



GATESHEAD
local safeguarding
children board

Gateshead LSCB Annual Report

2016 - 2017



LSCB ANNUAL REPORT 2016-2017

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1. INTRODUCTION AND WELCOME

Introduction – Councillor Angela Douglas, Cabinet Member for Children and Young People



I am pleased to introduce the Gateshead Local Safeguarding Children Board (LSCB) Annual Report for 2016-2017.

As the Cabinet Member for Children and Young People for Gateshead Council I continue to hold the statutory responsibility alongside the Director of Children's Services for ensuring that children at risk of harm receive high quality services that support and protect them.

We have once again seen unprecedented pressures on agencies in Gateshead as we all have to balance increasing demand with decreasing resources. Despite this we continue to see strong and effective practice and unwavering commitment from our professionals who often go above and beyond to keep young people safe. This report sets out some of the excellent work undertaken in the past 12 months and demonstrates just how we keep children at the heart of good practice in the borough.

I am delighted to welcome Sir Paul Ennals as the new Independent Chair of Gateshead LSCB. He brings with him a wealth of experience which can only strengthen the work of the Board in leading and coordinating the safeguarding agenda in Gateshead. The next 12 months will see a lot of change for LSCBs following new Government legislation and I am confident that we have the capacity, capability and commitment that we need to move forward and continue to support arrangements to safeguard and protect the children of Gateshead.

Foreword – Sir Paul Ennals, LSCB Independent Chair



I was honoured and delighted to be appointed to chair the Gateshead Local Safeguarding Children Board (LSCB) in November 2016. There had been a gap of some months since the departure of my predecessor Gary Hetherington, but this report still reflects much of the positive influence that he had on the strength of the multi-agency partnership in Gateshead.

It was immediately clear to me that the partners in Gateshead have a strong commitment to working together, holding each other to account and seeking to learn and improve together. The LSCB brings together a wide range of partners – council, health bodies, police, schools, probation, voluntary sector and many others – and we all know that working together across so many agencies is inherently challenging. In particular, as austerity has hit all agencies to differing degrees, the partnership has been making genuinely difficult and painful decisions at times, seeking to respond to increasing needs within the community with ever reducing resources. It is these periods that really test the depth of the partnership, and I thank all the partners for their continued commitment.

It has been a year of change throughout many of the partners. Strong multi-agency partnerships extend beyond the personal relationships created between individuals, but there is no doubt that they benefit greatly from a level of personal consistency. Whilst representation has remained largely stable amongst the CCG, hospital trust and police, most other agencies have restructured. We have seen widespread turnover of senior council staff – an excellent new team is joining the council now, which we hope will provide welcome stability and consistency of direction. The council is rightly looking to respond to the continued budget reductions by seeking to increase its focus on early help and prevention; this requires some bold decisions and strong partnerships, since the necessary changes can have an impact on services provided by schools, health agencies, police and others. The development of the new Early Help Strategy is somewhat behind schedule, and will set the stage for more important developments in the year ahead.

It is over a year since Ofsted inspected the Council and LSCB. I am pleased to say that all their recommendations relating to the LSCB have been fully implemented.

The Government has introduced new legislation, changing the future of safeguarding arrangements for children. Gateshead LSCB has drawn up detailed proposals for how we intend to operate once the new Act comes into force; we will look to retain most of our current arrangements, but streamline our ways of working and strengthen our partnerships with colleagues across the region.

There is much detail in this report of the hard work of all the agencies. We have the confidence to challenge each other if we think any agencies need to improve, but we do so within a partnership where we offer strong support to each other. “High Support, High

Challenge” is becoming our slogan, as the partnership of agencies confronts the real challenges that the Government and the economy present to us all.

Safeguarding arrangements within Gateshead are broadly robust and effective. This is due to the personal commitment of many individuals. Above all, though, I should thank our excellent Board manager Louise Gill, whose departure in August 2017 to work in Public Health brings real gains to them, but leaves a significant hole in our working arrangements which will be hard to fill.

Paul Entwistle

2. SUMMARY OF PROGRESS

2.1 Purpose of report

As set out in *Working Together to Safeguard Children* (2015), every Local Safeguarding Children Board (LSCB) is required to produce and publish an annual report on the effectiveness of safeguarding in the local area. This report sets out the arrangements to safeguard and promote the welfare of children in Gateshead and provides an assessment of those arrangements. The report also sets out how we discharge our statutory functions.

2.2 Overall LSCB progress

Once again, 2016-2017 has been a busy year for us. Despite the Board not undergoing specific external scrutiny as we were not inspected by Ofsted and did not undertake any statutory Serious Case Reviews (SCRs), our “business as usual” and a number of new emerging issues nationally and locally have meant that our meetings have been busier than ever. Considerable work has also been undertaken between meetings by our sub groups, task and finish groups and highly committed members. We also continued to build on the learning from the Ofsted inspection of the LSCB in 2015-2016 to strengthen our position and build on our ambition to be a “good” LSCB.

We appointed a new Independent Chair in November 2016 and as part of his review of our arrangements we strengthened our governance arrangements and updated our Terms of Reference. We also improved processes during our meetings to allow for more discussion of key issues to result in actions and recommendations and less time simply receiving reports.

2.3 Progress against last year’s objectives

Our Business Plan was monitored at every meeting of the LSCB Business Planning Group and the new LSCB Executive, which first met in February 2017, took this role forward. By year end most of our priorities were signed off or due to be signed off by the end of April 2017. The only exceptions are as follows: The redesign of Early Help is ongoing to enable active involvement of partner agencies. Updating the “Thresholds/Indicators of Need” document from Children’s Social Care will be completed once the Early Help offer is finalised. The work around the national Child Protection – Information System has not yet been completed due to technology issues beyond the control of agencies in Gateshead; however this is being actively addressed.

In terms of **Leadership** we strengthened our links with our local communities and other partnerships to improve the visibility of the LSCB and ensure that safeguarding children was still a priority for groups with an adult or community focus. We also considered whether it would be appropriate to establish a young person’s LSCB and continued with work to engage children and young people with the work of the Board.

We **challenged** our partner agencies to provide us with details of their own internal single-agency scrutiny and audit. We were not asking agencies to do additional audit work but wanted to make sure that we knew what audits were already taking place, what they were showing and whether they made a difference. The purpose of this was to reassure us as a Board that there were no significant issues picked up in term of practice but also to ensure that agencies were robust in their own arrangements to identify any issues. Overall, the findings identified no specific concerns about single agency practice and indeed some high quality single agency and joint working was demonstrated. In terms of areas for development, Children’s Social Care shared that in 53% of the cases audited “visits” were not in timescale (this was across all cases including Child Protection, Child in Need and Looked After Children). This figure improved to 80% as a result of the actions undertaken

following the audit. The voice of the child is heard and acted upon, however this is not always evidenced as well as it could be through recording. Inconsistencies were noted in the planning process and areas for improvement identified. Some very good work was noted in all of the Children's Social Care audits however. Gateshead Health NHS Foundation Trust shared that there was limited evidence in hospital records of paediatric engagement with child protection conferences. Invitations were only received a few days before the meeting, making paediatric attendance more difficult due to clinical commitments. Processes were introduced to address this and plans put in place to re-audit and determine if improvements had been made. The LSCB Executive will continue to monitor single agency audits on behalf of the Board in 2017-2018.

2.4 Board effectiveness

We challenged ourselves as a Board through our new Effectiveness Framework. Our benchmarking exercise showed us that there were no significant areas of concern but we needed to evidence further the impact of our work. Work in this particular area will continue into 2017-2018 as we review our arrangements in light of the Government's review of LSCBs and new legislation. We also reviewed our mini peer review proposal from previous years and looked at more effective ways of challenging each other.

In terms of **Learning**, we considered the national review of LSCBs commissioned by the Government to make sure there were no significant gaps in our training offer. We also reviewed cases in a multi-agency setting where there were lessons to be learned and took this learning forward. As a result of the 2015 Ofsted inspection we also reviewed processes to understand the impact of our training offer and maintained a focus on delivering high quality training that met demand.

As well as our work towards our Business Plan and priorities we are satisfied that we have highly effective partnership arrangements in Gateshead which are built on trust and honesty. Agencies have the confidence to challenge each other due to robust working relationships.

Our annual Development Session commended the highly effective work of our LSCB Business Manager. The role is crucial to the work of the Board in terms of ongoing work, compliance with statutory requirements and helping to drive the Board forward. The LSCB Business Manager provides a link between the Board and sub groups and links to other partnerships. The new LSCB Chair also chairs the SAB and this further strengthens joint working and will help to improve the transition agenda.

As a Board, we are confident that we have effective training that responds well to LSCB priorities. Despite increasing pressures on partner agency staff we have a skilled pool of trainers who deliver a lot of our sessions "in house" but we also have the resources to commission specialist sessions when appropriate. We continue to carry out work to ensure that our training has an impact on frontline to ensure that the sessions not only lead to improved outcomes but provide the Board with best value for money.

We acknowledge that we need to do more to hear the voice of the child as a Board. Our partner agencies undertake a lot of work to listen to and act on the voice of children accessing their services and there is some work for us to do to join this up better across the partnership and to see more meaningful outcomes from this. We also need to carry out more work to capture the voice of children who aren't part of groups such as school councils, the Youth Assembly, One Voice, Police Cadets etc. We will take this work forward into 2017-2018. However, some really positive practice was noted for example the use of the "Seen and Heard" campaign and "My Care Plan" in health and the use of the "MOMO" app for children involved in the Child Protection and Looked After systems.

2.5 Summary of sub group and task & finish group progress

We established two task & finish groups in 2016-2017 to lead on the two thematic high priority areas - self-harm and permanent exclusions - on behalf of the Board. The two groups met regularly, scoped each issue, identified and took forward areas for development. The **self-harm** group acknowledged that reported rates of self-harm in Gateshead are high, though reducing. Schools were not routinely informed when a young person presented to hospital with self-harm and therefore were unable to support them when they next attended school. Processes to allow this information to be shared were explored and school staff identified a training need around how to respond to self-harm, so specialist training was commissioned and offered to every school. It is too soon to see whether or not this will help to reduce the number of young people who self-harm, but clearly young people involved are now better supported. The **exclusions** group explored the rise in permanent exclusions within Gateshead, and produced a range of recommendations for how the local authority, health and schools can seek to tackle the issue; a seminar for all schools is planned for the summer of 2017. The two task & finish groups provided a 6 month update report and a final report at year end to evidence what had taken place and any further actions required. Both groups were praised by the Board on the level of detail in their work and the actions identified and achieved. Work will be taken forward into 2017-2018 by identified Board members.

At year end we had seven sub groups, one of which is shared with the Safeguarding Adults Board (SAB). They are:

- Gateshead Local Child Death Review Group
- Joint LSCB & SAB Strategic Exploitation Group
- Learning & Improvement Sub Group
- Licensing Sub Group
- Performance Management Sub Group
- Policy & Procedures Sub Group
- Training Sub Group

The LSCB Missing, Sexually Exploited and Trafficked Sub Group (MSET) also reports into the Strategic Exploitation Group having previously reported directly to the Board.

Throughout the year our sub groups continued to work towards their own work plans and towards one or more of our priorities of **Leadership, Challenge** and **Learning** and specific details of this are found in the sub group reports in Appendix 4.

2.6 Summary of partner agency progress

A number of our partner agencies underwent reorganisations and restructures in 2016-2017 and as a Board we participated in consultation exercises and discussions and challenged areas where we were concerned that there could be an impact on safeguarding. As a Board we continue to give partner agencies a clear message that safeguarding all children, but particularly vulnerable children, must continue to be a priority when resources are reviewed.

We held a workshop session in October for members of our Board, the Safeguarding Adults Board and the Community Safety Board to ensure that our response to domestic abuse was strong enough. In particular, we looked at the way that agencies kept children safe when their parents/carers were involved in incidents of domestic abuse in the home. Some of our partners have been involved in some innovative pieces of work to improve the response to children involved in domestic abuse. For example, the Northumbria Police have been awarded additional money to focus on prevention and early intervention and this will include

work with schools. In previous annual reports we have described Operation Encompass, where police information feeds into schools to help school staff support children who have witnessed domestic abuse and this work continues successfully. Overall we were assured that some really effective work is in place. A lot of local authorities commission out their domestic abuse work but a great deal of it is done “in house” in Gateshead. Our partner agencies are focusing on being proactive and robust in their risk assessment and specialist training has been given on the perspective of the child. We felt that there are still some small gaps and we have asked partners to look into this further and will monitor this as a Board.

At our Board development session in March 2017 we asked our members to evidence how their own agencies had made a positive impact on children and young people and how we as a Board were also improving outcomes. The session provided us with some positive assurances. Some of our partners are performing extremely well in inspections nationally (e.g. Northumbria Police and Northumberland, Tyne and Wear NHS Foundation Trust) and some of our joint working has also been nationally recognised (e.g. Team Sanctuary). Despite some difficult budget decisions being made over the past 12 months our partners continue to prioritise safeguarding and continue to demonstrate good practice such as improvements in training for school governors and GPs, a safe and strong “front door” in Children’s Social Care, work with refugee families, additional supervision sessions for staff and strengthened policies and procedures in Gateshead Health NHS Foundation Trust.

Our partner agencies were asked to provide assurances about how they demonstrated our priorities of **Leadership, Challenge** and **Learning** in 2016-2017. In terms of **Leadership** a number of high profile appointments have been made or are being made to strengthen practice, governance and oversight and this includes a new Strategic Director in Gateshead Council, a new Designated Doctor in health and a continuing commitment to the role of Designated Nurses for both Safeguarding and Looked After Children. Northumbria Police demonstrated leadership in safeguarding with a clear direction regarding vulnerability and leadership and working to improve areas such as professional development and resilience of staff.

In terms of **Challenge**, our partner agencies have numerous practice examples of working together in a high support, high challenge culture with regular dialogue between managers in cases of abuse, neglect and exploitation. NHS England carried out assurance visits and audits of all of the Clinical Commissioning Groups (CCGs) in the North East of England to ensure compliance with national safeguarding standards. Newcastle Gateshead CCG were rated very positively throughout this process.

In terms of **Learning**, our partners were able to demonstrate changes to practice as a result of learning from cases (including good practice examples) and how this was disseminated and implemented. Gateshead College has ensured that learning around safeguarding is delivered to students and staff including delivering training on staying safe online to 1,842 students, counter extremism tutorials to 1,775 students and British values training to 1,684 students. By equipping their students with more information on risks and how to respond the College is helping to improve outcomes and raise awareness. The learning from Independent Return Interviews carried out by Adolescent Youth Support Service staff helps police and Children’s Social Care to understand an individual young person’s needs and specific risks in relation to them going missing and potential exploitation. This learning is then used to plan specific support packages.

In Gateshead we are rightly proud of the work that we have done as a Board and as partner agencies in 2016-2017. Agencies and individuals work well together providing support and challenge when necessary to ensure that safeguarding and promoting the welfare of children and young people remains a priority in both statutory child protection/safeguarding work and the wider work across the borough.

3. PERFORMANCE DATA AND INFORMATION

3.1 Performance Data

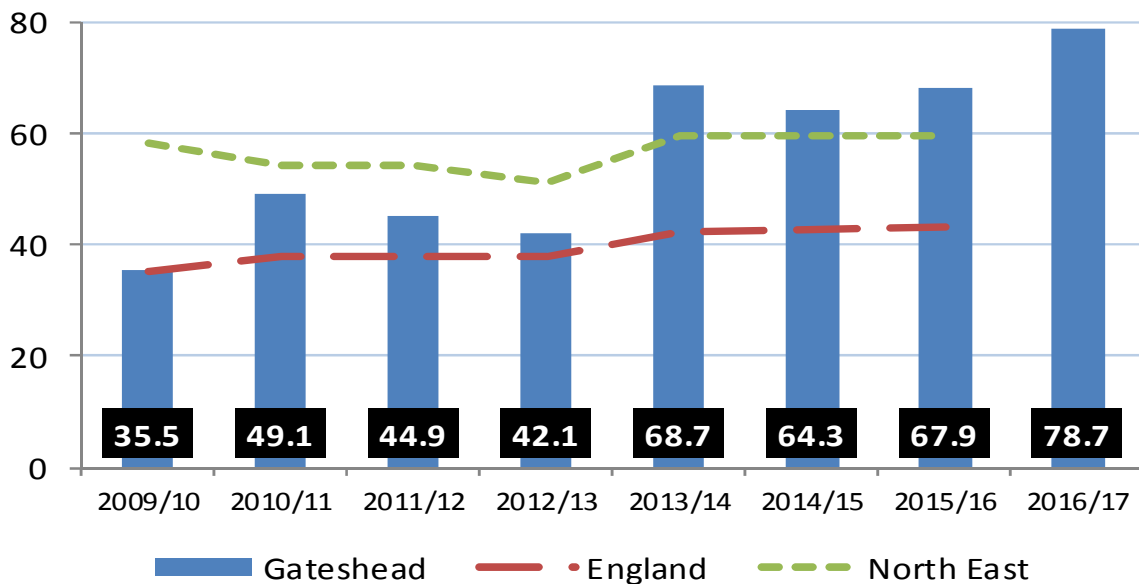
The LSCB Performance Management Sub Group monitors performance information on behalf of the LSCB and reports regularly to the Board against an agreed data set/performance dash board linked to priority areas.

A number of key issues were noted in the year-end report to the Board including continuing high child protection figures. The number of re-referrals increased but they remain in line with Gateshead's four year average and below regional and national averages

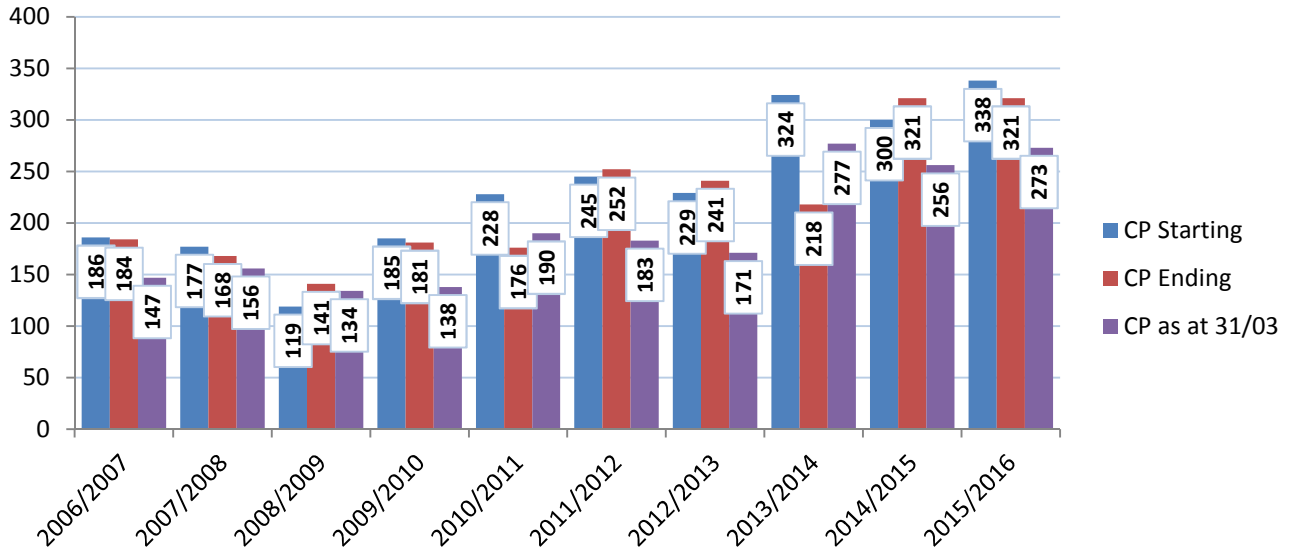
The dashboard also contains data on CSE and missing episodes but this is covered elsewhere in this report

At year end there were 314 children from Gateshead subject to a Child Protection Plan, which is a rate of 78.7 per 10,000, and almost double the England rate of 43.1 per 10,000 reported in 2015-2016. It is also 32% higher than the North East rate and an increase of 10.8 per 10,000 on the previous year in Gateshead. Work is ongoing to understand the significant rise alongside a new planning framework.

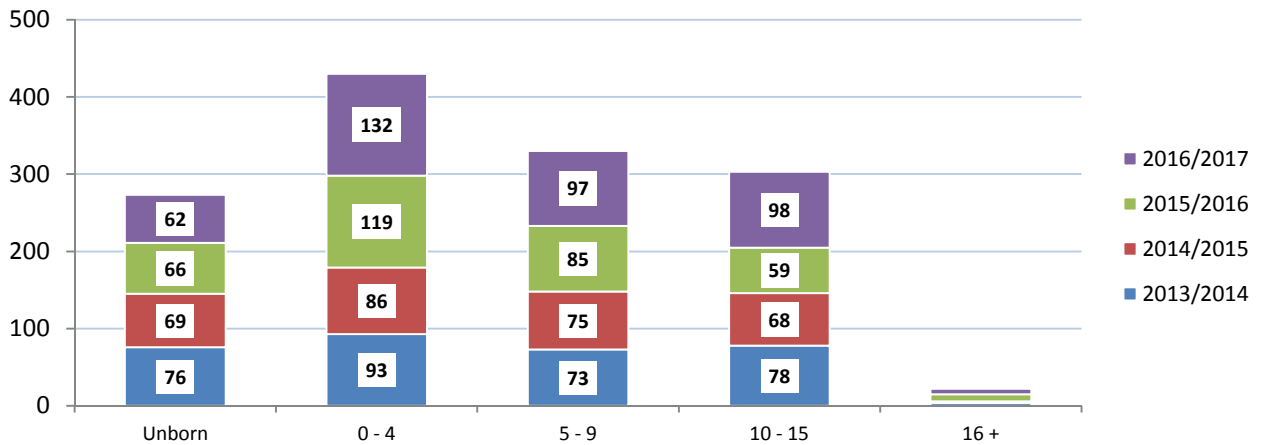
Child Protection Plan numbers per 10,000 @ 31st March



Child Protection Numbers

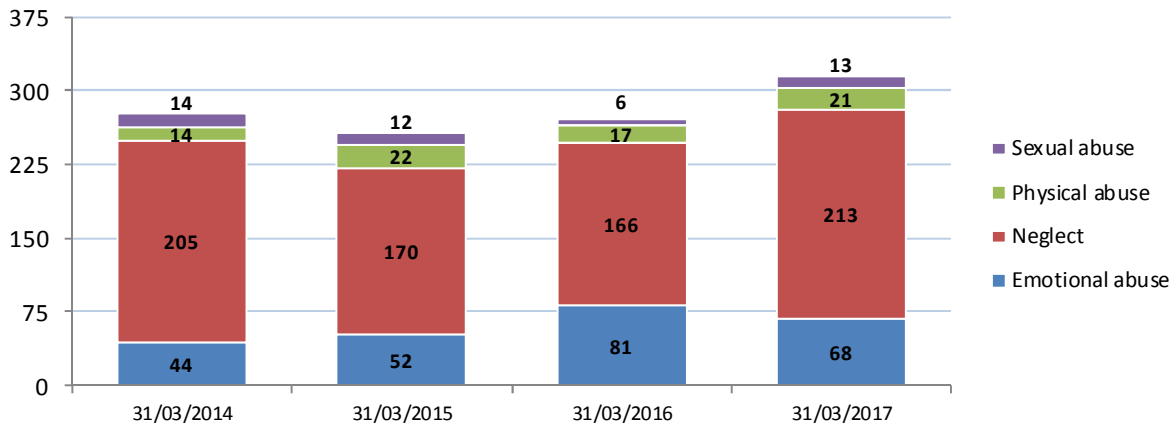


Age of Children when placed on a Child Protection Plan (Apr-Mar)



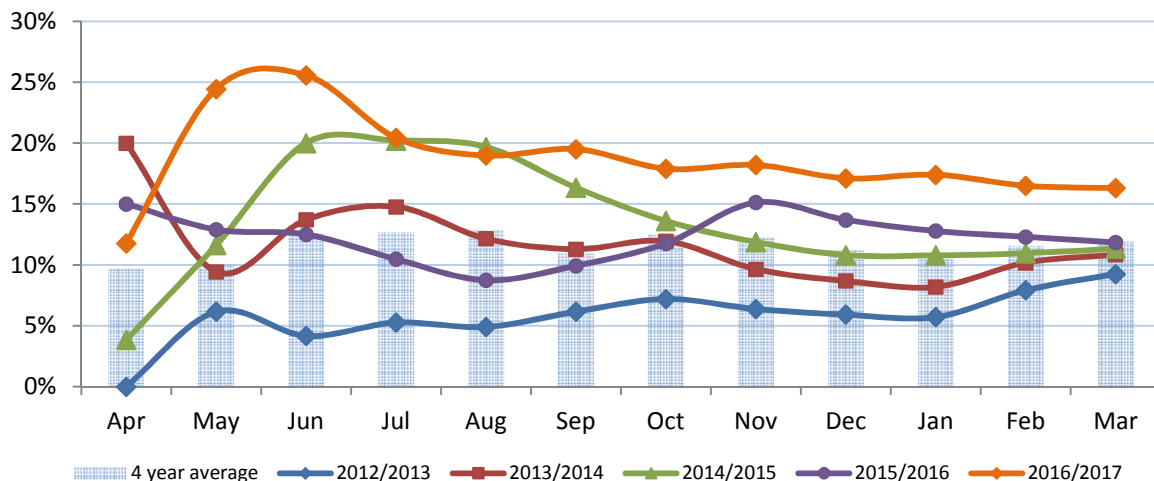
The category of neglect remains the highest at 67.8% of all plans. The numbers of plans lasting over 2 years remains low.

Child Protection Category at year end



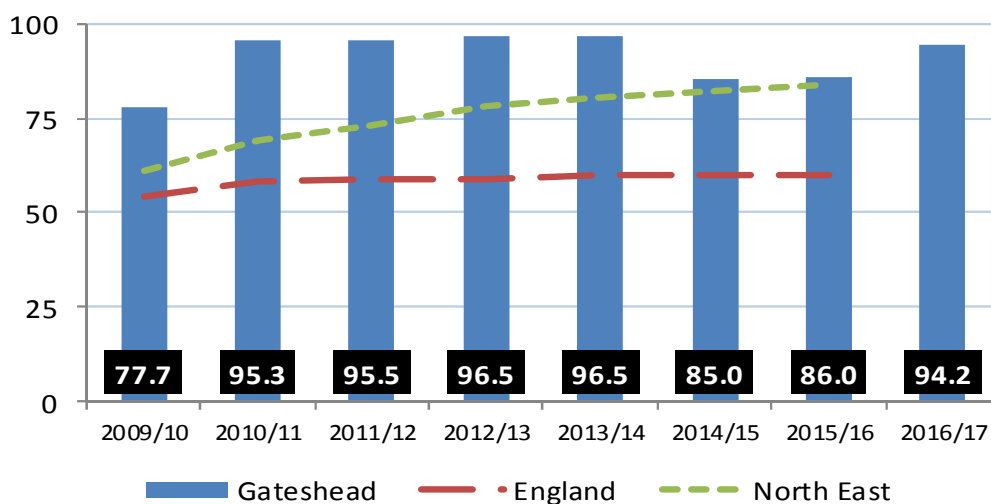
There was an increase noted in the numbers of children who became subject to a plan for a second or subsequent time (65 of 397 plans that started in 2016-2017 or 16.3%) and work is underway to understand this. The figure has reduced in the first quarter of 2017-2018 and there are currently 13 children subject to a second or subsequent plan. It is worth noting that only four of those children were made subject to a plan within two years of their last plan; the remaining nine children had a gap of over two years between plans.

Performance Indicator: Percentage of children becoming the subject of Child Protection Plan for a 2nd or subsequent time



This reporting period also saw an increase in the number of children who are Looked After by Gateshead Council. At year end there were 376 children in the care of Gateshead Council (94.2 per 10,000) which represents a 9.6% increase from the previous year end and is 57% higher than the latest England rate and 12% higher than the North East rate. The Looked After Children performance information indicates good placement stability and timely performance planning. This data and information on outcomes is monitored regularly by Gateshead Council Children’s Social Care Performance Clinic, the Corporate Parenting Partnership, the Looked After Children Overview and Scrutiny Committee and a number of other partner agency forums. The LSCB established a task & finish group to examine ways of safely reducing this figure.

Looked After Children numbers per 10,000 @ 31st March



Other data to note included:

- Child Concern Notifications and contacts to Children's Social Care increased from previous years; however the number of referrals decreased.
- A high number of assessments undertaken by Children's Social Care identified mental health (38.7%) and domestic abuse (37.5%) as a factor. Other common factors included alcohol or drug misuse, socially unacceptable behaviour, neglect and emotional abuse. Whilst the numbers of cases where domestic abuse is a factor is high it is much lower than the England average of 2015-2016 (49.6%) whereas the socially unacceptable behaviour rate (18.5%) is much higher (8.3%).
- A comparable amount of Child In Need (CIN) Assessments were undertaken in 2015-2016 and 2016-2017, however there was a decrease in CIN assessments being authorised within timescales. There was a large increase in Section 47 investigations and a higher percentage of these progressed to Initial Child Protection Conference (ICPC). Of those cases going to ICPC, 84% went on to require a Child Protection Plan, which indicates multi-agency agreement on the way to progress these cases
- 98.2% of ICPCs were held within the 15 day timescale (well above the regional average of 82.4% and national average of 76.7%). Attendance and contribution to CP conferences is monitored and remains strong overall, particularly for some partners e.g. Police. Work is ongoing to improve the contribution of some agencies to the process e.g. GPs. and also ensure sustained improvement against timescales for distribution of minutes
- There are small numbers of young people receiving treatment in specialist substance misuse services. There was a slight increase in the number of new presentations to treatment compared to the previous reporting period. Alcohol and cannabis continue to be the highest proportion of substances misused
- Rates of Permanent Exclusions from schools in Gateshead continue to be high and the 2016-2017 academic year is likely to show an increase on the previous year (data not available yet). Work has been carried out to explore this area further. The most common reason for Permanent Exclusion was "persistent disruptive behaviour". Work is ongoing around this area and the LSCB will host a seminar for all schools to explore the issue further in July 2017
- Gateshead continues to have higher than average rates of admissions to hospital for self-harm (544.9 per 10,000 of the population aged 10-24) and this has increased from last year. Significant work has been undertaken to reduce these rates but the impact will not be seen immediately

3.2 Summary of thematic information

3.2.1 Missing children

The LSCB Missing, Sexually Exploited and Trafficked Sub Group (MSET) monitors and coordinates multi-agency activity for children who are reported missing from home or care.

In total, there were **862 episodes** in 2016-2017 where a young person from Gateshead was reported missing or absent to police. **541 (63%) of these episodes were children/young people looked after by Gateshead Council**. These figures differ slightly from those presented by Northumbria Police – they state that there were 439 "missing" episodes involving under 18s in Gateshead and 331 "absent" episodes. This equates to 770 episodes in total, 417 of which were Looked After Children. However these figures only include young people reported missing from a Gateshead address and do not include Gateshead LAC placed elsewhere in the Northumbria area or further afield whereas the LSCB data for MSET does. There are also a small number of young people placed into private children's homes in Gateshead by other local authorities who are included in the police figures (e.g. Fairways,

Caxton House and Church Rise). There were 928 missing/absent episodes in 2015-2016 (of which 657 or 71% related to Looked After Children) therefore this represents a **7% decrease year on year** on the total episodes and an **18% decrease in missing from care episodes**.

All children who are missing or absent on two or more occasions in a six month period or for a single episode lasting more than 24 hours are offered an Independent Return Interview. This differs from a police Safe and Well Check (which all missing people receive on return) and is carried out by skilled and experienced youth workers to determine underlying reasons for the missing episode and wider risks and vulnerability factors. The interviews are also used to identify broader trends, including "CSE hotspots" and there are clear links into MSET meetings and intelligence sharing with police.

In total there were 308 requests for a return interview in 2016-2017 (as the 862 missing episodes relate to a smaller number of individuals as a small cohort of young people were reported missing more than once). 186 interviews were carried out (60%), 97 young people refused (31%) and 25 interviews were no longer required or not appropriate (8%). This 60% completion rate is significantly higher than in other LSCB areas where external services are commissioned to provide the service and reflects the specialist skills and local knowledge that the youth workers have whilst also retaining independence from the case. The youth workers also have links in to other services which means that appropriate support can then be put in place for young people when required.

3.2.2 Child Sexual Exploitation (CSE)

The MSET sub group of the LSCB also has oversight of cases where there are concerns about sexual exploitation. There were **47 cases** discussed at MSET due to concerns about them in 2016-2017, 27 of which were discussed on more than one occasion. This is 8.5% increase from 2015-2016 when there were 43 cases discussed (23 of those were discussed more than once). It is not possible to separate how many of those cases were discussed due to missing episodes and how many due to CSE due to the overlap between the two, but a CSE risk assessment was carried out for each case that was discussed and diversion plans put in place. It is thought that this increase represents improved awareness rather than increased incidence of sexual exploitation. More detail on the work of the MSET is set out in Appendix 4. It is not possible to provide case studies on how the work of the group improved outcomes as they may lead to young people being identified.

The chair of the MSET was nominated for the National Working Group's National Policing Lead's Award in recognition of her contribution to the work of the MSET and work in general to safeguard children and young people at risk of CSE in Gateshead and the local area.

Northumbria Police produce a "Problem Profile" which details crimes, incidents and child concerns with a CCN marker and also locations linked to CSE intelligence. The report for 2016-2017 is not yet available and the previous report does not cover a full year's worth of data so will not be reported in this report. These reports are monitored by the joint LSCB and SAB Strategic Exploitation Sub Group.

The 2014-2015 LSCB Annual Report detailed a highly effective piece of work where the LSCB commissioned Chelsea's Choice, a hard hitting drama workshop focusing on CSE, to be delivered to over 2,500 young people. We jointly commissioned this with a number of schools in 2016-2017 and the session was delivered to over 2,000 further young people. The sessions have been shown to impact on young people by raising awareness of CSE, how to respond, staying safe and the differences between healthy and unhealthy relationships. There is anecdotal evidence of young people radically changing the way they behave online after the sessions and also examples of young people making disclosures afterwards.

There is an expectation that all children who are at risk of CSE are “flagged” on the Children’s Social Care electronic recording system. At year end there were 16 young people flagged as being at risk of CSE. These cases are a mix of males and females (although mainly female) and children in the Looked After system, on Child Protection Plans and Child in Need cases. Throughout 2016-2017 there were 16 cases that were “flagged” on the system and 14 cases who had their flag removed.

The 2015-2016 LSCB Annual Report detailed work that was undertaken by the LSCB Business Manager with colleagues from Northumbria Police and Gateshead Council Licensing to ensure that all taxi drivers licenced by Gateshead Council were aware of the signs of CSE and how to respond. This work continued into 2016-2017 and a number of additional sessions were held for new drivers to continue to raise awareness.

3.2.3 Private Fostering

Gateshead LSCB receives an annual report on Private Fostering from Children’s Social Care to update members on the number of arrangements in the borough and to raise local and national issues. The 2016 report set out that at the time of the report there were no children subject to private fostering arrangements in Gateshead and there were two arrangements that had ended in the reporting period and one new notification. The report gave additional details about compliance with timescales and the work undertaken to raise awareness and to manage any perceived under-reporting.

The 2015 Ofsted inspection stated that “private fostering arrangements are clear and follow statutory guidance...Despite awareness-raising campaigns, the number has not increased. Agencies accept this is likely to be under-reported and, although a wide range of activity has been undertaken, further work is required to raise the profile of private fostering with the public and to raise awareness within faith and community groups”. The Board was satisfied that the work undertaken was appropriate and planned work was fit for purpose in terms of the comments from Ofsted and the national context.

3.2.4 Child Deaths

The Gateshead LSCB Child Death Review Sub Group reviews the death of every child in the borough and reports into the sub regional Child Death Overview Panel (CDOP) which is shared with Sunderland and South Tyneside LSCBs. More information on the work of the sub group and CDOP is set out in Appendix 4.

In 2016-2017 the LSCB was notified of the deaths of 16 children from Gateshead. There were no significant safeguarding issues in any of the deaths. Detailed information is not presented in this report so that the young people cannot be identified but it should be noted that the majority of deaths were premature babies or babies born with life limiting conditions who died within a short period of their birth. There were also a small number of deaths due to road traffic collisions.

3.2.4 Allegations against those working with children

There are clear statutory processes in place for responding to allegations made against those working with children. The Local Authority Designated Officer (LADO) is a key role in this process.

From 1 April 2016 to 31 March 2017 there were 59 LADO enquires that went to strategy meeting/discussion and 238 further LADO enquiries, making a total of 297 LADO enquiries where there were concerns about someone working with children. There were 66 referrals in 2015-2016 that were progressed. Referrals to the LADO were received from statutory and

non-statutory organisations. Police, education and social care remain the main source of referrals in addition to Ofsted and other local authorities.

The most common category of abuse recorded for those cases which went to strategy meeting/discussion was physical abuse (62.7%). A small number of the allegations were found to be false or malicious; the remainder were recorded as “unfounded” (16), “substantiated” (12) and unsubstantiated (10). An outcome is defined as substantiated where on the balance of probability abuse or harm is confirmed and unsubstantiated where there is insufficient identifiable evidence to prove or disprove the allegation. Employees subject to investigations that concluded either substantiated or unsubstantiated predominately received management advice with additional training. Three employees were issued with written warnings and and three received final written warnings. Four employees were dismissed with referrals to the Disclosure and Barring Service for consideration.

The LADO will continue to provide advice and guidance to employers and voluntary organisations in 2017-2018 and continue to liaise with the police and other relevant agencies and professional bodies in responding to allegations or complaints.

4. SUMMARY OF LEARNING FROM INSPECTIONS AND REVIEWS

4.1 2015-2016 Ofsted Inspection of the LSCB and Gateshead Council

The previous LSCB Annual Report detailed the findings of the Ofsted inspection of the LSCB that was undertaken in 2015 and published in 2016, rating the Board as “requires improvement”. Seven recommendations were made to the LSCB and a detailed Improvement Plan was put in place. All actions were achieved by August 2016 and the Board has satisfied itself and key partner officers that the relevant work had been undertaken. Key pieces of work were undertaken around membership, links to other partnerships, training, auditing, performance data set, the Board’s own performance framework and the LSCB Annual Report. The Board was reassured that arrangements and governance were strengthened and the positive aspects of the partnership were built upon.

Gateshead Council’s Children’s Social Care was judged to be good in the same inspection and a small number of improvements in practice have been made since.

Gateshead LSCB was not subject to a Joint Targeted Inspection in 2016-2017 by Ofsted, the Care Quality Commission (CQC), Her Majesty’s Inspector of Constabulary (HMIC) and Her Majesty’s Inspector of Prisons (HMIP).

4.2 Inspections of partner agencies in 2016-2017

A number of Board partner agencies were inspected or had recent inspections published in 2016-2017:

- **Northumbria Police** – Overall the force was judged to be good in the HMIC Peel: Police Effectiveness 2016 inspection. The force was found to be good in respect of its effectiveness at keeping people safe and at reducing crime. The inspection also found some elements of outstanding practice in the way that it supports vulnerable victims and found that it requires improvement in relation to investigating crime and reducing reoffending. The force was also rated as good after a HMIC inspection on legitimacy which was published in December 2016 and showed performance ahead of many other police forces. HMIC also endorsed the Team Sanctuary model introduced to investigate sexual exploitation
- **Northumberland, Tyne and Wear NHS Foundation Trust** – NTW’s latest CQC inspection report was published in September 2016 and the Trust was found to be

outstanding overall with a grading of good for child and adolescent mental health wards and safety and outstanding for specialist community mental health services for children and young people (and outstanding for 'effective', 'caring', 'responsive' and 'well led'). NTW is one of only two Trusts to be judged as outstanding nationally.

- **South Tyneside NHS Foundation Trust** – STFT was inspected by the CQC in 2015-2016 and found to require improvement overall and has been subject to a number of monitoring visits and improvement activities in 2016-2017. This has been monitored by South Tyneside LSCB, however issues relevant to safeguarding and community services (as STFT is commissioned to provide some community services in Gateshead) have been shared with Gateshead LSCB when relevant
- **Gateshead Health NHS Foundation Trust** - a CQC report into the GHNFT inspection was published in February 2016 and highlighted robust safeguarding arrangements. Internal safeguarding audits were used to provide assurance and monitor practice in 2016-2017
- **Newcastle Gateshead CCG** – The CCG was not inspected by the CQC in 2016-2017. However, a very positive NHS England Assurance Audit was carried out
- **SEND inspection** – A joint CQC and Ofsted inspection into Gateshead's effectiveness in identifying and meeting the needs of children and young people who have special educational needs and/or disabilities was carried out in early 2017. The formal outcome was not received until June 2017 and full findings will be presented to the LSCB in July 2017. Overall, the report is very positive and Gateshead is not required to submit a written statement of action as there were no significant concerns
- A number of our **schools** were inspected by Ofsted in 2016-2017 and, whilst some were judged to be inadequate or require improvement overall, no safeguarding concerns were identified. Overall 38.3% of our schools are outstanding, which is higher than the national average of 19%. Of 70 primary, junior, infant and nursery schools (including primary special schools), 40% are outstanding, 49% are good and 11% require improvement. Of 15 secondary schools and academies (including special schools and behaviour support), 27% are outstanding, 20% are good, 33% require improvement and 20% are inadequate (three schools)

4.3 Learning from reviews in 2016-2017

The LSCB Learning and Improvement Sub Group manages learning from Serious Case Reviews (SCRs) and other reviews on behalf of the Board. There have been no SCRs initiated or published by Gateshead LSCB in the past 12 months. One Serious Incident Notification was submitted to Ofsted/Department for Education in April 2016 but it was agreed that the criteria for a SCR were not met and the National Panel agreed with this decision.

Despite the fact that no formal reviews were required in 2016-2017 the sub group worked within the Board's Learning & Improvement Framework to drive forward multi-agency learning and changes to practice. The sub group carried out detailed reviews of the cases of four children and young people where potential lessons were identified. The group also continued to build on the learning from a case first discussed in 2015-2016 and received a single agency management report on the learning. These reviews have led to a number of changes in practice including an increased emphasis on challenge/escalation and changes to procedures when children are returned home from care, and holding Initial Child Protection Conferences for a small number of complex cases where the child is Looked After under section 20. The learning from these cases has also led to the delivery of additional training on disguised compliance and working with hostile families. All of the reviews identified numerous examples of good practice as well as areas where things could have been done differently.

The sub group also considered a diverse range of SCRs from other areas to ensure that any relevant learning is disseminated and applied to practice in Gateshead. More detail on the work of the Learning and Improvement Sub Group is set out in Appendix 2 and 4 of this report.

5. HOW SAFE ARE CHILDREN IN GATESHEAD?

It is never possible to say categorically that all children are safe. However, external scrutiny of our services within Gateshead suggests that our services are at least as good as most other areas, and in many cases better. This is no mean achievement, since the authority scores highly on most deprivation indices, and all the public services have faced very severe reductions in funding.

We know that Gateshead **schools** are more likely than most to be rated good or outstanding, and that no schools in the area have been identified by Ofsted as having weaknesses relating to safeguarding. Good schools are normally safe schools, and schools play a vital role in helping children learn how to keep themselves safe, as well as providing us with a great opportunity to check on how children are doing.

We know too that many of the **child health** indicators in Gateshead are worrying; our rates of child poverty, smoking in children, under 16 conceptions, smoking amongst expectant mothers, and hospital admissions for injuries and for self-harm, are all high.

The **safeguarding data** within this report shows some varied trends. We have seen an increase in notifications of concerns (particularly from the Police), but no increase in rates of referrals. Numbers of children on child protection plans is high and increasing, and numbers of children entering care are increasing also – broadly in line with regional trends but much higher than the national averages. Children in care experience better placement stability than most places. Our responses to Child Sexual Exploitation and to children missing are good.

External inspections paint a broadly positive picture of the quality of services operating across Gateshead. More importantly, where issues have been presented, partners have responded vigorously to the challenges presented to them, and the partnership itself has been strengthened through the process.

In the year ahead all LSCBs will be facing change, as the government introduces new legislation changing the statutory requirements. Partners across Gateshead have been discussing the options, and we are confident we will have a robust and effective set of processes in place to respond to the new changes.

All partners are facing changes – reorganisations, budget reductions, changes of focus. Change brings the risk that the eye might veer off the ball of child protection. Gateshead LSCB is committed to ensuring that all partners stay focussed, and that we continue to work effectively together to keep the children of Gateshead safe.

APPENDIX 1 – SUMMARY OF STATUTORY ARRANGEMENTS

Legal duties and general summary

Chapter 3 of *Working Together to Safeguard Children* (2015) and *Regulation 4 of the Local Safeguarding Children Board Regulations* (2006) set out the statutory objectives and functions of LSCBs. Gateshead LSCB was judged to meet statutory requirements in the 2015-2016 Ofsted inspection and compliance is monitored by both the Board and LSCB Executive as well as the Independent Chair and Business Manager.

Policies and Procedures – the LSCB has web-based multi-agency child protection procedures which set out actions to take where there are concerns about a child, thresholds for intervention, guidance on recruitment and supervision, investigation of allegations, management of private fostering arrangements and cross border working (in line with 1(a) of Regulation 5). This is managed by the Policy and Procedures Sub Group on behalf of the Board and joint work is carried out with Sunderland and South Tyneside LSCBs.

Communicating the need to safeguard and promote the welfare of children – A number of methods are used in Gateshead to communicate the need to safeguard and promote the welfare of children depending on the audience and subject matter. For example, the LSCB has a website which contains detailed information for professionals on the work of the Board, Serious Case Reviews, Child Death Reviews, sexual exploitation and missing children and links to key documents such as *Working Together to Safeguard Children*, the LSCB Annual Report and the referral form for safeguarding concerns. There are also links to the online LSCB Inter-agency Child Protection Procedures for professionals to access. There is also a page called “what to do if you’re worried about a child” and this explains to members of the public, professionals and young people themselves how to respond to concerns.

For the last few years a summary version of the LSCB’s annual report has been produced with the assistance of Gateshead Council’s Communications Team and this has been shared with groups of young people including all school councils. This sets out what key issues have been noted in the past year and also how to raise concerns about a young person at risk.

A LSCB newsletter is produced for frontline practitioners to raise awareness of safeguarding issues. Originally this was produced quarterly; however this was less frequent in 2016-2017 due to a reduction in submissions. A monthly e-mail bulletin is sent to relevant frontline staff via members of the MSET and this contains details of current intelligence or concerns about CSE hotspots and other issues of concern e.g. trends around drug use, areas where young people are congregating for anti-social behaviour, alcohol consumption etc. and current issues identified online e.g. new social media apps of concern and new website.

The LSCB has a full training programme of face-to-face and e-learning modules to raise awareness of the need to safeguard and promote the welfare of children. Professionals are encouraged to attend the sessions and some sessions are mandatory for some practitioners.

All LSCB members are aware of their roles and responsibilities as Board members and partner agency representatives. This includes a requirement to promote the role of the Board and promote safeguarding in their own organisation/service. The LSCB’s lay member is also aware of his responsibilities and his unique role in linking the Board to the community which it serves.

Training – A full LSCB, Safeguarding Adults Board and Community Safety Board Training Programme is in place. This is managed by the Training Sub Group on behalf of the Board. See Appendix 3.

Monitoring and evaluating effectiveness – Gateshead LSCB operates under the principles of high support and high challenge with and between partners. The theme of challenge is a key business priority for the Board and this is monitored at each meeting. Effectiveness is also monitored via single agency audit reports, the LSCB Development Day (and in previous years the section 11 audits) and areas of the Learning & Improvement Framework

Serious Case Reviews – There were no Serious Case Reviews (SCRs) initiated or published in 2016-2017. A framework is in place to ensure that SCRs are carried out when the criteria are met and published as appropriate. See Appendix 2 for more information.

Attendance

Arrangements are in place to monitor Board attendance and this can be challenged either when issues arise or as an annual process when this report is sent out to Chief Officers, depending on which is more appropriate.

The following table sets out the membership of Gateshead LSCB at 31 March 2017 and the percentage of meetings attended (either by the named representative or their nominated deputy). This does not include attendance at the Development Day

Membership of the Board		Attendance (out of five meetings)
Independent Chair		80% (NB there was no Chair from June to November and the vice chair was able to cover one meeting and another senior member chaired another meeting)
LSCB Business Manager		100%
Lay Member		60%
Organisation	Service	
Cafcass		0%
Gateshead College		60%
Gateshead Council	Safer Communities	60%
	Housing Services/ The Gateshead Housing Company	60%
	Children's Social Care	100%
	Adult Social Care/MASH	100%
	Public Health	100%
	Children & Families Support	40%
	Children's Commissioning	60%
	Corporate Services and Governance	80%
	Learning and Schools Workforce Development	100%
Gateshead Health NHS FT (GHNFT)	Designated Doctor	80%
	Nursing, Midwifery & Quality	80%
Gateshead SAB		40%
GemArts		20%
Jewish representative	Community	20% (NB only a member for one meeting)
Jewish representative	Schools'	20%
National Service	Probation	80%
Newcastle	Gateshead Designated Nurse	80%

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CCG	Nursing & Safety	100%
Northumbria CRC		80%
Northumbria Police		80%
NTW NHS Foundation Trust		80%
South Tyneside NHS FT	Nursing and Patient Safety	60%
	Safer Care	40% (NB only a member for two meetings)
UK Visas and Immigration		40%

Budget

Section 15 of the Children Act 2004 sets out that statutory Board partners may:

- Make payments towards expenditure incurred by, or for the purposes conducted with, a LSCB directly, or by contributing towards a fund out of which payments may be made
- Provide staff, goods, services, accommodation or other resources for purposes connected with a LSCB.

Cafcass, Gateshead Council, National Probation Service, Newcastle Gateshead CCG, Northumbria Police and Northumbria CRC all made contributions to the LSCB in 2016-2017.

Income 2016-2017 (£)	
Gateshead Council	73,083*
Newcastle Gateshead CCG	44,023
Northumbria Police	5,000
National Probation Service	932
Cafcass	550
Northumbria CRC	250
TOTAL	123,155

*The contribution from Gateshead Council includes the £11,430 budget for the LSCB Multi-Agency Training Programme which was previously reported separately.

The budget has increased since 2015-2016 (£116,783) due to an increased contribution from Gateshead Council (previously £66,170) and National Probation Service (previously £250). However, due to previous agreements Gateshead Council's actual contribution will be less than £73,083 if there is an underspend.

At the time of writing this report a total of £104,219 has been spent from the LSCB budget. This represents an underspend of £18,936. This figure is likely to change slightly as arrangements have not yet been made for the Safeguarding Adults Board to contribute their full 25% of the cost of the business support post and there is often a delay in invoices being received, paid and deducted from the LSCB budget. Any underspend will not be carried through to 2017-2018.

In 2016-2017:

- **£69,704** was spent by the LSCB in salaries and on-costs for the LSCB Business Manager and business support post.
- **£13,555** was spent by the LSCB on fees which included £3,600 on the maintenance of the online LSCB Inter-Agency Child Protection Procedures, £500 to the National Working Group (for CSE) and the remainder was payment to the LSCB Independent Chairs

- **£11,430** was spent on the LSCB multi-agency child protection training programme and **£4,905** was spent on other training

The budget for Child Death Reviews is shared with Sunderland and South Tyneside LSCBs and is not reported here.

The underspend can be explained by the following factors:

- There was no independent chair in post from June-November 2016 (a total of £16,243 was spent on fees in the previous year when there was a chair in post for the whole period)
- There was a gap in the business support post and the new post holder is shared with the SAB who contribute 25% of the salary (£81,922 was spent in the previous year on salaries etc.)
- There was no money spent on SCRs and there is an approved budget of £7,900 for this (it should be noted that a SCR is likely to cost in excess of £10k)
- There was a slight reduction in the fees paid for the online procedures due to a new contract being negotiated
- The LSCB did not contribute to the National Association of Independent Chairs in 2016-2017 (previously £1,500)

Agencies have confirmed that they will match their contributions in 2017-2018.

APPENDIX 2 – FULLER LEARNING FROM LEARNING REVIEWS AND CHILD DEATH REVIEWS

The LSCB Learning & Improvement Sub Group take the lead on the LSCB Learning & Improvement Framework on behalf of the Board. Appendix 4 sets out progress made by the sub group in 2016-2017.

There were no Serious Case Reviews initiated or published in 2016-2017. The most recent SCR was published in 2014 and led to changes in practice in 2014-2015 and 2015-2016 including strengthening section 47 processes which means that social workers now have access to more detailed information about a family when assessing the level of risk. The impact of this has not been formally evaluated but clearly this will strengthen outcomes for children and young people as decisions are made based on all presenting concerns rather than a more limited scope.

Last year's annual report detailed "Case B", a teenager who made a possible allegation of sexual assault whilst missing from care. The case was reviewed and it was determined that the criteria for a SCR were not met however the sub group requested that Children's Social Care carry out a management review into elements of the case including risk management/assessment and returning children home from care. The review was carried out and the lessons were presented back to the sub group this year. As a consequence of the learning from the case procedures (internal and multi-agency) around Decision Making Meetings, returning children home from care, escalation of concerns and planning were strengthened. The LSCB Business Manager also assisted the author in delivering a number of workshops on the case (which were mandatory for all frontline social workers, IROs and FIT workers). It is too soon to determine whether this has led to changes in outcomes for children and this will continue to be monitored.

"Case C" was also listed in last year's annual report and Children's Social Care was also asked to carry out a management review into the case. The learning was similar to Case B and the lessons were woven into the case review workshops and work is underway to strengthen procedures.

A learning review was also carried out in relation to a baby with complex health needs who sustained an injury. The review identified lessons around disguised compliance and working with difficult and hostile families. As a consequence a new procedure on disguised compliance was written and training on both issues was commissioned. This training has been very well received and practitioners have fed back how powerful it was and how it will impact on their practice significantly.

Other cases reviewed by the sub group did not find any significant learning in relation to practice preceding the event. However, it was noted that a number of teenagers who were either victims or perpetrators of sexual offences were victims of neglect and other forms of abuse at an early age which could have been managed differently. The learning from these cases will factor into discussions about new Early Help strategies in Gateshead and a learning event which is going to be arranged following an incident in early 2017-2018.

The Gateshead Local Child Death Review Sub Group and South of Tyne and Wearside Child Death Overview Panel (CDOP) review the death of every child resident in Gateshead on behalf of the LSCB. Appendix 4 details work undertaken by the sub group in 2016-2017 and the CDOP Annual Report (available on the LSCB website) details the learning from cases in the sub region.

An improvement plan was implemented following the Ofsted inspection of the LSCB in late 2015 as the Board was judged to "require improvement". The inspection report was

published in March 2016 but work was already underway to address the areas identified and this continued into 2016-2017.

Overall, Ofsted made seven recommendations and 18 areas for action linked to these were identified as part of the Board's own improvement work. The areas for action were in relation to:

- Membership
- Links to the Health and Wellbeing Board
- Training
- Auditing
- The LSCB data set
- The LSCB performance/effectiveness framework
- The LSCB annual report

All actions and tasks in the improvement plan were signed off by the Board and/or Business Planning Group by 24 August 2016.

Key achievements included:

- Recruitment of three lay members (shared with the Safeguarding Adults Board)
- Engagement work with young people and consideration of a shadow LSCB
- Work with the Diversity Forum and Gateshead Council Jewish Relationship Manager
- Development of a pathway to increase the LSCB contribution and influence on the work of the Health and Wellbeing Board
- A review of the impact of training on practice and the development of a Training Needs Analysis
- Integration of single agency audits into the LSCB work plan to strengthen the oversight of frontline practice
- Development of a new LSCB data set, drawing on good practice nationally
- Development of a new LSCB Effectiveness Framework, drawing on good practice locally and nationally
- Consultation work regarding the annual report to make it clearer and less descriptive and more accessible to lay readers

APPENDIX 3 – TRAINING REPORT

The LSCB Training Sub Group aims to ensure that LSCB priority areas are supported with appropriate learning and development opportunities that have a positive impact on frontline practice. The work of the group links directly to the LSCB priority of **Learning**.

The 2016-2017 LSCB training programme saw the delivery of 59 training events with 1253 professionals attending classroom-based training and 473 professionals completing e-learning modules. The table below provides a comparison.

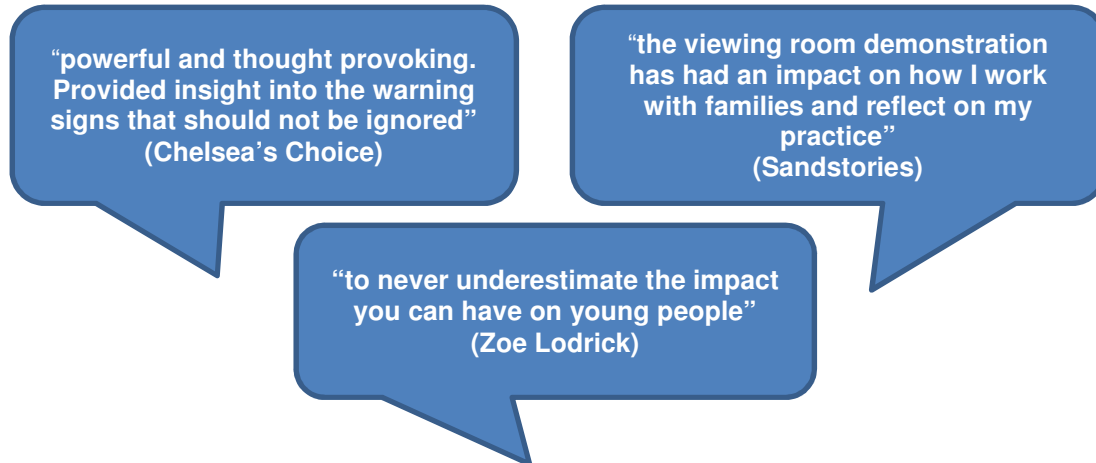
	Number of learning events	Face-to-face attendees	E-learning modules completed
2015-2016	61	1151	763
2016-2017	59	1253	473

The following sessions were delivered in the reporting period:

Event	Number of sessions	Number attended
Child protection awareness	10	189
Chelsea's Choice for professionals, parents and carers	4	92
Female Genital Mutilation	4	59
Young people at risk of sexual exploitation	4	59
Common Assessment Framework	4	50
Safeguarding children & young people in the digital age	3	59
Human Trafficking	3	52
Young people who self-harm	3	51
Foetal Alcohol Syndrome	2	43
"Sandstories" by Sue Woolmore	2	41
Fabricated and Induced Illness	2	40
The impact of parental mental health	2	39
Neglect	2	38
Multi-agency working to safeguard and protect children	2	24
The impact of drug use on young people	2	22
Responding to allegations of abuse	2	19
Unveiling the psychology of sexual exploitation and domestic abuse by Zoe Lodrick	1	120
An introduction to child & adolescent mental health	1	22
"Sandstories" by Sue Woolmore (managers)	1	21
Understanding and responding to child sexual abuse	1	20
Safeguarding babies from abuse & neglect	1	15
Serious Case Reviews – local & national picture	1	14
Effective Core Groups	1	13
Effective Child Protection Conferences	1	7

Work continued in 2016-2017 to try and reduce the number of professionals who booked a place on a session and failed to attend. Work also took place to better understand the impact of training on practice and ensure that the training programme was responsive to local need, in line with a recommendation from Ofsted.

Once again, the majority of our training sessions were delivered “in house” by Gateshead LSCB’s multi-agency partners and the committed pool of trainers continue to deliver training which receives excellent feedback. We were also fortunate to be in a position to be able to commission external training sessions delivered in a unique style; for example Zoe Lodrick, a highly regarded psychotherapist delivered “Unveiling the psychology of sexual exploitation and domestic abuse” and Sue Woolmore, a renowned safeguarding expert with over 30 years’ experience, delivered “Sandstories” which brought insight and wisdom to the impact of neglect and maltreatment on infants and children. Responses from impact evaluation questionnaires highlighted the positive impact that the training had on people’s thinking and practice.



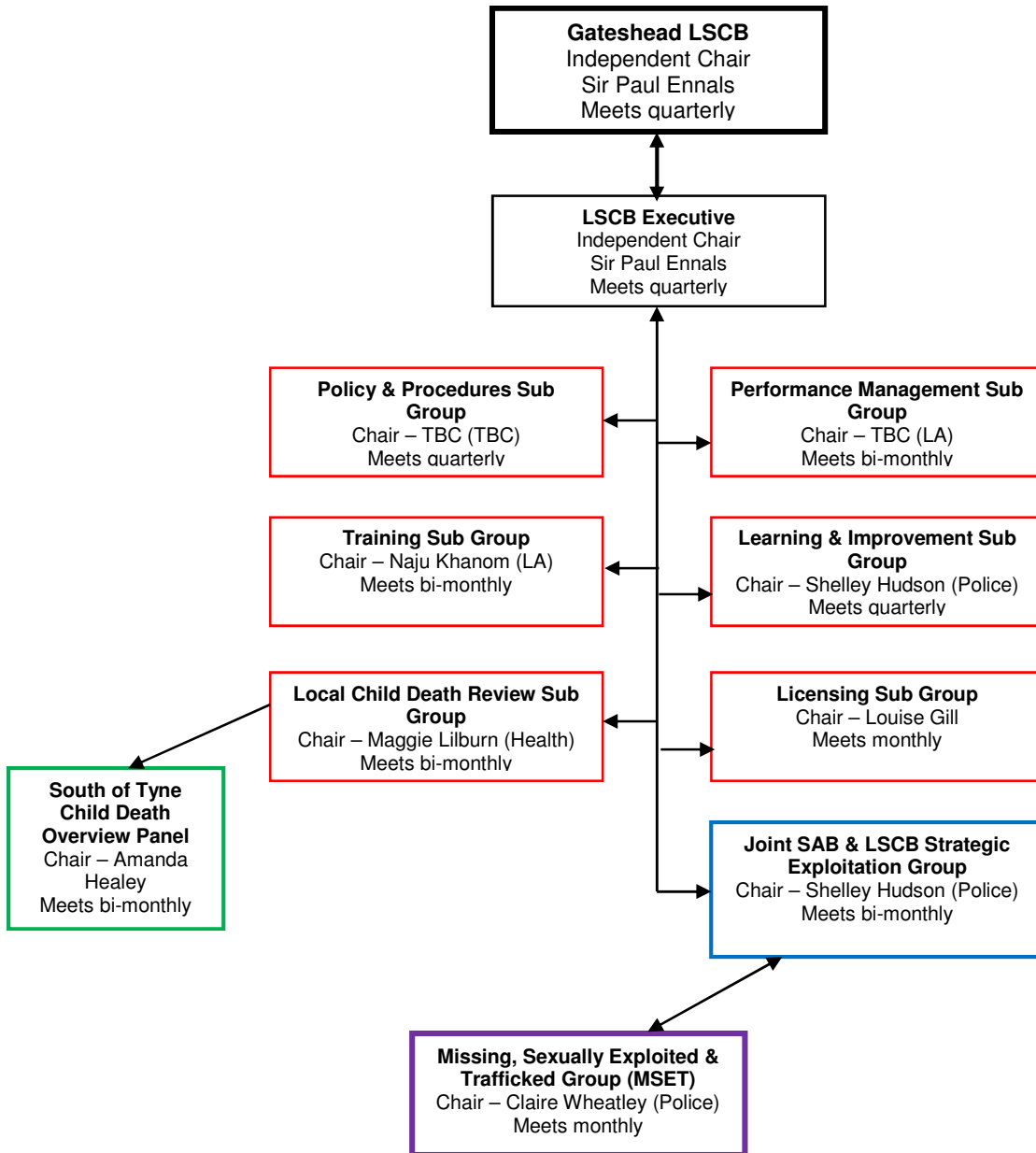
During 2016-2017 the sub group also undertook work in relation to the Action for Children Neglect Toolkit as the LSCB tasked the group to implement the tool following the Neglect Inquiry. However, discussions at the group highlighted the need to pilot this first to understand how and when it was best to adopt the toolkit. Sub group members then provided position statements on behalf of their agency/service and it was agreed that where possible partner agencies would adopt it to assess neglect, particularly at the early stages of CAF assessment. The toolkit will now be embedded in the relevant training sessions e.g. CPA, CAF and Neglect.

The funding for the LSCB Training Programme comes from a Gateshead Council Adult Social Care mainline funding budget. This is currently £11,430 per annum in addition to the provision of a full time Workforce Development Advisor post. Both the budget and the LSCB post holder’s roles and responsibilities will be reviewed in 2017-2018 as part of a wider review of workforce development across the Council. The LSCB will be consulted as part of this review. This will not impact on the provision for 2017-2018 but may have an impact from 2018-2019 onwards.

The LSCB Training Sub Group will continue to facilitate a live training programme receptive to and supporting the LSCB priorities for 2017-2018. The group will work to effectively communicate the training programme to encourage attendance from partner agencies as multi-agency training is important in supporting effective working together to safeguard children and young people. Specifically, the group will develop the skills and knowledge of those working to safeguard children and young people with mental health problems and disabilities and also work with representatives from Gateshead Council’s Community Safety to ensure that domestic abuse training supports the needs of partner agencies. The LSCB’s e-learning package will also be expanded to 25 modules (from five) and sub group members will work to market and encourage engagement across partner agencies.

APPENDIX 4 – SUB GROUP ACTIVITY

At 31 March 2017 Gateshead LSCB had seven sub groups, one of which was shared with the Safeguarding Adults Board and operated the following structure.



All sub group chairs are expected to provide a report to the LSCB at least twice a year and provide an annual report on progress and plans for the future.

Joint SAB & LSCB Strategic Exploitation Group (SEG) – chaired by Detective Chief Inspector Shelley Hudson, Northumbria Police in 2016-2017.

The SEG is a relatively new sub group of the LSCB and shared with the SAB. The group only met on four occasions in 2016-2017 as a number of meetings were stood down or rearranged due to a high volume of apologies. Work will take place as part of the 2017 review of LSCB arrangements to strengthen this.

Despite the small number of meetings, some key pieces of work were undertaken by the group which was widened to recognise other forms of sexual exploitation including adults, LGBT and the exploitation of boys and young men as a serious issue. The Terms of Reference was reviewed and refreshed and work continued to produce information for parents, young people and adults on sexual exploitation. Work also continued around raising awareness of CSE with taxi drivers. The group was also involved in taking forward and monitoring the seven recommendations from the LSCB CSE Inquiry.

The group has also been involved in regional working to undertake joint work and sharing of good practice. A joint regional event was held on National CSE Awareness Day.

In relation to **Leadership, Challenge and Learning** the group challenged Children's Social Care for not submitting referrals to MSET – this was immediately actioned and timeliness has improved. The group also challenged schools/education regarding the use of training materials for rape, consent and healthy relationships not being delivered in schools – an audit has been carried out and hopefully improvements will be made. There is also regular escalation and challenge between police and social care where the risk of CSE for some individuals has not reduced, despite being discussed several times at MSET.

In 2017-2018 the group plans to undertake further education and awareness raising, particularly in schools and colleges and continue the training for new taxi drivers. Sex work mapping in Gateshead will also be carried out. A neighbouring LSCB is carrying out a large SCR into sexual exploitation and once this is published it will be considered by the group and any relevant lessons disseminated and implemented.

The **Missing, Sexually Exploited and Trafficked Group** (MSET) is a sub group of the SEG. In 2016-2017 there were 47 cases discussed at MSET, 27 of them more than once and this is an increase from the previous year. MSET members are also clear that after each meeting they must share current intelligence (e.g. hot spots, new social media apps of concern etc.) with all members of frontline staff in their team/service/agency.

Towards the end of the reporting period a refresh of the CSE framework/MSET assessment started to ensure that all agencies are focused on CSE and understand local processes. The revised risk assessment allows for a more thorough, corporate risk assessment to ensure that the right children are being discussed at MSET. The framework will be used by all LSCBs in the South of Tyne sub-region to ensure a more corporate and consistent approach and improve referrals into Team Sanctuary South.

Team Sanctuary South was formally established in April 2016 and the Detective Inspector from the team took over the chairing of MSET to ensure that there were clear links between Gateshead MSET and Team Sanctuary. The Gateshead embedded social worker also attends MSET to ensure that there is early effective sharing of information and an efficient referral and allocation into the team and partners.

There has been a significant amount of work conducted to improve the sharing of intelligence between agencies with the Team Sanctuary South Intelligence Cell being the central point of collection. This has allowed hot spot areas to be identified and disrupted. A number of disruption packages were produced from MSET intelligence in relation to vehicles, potential perpetrators and potential victims.

It is not possible to share specific case studies to demonstrate how the work of the MSET has helped reduce risks to young people and improve outcomes as this may lead to young people being identified in this report. Diversion plans have included specific actions to reduce missing episodes, disrupt relationships with inappropriate adults and work to promote self-esteem and improve individual young people's awareness of risk.

A series of “MSET road shows” will take place in early 2017-2018 to refresh professional with regard to processes for CSE, trafficking and missing children and young people. The multi-agency workshops are for professionals to highlight and discuss the new MSET referral process and risk assessment framework.

Work will also continue with regard to continued intelligence sharing between agencies to ensure that as many preventative and disruption tactics can be introduced and considered. This will ensure that all agencies are working together (coordinated by Team Sanctuary Intelligence) to keep children and young people safe from CSE and human trafficking. Through robust challenge by MSET panel members appropriate and effective individual safeguarding plans will be devised to reduce the risk presented in relation to CSE and missing and trafficked children. Gateshead Council will also continue to support Team Sanctuary South by funding the embedded social worker and there is a strong commitment from Northumbria Police to maintain the model.

Learning & Improvement Sub Group – Chaired by Elaine Devaney, Service Director, Gateshead Council, and Shelley Hudson, Detective Chief Inspector, Northumbria Police in 2016-2017.

The Learning & Improvement Sub Group has been developed to further promote the role of the Board in providing scrutiny of safeguarding practices and ensuring that multi-agency learning from practice is effectively disseminated and drives improvement in safeguarding and the promotion of children’s welfare in Gateshead. The Learning & Improvement Framework approved by the Board sets out the approach and time frame for activity. The framework is consistent with the requirements in *Working Together* (2015) and includes learning from:

- Local and regional Serious Case Reviews (SCRs)
- Child Death Reviews
- Reviews of child protection/child in need cases that fall below the threshold for a SCR
- Review or audit of practice in one or more agencies

The sub group reviewed four cases over the last year (and continued the work from some reviews initiated in the previous year), none of these cases met the criteria for a SCR.

The sub group considered a diverse range of SCR’s from other LSCBs and cases across partner agencies. Some cases have been subject to deep dive management reviews where all relevant agencies across the LSCB have actively taken part to consider the learning for their agency. Learning from these cases has been identified across multi-agency services to improve practice in Gateshead.

Partners within the sub group have worked effectively to scrutinise and challenge practice, systems and frameworks taking actions back to their own agencies in order to continuously improve service delivery.

Licensing Sub Group – Chaired by Louise Gill, LSCB Business Manager in 2016-2017

The purpose of the Licensing Sub Group is to ensure that the LSCB fulfils its responsibilities as the “Responsible Authority” with regard to the “protection of children from harm”, which is one of the licensing objectives of the Licensing Act 2003.

The workload of the group is largely dependent on licensing applications. The group meets on a monthly basis and considers all applications submitted to Gateshead Council under the Licensing Act 2003 for premises licences, club premises certificates and Temporary Event Notices (TENs) and also review applications on existing licenses submitted by other parties. The group considers each application individually and determines whether there are any implications from a child protection or safeguarding point of view. Other aspects of the licensing process, such as anti-social behaviour, are considered by other responsible authorities. If there are any concerns then the applicant may be asked to provide further information and this could lead to a representation being made to Gateshead Council's Licensing Committee. This could then lead to a licence not being granted, or being granted with conditions in the case of a new application, or a licence being revoked in the case of a review application.

The sub group reviewed 28 applications in 2016-2017, a decrease from 2015-2016 when there were 47 applications. There were no safeguarding issues identified in the majority of applications – most of these were from individuals or businesses for premises licences, for example new restaurants/pubs/supermarkets opening and due regard had been given to protecting children e.g. "Challenge 25" procedures for the sale of alcohol. The following challenges were made however:

- One applicant wished to sell alcohol in a café area of a furnishing store and a meeting was arranged between the applicant and responsible authorities to ensure that appropriate conditions were in place to prevent under 18s being able to purchase alcohol and to prevent them from being exposed to alcohol consumption by others in the store. Following discussion the responsible authorities were ultimately satisfied that the conditions proposed met the objectives of the Licensing Act 2003 providing they are adhered to
- One applicant wished to set up an online "high end" alcohol sales business. Responsible authorities liaised with the applicant and additional conditions were added to the application to ensure that underage sales did not take place and this was not an attractive option for children (e.g. minimum unit price and limited hours of delivery) and this provided assurances that there will be no increased risk of harm to children provided the conditions are adhered to

The group also reviewed 229 TEN applications, an increase from 195 in the previous year. Again, the majority of these applications had no safeguarding issues and legally only the police and Environmental Health can object to a TEN, however the LSCB Business Manager raised concerns about a small number of applications and recommended that other responsible authorities seek further information. These included applications to host 18th birthday parties as previously these have been events where underage consumption of alcohol has taken place. In some cases assurances were given that appropriate controls were in place and in other instances the application was withdrawn.

In relation to **Leadership, Challenge** and **Improvement** the sub group chair has continued to lead on the delivery of CSE training to taxi drivers licenced by Gateshead Council. The chair of the sub group has also challenged other responsible authorities on a number of occasions following intelligence sharing in MSET meetings e.g. around premises where young people stated that they could easily purchase alcohol or premises where it was easy to shoplift alcohol before congregating locally to get drunk and possibly have sex.

In 2017-2018 the group will continue to respond to applications for new licences or reviews of existing licenses and challenge any issues that impact on the protection of children. The work of the sub group has previously been identified as good practice locally, regionally and nationally and the chair will make representations to ensure that it continues to feature in the new arrangements being developed as a consequence of the national review of LSCBs and

changes in legislation. The LSCB Business Manager will continue to act as a link between this group and other related groups such as MSET and the Strategic Exploitation Sub Group to ensure robust links between safeguarding and licensing.

Local Child Death Review Sub Group (CDRG) – Chaired by Maggie Lilburn, Designated Nurse, Newcastle Gateshead CCG in 2016-2017

The purpose of the CDRG is to undertake multi-disciplinary reviews of the deaths of all children who were resident in Gateshead at the time of their death to better understand how and why children die. These findings are used to take action to prevent other deaths, where relevant/appropriate and improve the health and safety of Gateshead's children. The sub group's remit is determined by the statutory functions of the LSCB as set out in Regulation 6 of the LSCB Regulations 2006, made under section 14(2) of the Children Act 2004 and Chapter 5 of *Working Together* (2015).

The work of the CDRG feeds in to the South of Tyne and Wearside Child Death Overview Panel (CDOP). The group collects and collates an agreed minimum data set of information on all child deaths in Gateshead, Sunderland and South Tyneside. This data set reflects the national requirements. CDOP produces a separate annual report and this is published on the LSCB website.

A CDRG development session was held in 2016 and following this compliance with local processes and procedures has improved and been maintained. Hospital discharge arrangements have also been strengthened as this was identified as an area for development from a small number of cases. Work was also carried out to ensure that bereavement support is in place for fathers as well as mothers and this is now considered in all cases. The sub group has met regularly on a bi-monthly basis with good multi-agency attendance and participation.

The sub group identified a number of areas of good professional practice, particularly with some of the more complex cases. There was evidence of good partnership working and good communication between professionals and with families.

The CDRG and surrounding processes continue to identify challenges around the availability of neonatal beds and this has been raised with the regional Neonatal Network.

CDRG members were also part of some regional work to learn from each other's processes in light of the Government review of LSCBs and CDOPs. A mapping exercise was undertaken and discussions carried on into 2017-2018.

Sub group members continued to deliver training to clinicians and other professionals involved in child deaths as outlined in the LSCB training programme and specific to individual cases.

The LSCB was notified of the deaths of 16 children who were resident in Gateshead in 2016-2017. The majority of these deaths were neonatal cases, particularly premature babies or babies born with life limiting conditions. There were also a small number of older children who died in Road Traffic Collisions and a small number of Sudden Unexpected Deaths in Infancy (SUDI) (numbers not listed to ensure anonymity). There were no significant safeguarding issues identified with any of the cases.

Due to the timescales involved in the Child Death Review process, the group also reviewed the cases of some children who died in previous years. Again, the majority of cases were neonatal deaths; however there were a small number of children who died as a result of substance misuse and accidents in the home. All of these deaths were subject to additional

investigations such as Drug Death Review, Health and Safety Executive and Police investigation. There were also a small number of deaths where children died as a result of suicide and self-harm.

There has also been some national learning which has been discussed by the CDRG. For example there were a number of deaths where premature/small babies died after prolonged periods in car seats. Awareness raising work was carried out with professionals to advise that babies should only be in seats for 30 minutes at a time and always be visible so that parents can regularly check them.

It has been agreed that Gateshead CDRG will be part of a wider piece of work in 2017-2018 as the CDOP links with Cumbria, Durham and Tees CDOPs to hold a regional event and explore current child death themes.

The workload of the group is determined by regional and national events and the group will continue to respond as appropriate in 2017-2018. Due to the current chair retiring a Gateshead Council Public Health Consultant will chair the group moving forwards. The outcome of the national review of LSCBs may impact on the work and governance of the sub group but arrangements will continue as they are until this is clearer.

Performance Management Sub Group – Chaired by Ann Day, Service Manager Gateshead Council until November 2016

The purpose of the Performance Management Sub Group is to support the LSCB in fulfilling its statutory duty to monitor and evaluate the effectiveness of what is done by the local authority and Board partners, individually and collectively, to safeguard and promote the welfare of children, and advise them on ways to improve.

Continuous performance management is at the core of ensuring the effectiveness and impact of inter-agency safeguarding activity. The sub group supports the LSCB in the monitoring, promotion and planning of high quality practice in line with the inter-agency Performance Management Framework. The framework is used to monitor and analyse a range of quantitative and qualitative information, both via ongoing and set pieces of work. The sub group reports regularly to the Board highlighting any areas of practice that need to be addressed, and identifying areas of good practice.

In early 2016-2017 the sub group finalised the LSCB CSE Inquiry and the chair presented the findings to the Board in May 2016. The report made a number of recommendations and it was agreed that the Strategic Exploitation Group should lead on this work, rather than the Performance Management Sub Group.

Through the LSCB Performance Data Set the group identified an increase in the number of Section 47 enquiries, an increase in the number of young people accused of violent offences and ongoing issues around self-harm and permanent exclusions. The chair of the sub group flagged these concerns with Board members and challenged them to consider the issues.

Due to staffing changes within Gateshead Council the sub group has not met since November 2016. Work is underway to ensure that the group meets regularly in 2017-2018. The LSCB continued to receive performance and data reports on the previously agreed set of indicators (this was coordinated by Gateshead Council on behalf of the Board). A summary of this is provided in Section 3 of this report.

Policy & Procedures Sub Group – Chaired by Louise Gill, LSCB Business Manager in 2016-2017

The Policy & Procedures Sub Group works on behalf of the LSCB to ensure that statutory functions in relation to policies and procedures are carried out. The LSCB commissions TriX, an external provider, to produce and host the online LSCB Inter-Agency Child Protection Manual as part of a sub-regional agreement with Sunderland and South Tyneside LSCBs.

In 2016-2017 the sub group was scheduled to meet on a bi-monthly basis however a number of meetings were cancelled or rescheduled due to the number of apologies received and the group only met on two occasions. Board members were notified of issues with membership and attendance as part of the sub group chair's regular reports to the LSCB. Despite this, work continued between meetings and the group was able to manage the online LSCB Inter-Agency Child Protection Procedures on behalf of the Board.

Key pieces of work undertaken in 2016-2017 included:

- Female Genital Mutilation
- Breast ironing
- “double protection”
- Work with TriX to strengthen chapters on groups & gangs, children visiting psychiatric wards and spiritual, cultural & religious beliefs

In relation to the LSCB's priorities of **Leadership, Challenge** and **Learning** the group raised concerns about the relatively low numbers of “hits” on the procedures website. The sub group challenged Board members to promote use of the website and arranged a series of refresher sessions on how to use the online manual. Approximately 45 frontline practitioners attended the session and around 1000 business cards were disseminated to staff to explain how to access the online manual. Work will be carried out in due course to understand the impact of this. The chair of the sub group also challenged partner agencies about sub group representation and the potential for this to hinder the work of the group.

The LSCB Business Manager chaired the sub group in 2016-2017, however this was originally set up as a short term arrangement in 2014 to cover staffing and capacity issues. It has been agreed that the Principal IRO will chair the sub group moving forwards. The LSCB Business Manager will continue to lead on the sub regional work with TriX. The Board will continue to monitor issues of attendance at the group. The group will carry out work on e-safety, use of technology in Child Protection Conferences, and forced marriage.

Training Sub Group – Chaired by Naju Khanom, Workforce Development Officer, Gateshead Council in 2016-2017

The purpose of the group is to develop and promote, through training, a shared understanding amongst safeguarding partners around the tasks, processes, principles, roles and responsibilities for safeguarding children and promoting better outcomes. For more information on the work of the sub group and the LSCB training programme see Appendix 3 of this report.

APPENDIX 5 – VOICE OF THE CHILD

The United Nations Convention on the Rights of the Child (1989) enshrines the right of children to be involved in all decisions that affect their lives. There is also national legislation and guidance stressing the importance of involving children in decision-making, specifically in child protection cases.

A wide range of methods and initiatives are used by partner agencies to hear the voice of the child and act upon this in relation to their own cases and also wider work to keep children and young people safe. The LSCB regularly asks partner agencies to provide assurances that the voice of the child is heard and responded to and also works to engage children and young people in its own work.

At the LSCB Development Session in March 2017 all LSCB members were asked to provide evidence and assurances on work undertaken to engage children and young people in decision-making and the impact of this. A number of areas were discussed, including:

- The Empowering Minds Improving Lives (EMIL) project, which is part of the redesign of Child and Adolescent Mental Health Services (CAMHS) has involved young people as “Young Commissioners”. These young people were involved in a number of innovative pieces of work, including work to design websites and making films about living with mental health problems and accessing services. The outcome of this work was used as part of the ongoing work of EMIL to redesign services across the North East. NTW also use a “Young People’s Governor” on the Trust Board
- CAFCASS has undertaken engagement work recently on a local and national level to shape strategy and recruitment
- Young people are involved throughout the child protection process and age/ability appropriate methods are used to seek their views, wishes and feelings and these are used in assessments and planning to keep the child safe. This includes innovative work around getting young people to write sections of their own Child Protection Plans and use of the Mind Of My Own (MOMO) app in both child protection and looked after work
- The current Police and Crime Plan involved the views of 1500 young people in its development
- The Gateshead Director of Public Health used the voice of the child as a key factor in her 2016-2017 annual report. This included getting groups of young people to produce a film on their views on smoking and how it impacts on their health and wellbeing
- The 2017 Special Educational Needs and Disabilities (SEND) inspection also highlighted areas of good practice involving children and young people in decision making

Board members agreed at the session that hearing and responding to the voice of the child was at the forefront of operational work, but more needed to be done to capture this in strategic and partnership work. There were numerous examples of good practice, however these were mainly in individual cases rather than across a framework.

In 2016-2017 we undertook a piece of work to decide whether we should establish a Young People’s LSCB. After consultation with Board members and discussion with other areas it was agreed that this would not be the most effective way to engage young people with the work of the Board and alternative methods were proposed, including building on relationships with existing groups of young people. As part of the Board Engagement Strategy, the LSCB aims to hold engagement events with children and young people on at least an annual basis. In September 2016 a Board meeting was extended to involve a

number of young people. The young people set the agenda for this part of the session themselves and explored with Board members what was important to them in terms of staying safe and living in Gateshead. Unfortunately, the report written by the young people and youth workers after the event is not available yet, but work will continue to build on the learning from the session.

Gateshead Council now use a mobile “app” called MOMO (Mind Of My Own) to gather the views of children and young people involved in child protection. There are now 251 children registered to use the app and there are two versions, one for older children and one for younger.

From September 2015 to May 2017 343 statements were submitted by young people via MOMO (101 statements were submitted in 2016-2017). The majority of these 343 statements were prepared in advance of formal meetings, for example LAC Reviews (140) and Initial Child Protection Conferences (43). 33 children also used the app in preparation for a visit from their social worker. In 2017-2018 the LSCB will receive a more detailed report on MOMO to better understand what young people said in their statements and how this was used to impact on the management of their case and their outcomes.

Young people’s wishes and feelings are a key feature of the LSCB’s CSE risk assessment as part of the MSET processes. All young people who are referred to MSET are asked to provide their views on professionals’ concerns around them and their wishes and feelings are noted. The weight given to this voice varies depending on the case however as it is clearly not appropriate to sanction inappropriate relationships for example, even when the child is giving clear messages that this is what they want. The voice of the child is also captured during the Independent Return Interview process.

The Board held a thematic workshop session in October 2016 to explore the current position in relation to domestic abuse. A key area of the Ofsted Joint Targeted Area Inspection Framework on domestic abuse is the voice of the child and child centred practice, so part of the session was used to understand the current strengths and weaknesses in the system in Gateshead in relation to this. The breakout discussions highlighted positive practice including the CCG Engagement Strategy, automatic referrals to Children’s Social Care by health when an adult discloses domestic abuse (if they or the perpetrator are known to have contact with children), enhanced training of Community Health staff on non-verbal signs of domestic abuse in children and preventative work by the YOT involving children viewed as victims and perpetrators. The session also explored the direct work undertaken with children when domestic abuse is identified in the home to ensure that their voices are heard. It was noted that every child involved in domestic abuse has a different experience and therefore there is not just once “voice of the child”.

The Business Planning Group identified a need for some smaller engagement events in late 2015-2016 and this work continued into 2016-2017. Business Planning Group members were tasked with meeting specific groups of young people and asking them four questions around feeling safe, staying safe and what is important to them. The young people involved included Police Cadets, 12 school councils, young carers and Once Voice. Overall, young people reported feeling safe living in Gateshead and had a good awareness of to keep themselves and their friends safe. Specific issues were fed back to Board members to take forward.

Newcastle Gateshead CCG has started a piece of work following the “Not Seen Not Heard” review published by the CQC in July 2016. The report identified that when health and safeguarding systems fail, the voice of the child has invariably been lost and a large number of children did not feel that they were involved in their care. Therefore, the CCG has developed an action plan and is holding all provider organisations to account to provide

assurances around the areas identified in the report. This includes providing evidence that staff seek, hear and act on the voice of the child, involve children in each stage of their health care planning and listen and respond to the views of children. The LSCB Business Manager has been involved in some of the assurance work with the CCG and the Board will receive a report in due course.

APPENDIX 6 – LSCB PRIORITIES FOR 2017-2018

Vision

“Our vision is that every child should grow up feeling safe and in a loving, secure environment, free from abuse, neglect and crime, enabling them to enjoy a happy and healthy childhood in which they can fulfil their social and economic potential

Role of the Business Plan

The Gateshead LSCB Business Plan sets the strategic direction for the LSCB. The Business Plan also reinforces the specific role of the LSCB to **lead, challenge** and support **learning**. The plan identifies specific priorities for action and is clear about roles and accountability.

The Business Plan emphasises the role of Gateshead LSCB in **leading** the safeguarding agenda, in **challenging** the work of partner organisations, and in committing to an approach which **learns** lessons, embeds good practice and which is continually influenced by the views of children and young people.

2017-2018 Action Plan

In 2017-2018 the focus will continue to be on the three strategic business priorities:

- **Leadership**
- **Challenge**
- **Learning**

There will also be a focus on five thematic priority areas:

- **Voice of the child**
- **Improving relationships and the interface with schools**
- **Early Help**
- **Mental health**
- **Safeguarding disabled children**

In addition, we will work to prepare for the implementation of new legislation and guidance around statutory strategic arrangements for safeguarding.

We will do the following to deliver our priorities:

In relation to the **Voice of the child** we will ensure that our work plan helps us improve the way that we capture this as a Board so that we can learn from what young people are telling us and our partner agencies.

In relation to **Improving relationships and the interface with schools** we will establish a reference group with Head Teachers to secure a two-way dialogue on issues for the Board and partners that may impact on schools and relevant lessons from frontline practice across the education landscape.

In relation to **Early Help** we will challenge progress on the development and implementation of the new Early Help Strategy for Gateshead and receive assurance about the impact of the strategy on safeguarding children

In relation to **Mental health** we will receive assurances on the implementation of the new model for delivering Child and Adolescent Mental Health Services (known as EMIL) and receive assurances that mental health services commissioned for children in Gateshead are adequate in terms of safeguarding and services for adults operate with a “think family” approach.

In relation to **Safeguarding disabled children** we will receive assurances from the relevant agencies and services that the learning from the recent SEND inspection has been embedded and relevant actions from the 2017 report from National Working Group on Safeguarding Disabled Children have been taken forward

In addition, we will do the following to maintain a focus on our strategic priorities linked to our specific role to **lead, challenge and learn**:

In relation to **leadership** we will work to ensure that our future arrangements are fit for purpose and enable the new body which will be established to oversee strategic safeguarding arrangements in Gateshead to build on the work of the LSCB and strengthen the position in Gateshead further.

In relation to **challenge** we will continue to build on our links with other partnerships (e.g. the Safeguarding Adults Board, Health and Wellbeing Board and Community Safety Board) and influence their agenda via our own work plan and membership.

In relation to **learning** we will continue to review cases where there are lessons to be learned through the Learning and Improvement Sub Group (and Serious Case Review Panel when necessary). We will also implement and embed the findings of any relevant inspections of the Board and partner agencies and cascade the learning across partner agencies.

APPENDIX 7 - GLOSSARY

CAF -	Common Assessment Framework
Cafcass -	Child and Family Court Advisory Support Service
CCG -	(NHS) Clinical Commissioning Group
CDOP -	Child Death Overview Panel
CIN Assessment -	Child In Need Assessment
CP Plan -	Child Protection Plan
CQC -	Care Quality Commission
CRC -	Community Rehabilitation Company (Probation)
CSE -	Child Sexual Exploitation
FT -	(NHS) Foundation Trust
HMIC –	Her Majesty’s Inspector of Constabulary
HMIP -	Her Majesty’s Inspector of Prisons
ICPC -	Initial Child Protection Conference
IRO -	Independent Reviewing Officer
LAC -	Looked After Child
LGBT -	Lesbian, Gay, Bisexual, Transgender
LSCB -	Local Safeguarding Children Board
MASH -	Multi-agency Safeguarding Hub
MOMO -	Mind of My Own (mobile app)
MSET -	Missing, Sexually Exploited and Trafficked Sub Group
SAB -	Safeguarding Adults Board
SCR -	Serious Case Review
SUDI -	Sudden Unexpected Death in Infancy