



Annual Report 2017/18





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Foreword by Independent Chair

Welcome to the annual report of Kent Safeguarding Children Board (KSCB). This annual report is currently a requirement of Working Together 2015, the statutory guidance, and the report is expected to identify the effectiveness of child safeguarding and promoting the welfare of children in Kent. The report covers the work of the Board in the financial year 2017-8 and aims to provide a transparent assessment of the state of safeguarding in Kent, identify the key challenges and successes of the Board over the year from 2017-8, and also identifies the key issues going forward.

The Board is very fortunate to have a committed and strong membership, who take 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 who work tirelessly to improve safeguarding for children and young people in Kent.

I have had the privilege of being the Independent Chair of the Board since March 2014 and have seen a number of changes across all agencies in the past four years. I remain have been 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.

There have been changes at a senior level in three of the key agencies in 2017-8, but the work of the Board has not been impacted by this, and the transition was smooth. There are however, significant changes ahead in the next year.

There will be new Safeguarding arrangements, and partners as a result of the Children and Social Work Act 2017, and the requirement to have an LSCB will be abolished. The three safeguarding partners are the Chief Executive of the Local Authority, the Accountable Officer of a Clinical Commissioning group, and a Chief Officer of Police. They need to publish a plan as to how the new arrangements are going to work, and publish these by 29th June 2019, and implement them by 29th September 2019. There are some transitional arrangements in respect of reviews of serious cases and child deaths which are ongoing at the implementation date. There will be changes to the current serious case review process. The LSCB will work hard to ensure a smooth and effective transition to the new arrangements.

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. 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 - Kent Local Safeguarding Children Board
3rd August 2018



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.

There are currently estimated to be 1,540,400 people living within the Kent County Council area and the number of children living in Kent is 352,200 (22.9% of the total population).

74% of the Kent population live in urban areas with the remaining 26% living in rural communities (77% 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 18.3% of the total under 18-year-old population.

Using the Children in Low-Income Families Local Measure, 49,565 (15.5%) of children in Kent are living in poverty, a reduction of 3,730 on last year. This is above the regional average of 12.3% but below the England average of 16.6%.

(Figures have been obtained through the KCC Business Intelligence Statistical Bulletin)

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 (until September 2017) then North East London 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.



KSCB Objectives and Function

The objectives of the LSCB are set out in Section 14 of the Children Act 2004 and are:

- a. To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- b. To ensure the effectiveness of what is done by each such person or body for those purposes.

Safeguarding and promoting the welfare of children is defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development
- Ensuring that children are growing up in circumstances consistent with the provision of such effective care.

Regulation 5 of the Local Safeguarding Children Board's Regulations 2006 sets out the functions of the LSCB as follows:

- 1a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies in relation to:
 - i) Action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - ii) Training of persons who work with children or in services affecting the safety and welfare of children;
 - iii) Recruitment and supervision of persons who work with children;
 - iv) Investigation of allegations concerning persons who work with children
 - v) Safety and welfare of children who are privately fostered;
 - vi) Co-operation with neighbouring Children's Services authorities and their Board partners;
- 1b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- 1c) Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners, individually and collectively, to safeguard and promote the welfare of children in the area of the authority and advising them on ways to improve;
- 1d) Participating in the planning of services for children in the area of the authority; and
- 1e) Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) relates to the LSCB Serious Case Review function and Regulation 6 which relates to the LSCB Child Death function.



KSCB Membership, Key Roles and Structure

The Independent Chair

The Independent Chair of the KSCB is Gill Rigg. Supported by a Board Manager and a dedicated Business Unit, 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 2017/18.

Lay Members

KSCB has two Lay Members. One has been in post for seven years and the second has been a member for 2 years. 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.” The lay members are much valued members of the Board.

A Structure Chart of the Board and its Sub Groups can be found at Appendix A. A full list of Board members for 2017/18 and their attendance at Board meetings can be found at Appendix B.

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 2017/18, 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 (which became the Kent and Medway Domestic Abuse and Sexual Violence Executive Group in October 2017) and the Corporate Parenting Board.

As a regular item 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.



KSCB Finance

Partner agency contributions:

Agency	Projected contributions 2018-19
KCC Education and Young People's Services, including KCC Youth Offending Service (YOS)	£50,167
KCC Specialist Children's Services	£45,157
National Probation Service / Kent, Surrey and Sussex Community Rehabilitation Company	£8,276
Kent Police and Crime Commissioner	£45,934.00
CAFCASS	£550.00
Connexions (CXK)	£1,000.00
Kent CCGs (each) x 7	£8951.85
Health Providers (each) x 6	£8951.85
Total Health Contributions	£116,374.05
Kent Fire and Rescue Service	£5,000.00
District/Borough Councils (each) x 12	£1,500.00
Total Council Contributions	£18,000.00
Total	£290,458.05

Headline budget figures for the financial year 2018-19:

INCOME	2018-19 total contributions
Balance b/f from 17/18	£143,433
KCC contributions	£95,324
External contributions	£194,134
Projected Training income	£40,000
Total	£472,891

PROJECTED EXPENDITURE	2018-19
KSCB	£360,000
Training*	£52,000
SCRs	£45,000
Independent Chair	£30,000
Total	£487,000

*Training breakdown includes subscriptions to the E-Learning provider (£15k) and for the online training booking system (£5k)

Projected overspend of **£14,109**

Changes in the budget from 2017-18 include:

- Additional income from District Councils (£1,500 per Council)
- Withdrawal of the KCC (SCS) Base Budget contribution of £103,000

Actions in place to address the overspend:

- Further reduction in the Training expenditure through greater use of free or low-cost venues
- Implementing an attendance charge for 'specialist' training courses (courses where KSCB incur expenses for the specialist trainer)
- Implementing an attendance charge for multi-agency themed seminars (based on the Board's priorities and issues from SCRs)
- Widening the Bespoke Training offer



The State of Safeguarding in Kent

Performance 2017/18

	April 2016 – Mar 2017	April 2017 – Mar 2018	
Number of Children in Care (CiC) :	1,893	1,655	-238
Number of children on a Child Protection (CP) plan :	1,185	1,491	+306
Number of children on a CP Plan for a second or subsequent time :	251	319	+68
Number of Child in Need (CIN) plans in place:	2,307	2,393	+86
Number of children in receipt of Early Help Services:	24,000 (approx.)	20,500 (approx.)	-3,500
Number of contacts to Central Duty Team :	32,288	39,252	+6,964
Number of referrals to Specialist Children's Services :	16,193	19,670	+3,477
Number of SCS re-referrals within 12 months:	4,970	5,744	+774
Number of Private Fostering arrangements :	27	35	+8
Number of Unaccompanied Asylum Seeking Children (UASC) in care :	481	233	-248
Number of Other Local Authority (OLA) placements in Kent :	1,319	1,274	-45

Missing children

Number of missing episodes that started in the 2017-18 financial year:	6,090	7,135	+ 1,945
Of these, how many were OLA CiC placed in Kent :	1,330	1,288	-42

The Kent Safeguarding Context

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

- During 2017/18, approximately **9800 families (around 20,500 CYP)** were worked with in Early Help Units.
- At the end of March 2018 there were **2344** cases open to Early Help Units. This equates to nearly **5256** children and young people aged 0-18. **83%** of cases are within the 20-week service standard. Between **479 and 762 cases** are closed every month, by targeting drift and ensuring close monitoring of all cases, case durations have halved.
- In March 2018 **82.5%** of cases were closed with outcomes achieved, up from **79.6%** in March 2017. Early Help aims to close at least **80%** of cases with outcomes achieved. This was nearly achieved every month throughout 2017 and first quarter of 2018, and in December 2017 and March 2018 the 80% target was exceeded. For unit cases initiated via an Early Help Notification (EHN), **84.6%** of cases are closed with outcomes achieved.
- The percentage of cases stepped up from Early Help to SCS has **decreased** from **8.3%** in March 2017 to **6.4%** in March 2018.



- **17%** of cases closed in SCS were stepped down to EHPS, which is a reduction on the previous year's figure of **20%**. 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):

Children with Children in Need Plans

The number of children with children in need plans during 2017/18 was 2393, an increase of 86 on the previous year.

Children with Child Protection Plans

The number of children with child protection plans has **increased**; with the figure at the end of March 2018 at **1,491** children which is **306 higher** than this time last year.

At the end of November 2017, 1,501 children in Kent were subject to Child Protection Plans. The rate of children subject to a CP plan per 10,000 has increased over the last year by 35%. This increase is due to a combination of the increase in activity from the Front Door; the impact of the Neglect Strategy; and activity to raise awareness around the importance of identifying and conducting strategy discussions for children in need of protection.

Review of Child Protection Plans

For protection plans to be effective, it is essential that they are reviewed at regular intervals to ensure they are addressing the presenting risk and safeguarding the family. This performance measure ensures that protection arrangements the child and family is exposed to is monitored, managed, and the level at which the family is supported reflects the presenting needs. This standard requires multi-agency commitment with a **target of 100%** of plans reviewed at the required interval set. At the end of March 2018, **99.9%** of child protection plans that year had been reviewed within timescale. **This was a significant achievement.**

Children subject to a Child Protection Plan for a Second or Subsequent Time

The KSCB is keen to ensure that children are not failing to access the appropriate services they need when they are subject to a child protection plan which leads them to become subject to a plan for a second or subsequent time. The KSCB monitors the number of children placed on protection plans for a second or subsequent time.

The number of children who became subject of child protection plans throughout 2017/18 had been the subject of a plan previously has **increased by 68**.

Children in Care

The number of Children in Care has **reduced by 238** to 1,655.

Privately Fostered Children

The Safeguarding Board is required to ensure that it monitors and reviews the safety of Privately Fostered Children. Throughout this year the LSCB has received quarterly updates on the regularity



with which visits are made to these children. These visits are required in order to ensure the placements are monitored for its quality and stability. The KSCB requires the Local Authority to ensure that at least 85% of Privately Fostered Children receive a visit within the required timescales. The current achievement is a rate of **85.9%**, which is an improvement from April 16/17 when it stood at 83.9%.

Moving Forward

One of the greatest challenges for the KSCB is the measurement of its performance and the ability to assess the impact of its work. The KSCB already maintains a robust and well document challenge log, but further to this, in 2017/18, the KSCB worked hard to develop a performance score card to reflect each of the strategic priorities. The score card is in the final stages of development and will be used to capture partnership information and reflect how the KSCB is performing against the agreed Local Priorities by utilising agency performance information and capturing the impact of the Board by assessing the quality, timeliness and effectiveness of the services it helps to coordinate.

Unaccompanied Asylum-Seeking Children (UASC):

Some of the most vulnerable children in Kent have arrived 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 2018, 139 UASC dispersals had taken place from Kent to other Local Authorities.

The impact of Unaccompanied Asylum Seeking Children (UASC) remained significant during 2017/18. In April 2018 there were 233 UASC in the Care of the Local Authority. The number of UASC Care Leavers in the 2017-18 year was 685.

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).

Due to high numbers of UASC in Kent a strong focus on learning from Parsons Green terrorist attack is in place to ensure the risks and vulnerabilities are continually assessed and managed.



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

At year end, there were **1288** 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.

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



KSCB's Response to the Ofsted Recommendations:

The Ofsted Inspection covered the period of 2016-17 and the final report was published in June 2017.

Ofsted Recommendations

1. Ensure that a comprehensive multi-agency dataset is in place to enable the Board to scrutinise local safeguarding performance.

Response:

The Quality and Effectiveness group have produced a comprehensive multi-agency dataset (regularly reviewed) which is being used to oversee, scrutinise and challenge local safeguarding performance. Agencies are beginning to provide evidence of the impact of the Board's scrutiny and challenge role, although more consistent evidence is still required.

2. 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.

Response:

Partners bring to the Board any agency risk that has the potential to have an impact on the ability of agencies to safeguard and protect children. These are included on the Board's Risk Register where the Board agrees that have the potential to have an impact on the abilities of agencies to safeguard and protect children. Agencies provide updates as to the actions taken to mitigate or address their agency's identified risks. These are then updated on the Board's Risk Register following each Board meeting.

3. Further develop a comprehensive programme of single and multi-agency audits to improve the scrutiny of safeguarding practice across partner agencies.

Response:

The Board to continue its comprehensive multi-agency audit programme. A follow up reporting programme is being developed to evidence how the outcomes of the audits have been used to improve practice. Reports on single agency safeguarding audits are to be presented to the QE Group, with analysis of strengths and areas for development. Follow up reports from agencies as to how the outcomes of the audits have been used to improve practice are reported to the QE Group.

4. 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.

Response:

Although there is still a greater requirement for the Sub Groups to report on the 'So What?', they have provided contributions to the Annual Report, evidencing significant activity. The Groups have reported being far more challenging to each other, with a shared and coordinated approach to undertaking the Board's business, e.g. the work of the Policy and Procedure Group working with the Risks, Threats and Vulnerabilities Group, and the Learning and Development Group's closer working with both the Case Review Group (on learning from SCRs and Case Reviews) and the Quality and Effectiveness Group (on learning from multi-agency audits).



5. 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.

Response

A multi-agency Neglect Strategy has been produced, signed off by the Board and launched with multi-agency partners.

The multi-agency Neglect Training programme has been developed and updated and proactive marketing has taken place to ensure that partner agencies are made aware of training

The Quality and Effectiveness Group undertook a Neglect audit, the outcome of which was shared with the Board and the associated learning included in the Neglect training programme.

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

Response

It is recognised that given the number of schools in Kent and the role that Ofsted itself takes in their inspection, the approach being taken by the Board's Education Safeguarding Sub Group is to focus on the settings not achieving good or outstanding and audit / work with these settings. The first round of reporting of this to the Board through the Education Safeguarding Group will take place next year.

Overall, the Board, having welcomed the constructive feedback from the Ofsted review, have used their recommendations as part of the Board's continued development. Feedback on progress on the recommendations has also been provided to the Health and Wellbeing Board.



Learning from Serious Case Reviews

In 2017-18, the Board published 3 Serious Case Reviews, Child B, Child C and Child E. Briefing Papers for frontline staff have also been produced and these have been used to cascade the learning and ask challenging and reflective questions.

The Board had also continued working on the Child D SCR (published in May 2018) and Child G SCR (to be published in the Autumn of 2018). The Board has commissioned one new SCR. One case that was commenced as a SCR was re-classified following new information being received, (a Briefing Paper on this review will be published at the conclusion of the criminal proceedings). Between April 2018 and October 2018, the Board has commissioned a further 6 SCRs. It is envisaged that these will be concluded before the implementation of the new Safeguarding Arrangements in September 2019.

The themes and findings from these reviews, (published and 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.

These themes include:

- The need for evidence of the child's voice/experience being used to inform service provision
- Parental alcohol and drugs use
- Greater awareness of and engagement with fathers / new / other adults in the family
- Staff participation in multi-agency meetings and the sharing of meeting papers
- Escalation of concerns where there are differing views as to the risks identified
- The need for ongoing and reflective supervision of staff
- Hostile and resistant families, including disguised compliance and the greater need for professional curiosity
- Recognition and response to injuries to young immobile 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. Each agency is responsible for ensuring that learning is not only cascaded but embedded in practice. This is monitored by the Case Review Group, the Learning and Development Group and the Quality and Effectiveness Group.

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



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.

Summary of the key themes and comments from the 1-1's with the KSCB Independent Chair and Board members 2017-8

1. Leadership and Management

- A strong strategic board promoting and embedding safeguarding priorities and legislation across the County
- Focused and structured with a good commitment from partners
- Functioning well and supportive of partners as well as right level of challenge.
- A well-managed, led and supported organisation which has been increasingly effective in safeguarding the children and young people in Kent

2. Challenge

- Committed to constructive challenge and open discussion
- There is constructive challenging. There could, however, be more challenge, and less passivity, but that is based on attending two meetings.

3. Relationships

- The relationships between the independent chair, manager and business group are strong and effective.
- Good/very good relationships, working effectively

4. Feedback mechanisms

Very many positive examples were given

- Well sighted and good feedback and accountability (this was mentioned by a range of partners, and many examples given)
- Significant SCR and sub group contribution
- Fully committed, as safeguarding is core business. Significant contribution at all levels.

5. Current state of Safeguarding

- There is a common purpose evident with good listening and broad contribution
- Healthy co-operation amidst the "churn" within key agencies. Managed changes to senior managers in key agencies without difficulty
- Good but not joined up enough.
- All have an opportunity to speak and contribute.
- Well-known and respected by agencies

6. Demand

- Significantly increasing demand, and a need to focus on Neglect / CSE / Gangs / Adolescent risk/Families arriving from other Local Authorities (LA)/significant numbers of Children Looked After placed by another Local authority.
- My personal perspective has widened; the span of issues is immense and increasing



7. Future arrangements

- Simplify across Kent and Medway
- Review clarity of purpose, structure and opportunities for streamlining. It will be an opportunity to review what works well, and what could work better.
- Think of other ways of managing resources and use other partners. The Board is doing a good job of steering the Board safely towards the new safeguarding arrangements. Keep it unchanged!
- Improved learning as the themes are recurrent
- I think that this is the right time to change the focus and priorities of the sub-groups
- Greater public engagement in local safeguarding issues.

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.

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 Board and Business Groups' Challenge Log has continued throughout the year and has provided evidence of the respect and joined up working by both Groups. At the end of this reporting period, the Board agreed that the need for a formal challenge log was no longer required as this was now 'business as usual' and members felt that challenge was imbedded in the Board's culture.



Sub Group Reporting

The Board has continued with its 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.

KSCB Sub Groups

The KSCB has 10 formal sub-groups:

- Quality and Effectiveness Group (QE)
- Case Review Group (CRG)
- Child Death Overview Panel (CDOP)
- Learning and Development Group L and D)
- Health Safeguarding Group (HSG)
- Education Safeguarding Group (ESG)
- Policy and Procedure Group (P and P)
- Multi Agency Sexual Exploitation Group (MASE)
- Risks, Threats and Vulnerabilities Group (RTV)
- District Councils' Safeguarding Leads' Group (DCSL)

The chairs of the sub groups are members of the Business Group and they ensure that there is a shared understanding of the roles and responsibilities of each group, with joined up and coordinated work undertaken.

Over the last 12 months, the sub groups have undertaken a review of their terms of reference and, where it was felt appropriate and in the interest of closer and more joined up working with other Boards' (Medway Safeguarding Children Board (MSCB), Kent and Medway Safeguarding Adults' Board (KMSAB) and the Kent and Medway Domestic Abuse and Sexual Violence Executive Group (KMDASVEG) sub groups, meetings have been rationalised.

Examples of this are:

- RTV joint KSCB, MSCB and KMSAB sub group
- P and P joint KSCB and MSCB sub group
- MASE joint KSCB and MSCB sub group

This work is being further developed with the KSCB District Council Safeguarding Leads' Group for this to become a joint KSCB and KMSAB sub group and the Health Safeguarding Group moving towards a Kent and Medway children and adult's sub group. The KSCB Learning and Development Group is in early stage negotiations to work more closely with MSCB and the KMSAB (much of the KSCB E-Learning is already a cross Board training offer). There are also plans to have a closer link with the training related to the work of the KMDASVEG.

This rationalisation has a number of tangible benefits: a more joined up approach to multi-agency and cross discipline learning, and a reduction in the number of meetings attended by partner agency staff who work across Kent and Medway and across disciplines.

What follows are summaries of the sub groups' achievements, challenges going forward and how these challenges are going to be addressed.



Quality and Effectiveness Group (QE)

Key achievements of 2017-18

- QE has developed its understanding of the role of partners and partnership working through a clear programme and oversight of multi-agency audits.
- QE have overseen and conducted 6 audits, including conclusion of the Section 11 Audit, multi-agency audits in relation to Neglect, Early Help, Missing, Child Sexual Exploitation and harmful sexual behaviour. The outcomes have been feedback to the Board and the learning integrated in to the Board's Training Programme
- In response to the challenge from Ofsted to the KSCB in March 2017, we have adopted an approach where individual agencies report on their practice in relation to the key themes identified from each of the last 9 audits and the learning from recent KSCB and National serious case reviews. This is followed up with a discussion-based exercise during QE meetings where learning is shared and areas for development and training identified.
- Individual agencies provide the data that they already collate, and this is presented in a way that provides the overarching re-assurance that children and young people are being safeguarded.
- QE have recently developed a new multi-agency audit process which uses cases which have already been recently audited by either Specialist Children's Services (SCS) or Early Help and Preventative Services (EHPS) and then triangulating the role of each of the relevant KSCB partner agencies also involved in the case. This approach, which will be fully implemented in the 2018-19 audit programme, will enable us to look at the role of the partnership in working together to achieve better outcomes for children.

The greatest challenges for the QE in 2018-19 and how the Group is planning to address them

- The changes at the new front door (the single reception point for requests for additional support from Children's Services) and how these will become communicated to and embedded in the working practice of partner agencies and how the effectiveness of the practice will be evaluated. These challenges will be addressed by:
 - Ensuring that members of QE are part of the front door steering and consultation groups to ensure good communication with partners and schools and
 - Ensuring the ongoing evaluation of the front door with formal reporting back to the KSCB.
- The changes to the new Emotional Health and Wellbeing service and how the new Children and Young Persons Mental Health service provision's (North East London Foundation Trust – NELFT) Single Point of Access (SPA) with interface with the front door into children's services. These challenges will be addressed by:
 - Working with the front door and NELFT SPA to ensure clear communication with all partners about the new relationship with the front door and the KCC threshold document and how this impacts on the provision of services for young people.
- Improving the understanding of a child's journey through the system. These challenges will be addressed by:
 - The development of the new integrated and joined up data set



Case Review Group (CRG)

Key achievements of 2017-18

- The Group received 14 formal case review notifications, 8 related to child deaths and 6 were as a result of serious injuries.
- The Board has published 3 Serious Case Reviews, these are available on the KSCB website - <http://www.kscb.org.uk/procedures/serious-case-reviews/kent-scrs>. More details can be found in the Learning from SCRs, Case Reviews and Child Death Reviews section of this Report.
- Briefing papers for the published SCRs have also been published and are being used by front line staff and managers to cascade the learning.
- In addition to the 1 SCR commissioned this year, there are two ongoing SCRs, and these are projected to be published later in 2018.
- There has been improved cross sub group working on disseminating the learning (Learning and Development) and assessing the impact on practice (Quality and Effectiveness) from SCRs/CRs.
- The Case Review Group and the Learning and Development Group delivered two SCR workshops last year where the Independent Authors presented the findings and learning from published SCRs.

The greatest challenges for the CRG in 2018-19 and how the Group is planning to address them

- Management of the capacity of partner agency staff, particularly Health, to support the undertaking of the Serious Case Reviews and Local Case Reviews. This challenge is going to be addressed by:
 - Coordination of Health agencies by the Designated Nurses
- The ongoing monitoring and scrutiny of agency actions in relation to the recommendations from SCR and ensuring that lessons learnt are making an impact on service improvement. This challenge is going to be addressed by:
 - Undertaking peer reviews of agencies' submissions as to the actions they are taking in response to their own and the Board's recommendations. This will include evidence of service improvement as a result of their actions.
- The continuing challenge of disseminating the learning from the Reviews. This challenge is going to be addressed by:
 - Using different media, such as podcasts, to support the existing workshops, briefing papers and 'need to know' sessions.
- Following the publication of Working Together 2018, the new Child Safeguarding Practice Review Panel (CSPRP) has been established. This panel replaces the previous National Panel of SCR Experts. Alongside the new Panel, new SCR and Practice Review reporting processes are being introduced, with an expectation that the CSPRP will receive notifications in a more timely manner following the undertaking of new Rapid Reviews.
 - KSCB will review its existing processes and update them in line with the new requirements.



Kent Child Death Overview Panel (CDOP)

Key achievements of 2017-18

- All scheduled CDOP meetings have taken place.
- Kent's Safer Sleeping Campaign evaluated and evidence of positive changes in parental behaviour confirmed.
- The number of Sudden Unexpected Deaths in Infants (SUDI)Is reduced significantly from an average of 9 in each of the past 3 years to 5 this year, with only 1 involving co-sleeping. It is difficult to evidence the precise reason for this, but this being a potential impact of the preventative Thermometer card cannot be discounted.
- Together with the Board's Case Review Group, a thematic review of teenage suicides has been commissioned due to the identified increase in numbers of deaths (15 in two years).
- A new function has been developed within eCDOP to enable auditing of the time a case has taken from notification to Panel.
- Kent's eCDOP system is now in use by 57 out of the 90 CDOPs across the country, with NHS Digital procuring it for each of the London CDOPs.
- Kent's approach to the CDOP process has been identified as best practice and is now being replicated across London.
- Work has already commenced in Kent to address the requirements of the revised CDOP guidance published in October 2017.
- A programme of CDOP training sessions and briefings across Kent continue to raise awareness of child death in Kent.

The greatest challenges for the CDOP in 2018-19 and how the Panel is planning to address them

- LSCBs are awaiting the publication of the new CDOP guidance following the move of CDOP from the Department of Education to the Department of Health.
- In order to comply with the revised CDOP guidance, Medway CDOP is required to merge with another CDOP so that a minimum of 60 cases a year are reviewed.
 - It has been agreed that a joint Kent and Medway CDOP should be established so core processes need to be agreed
 - A joint Kent and Medway eCDOP system must be operational by 1 April 2019
- The requirements of the revisions to the child death process represent significant change, both to the existing process and the local governance structure.
 - With no extra resource to achieve the necessary changes, this will be a challenge for KSCB which retains responsibility for CDOP until the new safeguarding partnership arrangements of Working Together 2018 are implemented
- A totally new set of processes and procedures are needed to underpin the new arrangements and the collaboration with Medway,
 - KSCB will be the lead partner to undertake this work



Learning and Development Group (L and D)

Key achievements of 2017-18

- KSCB Programme Development Office awarded BASPCAN/NSPCC's inaugural 'Child Protection Trainer of the Year'
- Cost of multi-agency offer is now fully covered by income from bespoke training
- New courses added to training offer, i.e. Adolescent to Parent Violence (APV), Safeguarding Refresher, Allegations Management and the role of the LADO, Child Neglect Level 3
- Safeguarding, Information Sharing, Data Protection and Consent course commissioned for all social care staff by Medway Council and realising income of approximately £15k
- Additional commissioning request by Medway for 2018/19
- Over 11,000 users completed KSCB e-learning
- Due to the success of the venue strategy, the use of free partner venues has increased realising cost savings
- The number of Associate Trainers has increased, proportionately reducing the number of external trainers needed, realising further financial efficiencies
- KSCB courses achieving minimum evaluation scores of at least 4/5
- Evidence of impact on practice confirmed by independent post-training feedback

The greatest challenges for the L and D in 2018-19 and how the Group is planning to address them

- To develop new courses and update the existing sessions
 - L&D Group members to identify content owners (subject matter experts) to undertake this work
- Each of the District Councils to establish a team of Associate Trainers
- Improve the feedback from single agency trainers
 - Increase number of single agency training audit returns
- Implementation of a new e-learning suite
- Improve relationship with schools in respect of the KSCB learning offer
- Develop a marketing strategy in respect of bespoke offer,
 - Target, in the first instance, at those organisations subject to inspection across all 12 Districts
- Develop a closer working relationship with Kent and Medway Adult Safeguarding Board



Health Safeguarding Group (HSG)

Key achievements of 2017-18

- The Terms of Reference and membership were reviewed, and a regular Chair is now in place with good overall membership of the group
- A HSG work plan which has been put in place and is reviewed at every meeting
- An issues log has been implemented to review any current challenges risks in relation to safeguarding
- A summary of assurance in relation to key areas, including Modern Slavery declaration, Child Sexual Exploitation (CSE) champions, Neglect Strategy, Online Safeguarding and Child Sexual Abuse Pathway was undertaken and results presented to the
- The Health Reference Group (a health operational sub group to the HSG) was relaunched and regular updates have been provided to HSG
- There are regular updates from other KSCB sub groups and presentations from agencies and specialist topics, e.g. CSE Specialist Nurse, Female Genital Mutilation, gangs and serious case reviews

The greatest challenges for the HSG in 2018-19 and how the Group is planning to address them

- Ensuring that health are prepared and able to play a core part in the development on the new local safeguarding arrangements as a result of the Children and Social Work Act 2017.
 - This will be included on the HSG work plan.
- With the number of Serious Case Reviews, Serious Adult Reviews and Domestic Homicides across Kent and Medway, and given the significant resources involved in undertaking these reviews, (particularly for providers who work across the whole county), a key challenge is capacity.
 - This will be overseen by the Designated Nurses and reported in to the HSG.
- A key challenge and priority is ensuring that the learning from Serious Case Reviews is shared and embedded and results in improved outcomes for children.
 - HSG will develop a plan to disseminate the learning from Serious Case Reviews in more accessible formats for front line professionals
- Ensuring that safeguarding and children are at the heart of the developing landscape within health including the STP and local care models we are able to evidence impact.
 - The Designated Nurses, as strategic safeguarding leaders across the health economy, will play a key role in driving the children's safeguarding agenda.
- Ensure that all health partners are responding to developing safeguarding challenges.
 - HSG will further develop the work plan and issues log over the coming year



Education Safeguarding Group (ESG)

Key achievements of 2017-18

- The Group has shifted from being an Early Help and Education sub group to become an Education sub group.
- In line with the Board's Ofsted recommendation, the Group has evaluated the current use of and availability of data which better informs the understanding of the risks posed to children and young people not in school.
- The focus of the Group has shifted to be more closely aligned with understanding the range of safeguarding risks which are present in the lives of children and young people who are not at school, including, but not exclusively, part time timetables (PTT), children missing education (CME), elective home education (EHE), permanent exclusions (P. Ex), fixed term exclusions (FTE), not in education training or employment (NEET).
- The Group has also looked at how the Board can achieve assurance that the 600+ schools in Kent are able to evidence an understanding and adherence to safeguarding practice and process. This has resulted in prioritising those schools who have been judged as 'inadequate' by Ofsted.

The greatest challenges for the ESG in 2018-19 and how the Group is planning to address them.

- From September 2018, many of the education services currently provided by KCC will move into a Local Authority Trading Company (LATCO) – The Education People (TEP). Although TEP will be fully owned by KCC, it will present new challenges in the way that schools colleges and early years settings will engage with the Local Authority in relation to education issues.
 - The Chair of the Education sub group has been involved in the development of the contract specifications and is confident that the relationships are in place to ensure a smooth transition and clear understanding of roles and responsibilities across the two areas. Representatives from TEP are part of the Education sub group.
- There continues to be an issue for schools in relation to the migration of large numbers of families from London into temporary housing in Kent. Work is being undertaken at a very senior to address the associated risks of this migration into certain areas of Kent.
 - The school placement team continues to work closely with schools and settings to manage and mitigate any key risks to placement availability.
- A number of schools are increasingly reporting a negative influence emerging in their settings relating to gang association, affiliation or activity.
 - A countywide multi-agency Gangs Strategy and action plan have been produced. The associated activity will be overseen and monitored by the KSCB Risks, Threats and Vulnerabilities sub group
- Changes to the front door (into children's services) will bring challenges as to how the Local Authority ensures that schools, colleges and early years providers are informed and up-to-date with changes to referral pathways and practice within Children's Services.
 - The Assistant Director of services at the front door will continue to regularly attend the Education sub group to update on progress and outline how the service is engaging with schools, settings and partners to ensure that the new model is fully understood and implemented.



Policy and Procedures Group (P & P)

Key achievements of 2017-18

- Embedding the use of the Policy and Procedure Review Tracker which was developed in 2016/17. The Tracker has ensured the Kent and Medway P&P group have been able to develop a forward Workplan to review all KSCB, MSCB and multi-agency policies and procedures ensuring consistent accessibility. The Tracker has been developed to include the undertaking of Equality Impact Assessments (EqIA) which provides additional diversity assurance. The governance is overseen by the group.
- Improvements in the Group's processes have been made to ensure that all group members consult with appropriate members within their own agencies when developing new policies and updating and refreshing existing policies. The Group also ensures that professionals working within the specialist field of the specific policy/procedure are consulted.
- During 2017/18 the Group's work has included: Adolescent Risk Management (ARM) Procedures, Sexually Active Young People Procedures, Child sexual Abuse (CSA) Pathway, Multi-Agency Thresholds, MSCB and KSCB Neglect Strategy, Care of Unaccompanied Migrant Children and Child Victims of Modern Slavery, Criminal Exploitation of Children and Vulnerable Adults, Children Missing from Home and Care Procedures, Gangs Strategy and Pre-Birth Procedures.
- Consistent and committed partner membership of the group has been maintained during 2017/18. There is 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. During 2018/19, a representative is expected from Kent Police and an uplift in membership from Medway Council partners namely, probable representation from Medway NHS Foundation Trust.

The greatest challenges for the P and P in 2018-19 and how the Group is planning to address them.

- Equality Impact Assessments: It is the intention of the Kent & Medway P&P to ensure that every policy and procedure has a EqIA.
 - The Tracker will assist in monitoring these and policies delegated to other Groups for review will need to ensure that there is an accompanying EqIA.
- Accountability:
 - The Chair of the Kent and Medway P&P will hold partners to account to ensure that all group members continue to consult with appropriate senior leaders of their respective agencies when developing new policies and/or reviewing and updating existing policies to avoid unnecessary drift. Escalation via the KSCB Business Group or MSCB Executive Group will be used where necessary.
- Working with other Board Groups:
 - The Kent and Medway P&P remains committed to working collaboratively with other KSCB sub groups and through the KSCB Business Group to review/update policies.
- Multi-agency Thresholds for KSCB and MSCB:
 - Both Boards have reviewed access to their children's services. Their respective Threshold documents will be launched during 2018/19. To accompany the launches, there will need to be partner briefings and support from Learning & Development.



Multi-Agency Sexual Exploitation (MASE)

Key achievements of 2017-18

- We have further developed our partnership working by merging the Kent and Medway MASE meetings. This is already paying dividends as learning was shared at the first joint meeting that removed duplication of work, which will save time and money providing and enhanced service to protecting children.
- The multi-agency Child Sexual Exploitation Team (CSET) team proudly received the National Working Group (NWG) National 'unsung hero' award for reducing CSE by Chief Constable Simon Bailey, the Nation Police lead for Child Protection. This was in recognition of their safeguarding of vulnerable children and preventing further victims from abuse. I would ask the board to recognise the hard work of the CSE Team.
- The CSET analyst prepares a regular intelligence document that is shared with the relevant agencies. Information shared across agencies continues to grow and has been assisted by the development of the electronic intelligence sharing process.
- The work of the CSE Champions continues to profile the work of MASE, including specific work around the national CSE awareness day.

The greatest challenges for MASE in 2018-19 and how the Group is planning to address them.

- To urgently address the issue of inconsistency within the Kent Adolescent Risk Management (ARM) process. This is the 'tactical' arm of the strategic 'MASE' group and must be effective or it will undermine the whole process.
 - This is being addressed by joint Police and Specialist Children's' Services (SCS) management meetings and building on the SCS piloting of integrated support services for adolescents at risk. This is then to be shared with the KSCB Policy and Procedure sub group and the KSCB.
- Addressing the link between CSE and Gangs.
 - The multi-agency CSET team will shortly be jointed located with the Children and Youth Justice Team at Kent Police FHQ, which includes the Police gang advisor and trainer giving greater insight in to the problem.
- To build upon our recent merging of the Kent and Medway MASE meetings and develop further rationalisation of the Group's work.
 - This will be undertaken by closer liaison with the Risks, Threats and Vulnerabilities Group.



Risks, Threats and Vulnerabilities Group (RTVG)

Key achievements of 2017-18

- The Group reviewed its Terms of Reference and rationalised the membership to ensure that representation was at the right level and all the relevant agencies were included. The group widened its membership and agenda to include representatives from Medway agencies and services for vulnerable adults.
- The group now reports into the Kent and Medway Safeguarding Adults Board and Medway Safeguarding Children Board, as well as KSCB. This ensures that updates are cascaded to the wider workforce and there is a joined-up approach to safeguarding vulnerable people against emerging risks.
- Group meetings have featured three presentations from Kent Police, in relation to their structural changes and the implementation of Vulnerability Investigation Teams, Cyber Crime Protection and the Dark Web.
- The group continued to receive comprehensive updates at every meeting on the key issues of Prevent, UASC, Gangs and Modern Slavery and Trafficking.
- The group took on the responsibilities of the Missing Children Working Group, which dissolved the previous year. Missing Children data and policies have been discussed and scrutinised at every meeting.
- An Online Safeguarding Working Group has been set up, which meets quarterly and reports into the RTV group. This was created due to an increase in safeguarding concerns linked to online use, which also impacts on CSE, trafficking, radicalisation and other risks.
- A major achievement for the RTV group this year was to oversee the development of the Kent and Medway Gangs Strategy. This is a multi-agency commitment to tackling gangs and associated crime across Kent and Medway and will be an important step towards protecting vulnerable people.

The greatest challenges for the RTVG in 2018-19 and how the Group is planning to address them.

- To ensure that trafficking and modern slavery are effectively tackled across Kent and Medway. The Kent and Medway Child Trafficking Procedures are due to be reviewed and the best representatives to work on this will be identified.
 - The group is focusing on identifying a lead within both KCC and Police to develop the local procedures on Modern Slavery and Trafficking, as well as providing updates to the group members to ensure that partner agencies are aware of the challenges facing Kent and Medway.
- The group have identified that many of the UASC population who arrived in Kent over the last few years have now reached 18 years old and have left the care system and entered adult services. This is an emerging risk across agencies in Kent and could impact on the Prevent agenda.
 - The Head of Care Leavers has been invited to a future meeting to explore the extent of the risks and impact on services. This will then be added as a standing item.
- Another task for the RTV group going forward is to effectively manage the Gangs Strategy Action Plan, by identifying data and intelligence to evidence impact.
 - The Gangs Strategy Action Plan will be a standing item on the agenda and appropriate timescales will be assigned to ensure actions are completed in a timely manner.



District Council Safeguarding Leads' Group (DCSGLG)

Key achievements of 2017-18

We have covered a wide range of topics learning from guest speakers and from each other; we have

- Developed case management arrangements to give greater focus to vulnerable people and facilitate local multi-agency vulnerability forums through our Community Safety Partnerships
- Reviewed our approach to addressing the needs of children and young people with a disability refreshing our policies in the light of expert advice
- Contributed to formulation of the Kent and Medway Gangs Strategy bringing local experience and signing up to actions to address prevention and managing the impact of gang activity
- Shared lessons learnt from Serious Case Reviews and identified where this impacts on our operational practice and where this needs to be changed or awareness raised
- Shared good practice between district councils including – self-harm guidance, taxi driver handbook
- Participated in training including for Serious Case Reviews, Individual Management Reviews, Front Door arrangements/thresholds for referrals
- Continued to share and build on our experience for managing the impacts of out of area placement of homeless or otherwise vulnerable families and with our endeavours to engage with placing authorities; this has included working with the KCC public health observatory to undertake analysis of the impact of out of area placements on health and other services; this has been done for Maidstone and the methodology can now be applied elsewhere in the county if needed

The greatest challenges for the DCSGLG in 2018-19 and how the Group is planning to address them.

- Out of area placement of homeless and vulnerable families by London Boroughs with no or insufficient information being provided to the receiving authorities; we will continue to pursue dialogue particularly with London boroughs and especially through the Kent Housing Group and where the issues are particularly acute, strengthen district based multi-agency practitioners' groups to ensure good flow of information
- Clarity of practice for securing consent from families and ensuring that they have sufficient understanding of the extent of information sharing that occurs when a referral is made – in the context of General Data Protection Regulations (GDPR); we anticipate that training planning for the autumn will help resolve this
- Sufficient engagement at a local (district) level with respect to Gangs strategy; we will engage with the strategy lead at KCC to ensure that our wealth of local experience contributes positively to deliver of the strategy and evidence-based evaluation of it
- The operation of Adolescent Risk Management panels – we have raised this matter on a number of occasions and are aware that reviews and pilots are being undertaken; we anticipate being involved in the KCC planned consultation of future arrangements



Additional Reports

Independent Reviewing Officers (IRO) Report

All local authorities have a statutory duty to regularly review the care plan of children in their care within the legislative timescales as set out in the Care Planning and Case Review Regulations (2010). The appointment of an IRO for every looked after child is a legal requirement under section 118 of the Adoption and Children Act (2002) and the subsequent Review of Children's Cases Regulations (2004). The role of the IRO was strengthened in the Children and Young Person's Act (2008) and Care Planning, Placement Regulations and Case Review (2010).

The IRO service ensures that children looked after by the Local Authority have regular reviews to consider the care plan and placement. In the year April 2017 to March 2018, 5055 reviews were chaired by IROs. It is the role of the Independent Reviewing Officer to ensure that the child's views are taken into consideration.

The IRO service is part of KCC's Children, Young Persons and Education (CYPE) and sits within the Specialist Children's Services (SCS) 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 Head of Service for Safeguarding and Quality Assurance who reports to the Assistant Director for Safeguarding and Quality Assurance.

The IRO Service has had a busy year, monitoring care plans for children in care, encouraging children and young people participation at review meetings, providing IRO oversight, escalating matters where there is delay or drift.

What is the service worried about?

- Some children and young people experience placement instability impacting on their ability to make and sustain relationships, attend and progress at school and achieve timely permanence. 11.3% of children in care experienced 3 or more placement moves after they became looked after. The majority of these children are aged between 12 and 17.
- The transition for care leavers has improved but needs to be further embedded using the pathway planning tools, including early discussion and liaison with 18 plus service/adult services/Disability service.
- Some children still experience several changes of Social Worker.
- Sufficiency of foster placement and alternative accommodation options for children and young people particularly in some parts of the county.
- Timely provision of assessment and education for children on Education Health and Care Plans (EHCP).
- Timely completion of pre- meeting reports and preparation for review meetings.

What's working well?

- The total number of reviews chaired by IROs in the year April 2017 to March 2018 was 5055 including initial and additional reviews following a placement change.
- There is clear evidence of IRO challenge to poor care planning and standards using 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 2017/2018, there has been a continued 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 in place and it has 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.
- IRO oversight of care plans has increased with midway reviews/IRO oversight now formally recorded and monitored.
- The IRO service has continued to review and monitor UASC and that part of the National Dispersal Scheme.
- Between April 2017 and March 2018, the IRO service chaired 99.6% reviews within timescale. The IRO service has remained committed to ensure timely completion of all review meetings.
- 95.3% of children and young people participated in their review meetings.
- Children and young people are consistently encouraged to chair or part -chair their reviews.
- IROs have lead roles in key service areas including participation, exploitation, permanence and lifelong links.

What needs to change?

- Pre-meeting reports and consultation forms need to be completed in a timely manner showing the progress of the children based on an assessment of their needs.
- IROs minutes should be child centred and reflect the progress of the child and what needs to happen and by when.
- Continued improvement to early and good communication between the social worker and IRO before the review meeting and between meetings.
- Working collaboratively with social work teams, fostering service and partners in education and health to strengthen placements and achieve permanence.
- Ensure suitable and timely accommodation for young people leaving care.
- Sustaining consistent oversight and monitoring of care plans, challenging drift of delay in achieving permanence for children and young people.
- Reviewing invitation letters to children and young people, foster carers and parents to encourage attendance to reviews and participation.
- 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.
- Learning from disruption meetings needs to be shared.
- 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 and participate in their reviews.



Child Protection Conference Chairs'

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 (CPP) 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 (CP) 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 (including Swale), which are coterminous with the operational social work areas. There are 19 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 2017 and to date has been the continued adoption and embedding 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.

Key headlines:

- The CPCS chaired 2800 conferences in 2017/18, made up of Initial, Review and Transfer-in Conferences. This has been an increase of 438 conferences from last year.
- There has been a rise of 276 children on Child Protection Plans (CPP) from April 2017 through to end March 2018, an overall increase of 23.3 % following Ofsted inspection in 2017
- The CPCS can report that 99.9% of reviews are held within statutory timescales.
- During 2017/18, a total of 684 Children were invited to participate in Child Protection Conferences, of which 346 (50.1%) attended. 167 Children participated via SW (direct work and reports), 32 participated via professionals, 31 via notes of meetings with the CP Conference chair and, for the 116 remaining we do not have any evidence of their participation.

What's working well?

- CP Conference chairs remain committed to the safety of children and have dealt with increased caseloads in line with the increase in children on CPP across the county.
- Accountability meetings continue to a productive interface with the district teams and provide a good forum for a healthy debate



- 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, 43.5% in 2016-17 and 50.1% in 2017-18.
- Parental participation within the child protection process has increased within the last year and our focus on gaining participation from fathers has resulted in an increase in attendance at Conference. 84.2% of Mothers who were invited attended conferences; this is a marginal increase from 83.6%. There has also been an increase in participation by fathers in conferences, 67.2% of invited fathers attended in 2017/18, compared to 65.5% of fathers attending in 2016/17.

What needs to change?

- Ongoing dialogue between district teams and Social Workers to improve timeliness of sharing of Social Workers sharing pre-meeting reports with parents. Kent's performance is at 74.8% of social work reports shared with parents in timescale. This is a decrease of 2.5% from last year. 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 as to why they are in the child protection forum, or how they have progressed or otherwise since the previous conference.
- There needs to be a renewed focus on timescale for the CPCS in completion of CP plans (77.5%) decrease of 2.5% from 2016/2017 and minutes (68.5%) decrease of 16.9% - this has been impacted on by an increase in children subject to CP plans, changes in the support provided for conferences.
- There needs to be continued focus and oversight by CP chairs in relation to monitoring progress of CP plans.
- Police restructure has impacted on quality of police reports and attendance at conferences. This has been raised with the police by the CPCS who subsequently attended a CP chairs county meeting.
- Restructure of minute takers service has impacted on timely invitations to conferences, distribution of minutes and there is work underway to address this to ensure quoracy and timely reports to conferences.
- The CP chairs Quality Assurance Audits, (QAA), completed after each conference, were affected by changes in the electronic recording system in February and March 18, which resulted in several QAAs being lost and has affected the data reporting for participation of agencies in conference. This issue has been resolved since the 1st of April 18 with work underway to embed this QA form into the SCS electronic recording system (Liberi).
- The CPCS continue to engage with the school nurse commissioner as their attendance has suffered due to changes in commissioning arrangements.
- The CP chairs intend to reintroduce Leads to engage with Agencies and improve participation and quality of information being brought into conference.



Local Authority Designated Officer (LADO)

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 contact and referral officer support. LADO officers are senior social work qualified staff who have a background in child protection practice and management. One officer currently is acting up as LADO manager and an agency social worker has been assisting the team since October 2017. The team have tremendous administrative support who work tirelessly alongside the officers to maintain and ensure that the quality of LADO work and advice remains of the standard expected of 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; chaired LADO evaluation meetings as a quality and assurance overview when concerns for foster carers have resulted in a substantiated or unsubstantiated outcome, and responded to frequent Freedom of Information and Subject Access Requests for data linked to the LADO role. The latter requests should not be underestimated in the amount of time that these take. The administrative support within the team has ensured that these requests met statutory timescales and were dealt with procedurally.

Key headlines

- The total number of referrals to the LADO team for 2017-2018 was 2111. This is an overall increase of 114 referrals compared to last year's figures (an increase of 6%).
- The team has managed 669 formal allegations against the children's workforce in Kent. This represents an increase of 13 from the 656 recorded during the previous year.
- The team has managed 1386 LADO-related consultations. This represents an increase of 45 from the 1341 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. Based on last year's consultation figures, the team has seen an increase in the use of consultation of 3%. 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.
- 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
- The team have rolled out allegations management training for the local district teams and there remains 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 the training that the KSCB offer.

What's working well?

- The LADO team continues to have a close working relationship with the Central Referral Unit and this has improved the response times and threshold decisions being made in respect of referred allegations. This is also essential within the integration of the front door services to ensure that the right response is delivered at the right time in relation to allegations against those who work within the children's workforce across Kent.
- The LADO team have a more embedded professional relationship with the district teams and it is believed that raising the profile and the role of the LADO through allegation management training has contributed significantly to this.
- The LADO team have continued positive links with the Fostering Service and have built in internal reviews between the Head of Fostering and the LADO manager. These meetings are useful to both services and helps to cross reference cases held in both teams as to accuracy and response.
- The LADO evaluation meetings are an additional quality and assurance role offered by the LADO service.
- The LADO team have a "window on practice" around the county and can offer support and guidance to county wide colleagues both within the authority and with partner and commissioned services.

What needs to change?

- Whilst the referral form has been a positive change to the team's working practice, there continues to be a need for this to translate to the Allegation workspace on the Liberi. The referral form has now been created on Liberi but with limitations.
- The proposed new electronic administration system, eLADO, if accepted, will ensure that queries in relation to LADO cases are answered quickly and with total confidence and accuracy, as all information relating to a case is held securely in one place.
- Reduction in caseloads.
- The LADO team are currently in the early stages of looking at chairing strategy meetings in consultation with the Central Referral Unit when an allegation is raised against a professional.



Private Fostering

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

This year (April 17/18), Kent Specialist Children's Services (SCS) received 94 notifications of private fostering, with the highest number coming from schools. This notification rate is slightly higher than last year when Kent SCS received 90 notifications. 90 new arrangements started, with the highest number of children being of European origin, other than UK (50). 41 of the children were born in UK, which is a shift from last year when the majority of the privately fostered children were born in the UK. The majority of the new private fostering arrangements were for adolescents, with 71 children aged 14 or older. 15 were aged 10 or below.

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 85.9% which is an improvement from April 16/17 when it stood at 83.9%.

More strategically, there has been a change in how privately fostered children are allocated to Social Workers throughout Kent for assessment and support. Whilst private fostering champions, (nominated senior practitioners and team managers), continue to offer support, guidance and advice to districts, proposed privately fostered children are now allocated for assessment in line with all other children referred to SCS. This is a shift from these assessments having been completed by specific nominated teams.

In addition, a new auditing process has recently been introduced with private fostering moving in line with the SCS monthly online auditing process. Four privately fostered children's cases will be audited per month with direct feedback being offered to allocated social workers and their managers. It is anticipated that this new approach will identify good quality assessments and identify areas where improvement is needed. Proposed Liberi changes have been agreed via the Liberi Operations group and will be implemented as soon as possible. These changes include a redesigned private fostering arrangement assessment record (PFAARs) which is more aligned to the signs of safety model.

The way in which private fostering training is delivered is also being re-designed with online multi-media training packages being written. Face to face training continues to be delivered with regular multi agency sessions via 90-minute KSCB 'need to know' sessions and also on an ad hoc basis within social work districts to improve the identification of privately fostered children and the quality of the proceeding assessments. Awareness raising continues to be a priority of SCS with plans for Private Fostering Week (July 18) being used to communicate with professional partners (via internal communications, letters, email shots etc.) and members of the public (via a press release).



The Coming Year

In line with the Children and Social Work Act 2017, this will be last full year of Safeguarding Children Boards. Working Together 2018 has recently been published and will abolish the statutory function of the current LSCB's and move to the new Multi-Agency Safeguarding Arrangements. This gives the three Safeguarding partners, identified as the Local Authority Chief Executive, the Accountable Officer of a Clinical Commissioning Group and a Chief Officer of the Police, the responsibility for ensuring effective safeguarding, and developing the new arrangements. The plan for this will need to be in place by June 2019, with final implementation by the end of September 2019 at the latest. There are changes to how Serious Case reviews will be managed in future.

Over the transitional year, the Board and partner agencies will continue to work together and focus on fewer key priority areas. These priority areas are being discussed at the time of writing, however and each of the Board's sub groups are involved in this discussion.

We will strive to evidence the impact of the Board's activity, namely around improving front line practice through learning and development, listening to feedback on what works and what needs to improve and by sharing good practice across our partner agencies.

The Board will also play an essential role in supporting the development of the new Safeguarding Arrangements. We will ensure that appropriate consultation takes place with current partners and that the transition is as seamless as possible.



Board membership

The Board met seven times in the period from April 2017 to March 2018. The Board is made up of senior representatives from all the main agencies and organisations in Kent concerned with protecting children.

Independent Chair	100%
Cabinet Member for Specialist Children's Services	84%
Lay Member Representation	100%
Kent County Council	
o Corporate Director, Children, Young People and Education	100%
o Director of Specialist Children's Services	100%
o Director of Public Health	84%
o Director of Early Help and Preventative Services	100%
Kent Police	100%
District Council Chief Executive Representation	84%
CXK	67%
NHS Clinical Commissioning Groups (CCG)	*50%
Designated Health Professional	100%
Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)	84%
National Probation Service	100%

** There was a period of absence for this Board member which accounts for the lower level of attendance*



KSCB Training Report

Kent Safeguarding Children Board continue to offer a comprehensive multi-agency training package available to all staff working with children, young people, and families in Kent. This offer comprises of:

1. Multi-agency (face to face) training
2. E-learning
3. Bespoke (chargeable) training hosted by the requesting organisation

This report gives a detailed breakdown of key element of the training offer.

1. Multi-Agency Training

Table 1: Courses

	2016-2017	2017-2018
Number of topics offered:	36	38
Number of half-day courses:	88	60
Number of full day courses:	23	27
Number of Need to Know Sessions:	20	17
Number of Learning events:	9	2
Total number of courses held:	140	106

Table 1: Due to changes to the KSCB training programme in 2017-18, the number of training courses was lower than that in the previous year. However, the range of topics has increased, i.e. two new courses developed.

Table 2: Attendance Breakdown

	2016-2017	2017-2018
Overall Attendance:	3339	2361
Agency		
Children's Homes	56	58
Childminders	14	10
District / Borough Councils	137	72
Early Year's Settings	394	340
Education	433	249
Fostering	75	80
Health	472	325
Housing	98	81
Kent County Council	797	591
Kent Fire	20	13
Kent Police	58	46
Prisons	4	8
Independent Organisations	119	110
Probation	51	25
Voluntary and Community Organisations	611	353
Overall Total:	3339	2361

Table 2: Attendance figures have reduced as a result of less courses being offered during this period and the impact of the increase in the number of KSCB Associate Trainers undertaking training within their own organisation. Kent Country Council have the highest number of attendees, closely followed by staff from Voluntary and Community organisations.



Table 3: Non-Attendance Breakdown

	2016-2017	2017-2018
Overall non-attendance:	394	198
Agency		
Children's Homes	15	7
Childminders	4	3
District / Borough Councils	10	0
Early Year's Settings	44	39
Education	55	19
Fostering	8	7
Health	57	31
Housing	16	9
Kent County Council	84	53
Kent Fire	0	0
Kent Police	14	2
Prisons	0	1
Independent Organisations	27	9
Probation	3	0
Voluntary and Community Organisations	57	28
Overall Total:	394	198

Table 3: Non-attendance figures have fallen by 50.2% in the last year. Kent County Council employees are the highest non-attendees, followed by those from Early Year's Settings. Non-attendance by Voluntary and Community staff has significantly improved

Table 4: District Breakdown

	District	2016-2017	2017-2018
North Kent	Dartford	0	0
	Gravesham	12	12
	Sevenoaks	3	1
	Total:	15	13
East Kent	Canterbury	31	17
	Swale	4	8
	Thanet	0	1
	Total:	35	26
South Kent	Ashford	19	11
	Dover	4	4
	Shepway	6	1
	Total:	29	16
West Kent	Maidstone	34	33
	Tonbridge and Malling	33	18
	Tunbridge Wells	0	0
	Total:	67	51
Other	Bexley	1	0
	Medway	1	0
	Total:	2	0

Table 4: Breakdown of the number of courses that have been delivered in each of the districts. The majority of courses have been delivered in the Maidstone district, as this is central for all and courses held here are well attended.



Table 5: Multi-Agency Course Evaluations

Number of Evaluation Forms Completed	Average Course Score	Average Trainer Score.
1537	4.5	4.6

Table 5: A total of 1537 evaluation forms have been completed, as a result of 65.1% of attendees completing their evaluation form after training. The number of evaluation forms completed continues to increase over time. All our courses and trainers are scored out of 5.

Table 6: Train the Trainer Courses

	2016-2017	2017-2018
Number Held:	8	6
Subjects:	<ul style="list-style-type: none"> • FGM • WRAP (3) • Designated Staff • Introduction to Neglect • Information Sharing • KSCB Trainer 	<ul style="list-style-type: none"> • Prevent • Designated Staff • KSCB Trainer (Accredited) • Safeguarding Refresher • Introduction to Neglect • Childhood Neglect
Total Trainers trained:	108	60

Table 6: Breakdown of Train the Trainer events held since 2016, and the courses in which Trainers have been trained. The number of Trainers trained this year directly relate to the number of courses held.

Table 7: KSCB Trainers

Agency	2017-2018
Children's Homes	3
Childminders	0
District / Borough Councils	13
Early Year's Settings	25
Education	17
Fostering	4
Health	18
Housing	1
Kent County Council	39
Kent Fire	3
Kent Police	5
Prisons	0
Independent Services	8
Probation	4
Voluntary and Community Organisations	14
Total Number	154

Table 7: KSCB have recruited a significant number of multi-agency trainers to deliver its safeguarding training to partners in Kent. In December 2017, KSCB offered the first accredited Train the Trainer course. Eleven new trainers successfully achieved their Level 3 Award in Education and Training.



2. E-Learning

Table 8

	2016-2017	2017-2018
Overall Completion:	10330	11733
Agency		
Children's Homes	615	927
Childminders	81	82
District / Borough Councils	404	363
Early Year's Settings	1401	2459
Education	3138	2843
Fostering	1016	765
Health	703	483
Housing	76	67
Kent County Council	1523	1552
Kent Fire	158	88
Kent Police	0	0
Prisons	1	0
Independent Organisations	196	370
Probation	66	31
Voluntary and Community Organisations	952	1703
Overall Completion:	10330	11733

Table 8: Since 2016-17, E-Learning completion figures have significantly increased. There has been a greater take up by staff from Children's Homes; Early Year's Settings; Kent County Council; Voluntary and Community organisations and independent organisations.

3. Bespoke Training

Table 9

	2016-2017	2017-2018
Overall number of sessions:	61	72
Course Breakdown		
Child Protection: Basic Awareness	26	18
Safeguarding Refresher	0	3
Child Protection for Designated Staff	6	9
Child Sexual Exploitation	22	9
Information Sharing	1	24
Prevent	1	2
Working with Disabled Children	0	1
Online Safety	0	3
Domestic Abuse	0	2
FGM	1	1
Safeguarding Vulnerable Adults	3	0
Blended Learning – FGM/CSE/DA	1	0

Table 9: The total number of bespoke training events increased by 11 from the previous year. The number of Information Sharing courses have significantly increased due to local demand as a result of national changes to the Data Protection Act, i.e. the General Data Protection Regulations. KSCB's Programme Development Officer is a qualified GDPR Practitioner.

**Table 10:** District Breakdown

	District	2016-2017	2017-2018
North Kent	Dartford	3	2
	Gravesham	1	1
	Sevenoaks	6	0
	Total:	10	3
East Kent	Canterbury	2	8
	Swale	3	3
	Thanet	7	5
	Total:	12	16
South Kent	Ashford	13	13
	Dover	0	0
	Shepway	2	0
	Total:	15	13
West Kent	Maidstone	9	5
	Tonbridge and Malling	9	8
	Tunbridge Wells	4	2
	Total:	22	15
Other Local Authorities		2	25
		2	25

Training Finance

Table 11: Bespoke Training

	2016-2017	2017-2018
Income:	£22100	£33049
Expenditure:	£5035.86	£2638.80
Total Income:	£17,064.14	£30,410.20

Table 12: Multi-Agency Training

	2016-2017	2017-2018
Expenditure:	£38,647.87	£24,721.42
Estimated Non-attendance Income:	£25,050	£13,550
Total expenditure:	£13,597.87	£11,171.42

Tables 11 & 12: The total expenditure for both bespoke and multi-agency training has reduced significantly due to increased use of new KSCB Trainers and Associate Trainers to deliver courses, reducing the number of external trainers commissioned. The total income from Bespoke Training shows an increase of £13,346 (78%) from the previous year. Expenditure on multi-agency training has been further reduced by the success of the 'free venue strategy' i.e. the use of partner venues instead of those for hire, realising savings of £11,500 (46%). The estimated income for multi-agency training directly relates to the number of non-attendees' penalty charges. KSCB's efforts to improve attendance have proved successful but have resulted in less income. (Note: this income can only be estimated due to the dependence on KCC Debt Recovery for successful retrieval of funds which can take some time.)



Financial Summary

The position in respect of KSCB's training offer is very positive:

- The total cost of delivering 106 courses annually is £11,171, equating to approximately £105 per course.
- Each course accommodates 25 delegates, so the per capita cost of training is £4.20, which represents extremely good value for money.
- Bespoke income of £30,410 entirely covers the cost of the multi-agency training offer, (£11,171), with a surplus of £19,239.
- This surplus covers the net cost of one of the KSCB Training Administrators
- There are further efficiencies to be realised in the next reporting period.