 KSCB introduced bi-monthly bulletins which are sent to over 600 multi-agency staff across Kent. The Bulletins are available to view on the KSCB website: <http://www.kscb.org.uk/e-learning/kscb-bulletins>

To date the Bulletins have discussed a range of topics, such as:

- Updates on Child Sexual Exploitation in Kent
- Mental Health Awareness Week
- Online Safety
- Learning from Serious Case Reviews
- Upcoming training and events
- Safer Sleeping
- Views of young people in Kent
- Domestic Abuse and Operation Encompass

We have created new pages on our website and post information for Children and young People, Parents and Carers, Voluntary and Community organisations. We also promote our activities on social media.



August 2017

Kent Safeguarding Children Board (KSCB) Bulletin

This Update aims to keep you informed about local and national developments in respect of safeguarding and the work of Kent Safeguarding Children Board. It contains useful links to publications and websites



KSCB Twitter

You can now tweet KSCB @Kent01LSCB. Please follow us and keep up to date with all the latest safeguarding news!

Team Update

KSCB are very sorry to say goodbye to Sophia Relf who has left the team. Some of you will have worked with Sophia on the KSCB audit programme and through the Quality and Effectiveness Group. We wish Sophia the best of luck in

Ofsted Update

Ofsted have published their review of KSCB and have judged that the LSCB requires improvement to be good.

Here is the link to the [report](#). The LSCB review report starts on page 29. In response to the report our Independent Chair, Gill Rigg, has released the following statement:

"In respect of the Board, the positives identified were robust governance arrangements, strengths in CSE, radicalisation and children who go missing. The well-developed sub group structure was seen as strength, with CDOP and the Case Review group being singled out. The procedures were seen as being up to date and readily available and the Board's website is said to contain helpful information. Partners are well represented on the Board, attendance is good and our two lay members are seen to be valuable participants. The threshold document was described as being in place and up to date. Young people were seen to be positively influencing the Board's work



Twitter

KSCB launched a Twitter account at the end of December 2015. To date our following has grown steadily and we currently have over 300 followers, including other LSCBs from across the country and associated sites. Our twitter page was also commended by the KYCC (Kent Youth County Council) who thought it was ‘up to date, current, readable and informative’ (KYCC Mar 2016). As at the time of publication of this Report, the KSCB Twitter Page had 326 followers.





The Kent Safeguarding figures

The Kent Safeguarding figures

Table of safeguarding figures for 2015-16 and 2016-17:

	Mar-16	Mar-17	
Number of Children in Care (CiC) :	2,320	1,893	-427
Number of children on a Child Protection (CP) plan :	1,049	1,185	+136
Number of children on a CP Plan for a second or subsequent time :	263	252	-13
Number of Child in Need (CIN) plans in place:	2,091	2,023	-68
Number of contacts to Central Duty Team:	28,335	30,351	+2,016
Number of referrals to Specialist Children's Services:	15,642	16,193	+551
Number of SCS re-referrals within 12 months:	4,621	4,970	+349
<i>Time between the end date of the previous referral and the start date of the following referral.</i>			
Number of Private Fostering arrangements :	32	27	-5
Number of Unaccompanied Asylum Seeking Children (UASC) in care :	866	481	-385
Number of Other Local Authority (OLA) placements in Kent :	1,283	1,319	+36

Missing Children:

Number of missing episodes that started in the 2016-17 financial year:	5,067*	6,090	
<i>*This is a part year figure as the new processes for recording missing children did not commence until the 05/05/2015</i>			
Of these, how many were OLA CiC/CP placed in Kent :	1,053	1,330	+277
<i>The figures above exclude episodes of absences without authorisation.</i>			

Figures in red are cumulative for the year. All other figures are a snap shot as at year end.



The Kent Safeguarding Context

Children being supported by Early Help and Preventative Services (EHPS):

- During 2016/17, approximately 11,000 families (around 24,000 CYP) were worked with in Early Help Units.
- At the end of March 2017 there were 3,008 cases open to Early Help Units. This equates to nearly 7,000 children and young people aged 0-18. 77% of cases are within the 20-week service standard. Between 600 and 700 cases are closed every month, by targeting drift and ensuring close monitoring of all cases, case durations have halved meaning that around 65% more families can be supported per worker.
- In March 2017 79.6% of cases were closed with outcomes achieved, down from 83.4% in March 2016. Early Help aims to close at least 80% of cases with outcomes achieved. This was achieved every month throughout 2016 until the autumn although for the last quarter of 2016 and first quarter of 2017 some months it dipped below the 80% target. Further analysis shows that a significant increase in the volume of Domestic Abuse Notifications (166 in December 2016 compared to 82 in December 2015) - which come from the Police prior to consent being gained – affected the number of cases which withdrew consent. For unit cases initiated via an Early Help Notification (EHN), 82% of cases are closed with outcomes achieved.
- The percentage of cases stepped up from Early Help to SCS has increased from 5.5% in March 2016 to 8.3% in March 2017.
- 19.8% of cases closed in SCS were stepped down to EHPS, which is a reduction on the previous year's figure of 22.7%. Early Help is committed to ensuring a constant focus on case throughput and effectiveness, and is able to take more step-downs from SCS as this is a key way in which Early Help can support the demands within SCS.

Children being supported by Specialist Children's Services (SCS):

Generally the 2016/17 performance scorecard for Specialist Children's Services presents a very positive picture with 24 of the 44 performance measures achieving or exceeding the targets which had been set. The most significant improvement related to the percentage of referrals for Initial Health Assessments made to Health within 5 days of a child/young person coming into care which improved from 34% to 86% during the year. This reflects a clear focus on ensuring that appropriate information is passed to Health in a timely manner. The percentage of qualified Social Workers employed by KCC also rose during the year from 76% to 80% which is an indication of the effectiveness of work undertaken on recruitment and retention of Social Work staff. An additional 18 of the performance measures were above the minimum standard set with several of these very close to achieving the target.

There were 2 measures deemed to be below the required standard which were: the percentage of Returner Interviews completed within 3 working days of a child/young person going missing; and the average caseloads of the Children's Social Work Teams (CSWT). For the timeliness of Returner Interviews the lack of available benchmarking information makes it difficult to determine the actual performance level when compared to other local authorities. The number of Returner Interviews completed by SCS is relatively high but, with many of these being completed on the fourth or fifth



day, it is the three day timescale which is proving to be the challenge. The average caseload of the CSWT teams was 22 at the end of March 2017, against a target of 18 and was a direct result of increased demand towards the end of the reporting year. As a result of the increased demand additional agency Social Workers were recruited. Ensuring that Social Workers have manageable caseloads remains a key priority for the authority.

The Ofsted Inspection in March 2017 demonstrated that Specialist Children's Services has an extensive range of management and performance information available but crucially it evidenced that the information is accurate and is used consistently for strategic and operational management. The use of the interactive dashboards for operational teams was specifically noted and it is clear from Ofsted's findings that a strong performance management culture is embedded consistently throughout the Service.

Unaccompanied Asylum Seeking Children (UASC):

Some of the most vulnerable children in Kent arrive through the Port of Dover or through the Channel Tunnel each year seeking entry into the UK. Most young people arrive seeking asylum, whilst others have been trafficked for exploitation. Where the UK Border Agency identifies unaccompanied children, they pass responsibility for these children to Kent County Council and they become children in care.

The Government's National Transfer Scheme (a scheme to ensure that young people who present as UASC are appropriately placed around the Country rather than just with "the gateway" authorities i.e. where children and young people are first received), started in July 2016. By March 2017, 233 UASC dispersals had taken place from Kent to other Local Authorities.

The impact of Unaccompanied Asylum Seeking Children (UASC) remained significant during 2016/17. In April 2016 there were 870 UASC in the Care of the Local Authority plus an additional 475 with Care Leaving entitlement. With the introduction of the National Transfer Scheme in July 2016 the numbers of UASC Children in Care reduced to 481 by March 2017 but with the number of UASC turning 18 in the year the number of UASC Care Leavers had increased to 733. Due to the shift in UASC numbers from Children in Care to Care Leavers, staffing structures within SCS have been revised which will ensure that there are sufficient staff to support the UASC Care Leavers who will continue to remain Kent's responsibility. With regard to the performance measures by March 2017 the gap between performance Citizen and UASC Children in Care had been greatly reduced although Kent's UASC cohort will continue to adversely affect nationally reported performance, specifically for measures on Adoption and Care Leavers.

The demands on Specialist Children's Services, health partners, schools and district councils continue with the need for assessments to be undertaken and school places and housing being limited. The KSCB has regular updates from partners to provide re-assurance that emerging issues are identified and resolved.

This continues to be a serious concern as UASC are especially vulnerable to exploitation. The KSCB's Multi-Agency Sexual Exploitation (MASE) Group and the Risks, Threats and Vulnerabilities (RTV) Group continue to closely monitor progress across agencies in tackling this problem. This key priority will continue to feature on the Board's three year Business Plan (2017-2020).



Children in Care (CiC) placed in Kent by Other Local Authorities (OLA):

At year end, there were 1319 CiC placed in Kent by other Local Authorities. This high number has been consistent for many years. This places significant pressure on public agencies responsible for supporting vulnerable children in Kent, including schools, police, health and Local Authority services.

All councils must continue to make sure they can properly safeguard young people placed in residential children's homes, particularly those placed many miles from home, which increases their vulnerability. These are young people at heightened risk of being sexually exploited by criminal networks and gangs and careful consideration needs to be given to the location of the placement of these children.

KSCB and our partners are working very closely to explore the links and patterns of children placed in Kent, and by Kent, and reports of these children going missing from their placement. Understanding what happens when these children go missing will assist in safeguarding the children and help the placing authority in considering the appropriateness of some placements.

KCC Specialist Children's Services have recruited a dedicated full time Other Local Authority Placement Officer who liaises with placing authorities. She follows up issues such as the lack of Return Interviews being offered and conducted with placed children who go missing, and the placing of children with particular vulnerabilities in areas where it has been locally identified that there is a likelihood that this young person may be at risk. A number of challenges have been made to placing authorities relating to the safety and appropriateness of the placements.

This will continue as an ongoing priority for the Board and our partners.

Progress in Kent

In March 2017, Ofsted conducted an inspection of Local Authority services for children in need of help and protection; children looked after and care leavers. It reported that the overall judgement of Children's Services in Kent was 'Good'. This demonstrated considerable progress. The individual judgement on "children in need of help and protection" was that it required improvement to be good, which was the judgement also applied to KSCB.

Inspectors felt that: "Kent County Council is delivering a good service to children and families. Leaders and senior managers have responded purposefully and methodically to service weaknesses, resulting in strengthened services and improved outcomes for children."

Ofsted recognised that: "managers have systematically tackled weaknesses across the service, using a comprehensive quality-assurance framework and regular case-auditing to identify areas for practice improvement. However, the help and protection that children receive continue to require improvement. Some aspects of practice have improved, but more work is required to ensure consistently effective decision-making when children first come to the attention of the service, as well as to improve the quality of assessment for those children living in private fostering arrangements."



Key strengths:

- “The local authority work effectively to reduce risks such as those related to trafficking, sexual exploitation, female genital mutilation and possible radicalisation.”
- “In response to the large number of children who are placed in Kent by other local authorities (1,309 at the time of the inspection), the local authority has innovatively appointed an out-of-area officer who assertively liaises with the 106 placing authorities.”
- “Social workers develop strong and constructive relationships with children. They see them regularly and use creative direct work to ensure that they understand children’s experiences and views.”
- “Assessments are analytical, and capture family histories, views and experiences and result in high-quality plans.”
- “good examples of outcome-focused plans, created and owned by families that reflected children’s needs well”
- “appropriate support for children on the ‘edge of care’ an effective family group conferencing service and the adolescent support teams who work alongside families to enable them to find their own solutions to effect change that is sustainable.”
- “The very large majority of children participate in their own timely reviews, with their wishes and feelings carefully considered by independent reviewing officers (IROs) who know them well.”
- “Educational outcomes for children looked after are improving at key stages 1, 2 and 4. The virtual school uses personal education plans well to enable pupils to get the right support for personal and social development and academic progress.”
- “Good assessment, training and support are available for prospective adopters. Children enjoy stability and thrive in their adoptive families.”
- “When children no longer need to be looked after by the local authority, they return home safely to their birth families with comprehensive support plans, which are regularly monitored.”

Areas for development:

- “Inspectors saw some examples of analytical case supervision, but the quality is not always good enough, and managers do not always sufficiently identify risks or challenge lack of progress” ...“as a result, complexities and concerns in children’s lives are not fully explored, and, for a small number of children, this has led to drift and delay in taking decisive action to meet their needs and to ensure that they are protected.”
- Housing- particularly for 16 and 17 year olds who present as homeless;
- “The quality of staff supervision, including appraisal and attention to social workers’ overall development needs, is also too inconsistent across teams.”
- “More could be done to resolve [children and families complaints and] issues and worries at an earlier stage.”
- (Of particular reference to Central Referral Unit (CRU)) “some referrals closed prematurely, before all relevant information had been gathered and analysed to ensure safe and appropriate decision-making...”
- “Children living in private fostering arrangements are identified but assessments are not rigorous enough to ensure that the arrangements are suitable.”
- “...for a small number of children open to the district social work teams, there are delays in recognising escalating risk. This is particularly evident for children living in neglectful circumstances or affected by domestic violence”.



- “Inspectors identified a small minority of children for whom progress of plans was poor, risk had escalated or there had been a lack of professional curiosity. For these children, strategy discussions should have been held to consider whether a child protection enquiry was needed to further explore and understand risk.” “Weaker plans [...] do not track change effectively, which hampers progress”
- “Support for a small number of children subject to child protection plans ends too soon, before change has been sustained, resulting in children’s circumstances deteriorating.”
- “For a small number of children, there is a lack of clarity about the steps required to formalise living arrangements with family and friends.”
- “While assessments of connected carers and special guardians are comprehensive, confusion over the procedures for assessing connected carers has resulted in a very small number of placements being unregulated for short periods of time.”
- The accuracy of recording regarding care leavers (not just 18+, inclusive of children aged 16 and 17 who have gone home and left care) whom the local authority is “in touch” with.
- “The local authority has recognised that arrangements for young people moving from the children-in-care teams to the 18-plus service do not start early enough.”

What needs to happen?

- Ensure that prompt consideration is given to convening strategy discussions and, when strategy appropriate, that strategy discussions are held for all children when risk increases.
- Ensure that private fostering assessments are robust and include all required safeguarding checks, and that visits to children are timely.
- Ensure that homeless young people aged 16 and 17 years are aware of their right to become looked after, assessments of risk are completed and there is adequate accommodation to meet their needs.
- Improve the response to all children at risk of sexual exploitation, ensuring that assessments and safety plans are of a consistently good quality.
- Improve the timeliness and quality of return home interviews for children who go missing, to ensure that they are an effective tool to safeguard individual children and inform strategic response.
- Ensure that all care leavers in prison or secure training centres have purposeful visits and an up-to-date pathway plan.
- Review the data routinely provided to the Kent Safeguarding Children Board (KSCB), and in conjunction with the board, take steps to ensure that this is sufficiently comprehensive to enable the partnership to scrutinise the local authority’s safeguarding performance.
- Evaluate the quality of case and staff supervision across teams and districts and take steps to ensure that managers pay sufficient attention to social workers’ performance, and to their development needs.
- Ensure that data relating to care leavers is accurate, and that it provides leaders, managers and corporate parents with a clear view of the performance of the service.
- In partnership with the KSCB, launch the multi-agency neglect strategy and ensure that early help
- Ensure that specialist children’s services and professionals who work with families at all levels of need are quipped to identify, assess and address neglect within families.



Additional Reports

Local Authority Designated Officer (LADO) Report

The LADO provides advice and guidance to employers and other individuals/organisations who have concerns relating to an adult who works with children and young people (including volunteers, agency staff and foster carers) or who is in a position of authority and having regular contact with children (for example religious leaders or school governors).

There may be concerns about workers who have:

- Behaved in a way that has harmed or may have harmed a child
- Possibly committed a criminal offence against or related to a child
- Behaved towards a child, or behaved in other ways that suggests they may be unsuitable to work with children

In Kent, the LADO Service is carried out by four full time officer posts, supported by a manager and administrative support. LADO officers are senior social work qualified staff who have a background in child protection practice and management. This has been a challenge during the last year due to considerable staff sickness and absence. Whilst this gap in permanent LADO staff has been addressed by the recruitment of temporary staff, they have not known the intricacies of the LADO role. The team have worked tirelessly to ensure that the quality of LADO work and advice has not fallen below a good standard during this time and should be commended for their commitment to the service.

In addition to the management and oversight of individual allegations, the team responded to requests from Ofsted for information towards inspection of residential provision in Kent, provided considerable consultation to providers, partners, members of the public, Ofsted and others on matters related to concerns about staff conduct and related procedure; and responded to frequent Freedom of Information requests for data linked to LADO role. The latter requests should not be underestimated in the amount of time that these take and the admin support within the team have ensured that these requests met statutory timescales and were dealt with procedurally.

The total number of referrals to the LADO team for 2016-17 was 1997. This is an overall increase of 51 referrals compared to last year's figures.

The team has managed 656 formal allegations against the children's workforce in Kent. This represents a decrease of 81 from the 737 recorded during the previous year. One possible reason for this decrease is that the LADO team have become more consistent in their recording of allegations, ensuring that the allegation threshold has formed the basis of such referrals.

The team has additionally managed 1341 LADO-related consultations, some. This represents a significant increase of 132 from the 1209 recorded in the previous year. These consultations mainly relate to staff conduct issues which, on consultation, have been designated as below the allegation threshold and passed back to employers to manage as practice or competence issues rather than formal allegations. Additionally, the LADO team may hold "information only" consultations where information is shared by LADOs from other areas alerting us to wider children's workforce staff that may be moving across borders where there is a level of concern. Based on last year's consultation figures, the team has seen an increase in the use of consultation of 11%. It is predicted that this figure will continue to increase due to the continued raised awareness of the LADO service



undertaken by the team and the willingness to be a point of consultation for agencies and employers.

There is a continued need for training across the wider partners in respect of the LADO process and function. Participation at key events such as the Education Safeguarding Team conferences, Fostering Service Meetings and KSCB sub-groups is essential to provide presentations and information regarding the LADO role. This wider annual training programme will include on-going workshops and training as part of LSCB training. There will be an evaluation programme to provide evidence as to the impact of the wider awareness training.

Private Fostering Report

Private fostering is when a child under the age of 16 (18 if disabled) lives with someone who is not a close relative (for example a grandparent, aunt, uncle, sibling or step-parent) for 28 days or more. It's very different from the care of children formally provided by local councils through approved foster carers.

Privately fostered children and young people may:

- have parents living or working abroad
- be sent to the UK to study at state or language schools
- live with another family because they have problems at home.
- be estranged from their own family
- be at independent schools and not returning home during school holidays

Children who are on weekend or holiday visits do not count as being privately fostered.

This year, Kent Specialist Children's Services (SCS) received 90 notifications of private fostering with the highest number coming from schools. This notification rate is 25% higher than last year, when Kent SCS received 71 notifications.

91 new arrangements started, with the highest number of children being of UK origin (40). 37 of the children were born in Europe (excluding UK).

The majority of the new private fostering arrangements were for adolescents, with 83 children aged over 11. 5 assessments of young people aged 16 or over were completed; 4 for those young people who turned 16 before the assessment was completed and 1 where a young person was considered as having additional needs.

Privately fostered children must be visited at a frequency of a minimum of 6 weekly (for those children in the first year of placement) and 12 weekly in second and subsequent years. Of the private fostering arrangements in Kent last year, visiting performance stood at 83.9%.

An audit was undertaken following the Ofsted inspection in March 17, which raised some queries about the quality of private fostering arrangement assessments records (PFAAR's). Several recommendations have been agreed in order to continue to improve the quality of assessment, including a review of the Social Care electronic assessment form (to bring it in line with Signs of Safety and to provide a framework around the consideration of risk), a review of how cases are allocated to social worker's across the County and online training and auditing.



Awareness raising continues to be a priority of SCS, with Private Fostering Week (3-7 July 17) being used to communicate with professional partners (via internal communications, letters, email shots etc.) and members of the public (via a press release).

Child Protection Conference Chairs' Report

The Local Authority has the responsibility to make decisions about whether a child or young person is or is not at risk of significant harm. If it is agreed that the child or young person is at risk of significant harm, then an Initial Child Protection Conference will be arranged. This is an opportunity for professionals to share what they are worried about with the family.

The overall purpose of the conference is to enable the family, professionals and the child or young person themselves, to plan how best to keep them safe. The allocated social worker will present a summary report detailing what professionals are worried about. This report will also include wishes and feelings of the child or young person and views of the parents or carers. Professional judgements may be made about how likely the child is to be harmed in the future. In these circumstances, a Child Protection Plan will be agreed with all those in attendance and reviewed regularly at child protection review conferences.

All conferences are chaired by an Independent Child Protection Conference Chair. This means they are independent of the child or young person's case and are not involved in the day to day management of social work staff. It is the Chair's job to ensure that the conference is conducted in the best interest of the child or young person.

The Child Protection Chairs Service (CPCS) consists of two teams covering the South East and the North West, which are coterminous with the operational social work areas. There are 17 Full Time Equivalent Child Protection Chair posts and all carry an allocated case load. They have a quality assurance role in monitoring the effectiveness of social work input, the progression of the child protection plan and ensuring that statutory requirements are being adhered to.

The major development throughout 2016 and to date has been the continued adoption of the Signs of Safety model as the systemic tool underpinning children's social work in Kent and remains a central feature in the Child Protection Conference process. This has entailed the CPCS moving away from what was a "deficit" model in assessing parenting capacity to the Strengths-based model that Signs of Safety encapsulates.

What's working well? Key headlines:

- The CPCS chaired 2362 conferences in 2016/17 made up of Initial, Review and Transfer-in Conferences.
- The CPCS can report that 100% of reviews are held within statutory timescales.
- There has been a reduction in children subject to repeat CP plans and the CPCS has a greater understanding of why children are subject to repeat plans.
- During 2016/17, a total of 433 Children were invited to participate in Child Protection Conferences, of which 210 (48.5%) attended. 103 Children participated via SW (direct work and reports), 20 participated via professionals, 20 via notes of meetings with the CP chair and, for the 79 remaining we do not have any evidence of their participation.
- There continues to be improvement in timescale for the completion of CP plans (82.1%) and minutes (84.4%) are completed within timescale.
- Review conferences continue to be carried out within timescales 100% of the time.



What needs to change?

- Social Workers are not always sharing pre-meeting reports with parents within timescale. Kent's performance is at 77.3% of social work reports shared with parents in timescale. There is a need to demonstrate a continued drive in this area and address how parents can be best prepared to contribute fully to the conference process, equipped with relevant information on why they are in child protection forum, or how they have progressed or otherwise since the previous conference.
- There has been a year-on-year rise of 136 children on Child Protection Plans (CPP) from April 2016 through to March 2017, an overall increase of 13.0 %.
- Duration of Initial Child Protection Conferences has increased, mainly when they take place the Signs of Safety format.
- Although there has been a year on year increase in participation from children and young people from 18.1% in 2014/15 to 27.4% in 2015/16 and 43.5% in 2016-17, this is an area that will be subject to further development.
- Lack of attendance at both Child Protection Conferences and subsequent Core Groups continues to be challenged by the CPCS. Following challenges from the Chairs Service and the Named Nurse for Safeguarding, School nursing, Health visiting and CAMHS participation has improved over the last year. This will need to continue.

“Child protection conferences and core group meetings are sensitively chaired and well attended by agencies. They are effective in ensuring that risks to children are understood and reduced. Children are supported to attend their meetings to ensure that their views are known and considered. However, social workers are not clear about recent changes in how to access advocacy services. As a result, the number of referrals to the commissioned advocacy service has reduced.”

Ofsted Inspection Report, March 2017

Independent Reviewing Officers (IRO) Report

An Independent Reviewing Officer is the person who ensures that children looked after by the Local Authority have regular reviews to consider the care plan and placement. It is the role of the Independent Reviewing Officer to ensure that a child's views are taken into consideration and that the Local Authority is fulfilling its duties and functions.

The IRO service is part of SCS and sits within the Safeguarding and Quality Assurance Unit. The day to day running of the IRO Service is undertaken by two Quality Assurance Managers under the management of the Safeguarding Quality Assurance Service Manager who answers to the Assistant Director for Safeguarding and Quality Assurance.

During the year the dispersal of Unaccompanied Asylum Seeking Children (UASC) combined with more recently a significant number of these young people turning eighteen has enabled the reduction of additional locum UASC focussed IROs.

The IRO Service has had a busy year, particularly in light of monitoring the care plans for the UASC cohort. Excluding UASC, the number of children who have entered or left the care system has remained relatively stable and the Council has continued to invest in the Service through the regrading of IRO's and through improved administration support. Caseloads have been maintained at around 70 per Full Time IRO.



What is the service worried about?

- Social work services to young people in care are generally good, but they are still not achieving the higher performance profile within quality assurance processes that would suggest that the Council is delivering optimum results for all the young people in its care.
- The significant number of children who experience three or more placement moves after they become Looked After. Currently this stands at a total of 236 (12% of the Looked After population of Kent).
- The large numbers of young people who had presented as Unaccompanied Asylum Seeking Children (UASC) during 2015, continue to have an impact during 2016.
- The National Transfer Scheme started in July 2016. By March 2017, 233 UASC dispersals had taken place from Kent to other Local Authorities.

What's working well?

- The total number of reviews chaired by IROs in the year April 2016 to March 2017 was 6081, including initial and additional reviews following a placement change.
- There is clear evidence of IRO challenge to poor care planning and standards through the use of both informal and formal Dispute Resolutions. This is an area where reflection on the value of challenge as a positive indicator of an active corporate scrutiny function has benefitted the organisation.
- During 2016/2017, there has been a strong drive within the county for young people to have consistent and coordinated support as they make the transition to independent living. Collaborative working arrangements between social work and the leaving care service are now in place and it is been helpful and reassuring to young people to have their allocated Personal Assistants meet them before their 18th birthday and for a member of the leaving care service attend their review meeting prior to their 18th birthday.
- IROs are monitoring the care plans of children and young people who have complex care needs. IROs have focussed on meeting with children whose placements are unstable between review meetings and maintained a high level of input with the professional network around vulnerable children who are experiencing placement instability.
- IRO oversight of care plans has increased with midway reviews/IRO oversight now formally recorded and monitored. The service remains aspirational in this respect, seeing it as a crucial aspect of the IRO role, and one that can provide real added value to the relationship with children and young people and a consistent adult for them.
- The use of the Signs of Safety model as a framework to review how well children and young people are doing in care and identify areas of concern which need to be addressed, is now embedded in Child in Care process with children and young people fully included in discussions around how concern can and may be addressed and resolved.

What needs to change?

- Working collaboratively with social work teams, fostering service and partners in education and health to strengthen placements so as to ensure that placement stability is achieved for all children and young people who enter the care system.
- Supporting efforts made by social work teams and the Leaving Care service to support the successful transition of young people as they move towards living independently.
- Sustaining consistent oversight and monitoring of care plans, challenging drift of delay in achieving permanence for children and young people.



- Actively promoting and supporting improved methods of consulting with children and young people in between reviews and particularly ensuring they understand the purpose of care planning and their involvement in the process.
- Reviewing and promoting the Participation and Consultation process with parents and carers.
- IROs will continue to contribute to permanency planning meetings and will be challenging the fostering service and professional networks around young people to strengthen placement stability for children and young people who have complex care needs.
- The Service must focus on setting the consistent standards expected across the County and holding areas accountable for them if it is to continue to be taken seriously.
- Knowing the wishes and feelings of our children and young people and helping them to participate fully in their review has to remain a priority.
- The IRO, with the social worker, needs to encourage many more young people to actively chair their reviews.

“The very large majority of children participate in their own timely reviews, with their wishes and feelings carefully considered by independent reviewing officers (IROs) who know them well. Caseloads for IROs are manageable. IROs meet children before their reviews, and monitor the progress of plans between reviews. A culture of challenge is in place across the service, and appropriate dispute resolutions are progressed.”

Ofsted Inspection Report, March 2017



Activity and outcomes from last year's Business Plan Key Themes

The Board's Business Plan or 2015-18 highlighted some key safeguarding priority areas. Over the last year, the Board, its Sub Groups and partner agencies have undertaken significant work to ensure that these priorities have remained a focus of our joint work. Here is a summary of the activity that has been undertaken:

Child Sexual Exploitation (CSE) - including missing children

KSCB understands the extent of CSE and children and young people missing from home or placement and shares information about these cyp effectively, informing a local action plan

- The Board's Multi-Agency Sexual Exploitation Group (MASE) undertook a bench marking exercise against the issues identified in the Joint Targeted Area Inspections findings. This has been used to develop the CSE Action Plan and the MASE group's workplan.
- The Action Plan focusses on the 4 key areas of CSE and one section is covered in detail at each MASE meeting.
- The multi-agency Child Sexual Exploitation Team (CSET) produces a bi-monthly update of CSE activity in Kent and presents this to the MASE group to keep members apprised of the current and emerging CSE hotspots and response activity. The report is shared with the 170 multi-agency CSE Champions.
- A county CSE Problem Profile has been produced by Kent Police and CSET and this is presented to MASE and the Board.

- Missing Children data is included in the Board's Outcomes Report and scrutinised within the Missing Children Working Group meetings.
- Significant work was undertaken by partner agencies in the undertaking of Return Interviews (RI). The outcomes of RIs are used to inform and update assessments on the young person who has gone missing, and provide useful information to partners in the identification of themes and links to other safeguarding concerns such as CSE and Gangs.
- Missing Children was the focus of a KSCB multi-agency undertaken in 2016. The findings and learning from this audit can be found on the KSCB website.
- The KSCB E-Safety Strategy has been produced and published.
- The work around E-Safety has led the Board to move to a multi-agency (rather than Education focussed) Online Safeguarding Group which is to be established in the summer of 2017.

Early Help

KSCB is assured practice and services children, young people and their families receive, at the earliest intervention stage, are effective

- The Early Help Strategy has been delivered, with success measures reported to assure Board of its impact.
- Performance indicators on Early Help and Preventative Services are included in the KSCB Outcomes Report and are included in discussions within meetings. EHPS have membership on the QE group and submit Agency reports quarterly.
- Early Help was the subject of an Audit undertaken in 2016-17. The audit report was presented to



the QE Group in November 2016.

Toxic Trio (Domestic Abuse, Parental Mental Health and Parental Substance Abuse)

Ensure the safety and welfare needs of children and young people are not overlooked when professionals are working with the adults in the household

- The Board is working with the Kent and Medway Domestic Abuse Strategy Group to deliver a joined up strategic approach to working across adult and children service provision
- The Board continues to deliver the multi-agency training programme that raises staff awareness and understanding of the impact on children and young people in families where the following exists:
 - Domestic Abuse,
 - Parental Mental Health and
 - Parental Substance abuse

Emotional wellbeing of young people

Children and young people have good emotional health and services provide support in gaining this

- The Board works closely with the County Health and Wellbeing Board and the 0 - 25's Health and Wellbeing Board in the implementation of the Emotional Health and Wellbeing Strategy This is now in place and the Local Children Partnership Groups (LCPG) receive appropriate performance data on which to prioritise their local activities and resources.
- An audit undertaken and the final report presented to the QE in May 2016, to the Business Group in July 2016 and to the full Board on the 3rd August 2016. The Board signed the report off and it has been published on the KSCB website. The recommendations will be followed up through the QE Group.

Sexual abuse

Sexual Abuse is recognised and responded to appropriately by all Agencies



- The Case Review Group has undertaken a number of case reviews on Child Sexual Abuse cases.
- Following the findings from case reviews and multi-agency audits, the key areas have been highlighted and included in the updated multi-agency Child Sexual Abuse training.
- The training programme is being delivered that raises staff awareness and understanding of the signs and symptoms of sexual abuse, how to respond to allegations of sexual abuse, and the sexual abuse medical pathway.
- There has already been an increase in the number of CSE medicals undertaken, evidencing the greater awareness from staff on how and when these medicals should take place.
- The Sexual Abuse Referral Centre (SARC) has been established and is taking referrals on children and young people.
- The Sexual Abuse Medical Pathway has been updated in light of the SARC.

Gangs

Children and young people associating with gangs and involved in gang activity are protected from harm; professionals are equipped to respond to these emerging threats

- The Risks, Threats and Vulnerabilities Group has now been established. It oversees the Gangs activity and reports in to the Business Group
- Gangs and gang related activity is part of the evolving Risks, Threats and Vulnerabilities Toolkit being used as part of the assessment process for vulnerable children and young people.
- A multi-agency Gangs Strategy is yet to be produced.

Prevent

Children and young people in Kent are positive about their community; professionals are confident in responding to signs of radicalisation

- The Risks, Threats and Vulnerabilities Group has now been established. It oversees the Prevent activity and reports in to the Business Group
- In association with the University of Kent, KSCB have trained a number of multi-agency trainers to deliver radicalisation training. This, together with an E-Learning package, is included in the KSCB Multi-Agency training programme. There is an increase in demand for agency trainer places to meet the demand as KCC, Police and Health partners have all made Prevent training mandatory

FGM

Children and young people at risk of FGM are safeguarded; professionals are able to confidently respond where potential FGM is suspected

- The KSCB multi-agency FGM Working Group was established (Lead by NHS England) under the KSCB Health Safeguarding Group (HSG), with links to the National FGM Working Group.
- A FGM Strategy has been produced.
- A FGM training programme has been produced and rolled out, although feedback on the numbers of staff trained has not been reported to the FGM Working Group or to the KSCB Learning and Development Group. This is being followed up.



Learning from Serious Case Reviews (SCR), Case Reviews and Child Death reviews

As at the 31st March 2017, the Board was working on four Serious Case Reviews. Two were commissioned in 2016-17 and two were ongoing from 2015-16. The Board's Case Review Group also undertook five local Case Reviews in 2016-17. The themes and findings from these reviews, (although awaiting publication), together with the themes and findings from Child Death Reviews and Multi-Agency Audits, were collated and form the backbone of the Board's Learning and Development Programme.

The Board has delivered two large multi-agency SCR workshops, delivered by Independent Authors and covering Kent and other Local Authority SCRs. In total, over 300 members of staff attended the workshops and each attendee was challenged to take the learning back to their workplace and share it with their colleagues.

Where themes have been identified from Child Death Review and lower level case reviews, specific seminars have been delivered, e.g. Neglect – emerging theme from child death reviews, although not identified as a causation factor, it was a recurring themes identified by staff attending sudden unexpected deaths in infancy. This was supported by a Safer Sleeping Campaign and a dedicated seminar for those staff working with young parents and babies.

Learning from SCRs is identified in the early stages of agencies reviewing their own involvement with the children and families. This learning is made available to all agencies as soon as it is identified (without direct reference to the named SCR at that stage), in order that it can be shared with front line staff.

The Board's Learning and Development Sub Group produces a quarterly training update bulletin that highlights new learning identified. It also covers topics identified in nationally published SCRs. It is distributed to all of the KSCB Trainers.

In preparation for the publication of Kent SCRs post this Annual Report, each final SCR report will be accompanied by a Briefing Paper for frontline staff and managers.

Key themes identified in 2016-17:

- The greater need for professional curiosity and professional challenge
- Understanding and dealing with disguised compliance
- Understanding the role and work of partner agencies
- Greater awareness of Parental Mental Health, Parental Substance Misuse and Domestic Abuse (the Toxic Trio)
- Neglect – how to recognise before it becomes chronic
- Safer Sleeping – getting the message across to young parents



The Board and Business Group

At the Business Group, each Sub Group Chair presents an update from their Group, raising issues that impact on the working of the other Groups. Where there are decisions or recommendations for the full Board, these are taken to the Board with the views and comments of the Business Group members. This process has made the purpose of the Business Group more meaningful and has provided greater structure and clarity of governance to the Board's business.

The feedback from Board members indicates that they feel more informed of what is happening at the Sub Groups and it provides them with additional information on which to question and challenge partners.

QUOTES FROM BOARD MEMBER

"The Board has developed a stronger profile at a county level "

"KSCB continues to be an improving organisation"

"KSCB has strengthened and promoted the voice of the child strongly, and not at a superficial level, which can often be the case with service user involvement."

The Business Group oversees the Board's Business Plan and is responsible for providing the Board with not only what is being done across the groups, but also the evidence of the impact that the Board's activity is having on operational practice and improving safeguarding for children.

The Business Group's challenges for the future are to ensure that it builds on the positive work that has been undertaken and delivers on the Business Plan priorities. More evidence of impact is required and it is the role of this Group to ensure that it is provided.

Sub Group Reporting

The Board has taken on a more formal accountability and reporting structure. Board members, Group Chairs and members of each of the Groups have all reported a greater confidence in the joining up and coordination of cross Group activity.

QUOTE FROM BOARD MEMBER

"Excellent active sub group working and structure covering all relevant areas."

"The development of some joint working arrangements with both the Medway Safeguarding Children Board and the Kent and Medway Adult Safeguarding Board is also a strength, i.e. Risks Threats and Vulnerabilities and Policies and Procedures."

"There is a willingness of partner agencies to engage in sub groups and task and finish groups to effect change."

Here are brief summaries of the activity and achievements of the Board's Sub Groups:



Quality and Effectiveness Group (QE)

Chair: Stuart Collins - appointed Chair of the Group in September 2016

Purpose of the Group:

QE co-ordinates quality assurance and evaluates the effectiveness of what is done by KSCB partner agencies, individually and collectively to safeguard and promote the welfare of children. It has oversight of all multi-agency and single agency audits, Section 11 audits and analysis of performance data about safeguarding within relevant agencies in Kent.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- Ensuring QE receives input from other KSCB Groups, to inform planning and highlight areas requiring multi-agency scrutiny;
- Development of the new business plan setting targets and priorities for the year ahead
- Agreement the areas for audit and scrutiny and sharing that with partner agencies
- Developed the action plans and recommendations following multi-agency audits
- Attendance at QE meetings is above 70%, with consistent and appropriate membership.
 - More work needs to be done to ensure the continued representation of KCHFT and the CCGs.
- Share widely the learning from multi-agency audits and deep dives, and ensure exemplary practice is also shared as a learning model for the County.
- QE have completed audits in relation to practice and process for
 - Early Help
 - Harmful sexual behaviour
 - Children in care who go missing
 - District Councils' response to s.11
 - Joint Targeted Area Inspections (JTAI) Domestic Abuse
 - The response to Lakeland
- Findings of good practice and areas for development have been shared with the multi-agency audit teams for dissemination back to their home organisations as well as service areas within KCC.
 - As a response to the learning identified within the Early Help (EH) audit KSCB are now invited to join the regular EH audit programme, and EH will be re-audited in July 2017.
 - As a response to the Children in Care/ missing children audit, learning has been shared with the missing operational group for actions to be developed and shared with the districts.
 - As a response to the learning from the Section.11 audit, KSCB staff attended a meeting of the District Council safeguarding leads to discuss areas of good practice and areas for development both in terms of local practice and taking a more co-ordinated approach.

Scheduled audits for the coming year include

- A deep-dive on the use of Signs of Safety
- Children 12 and under who are subject to a second (or subsequent) CPP for Neglect



What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Ensure that audit actions are owned and reported back on by partner agencies
- Develop an assurance tool which evidences the impact of the QE audit process
- Ensure partners are accountable for evidence of impact following audit findings and recommendations
- Develop new ways in which learning from audit will be evidenced in the future.
- Ensure senior identified staff from each agency are charged with communicating the outcomes and helping to develop the actions from audit
- Ensure multi-agency partners are asked to demonstrate the learning and impact on their own organisation of the learning
- Ensure action plans from audits are reviewed and updated to show agency responses and progress
- To make sure internal challenge is appropriately made and advanced.
- Increase and improve the impact of the QE process

OFSTED:

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.



Case Review Group

Chair: Patricia Denney

Purpose of the Group:

The Case Review (CR) Group supports the KSCB Independent Chair by making recommendations to her when the Group is notified of a case that has been referred in for consideration of a Case Review. Where the Group believe the criteria for a Serious Case Review (SCR), as set out in Working Together to Safeguard Children 2015, are met, the Chair of the CR Group will present the Group's recommendation to her. Where the criteria are not met, the Group engages in extensive discussion as to whether the referred case warrants conducting a lower level review or a learning event. The emphasis of that discussion is around the potential for multi-agency learning.

Key activity undertaken by the Group in 2016-17

- The CR Group has reviewed and updated its Case Review Notification Process, ensuring that notifications include a rationale as to why the case is being referred for consideration for a review. There is a formal tracking system in place which monitors actions, decisions and progress of each referred case. The notifier is updated with the decision of the CR Group and the tracker is a standing item at each CR Group meeting. In 2016/17 the CR Group has received 16 formal notifications, resulting in 2 Serious Case Reviews, 5 local case reviews, 7 no review required, 1 pending a decision
- The purpose of all case reviews undertaken is to identify key learning lessons with the intention of using these lessons to improve working practice. All reviews have been chaired by members of the CR Group and findings and recommendations reported back to the CR Group.
- An electronic system has been developed for SCR, similar to that of eCDOP. This will improve access to information and confidentiality.

Challenges for 2017-18

- The greatest challenge will be dealing with the high number of referrals to the Case Review Group and being able to resource the work required by all agencies.
- Neglect appears to be a consistent feature in many of the child death and serious incidents. This is particularly evident with young parents of babies. The group are challenged to positively influence improved practice of working with such families, so that their parenting becomes safe and child death and serious incidents reduced.
- A planned Multi-Agency Workshop will take place in September.
- In an Ofsted Inspection in March 2017, the Case Review Group was praised for its good work but Ofsted identified that more work was required to test and satisfy itself whether learning for SCR and Case Review recommendations were embedded and influenced sustained positive changes in practice.

Summary

The attendance at the group remains high and good representation from all agencies. The group is lively and challenging when discussing cases. Where resolution/agreement cannot be achieved within a Case Review Meeting on the direction of the case being dismissed the chair has arranged for "extra-ordinary" meetings to take place.



The Child Death Overview Panel (CDOP)

Chair: Andrew Scott-Clark

Purpose of the Group:

CDOP undertakes reviews of all child deaths in Kent and disseminates learning to all agencies. The Panel collects and analyses information to identify any trends and matters of concern. An Annual Report is prepared and presented to the Board.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- All key partners are now using eCDOP
 - Impact – timely information sharing and improved data quality
- eCDOP shortlisted in LGC Awards 'Driving efficiency through technology' category
 - Impact – Kent CDOP nationally recognised as a model of innovative practice
- Launch of KSCB 'Thermometer Card' to encourage safer sleeping
 - Impact – wide local coverage of the safer sleeping message and regular 1:1 discussion with expectant mothers established.
- First Annual CDOP conference held to share Annual Report with partners
 - Impact – greater multi-agency understanding of the work of Kent CDOP and the role of individual partners
- CDOP training revised and regularly delivered
 - Impact - increased number of children's workforce understand CDOP policies, procedures and local issues
- CDOP procedures revised
 - Impact - increased clarity of understanding in respect of the current local procedures to be followed when a child dies
- CDOP Co-ordinator now a member of the Case Review
 - Impact – improved information sharing between groups and more timely awareness of local learning content
- Kent CDOP confirmed as 'robust with good oversight' by OFSTED
 - Impact – assurances provided to multi-agency partners
- CDOP Co-ordinator invited to speak at national conference by the Foundation for Infant Loss
 - Impact – national profile for Kent CDOP
 - Impact log added to CDOP Annual Report
 - Impact – impact of work of Kent CDOP confirmed

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Lack of awareness of new national CDOP arrangements to inform CDOP work plan: Action - regular engagement with national stakeholder events
- Reduced ability of South East Coast Ambulance Service (SECAmb) to attend CDOP Panel meetings: Action - Chair writing to SECAmb Medical Director
- More timely production of annual report: Action - new timetable and deadlines established to ensure Panel sign off at June meeting
- Timely replacements for outgoing Designated Doctors: Action - monitoring and reporting in place



Learning and Development Group

Chair: Gill Cahill

Purpose of the Group:

The Learning and Development Group co-ordinates, promotes and quality assures training and development opportunities to meet local needs. It produces a strategy and training plan aligned to the KSCB business plan and reflecting the recommendations arising from inspections, audits and serious and other case reviews.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- **Stability:** The L&D Group has undergone a period of instability in recent months following the resignation of the Chair and the subsequent resignation of his successor. Further individual agencies have only just confirmed permanent members of the group – attendance prior to this has been sporadic. A new Chair will be appointed and regular attendance at the group monitored and reported to the Business Group.
- **Enhanced Information Sharing:** New information that requires sharing comes to light regularly. A new quarterly mechanism for sharing learning from SCRs Audits with partners will be developed.
- **Accountability:** Course non-attendance numbers and failure to complete the on-line course evaluations remain sources of concern. Learning leads will be identified within individual agencies and they will be tasked with challenging these issues and resolving them with the organisations concerned.
- **More for Less:** The greatest cost to KSCB in respect of training relates to venues. Work will be undertaken with District/Borough Councils to identify no-cost venues that can be regularly used to host KSCB training and reduce the multi-agency spend in this respect.
- **Increase take up of bespoke training:** KSCB's bespoke training has become popular and is now a source of income generation. A more considered approach to the provision of bespoke training will enhance the level of income achieved. To this end, courses within districts will be a priority for 2016/17.
- **Joined up working between L and D, QE, CDOP and Case Review:** In order to ensure that learning from Case Reviews, audits and child death is fully embedded in operational practice, a greater emphasis in communication and evaluation must be developed through the Business Group.

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- One of the biggest challenges will be regarding knowing what training is required by the various organisations and agencies across the county in relation to safeguarding training requirements.
- Developing the evaluation process to measure the impact of KSCB training delivered on practitioners etc.
- We need to ensure we retain interest in the group and that we have key organisations attending and contributing at L and D meetings.
- To plan workshops on the Single Point of Access once live to ensure all organisations have a thorough understanding of the process.



- Plan an effective roll out for training of the new threshold framework. Ensure the roll out incorporates all relevant agencies and organisations.
- Monitor and review the training programme for the new threshold framework and the impact of this in relation to referrals etc.
- Ensuring learning from Audits, SCR, CDOP needs to be incorporated into new training is a challenge that the group can address through updating the training programmes and delivery.
- Effective knowledge and information sharing across organisations can still be a challenge, a challenge that can be addressed through the development of targeted training on areas such as neglect. All new training areas will require evaluation to measure impact.



Health Safeguarding Group (HSG)

Chair: Sharon Gardner-Blatch

Purpose of the Group:

KSCB recognising the significant statutory role health professionals have to carry out in safeguarding children and in light of the geographical challenges of Kent and Medway, Health providers and Clinical Commissioning Groups (CCGs) across Kent and Medway are expected to discharge their statutory safeguarding duties by attending the HSG. The HSG will nominate representatives to attend the full Board and Business Group to ensure that both commissioners and providers are fully represented.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- HSG Membership and Terms of Reference were reviewed and amended. It was agreed that 'Named Professionals' are to attend the Health Reference Group, HRG, (an operational level Working Group that reports in to the HSG) and Chief Nurses / Designated Professionals will attend HSG. HRG is chaired by Designated Professionals and will update to HSG.
- HSG highlighted a gap in mental health representation on KSCB. It was agreed that Kent and Medway Partnership Trust (KMPT) would be the representative.
- FGM group reviewed - New Chair agreed and workplan and Terms of Reference reviewed.
- TOR and membership of HSG reviewed
- Good attendance at the meeting and range of professionals
- Agreed representation for Prevent Board and mental health representative on the KSCB
- Updates at every meeting on Serious Case Reviews
- Updates and work on CSE - Update from CSET
- Good range of issues discussed and good discussion and evidence of challenge e.g. Central Referral Unit issues and service issues.
- The Child Sexual Abuse pathway document has been reviewed and updated.

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Not always focused enough on safeguarding agenda
- Workplan for HSG discussed at meetings but did not progress and not completed - to have a clear workplan focused on safeguarding priorities
- Discussion and agreement on Health implications of Children and Social Care Act
- Ensure regular updates from other groups, e.g. Female Genital Mutilation (FGM), Prevent
- Sustainability and Transformation Plan (STP) - Group to be updated and involved to ensure that Safeguarding issues are a core part of any changes.
- Clarity on information sharing at CRU
- Need for updated review of health representatives at all KSCB groups
- Challenge from providers that Kent and Medway Boards request different data which is a challenge for providers who cover Kent and Medway.
- The impact of SCRs - concerns raised by providers about health professionals and impact on health professionals who are required to undertake a large amount of work for SCRs, as there have been an increasing number.
- Issue from CDOP about immediate bereavement support for school aged children who die unexpectedly – this is being raised with the Child Death Team.



Education and Early Help Safeguarding Group

Chair: Patrick Leeson

Purpose of the Group:

The Education and Early Help Safeguarding Group facilitates communication across the Education, (including 16 plus training providers), and Early Help sectors on their statutory safeguarding duties and compliance with the Policies and Procedures of KSCB and the local safeguarding challenges. The Group is also responsible for disseminating learning from audits and serious case reviews. Led by Kent County Council's Corporate Director for Education and Young People's Services, the group is pivotal in identifying strategic and practice issues from within Education and Early Help and making recommendations to the KSCB.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- Kent County Council's Education Safeguarding Team (EST) continue to deliver a variety of training sessions for whole school and early years staff groups, Designated Safeguarding Leads, governors and childminders.
- The training delivered by the EST is approved by Kent Safeguarding Children Board, with the team's Training and Development Officer being part of the KSCB Learning and Development Group
- All training includes, as a minimum:
 - Creating a safe culture (including staff Code of Conduct and Whistleblowing);
 - Learning from local and national serious case reviews
 - Statutory responsibilities in relation to safeguarding (including reference to Working Together to Safeguard Children 2015, What to do if you're worried a child is being abused 2015 and the Ofsted Common Inspection Framework);
 - Kent Interagency Threshold Criteria and local referral processes
 - All issues covered in Annex A of Keeping Children Safe In Education 2016, including The Prevent Duty, Child Sexual Exploitation (including Operation Willow) and Honour Based Violence
 - Online Safety
 - An introduction to the Signs of Safety methodology.
- In the past year, over 7000 education staff have been trained by the EST. An example of how the impact of training is evidenced is the relatively high number of Channel referrals made by education providers.
- Education providers, via the EST, continue to be represented on all of the KSCB subgroups.
 - Any learning from the various subgroups is then shared at the Education and Early Help subgroup, with relevant actions being allocated to ensure providers are kept informed of both local and national developments in the safeguarding arena
- The Online Safety subgroup currently reports to the Education and Early Help sub group. In the past year the online safety group has:
 - Updated the KSCB safer practice with technology guidance (published on the KSCB and Kelsi websites) aimed at all agencies
 - Assisted the Education Safeguarding Adviser (Online Protection) in updating the Kent Online Safety policy template and guidance for schools and education settings
 - Fed updates regarding local trends identified by EST and other Online Safety group members into the Education Safeguarding Group and Risk, Threats and Vulnerabilities subgroup



- Supported Safer Internet Day and members were encouraged to promote the day within their own agencies
- Shared national updates with agencies for them to cascade within their own roles
- Provided briefings and information for educational settings
- Provided feedback on the development on the KSCB responding to youth produced sexual imagery guidance (written by EST and KSCB) - available on Kelsi and KSCB
- Developed and implemented an E-Safety Strategy that outlines recognition and responses to cases of on-line grooming and the links to CSE
- Implemented the Early Help Strategy with success measures reported to assure Board of its impact
- Implementation of the 'step up and step down' protocol is being effectively used

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- The demand placed on education providers in relation to safeguarding is increasing, with legislation and accompanying statutory guidance being more frequently updated than in previous years. The Education and Early Help subgroup will ensure any changes are cascaded to education providers in a timely manner, for example via the EST newsletter and social media. The understanding of these issues by education providers will be monitored by the EST via the functions associated with being the safeguarding Lead Professional, including training sessions and consultations.
- From the summer 2017, the Online Safety group will become a subgroup of the Risk, Threats and Vulnerability group to increase ownership and awareness by partner agencies and ensure that that online safety is not solely viewed as an issue for Education. The challenge will therefore be to maintain links between the Education and Early Help group and RTV. The Education Safeguarding Team will continue to attend the Online Safety group and in addition will set up a separate group to help inform future activity specifically for education settings.
- An ongoing challenge will be how the Education and Early Help Safeguarding group can evidence schools and settings are meeting their statutory duties under Section 175 of the Education Act 2002 and Section 40 of the Childcare Act 2006.
- We will continue to give priority to ensuring that best practice around online safeguarding is shared amongst all schools effectively, not just as part of Education Safeguarding training but as part of a core strand of all multi-agency safeguarding understanding
- It will be a priority to ensure that schools, colleges and early years providers are informed and up-to-date with changes to referral pathways and practice within Children's Services, given the new Directorate arrangements, proposals for a new Front Door and single referral form, and new commissioned services for emotional and mental health support.
- We will continue to ensure schools are well supported and advised where there is an Ofsted failure or a known concern, and use KSCB partners to provide a package of joined-up support.
- We also ensure 'lessons learnt' are disseminated to all schools and those KCC services that interact with schools.
- Priority will continue to be given to ensuring schools and early years settings are aware of and trained in responding appropriately to the PREVENT duty, child sexual exploitation, online safeguarding and cyber bullying, and female genital mutilation.

OFSTED:

- Put in place a system for the board to receive assurance regarding safeguarding practice within early years settings, schools and colleges.



Policy and Procedures Group

Chair: Tina Hughes

Purpose of the Group:

The Group has the responsibility for coordinating the development of local policies, procedures, protocols and guidance for safeguarding and promoting the welfare of children on behalf of the KSCB and Medway Safeguarding Children Board.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- Improving the timeliness of the production of multi-agency policies assisted by the development of a Policy and Procedure Tracker which has allowed for a full review of all multi-agency policies, ensuring a consistent accessibility
- Ensuring that all group members consult with appropriate members of their agencies when developing new policies and when updating and refreshing existing policies i.e. ARM Procedures, Trafficking, Sexually Active Young People Procedures, CSA Pathway, Thresholds, Kent e-Safety Strategy and online Safeguarding and the Kent and Medway Toolkits
- Maintaining full and consistent partner membership to the Group including appropriate representation from Kent SCS and Early Help, KSS CRC and Medway Council including the Head of Safeguarding and Quality Assurance and the MSCB Business Manager. This has allowed for smaller task and finish groups to work on bespoke areas of work linked to the KSCB Business Plan with tighter timescales for completing work.
- To work with Kent Police in the development of an App for service users and professionals to provide information and signposting to the key safeguarding topics. This was supported by a number of 'Pocket Guides' for staff unable to readily access an App in their business setting.
- Production of a multi-agency Neglect Strategy (in support of the findings from SCRs and Child Death Reviews) and launched in response to the Neglect Conference arranged by both KSCB and MSCB and Kent Police
- Maintaining the link with the other KSCB Sub Groups through the Business Group to ensure continued joined up working and requesting that policies and procedures are reviewed and updated by those with the knowledge of the subject matter

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Accountability: Ensuring that all group members consult with appropriate members of their agencies when developing new policies and/or refreshing and updating existing policies to avoid 'drift' and policies and/or procedures being placed on the Group agenda meeting after meeting.
- Accountability: Ensuring that there strong links remain with other KSCB Sub Groups and through the Business Group when requests are made of them to review and/or update policies for the Kent and Medway Policy and Procedure Group.

OFSTED:

- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.



Multi-Agency Sexual Exploitation (MASE)

Chair: Angie Chapman

Purpose of the Group:

The MASE group identifies the Child Sexual Exploitation (CSE) profile of Kent and oversees the KSCB CSE Strategy and Action Plan. It aims to reduce incidents of sexual exploitation through the delivery of an integrated strategy, sharing information and intelligence and producing data on current trends and threats.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- The second problem profile was created in April 2017. It is recognised that there have been no major changes in trends or patterns but that the gathering of information and reporting of CSE concerns within Kent demonstrates significant progress made to understand the nature and scale of CSE within the County.
- To mark the 2017 National CSE awareness day over 200 secondary school pupils attended Kent Police College to view a drama production of Chelsea's Choice. This is a hard-hitting drama production used to raise awareness of child sexual exploitation. CSE Champions and professionals undertook an 'All out Day' engaging with community members and young people across the County. There was heavy support from local authorities and CSE Champions. Young people were asked to complete questionnaires regarding their understanding of CSE and Op Willow. A snap shot of some of those questionnaires showed 56% of youths can spot the CSE warning signs, 19% of youths had heard of Op Willow, 35% knew what CSE was and 83% knew how to report concerns.
- The MASE Group has strong attendance. Group members are keen to expand CSE awareness training and developments to enhance the services CSE victims receive. There is commitment to assisting partners and professionals to recognise CSE within their roles and responsibilities.
- The Action Plan, written under the x4 Ps is making good progress and provides clarity and direction for MASE activity. A benchmarking exercise has also been completed and this information has been used to enhance the CSE business plan objectives.

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Engagement with Schools and young people is a frequent Mase agenda item. Training and initiatives that have taken place in schools have so far been implemented through MASE and CSET and Police have contributed a large amount of funding to schools' assemblies to educate and influence children as a result of on-street CSE not forming part of the curriculum on PSHE lessons.
- There are vulnerabilities for CSE victims who are in the 16-18 year bracket and are transitioning to adult whilst living with trauma as a result of sexual abuse.
- CSE Champions have confirmed they would like to receive additional training to develop their knowledge and understanding. It has been agreed to expand training to show how Champions may encounter CSE within their own agencies to recognise how to respond to it. MASE will work closely with Learning and Development in the future to explore the possibility of CSE immersive learning, and case studies.



Risks, Threats and Vulnerabilities Group (RTV)

Chair: Nick Wilkinson

Purpose of the Group:

This joint group with Medway Safeguarding Children Board oversees multi-agency activity around Child Trafficking, Radicalisation, Gangs and children who run away or go missing from home through the development of an integrated strategy, sharing information and intelligence and producing data on current trends.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- The RTV Group has continued to develop in 2016-17, receiving updates on modern slavery, trafficking, prevent, gangs, unaccompanied asylum seeking children, online safeguarding and missing children. This enables partner agencies to be aware of the key issues and be able to cascade within their organisations.
- Strong links have been established with the Learning and Development Group to ensure up to date training on Prevent, Gangs and Modern Slavery is available to practitioners. A pocket guide on Modern Slavery has been produced, complementing the pocket guides on gangs and prevent already available for frontline workers.
- Prevent updates are provided at every Group meeting, which includes the threats and risks in Kent and how the Channel referral process is working locally.
- Strong progress has been made by the Missing Children Working Group Sub Group during the year, with a comprehensive suite of performance data now available.
- Online safeguarding is a key issue for all practitioners and this has been recognised during the year by the creation of a multi-agency Online Safeguarding Working Group which will report to the RTV Group. This will ensure the focus of the area will not simply be on on-line safeguarding for schools.
- The Group has a wide remit and links closely to other Boards, such as the Prevent Duty Delivery Board, Kent Police Protecting Vulnerable People Board and Kent Community Safety Partnership. During the year the Group has expanded to include vulnerable adults, terms of reference have been revised and Group membership has been reviewed.

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- The inclusion of vulnerable adults within the Group. This will require multiple reporting to the Kent and Medway Safeguarding Adult Board and Medway Safeguarding Childrens Board, as well as the KSCB. The RTV Group is the first joint childrens and adults safeguarding group in Kent and Medway.
- Prevent will remain a key item for the Group in 2017-18.
- A Modern Slavery action plan is to be produced, ensuring a partnership approach to this area.
- The Missing Children Working Group has now concluded; it will be essential for the RTV Group to adopt a strong focus and scrutiny on this issue. Missing Children will be a standing item on the meeting agenda.
- Whilst it is essential to control the remit of the group, presentations on key subjects will continue to be delivered to the Group.



Missing Children Working Group (Reporting to the RTV)

Chair: Stephen Fitzgerald

What have been the key achievements of your Group in 2016-17? (What's working well?)

- The group has reviewed and updated both operational and the KSCB procedures placing greater emphasis on the need for practitioners and their managers to use their professional judgement in developing a proportionate response to missing activity.
- The group monitored the introduction of the offer of an independent Returner Interview and will continue to ensure this offer is robustly implemented.
- The Signs of Safety model has been introduced to all Returner Interviews; these changes have been supported through a series of training workshops across Kent.
- The group raised the profile of missing children activity through the work of the Local Children Partnership Groups and District Council Safeguarding Leads Group.

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Over the past year the Missing Children Working Group has continued to promote collaborative working across partner agencies whilst providing challenge and scrutiny in our response to missing episodes. It is absolutely crucial that the completion of Returner Interviews does not become a process in itself, thereby compromising opportunities to learn sometimes crucial information that could serve to safeguard young people and others from harm.
- Whilst it is very encouraging that there are many examples of positive practice and initiatives through multi-agency working, the sub group recognise that we need a better understanding of the outcomes this achieves for children and to use this to inform planning and operational practice. To this end the sub group will facilitate a focus group for children and young people who have gone missing in Kent.
- The group will continue to drive the quality of the data set around missing activity with Ofsted commenting that the robust nature of the data set a national standard. This data will continue to be shared and discussed in a number of multi-agency arenas such as including the Community Safety Partnerships Groups and the District Council Safeguarding Leads' Group thereby increasing the profile of missing children activity and in turn local responses.



District Council Safeguarding Leads' Group

Chair: Alison Broom

Purpose of the Group:

This is a new Group whose membership is the Safeguarding Leads from the Local District/Borough Councils. The Group is chaired by the Board representative of the District Council Chief Executives. The Terms of Reference for this Group are being discussed by the Group and will be added to this Constitution when they have been signed off.

What have been the key achievements of your Group in 2016-17? (What's working well?)

- The Group have coordinated the overall safeguarding activity of the District Councils, with a particular focus on Child Sexual Exploitation
- District Councils have been proactive in training their staff in CSE awareness
- CSE Awareness training for taxi drivers has been developed and delivered across the County with District Councils
- Some Councils have made CSE training mandatory for all new taxi drivers
- District based safeguarding partnership meetings continue to be held, with local CSE conferences and workshops delivered to young people
- The Group has raised the issue of other local authorities buying housing stock in Kent and placing families in the county, the impact of which hits all local children service providers
- More effective District Council representation on the KSCB Sub Group, ensuring that the voice of the Councils is heard throughout the Board's work

What do you see as the greatest challenges for your Group in 2017-18 and how is your Group planning to address them?

- Continued commitment to local partnership safeguarding forum from partner agencies. This will involve local negotiation with partners and agendas that meet local needs.
- Local management of the impact of other authorities placing families with children in to the County. This will require joined up working across all agencies.
- Managing the number of young people who require local accommodation when they reach 18 years of age. This will require closer working with the County Council to ensure that the right information is passed on in a timely manner.



KSCB Business Plan Priorities 2017-20

1. Partnership Working

Partners work in a collaborative, co-ordinated way ensuring safeguarding is at the forefront and practice is scrutinised and challenged appropriately.

2. Voice of the Child

Evidence the impact of how partner agencies listen to and respond to the voice of children and young people.

3. Quality Assurance and Evidence of Impact

KSCB have access to local performance analysis that informs planning and delivery of high-quality services across the partnership.

4. Learning from Case Reviews and Child Deaths

Serious Case Reviews, management reviews and reviews of child deaths are utilised as learning opportunities whose findings drive improvement.

5. Staff Development

Staff development ensures Kent has a skilled and competent workforce, confident in their expertise, able to recognise and deal with issues of safeguarding and promoting the welfare of children and young people.

6. Child Sexual Exploitation

KSCB understands the extent of CSE and is re-assured that partner agencies have CSE on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to CSE and early preventative interventions are put in place to reduce the extent of CSE in Kent.

7. Neglect

KSCB understands the extent of Neglect and its impact on the lives of young people in Kent and is re-assured that partner agencies have Neglect on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Neglect and early preventative interventions are put in place to reduce the extent of Neglect in Kent.

8. Modern Slavery

KSCB understands the extent of Modern Slavery related issues that impact on the lives of young people in Kent and is re-assured that partner agencies have Modern Slavery on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Modern Slavery and early preventative interventions are put in place to reduce the extent of Modern Slavery related activity in Kent.



9. Online Safeguarding

KSCB understands the extent of Online Safeguarding related issues that impact on the lives of young people in Kent and is re-assured that partner agencies have Online Safeguarding on their strategic agenda and that multi-agency activity is supporting those children and young people who are identified as vulnerable to Online Safeguarding issues and early preventative interventions are put in place to reduce the extent of Online Safeguarding related activity in Kent.

10. Disabled Children

KSCB are to ensure that arrangements are in place that address the individual and collective responsibilities of partner agencies for ensuring the equal safeguarding and protection of disabled children (in line with the recommendations from the National Working Group on Safeguarding Disabled Children July 2016).

11. Toxic Trio

Ensure the safety and welfare needs of children and young people are not overlooked when professionals are working with the adults in the household where Domestic Abuse, Parental Mental Health and Substance Misusing Parents is happening.

KSCB Ofsted Recommendations following the March 2017 Review

- Ensure that a comprehensive multi-agency dataset is in place to enable the board to scrutinise local safeguarding performance.
- Ensure that the board has systems in place to monitor risks that have the potential to have an impact on the ability of agencies to safeguard and protect children.
- Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.
- Develop the annual report to ensure that it provides rigorous and transparent assessment and scrutiny of frontline practice, the effectiveness of safeguarding services and the work of the independent reviewing service, as well as learning from serious case reviews and child deaths.
- In partnership with the local authority, launch the multi-agency neglect strategy and ensure that local professionals working with families, at all levels of need, are equipped to identify, assess and address neglect within families.
- Put in place a system for the board to receive assurance regarding safeguarding practice within early year's settings, schools and colleges.

Further details on each of these priorities and the progress being made against them is continually monitored by the Board's Business Group and reported in to the Board.



Next Steps

The Children and Social Work Act 2017

The Board and all partner agencies are continuing to undertake their safeguarding oversight and challenge role (as per Working Together 2015), and at the same time, are meeting to discuss the implications of the Act on how Kent undertake the requirements of the Act going forward. Partners are waiting for the publication of the draft guidance, towards the end of 2017, which will provide an outline of how safeguarding children is going to be overseen in the future.

Financial contributions

It is recognised that all partner agencies are undergoing reducing budgets and that this may have implications for their future financial contributions to the Board. In order to lessen the impact of any reductions, the Board's Business Unit is engaging a number of income generation initiatives.

Our Bespoke training offer will continue and will develop even further with additional courses being offered, as well as tailored training for particular organisations' needs. We are generating income from this training, but we are also providing training in exchange for free venues, thereby reducing the cost of our core training programme.

In support of commissioners of services and providers of small grants, we are working with them and the provider organisations to develop a more effective way of ensuring that safeguarding is an integral part of the commissioning process. We are providing advice and support to organisations as part of their preparation for bidding for contracts, as well as working with commissioners to ensure that they are looking for the appropriate safeguarding standards. This service also provides tailored training and assistance in writing policies and procedures.

We have already supported a number of commissioners and providers with this service. We are projecting an income of £30k in the year 2017-18 and are scoping out the wider potential of this scheme, including the development of a local safeguarding 'Kite Mark'.

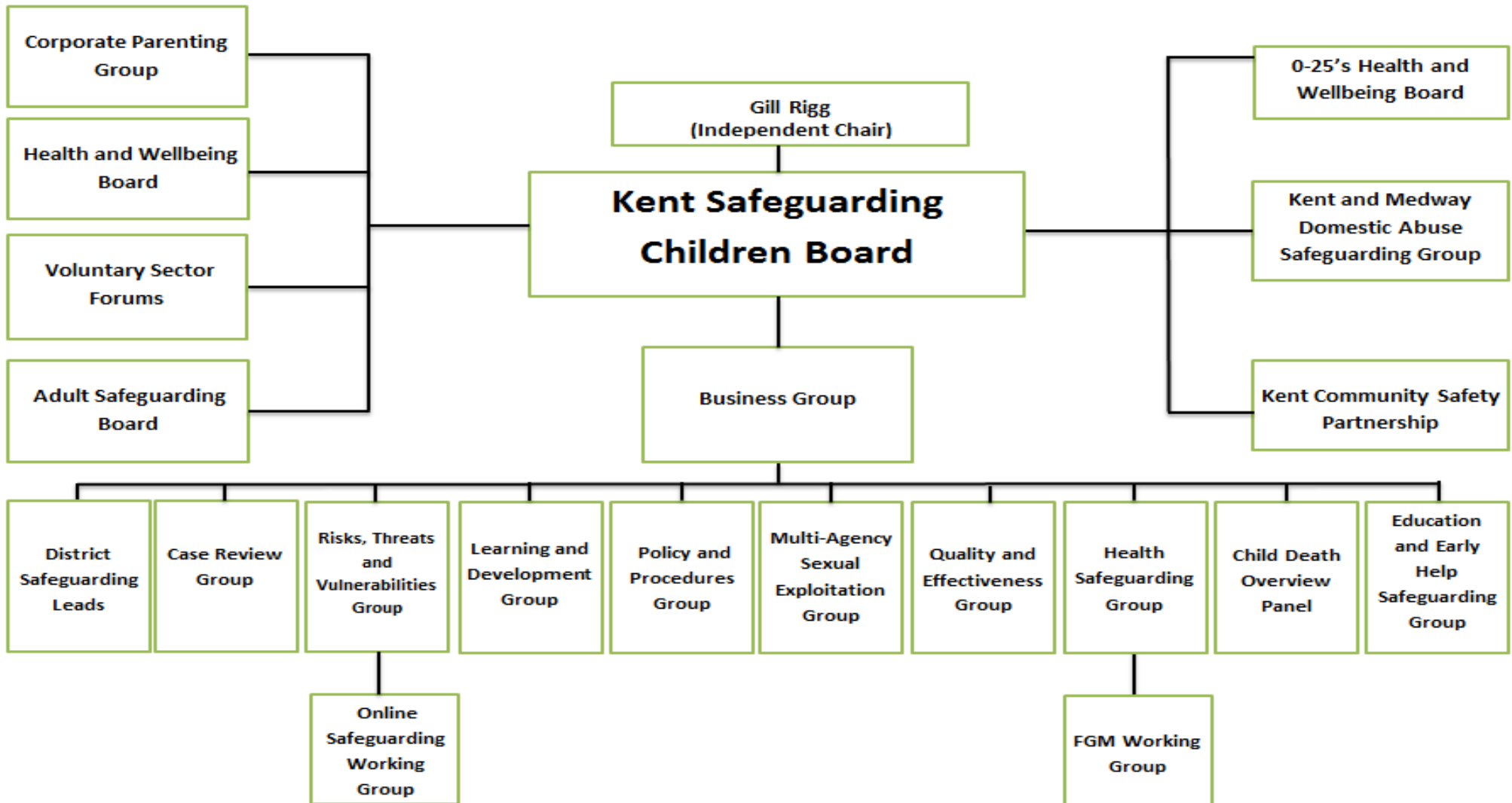


Appendices

- A KSCB Structure Chart
- B Board membership
- C Partner Agencies' financial contributions
- D KSCB Multi-Agency Training



KSCB Structure Chart






Board Membership and Attendance

The Board met seven times in the period from April 2016 to March 2017. The Board is made up of senior representatives from all the main agencies and organisations in Kent concerned with protecting children.

The figures below show attendance by agency, please note that some representatives were not requested to attend until later in the year and these are marked (*):

 Independent Chair	100%
 Cabinet Member for Specialist Children's Services	42.8%
 Lay Member Representation	100%
 Kent County Council Social Care, Health and Wellbeing Directorate	
o Corporate Director, Social Care, Health and Wellbeing	100%
o Director of Specialist Children's Services	85.7%
o Director of Public Health	85.7%
 Kent County Council Education and Young Peoples Services Directorate	
o Corporate Director, Education and Young Peoples Services	71.4%
o Director of Early Help and Preventative Services *	80%
 Kent Police	
 District Council Chief Executive Representation	85.7%
 CXK *	60%
 NHS Clinical Commissioning Groups (CCG)	71.4%
 Designated Health Professional	85.7%
 Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)	85.7%
 National Probation Service	100%



Partner agency contributions:

Agency	Contribution 15-16	Contribution 16-17
KCC Education and Young People's Services	40,167.00	40,167.00
KCC Youth Offending Service	8,000.00	8,000.00
KCC Specialist Children's Services	40,157.00	40,157.00
National Probation Service / Kent, Surrey and Sussex Community Rehabilitation Company	6,276.00	6,276.00
Kent Police and Crime Commissioner	45,934	45,934
CAFCASS	550.00	550.00
Connexions (CXK)	1,000	1,000
Kent CCGs (each) x 7	6951.85	6951.85
Health Providers (each) x 6	6951.85	6951.85
Total Health Contributions	90,374.00	90,374.00
Kent Fire and Rescue Service	5,000.00	5,000.00
Total	£235,458	£235,458

In 2016-17, KCC provided additional funds of £170,304 as part of their Base Budget contribution. This is to be reduced to £103k in 2017-18.



KSCB Multi-Agency Training

The Kent Safeguarding Children Board offers a comprehensive multi-agency training package for all professionals working with children, young people, and families in Kent.

Overview of Multi-Agency Training Events (Table 1)

	2015-2016	2016-2017
Number of courses:	178	148
Number of half-day courses:	124	88
Number of full day courses:	39	23
Number of Need to Know sessions:	5	20
Number of Train the Trainers:	9	8
Number of Events (i.e. conferences):	1	9
Overall Attendance:	3289	3447
Number of topics offered:	39	36

As a result of changes to the programme in 16-17 the number of training events hosted by KSCB has decreased. However, attendance figures have increased by 4.8% (*see table 1*) over the 2 years.

District Overview (Table 2)

	District	2015-2016	2016-2017
North Kent	Dartford	6	0
	Gravesham	14	12
	Sevenoaks	9	3
	Total	29	15
South Kent	Ashford	18	19
	Dover	8	4
	Shepway	9	6
	Total	35	29
East Kent	Canterbury	37	31
	Swale	12	4
	Thanet	10	0
	Total	59	35
West Kent	Maidstone	20	34
	Tonbridge and Malling	4	33
	Tunbridge Wells	31	0
	Total	55	67
Other	Bexley	0	1
	Medway	0	1
	Total	0	2

In 2016, a key KSCB training priority was to reduce the expenditure on training venues, and only low cost venues were used. As a result, there has been a variation in the number of events held in each district.

In December 2016, KSCB introduced a 'Free Venue' scheme. Partner agencies are invited to offer the use of a venue at no cost to KSCB in return for which they are offered 5 ring-fenced places for their staff at any training held at their venue. They are also able to identify topics of interest.



Agency Attendance (Table 3)

Agency	2015-2016	2016-2017
CAFCASS	0	9
Children's Homes	12	59
Childminders	15	14
District / Borough Councils	70	150
Early Year's Settings	415	409
Education	356	450
Fostering	11	79
Health	337	484
Housing	237	100
KCC Children and Young People Services	73	144
KCC Early Help and Preventative Services	305	177
KCC GT - Highways, Transportation and Waste	0	20
KCC Public Health	1	6
KCC Adult Social Care and Health	0	41
KCC Specialist Children's Services	621	418
KCC Strategic and Corporate Services	0	8
Kent Fire	17	26
Kent Police	29	58
Prisons	7	4
Private Sector	251	117
Probation	10	53
Voluntary and Charity Organisations	522	621
	3289	3447

Table 3 highlights the number of attendees from each agency. Although, overall training attendance has increased by 4.8%, the number of attendees from individual agencies e.g. Prisons, Housing Associations, has decreased.



E-Learning – Completion of Courses (Table 4)

Agency	2016-2017
Children's Homes	615
Childminders	81
District / Borough Councils	404
Early Year's Settings	1401
Education	3138
Fostering	1016
Health	703
Housing	76
KCC Children and Young People Services	148
KCC Early Help and Preventative Services	1217
KCC GT - Highways, Transportation and Waste	5
KCC Public Health	0
KCC Adult Social Care and Health	51
KCC Specialist Children's Services	97
KCC Strategic and Corporate Services	5
Kent Fire	158
Prisons	1
Private Sector	196
Probation	66
Voluntary and Charity Organisations	952
	10330

Table 4 identifies the number of staff from each organisation who have completed KSCB's e-Learning courses between April 2016 and March 2017.