Annual Report 2014/15 and Business Plan 2015/16

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Introduction
By Dave McCallum, Independent Chair

I have had the privilege of chairing Gloucestershire Safeguarding Children Board since June 2014. This Annual Report is a statutory requirement. It must provide a rigorous and transparent assessment of safeguarding services locally; identify areas of strength and weakness, including the causes and action being taken. The report must list the contributions both financial, and in kind made by member organisations and what it has spent during the year. This report is structured and worded so that it can be understood by interested members of the public as well as involved professionals (a summary document is also available).

The truth is that we all have an important stake in the safety and welfare of our children because children who grow up safely are much more likely to thrive and achieve their full potential. They are less likely to require expensive specialist interventions. Whether it is enshrined in law or not, we all have a responsibility to safeguard and protect the welfare of children.

The organisations that have key roles in safeguarding children are mainly within the public sector or charitably funded. Nationally and locally, these organisations have suffered increasingly serious funding cuts for a number of years and, among the consequences of those cuts, it would be reasonable to be wary that reductions in capacity might have an adverse effect on their ability to perform their safeguarding roles effectively. During these years of austerity, a series of high profile child abuse cases has led to an increasing number of children at risk being identified and, an increased expectation upon the organisations involved to safeguard those children effectively. It all adds up to a need to ensure that safeguarding activity is focused on understanding which interventions work for which children, identifying children’s levels of need quickly and accurately and delivering the right interventions efficiently and intelligently.

Most vulnerable children can be helped to remain safe and well by family members and those within their communities with the right guidance from specialists on occasions. Some children with more complex needs require specialist help and children suffering or at risk of abuse and neglect require child protection interventions to safeguard them. The needs of those respective children must be identified quickly and the right interventions delivered. If children at risk are not protected, they will be abused or continue to be abused. If children with lower level needs are referred to child protection services, those services will be deluged, their time will be wasted and the children’s needs will not be appropriately met.

This report sets out how GSCB organises itself and how it links with other important strategic groups. It looks at how effectively GSCB has dealt with identified priority areas, what funding it received and how that money was spent and, most importantly assesses how effectively it discharged its objectives. The report documents the journey of children through the various systems depending on their level of need before concentrating on responses to children with specific additional vulnerabilities. It then examines how it has discharged discrete aspects of safeguarding such as responding to child deaths and using those deaths and serious child abuse cases to learn, improve practice and therefore outcomes for other children in the future. This section also includes how we ensure that only safe people work with children and how we manage allegations against those people. Finally, future challenges are identified, what we have identified as key priorities for next financial year and what we will seek to achieve.

GSCB has been very active throughout the year and that activity is summarised within this report. There has been considerable training and awareness raising and there is significant evidence that this is having a beneficial effect on practice. A detailed audit of the multi-agency responses to children who have been the subject of child in need plans demonstrate improvements in practice since the last such audit. There has been considerable work done to identify and safeguard children suffering or at risk of child sexual exploitation. Children themselves are more aware of sexual exploitation as a result of the showing of the “Chelsea’s Choice” drama in schools across Gloucestershire. The value of Multi-Agency Safeguarding Hubs as good safeguarding practice has been recognised widely in recent years owing to the potential for better cohesion between responsible organisations and GSCB has...
provided leadership to the establishment of an effective Multi-Agency Safeguarding Hub through the Multi-Agency Safeguarding Hub Project Board.

In terms of the impact that GSCB has had on the welfare of children, there is a plethora of excellent activity in this report and evidence that this activity has had the effect of developing practice and will doubtless be improving outcomes for children. However, the focus of Board activity is now particularly on identifying what the actual experience is of children in safeguarding processes; what works well for them and what may be less effective. One serious case review was completed during the year and illustrated the need to a particular focus on identifying and responding to the chronic neglect of children. Much awareness raising work has been done since this case and the report provides evidence of improved recognition and response to neglect. Use by professionals of the Common Assessment Framework as a means of identifying and responding to children whose welfare may be being compromised has reduced significantly through the year. There has been analysis done to identify why this has occurred and how those children’s needs are being met through alternative action.

I would like to acknowledge the contribution of a number of individuals. Roger Clayton chaired GSCB until I was appointed. Roger provided committed leadership and worked closely with me to ensure a smooth handover into the role. I would also like to thank Phil Sullivan who retired during the year. Phil was an active Board member and Chair of the Workforce Development Sub-Group. Stroud District Council is now represented on the GSCB by Joanne Jordan. I would also like to thank Trish Jay from 2gether NHS Foundation Trust for her significant contribution to the GSCB. Trish has moved on to pastures new and I welcome Marie Crofts, who has taken over Trish’s role to the GSCB. The contribution of the Ambassadors for Vulnerable Children and Young People has been outstanding during the year. They have supported the work of the GSCB in a number of ways and were fundamental to the success of the GSCB roadshows this year. Lastly I would like to welcome the new Lay Members to the GSCB and look forward to working with them both going forward.

Dave McCallum, GSCB Independent Chair
April 2015

Who should read this report?

The GSCB Annual Report is a key document of the Gloucestershire Safeguarding Children Board and sets out what has been done during the year, why we have it, what difference has been made and what needs to happen next in the Board’s work to coordinate and help ensure the effectiveness of safeguarding arrangements in Gloucestershire.

Chief Executives, Chairs of Local Strategic Partnerships (such as the Health and Wellbeing Board, Gloucestershire Children’s Partnership and Community Safety Partnerships), senior leads of local provider agencies, local commissioners and all GSCB members should read this report.

Operational Managers and frontline practitioners should be provided with a copy of the summary report, which has been produced in partnership with the Ambassadors for Vulnerable Children and Young People. This will help raise awareness of the work that has been undertaken by the Board during the year to ensure that we all work together to achieve the desired safeguarding outcomes for children and young people.

This report and the summary report will also be published on the GSCB website at www.gscb.org.uk to provide a transparent account of the work and objectives of the GSCB.
Thoughts from the GSCB Lay Members

An advert in the local paper piqued my interest, Child Protection is an area in which I have had a long standing interest, and the brief details put in the advertisement made me feel it was a role which I could fulfil. Further detailed discussion with the Business Unit in Shire Hall confirmed this feeling, and I was encouraged to put in an application. The Interview for the post was testing and demanding, which I felt helped to emphasise the importance of the role.

I see the role of a Lay Member on the GSCB as slightly different from the other members of the Board as I do not represent an Organisation or an Institution, which works directly with children, young people and their families. It is almost more incumbent upon me to keep up to date and knowledgeable about safeguarding issues, matters with which others are often dealing on a day to day basis. As a Lay Member I read reports, listen to presentations and note the Minutes as an ‘ordinary member of the public’. My job is to ‘jargon bust’ if necessary, I am not familiar with the accepted vocabulary and expressions used by professionals in the field. I also seek clear explanation, and evidence, on how aims and plans have been achieved.

It is all still very new and very challenging. The potential time commitment could be great, not forgetting the research, updating and training that must be done. I get great support from the Business Unit at Shire Hall, confident that I can ask any question no matter how simple! I look forward to growing into my role.

Shelagh Woodhouse

I am one of two newly appointed Lay Members of the Gloucestershire Safeguarding Children Board. Completely by chance, I saw an advertisement for the post in a local newspaper and was attracted by the question: “Are you passionate about the safety and well-being of Children and Young People in Gloucestershire?” to which my immediate response was ”Yes”. I sent for the information and after careful deliberation decided to apply. Following a selection process, including an interview, I was appointed as a Lay Member of the Board in January 2015.

So far, I have attended one Business Planning Meeting, one Board Meeting and met Alison Croft and Izzy Dougan to discuss the role of a Lay Member and my training needs. I have attended an Inter-Agency Child Protection Course and also taken on the additional role of Champion for Children and Young People with Disabilities. My first impression of the Board has been of its complexity and enormous responsibilities and I have to admit to being somewhat daunted by becoming a member of such an important group of people.

I believe that my role as a Lay Member is to try to ensure, on behalf of the people of Gloucestershire, that all the organisations represented on the Board are doing everything within their power to ensure the safety and well being of the children and young people of the county and I sincerely hope that I will be up to the job. I know that I have a lot to learn, not least the meaning of the many acronyms used in meetings and reports! However, I have already received a very warm welcome and a lot of support from the staff of the GSCB and with their help, I hope to be able to contribute as much as possible to the work of the Board.

Rachel Ball
Section 1:
The GSCB’s Responsibility to Coordinate Safeguarding and Promote the Welfare of Children

1.1 Living in Gloucestershire

Gloucestershire covers 1,025 square miles and has a population of 605,654 of which 137,479 (22.7%) are children and young people aged 0-19 years[1]. A significant proportion of the county’s population of children and young people (41.4%) live in the urban districts of Gloucester and Cheltenham which have areas in the most deprived 10% nationally.

According to the 2011 census 7.6% of 0-19 year olds were from a Black or Minority Ethnic Group. This proportion is considerably lower than the national average of 21.1%[2]. The child population of Gloucestershire is becoming increasingly diverse; in 2011 around 10,300 0-19 year olds were from a Black or Minority Ethnic Group (7.6%). This has increased since 2001 when 6,300 people or 4.6% of 0-19 year olds were from a Black or Minority Ethnic Group. The number of 0-19 year olds classed as “white other” which includes migrants from Europe, has also increased from 1,725 people in 2001 to 3,600 in 2011.

Outcomes for most children and young people in Gloucestershire are good and getting better. Educational performance is above the national average in Key Stage 2, for pupils achieving five or more GSCE grades A*-C (including English and Maths) and attaining Level 3 qualifications. The attainment gap at Key Stage 2 is reducing. However, demand for all specialist services remains high and there is a significant gap in attainment between vulnerable children and their peers.

As at the end of March 2015, there were 429 children and young people subject of a Child Protection Plan and 522 Children in Care in Gloucestershire.

1.2 What is Gloucestershire Safeguarding Children Board (GSCB) here to do?

Every local authority area must have a Local Safeguarding Children Board. This is a requirement through Section 13 of the Children Act 2004 and Working Together to Safeguard Children 2015.

Gloucestershire Safeguarding Children Board (GSCB) is responsible for coordinating what is done by each person or organisation represented on the Board for the purposes of safeguarding and promoting the welfare of children in Gloucestershire - and making sure that what they do is effective.

The GSCB is made up of senior representatives from many organisations, including the County Council, District Councils, Police, 2gether Trust, Gloucestershire Care Services, Gloucestershire Hospitals Trust, Gloucestershire Clinical Commissioning Group (CCG) and education settings.

For a full list of membership please see Appendix 1.

1.3 How does the GSCB work?

The Board has a number of statutory functions, which include:

- Making sure that safeguarding policies and procedures are in place
- Communicating the need to safeguard children to professionals, parents/carers, children and young people and the general public – “Safeguarding is Everyone’s Responsibility”
- Evaluating the effectiveness of what is being done to safeguard children in the local area
- Participating in the planning of services for children who live in the local authority area
- Making sure that we learn lessons from Serious Case Reviews and change the way that we do things as a result

The GSCB does not control how operational work is carried out; it holds relevant agencies and organisations to account for the effectiveness of their safeguarding services for Gloucestershire’s children.

The Executive of the Board is the committee that oversees the work of the sub groups, feeding information up to the larger Board. In the other direction, it takes information, ideas and concerns from the Board and considers how these should be actioned and which sub groups should be responsible. The Executive has the same Chair as the Board and is made up of senior officers from key partner agencies. In addition, the Chairs of each of the GSCB Sub-Groups now sit on the Executive, which has enabled stronger links to be made and provided clarity on roles and responsibilities.

1.4 What do the GSCB Sub Groups do?

The Workforce Development Sub Group ensures that learning from local and national Serious Case Reviews is shared across the workforce and develops the quality of our workforce and measures the effectiveness and impact of multi agency safeguarding training.

The Multi Agency Quality Assurance Sub Group evaluates work done by GSCB partners to make sure that everyone works well together and that what they do makes a positive difference for the safety and welfare of local children and young people.

The Child Death Overview Panel Sub Group (CDOP) reviews child deaths in the county and is responsible for development of arrangements around Child Death.
The **Communications Sub Group** of the GSCB and Gloucestershire Safeguarding Adults Board (GSAB) is responsible for making sure that safeguarding messages and learning are communicated in the most effective way possible, both to professionals working with children and young people and the wider population.

The **Serious Case Review (SCR) Sub Group** is responsible for advising when a Serious Case Review should be considered and managing the process. The SCR Sub-Group is also responsible for contributing to the production of the multi-agency response plan and advising GSCB Sub-Groups of their actions once the plan has been signed off by the GSCB. This Sub Group includes members from the Child Death Overview Panel Group.

The **CSE and Missing Children Sub Group** monitors and evaluates the quality and effectiveness of the county’s approach to identifying and tackling child sexual exploitation (CSE) and also the responses for children who go missing.

The **Policy and Procedures Sub Group** meets when required to review policies and procedures from the South West Policy and Procedures Group and to determine if any local policies need developing.

The **Education and Learning Sub Group** is responsible for ensuring that all educational settings including Early Years, Maintained, Special and Independent Schools, Academies, Colleges and Learning/Training Providers are working in line with GSCB priorities and Ofsted requirements.

During the year, a Task and Finish Group was also in place to undertake specific work:

1. **Substance Misuse Task and Finish Group**
   - set up to examine the extent of issues in Gloucestershire, how best to educate professionals to recognise issues, give young people the tools to recognise when they are in a risky situation and a process for referral.

The diagram on the next page shows the structure and groups within Gloucestershire Safeguarding Children Board.
GSCB Governance Structure

GSCB Board – Independent Chair, Dave McCallum

GSCB Executive Committee – Strategic Leaders and Sub-Group Chairs

- Multi Agency Quality Assurance – Cathy Griffiths
- Serious Case Review – Vicki Butler
- Child Death Overview Panel – Helen Crystal/Sola Aruna
- Education and Learning – Jane Bee
- CSE/ Missing Children – Steve Bean
- Policy and Procedures – Alison Croft
- Communications – Alison Croft/Ann Gribble
- Workforce Development – Carol Oram
1.5 How does the GSCB fit with other Partnerships?

The GSCB is a part of wider partnership arrangements. For example:

1) The GSCB is an equal partner to the Gloucestershire Children’s Partnership.

   The Children’s Partnership includes a priority about keeping children and young people safe ...  
   ...the GSCB focus is on safeguarding children and young people.

   The work of the GSCB therefore contributes to the Children's Partnership goals of improving the wellbeing of vulnerable children. The GSCB has the authority to challenge the Children's Partnership and to call representatives to account for safeguarding activity.

   What difference does it make?

   The GSCB has acted as a ‘critical friend' to the Gloucestershire Children’s Partnership throughout the development of the new Children and Young People’s Partnership Plan (CYPPP) for 2015-2018. This has included discussion and debate at the Business Planning Day as well as a key focus throughout the year on Gloucestershire’s Early Help ‘Offer'

2) GSCB works alongside Gloucestershire’s Health and Wellbeing Board (GHWB).

   The GSCB contributes to the Health & Wellbeing Board goals to improve the wellbeing of all children and young people...  
   ...the Health & Wellbeing Board role includes evaluating GSCB contribution to the wider health and well being agenda.

   The Health and Wellbeing Board led on the production of a Domestic Abuse Commissioning Strategy in 2014. The GSCB were consulted during the production of the strategy, which is aligned to the Levels of Intervention Guidance produced by the GSCB in 2014. The final Strategy was presented to the GSCB where it was agreed that the HWBB would provide an annual update report to the GSCB on implementation of the strategy.

3) The GSCB is aligned to the work of the Gloucestershire Safeguarding Adults Board

   During the year regular alignment meetings have taken place between the Independent Chair of the GSCB and the Independent Chair of the GSAB. These meetings help identify cross-cutting themes and opportunities for joint working. For example, the Communication Sub-Group is a joint Sub-Group of both Boards and there is also close alignment between the Workforce Development Sub-Groups.

   This Annual Report is therefore submitted to all the above Partnerships, as well as The Chief Executive, Leader of the Council and the local Police and Crime Commissioner. It is part of the way that the GSCB accounts for its work, celebrates good practice and raises challenge for partners to address.

   Members of the GSCB provide a wide range of representation on other partnerships. This includes the Gloucestershire Children’s Partnership, Safeguarding Adults Board (GSAB), MAPPA, (Multi-Agency Public Protection Arrangements) and the Gloucestershire Domestic Abuse and Sexual Violence Commissioning Steering Group. This in turn strengthens mutual support and challenge. During 2014/15 the GSCB also developed links with the Prevent Partnership Board to raise awareness of the risks to children and young people from radicalisation and violent extremism and to ensure that all agencies are aware of the action that they need to take.
1.6 Summary of GSCB Activity during the year

The GSCB had four agreed strategic objectives during 2014/15. All activity of the GSCB and its Sub-Groups was based around these strategic objectives:

- Communicate the need to safeguard and promote the welfare of children
- Ensure Agencies are holding each other to account: Evaluating how well partners are working together to safeguarding children and young people, building on good practice and challenging poor.
- Ensure the safeguarding needs of particularly vulnerable children and young people are being addressed
- Ensure that Multi agency learning, is used to improve working practice and is monitored though Multi Agency Quality Assurance and healthy challenge.

The GSCB had robust reporting mechanisms in place throughout the year through the provision of quarterly status updates from each Sub-Group Chair, which were presented to, and discussed by the GSCB Executive. This ensured that there was oversight of the activity schedules set out in each Sub-Group Business Plan, linking in to the GSCB Business Plan. Members of the GSCB came together at the Business Planning Day to reflect on the activity that had been undertaken to safeguard and promote the welfare of children during 2014/15.

As part of the GSCB’s role of ‘understanding itself’ it is recognised that more work needs to be done to be able to confidently measure the impact that the Safeguarding Board is having on the lives of children and young people in Gloucestershire. This is an area that will continue to be developed in 2015/16.

The key achievements of each of the GSCB Sub-Groups as well as areas identified for further developments are evidenced in the tables below.

**Communication Sub-Group**  
**Chair: Alison Croft and Ann Gribble**

**Purpose of the Group:** Responsible for making sure that safeguarding messages and learning are communicated in the most effective way possible, both to professionals working with children and young people and the wider population.

**Key Achievements:**

- Worked with the Ambassadors for Vulnerable Children and Young People to scope out a campaign to raise awareness of child sexual exploitation
- Based on feedback from children and young people the GSCB website has been reviewed and updated to ensure that high quality information is provided in an accessible format.
- Shared learning from local Serious Case Review through a ‘Sharing the Lessons’ poster which was sent out as a GSCB alert and via the Comms leads in all partner agencies
- Embedded learning from Serious Case Review through GSCB Roadshows. Positive feedback was received from those who attended about how the learning would impact on their practice
- Raised awareness of the GSCB by having a stand at the Gloucestershire Hospitals safeguarding event
- Produced a young people friendly Business Plan and Annual Report to highlight the role
of the Board and the priority areas for 2014/15

- Raised awareness of CSE as part of the 16 Days of Action Campaign through GSCB alert, and media ‘tweets’

- Effectively communicated the revised Levels of Intervention guidance, which has resulted in practitioners across the workforce having an increased awareness of levels of intervention and using the guidance to aid decision making

Areas for Future Developments

- Review the structure of the GSCB/GSAB Communication Sub-Group to make sure that there is the right mix of operational professionals and communication specialists involved

- Introduce new ways of sharing safeguarding messages with hard to reach groups

- Develop new communication tools for the GSCB e.g the use of Twitter and Instagram

- Continue to involve young people in our communication activity wherever possible and appropriate

Education and Learning Sub-Group

Chair: Jane Bee

Purpose of the Group: to ensure that all educational settings including Early Years, Maintained, Special and Independent Schools, Academies, Colleges and Learning/Training Providers are working in line with GSCB priorities and Ofsted requirements.

Key Achievements:

- Themed the Designated Safeguarding Lead Forums in 2013/14 to promote Early Help and the Voice of the Child. Building on this, the 4 Keeping Children Safe in Education briefings held in July and October 2014 focused on the need for schools to have a coordinated offer of Early Help. Information on what is meant by this has been discussed in the Education and Learning Sub-Group and disseminated to schools.

- Delivered a drama called “Chelsea’s Choice” to over 9,000 pupils. 98% said it made them more aware of CSE

- Enabled the GSCB to measure whether schools have a documented Early Help Offer through the annual review of whether schools are meeting their safeguarding responsibilities (Section 175/157)
- Promotion of the ‘Nobody understands’ sticky labels which offer practical support helplines to children contemplating harming themselves

- Rewritten, sent out and collated the safeguarding review (S175) for educational settings so that it is in line with GSCB priorities and Ofsted requirements

- The role of schools in preventing CSE is included in the Gloucestershire CSE strategy. Schools have been trained in the use of the CSE Screening Tool and members of the Education and Learning Sub Group are currently being consulted on the updated tool. The Chair of the Education and Learning Sub-Group sits on the CSE and Missing Children Sub Group of the GSCB.

- All schools have been provided with leaflets endorsed by the police to explain Female Genital Mutilation (FGM) and what to do if they have a concern.

- All schools have been advised of the Home office online training on FGM and asked that at least one member of staff in school completes the training and disseminates to other staff in order to recognise signs and act before abuse is perpetrated or the child removed from the UK. The police lead for FGM spoke at a forum for secondary schools to reinforce this message. All schools have been provided with the police contact details and asked to refer cases through to the Children’s Helpdesk and the Police.

- Following a specific question about domestic abuse (DA) between young people in the schools safeguarding review (S175), and in response to a Serious Case Review, we provided an event for secondary schools called ‘Safeguarding and Early Help’. At this event we re-launched the Gloucestershire Healthy Living and Learning Curriculum Resource ‘Teenage Relationship Abuse’ and launched for the first time, the second part of this, ‘Give and Get’, which deals with the difficult issue of consent. 85 attendees were shown a play called *Behind Closed Doors* to highlight the importance of recognising such abuse and were also provided with a pathway for schools which includes prevention, action and resources. This pathway was endorsed by the Gloucestershire DA lead and by Gloucestershire Domestic Abuse Support Service (GDASS). We also used the opportunity to remind schools of their responsibilities to both help prevent and to react to all of the wider issues in Keeping Children Safe in Education and its update in 2015.

**Areas for Future Developments**

- Further work with schools to increase awareness of the Prevent Strategy and identifying children and young people who might be at risk of radicalisation and/or violent extremism

- Address areas of weakness identified through the 2014/15 schools safeguarding review (S175) for educational settings

- Ensure the Early Help Offer is published by all schools and Educational Settings for safeguarding
**Workforce Development Sub-Group**
**Chair: Carol Oram**

**Purpose of the Group:** to implement the training and evaluation strategy to ensure that all workers in contact with children and young people and their parents/carers receive quality safeguarding training which makes a difference to their practice.

**Key Achievements:**
- Highlighted the importance of listening to the views and experiences of children and young people to over 500 professionals who work with children in Gloucestershire through a presentation and workshop, designed and led by the Ambassadors for Vulnerable Children and Young People at the GSCB Roadshows in December 2014.
- Delivered a revamped ‘Train The Trainer’ programme to 14 professionals across a range of organisations working with children and families. The programme received excellent feedback from those who attended, especially in relation to improved confidence, increased skills and the level of support provided by the Trainers.
- Delivered 13 multi-agency neglect workshops across the county in response to learning from Serious Case Review. Feedback from recent focus group has confirmed that workshops have had a positive impact on professional practice.
- Incorporated learning from local and national Serious Case Reviews into single and multi-agency training.
- Raised awareness of the importance of effective early help through all GSCB multi-agency safeguarding training.
- Developed an Evaluation and Impact framework and reviewed and strengthened the approach to measuring the impact of multi-agency safeguarding training.
- Continued to develop the range of multi-agency courses that are available. A new 1-day CSE Training Course is currently being scoped as well as a 1-day Female Genital Mutilation training course.

**Areas for Future Developments**
- Further develop the tools that we use to measure training impact. The impact of training should be able to evidence the difference that has been made to the safeguarding system in Gloucestershire.
- Identify ways of engaging with hard to reach groups in the community.
- Undertake a thematic audit of Single-Agency training to align with the annual safeguarding self-assessment (S11) process.

*“The roadshow offers a really good grounding of safeguarding children. It also offered an opportunity to further understand key issues by highlighting resources available.”* (Feedback from practitioner)
Multi Agency Quality Assurance Sub-Group  
Chair: Cathy Griffiths

Purpose of the Group: to embed and strengthen the quality assurance framework by undertaking multi-agency audits; holding agencies to account for meeting their safeguarding responsibilities and to produce an analytical performance report on a quarterly basis for the GSCB

Key Achievements:
- Collated and shared thematic findings from the multi-agency Child Protection Focus Group with practitioners via the GSCB roadshows
- Undertaken a Peer Challenge of organisations self-assessments to hold agencies to account in terms of their safeguarding practices and identify further actions for improvement
- A review of GSCB performance framework has resulted in a much broader range of multi-agency and early help performance indicators, which will enable the GSCB to challenge safeguarding practice more robustly
- Undertaken a Deep Dive multi-agency audit of Children in Need which included a practitioner focus group and questionnaire for parents and young people and identified areas of good practice and the development of a ‘top tips’ poster
- Ensured that performance reports have included a performance ‘spotlight’ each quarter to provide more in-depth information on indicators of concern or key performance themes. Performance spotlights have included:
  - Timeliness of Initial Child Protection Conferences
  - Early Help
  - Police Attendance at Child Protection Conferences
- Ensured that the voice of the child is included in all multi-agency quality assurance activity
- Undertaken a review of the Domestic Abuse Deep Dive and MARAC Audit undertaken in 2011 and 2013 to identify whether recommendations have been implemented and have led to improvements in the system

Areas for Future Developments
- Undertake a series of ‘light touch’ audits to measure the quality of core child protection processes
- Hold partner agencies to account for their single agency safeguarding audits and review these on a regular basis to identify recurring themes
- Ensure that children with disabilities are included in all our multi-agency audit activity
# Child Sexual Exploitation/Missing Children Sub-Group

**Chair: Steve Bean**

**Purpose of the Group:** to monitor and evaluate the quality and effectiveness of the county’s approach to identifying and tackling child sexual exploitation and also the responses for children who go missing

**Key Achievements:**

- Produced a Child Sexual Exploitation Strategy and Action Plan based around 5 key priority areas. The Strategy and Action Plan were signed off by the GSCB in December 2014.

- The Police Missing Persons coordinator is now co-located within the Police CSE team and undergoing extensive training relevant for the role. This is already proving beneficial in terms of information-sharing, networking and problem-solving.

- Recruited an interim CSE coordinator for the county. They are co-located with the Police CSE team for three days per week and are reviewing current processes with the intention of establishing a permanent operating model, performance framework and outreach service for the county’s CSE response.

- The Police Public Protection Bureau (PPB) analyst now prepares weekly/monthly spreadsheets relating to CSE & Missing Children to identify potential offenders, victims, locations and emerging patterns. Information is gained from a number of sources/systems in addition to the official CSE screening tools (referrals). These are discussed at weekly PPB intelligence meeting, chaired at Detective Chief Inspector level, with relevant actions, further intelligence development and involvement of partner agencies as appropriate. All meetings are recorded and minuted for clear accountability and audit purposes.

- Work with Public Health to look at CSE within this arena, including sexual health and prevention. This includes discussions to include a health nurse as part of the CSE team and funding for the development of a boys healthy relationships/lifestyle programme.

- The Police took a pro-active approach to the potential increased risk of CSE due to Cheltenham Races and undertook “Letter drops” to licensed premises, taxi ranks, hotels and B and B’s to raise awareness and will likely undertake a further targeted awareness raising exercise during the approach to Gloucester Carnival.

- Raised awareness of CSE through the National ‘Helping Hands’ CSE Awareness Day on the 18th March. This included communications through a GSCB alert, awareness raising across partner organisations, and social media tweets.

**Areas for Future Developments**

- A CSE Management Oversight Group is currently being developed which will ensure governance arrangements are in place and will provide oversight of the CSE process and the work of the team. This group will include social care, commissioning, Prospects and Public Protection Bureau. The focus of this group will be performance, outcomes, governance and challenge.

- Action plan to be reviewed in light of the Oxford report/recommendations to ensure the plan is responsive and is fit for purpose.

- Looking to increase the provision of group programmes – to target identified “hot spot” areas and links to schools. An additional boys programme is being developed to provide targeted work around engaging with boys around healthy lifestyle/relationships.
Policy and Procedure Sub-Group  
Chair: Alison Croft

**Purpose of the Group:** To ensure that the GSCB alongside South West Child Protection Procedures develops and maintains high quality safeguarding policies and procedures.

**Key Achievements:**
- Used a Task and Finish approach to review and update the Gloucestershire Levels of Intervention Guidance, which was endorsed by the GSCB in May 2014.
- Reviewed and updated the GSCB Escalation Policy in May 2014 to ensure that it is consistent with South West Child Protection Procedures and the GSAB Escalation Policy.
- Reviewed the common core standards for Safeguarding Practice Reflection to ensure that all agencies have an agreed understanding of the standards and what should be included in Safeguarding Practice Reflection sessions.
- Worked with the South West Child Protection Procedures Group to ensure that the South West Child Protection procedures were up to date and in line with Working Together to Safeguard Children 2013.
- Ensured that Gloucestershire is represented on the South West Child Protection Procedures Group and has been actively involved in the re-tendering process.

**Areas for Future Developments**
- Produce a multi-agency chronology guidance document that makes it clear to all professionals working with children, families and vulnerable adults the purpose of a chronology, what should be included and what information should be shared with other professionals and when.
- Review the Gloucestershire Levels of Intervention Guidance to take into account changes to the local delivery structure and requirements in Working Together to Safeguard Children 2015.
- Review of Gloucestershire’s Escalation Policy to ensure that it continues to meet local need and is clearly understood by all professionals working with children and families.
- Continue to work with the South West Child Protection Procedures Group to determine how the South West Child Protection Procedures will be delivered in the future.

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Serious Case Review Sub-Group  
Chair: Vicki Butler

**Purpose of the Group:** To ensure that Gloucestershire Safeguarding Children Board is in a position to effectively learn lessons from all types of reviews, including Serious Case Reviews (SCRs) and to be in a position to effectively assist and monitor changes in working practices that arise from lessons from Serious Case Reviews and other reviews.

**Key Achievements:**
- Adapted our approach to the methodology used for Serious Case Reviews to ensure a proportionate response that maximises the learning opportunities in each individual case.
- Undertaken an additional learning event following the conclusion of the criminal proceedings for SCR 0113 to ensure that all additional information that came to light as a result of the court process was included in the learning.
- Finalised and produced a response plan to SCR 0113 that focused on delivering the
systemic changes that are needed in Gloucestershire to improve practice in relation to dealing with complex neglect cases.

- Used the GSCB Safeguarding Roadshows in December 2014 to share learning from local and national Serious Case Reviews

### Areas for Future Developments
- Ensure that timely decisions are made in relation to all new cases put forward for consideration by the Serious Case Review Sub-Group

### Child Death Overview Panel
#### Chair: Helen Chrystal and Sola Aruna

**Purpose of the Group:** (CDOP) reviews child deaths in the county and is responsible for development of arrangements around child death and sharing learning

**Key Achievements:**
- Undertaken a broad reaching and successful awareness raising campaign as part of child safety week covering the dangers of nappy sacks, blind cords, heavy objects and co-sleeping

- Gloucestershire CDOP continues to work with other CDOPs in the South West Regional CDOP Coordinators Network to raise concerns about children who die abroad. The issues highlighted in a letter sent to the DfE around the lack of information that is available following some deaths, and there maybe risks that some children are taken abroad to be unlawfully killed or they may be still alive and simply not returning to the UK. The letter requests that it should be a legal requirement to notify the British Authorities when a British resident dies and is buried abroad to allow formal confirmation of death and to prompt closure within the UK. This is a good example of collaborative working.

- Produced the CDOP Annual Report, which was presented to the GSCB Executive in December 2014

**Areas for Future Developments**
- Raise awareness of the Child Death Review process with all agencies to allow for greater transparency and understanding of the value of the process and to help engage them with it

- Identify a process to disseminate more of the lessons learnt from Child Death Reviews

### 1.7 How Effective have we Been?

The GSCB must have in place systems to be able to monitor the effectiveness of local safeguarding arrangements and to understand the experiences of children and young people in Gloucestershire. This is a key function of a Local Safeguarding Children Board and one that will be scrutinised by Ofsted when they undertake a review of the GSCB as part of the Single Inspection Framework.

The assessment below sets out how effective the GSCB has been in delivering the work set out through the business planning process and is based on Board discussions during the year, progress against the Business Plan and evaluation during the Annual Business Planning Day.

**a) Governance arrangements and statutory responsibilities**

Working Together to Safeguard Children, 2015 states that “the Chief Executive will hold the Independent Chair to account for the effective working of the LSCB”. This has been effectively managed through quarterly contract monitoring meetings between the Chair and the Chief Executive of the County Council.
The GSCB has strengthened its outward looking approach to making connections with other key partnerships, such as the Gloucestershire Children’s Partnership, the Health and Wellbeing Board and the Gloucestershire Safeguarding Adults Board (GSAB). Although the GSCB and GSAB no longer have the same Independent Chair, regular ‘alignment’ meetings are held between the Chair of the GSCB and the Chair of the GSAB to ensure that cross-cutting themes are identified and opportunities for joint working are maximised.

The Joint Constitution between the GSAB and GSCB has been in place since June 2013. This document clearly highlights the purpose and function of both Boards as well as the roles and responsibilities of Board Members. Due to the significant changes that are being implemented in the GSAB as a result of The Care Act, a full review and update of the Constitution is planned to take place during 2015/16.

Board members were expected to prepare for, attend, and engage in four Board meetings and a GSCB Business Planning Day during the year. It has been pleasing to see the continued range of representation on the Board. Attendance at Board meetings by statutory Board partners is good. However, there are some Board members who do not regularly attend meetings or send a deputy and this is being taken forward by the Independent Chair who has recently requested to meet with each GSCB member on a one to one basis to consider contribution to GSCB functions, organisational impact and feedback on the performance of the Chair and the GSCB Business Unit. A full breakdown of attendance can be found at Appendix 2.

Following a robust recruitment process earlier in the year, the GSCB now has two additional Lay Members sitting on the Board. This is a really positive development and will bring additional challenge and support to the work that is done by the GSCB and its Sub-Groups.

Board members have been well supported by a number of senior professionals who act in the role of advisors and coordinate business support. These include the GSCB Business Manager and the Gloucestershire County Council (GCC) Head of Quality (Children & Young People).

**b) Structure**

The GSCB has a clear structure for its Board, Executive Committee and Sub-Groups, with clear lines of accountability and reporting mechanisms. The alignment between Sub-Groups and the Executive Committee has been strengthened during 2014/15 with the addition of Sub-Group Chairs now sitting on the Executive.

Board, Executive and Sub-Group members have strategic roles in relation to safeguarding, so that they are able to speak with authority on behalf of their organisations and hold themselves and others to account.

The Voluntary and Community Sector (VCS) is represented on the GSCB but it is recognised that it is not possible for one agency to represent the views of the whole Voluntary and Community Sector or be able to hold them to account. The GSCB adopted the Safe Network Standards in Gloucestershire in 2013 to support local VCS organisations. However, there is no longer government funding available to support Safe Network, so although the website will be retained and updated, the local Ambassador role will no longer exist to support organisations with their safeguarding arrangements. The GSCB will need to consider how this will be addressed going forward as it is really important that there is independent Voluntary and Community Sector representation on the GSCB and support available for Voluntary and Community Sector organisations to help ensure that they understand and are meeting their safeguarding responsibilities.
c) Quality Assurance

The Quality Assurance Framework includes internal review and regional peer challenge; the LSCB multi agency audit schedule; serious case reviews; learning from our Online Pupil Survey and our Ambassadors for Vulnerable Children and Young People. The Board has continued to strengthen its approach to Quality Assurance and performance reporting, through the Multi Agency Quality Assurance Sub-Group. In line with the requirements in Working Together to Safeguard Children 2013 (updated 2015), the GSCB has developed and published its Learning and Improvement Framework which includes key principles for learning and improvement and the quality assurance methodology for the GSCB.

Each of the Sub Groups has had clear business plans for the delivery of their area of work, aligned to the GSCB Business Plan. Progress and areas of challenge are reported on a quarterly basis to the GSCB Executive.

The GSCB’s Quality Assurance process continues to be strengthened and a number of multi-agency audits have been undertaken this year. The quarterly performance report has been developed to include a broader range of multi-agency indicators and this work will continue into 2015/16.

The Multi-Agency Quality Assurance Sub-Group of the GSCB has ensured that all audit activity has assessed the extent to which children and young people have opportunities for their views and opinions to be heard in respect of their experience of safeguarding services.

80% of children and young people who were asked their views through the Multi-Agency Children in Need audit felt that Social Workers were really good at doing what they said they would do.

d) Communication

The GSCB has an agreed Communication Strategy in place, which is currently being updated for 2015/16. There have been a number of successful communication activities undertaken throughout the year. The challenge going forward is to ensure that membership of the Communication Sub-Group is strengthened and we are able to evidence the impact of our communication activity. The GSCB has maintained strong links with operational services through regular open communication with safeguarding and communication leads in partner organisations.

The GSCB website has been reviewed and updated on a continuous basis. One of the Ambassadors reviewed the content of the children and young people’s pages and suggested amendments to some of the information that is included, but felt that overall the information is of a high quality and in an easily accessible format. The amount of traffic on the website has increased and this is partly due to better use of the ‘news’ pages to raise awareness of local and national developments and events.

The GSCB Business Unit worked with the Child Death Overview Panel to undertake an awareness raising campaign as part of National Child Safety Week in June 2014. The focus of the campaign was keeping children safe in Gloucestershire and raised awareness of the risks to babies and young children from blind cords, nappy sacks, co-sleeping and heavy objects. Information was displayed in schools, children’s centres, hospitals, District Councils, pharmacies and doctors surgeries across the county. A questionnaire was offered to carers/parents of children attending the Children’s Centre at Gloucestershire Royal Hospital during Child Safety Week. It explored their current safety practices as well as thoughts on the usefulness and impact of the poster campaign.
The GSCB Roadshows in December 2014 were once again, really well received. Participants at each of the 7 events heard about local developments to safeguard children, findings from local and national Serious Case Reviews, the results from the 2014 Online Pupil Survey, and listening to the views and opinions of children and young people. They also participated in three workshops exploring working together in core groups, working with challenging families and listening to the child’s experience.

Overall, Board members have worked well individually and jointly to support communication across the Partnership. However, the Board realises that more needs to be done to strengthen the engagement agenda with hard to reach groups and this will be a focus for the year ahead.

e) Use of Resources

The difficult economic climate continues to provide challenges, but the GSCB has a robust funding formula in place and has undertaken regular financial analysis throughout the year. This has ensured that there are available resources and capacity for the Board to meet its responsibilities. It has also allowed for changes to be made to the budget allocation during the year to respond to particular areas of pressure. The Board and its Business Support Team worked hard throughout the year to keep its costs down and this has been evidenced by the fact that the budget shows an underspend for 2014/15.

The GSCB also strengthened the ‘payment in kind’ formula which is being rolled out and has enabled partners who cannot fund to instead provide training, venues or materials in order to contribute to GSCB resources. During 2014/15 Gloucester City Council, especially, provided a significant number of venues for Executive and Board meetings and the Business Planning Day.

The GSCB is supported by a Business Manager whose post was made permanent during 2014/15. The GSCB is also supported by a full time administrative post, a GSCB Support Officer and a Training Coordinator. Links continue to develop with the admin function of the GSAB to ensure that we make the best use of available resources. Examples would be in relation to arranging Board meetings and streamlining communications that are going out to members of both Boards.

f) Involvement of Children and Young People

Ten Ambassadors for Vulnerable Children and Young People are employed by the Council and are supported by the Participation Team. Aged between 16-25, they bring an impressive range of experience including; support to children in care and care leavers, children with disabilities and through youth support. The initiative has proved hugely successful since their recruitment in May 2013.

The GSCB works closely with the Ambassadors for Vulnerable Children and Young People. The Ambassadors have been involved in a number of projects with the GSCB throughout the year. These have included:

- Review of GSCB website to ensure that the young people’s pages were up to date and in a format that worked for children and young people
- Development of a young people's version of the Annual Report (2013/14) and Business Plan (2014/15)
- Involvement in the Independent Chair recruitment process in April 2014
- The production and facilitation of both a presentation and a workshop at the GSCB Safeguarding Roadshows in December 2014
- Involvement in the Lay Member recruitment process in December 2014
Feedback from the Ambassadors on their work with the GSCB has included:

**Lay member interview feedback.**
The project where I was on the interview panel to choose future Lay Members was a great opportunity for me, not only as a County Council worker but also a member of the public, living in Gloucester City. It gave me the opportunity to help recruit someone who would be a great candidate to speak for the community and say what would benefit families and members of the public in Gloucestershire. It also gave me the opportunity to see what would make a good Lay Member.

I felt very involved in the process from start to finish and felt that my views were as important and equally valued as the other members on the interview panel. It was a privilege to have such an integral role.

**Feedback - interviews for the Safeguarding chair.**
It was an amazing opportunity to be on an interview panel to help employ the new Safeguarding Independent Chair.
The interviews were well organised. I was given all the information I’d need to know prior to the interviews (about a day or two before). I was kept up to date even after the interviews, when the decision was made.
The fellow colleagues on the panel were very clear in what they expected from me. I felt listened to and on the same level as my peers. I have learnt what makes a good safeguarding chair and after full discussion, where my views and opinions were taken into account, we gave the job to the candidate who we all felt performed the best.

The GSCB has also considered information from the Online Pupil Survey to inform its priorities and Business Plan for 2015/16. The Online Pupil Survey is a large scale biennial survey of children and young people which was first conducted in 2006. 23,816 young people completed the survey in 2014. The Online Pupil Survey tells us there have been significant reductions in the numbers of young people who use drugs and alcohol (the percentage of secondary age pupils who report never or only once or twice drinking alcohol has increased from 46% in 2006 to 79% in 2014; the percentage secondary age pupils who have never taken drugs has increased from 89% in 2006 to 93% in 2014). Young people also report feeling safer at school (91% in 2006 to 94% in 2014), and increased confidence that their schools effectively deal with bullying (73% in 2006 to 81% in 2014).

**g) Training – quality and impact**

Safeguarding training in the county continues to support all those who work with children, young people and families to have the skills, knowledge and confidence to carry out their safeguarding responsibilities. Training is delivered to meet the needs of the childcare and adult care workforce so the scope of training includes induction, single agency and interagency training. It emphasises the importance of providing early help and support at every stage.

There has been an extensive programme of interagency training provided this year, which has drawn on national and local evidenced based research, legislation and local trends.

Lessons from local and national Serious Case Reviews (SCR) have been incorporated into our interagency training. Key themes have included the importance of effective information sharing, understanding and awareness of neglect; and the importance of healthy challenge
between professionals. In addition the wider messages on national and local lessons and trends have been disseminated through the GSCB Roadshows held in December.

The interagency training promotes the need to listen to children and be mindful of the ‘invisible child’, to make available where possible offers of early help and signpost to targeted support and specialist services. Participants across the range of courses are supported in the use of practical tools and resources i.e. screening tools and risk assessment checklists.

As part of the role of the Training Coordinator and Workforce Development (WFD) Sub Group all interagency training is regularly reviewed, to ensure that it is current, of a high quality and meets the countywide demand; the following highlights some of the course updates.

- **Child Sexual Exploitation** training has continued to be very well attended with demand increasing sharply in the last six months. This half day training is due to be revised to a full days training early in the new financial year, to incorporate changes to current local policies and local practice.

- **Working Together in Child Protection Conferences and Core Groups** has been revamped this year and re-launched; in response to feedback from practitioners involved in the multi agency child protection focus groups.

- **Disabled Children** training has had further updates this year and benefits from a range of local practitioner inputs including, 2gether Trust, Children Social Care (CSC), Police and ‘Allsorts’, the voluntary organisation which supports parents of disabled children. In line with GSCB’s ‘Disabled Children Action Plan’ targeted training for the Child Protection Chairs and Independent Reviewing Officers in CSC, has also been completed.

- **Young Peoples Substance Misuse** training is successfully delivered as a full day to a range of professionals and as twilight sessions to schools; incorporating local themes, and national themes and includes changing trends to drugs of choices for young people. A full revision of the screening tool is due in the coming year.

- **Neglect workshops** were delivered to staff from a wide range of agencies in both July 2014 and March 2015, to raise awareness of the issues of children living in Gloucestershire who may be experiencing neglect. The training drew on both national and local learning from SCR’s giving practice based guidance and reminders of information sharing and local policies on thresholds. The workshops trained a total of 815 staff.

- **Foetal Alcohol Spectrum Disorder Conference (FASD)** ran in September and was delivered in partnership with Gloucestershire Care Services and the FASD charity. It successfully raised awareness of this issue, the difficulties in identification and diagnosis and the support available to families. A key message to all Local Authorities was to advise - there is no safe limit for alcohol consumption, for pregnant mothers.

The WFD sub group and GSCB Business Unit supported the delivery of the 2014 Roadshows. The focus was on local trends and themes; ‘learning from local and national Serious Case Reviews’, ‘listening to the views and experiences of children and young people’, ‘working effectively in Child Protection Core Groups’ and ‘working with challenging families’. It was well evaluated by practitioners for its practical themes, engaging delivery from skilled practitioners and opportunities to network.

The demand for multi-agency courses is consistently high and we are maintaining our attendance figures across all courses. The total number of staff trained this year by the GSCB through multi-agency training courses, workshops, learning events and the roadshows was 4,458, this represents an increase from last year of 32%.

Further information about the courses delivered over the last year and the numbers of staff attending can be found in **Appendix 3**.
Quality and Impact

A critical function of the Board is to ensure that all partner agencies clearly understand their responsibilities in ensuring their staff receive high quality training appropriate to their job roles and understand the principles of a learning and improvement framework. This is in order that all children living in Gloucestershire are safeguarded from harm and their welfare promoted.

In addition it is the function of the board as stated by WT2015 guidance;

"...to monitor and evaluate the effectiveness of training, including multi-agency training to safeguard and promote the welfare of children"

The Workforce Development Sub-Group (WFD) has continued to develop a methodology and process by which we can more accurately and consistently measure the effectiveness of our safeguarding training and assess the impact of this training on working practices. The group has now launched a ‘Training Evaluation and Impact Framework’ guidance document, to support this ongoing work. Further work is planned by the WFD group to develop the evaluation framework, to include quality assurance tools for single agency training which can feed into the GSCB’s audits and training needs analysis.

The process of measuring impact evaluation of our pre and post course multi agency training is now well established, in this year a lot of work has gone into testing and revamping the evaluation questionnaires for each course, to ensure consistency. We have streamlined our systems so that data from the pre, post and three monthly course evaluations can be more effectively retrieved and analysed.

Advanced Practitioner Training:
The word clouds below show the pre and post course responses to the qualitative questions, the larger the words, the more frequently they appeared in the feedback received.

Q: Is there anything you have learnt today that will change your practice?

Working Together in Child Protection Conferences and Core Groups Training:

Q: Did the course make you feel more confident about your role in child protection conferences and core groups?

“ I will now provide more detailed reports for a conference and will have more confidence in speaking and "voting" on whether a child should stay on a plan or become CIN”

Q: Can you say what changes you have made in your practice since attending the training?

“Clearer recording of analysis relating to assessment”

“Improve the chronology of any reports submitted”
**Child Protection Interagency Training:**
Delegates were given the opportunity to comment on the following statement:

**Q: Is there anything you have learnt on this course that will change your practice?**

“I have gained more confidence in the procedures we have in place and am encouraged to develop the child centred attitude in school”.

“When assessing cases I will think in terms of developmental needs, capacity of parents and the impact of wider family and environment factors”.

“To ALWAYS remember to advocate for children as well as women/men (victims/survivors of domestic abuse)

“Clearer idea of how to proceed and who to contact in the event of a concern - this will help me to guide my staff more easily”.

“Greater understanding of the legislative framework for children (I work in mental health)”

“We are going to add a page of contacts to the governor folder at school, and feedback to the rest of the governors

### 1.8 How was the GSCB funded and what was the budget spent on?

“Working Together to Safeguard Children, 2015” states that all LSCB member organisations have an obligation to provide the LSCB with reliable resources (including finance) that enables the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.

The GSCB budget was set by estimating costs and agreeing a funding formula, where partners agreed what percentage or fixed amount they would contribute.

A separate funding formula was agreed for training, in a way that secures current training provision in a sustainable way, but that has further reduced costs of training for agencies which contribute to the running of that training.

Contributions to resourcing the work of the Board were as follows:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Researched Range of % Contribution</th>
<th>% Recommended to the GSCB</th>
<th>Commitment Made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Authority</td>
<td>31 - 77%</td>
<td>68.3%</td>
<td>£187,487</td>
</tr>
<tr>
<td>Health</td>
<td>8 – 40%</td>
<td>19.4%</td>
<td>£53,200</td>
</tr>
<tr>
<td>Probation</td>
<td>1 – 6%</td>
<td>1.9%</td>
<td>£5,300</td>
</tr>
<tr>
<td>Police</td>
<td>0 – 20%</td>
<td>10.2%</td>
<td>£28,000</td>
</tr>
<tr>
<td>CAFCASS</td>
<td>0 - 1%</td>
<td>0.2%</td>
<td>£550</td>
</tr>
</tbody>
</table>

**£274,537**

The estimated budget to support GSCB activity in 2014/15 was £275k. The GSCB monitored spend through regular budget monitoring by the Business Unit and quarterly reports on spend to the Executive and Board. Significant savings were made due to a reduction in office costs, reduced spend on venue hire for meetings, good financial monitoring and staff vacancy savings. The Board recognised that not all partners would be able to contribute financially. A significant number provided resources ‘in kind’ through extensive work on GSCB Sub Groups, provision of venues or initiatives at locality level.
<table>
<thead>
<tr>
<th>2014/15 Budget: Funding the GSCB Statutory Functions and Business Plan</th>
<th>The Cost Elements That We Planned For</th>
<th>Original estimate</th>
<th>Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GSCB Business Plan Priority One:</strong> Sustaining and Improving the Board’s effectiveness.</td>
<td>Work of the Independent GSCB Chair; Lay Members; Catering &amp; Venue Hire; GSCB Business Support Staff activity, salary &amp; training; travel; office costs</td>
<td>£194,640</td>
<td>£177,800</td>
</tr>
<tr>
<td><strong>Statutory Function:</strong> Communicating the need to safeguard and promote the welfare of children and participate in local planning</td>
<td>Shared learning events and communications</td>
<td>£3,000</td>
<td>£2,775</td>
</tr>
<tr>
<td><strong>Statutory Function:</strong> Undertaking a Serious Case Review where abuse or neglect of a child is known or suspected, a child has died, or been seriously harmed, and there is cause for concern as to the way in which the authority, their Board partners or other relevant persons have worked together to safeguard the child.</td>
<td>Serious Case Reviews; Other Case Reviews</td>
<td>£32,000</td>
<td>£31,263</td>
</tr>
<tr>
<td><strong>Statutory Function:</strong> Developing local policies and procedures as specified in the regulations for how the different organisations will work together on safeguarding and promoting the welfare of children.</td>
<td>Contribution to the South West Child Protection Procedures</td>
<td>£1,500</td>
<td>£750</td>
</tr>
<tr>
<td><strong>Statutory Function:</strong> Reviewing the deaths of all children who are normally resident in their area and put in place procedures to ensure that there is a coordinated response by relevant organisations to an unexpected death of a child.</td>
<td>Staff costs for the Child Death Review Process and administration; research support from the University of Bristol</td>
<td>£35,387</td>
<td>£31,782</td>
</tr>
<tr>
<td>Awareness Raising</td>
<td></td>
<td>£5,000</td>
<td>£375</td>
</tr>
<tr>
<td>Risk management for unforeseen costs</td>
<td>Contingency Buffer</td>
<td>£3,010</td>
<td>-£236.00</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td>£274,537</td>
<td>£244,510</td>
</tr>
</tbody>
</table>
Section 2: Ensuring that the local work to safeguard children is effective

Section 2.1: The Child’s Journey

Early Help

Every family is individual with its own combination of strengths and weaknesses. Any family can get overwhelmed by the challenges that they come up against, and be disrupted by unplanned upheavals such as a mental or physical illness, a job loss or an addiction. All families need options to find an early solution to challenges as they arise. Often this solution is simple, such as talking with someone or accessing information to help manage their own lives successfully and seek support from appropriate sources.

The Early Help Offer is about working with partners to help children, young people and families deal with their issues as early as possible; providing information, advices and services at the right time and supporting them to resolve their concerns as needs emerge. Effective early help relies upon local agencies working together to:

- Identify children and families who would benefit from early help
- Undertake an assessment of need for early help; and
- Provide targeted early help support to address the assessed needs of a child and their family focused on activity that will significantly improve the outcomes for the child

In Gloucestershire, children who are in need of help and protection are supported by a range of early help services. This includes activity across the partnership – in schools and Children’s Centres, through primary care, and community support from a range of agencies as well as the voluntary and community sector. Additional targeted early help services are provided by professionals including primary mental health workers, family support workers, community social workers, lead professionals and through youth support programmes. Advice and information on early help is available through the Council’s Family Information Service and CAF (Common Assessment Framework) Coordinators and sources of professional advice such as the 2gether NHS Trust children & young people service CYPS (our local CAMHS) helpline and community social workers.

Children’s Centres and health visiting teams are based in each locality and in some instances health visiting services are co-located within children’s centres. Targeted Support Teams, also based in each locality, have played a key role in the co-ordination of Early Help. Each includes CAF Coordinators, Family Support Workers, Community Social Workers and Lead Professionals for Disabled Children & Young People. These teams are the focus of plans to re-design the Early Help Offer in each locality and will be integrated with Families First (Troubled Families) workers and linked to developing Early Help hubs. The Targeted Support Teams work closely with the four social care Referral and Assessment teams and the Children and Family teams, with whom most are co-located. The Families First programme (Troubled Families) works across the County, with workers located within a range of agencies, intervening with the most challenging families.

The Gloucestershire Children’s Partnership has identified improving the coherence of its Early Help offer and monitoring its impact as a strategic priority. The GSCB has raised concerns about the consistency of early help decision making and support during the year and will be undertaking a multi-agency early help review through the Multi Agency Quality Assurance (MAQuA) Sub-Group in 2015/16. This is in the context of changing practice (new assessments and processes are emerging with falling numbers of CAFs) and to plan for the significant financial challenges faced. Plans for strengthening Early Help, including targeted intervention, are a key component of a new Children and Young People’s Plan for 2015/16. The SEN (Special Educational Needs) reforms have provided an
opportunity to reassess early help assessment processes with a view to aligning and simplification. A graduated pathway, based on the existing CAF process, has been introduced in schools.

### Children in Need

A new management structure has been implemented in Children’s Social Care to strengthen countywide oversight of the ‘front door’. The Children’s Helpdesk provides a single point of access when new requests for children’s social care services are made. On average 29% of contacts are accepted as referrals to Children’s Social Care, with the majority of the remaining contacts supported through information, advice or signposted for Early Help. A rise in re-referral rates (24.2% to Children’s Social Care within 12 months for the same reason in Q4 of 2014) has been identified after a period of stability. Initial analysis suggests this is linked to the response to domestic abuse and challenging behaviour. A multi agency audit is being planned for further analysis.

The Referral and Assessment teams continue to use the Initial and Core Assessment Model. There has been a recent reduction in the timeliness of assessments but this reflects the fact that Children’s Safeguarding and Care are beginning the transition towards single assessment, and have therefore been placing less emphasis on timescales of Initial Assessments and more emphasis on quality and decision-making. Now that the MASH and new social care leadership structure is in place there is capacity to accelerate this transition.

### Referrals to children’s social care going on to Initial Assessment

![Graph showing referrals to children’s social care](image)

The Multi-Agency Quality Assurance (MAQuA) Sub-Group of the GSCB undertook an in-depth review of Children in Need (CIN) as part of the quality assurance framework. The review identified a number of areas of good practice, including appropriate and timely information sharing, interpreting needs to inform actions, timely review of Child in Need plans, evidence of clear management oversight and clear evidence of the child being seen alone. However, it also identified a number of areas where improvements were needed. These included; showing how the child’s lived experiences has shaped the plan, being clear about the direct work that is being done with children, improving consideration of ethnicity and culture within assessments, evaluation of impact and evidence of healthy challenge across professions.

### Child Protection

There are currently 429 children subject of a child protection plan (at the end of March 2015) in Gloucestershire, a rate of 34.5 out of every 10,000 children. This is in line with the most recently published statistical neighbour rate and below both the regional (40.3) and national (42.1) rates. The
overall number is slightly down on the same point in the previous year when 444 children were subject of a child protection plan. Children subject of child protection plans are supported by social workers in one of the seven children and families teams, which includes the Gloucester North and South localities - which operate six multi-agency pods operating in Gloucester.

Of all current CP plans the most common category of need/abuse is neglect, making up 46.2% of all plans. Physical abuse accounts for 35.2% and emotional abuse 26.3%, while sexual abuse is the primary factor in just 6.7% of plans.

![Children Subject of a CP Plan - rate per 10,000](chart.png)

The number of children who have been subject of a child protection plan for more than two years has reduced during the year. Only 0.9% of children currently subject of a plan have been on for 2 years or longer. This has been achieved by putting in place case reviews for children either subject of a plan for more than 18 months or for a second or subsequent time. In addition, locality based multi-agency meetings discuss the effectiveness of interventions.

However, the percentage of children subject of a child protection plan for a second or subsequent time has increased during the year from 19.0% at the end of March 2014 to 24.0% at the end of March 2015. Work has started to understand the reasons behind the numbers of children becoming subject of a child protection plan for a second or subsequent time and a deep dive file audit is being undertaken by Children’s Safeguarding and Care to explore particular issues on individual cases. In addition, the Multi-Agency Child Protection Focus Group is specifically focusing on cases where the child has been subject of a CP Plan on more than one occasion.

Timeliness of Initial Child Protection Conferences has been an area of significant focus for the GSCB during 2014/15. The requirement in Working Together to Safeguard Children (2015) is “the initial child protection conference should take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held”. A spotlight report was presented to the Board in February 2015, which examined some of the reasons behind the continued fluctuating performance. The report identified that there were three distinct areas that could be seen as a barrier to improved performance:

- A significant rise in the number of requests and/or a significant number of strategy meetings held at the same time as this floods the system rather than allows for a steady flow of cases being put forward for a conference throughout the month.
- Periods of significant sickness within the Child Protection team, where this has been at the same time as Annual Leave.
- Times where the conference is due but the key Social Worker or a significant agency representative has not been available during the 15 day window, or a key family member has not been available – reasons have included sickness, having to attend court, family crises e.g. bereavement.

However, performance has shown a steady increase throughout the year with a Q4 figure of 86% of Initial Child Protection Conferences being undertaken within 15 days. By way of comparison, the most recent statistical release shows the national average for 2013/14 was 69% of Initial Child Protection Conferences held within the 15 working days; for the south west, 69%; and for our statistical neighbours, 62%. Within our statistical neighbours performance ranged from 32% to 94%.
The GSCB Multi-Agency Child Protection Focus Group travels to each of the six districts in Gloucestershire to meet with frontline professionals who have put a case forward for reflection and discussion. The focus group learns from frontline experience of the safeguarding system in Gloucestershire and then shares the themes with the GSCB. Professionals are invited to discuss the child’s circumstances, the effectiveness of the core group and the barriers to effecting sustainable change. During the past 12 months, the Panel has met with over 60 practitioners to talk about their experiences of working with over 30 children.

Professional Reflective meetings take place when a child has been subject of a CP plan for more than 12 months. The purpose of these meetings is to discuss how agencies are working together to meet the needs of the child and whether there are any areas where difficulties have arisen that need to be discussed and solutions agreed. The importance of ensuring that children are on the right plans for the right time is something that remains critical.

The GSCB Roadshows in December 2014 included a workshop on effective multi-agency core groups. The purpose of this workshop was to discuss with professionals the purpose of a core group as well as the essential ingredients for an effective core group. As part of the evaluation process, professionals were asked to provide examples of some of the key ingredients that make up an effective core group. This word cloud has been produced using the responses from the evaluations and highlights that professionals are clear that communication and healthy challenge are key to an effective core group.

A locally created ‘Standards Checklist’ is completed by a Child Protection Conference Chair after each Child Protection Conference. The checklist is a quality assurance tool that evaluates the quality and impact of multi-agency practice. The GSCB uses this data to identify areas of good practice and also where improvements are needed to multi-agency working. For example, the checklist identifies where significant agencies are not attending Child Protection Conferences and as a result of
concerns that the Police were not attending Initial Child Protection Conferences a pilot has been put in place where the use of teleconferencing will be used so that the Police can contribute to the discussion and decision making.

**Children in Care**

As at the 31st March 2015 there were 522 Children in Care in Gloucestershire. This number has increased from 491 at the same point in the previous year. Our rate of Children in Care per 10,000 currently stands at 42.5 which is in line with the latest statistical neighbour data (42.3) and below the national figure of 60.0

![Rate of Children in Care per 10,000](image)

The Ambassadors for Vulnerable Children and Young People are increasingly involved in supporting the work of the Children in Care Teams. For example, in September 2014 Ambassadors reviewed the Children in Care and Permanence Team plans and interviewed the Team Managers. This resulted in a report highlighting where Ambassadors think the teams are doing well in hearing the voice and wishes and feelings of children and young people, and recommendations where they can improve. As a result both teams have active Participation Champions who have made strong links with the Participation Team. The Permanence Team have engaged Ambassadors to develop tools for younger children and Children in Care Team have encouraged new members to join the 11-16’s Forum.

An Online Pupil Survey of 107 Children in Care took place in 2013. The survey results indicated that the majority of children in care are positive about their placement (93%), are happy (90% primary and 69% secondary), are able to eat healthily at their placement (90%), enjoy (73%) and try their best (84%) at school and are good at making and keeping friends (83%). The majority report they know they have a social worker (97%), feel they are getting enough help from their social worker (78%) and say their reviews work well (95%). There is an improvement in the number of young people who report they know about having a care plan (66% compared to 46% in 2011) and 79% of these children in care think their care plan is working well.

Gloucestershire County Council has identified funding over 2 years to intensively support the reunification of children in care with their birth family or other family members. This funding will establish a bespoke reunification function aligned with the work of GCC Social Care Teams in partnership with Youth Support, 2gether Children and Young People Service and Action for Children. The Reunification Team will be working with Children in Care who have a return home care plan and will be providing intensive family work to improve outcomes for the young people and their families during the reunification phase and once they have returned home. The expected outcomes of the service are to improve outcomes for children and families, increase the number of Children in Care who return home when safe and appropriate to do so and reduce the number of children and young people who return to care.
The Reunification Process will abide by a Reunification Framework that is tested and approved by 9 local authorities. The framework will include comprehensive assessments, risk classification, parental agreements all with intensive support. The team should be operational by June 2015.

During the year the Contact Team have made a number of improvements to the service, including:

- Development of child friendly leaflets which specifically target young people
- Finalised and implemented the use of the ‘My Journey’ charts. These were designed by young people and are currently being piloted with young people who come to contact
- Following Contact through once a child returns home and following this on with Family checks which provide valuable insight to Social Workers on the stability of placement
- Introduction of group supervisions which are proving successful and popular

However, the team also needs to improve on the amount of contact that is given to children and change their policy to prioritise Court Ordered contacts and to understand exactly what the Court order is asking for.

Practitioners have been trained across children’s services and other agencies to deliver 214 Triple P programmes. These include Standard, Teen, Group, Enhanced and Pathways. Implementation is at an early stage with 33% of practitioners having delivered one or more programmes to the parents of 296 children and young people. Where families have been supported, early qualitative evidence from practitioners and their managers suggests that impact is good and feedback from families is positive.

Evidence of impact of PPP:
"Thank you for the Triple P programme which has changed our lives forever"
Parent on completion of programme

Children placed in Gloucestershire by other Local Authorities

As at the 31st March 2015, there were 288 children and young people placed in Gloucestershire by other local authorities. However, these figures must be treated with caution as notification is not always received when these children leave care or leave Gloucestershire.

The Youth Offending Service is required by the Youth Justice Board to review cases where a young person under the supervision of the YOS is a victim of a serious crime or commits a serious offence. During the year a Critical Learning Review was undertaken which involved three Children in Care, who were also young offenders from 3 different Local Authority areas. The review found no definitive evidence that would have predicted or prevented the incident from occurring. However as with all reviews there were a number of learning and good practice points that should improve our understanding, future practice and processes.

Children Placed Outside of Gloucestershire

As at the 31st March 2015, there were 56 children and young people placed outside of Gloucestershire.

In line with recommendations in the Ofsted report “From a Distance” published in April 2014, the Independent Reviewing Manager has provided a baseline evaluation on the overall progress of looked after children living Out Of Area. This will be regularly reported to senior leaders and managers. The current evaluation gives assurance about settled arrangements, clear plans, health and education needs met, addressed Child Protection concerns and appropriate focus on contact with parents, with detailed management oversight on a number of young people presenting complex challenges because of high risk taking behaviours. Taking opportunities to improve, the
Independent Reviewing Manager’s recommendation is to increase oversight through 3 monthly reviews of their progress and this is being taken forward.

All decisions to place children out of county are now signed off by the Director of Children’s Services.

![Children Placed Out of County 2014/15](chart.png)

**Privately Fostered Children**

Private fostering is a private arrangement between a child’s parents and the foster parents. Children are privately fostered if they live with someone for 28 days or more, or are placed with the intention that they will stay for 28 days or more. During the year, there were 36 notifications of new Private Fostering arrangements within the County. This is a significant decrease on the previous year figure of 61.

The nominated Private Fostering Manager is required, in line with the National Minimum Standards for Private Fostering, to report annually to the Gloucestershire Children Safeguarding Board on how the welfare of privately fostered children in its area is satisfactorily safeguarded and promoted. The GSCB is satisfied that the Local Authority is meeting its responsibilities under the Private Fostering Regulations.

The challenge remains in raising awareness of the requirement to notify Children’s Safeguarding and Care of private fostering arrangements. We know that nationally there is an issue with ‘hidden’ children where local authorities are not made aware of private fostering arrangements and a child or young person with additional vulnerabilities may not receive the support that they need.
Domestic abuse remains a significant concern. The GSCB has carried out multi-agency audits into our response to domestic abuse in 2011, 2013 and 2014. The audits have demonstrated that there is a good understanding of the issues around domestic abuse and the impact on children, however there are concerns about how some agencies are engaging. The response to domestic abuse has been strengthened by the development of the MASH. There are three Domestic Homicide Reviews currently being undertaken in Gloucestershire, one of which concerns a 16 year old girl (a SCR is also being carried out). One issue that has been highlighted relates to unhealthy relationships between young people and work has been undertaken by Gloucestershire Healthy Living and Learning (GHLL) over the last 3 years to produce resources which enable schools to address these issues as part of the PSHE curriculum. Voluntary Sector Organisations have also delivered bespoke sessions in schools to support these key messages also. There are obvious links to child sexual exploitation.

In October 2014 the Countywide Domestic Abuse and Sexual Violence Commissioning Strategy and Outcomes Framework was endorsed by the Health and Wellbeing Board. This partnership strategy focuses on early help and prevention of harm for individuals, families and communities and that there is a zero tolerance approach to domestic abuse and sexual violence. It also highlights that our aim is to ensure that we have a confident and competent workforce across agencies to respond in coordinated manner. Children and Young People are recognised in this report, more specifically that attitudes of young people (especially young men) toward healthy relationships are improved.

In November 2014, the county participated and coordinated a 16 days of action campaign to raise awareness of the issues, and launch a new victim focussed website called glostakeastand.com. The campaign was not targeted to one group but adopted a wide ranging focus encouraging everyone to consider what equates to a healthy relationship. Voluntary agencies undertook some bespoke work with schools during their period to raise awareness and education settings were advised of the new website. The website includes information about the impact of domestic abuse on children and signposts children themselves to support services nationally. There are also hyperlinks to the safeguarding children’s board website for training on these issues.

In March 2015, an event was held for secondary schools called ‘Safeguarding and Early Help’. At this event the GHLL Curriculum Resource ‘Teenage Relationship Abuse’ was re-launched and the second part of this, ‘Give and Get’, which deals with the difficult issue of consent, was launched for the first time. 85 attendees were shown a play called Behind Closed Doors to highlight the importance of recognising such abuse and were also provided with a pathway for schools which includes prevention, action and resources. This pathway was endorsed by the Strategic County Domestic
Abuse and Sexual Violence Coordinator and specialist commissioned service provider Gloucestershire Domestic Abuse Support Service (GDASS).

Children’s Centres identify and provide support to families where domestic abuse is a significant vulnerability factor in their lives. Centres deliver a flexible response that includes individual family support, peer support and a rolling programme of focused groups (Freedom Programme, Pattern Changing, You and Me, Mum, Helping Hand) that are available to help parents to understand the impact of domestic abuse on their children. Centres have reported a year on year increase in the number of families supported since 2013. During 2012/13, 580 families received support while in 2013/14 this increased to 768 families. Early indication shows that levels of support to those experiencing domestic abuse is being maintained. Early identification of people experiencing domestic abuse continues to be a priority and forms part of Children’s Centre performance monitoring.

**Child Sexual Exploitation**

The Gloucestershire CSE Commissioning Strategy and Action Plan was endorsed by the GSCB during 2014/15 and covers the following five priority areas:

- Prevention, awareness and raising public confidence
- Early identification and protection
- Bringing perpetrators to justice
- Intervention and support to young people and their families
- Intelligence gathering and performance monitoring

The CSE Team within the Police continues to provide a coordinated response to concerns that children and young people are at risk of CSE. During the year, 264 CSE referrals were dealt with by the team and since December 2014 all CSE screening tools have been processed through the MASH. The CSE team is now being further developed to include youth support and social care alongside the police CSE officers and the missing children coordinator. Work is currently taking place with teams to define those roles. In addition, two youth workers will provide outreach support to young people to help support them to engage with other services.

![Number of CSE Referrals Reported to the Police](image)

Multi-agency CSE training is available via the GSCB. Currently, this includes a half-day face to face training session and e-learning training programmes. One of which is aimed at parents and developed by PACE (parents against child exploitation). Due to an identified need for more advanced training a new 1 day training programme being finalised for staff including wider agenda around sexual violence.
For the third year running the GSCB has provided the interactive play ‘Chelsea's Choice’ to all young people in Year 8 across our schools. The number of young people who have now seen the play is up to 21,000 across the county. 650 young people were surveyed this year with very good feedback. 98% of those surveyed felt that they now understood the risks of sexual exploitation and knew where to go to seek support. Young people have consistently told us they now understand much more about the risks of child sexual exploitation (CSE), social media and e-safety. In partnership with Gloucestershire Healthy Living and Learning (GHLL), a curriculum lesson on CSE has been produced to run following the Chelsea’s Choice play to ensure that young people have a chance to talk about what they have seen.

Schools have been trained in the use of the CSE Screening Tool and members of the education and learning Sub Group are currently being consulted on the updated tool. The Safeguarding Development officer sits on the CSE and Missing Children Sub Group of the GSCB.

The Police took a pro-active approach to the potential increased risk of CSE due to Cheltenham Races and undertook “Letter drops” to licensed premises, taxi ranks, hotels and B and B’s to raise awareness and will likely undertake a further targeted awareness raising exercise during the approach to Gloucester Carnival.

A CSE Management Oversight Group is currently being developed which will ensure Governance arrangements are in place and will provide oversight of the CSE process and the work of the team. This group will include social care, commissioning, prospects and public protection bureau. The focus of this group will be performance, outcomes, governance and challenge.

What difference has it made? Chelsea’s Choice has now been delivered to over 21,000 young people across the county. 650 young people were surveyed this year with very good feedback. 98% of those surveyed felt that they now understood the risks of sexual exploitation and knew where to go to seek support.

Children who go Missing from Home or Care

From 1st April 2014 to 31st March 2015, there were 145 children who ran away and went missing for longer than 18 hours. This is an increase 2013/14.

Throughout 2014 data quality about children missing from home and care improved and there is now greater confidence in the understanding of “missing” cases within the county. The Youth Support Service provides return home interviews and they are piloting an extension of this service for young people who may not feel comfortable talking to their Social Worker about running away. This service has good links with the police and includes monthly checks by social care professionals; the youth support service and the police.
There is an increased understanding about the risks of child sexual exploitation and young people who go missing or who are missing from education. In February 2015 15 children in care were recorded as going missing for 24 episodes. One young person went missing 4 times. The police recorded 69 missing episodes across the County. The police and children’s social care meet regularly to review information held by both organisations about individual children or young people who may be at risk and to begin to plan a coordinated response. Over the last 12 months there have been a slight increase in the numbers of children and young people who go missing and the overall numbers of missing episodes, however improvements in data systems and arrangements with the Police have resulted in more accurate understanding of the missing group and a greater confidence that all missing episodes are now shared with the local authority. For children missing from education information is gathered through monitoring of exclusions in Gloucestershire to alert schools to the increased risk of CSE for specific pupils and groups of pupils. GCC written guidance for schools on preventing and managing exclusions makes specific reference to the risk of CSE. Head teachers are alerted at heads briefing events about the need to be aware of risk of CSE when considering excluding a pupil. Data sharing procedures are being refined to identify children at risk of CSE who have had exclusions from school and/or patterns of absence from school. It is estimated there may be about 15 - 20 young people at high risk at any one time and procedures are in place to try and engage them and work out more positive lifestyles.

Safeguarding Disabled Children

At the end of March 2015, there were 10 disabled children and young people subject of a Child Protection Plan. This figure has fluctuated throughout the year between 8 and 15. The implementation of the DCYP safeguarding action plan has resulted in additions to the training to focus on involvement of social workers in the review of the training to ensure the statutory elements of the training are clear. Bespoke training has also been delivered to CP and IRO chairs.

Performance data is now collected separately for disabled children to enable us to track and respond to trends. However, it is difficult to compare Gloucestershire to similar local authorities as not all authorities collect separate information in relation to disabled children and young people. This is an area of ongoing work and Gloucestershire is starting to share data with other local authorities, which will allow us to benchmark against our comparator authorities.

The last audit showed that in 33% of cases audited safeguarding concerns were identified, in all 33% a plan was in place to address the safeguarding concerns along with a contingency plan.

New delivery structures are being planned as part of Building Better Lives, working together March 2015 is being utilised to plan the management oversight of early help and statutory services for disabled children in recognition that by definition of the 1989 children’s act disabled children are considered to be children in need. This will not deter away from the key principles of early help providing the best support for disabled children, young people and their families and that service delivery will be based around these key principles in line with the 7 core building better lives principles.

The new delivery structure is being considered as a 0-25 service, work will need to be undertaken in 2015 to embed working together, levels of intervention and safeguarding adults into the planning of the service, and work force development.

Young People’s Emotional Health and Wellbeing

The Ambassadors undertook a joint project with the CYPs Participation Group on self harm. They researched and presented a young person’s perspective of self harm at the Self Harm Conference held in October. Key messages were produced which they shared in their workshop and a short film was produced on what young people have to say on the matter.
In response to concerns about the increase in the numbers of young people self harming a multi-agency partnership has been established that is overseeing a programme of work that includes considerable analysis of the data and information available and the messages from young people. A more comprehensive and up to date offer to schools is being developed on positive messages regarding emotional health & wellbeing including self-harm, and how to seek help, as well as supporting schools themselves with advice about how to help their students with preventative messages or support when needed. A more integrated network of support for young people following self-harm is also being developed that includes the youth support service working closely with CYPS. The CCG has also prioritised investment in mental health services generally including CYPS in response to the demand and need.

Section 2.3 Learning from Child Deaths

The purpose of the Child Death Overview Panel (CDOP) is to review the deaths of all children who are normally resident in Gloucestershire to see if there are any lessons to be learnt which could help prevent future deaths, or improve services to children and their families.

The GSCB is responsible for:

- Collecting and analysing information about each death with a view to identifying:
  - Any case giving rise to the need for a review
  - Any matters of concern affecting the safety and welfare of children in the area of the authority;
  - Any wider public health or safety concerns arising from a particular death or from a pattern of deaths in the area; and
  - Putting in place procedures for ensuring that there is a coordinated response by the authority, their Board partners and other relevant persons to an unexpected death

During 2014/15, the panel was notified of a total number of 46 child deaths. Of these, 32 were expected child deaths and 14 were unexpected.

In June 2014, the GSCB in association with national charities Child Accident Prevention Trust (CAPT), RoSPA and the British Red Cross designed an accident prevention campaign specific for Gloucestershire. A poster display and PowerPoint presentation focused on four specific hazards linked to accidental childhood deaths across the county, including nappy sacks, co-sleeping, blind cords and heavy objects. The information was displayed in prominent public positions across the county such as schools, Children’s Centres, hospitals, District Councils, pharmacies and doctors surgeries to promote safety behaviours in the home and ultimately prevent accidental deaths.

Section 2.4 Learning from Serious Case Reviews

During 2014/15 there was one Serious Case Review published by the GSCB. In addition, there are currently three Serious Case Reviews being undertaken that will be finalised and published during 2015/16.

Serious Case Review – Abigail
The review was carried out in respect of a three year-old girl who lived in Gloucestershire and was neglected by her parents. The review was undertaken using the Significant Incident Learning Process (SILP), which uses systems methodology to really understand ‘why’ things happened, rather than just focusing on a hindsight bias. Following the conclusion of the criminal proceedings in June 2014 a further practitioner learning event was held to consider the considerable amount of new information that came to light during the court process.

The GSCB did not wait for the outcome of the Serious Case Review before initiating action. It:
- Contacted all partners involved in supporting children with a child protection plan or identified as a child in need to see if they had any ongoing concerns about their care.
- Raised awareness of neglect amongst professionals who work with children through a series of neglect workshops and increased their understanding about the impact that neglect can have.
- Re-launched the Escalation Policy to give professionals the confidence to challenge if they disagree with the action being taken to help vulnerable children.
- Reviewed when partners should intervene to keep children safe, and launched the revised and updated Levels of Intervention Guidance.
- Took every opportunity to remind professionals that their focus must always be on the needs of the children, even more so when the parents have many demands and difficulties.

As well as the lessons and recommendations from the SILP report, the GSCB agreed to consider a number of challenge questions that were used to inform the GSCB response plan.

The GSCB also published a sharing the lessons poster with the key learning from the review, which included:

- Always keep a clear focus on the experiences of the child.
- Communication across and between agencies needs to be open and transparent.
- Professionals should focus on building a shared understanding of the child's history through a chronology of significant events.
- It is the robustness of the plan that will keep the child safe.
- Reflection on safeguarding practice is essential for all staff.
- Healthy challenge is an important part of working with families and other professionals.

As a result of the Serious Case Review and also a peer challenge into neglect that was undertaken by Swindon Borough Council a new countywide Neglect Strategy is being developed, which will include a toolkit for practitioners. This work is being supported by the Principal Social Workers and GSCB Workforce Development Sub-Group.

### Section 2.5 Monitoring and Developing a Safe Workforce

#### A Safe Work Force

Children and young people can only be kept safe if all agencies are clear about what is required of them individually and how they need to work together. The GSCB has a key role in monitoring the effectiveness of partner agencies and holding them to account to ensure that safeguarding children remains high on the agenda.

The GSCB has also worked closely during the year with the GCC Commissioning Team to provide bespoke Adults and Children Safeguarding Training to members of the team. This training has raised awareness of the functions of the GSCB and GSAB and the organisational responsibilities of GCC as a commissioning authority. Professionals are now more aware of their responsibilities to ensure that any services they commission have arrangements in place that reflect the importance of safeguarding and promoting the welfare of children.
The most recent review of organisations\(^1\) undertaken by the GSCB was an update on progress against action plans that were produced as a result of the full review in 2013/14. Areas of strength were in relation to a senior management commitment to safeguarding, effective inter-agency working and safe recruitment, vetting and allegation procedures. Areas for development were in relation to further strengthening frameworks for reflective practice supervision, organisations having a designated disabled children's lead and undertaking safer recruitment training.

The review process does not currently ask a question in relation to the provision of Early Help. However, it has been agreed that this is an area that needs to be included and a question will be incorporated into the next full review that is being undertaken later in the year.

Educational settings are reviewed on an annual basis to monitor and identify their needs in safeguarding and promoting the welfare of children. This year's review included 24 questions across Safeguarding requirements in education. Each question consists of 4 statements ranging from what is considered to be 'gold' standard, down to a complete lack of arrangements for that topic. Schools were asked to select the statements that best measures their standard for each question.

In total 292 responses were received this year. This is a significant increase from the 263 Audit returned last year. The review process continues to be well received by schools who like to use the year on year action plans to show demonstrable progress in areas where previously they might have been weak. The 2014 review included a new clause clearly stating that Under Section 14b of the Children Act 2004, the LSCB can require a school or college to supply information in order to perform its functions; and this request must be complied with; this was done with the intention of encouraging schools to submit their completed annual audit to the GSCB.

This year’s review has identified that a large number of schools are up to date with all aspects of training, including basic awareness, multi-agency and safer recruitment. Schools that have identified they are in need of training have been noted in order for them to be reminded to book on to training at the earliest possibility. Priority areas that have been identified are in relation to ensuring school staff are aware of the risks and signs of female genital mutilation as well as how to report concerns and making sure that all school have received up to date safeguarding training.

**Safer Recruitment**

Between 1\(^{st}\) April 2014 and 31\(^{st}\) March 2015 the GSCB ran 7 Safer Recruitment Courses using materials from the Department for Education which have been updated to include changes brought in from government statutory guidance Keeping Children Safe in Education (2014) and the Childcare Disqualification Requirement (October 2014). These courses were attended by 321 delegates from a wide range of settings including childcare provision and the voluntary sector. All participants with the exception of one passed the ongoing assessment to receive the Safer Recruitment Accreditation, which lasts for 5 years. The courses are now run as a half day event.

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\(^1\) Section 11 of the Children Act 2004 places a statutory requirement on organisations and individuals to ensure that they have arrangements in place to safeguard and promote the welfare of children. Organisations are asked to complete the audit and rate themselves against the requirements of Working Together to Safeguard Children and locally agreed standards.
Managing allegations against people who work with children

There have been 316 Allegations made to the LADO this year. This compares to 329 in the time period 1 April 2013 to 31 Mar 2014 and 240 in the same period the previous year. Of these allegations, 120 were taken forward to a multi agency Allegations Management meeting because they met the thresholds under the Government’s Allegations Management process which are: if the allegation is true, the member of staff has:

- Harmed or may have harmed a child
- Possibly committed a criminal offence against or related to a child
- Behaved towards children in a way that indicates they might be unsuitable to work with children (or for teaching staff behaved towards a child or children in a way that indicates he or she would pose a risk of harm if they work regularly or closely with children)

This compares to 113 meeting the same thresholds for the same period last year. This means that 196 of the 316 allegations did not meet the Allegations Management thresholds following the initial discussion and preliminary investigations. All of these are recorded centrally in case they become a pattern of behaviour and the employer is asked to manage them, coming back to the LADO if there are further concerns.

The previously identified trend for high number of allegations made against education staff continues. Figures for the same period in 2013/14 are shown in brackets. There were 55 (47) allegations made against education staff of physical abuse, 22 (23) of sexual abuse and 19 (20) of emotional abuse. In addition, there were 9 (13) allegations of neglect made against education staff. This follows a consistent pattern across other LA areas in the South West and more widely. However, as in previous years this is closely followed by an increasing number of physical abuse allegations made against foster carers 19 (25) and 16 in care homes (10).

A possible developing trend which has not been seen before is an increase in the number of referrals coming from foster carers themselves. There have not been enough of these to count in previous years but this year there have been 11. All of them have come from a current foster carer listening to a child in their care speaking about a previous carer. It is possible that the Allegations Management
process is now highlighted in training for foster carers or perhaps carers reporting these concerns to their agencies or to social care or IROs who now recognise them as meeting the Allegations Management thresholds. It is also possible that the focus on listening to the voice of the child has meant an increase in referrals. The possibilities will be monitored over the next year to see if the pattern remains.

There have been 3 particularly high profile cases this year and one other which has been reported but for which we are awaiting a Crown Court decision. Further press interest is expected. The Gloucestershire Public Protection Bureau Safeguarding Unit and the LA press offices are continuing to release pre-discussed press releases. Joint press releases remain difficult to arrange yet in the past have been helpful.

The full LADO Annual Report for 2014/15 will be available on the GSCB website shortly once it has been published.
Section 3: What will happen next? Key challenges and priorities

The Challenge to GSCB

There is an increasing focus on LSCBs to challenge the coordination and effectiveness of local services. The role was strengthened in the revised Working Together to Safeguard Children and since November 2013, LSCBs are also now subject to a review of their effectiveness by Ofsted.

Not only does the revised Working Together to Safeguard Children strengthen the role of the GSCB to challenge the effectiveness of local services but also the effectiveness of the Safeguarding Board. The GSCB needs to continue to develop a culture of continuous improvement to ensure that there are systems and processes in place to be able to measure the effectiveness and celebrate best practice. In order to do this, the Board needs to be able to measure effectiveness across a number of areas, including:

- Board effectiveness (visibility and influence, challenge, relationships with other partnerships, member roles and responsibilities)
- Quality assurance and performance (multi-agency audits, balanced performance scorecards, engagement with frontline staff and engagement with children, young people and families)
- Working Together compliance (Annual Reports, Section 11, Serious Case Reviews, CDOP, Training and Development, policies and procedures)
- Current Safeguarding issues (Early Help, Child Sexual Exploitation, Domestic Abuse, Children with Disabilities, Mental Health, Neglect, Missing Children)

The rigorous requirements of Ofsted present challenges to the GSCB, especially in those areas where we have rated ourselves as ‘requires improvement’. The focus needs to continue on ensuring that we do all we can to evidence that the Board is not only meeting its statutory responsibilities but that it is progressive and responsive to dealing with emerging local and national issues so that children and young people in Gloucestershire are appropriately safeguarded.

However, the GSCB continues to operate in a time of uncertainty, austerity measures and organisational change. However, despite these changes, agencies in Gloucestershire remain highly committed to improving safeguarding standards and this has been evidenced by the progress that has been made during the year. In order to protect this progress made and build on it into the future, the GSCB must ensure that:

- Safeguarding messages are communicated across the workforce to raise awareness of the fact that safeguarding is everyone’s responsibility and to ensure that professionals, communities and children and young people are aware of the risks and issues that affect them.
- It continues to meet its statutory safeguarding functions, holding Partners to account for work in relation to the help and protection of children, especially timely information sharing
- Quality assurance activity by all partners focuses on the effectiveness of help provided, particularly early help and children and young people’s experiences.

Progress will be reviewed by the business meetings of Safeguarding Children Board; reported to the Children's Partnership and the Health and Wellbeing Board; and will be critically appraised in the Annual Report for 2015/16.

The GSCB will continue to support the Gloucestershire Health and Wellbeing Strategy aims of giving every child the best start in life and helping them to develop well in young adulthood. It will play a full part in delivery of Gloucestershire Children's Partnership actions to keep children safe from injury, exploitation and harm.
The Challenge to Partnerships

Based on the issues raised in this report and its reflections on the year ahead, the GSCB calls on Gloucestershire Children's Partnership, Health and Well Being Board and Gloucestershire Safeguarding Adults Board to:

- Continue to focus on early help to uphold the partnership commitment to responding to need at the earliest point in order to prevent safeguarding interventions later on.
- Ensure there is a family centred approach by maximising the links between children and adults services.
- Work alongside the GSCB to drive a culture of reflective practice and healthy, outcome focused challenge.
- Ensure that children’s mental health needs are being addressed.
- Work together to put in place clear systems and processes to identify and manage the risks when a teenager is a victim of domestic abuse.

Our priorities for action during 2015/16 are set out in the following Business Plan.
Welcome to the Gloucestershire Safeguarding Children Board Business Plan for 2015/16. The plan needs to be read alongside the Annual Report for 2014/15. The plan will run for one year and progress updates will be provided to the Executive Committee on a quarterly basis by each of the Sub-Group Chairs.

The GSCB will continue to focus on the four strategic objectives that were set as part of the 2014/15 planning process. Although the objectives haven’t changed they have been reworded for 2015/16. These are:

1. **Communications are effective and appropriate to the target audience**
2. **We challenge ourselves and each other to build on good practice and identify areas for improvement**
3. **The safeguarding needs of particularly vulnerable children and young people are addressed**
4. **We can evidence that multi-agency learning is used to improve working practices**

**Activity to be undertaken in 2015/16 will focus on the following priority areas:**

Early Help, Children at risk of Sexual Exploitation, Disabled Children, Domestic Abuse, Children who go missing from home, care or school,

**How our sub–groups will support the achievement of our priorities:-**

Each Sub-Group and any Task and Finish Group will have an annual plan of activity, setting out how it will support the Board to achieve the GSCB business plan. Each sub-group will consider the following cross-cutting themes for 2015/16: impact – what difference have we made, performance, communication, quality assurance (assurance of the ‘what and ‘so what’),

**How We Will Evaluate How Well We Delivered the Plan:-**

To manage a well co-ordinated and effective process, our GSCB Executive Committee will monitor progress against achieving the plan. The GSCB Business Unit will provide the framework for monitoring and reporting on sub-group progress and delivery of the business plan. At the end of the year the GSCB will produce a public report that assesses the effectiveness of safeguarding in Gloucestershire and the progress that the GSCB has made against this business plan.
Strategic Objective One - Communications are effective and appropriate to the target audience

Why is This important - One of the key roles of the GSCB is to ensure that there are clear policies and procedures in place for how agencies will work together to safeguard children and promote their welfare and that these have been effectively communicated across the workforce.

<table>
<thead>
<tr>
<th>What are We Going to Do?</th>
<th>By When</th>
<th>How Will We Know We have been Successful? (What difference have we made?)</th>
<th>Lead/Sub-Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the structure of the Communication Sub-Group to ensure robust links with Communication Leads in Partner Organisations</td>
<td>May 2015</td>
<td>The Communication Sub-Group will be operating effectively, with contributions from all partner organisations. We will be able to evidence that GSCB Communications have been shared with professionals in partner organisations</td>
<td>Comms</td>
</tr>
<tr>
<td>Develop more creative communication channels e.g. Twitter and Facebook</td>
<td>September 2015</td>
<td>We will have delivered key safeguarding messages to children and young people, parents and carers and the wider general public. This will be evidenced by the amount of traffic on the sites</td>
<td>Comms</td>
</tr>
<tr>
<td>Deliver a series of agreed communication campaigns e.g. missing children, healthy relationships, child sexual exploitation and raising parents awareness of safeguarding issues</td>
<td>March 2016</td>
<td>We will be able to evidence that we have delivered all the campaigns agreed in the campaign calendar and that staff awareness of particular safeguarding issues will have increased as a result. This will be evidenced through quality assurance work and online questionnaires</td>
<td>Comms</td>
</tr>
<tr>
<td>Be actively involved in the re-commissioning of the South West Child Protection Procedures</td>
<td>July 2015</td>
<td>The chosen option will meet the needs of Gloucestershire Safeguarding Children Board. Professionals working with children and families will be aware of the procedures and will be actively using them in their decision making</td>
<td>P&amp;P</td>
</tr>
<tr>
<td>Review local policies and procedures and produce new local policies/procedures as a result of learning from serious case and other reviews</td>
<td>March 2016</td>
<td>Learning from case reviews will be used to improve working practices. These local policies will also be shared with the SWCPP group for inclusion in the SWCPP. Professionals will have the tools and information that they need to be able to make confident safeguarding decisions</td>
<td>P&amp;P</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Ensure the Early help offer is published by all schools and Educational Settings</td>
<td>March 2016</td>
<td>Schools and educational settings will be meeting the responsibilities set out in <em>Keeping Children Safe in Education 2014</em> and this will be evidenced through the S175 audit. Schools and educational settings will also be clear on the process for undertaking an early help assessment, but in particular the move from CAFs to My Plan and My Plan +</td>
<td>Education and Learning</td>
</tr>
</tbody>
</table>

**Strategic Objective Two - We challenge ourselves and each other to build on good practice and identify areas for improvement.**

**Why is This important** - In order to drive up standards, partner agencies need to challenge areas of weakness so that there is a culture of continuous improvement across the GSCB. It is equally important to share good practice so that this can be built upon

<table>
<thead>
<tr>
<th>What are We Going to Do?</th>
<th>By When</th>
<th>How Will We Know We have been Successful? (What difference have we made?)</th>
<th>Lead/Sub-Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure the impact of multi-agency training using evaluation questionnaires (pre, post and 3-monthly), focus groups and thematic audits</td>
<td>March 2016</td>
<td>Analysis of evaluation data will be able to evidence the impact that training has had on professional practice. Feedback from focus groups will also evidence a more confident and informed workforce</td>
<td>Workforce Development</td>
</tr>
<tr>
<td>Action</td>
<td>Time</td>
<td>Details</td>
<td>Responsible Party</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Act upon findings from the analysis of the Section 175 schools audit in 2014/15</td>
<td>March 2016</td>
<td>Areas of weakness will have been addressed through the Designated Safeguarding Lead Forums, single-agency training, and targeted work and this will be evidenced through the S175 audit results in 2015/16</td>
<td>Education and Learning</td>
</tr>
<tr>
<td>Undertake a ‘deep dive’ audit of early help in Gloucestershire</td>
<td>August 2015</td>
<td>GSCB will have a shared understanding of the child’s journey to identify where, without early help, this may result in safeguarding risks. This contributes to reducing significant harm. GSCB will provide healthy challenge on quality and effectiveness of early help where required, or gaps in provision, in order to help ensure local need is met.</td>
<td>MAQuA</td>
</tr>
<tr>
<td>Carry out an audit of cases where parental substance misuse is a significant factor to highlight good practice and areas for improvements in multi-agency working</td>
<td>March 2016</td>
<td>The GSCB will have shared the findings from the audit across the workforce and areas for improvement will be incorporated into multi-agency training.</td>
<td>Substance Misuse Task and Finish</td>
</tr>
<tr>
<td>Continue to develop and improve the way in which the GSCB operates</td>
<td>March 2016</td>
<td>There will be demonstrable evidence of a culture of continuous improvement and the elements of an effective LSCB will be understood and owned by all Board members</td>
<td>Independent Chair/GSCB Business Manager</td>
</tr>
<tr>
<td>Continue to review the effectiveness of Core Groups through the Multi-Agency Child Protection Panel</td>
<td>March 2016</td>
<td>Key messages and themes from the Multi-Agency Child Protection Panel will be shared across the workforce through GSCB Comms and Roadshows. Audits (single and multi-agency), feedback from practitioners and performance data will demonstrate improvements to the safeguarding system</td>
<td>Multi-Agency Child Protection Panel</td>
</tr>
<tr>
<td>Undertake a Section 11 audit to monitor the arrangements made by relevant organisations to meet their safeguarding responsibilities</td>
<td>November 2015</td>
<td>The GSCB will have evaluated and challenged the effectiveness of safeguarding arrangements across partner organisations through a review of responses and a ‘peer challenge’ session. Areas for improvement will be clearly identified and acted upon through single agency action plans.</td>
<td>GSCB Business Unit</td>
</tr>
<tr>
<td>Continue to develop links between children and adult services to ensure there is a family centred approach</td>
<td>March 2016</td>
<td>Regular alignment meetings will have taken place between the GSAB and the GSCB and cross-cutting themes will have been identified.</td>
<td>Independent Chair/GSCB Business Manager</td>
</tr>
</tbody>
</table>

**Strategic Objective Three - The safeguarding needs of particularly vulnerable children and young people are addressed**

**Why is This important** - All children and young people are vulnerable but particular groups are more so. It is important that these groups are identified and their specific safeguarding needs are addressed using a targeted approach as part of our 3 year plan

<table>
<thead>
<tr>
<th>What are We Going to Do?</th>
<th>By When</th>
<th>How Will We Know We have been Successful?</th>
<th>Lead/Sub-Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake a multi-agency audit of children in care</td>
<td>March 2016</td>
<td>The GSCB will understand the experiences and safeguarding vulnerabilities of children and young people who are looked after. GSCB partners will hold each other to account for their contribution to the safety and protection of children and young people. Findings from the audit will contribute to service improvements that makes children and young people's placements safer and more stable.</td>
<td>MAQuA</td>
</tr>
<tr>
<td>Provide high-quality multi-agency safeguarding training that responds to changing needs, demands and issues</td>
<td>March 2016</td>
<td>We will be able to evidence that professionals have attended training appropriate to their roles and responsibilities. Evaluations will confirm that professionals found the training to be of a high quality and that it has</td>
<td>Workforce Development</td>
</tr>
</tbody>
</table>
made a positive difference to professional practice. This will be evidenced through focus groups, multi-agency audits and external inspections

<table>
<thead>
<tr>
<th>Action</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake a series of ‘light-touch’ CP Process Audits (S47, re-referrals, CP Conferences)</td>
<td>May 2015</td>
<td>February 2016</td>
<td>Regular scrutiny of key parts of the process will be strengthened, with partners increasing their shared understanding of what good looks like and holding each other to account for ineffective</td>
<td>MAQuA</td>
</tr>
<tr>
<td>Oversee the implementation of the CSE Strategy Action Plan to ensure that local activity is coordinated and communicated effectively</td>
<td>March 2016</td>
<td></td>
<td>It will be possible to evidence that children, young people, parents/carers and professionals are aware of the risks of sexual exploitation and the needs of vulnerable children who are identified as being at risk of CSE are being addressed</td>
<td>CSE/Missing Children</td>
</tr>
<tr>
<td>Ensure that all audit activity assesses the extent to which children and young people have opportunities for their views and opinions to be heard in respect of their experience of safeguarding services.</td>
<td>March 2016</td>
<td></td>
<td>GSCB will learn children and young people’s views related to child protection needs</td>
<td>MAQuA</td>
</tr>
<tr>
<td>Follow up on the voices of children/young carers event</td>
<td></td>
<td></td>
<td>The GSCB will have considered how the voices of children and young people are informing and changing substance misuse service development in relation to taking children’s voice into account in assessment and intervention</td>
<td>Substance Misuse Task and Finish</td>
</tr>
<tr>
<td>Undertake a Safeguarding Roadshow for practitioners working with our more diverse communities</td>
<td></td>
<td></td>
<td>The GSCB will have a better understanding of the needs of this group of practitioners and will have put in place additional training and awareness raising to ensure that they are fully supported to meet their safeguarding responsibilities.</td>
<td>GSCB/GSAB Workforce Development</td>
</tr>
</tbody>
</table>
## Strategic Objective Four - We can evidence that multi-agency learning is used to improve working practices

**Why is This important** - It is important to learn from serious incidents. Lessons from case reviews and serious case reviews can help prevent further incidents from occurring. Further development of the systems approach will enable lessons about process to be addressed, further strengthening safeguarding policy and procedure.

<table>
<thead>
<tr>
<th>What are We Going to Do?</th>
<th>By When</th>
<th>How Will We Know We have been Successful?</th>
<th>Lead/Sub-Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make timely and robust decisions on all new cases put forward for consideration by the Serious Case Review Sub-Group</td>
<td>Throughout 2015/16</td>
<td>All cases will have been considered in a timely manner and a recommendation put forward to the Independent Chair. The National Panel and Ofsted will have been notified of the decision to undertake a Serious Case Review.</td>
<td>Serious Case Review</td>
</tr>
<tr>
<td>Ensure that Serious Case Reviews are completed to a high standard, using a proportionate approach and methodology appropriate to each individual case</td>
<td>Throughout 2015/16</td>
<td>The GSCB will be assured that each Serious Case Review has been undertaken using the most appropriate methodology and that learning opportunities have been maximised. Findings will have been translated into a SMART response plan, which leads to improvements in the safeguarding system. Improvements are evidenced by feedback from children and young people, families and professionals</td>
<td>Serious Case Review</td>
</tr>
<tr>
<td>Ensure that all CDOP backlog cases have been considered and subsequent cases are dealt with in a timely manner</td>
<td>December 2015</td>
<td>The GSCB will be assured that child deaths have been reviewed in a timely way and thematic findings will have been communicated to the Board and appropriate action taken</td>
<td>CDOP</td>
</tr>
<tr>
<td>Work closely with the Communications and Workforce Development Sub-Groups to share learning from local and national SCRs</td>
<td>Throughout 2015/16</td>
<td>There will be clear and agreed roles and responsibilities between the SCR, WFD and Communications Sub-Group that will have led to the Gloucestershire workforce having the skills and understanding to be able to confidently safeguard children and promote their welfare.</td>
<td>Serious Case Review/Workforce Development/Comms</td>
</tr>
<tr>
<td>Improve parental and professional understanding of the CDOP process and increase the level of transparency</td>
<td>Throughout 2015/16</td>
<td>There will be better engagement by all agencies in the process that has led to increased awareness raising of local learning and regional patterns/trends</td>
<td>CDOP</td>
</tr>
<tr>
<td>Review of deaths to explore for any patterns or trends and report findings to the GSCB</td>
<td>Throughout 2015/16</td>
<td>The GSCB will have used the findings from child deaths to inform the development of policies and procedures where required. Awareness raising activity will have been undertaken to reduce the risk of similar child deaths happening in the future</td>
<td>CDOP</td>
</tr>
<tr>
<td>Develop and implement a speed case review methodology (both for SCRs and also cases that do not meet the criteria but where learning is required)</td>
<td>October 2015</td>
<td>The GSCB will have used a proportionate approach to maximise learning opportunities for professionals working with children and families. Learning will have been clearly communicated across the workforce and included in single and multi-agency training</td>
<td>Serious Case Review</td>
</tr>
</tbody>
</table>
Appendix 1: GSCB Membership List

2gether NHS Foundation Trust
Barnardos
Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company
British Army
Cheltenham Borough Council
Children & Family Court Advisory & Support Service (CAFCASS)
Cotswold District Council
County Councillor
Diocese of Gloucester
Forest of Dean District Council
Further Education
Gloucestershire Association of Primary School Heads (GAPH)
Gloucestershire Association of Secondary School Heads (GASH)
Gloucestershire Association of Special School Heads (GASSH)
Gloucestershire Care Services NHS Trust
Gloucester City Council
Gloucestershire Clinical Commissioning Group
Gloucestershire Constabulary
Gloucestershire County Council
Gloucestershire Crown Prosecution Service
Gloucestershire Fire and Rescue Service
Gloucestershire Magistrates Courts Service
Gloucestershire Hospitals NHS Foundation Trust
Independent Chair
Lay Members x 3
National Probation Service
NHS England
Prospects
Safeguarding Adults
South Western Ambulance Service NHS Foundation Trust
Stroud District Council
Tewkesbury Borough Council
Voluntary Sector – County Community Project
### Appendix 2: Attendance at GSCB Meetings

#### Attendance at Board Meetings 2014/15

<table>
<thead>
<tr>
<th></th>
<th>Present</th>
<th>Absent</th>
<th>Apology</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 14</td>
<td>21</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Sept 14</td>
<td>18</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>Nov 14</td>
<td>19</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Feb 15</td>
<td>20</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Average</td>
<td>19.5</td>
<td>8.5</td>
<td>4.5</td>
</tr>
</tbody>
</table>

#### Board Member Agency

<table>
<thead>
<tr>
<th>Board Member Agency</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2gether NHS Foundation Trust</td>
<td>75%</td>
</tr>
<tr>
<td>Action for Children</td>
<td>0%</td>
</tr>
<tr>
<td>Barnardos</td>
<td>0%</td>
</tr>
<tr>
<td>British Army</td>
<td>0%</td>
</tr>
<tr>
<td>Cheltenham Borough Council</td>
<td>100%</td>
</tr>
<tr>
<td>Children &amp; Family Court Advisory &amp; Support Service (CAFCASS)</td>
<td>75%</td>
</tr>
<tr>
<td>Cotswold District Council</td>
<td>25%</td>
</tr>
<tr>
<td>County Councillor</td>
<td>100%</td>
</tr>
<tr>
<td>Crown Prosecution Service</td>
<td>0%</td>
</tr>
<tr>
<td>Diocese of Gloucester</td>
<td>75%</td>
</tr>
<tr>
<td>Forest of Dean District Council</td>
<td>25%</td>
</tr>
<tr>
<td>Further Education</td>
<td>25%</td>
</tr>
<tr>
<td>Gloucester City Council</td>
<td>25%</td>
</tr>
<tr>
<td>Gloucestershire Association of Primary School Heads (GAPH)</td>
<td>25%</td>
</tr>
<tr>
<td>Gloucestershire Association of Secondary School Heads (GASH)</td>
<td>25%</td>
</tr>
<tr>
<td>Gloucestershire Association of Special Schools Heads (GASSH)</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire Care Services NHS Trust</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire Clinical Commissioning Group</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire County Council</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire Fire and Rescue Service</td>
<td>25%</td>
</tr>
<tr>
<td>Gloucestershire Magistrates Courts Service</td>
<td>0%</td>
</tr>
<tr>
<td>Gloucestershire NHS Hospital Foundation Trust</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire Police</td>
<td>100%</td>
</tr>
<tr>
<td>Gloucestershire Probation (includes National Probation Service &amp; BGSW Community Rehabilitation)</td>
<td>75%</td>
</tr>
<tr>
<td>Board Member Agency</td>
<td>Attendance</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Independent Chair</td>
<td>100%</td>
</tr>
<tr>
<td>Lay Member</td>
<td>50%</td>
</tr>
<tr>
<td>NHS England</td>
<td>100%</td>
</tr>
<tr>
<td>Prospects</td>
<td>100%</td>
</tr>
<tr>
<td>Safeguarding Adults</td>
<td>25%</td>
</tr>
<tr>
<td>South Western Ambulance Service NHS Foundation Trust</td>
<td>50%</td>
</tr>
<tr>
<td>Stroud District Council</td>
<td>100%</td>
</tr>
<tr>
<td>Tewkesbury Borough Council</td>
<td>50%</td>
</tr>
<tr>
<td>Voluntary Sector – County Community Project</td>
<td>100%</td>
</tr>
</tbody>
</table>
### Appendix 3: Training Activity during 2014/15

<table>
<thead>
<tr>
<th>Training Course Name:</th>
<th>No. of Courses:</th>
<th>No. of Delegates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inter-Agency Child Protection</td>
<td>42</td>
<td>893</td>
</tr>
<tr>
<td>Revision and Update</td>
<td>37</td>
<td>768</td>
</tr>
<tr>
<td>Advanced Practitioner</td>
<td>6</td>
<td>124</td>
</tr>
<tr>
<td>Child Sexual Exploitation</td>
<td>11</td>
<td>186</td>
</tr>
<tr>
<td>Children and Young People with Disabilities</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>Parental Substance Misuse levels 1,2,3</td>
<td>6</td>
<td>109</td>
</tr>
<tr>
<td>Domestic Violence levels 1,2</td>
<td>10</td>
<td>165</td>
</tr>
<tr>
<td>Working Together in Child Protection Conference Groups</td>
<td>4</td>
<td>64</td>
</tr>
<tr>
<td>C&amp;YP – Substance Misuse Screening Tool Training</td>
<td>20</td>
<td>232</td>
</tr>
<tr>
<td>Safer Recruitment</td>
<td>7</td>
<td>321</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>146</strong></td>
<td><strong>2,922</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inter-Agency workshops and Conferences:</th>
<th>No. of Courses:</th>
<th>No. of Delegates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safeguarding Road shows (Dec 2014)</td>
<td>7</td>
<td>500</td>
</tr>
<tr>
<td>Neglect Workshop Briefings (July 2014/ March 2015)</td>
<td>13</td>
<td>815</td>
</tr>
<tr>
<td>Train The Trainer (June 2014)</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Foetal Alcohol Spectrum Disorder (September 2014)</td>
<td>1</td>
<td>207</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>22</strong></td>
<td><strong>1,536</strong></td>
</tr>
</tbody>
</table>

| Final Total:                                             | **168**         | **4,458**         |
## Appendix 4: Jargon Buster

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAF</td>
<td>Common Assessment Framework</td>
</tr>
<tr>
<td>CDOP</td>
<td>Child Death Overview Panel. This panel undertakes a review of all child deaths within the county (excluding still born babies and planned terminations) so that information about child deaths can be collected and learned from.</td>
</tr>
<tr>
<td>CEOP</td>
<td>Child Exploitation and Online Protection Centre</td>
</tr>
<tr>
<td>CiC</td>
<td>Children in Care</td>
</tr>
<tr>
<td>CSE</td>
<td>Child Sexual Exploitation</td>
</tr>
<tr>
<td>DIE</td>
<td>Department for Education</td>
</tr>
<tr>
<td>DSL</td>
<td>Designated Safeguarding Lead, formally known as Designated Child Protection Officer</td>
</tr>
<tr>
<td>Early Help</td>
<td>Early Help means providing support as soon as a problem emerges, at any point in a child’s life, from the foundation years through to the teenage years.</td>
</tr>
<tr>
<td>FGM</td>
<td>Female Genital Mutilation</td>
</tr>
<tr>
<td>GCC</td>
<td>Gloucestershire County Council</td>
</tr>
<tr>
<td>GHLL</td>
<td>Gloucestershire Healthy Living and Learning</td>
</tr>
<tr>
<td>GSAB</td>
<td>Gloucestershire Safeguarding Adults Board</td>
</tr>
<tr>
<td>GSCB</td>
<td>Gloucestershire Safeguarding Children Board</td>
</tr>
<tr>
<td>IRO</td>
<td>Independent Reviewing Officer.</td>
</tr>
<tr>
<td>KCSiE</td>
<td>Keeping Children Safe in Education</td>
</tr>
<tr>
<td>LADO</td>
<td>Local Authority Designated Officer. The role of the LADO is to provide advice and guidance and to manage allegations against people who work with children.</td>
</tr>
<tr>
<td>LSCBs</td>
<td>Local Safeguarding Children Boards.</td>
</tr>
<tr>
<td>MASH</td>
<td>Multi Agency Safeguarding Hub</td>
</tr>
</tbody>
</table>
| MAPPA   | Multi-Agency Public Protection Arrangements. These arrangements are in place to manage the risks posed by sexual and violent offenders living in the community. MAPPA's role is to:  
  • Protect victims and potential victims  
  • Identify individuals who may pose a risk of harm  
  • Share relevant information about them  
  • Assess the nature and extent of that risk  
  • Find ways to manage that risk effectively  
  The Authority Responsible for MAPPA includes members of the Police, Probation and Prison Services. |
<table>
<thead>
<tr>
<th>MAQUA sub group</th>
<th>Multi-Agency Quality Assurance sub group. This sub group is responsible for revising and stream lining current policy and procedure to ensure quality and efficiency.</th>
</tr>
</thead>
<tbody>
<tr>
<td>MARAC</td>
<td>Multi –Agency Risk Assessment Conference. The focus of this Conference is protection of high risk adult victims of Domestic Abuse and their children. It is a conference to share information and increase the safety of victims of Domestic Abuse and their families. MARAC looks at the highest risk domestic abuse cases and constructs risk management plans that provide professional support to those at risk, to reduce the risk and reduce repeat victimisation.</td>
</tr>
<tr>
<td>The Munro Report</td>
<td>Commissioned in 2010 this report sets out reform proposals intended to improve the ability of professionals to make best judgements with regard to children and safeguarding.</td>
</tr>
<tr>
<td>SCIE</td>
<td>(Social Care Institute for Excellence) and Systems based learning. SCIE presents a “systems” model for undertaking Serious Case Reviews. This approach focuses on why actions or decisions, which later turn out to be mistaken, are made and appear to be rational and sensible at the time. This model hopes to generate new ideas of how to improve practice.</td>
</tr>
<tr>
<td>SCR</td>
<td>A Serious Case Review is conducted when a child dies or sustains a potentially life threatening injury (or serious impairment) as a result of suspected abuse or neglect. The purpose of the SCR is to ascertain whether any lessons can be learnt with regard to safeguarding children and interagency working. A SCR may also be conducted if a child has undergone serious sexual abuse or a parent has been murdered and a homicide review is undertaken.</td>
</tr>
<tr>
<td>Section 11</td>
<td>Section 11 of the Children Act 2004 places duties on a range of organisations to ensure their functions and services have regard to the need to safeguard and promote the welfare of children</td>
</tr>
<tr>
<td>Section 175/157</td>
<td>Section 175 of the Education Act 2002 provides the legal duty on educational settings to safeguard and protect children</td>
</tr>
<tr>
<td>SILP</td>
<td>Significant Incident Learning Process. This is a systems model for undertaking case reviews.</td>
</tr>
<tr>
<td>SWCPP</td>
<td>South West Child Protection Procedures.</td>
</tr>
<tr>
<td>Task and Finish Groups</td>
<td>are established to report on, develop and drive forward particular areas of safeguarding which have been highlighted by GSCB.</td>
</tr>
<tr>
<td>Working Together to Safeguard Children (2015)</td>
<td>Statutory guidance covering the legislative requirements and expectations on individual services to safeguard and promote the welfare of children and a clear framework for Local Safeguarding Children Boards to monitor the effectiveness of local services</td>
</tr>
</tbody>
</table>