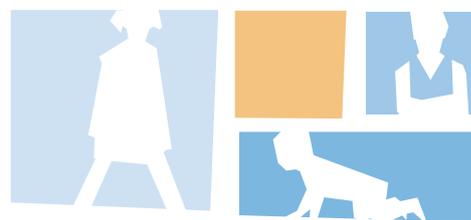


Annual Report 2012/2013



Nottinghamshire
SAFEGUARDING
CHILDREN Board



Foreword from the Chair

Welcome to the 2012/13 Nottinghamshire Safeguarding Children Board Annual Report.

The report provides an overview of the Board's work during 2012/13, our view on the effectiveness of local arrangements for safeguarding children and young people, the challenges we face and our priorities for meeting these over the coming year and beyond. I hope that you find it informative and interesting.

The last year has seen a succession of child abuse cases featured in the national and local media. The allegations of sexual abuse by Jimmy Saville and others, organised sexual exploitation of children in Oxford and Rotherham, historic abuse in schools and care homes and not least, the individual tragedies of children killed and seriously harmed by those who should have cared for them, all highlight the need for continuous improvement in safeguarding arrangements and the associated challenges. Taking a pessimistic view of how society and the agencies that serve it keep children safe would be understandable and it is true that we will never be able to completely eliminate risk. I hope you will agree however that this report provides a much more positive picture of what local agencies and professionals are achieving, their commitment to making our services as good as they can be and their use of constructive challenge to secure improvement.

Whilst some work still remains to be done, many changes to local and national organisations are now complete, such as those in children's services, health services and policing governance. The new statutory guidance 'Working Together to Safeguard Children 2013' has also now been published, providing for greater local determination of how safeguarding arrangements operate. It is with some hope therefore that I look forward to a period of relative stability.

All public services continue to face increasing resource constraints and these will inevitably have an impact on what we can achieve, requiring careful prioritisation. Agencies in Nottinghamshire have demonstrated an increasing and commendable willingness to step across and, in some cases, set aside traditional boundaries to ensure that the services provided to our children and young people are effective, efficient and accessible. With current and planned collaborative initiatives running across the whole spectrum of need, from the joint commissioning of children's health services, through to early help services and statutory safeguarding intervention, this bodes well for the future overall.

Our ambition remains to ensure that arrangements to safeguard the children and young people of Nottinghamshire are outstanding. By working together and engaging our whole community I am confident that we can achieve this.

Finally, I would like to thank all members of the Board, its sub-groups, staff and the many individuals who have assisted the Board over the last year for their commitment and valued contribution. Without this the achievements outlined in this report would not have been possible.



Chris Few
NSCB Independent Chair

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Essential information

This report has been compiled on behalf of the NSCB by Steve Baumber, NSCB Manager. The format and content has been guided by the Association of Independent LSCB Chairs suggested model for annual reports (May 2013). It has been produced in consultation with members of the NSCB Executive and approved by the NSCB. The content is drawn from the work of the NSCB and its sub groups including: reports presented to those groups; records of meetings; multi agency audit findings; s.11 self assessments; and the findings from serious case reviews and other forms of case review.

The report will be published in September 2013 and will be a public document.

For further information about the content of this report or the work of the NSCB please contact the NSCB office on **0115 9773935** or by email at **info.nscb@nottscc.gov.uk**

Local background and context

Population and demography

(taken from the Joint Strategic Needs Assessment for Nottinghamshire)

There are over 180,000 children and young people living in Nottinghamshire and whilst the population has reduced slightly over the past decade, there is a projected increase of 3.5% on average across the county by 2021. There is an estimated 7.8% black and minority ethnic population of 0-15 years concentrated in Broxtowe, Gedling and Rushcliffe. 4.9% of Nottinghamshire school pupils speak English as an additional language. According to the last available information the vast majority of children and young people have Christianity as their stated religion (122,414), of no religion (38,816) or religion not stated (17,222). The largest religion after Christianity is the Muslim faith (1,343).

There are estimated to be between 7,000 and 12,000 children and young people with some form of disability (aged 0-19) in the county. More than one in six Nottinghamshire pupils have some kind of special educational need (SEN). Districts with the highest percentage of children with SEN are Mansfield (20.4%), Ashfield (19.1%) and Gedling (18.0%).

Census data identifies 2% of the 0-15 population as having caring responsibilities for another person. More recent estimates suggest that nearer 8% of young people (equating to 12,400 in Nottinghamshire) provide care,

In 2011, around one in seven 0-15 year olds in Nottinghamshire lived in households where nobody worked. 15.1% of Nottinghamshire school pupils are eligible for free school meals (as at January 2013). The number of lone parents increased by 19% between 2001 and 2011. It is estimated that 8,000 of the county's children and young people will see their father imprisoned during their school years.

27,950 children and young people aged 0-19 were identified as living in poverty across Nottinghamshire in 2010, which equates to 17.1% of the 0-19 population. This is lower than in England and the East Midlands. The spread of child poverty across the county is not equal, with greater levels in central and northern districts, however all districts have wards with over 10% of children living in poverty. There are 42 wards where child poverty levels exceed the national figure of 20.6%.

Children living in poverty in areas of deprivation are more commonly affected than others by a range of factors which increase their vulnerability and have a negative impact upon their health. These factors include living apart from their parents, suffering abuse, neglect or exploitation, being carers for others, suffering with physical or mental illness, having a parent in prison, being involved in the youth justice system or being marginalised as a result of learning or physical disabilities, ethnicity or cultural differences, or sexual identity and/or orientation (Children's Commissioner (2012) Inequalities in health outcomes and how they, might be addressed). This is borne out in Nottinghamshire with the pattern of children's vulnerability across the county mirroring that of poverty.



Local background and context

Strategic Plans and Strategies

The Health and Wellbeing Strategy, developed by the Nottinghamshire Health and Wellbeing Board, helps to shape the local health and social care commissioning plans. The Children and Young People's Plan, which guides the work of the Children's Trust, was updated in 2012/13 and identifies the main activities that will be undertaken to improve the lives of children and young people. The relationship between the Health and Wellbeing Board/Children's Trust and the NSCB is included within the governance and accountability section of this report but fundamentally exists to ensure that the strategies and plans developed by these bodies take full account of the need to safeguard and promote the welfare of children and young people.

The Safer Nottinghamshire Partnership has overall governance responsibilities for multi-agency work to respond to and tackle domestic violence. The NSCB connects with this partnership and with the Police and Crime Commissioner in relation to the adverse impact that domestic violence in particular, but also other public safety issues, are likely have on the safety and welfare of children.

Statutory and legislative context

The NSCB was established in accordance with the Children Act 2004 and for the period covered by this report operated within the statutory guidance 'Working Together to Safeguard Children 2010'. The NSCB is independent and provides the key statutory mechanism for agreeing how organisations within Nottinghamshire cooperate to safeguard and promote the welfare of children and for ensuring the effectiveness of what they do.

Core functions of the NSCB are:

- Developing policies and procedures for safeguarding and promoting the welfare of children in Nottinghamshire
- Communicating to individuals and organisations within the area the need to safeguard and promote the welfare of children and raising awareness of how this can best be done
- Monitoring and evaluating 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

- Participating in the local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account
- Putting in place procedures to respond to unexpected child deaths and collecting and analysing information about all child deaths in Nottinghamshire
- Undertaking serious case reviews where abuse or neglect is known or suspected, a child has died or been seriously harmed and there is cause for concern as to the way the authority, their Board partners or other relevant persons have worked together to safeguard the child

The NSCB is not an operational body and does not directly deliver services to children, young people and families.

Governance and accountability arrangements

The NSCB has an independent chair, Chris Few, who was first appointed to the role in 2009. In June 2012 his tenure was extended for a further three year period by the Corporate Director, Children, Families and Cultural Services, Nottinghamshire County Council following consultation with NSCB members and the Lead Member for Children's Services. The chair is responsible for making sure that the NSCB operates effectively and has a strong independent voice.

The NSCB is represented at the Nottinghamshire Children's Trust and the Health and Wellbeing Board ensuring that safeguarding children is a priority in their work. Members of the NSCB have contributed to the Children and Young People's Plan and the Health and Wellbeing Strategy.

Regular meetings between the chairs and relevant officers, of the Nottinghamshire Safeguarding Children and Nottinghamshire Safeguarding Adults Boards have taken place, recognising the connection between the two areas of work and providing the opportunity to share details of priorities and good practice.

A cross authority group meets to coordinate the work of the Nottinghamshire and Nottingham City Safeguarding Children Boards. This group has a work plan which identifies joint areas of work and agreed actions with the main objectives being to avoid any duplication of effort for those agencies that work across local authority boundaries and to work collaboratively on shared priorities. There is an ongoing commitment to maintain joint inter-agency safeguarding children procedures and practice guidance.

The NSCB Manager has continued to link in with the Nottinghamshire Young People's Board, attending as required. Members of the NSCB also sit on the Strategic Management Board of the Multi Agency Public Protection Arrangements (MAPPA) ensuring connectivity with public protection work.

The NSCB Chair, along with the chairs of other local partnership bodies, has regular meetings with the Police and Crime Commissioner.

NSCB membership is drawn from agencies in Nottinghamshire that have a statutory duty to cooperate with the Local Authority in the establishment and operation of the board. In addition a representative from the voluntary sector provides an invaluable link to the network of non statutory organisations that provide services to children and families. During 2012/13 representation on the NSCB was strengthened by the inclusion of a senior manager from NCC Early Years and Early Intervention Services. The revised structure for health service commissioning was also reflected through new members from the Clinical Commissioning Groups joining the board. The contribution of designated health professionals advising the board and taking part in the activities of the sub groups continues to be a particular strength. A full list of members of the NSCB is attached as **Appendix A**.

The District and Borough Council Safeguarding Group has continued to meet and provides an effective link between the safeguarding leads within the District and Borough Councils and the NSCB. A new forum for designated persons in education has been established, meeting once a term. This forum has provided a welcome opportunity for broader connectivity between the NSCB and education services and complements the work of the education representative on the board.

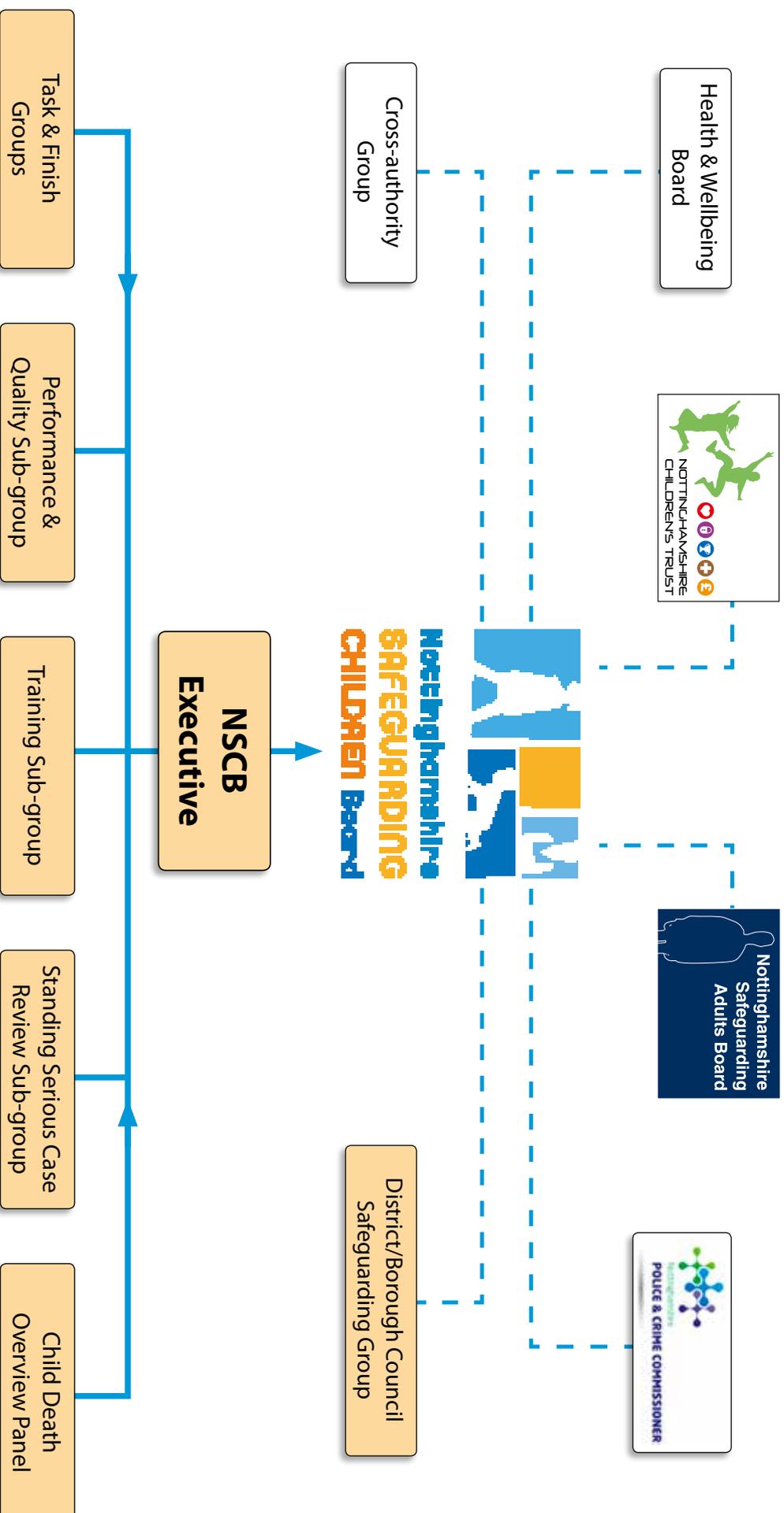
The NSCB is supported through funding contributions by key partner agencies which finance the services of an independent chair and a small number of staff that facilitate the work of the board including; NSCB Manager, NSCB Administrator, Development Manager, Training Coordinator, Training Administrator and the Safeguarding Children Information Management Team. A summary of the financial arrangements is included in **Appendix B**.

The NSCB has met on four occasions during this year as part of its normal cycle of business meetings. A further extraordinary meeting was convened to consider the EN12 serious case review findings and approve the independent author's report. An Executive group, which has delegated authority to deal with a range of issues on behalf of the full board, also met on four occasions. The Executive is chaired by the Vice Chair of the NSCB who is the Assistant Director for Social Care at Nottinghamshire Healthcare NHS Trust. Its membership comprises of the Chairs from each of the NSCB sub groups and senior decision makers from organisations represented on the Board. The NSCB has four sub groups to

take forward specific areas of work and each one is chaired by a member of the board:-

- Child Death Overview Panel – this panel meets every six weeks and is responsible for overseeing the immediate response to unexpected child deaths and for reviewing all child deaths
- Standing Serious Case Review sub group – this group meets monthly and considers cases that potentially meet the criteria for serious case reviews (SCR). It makes recommendations to the NSCB Chair on whether or not a SCR or other form of review should be instigated and monitors the completion of action plans arising from such reviews.
- Training sub group – this group meets quarterly and coordinates the provision of multi-agency training. It also quality assures both multi-agency and single agency training.
- Performance and Quality sub group – meeting on a quarterly basis this group leads on the quality assurance of key areas of safeguarding practice, oversees multi-agency audits and impact evaluation

NSCB Organisation Chart



Provision of policies, procedures and guidance

The NSCB has developed and maintained interagency safeguarding children procedures since its inception. The procedures, which have been agreed by both the Nottinghamshire and Nottingham City Safeguarding Children Boards, set out the arrangements for safeguarding and promoting the welfare of children. They detail the core principles that underpin professional practice and the procedures to follow where there are child protection concerns, including procedures to follow in specific circumstances such as families where there is domestic violence or parental drug and alcohol use. Further sections include the management of allegations/concerns in relation to adults who work with children and sections covering a number of Board led activities such as serious case reviews, inter-agency training and child death review processes.

In June 2012 a revised set of inter-agency procedures was published.

Key revisions included:

- Updating references to the Pathway to Provision thresholds document to ensure that children, young people and their families receive the most appropriate and timely support to meet their needs
- Emphasising the importance of face to face strategy meetings and effective processes to support them
- Highlighting the significance of bruising on small babies and the importance of responding appropriately
- The addition of a new section on core groups to reflect the critical role they play
- Strengthening the requirement to gather the views of children, young people and parents when managing concerns about adults

- Clarity around processes related to child death reviews, strengthening the responsibility of agencies to provide information to parents and carers about the review process and reinforcing the importance of attendance by agencies at final case discussions

The above revisions have been guided by learning from reviews and feedback from safeguarding professionals seeking to improve practice. Full details of the changes made are contained within a memo that accompanied the publication of the revised procedures.

In September 2012 a web enabled version of the inter-agency procedures was made available making it easier for professionals to search for and access the information they need to protect children and young people.

The inter-agency procedures are supported by a range of practice guidance documents and in May 2012 these were added to through the publication of the 'Children who go missing from home, care or education protocol'. This guidance sets out how agencies should respond when children go missing, how to prevent children suffering harm and recover them to a safe place as soon as possible.

Single and Multi Agency Training Provision

Training is provided free of charge to all NSCB partner agencies and comprises of e-learning, core safeguarding training events, subject specific training events and seminars on key safeguarding issues. The NSCB training provision aims to deliver high quality, up to date safeguarding training that will enable participants to keep safeguarding and promoting the welfare of children at the centre of their work. It complements the single agency training provided by agencies and is open to the voluntary and private sectors. The NSCB training sub group oversees the training programme; quality assures the training provision and ensures that the training pool that delivers a significant

proportion of the events is sufficiently resourced by partner agencies.

The NSCB Training Coordinator, in conjunction with the NSCB Manager, reviews the training programme each year taking into account the feedback provided by attendees and training needs identified through local reviews, audits and issues identified at a national level. The Nottingham City Safeguarding Children Board is consulted to identify the potential for joint events where appropriate.

2012-13 Training Programme: Course and attendance information

Course	Frequency	Content	No. of students/ attendees
Introduction to Safeguarding Children	2	Basic safeguarding awareness, personal and organisational responsibilities – commissioned for those agencies that are unable to provide their own single agency introductory training	59
Working Together to Safeguard Children	17	Safeguarding legislation, policies and procedures. Effective assessments and analysis of risks. Communication and information sharing	478
Responding to Unexpected Child Deaths	1	Basic skills to carry out inter-agency investigations into unexpected child deaths. Understanding of the child death review process.	10
Missing Children	2	Increase familiarity and understanding of the new joint protocol, raise awareness of individual and organisational responsibilities and ensure the links to child sexual exploitation are understood	149
Managing Allegations	2	Safeguarding children from those who may be unsuitable to work with children and dealing with allegations in line with local procedures	116
Management of Safeguarding Children	1	Developing skills to manage work to safeguard children, decision making, and managing in a multi-agency context	47
ISA training	2	Planned legislative changes to the Independent Safeguarding Authority, information sharing responsibilities and the Disclosure and Barring Service	84
Child Sexual Exploitation	1	Awareness raising seminar	75
Working with Complex Cases	2	Understanding risk analysis and risk management when complex adult problems present, such as; parental substance use, domestic abuse and learning disability	60
What's New in Safeguarding	3	Briefing on current local and national safeguarding issues and 'refresher' for practitioners who may have attended core training events	368

Two events were cancelled during the year, Safeguarding Vulnerable Young People (due to bad weather) and Responding to Unexpected Child Deaths (insufficient delegates). Both events have been re-scheduled to take place during 2013/14.

NSCB Multiagency Training take-up by agency/organisation

	2011/12	2012/13
Army	1	1
CAFCASS	2	7
Children's Centres	180	121
District & Borough Councils	5	51
Health Sector	254	210
Bassetlaw PCT		10
County GP Consortium	2	37
Doncaster & Bassetlaw Hospitals Trust		4
East Midlands Ambulance Service	15	3
Nottinghamshire Healthcare NHS Trust (mental health services)	31	30
Bassetlaw Health Partnership	18	7
County Health Partnership	139	83
Nottinghamshire PCT		5
Nottinghamshire TPCT		1
Nottinghamshire University Hospitals Trust	6	8
Sherwood Forest Hospitals Trust	43	22
Nottinghamshire County Council	450	544
Children Families & Cultural Services (service area not specified)	423	227
Children's Social Care		117
Youth Families & Culture		43
Targeted Support & Youth Justice		45
Nottingham & Nottinghamshire Futures (now part of Targeted Support)	16	7
Young People's Service		3
Early Years & Early Intervention		25
Education, Standards & Inclusion		22
Adult Social Care & Health	5	18
Environment & Resources		32
Policy Planning & Corporate Services		5
Learning & Organisational Development	6	0
Nottinghamshire Fire & Rescue Service	2	6
Police	35	46
Nottinghamshire Probation Service	17	32
Private	10	54
Schools & Colleges	199	216
Voluntary Sector & Charities	91	155
Other	6	
Grand Total	1251	1441

The NSCB training programme 2012/13 was accessed by over 36 different agencies/service areas and provided 1441 training places across a range of subject areas.

The analysis of post course evaluations has been strengthened during the year with the training subgroup developing its role. Over 82% of attendees completing the core Working Together to Safeguard Children courses reported levels of satisfaction that were either good or very good with only 2% reporting being less than satisfied with the course.

Increased levels of confidence through training

Levels of reported confidence across a range of issues are monitored and significant increases between pre and post course levels have been reported providing an indication of the impact the courses have had on attendees.

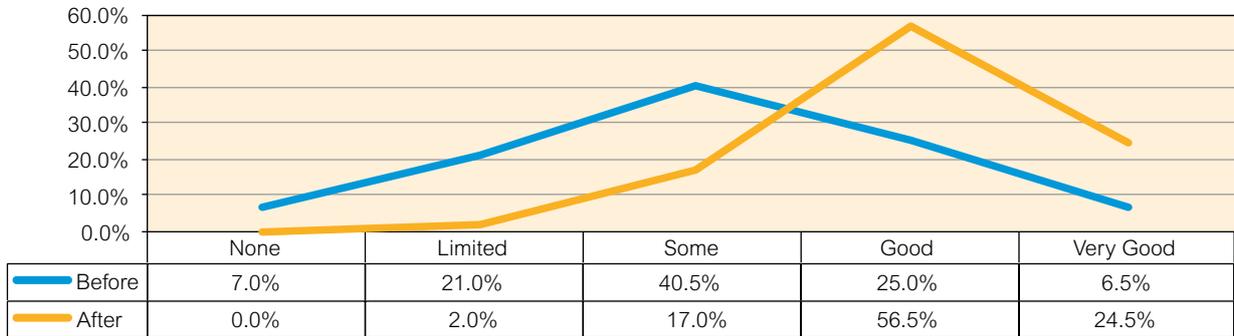
Knowledge & Understanding of Child Protection



Ability to work effectively with others to assess the needs of children



Ability to contribute to the planning, delivery and review of services to a child subject of a multiagency plan



The evaluation of NSCB training will be further developed during 2013/14 to strengthen evidence of improved outcomes for children resulting from training.

E Learning

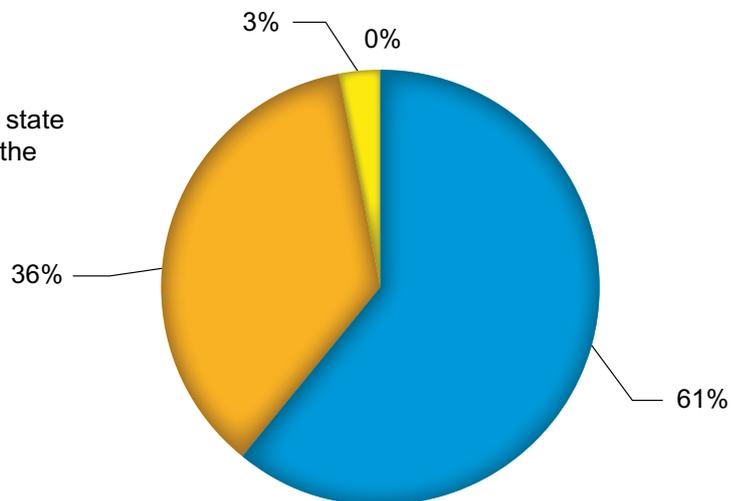
The NSCB has funded and administered e-learning for partner agencies since 2008 as a means of reaching a wider audience and to complement face to face training. The principal course available through the NSCB is 'Awareness of Child Abuse and Neglect'. A number of partner agencies have also benefitted from the NSCB membership of the e-learning provider by obtaining additional modules covering issues such as domestic violence and the common assessment framework. From March 2010 access to e-learning provided through the NSCB was extended to include access for child minders and private nurseries. Clayfields House Secure Children's Home has also obtained a range of other courses for use by their staff and some residents.

Use of e-learning has increased significantly during 2012/13. In total 13,059 licences were allocated to users for the Awareness of Child Abuse and Neglect course between 30th June 2008 and 31st May 2013. Of these 4520 were allocated between 30th June 2012 and 31st May 2013 and during this period the completion rate was 90%.

High levels of satisfaction with the course are reported and for the Awareness of Child Abuse and Neglect course 97% of learners felt that the learning outcomes were either Completely or Mostly Achieved.

Awareness of Child Abuse and Neglect - Please state to what extent the course helped you to achieve the learning outcomes

- Completely Achieved
- Mostly Achieved
- Partly Achieved
- Not Achieved



Quality assurance of single agency training

During 2013/14 a Safeguarding Training Quality Assurance Scheme was developed in conjunction with Nottinghamshire Safeguarding Adults Board and the Nottingham City Safeguarding Children and Adults Boards. The objectives of the assurance scheme are as follows: -

- To ensure that both single and inter-agency training materials and course content meet appropriate standards.
- To ensure that all training delivery and training environments meet appropriate standards.
- To ensure that the effectiveness of training is monitored and evaluated and influences the planning of training.

The scheme comprises of a two stage validation process; the evaluation of training materials against standards and seeking assurance regarding the competence of those delivering the training before the observation of training events by members of a validation panel. Some progress has been made towards implementing the scheme, in particular the provision of training materials and trainer details by some agencies, however further work will be required during 2013/14 to embed the process.

Training

Knowledge, competencies
professional development
teaching of vocational or practical skills provides the

- On-the-job training or practical skills provides the
- Off-the-job training ta

Quality and Effectiveness of arrangements and practice

The NSCB Impact Evaluation Framework, describes the way in which the NSCB and its subgroups assure the quality and effectiveness of safeguarding arrangements and practice. In response to new statutory guidance 'Working Together to Safeguard Children 2013' a Learning

and Improvement Framework is being developed to enable organisations to be clear about their responsibilities, to learn from experience and improve services as a result and this will draw on and strengthen existing arrangements to evaluate impact.

Impact Evaluation Framework How well is Nottinghamshire Safeguarding Board coordinating local work to safeguard and promote the welfare of children and ensure the effectiveness of that work?				
<p>Nottinghamshire Safeguarding Children Board & Executive</p> <p>How well do the Board's governance and operational arrangements work?</p> <p><i>Effectiveness monitored by Performance & Quality Sub Group</i></p> <p>Processes and evidence to monitor effectiveness of the Board</p> <ul style="list-style-type: none"> • Monitor attendance at Board and sub groups • Review Constitution and Business Plan delivery • Annual self evaluation • Review & receive quarterly reports from all panels and sub groups 	<p>Partner agencies Safeguarding Arrangements</p> <p>How well are partner agencies, safeguarding arrangements operating?</p> <p><i>Effectiveness monitored by Performance & Quality Sub Group</i></p> <p>Processes and evidence to monitor effectiveness of partner agencies</p> <ul style="list-style-type: none"> • Consider evidence of impact on practice and outcomes. • Annual safeguarding assessments (Section 11 / Safeguarding Reports) • Agency Inspection regimes 	<p>Training</p> <p>How do we know if training is improving the competence of staff working in Nottinghamshire?</p> <p><i>Effectiveness monitored by training sub group</i></p> <p>Processes and evidence to monitor effectiveness of training</p> <ul style="list-style-type: none"> • Quality assurance of training • Monitor provision (single agency and inter-agency) • Participation rates • Post course evaluation 	<p>Undertake Serious Case Reviews</p> <p>How do we know we are learning lessons when children die or are seriously injured and abuse or neglect is suspected?</p> <p><i>Effectiveness monitored by Standing Serious Case Review Sub group</i></p> <p>Processes and evidence to monitor effectiveness of SCRs</p> <ul style="list-style-type: none"> • Review cases at SCRSP • Role of the Independent Chair in evaluating reviews • Monitoring of action plans • Ofsted evaluations 	<p>Review Child Deaths</p> <p>How do we know if, following the death of a child, agencies work effectively to reduce the likelihood of further similar incidents?</p> <p><i>Effectiveness monitored by Child Death Overview Panel</i></p> <p>Processes and evidence to monitor effectiveness of child death review</p> <ul style="list-style-type: none"> • Review feedback • Review procedures • Monitoring implementation of agreed action plan recommendations
<p>Is it working? What is the impact of each process on practice and outcomes for children and young people</p>				
<p>Evidence of impact on practice</p> <ul style="list-style-type: none"> • Outcomes of Inspection, Peer Review and Assured Safeguarding visits • Multi-agency audits • Single agency audit • Section 11 Self Assessments • Annual Agency Safeguarding Reports • Other audits; supervision, thematic • Staff survey and other staff feedback • Supervision Review • Examples of review and revision to LSCB multi agency policy and procedures and practice guidance • Issues raised in SCRs, child deaths, allegations against staff, etc. • QA processes in relation SCR action plans – implementation & impact • Annual Returns for child deaths, LADO, etc 			<p>Evidence of Impact on outcomes</p> <ul style="list-style-type: none"> • Improvements in local and national key performance indicators • Reduction in SCRs and serious incidents • Reduction in child deaths • Increasing the number of children who feel safer • Demonstrate implementation of improvements in practice arising from lessons learned • Identification of examples of good practice and case studies to disseminate 	

Performance Information Reporting

A key component of the Impact evaluation framework is the quarterly Performance Information Report (PIR) which is presented to each NSCB meeting. The PIR has been significantly developed during 2012/13 and now provides data and commentary across a range of key safeguarding activities including; early help;

information sharing; section 47 enquiries; child protection conferences and plans; looked after reviews and youth justice data. The revisions to the PIR have extended it to include measures previously monitored through the Safeguarding Improvement Programme and therefore reflect the priorities of the Board during this period. A copy of the annual PIR is attached as Appendix C.

The work of the Multi Agency Safeguarding Hub (MASH) has been monitored through the PIR and regular reports to the Board since its introduction in November 2012. Issues associated with the bedding in of this organisational change along with the impact of a high volume of MASH enquiries being made (resulting in a 31% increase in initial assessments during the 4th quarter of the year) were subject of particular scrutiny by the NSCB. The work of partner agencies to address these issues and ensure the consistent application of appropriate and agreed thresholds was included in reports to the Board and continues to receive close attention

A reduction in the rate of re-referrals to Children's Social Care has been achieved with the target for the year being exceeded. It is anticipated that this performance will be maintained in 2013/14 as referrers continue to receive clear feedback through the MASH.

A very high proportion (99%) of child protection cases were reviewed within timescale and this performance was maintained consistently throughout the year. The number of child protection plans lasting two years or more reduced when compared against the previous year and this reflects the increased attention that child protection coordinators have been giving to avoidance of drift. The percentage of children becoming subject to a child protection plan for a second or subsequent time was higher than the target for the year and attention to underlying causes is required at the point at which such cases re-enter the child protection process.

The trend of having higher levels (per 100,000 population) of children and young people with child protection plans in Nottinghamshire compared with statistical neighbours has continued during 2012/13. Significant work has been undertaken to gain a greater understanding of the reasons behind this and this work is continuing. The thresholds that agencies use when assessing need and levels of intervention are guided by the Pathway to Provision and under 'Working Together to Safeguard Children 2013' the NSCB will be assuming responsibility for the thresholds guidance in the coming year.

The timeliness of Looked After Children Reviews has improved from the previous year, (96.8% compared with 85%), although the target of 98% of reviews completed within timescales was not met. The stability of placements both in terms of number of placements in any one year and length of placement has improved and in both cases exceeded the targets set. Throughout the year there has been an increased focus by the NSCB and its partner agencies on safeguarding looked after children which was driven in part by the DN11 serious case review.

Evidence around the participation of children and young people in education, employment or training is encouraging with performance ahead of the statistical neighbour average although not yet meeting the target set. The number of first time entrants into the youth justice has reduced and there has also been a significant drop in the rate of re-offending.

In addition to the PIR being presented to each NSCB meeting the NSCB Performance and Quality (PQ) subgroup is responsible for monitoring and scrutinising certain key areas of practice which also reflect the priorities of the NSCB. These include; missing children; allegations against individuals who work with children; child protection conferences and private fostering arrangements. Reports on these issues, including performance data, are presented to each meeting of the PQ subgroup.

A multi agency audit team is responsible for developing and carrying out an audit programme on behalf of the NSCB and the PQ subgroup oversees this work. The 2012/13 audit programme included a significant audit that explored the extent to which the voice of the

child is heard by agencies. Over 135 cases were reviewed against five aspects of work taken from the Ofsted thematic report, 'The voice of the child: learning lessons from serious case reviews' (April 2011). Findings from the audit were positive with all agencies reporting satisfactory to excellent grading across the five aspects of work examined. In a small number of cases direct feedback was provided to the staff working on those cases to address specific issues, while more general practice pointers were identified by agencies and these have been communicated to staff. A further audit relating to initial child protection conferences was postponed due to capacity issues and will form part of the 2013/14 audit programme.

Section 11 self-assessment

Section 11 of the Children Act 2004 places a duty on key people and bodies to ensure that in discharging their functions they safeguard and promote the welfare of children. The NSCB is required to assess whether Board partners are effective in this regard and part of this process is the completion of a self assessment by agencies known as the Section 11 Audit. The self assessment tool used for the audit is based on the 'Markers of Good Practice' developed by NHS East Midlands thus minimising duplicated effort by health organisations whilst using a tried and tested safeguarding assessment tool. The audit

requires agencies to assess their compliance with a series of standards, each standard includes details of the assurance required to satisfy that standard and the suggested method of measurement

In May 2012 all NSCB partner agencies, with the exception of the voluntary sector for which a separate process is used, submitted a completed Section 11 Audit. A summary of the findings in respect of full compliance with all elements comprising each assessment standard is shown below: -

Category of standards	% of agencies reporting full compliance with every standard within the category
Leadership and Organisational Accountability	83%
Serious Case Reviews	74%
Safer Working Practices	74%
Training	48%
Supervision	43%
Policies and Procedures	57%
Whole Family/Think Family Approach	43%
Voice of Children	78%
Environment	91%
LSCB Indicators	74%

The results of the Section 11 audit analysis were reported to the NSCB Executive in September 2012. The audit identified a number of areas where further developmental work was required by a number of agencies: -

- Training - in particular the strengthening of systems used to monitor the provision of single and multi agency safeguarding training to staff. Some agencies also reported that training materials needed to be amended to ensure issues around diversity were adequately incorporated.
- Supervision – audit of supervision records and the monitoring of staff attendance at supervision sessions was identified as a gap by some agencies. Arrangements for providing child protection supervision was also a problem for some agencies - particularly those that had low levels of involvement in child protection cases
- Whole family/Think Family – a number of agencies reported the need to increase understanding of the impact on children’s welfare of any problems that mothers, fathers and other key carers are experiencing.
- Knowledge of the procedures to follow in cases of forced marriage or honour based violence was also identified as an area for development.

It was agreed that the NSCB should monitor the progress being made by agencies towards addressing areas identified as requiring development and this would be achieved through periodic updates being provided to the Board by the agencies in question. It was also agreed that the NSCB should move to a two year cycle of section 11 audits which would allow the Board to strengthen processes for monitoring progress by agencies in acting upon the audit findings to improve their safeguarding arrangements.

The NSCB voice of the child audit referred to in the previous section provided useful triangulation of the assessments provided through the Section 11 audit. In addition the NSCB training subgroup has reviewed the findings of the audit to guide its work. Multi-agency training has been provided in relation to understanding risk analysis and risk management when adults present with complex problems, supporting the ‘Think Family’ agenda. The District and Borough Councils Safeguarding Group has reviewed their audit returns, identified common issues for action and shared potential solutions.

Learning from case reviews

Well established case review processes are in place within Nottinghamshire to ensure that agencies reflect on the quality of services provided and learn lessons to reduce the risk of harm to children in the future.

Child Death Overview Panel

The Nottinghamshire Child Death Overview Panel (CDOP) is a multidisciplinary panel that reviews all child deaths in order to gain a better understanding of why children die, identify any learning and make recommendations to prevent future deaths. The CDOP meets on a six weekly basis and reports to the NSCB Executive quarterly.

During 2012/13 the CDOP has reviewed 40 child deaths and in 13 of those cases factors were identified that could be modified in order to prevent future deaths. Recommendations made and being implemented include:

- providing advice to parents about the dangers of plastic mattress covers for young babies
- reinforcing guidance, particularly with fathers, about safe sleeping arrangements for babies
- ensuring guidance is provided around safe bathing of babies.

There has been a significant increase in the number of unexpected deaths (25) compared to the previous year (15) and research has been carried out with statistical neighbours to establish if that is part of a broader pattern. The findings have so far been inconclusive with some areas reporting similar increases and others reporting the opposite. The causes of the unexpected deaths have been varied and with relatively small numbers it is difficult to draw firm conclusions. The statistical return of all deaths reviewed during this period has been submitted to the Department for Education for national analysis and the level of unexpected deaths will continue to receive close attention by the CDOP.

In September 2012 the CDOP reported to the NSCB Executive emerging concerns regarding child road deaths and as a consequence a themed panel meeting was held in December 2012, supplemented by an education representative and a member of the Nottinghamshire County Council (NCC) Road Safety Team. The panel reviewed two specific cases before exploring the wider issues identified from similar cases previously reviewed. The panel explored existing preventative actions including the work that is undertaken to examine environmental factors and the school road safety education provided independently by schools and through the NCC Road Safety Team education and training programmes. Through links with the Nottinghamshire Young People's Board it became apparent that recent initiatives to tackle bullying and domestic violence through short films were positively viewed by young people. A proposal was therefore submitted to the NSCB Executive to fund the development of a short film made by young people to raise awareness of road safety issues amongst 14 to 17 year olds. The proposal was agreed and a project is now underway supported by County Youth Arts.



Serious Case Reviews

The NSCB Standing Serious Case Review (SSCR) sub-group has met on eight occasions during 2012/13. The group is responsible for initially reviewing information about cases that are referred as possibly meeting the criteria for a serious case review (SCR) and making recommendations to the NSCB Chair on whether or not a SCR is required. The group also identifies cases where other forms of review are appropriate, including single agency reviews and learning reviews. Should a decision be made by the NSCB Chair that a SCR is required the SSCR subgroup formulates the scope and terms of reference for the review. Once a review has been completed, the progress towards completing action plans is monitored by the group. Membership of the SSCR subgroup has been strengthened through the course of the year by the addition of representatives from education and targeted support services.

During 2012/13 eight cases were referred to the SSCR subgroup. A recommendation was made that a SCR be carried out with regard to one of the cases and the NSCB Chair subsequently concurred with that view. A SCR (referred to as FN13) was therefore commissioned, the terms of reference were set by the SSCR subgroup, an independent 'Lead Reviewer' was appointed and the review is ongoing. Out of the remaining seven cases where a recommendation was not made for a SCR to be conducted; one case was subject to a single agency review with the terms of reference being agreed by the SSCR subgroup; in three cases no further action was deemed necessary; two cases had been submitted for noting only and a decision was made that formal consideration was not necessary. Further clarification regarding one case is being sought before the case is ready for consideration.

The following is a summary of learning identified from Nottinghamshire case reviews:

Safeguarding is everybody's responsibility

- All agencies have a shared responsibility for the protection of children
- There should be effective communication between agencies and respectful challenge to practice, delay or decisions
- Sharing information and taking prompt action is vital

Effective multi agency meetings

- Records of meetings need to be clear, especially decisions, plans and timescales
- Ensure the right people are present at meetings
- There should be access for children and young people to advocate their views, wishes and feelings

Assessments and plans

- Use supervision sessions to constructively challenge decisions and reflect on practice
- Professionals should be open to the possibility that those in positions of trust may harm children
- Be alert to the risk of harm to children through domestic abuse, drugs, alcohol and parental mental health

Protecting babies

- All agencies need to understand the significance of bruising on non-mobile babies and refer promptly to Children's Social Care
- Always assess and interpret parental avoidance and failed appointments
- The importance of seeing the parents separately and raising domestic violence as an issue
- Ensure pre discharge planning takes place and appropriate colleagues are engaged.

A range of recommendations and actions have been made at an agency and NSCB level to respond to the above learning.

The SSCR sub-group has monitored the action being taken in relation to reviews and in particular it has overseen the completion of all actions from the CN10 SCR and all but two actions from the DN11 SCR. In addition it has ensured that the actions relating to an out of area SCR (Child E) have been completed by the Nottinghamshire agencies involved. The SSCR sub-group has also tracked the completion of actions relating to two single agency reviews (one from the preceding year).

The PQ sub-group is responsible for examining the impact implementing SCR recommendations has had. Agencies involved in the DN11 SCR have contributed to an impact evaluation report presented to the PQ sub-group.

The SSCR sub-group has also provided a useful forum for sharing learning from other areas reviews. Presentations to the sub-group by members have included; CAFCASS - National learning from SCRs and learning from SCRs in Bassetlaw and South Yorkshire. The recommendations from a SCR in Somerset have also been disseminated through the group. The learning and development section of the revised Working Together to Safeguard Children consultation documents and the draft Nottinghamshire Domestic Homicide Review Guidance have both been reviewed by the SSCR sub-group and feedback has been provided.

Engagement with and participation of children

The NSCB Manager attends the Nottinghamshire Young People's Board for appropriate agenda items. Through that connection key areas of concern for young people have been identified and influenced the business of the NSCB, for example consideration of a report on anti-bullying work. The NSCB Manager has also contributed to the development by the Young People's Board of a 'Do You Feel Safe?' questionnaire. Young people have also been engaged as part of a project to raise awareness of road safety issues amongst 14 to 17 year olds and seven youth groups have taken part in focus group sessions to gather views on road safety and suggest effective ways of communicating the issues.

The importance of listening and responding to the 'voice of the child' was recognised by the NSCB multi-agency audit team and under their auspices an audit was established to gain an understanding of the extent to which children were being heard by agencies in their day to day contact. The findings from the audit were reassuring with evidence of some good practice identified by agencies taking part.

During 2012/13 there has been an increased focus on ensuring that children and young people are able to contribute to their child protection plans.

It is known that not many children/young people actually attend child protection conferences although this should be encouraged where possible. The Child Protection Coordinators (CPC) who chair child protection conferences aim to ensure that children and young people's views are heard at each conference whether or not the child is actually able to attend. A record is made by the CPCs whether and how a child's views have been made known and reporting capability is currently being validated in order that performance information can be provided to the NSCB during 2013/14.

The NSCB provides leaflets to help explain the purpose of child protection conferences to children and young people. A questionnaire 'My Protection Plan' (MPP) is also used to gather the views of children and young people and this has been revised in consultation with children and young people. During the consultation some young people highlighted that they had received limited information of what it means to be part of the child protection process or any information about conferences. The CPCs have noted an increase in the completion of the revised 'My Protection Plan' and have promoted its use to service managers in the children's social work teams. However, this needs further improvement to ensure that young people's views are elicited and made available for conferences and strategy meetings. Where there is no evidence of young people's views being provided, a system has been introduced to alert the social worker and team manager so this can be addressed and a recommendation is also included within the plan to resolve the gap.

The young people who were affected by the sexual offending reviewed during the DN11 SCR were contacted at key stages of the review and invited to contribute. Four of the young people stated they wished to meet the review author and NSCB Manager to discuss the findings of the review and these meetings were arranged. The young people appreciated the way that contact with them had been handled, confirmed that they were receiving appropriate support and agreed with the findings of the review. All of them were content for the overview report to be published and one in particular saw it as a very positive process and wanted others to know about the case to act as a warning.

Equality and diversity

The Section 11 audit includes a requirement for all agencies to assess whether services are provided in a way that does not discriminate. Equality Impact Assessments are completed for locally prepared practice guidance e.g. revisions to sexual abuse guidance. A focus on the child's identity is incorporated within all NSCB training courses and the content of the 'Responding to Unexpected Deaths' course has been amended to reflect diversity issues.

The voice of the child audit identified that recording of ethnicity and, to a greater extent, religious belief was still an issue. Agencies have been requested to take action to address this and communications highlighted the importance of gathering this information in order to appropriately respond to the needs of the child.



Priority Groups of Children

Children at risk of sexual exploitation (CSE)

Child sexual exploitation has been identified as a significant area of concern nationally; there have been a number of high profile cases across the country where children and young people have suffered serious harm as a consequence of CSE and in December 2011 the Department for Education issued guidance to assist agencies to deal with CSE 'Tackling Child Sexual Exploitation – Action Plan'. Recognising that specific action needed to be taken to respond to this type of abuse the Nottinghamshire and Nottingham City Safeguarding Children Boards established a cross authority task and finish group in January 2012.

The CSE task and finish group has developed a CSE strategy and action plan and the following progress was made during 2012/13:-

- A theatre group was commissioned to deliver productions in ten Nottinghamshire schools aimed at raising awareness amongst children and young people of the risks of CSE – this initiative will reach over 2,300 children
- A training programme for professionals has been developed and will be delivered during 2013/14
- Ways to improve data collection and analysis have been explored
- Research into models of working to tackle CSE has been carried out and proposals are currently under consideration
- A co-sponsored CSE seminar has been held in conjunction with the NSPCC and the Nottingham City Safeguarding Children Board

Child sexual exploitation remains an evolving type of abuse with changing models or patterns of exploitation i.e. through social media, street grooming and trafficking. There are known links between CSE and missing children. In Nottinghamshire the connection between these issues has been recognised at both strategic and operational levels with developmental and monitoring work being coordinated. This included, for example, ensuring that a significant CSE component was included within the missing children training provision.

Operationally work has continued; across the City and County during 2012 (annual) the police investigated 129 'CSE' categorised cases, 71 cases of grooming and 4 cases of trafficking.

Multi-agency strategy meetings are an established way of discussing young people about whom there are concerns. Nottinghamshire Children's Social Care held 73 CSE strategy meetings in relation to 34 children.

Work to progress the response to CSE continues and full delivery of the CSE local action plan remains a priority for 2013/14.

Missing Children

Children who go missing are at risk of serious harm. They may, as already has been stated, be sexually exploited but there are also risks of becoming the victim of other crimes and there may be a detrimental impact on their physical or emotional health and/or education. Homelessness, loss of social relationships and involvement in drugs are all potential outcomes.

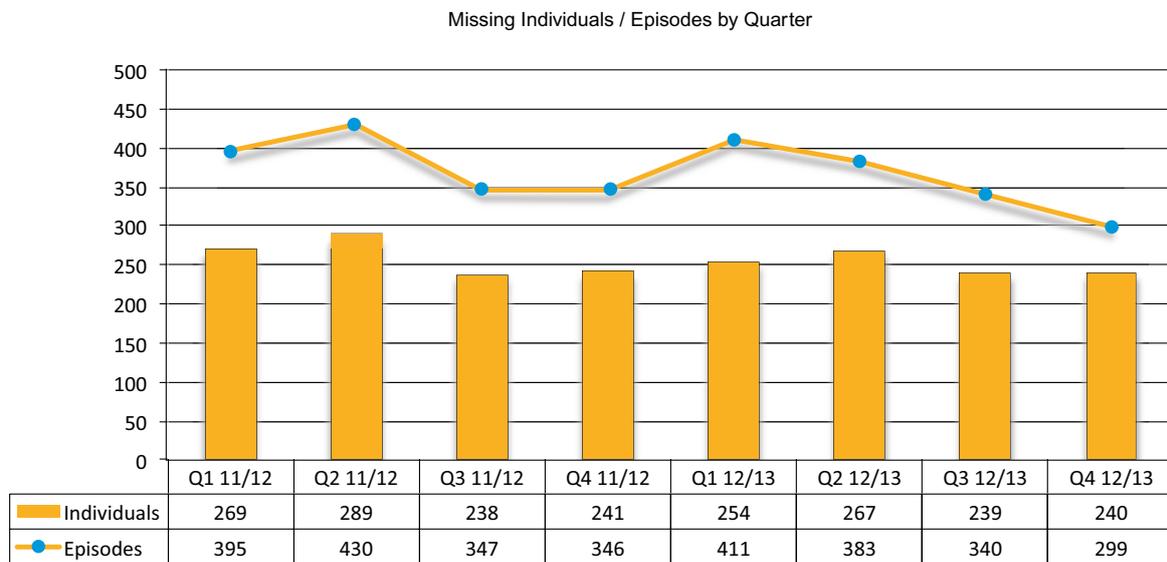
The reasons that young people go missing are varied but often relationships with parents is a factor. Problems at school or drug and alcohol use may also be a feature. The data also indicates that for a number of young people (54) the risk of sexual exploitation may be present.

The NSCB has ensured that inter-agency procedures are in place for dealing with children missing from home and from care, in line with the Department for Education statutory guidance on children who run away and go missing from home or care (2009).

The Nottinghamshire Multi-agency Missing Children Steering Group coordinates inter-agency work in relation to children who go missing and reports to the NSCB. A strategy and action plan has been put in place to drive and evidence the work being undertaken. Electronic recording is now embedded and associated reporting is nearly complete, alongside the development of management information framework. There has also been work to ensure a more robust system for looked after children, particularly where they are placed out of the County. Three multi-agency

training events were held during the year which attracted a broad range of professionals.

During 2012/13 there were 1433 missing notifications which was a 6% reduction on the previous year; these related to 776 individual children which was a 10% decrease on the previous year. The number of children who have repeatedly gone missing also appears to have reduced although this data is still being analysed.



The majority of children run away from home (81%) with 12% from Nottinghamshire Local Authority Care and 7% being other local authorities' looked after children placed within Nottinghamshire.

Operationally, an important element of working with missing children is the need for a return interview or a multi-agency meeting, to explore the reasons why the young person goes missing, what has happened to them, and to identify what support may be needed to prevent or reduce the risk of it happening again. The local authority Children Missing Officer monitors and tracks whether or not the return interview or multi-agency meeting has been completed. This work is assisted through strong partnership working with Nottinghamshire Police.

The service allocated to complete the return interview is shared between; Children's Social Care, Nottinghamshire Runaways Service (provided by the charity Catch 22), Targeted Support Services and other local authorities with children placed in Nottinghamshire.

During 2012/13, 53% of all children who went missing received a return interview, which is an improvement from 42% the previous year and of those that did not receive an interview; the majority had an opportunity to do so. The timeliness (within 72hrs) of return interviews is also increasing with 49% completed within 72hrs and the majority carried out within five days. A recent Ofsted report concerning missing children (February 2013) found little evidence amongst local authorities of return interviews being completed so the performance in Nottinghamshire is particularly reassuring in this regard.

The position in relation to the management and monitoring of missing children is relatively strong but there is still room for improvement. The key priorities for the year have been set including developing an audit. This will be an opportunity to quality assure the operational work being done and to explore whether or not the intervention is making a difference to the outcomes for the child or young person and whether or not their voice is being heard. The Missing Children Guidance will be updated during 2013/14 and this links to the updated Association of Chief Police Officers (ACPO) guidance.

Children at risk through domestic violence

Children who live in a home where there is domestic violence are known to be at an increased risk of suffering harm: this connection has been understood for some time and recent case reviews carried out within Nottinghamshire have reinforced this. The NSCB has received statistical information on the level of domestic violence in child protection cases (**see Appendix C**) and reports on the action being taken to tackle this issue.

Addressing domestic violence is now a top priority for the Safer Nottinghamshire Board and the new Nottinghamshire Police and Crime Commissioner. This has meant that all partner agencies have focussed more closely on their domestic violence services, looking at gaps in relation to staff training, referral pathways and services for victims (including children) and perpetrators. Four issues have emerged strongly from this focus:

- What are we doing to prevent domestic abuse happening?
- How can we better protect and support teenagers who are being abused in their intimate relationships?
- Some parts of the NHS have not been successfully linked into the multi-agency arrangements that respond to domestic violence
- Whilst victims assessed as high risk have a pathway to support through Multi Agency Risk Assessment Conferences (MARAC), those assessed as 'medium risk repeats' need more support than is currently available

Work with Children and Families - Prevention needs to begin as early as possible, while children are first learning about relationships and are becoming aware of the differences between their own and other families. Age-appropriate healthy relationship education in schools and youth projects teaches the value of respect and trust and the importance of telling about abuse so that someone can help the young person and their family. Fifty per cent matched funding is available to Nottinghamshire schools in the new academic year 2013-14 to source healthy relationship education from a specialist provider .

Children's centres are well placed to intervene with families as soon as concerns are identified. Family Support Workers link with specialist workers from Womens Aid to deliver support programmes for parents and children and encourage victims to protect themselves and to report criminal activity to the police. Children and young people are referred to a specialist children's outreach service for individual or group work support to help with recovery and understanding after experiencing domestic abuse.

To help tackle the many repeat incidents of domestic violence that victims classed as 'medium risk' suffer, a more intensive and personalised support is now being provided through the provision of medium risk workers. This initiative will be evaluated professionally by one of the university departments in due course.

Work with teenagers at risk - There is increasing focus on these teenagers at risk in Nottinghamshire, and recognition that specialist intervention is required in addition to the usual domestic violence arrangements. The developing approach includes:

- Statutory and voluntary intervention from the NCC Targeted Support and Youth Justice Service, with specialist training available for staff
- Awareness raising with third sector agencies that work with young people and ethnic minorities to encourage earlier identification and referral
- Secondary school healthy relationship programmes that teach young people how to make safe choices and seek help when they need it

- “Dragons Den” challenge in Ashfield Schools to raise awareness of healthy relationships and create a range of promotional material that will encourage teenagers who are experiencing abuse to seek help
- Targeted work by ‘Supporting Families’ workers that have been trained to support families where young people are abusing their carers

New in 2013 will be some specialist support work, hosted within existing victim services, but targeted at teenagers at risk, to encourage disclosure and help-seeking.

Initiatives within Health - Information sharing between health agencies and criminal justice agencies is essential to ensure that each has a full picture of the violence and its impact. Various initiatives and developments are now in place to support information sharing and appropriate referral:

- There are specialist nurses in both the Queens Medical Centre and Kings Mill Hospital emergency departments who conduct risk assessments and signpost patients to the appropriate agencies. They also deliver training to other staff in the hospitals.
- Supported by the NCC Public Health and Community Safety Teams, doctors in general practice in Mansfield and Ashfield are linking with existing MARAC information sharing processes for high risk cases and are funding specialist Identification and Referral to Improve Safety (IRIS) workers to support people who disclose incidents to their GP. This will be extended to GP practices in other CCG areas over a three year period if funds are agreed.
- Nottinghamshire Healthcare Trust has delivered an extensive staff training programme in the last 2 years bringing practice improvements across the Trust and referral pathways for specialist support.

Domestic Homicide Reviews - Since April 2011, community safety partnerships have been required to review cases of homicide where the victim is killed by a partner, former partner, or family member. Six reviews have been undertaken in Nottinghamshire. Two are ongoing at the present time. All have brought insight and learning to the partnership which inform many of the developments above. The following have been part of DHR recommendations:

- Engagement and training for doctors in general practice
- Better links to schools about domestic incidents affecting pupils
- Additional focus on medium risk victims
- Awareness training in a variety of agencies

Performance - Over the past year there has been a new performance framework agreed by partners across the County to measure the success of the various interventions and initiatives undertaken. Numerical performance targets have been kept to a minimum. Instead, a range of indicators are used to monitor the impact of interventions and all agencies are using service user feedback to drive improvement and effectiveness. Volume increases in reported domestic abuse can be a measure of both success and failure:

- Success because the crime is no longer hidden and can be addressed and
- Failure because we did not prevent it happening in the first place

Partners have agreed an overall aim to increase the reporting of domestic violence and abuse, but to reduce repeat criminalisation. At its best, this will reduce overall crime levels because agencies intervene sooner and implement safety measures and criminal procedures earlier.

¹ Interested schools should email rachel.adams@nottscg.gov.uk for further information.

In 2012-13 there was a 5% increase in reported incidents from 9358 to 9850 countywide representing good progress. However there was a very small increase in repeat crimes from 794 to 796 and further work is required on this aspect.

Safeguarding Looked After Children

Looked After Children are recognised to be vulnerable and action taken to address the learning identified through the DN11 SCR has led to a strengthening of safeguarding arrangements.

Improved ways for Looked After Children to comment directly on their experiences have been introduced in consultation with the Children in Care Council and these have included a new 'Listen To Me' booklet. The supervision of foster carers has been strengthened and is now included within the supervision audit. Attendance at Looked After Reviews by allocated children's social workers and supervising social workers is monitored by Independent Reviewing Officers. Steps have also been taken to increase the direct involvement of education representatives in review meetings although the number of meetings does require cases to be prioritised. The DN11 SCR reinforced the importance of stable school placements for Looked After Children and the new Nottinghamshire Looked After Strategy (2012-15) 'includes an ambition to minimise the number of times Looked After Children need to move school during their education through better joint planning between children's social care and education services. The NCC Corporate Parenting Panel will be monitoring the implementation of the strategy.

The local authority currently have 390 children placed in accommodation that is not provided by the local authority or in what are deemed to be 'external placements'. 276 placements are within Independent Fostering Agencies (IFAs), including 6 in parent and baby placements. There are 114 young people in residential placements, which includes young people on remand, in semi-independent accommodation, in a secure children's home or in a residential family centre.

Children are placed within such accommodation when there are no suitable placements available within the local authority or when the needs of the individual young person require a specialist placement. In order to reduce these numbers sufficiently, appropriate placements are needed within the local authority. The Children's Social Care Transformation Programme Team have undertaken a comprehensive placement review and are proposing that from 2013 – 2017, the number of Looked After Children placed in external residential units reduces by 50% and the number of young people in IFA placements reduces by 20 placements each year during the same period and the NSCB will monitor the progress of this strategy.

Children with parents or carers that have mental ill health and/or drug and alcohol problems

Nottinghamshire was one of nine areas which participated in an Ofsted thematic review of joint working between adult and children's services when parents or carers have mental health and/or drug and alcohol problems. This review was reported in March 2013 as "What About the Children?" and made a number of recommendations to improve services. These centred on improving:

- Identification of children exposed to parent mental health and substance misuse and those who undertake carer roles
- Awareness by professionals working with parents of the impact that these issues have on children
- Co-ordination and joint working between adult and children's services in relation to these families, throughout the process of assessment, planning and delivery of services
- Quality assurance of this work.

A working group of professionals has been established to identify areas where work is required locally to address these recommendations.

³ Figures at 13.8.2013

Privately fostered children

Where children are living with someone other than a close family member for a period of 28 days or more, regulations are in place to ensure that the suitability of such arrangements is assessed by children's social care and that regular visits take place. The NSCB Performance and Quality sub group receives regular reports on compliance with these regulations and an annual return is submitted to the DfE. The number of new private fostering notifications continues to be lower than expected (17 during 2012-13); it is recognised nationally that a relatively small proportion of private fostering arrangements are notified by parents and private foster carers. The NSCB has produced posters which are displayed by partner agencies in public places to raise awareness of the requirement to notify the local authority of potential private fostering arrangements.



NSCB effectiveness, contribution and challenge

The NSCB Executive is responsible for ensuring that the NSCB sub-groups are effectively carrying out their functions. Each quarter, the Executive receives reports from the CDOP, SSCR, Training and Performance and Quality subgroups. The reports set out the priorities for each group, key achievements, progress against the sub-group work-plan, and relevant performance data. They also detail the attendance of agency representatives in order that any gaps which may have a detrimental effect on the functioning of the group can be addressed.

A programme of visits by NSCB members to frontline practice has been initiated to promote greater connectivity between the Board and operational staff, facilitate two way communications and provide an opportunity to identify any issues impacting on child protection work. To date members of the Board have visited the Multi Agency Safeguarding Hub (MASH), Clayfields Secure Children's Home and a District Child Protection Team. Reports outlining the findings from those visits and any suggested recommendations are presented to the Board.

The NSCB Development Manager post has remained vacant for much of 2012/13 despite efforts to recruit and the NSCB Training Coordinator post was vacant for the last quarter. As a consequence some of the planned developmental work has not been completed, in particular the strengthening of communication and engagement with stakeholders. However the core functioning of the NSCB and its sub-groups was maintained and the work carried out effectively.

There is evidence of increased constructive challenge both within and between agencies. Potential SCR cases are now being referred from a wider group of agencies and agencies are bringing forward their own cases for consideration as well as sharing the findings from single agency reviews. In addition Board members have brought to the attention of the NSCB findings from their own inspectorate and self evaluation processes.

In April 2013 an NSCB Development Event took place facilitated by an independent consultant. The event allowed members of the Board to review the effectiveness of the Board over the preceding 12 months and reflect on the recently published revised statutory guidance 'Working Together to Safeguard Children 2013' and what it means for Local safeguarding Children Boards. The previous two years' business plans had largely been shaped by the Safeguarding Improvement Programme that was put in place to address aspects of working practices identified through a number of inspections as requiring development. The event provided an opportunity to discuss how the NSCB should operate in the future and what its priorities should be.

Effectiveness of safeguarding arrangements – issues, challenges and priorities

Whilst it is clear that the risk of harm to children and young people cannot be eliminated entirely and there is no complacency regarding the need to continually improve services and their coordination, the NSCB is satisfied, through its quality assurance, review and audit functions, that the arrangements put in place by its partner agencies are overall appropriate and effective. The Board is further satisfied that where deficits are present, for example in achieving full compliance with the NSCB standards under Section 11 of the Children Act 2004, work is underway for these to be addressed.

Ensuring that the NSCB and its partner agencies, whilst maintaining an effective and responsive targeted service for all children who are at risk of harm, focus their work on safeguarding and promoting the welfare of the most vulnerable children, is increasingly important in the current financial climate. The following priorities for the NSCB, reflecting national issues and local learning, have been agreed for 2013/14 and, subject to review, succeeding years:

2013/14 Priorities

1. Through a comprehensive understanding of the needs of children and young people in Nottinghamshire, to ensure that the work of the NSCB and its partner agencies is focussed on the most vulnerable, their safety and empowerment.
2. To ensure scrutiny of safeguarding outcomes for children and young people; and develop a dynamic learning and improvement framework.
3. To ensure the governance and framework of the NSCB is effective at the delivery of its core purpose (in line with Working Together to Safeguard Children 2013')

The business plan attached as **Appendix D** sets out further details including the desired objectives under each priority and how it is planned to achieve them. The following are some key highlights:

Children and young people are key stakeholders in services which they and their families receive and also in the partnership frameworks within which these services operate. Ensuring that their voices are heard in both respects remains a priority for the NSCB.

The delivery of action plans to reduce the risk of child sexual exploitation and/or children going missing is a key objective for the NSCB, as is ensuring that the response to children who disclose sexual abuse is effective. Supporting the development of the right services and providing revised inter-agency guidance and training are important priorities for the Board.

The introduction of the Multi Agency Safeguarding Hub (MASH) in November 2012 represents a real opportunity to improve information sharing between agencies and facilitate better decision making. The inclusion of adult services within the MASH is a positive initiative which will support greater collaboration between children's and adults' services. As with the introduction of any new service, there will be challenges and managing the demand on the MASH and ensuring the right cases are referred is the responsibility of all agencies. The NSCB will be supporting, through training and other communications, greater understanding of the role of the MASH and will continue to monitor its performance.

It is increasingly important to ensure that appropriate thresholds for services are understood and implemented so that children receive the help they need and that where possible this is provided early to prevent the need for more intensive statutory intervention. The Pathway to Provision document which describes thresholds for intervention at various levels is being updated during 2013/14 and will fall under the governance of the NSCB in line with Working Together to Safeguard Children 2013.

The high levels of children subject to child protection plans in Nottinghamshire compared to statistical neighbours has been the focus of attention and will continue to be so during 2013/14. External consultants have been commissioned to audit this aspect of safeguarding and future multi-agency audit work will include an examination of child protection conferences and plans.

The less prescriptive nature of the statutory guidance 'Working Together to Safeguard Children 2013' puts an increasing emphasis on local procedures and guidance. The NSCB has comprehensive local procedures in place that will be reviewed during 2013/14 to ensure compliance with the new statutory guidance. This work will also seek to increase the accessibility of the procedures through improved layout and content.

The greater flexibility afforded practitioners by the new statutory guidance will also need to be accompanied by an increased emphasis on professional judgement in audit processes if the Board is to remain assured regarding the quality of services. To achieve this there will be an increased emphasis on multi-agency audit activity in parallel with continuation of the visits by Board members to front line service settings.

Although the focus of the NSCB must be on the most vulnerable groups, we will continue to work with the Children's Trust, the Health and Wellbeing Board and the Police and Crime Commissioner to ensure that outcomes for all the children and young people living in Nottinghamshire are improved. In that regard the Board takes a positive view of the current strategies for taking this work forward and those under development for future years.

Appendices



Nottinghamshire
SAFEGUARDING
CHILDREN Board



Appendix A

NOTTINGHAMSHIRE SAFEGUARDING CHILDREN BOARD MEMBERSHIP

(Membership shown is at 31/03/13 – for current membership details please see the NSCB website)

Chris Few	NSCB Independent Chair
Julie Gardner	NSCB Vice Chair Associate Director of Social Care, Nottinghamshire Healthcare NHS Trust

Nottinghamshire County Council Representatives

Anthony May	Corporate Director, Children, Families & Cultural Services
Steve Edwards	Service Director, Children's Social Care, Children, Families & Cultural Services
Laurence Jones	Group Manager, Targeted Support & Youth Justice Service
Pam Rosseter	Group Manager, Safeguarding and Independent Review & Quality Assurance, Children, Families & Cultural Services
Caroline Baria	Service Director Joint Commissioning, Quality and Business Change, Adult Social Care and Health
Justine Gibling	Group Manager, Early Years and Early Intervention, Children, Families & Cultural Services

Health Community Representatives

Cathy Burke	Consultant Nurse, Safeguarding, NHS Bassetlaw
Val Simnett	Chair of NSCB Child Death Overview Panel (CDOP) Designated Nurse Safeguarding Children, NHS Nottinghamshire County
Dr Emma Fillmore	Designated Doctor for Safeguarding (South), Nottingham University Hospitals NHS Trust
Deborah Oughtibridge	Deputy Director of Nursing and Quality, Doncaster & Bassetlaw Hospitals NHS Foundation Trust
Deidre Fowler	Acting Director of Nursing and Quality, Doncaster & Bassetlaw Hospitals NHS Foundation Trust
Elaine Moss	Director of Quality and Governance, Newark and Sherwood Clinical Commissioning Group
Cheryl Crocker	Director of Quality and Patient Safety, Nottingham North and East Clinical Commissioning Group
Alfonzo Tramontano	Assistant Director of Nursing, Derbyshire and Nottinghamshire Area Team, NHS Commissioning Board
Denise Nightingale	Head of Service Improvement, NHS Bassetlaw
Dr Stephen Fowlie	Medical Director, Nottingham University Hospital NHS Trust

Wendy Hazard	Clinical Quality Manager, Nottinghamshire Div. HQ, East Midlands Ambulance Service
Bushra Ismaiel	Consultant Community Paediatrician, Designated Doctor for Safeguarding, Lead Clinician for Community Services, Doncaster & Bassetlaw Hospitals
Susan Bowler	Executive Director of Nursing & Quality, Sherwood Forest Hospitals NHS Foundation Trust

Other Agency Representatives

Mark Taylor	Director, Nottinghamshire Probation Trust
Helen Chamberlain	Superintendent, Head of Public Protection, Nottinghamshire Police
Neville Hall	Chair of NSCB Standing Serious Case Review Sub Group Head of Service, CAF/CASS
Joh Bryant	Chair of NSCB Training Sub Group and District/Borough Council Safeguarding Group Head of Housing, Broxtowe Borough Council
Sue Fenton	Voluntary Sector Representative National Association of Voluntary Organisations Manager, Home Start Nottingham
Paul Betts	Interim Executive Head Teacher, Yeoman Park School

Advisors to the Board

Steve Baumber	NSCB Business Manager
Vacant post	NSCB Development Manager
Vacant post	NSCB Training Coordinator

Participant Observer

Councillor Philip Owen	Chairman of the Children and Young People's Committee
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Appendix B

NSCB Financial Arrangements

Agency contributions 2012-13

Agency	Basic contribution	Additional contribution for serious case reviews
Nottinghamshire County Council Children, Families and Cultural Services Department (includes £7,000 from Schools Forum)	£134,310	£8000
Nottinghamshire County Council Schools Forum	7,000	
Nottinghamshire Probation Service	1,958	
Nottinghamshire Police	17,612	8000
Children & Families Courts Advisory Services	550	
NHS Bassetlaw	23,000	8000
NHS Nottinghamshire County	64,404	8000
East Midlands Strategic Health Authority	1,000	
Total	£249,834	£32,000

In addition to the above, there was a cumulative figure in reserves from 2011-12 of £73,413.

Expenditure 2012-13

	Actual spend at end of year March 2013
NSCB Administration/Independent Chair	£58,297
Safeguarding CIMT	£92,775
NSCB Training – delivery and staff costs	£80,354
Serious Case Reviews	£24,995
Total	£256,421

Outside the above arrangements, NCC and NHS Nottinghamshire County together meet the costs of the NSCB Manager post.

Appendix C

Annual Performance Information Report (2012/13)

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NSCB Annual Performance Information Report

This report to the Nottinghamshire Safeguarding Children Board (NSCB) sets out key performance information for 2012/13 year. The indicators reported have been selected by the Board and include specific areas of practice previously reported through the Safeguarding Improvement Programme reporting arrangements which the Board agreed should continue to be monitored within this framework.

Where targets have been set the Nottinghamshire County Council corporate RAG rating definitions have been used: -

	Off target by 10% or more
	Off target by less than 10%
	On or above target

Please note 2012/13 benchmarking data relating to local authority areas in England (including statistical neighbours) will not be published by the Department for Education until the end of October 2013 and therefore is not available for inclusion in this report.

Section 1: Nottinghamshire Early Help

Table 1.1 CAFs initiated by Service

	2011/12	2012/13				Total
		Q1	Q2	Q3	Q4	
CAMHS Locality Team	6	3	1	2	0	6
CFCS - Youth, Families & Culture	128	3	47	180	173	403
CFCS –Early Years & Early Intervention Service	263	80	59	51	93	283
CFCS – Education Standards & Inclusion	32	10	3	4	6	23
CFCS – Children’s Social Care	13	1	2	0	0	3
District Councils	4	2	0	3	0	5
Health – PCTs, Trusts etc.	257	57	27	22	37	143
Police	5	1	2	0	0	3
Education	441	116	35	87	91	329
Voluntary and Community Services	22	1	0	6	5	12
Other	9	2	0	2	4	8
Total	1180	276	176	357	409	1218

Key Headlines

- The number of CAFs initiated year on year has seen a slight increase (6 per cent)
- A very significant increase in the numbers of CAFs initiated by Targeted Support and Youth Justice Service. Targeted Support has used the CAF as its assessment tool since September 2012
- Numbers initiated by Children’s Centres have increased in line with overall increase of CAF
- The combined numbers of CAFs initiated by Health has dropped by over 40 per cent between 2011/2012 and 2012/2013. The number of CAFs initiated by schools has also dropped by 20 per cent year on year. The reasons for these reductions will be reviewed by the CAF Development Group
- Targeted Support, Children’s Centres and Schools are responsible for over 83 per cent of all CAFs initiated during 2012/2013.

The following CAF information is only available for quarter 4 in 2012/13.

Table 1.2
Reasons for initiating
CAFs Q4 2012/13

	Ashfield	Bassetlaw	Broxtowe	Gedling	Mansfield	Newark & Sherwood	Rushcliffe	Out of County	Total
Health	3	3	8	2	11	3	6	1	37
Education & Learning	33	30	30	31	24	36	25	5	214
Emotional & Behavioural Development	16	8	8	7	18	16	16	1	90
Identity	0	0	0	0	0	0	0	1	1
Family & Social Relations	4	0	6	2	1	4	1	1	19
Social Presentation	0	0	0	0	0	0	0	0	0
Self-Care Skills	6	0	0	0	0	0	0	0	6
Family, History & Functioning	11	3	5	2	7	3	3	0	34
Housing, Employment & Finance	0	0	3	1	0	0	1	0	5
Family's Social Integration	0	0	0	0	1	1	0	0	2
Community Resources	0	0	0	0	0	0	1	0	1
Basic Care, Safety & Protection	1	1	3	1	0	0	1	0	7
Emotional Warmth & Stability	0	0	0	0	0	0	0	0	0
Guidance, Boundaries & Stimulation	0	0	1	0	1	0	0	0	2
TOTAL	74	45	64	46	63	54	54	9	409

Key Headlines

- The reasons recorded for the initiation of CAFs are being reviewed, as part of the development of an Early Help Data Set to ensure they reflect more accurately the outcomes Early Help services are working towards i.e. improved attendance.
- The high number of CAFs initiated for education and learning issues in part reflects high percentage of referrals from schools (sixty per cent) that Targeted Support receive from this source.

Section 2: Multi Agency Safeguarding Hub

Table 2.1:
Number of
Enquiries completed

	2012/13		2012/13*
	Q3	Q4	
Ashfield	341	804	1145
Mansfield	163	779	942
Bassetlaw	111	585	696
Newark	132	601	733
Broxtowe	172	451	623
Gedling	228	561	789
Rushcliffe	95	317	412
CDS	n/a	n/a	n/a
Blank/Out of County	90	273	363
Nottinghamshire	1332	4371	5703

Table 2.2: Repeat MASH Enquiries

	2012/13		2012/13*
	Q3	Q4	
No. of Children with more than 1 MASH Enquiry in the 3 month period	56	415	471
Percentage with more than 1 MASH enquiry in 3 month period	4.4%	10.5%	9.8%

Table 2.3: Timeliness of the MASH Enquiry Process (Original Call Only)

	2012/13				2012/13*	
	Q3		Q4		2012/13*	
	No	%	No	%	No	%
On time	175	41	759	49	934	47
Late	257	59	783	51	1040	53
Total	432	100	1542	100	1974	100

*This only refers to a partial year, as the MASH was introduced at the end of November 2012.

Key Headlines

- The MASH is a multi-agency team that receives new children’s safeguarding concerns. The MASH shares partnership information to improve both safeguarding decision making and the signposting of children and families to the most appropriate services at the earliest opportunity.
- The MASH partnership currently includes children’s and adult’s social care, education, health, probation, early years and trading standards.
- The MASH rolled out for children’s social care in November 2012 and for adult safeguarding in January 2013.
- Given the date of roll out, the above is very early data and as such should be treated with a degree of caution.
- The MASH receives on average 100 calls a day relating to children - on busy days this can go up to 140.
- The volume of MASH enquiries has considerably increased over the last seven months. In July 2013 for example there were 490 more calls than in July 2012, and on average there are 265 more enquiries per month into the MASH when compared to the same period last year.

- As with many developments, a rise in workload should initially be expected, particularly when associated with the high levels of publicity prior to the launch a new service.
- However, the average waiting time for professionals contacting the MASH over the last 2 months is 3 minutes 47 seconds.
- MASH re-referral rates are for all MASH enquiries. This includes safeguarding concerns that result in a referral to children’s social care and those that are signposted to other services.
- Timeliness of the MASH enquiry process measures timeliness from when a MASH enquiry is received until the end of the MASH process (Cases are RAG rated : RED 4hrs, AMBER 24hr, GREEN 3 working days).

Key Developments

- Information sharing on GREEN RAG cases is temporarily suspended to support partners to improve the timeliness of their information sharing returns.
- Partners have added resources to the MASH which has led to an improvement in information sharing return performance.
- Continued work to expand the MASH partnership to include other agencies.
- Children’s social care resource has been moved to the front of the MASH process to improve the quality of MASH referral taking, improve the signposting of MASH referrals at the earliest possible stage to early help services and to ensure the consistent application of thresholds.

Section 3: Children’s Social Care

Table 3.1 Referrals

		2011/ 2012	2012/13						Annual
			Good	Target	Q1	Q2	Q3	Q4	2012/ 2013
	No of child referrals completed*	7373	N/a	N/a	1759	3528	5405	7424	7424
AP 04	Re-referrals within 12 months of previous referral as a % of child referrals started	24.4	Lower	26	27.8 	26.7 	23.9 	24.3 	25.6 
NI 68	Referrals to children’s social care going on to initial assessment or strategy discussion (%)	91.1	Median	N/a	95.4	89.5	94.3	100**	91.9

Table 3.2 Referrals -Benchmarking

AP04 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	30.6	27.4	24.4	25.6
Statistical Neighbour Average	14.1	21.7	24.0	N/A
England	13.8	25.6	26.1	N/A

NI 68 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	53.1	77.2	91.1	91.9
Statistical Neighbour Average	64.6	69.7	79.8	N/A
England	65.5	71.5	74.6	N/A

*The quarterly figures provided are accumulative across the year. The definition of a Child Referral changed part way through quarter 3, the quarter 3 figure is a mixture of the original definition of a Child Referral and the new definition of a Child Referral.

** The new definition of a child referral has changed to a completed MASH Decision with an outcome of "Undertake Initial Assessment" or "Strategy Discussion" therefore this indicator for quarter 4 is 100%.

Commentary:

AP04: Re-referrals into Children’s Social Care

Re-referrals to Children’s Social Care are below the target rate in quarter 4 and for the year overall. As new processes and feedback arrangements for referrers become embedded in the MASH, it is expected that stabilisation in performance can be achieved below the target level as referrers continue to receive clear feedback.

NI68: Referrals to children’s social care going on to initial assessment or strategy discussion

Children’s Social Care continues to focus efforts to apply the thresholds as set out in the Pathway to Provision Guidance, which means that a higher proportion of referrals appropriately go on to initial assessment. This will be further enforced now that the the Multi Agency Safeguarding Hub (MASH) is in operation.

Performance and targets will continue to be subject to review as the new operating model for Children’s Social Care is embedded locally.

Table 3.3 Initial Assessments

				2011/12	2012/13				Annual
					Q1	Q2	Q3	Q4	2012/13
	Initial Assessments completed within timescale			5461	1480	1343	1437	1098	5358
	Other initial assessments completed			1254	197	210	297	785	1489
	Total number of initial assessments			6715	1677	1553	1734	1883	6847
NI 59 AP01	Initial assessments completed within timescale (10 working days) (%)	Good	Target	2011/12	Q1	Q2	Q3	Q4	2012/13
		Higher	75.0	81.3	88.3	86.5	82.9	58.4	78.3

Table 3.4 Initial Assessments Benchmarking

NI 59 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	63.1	65.6	81.3	78.3
Statistical Neighbour Average	80.0	78.0	77.6	N/A
England	75.5	77.2	77.4	N/A

Commentary:

NI 59/AP01: Initial Assessments completed within timescale:

The dip in performance in the timely completion of Initial Assessments should be seen in the context of the re-modelling of the Children’s Social Care Service in December 2012, including the development of the MASH.

There has been an increase of 31% in the number of Initial Assessments completed in January, February and March 2013 as compared with the same period last year. This increase has placed huge pressure on Assessment Teams attempting to complete Initial Assessments within timescales. Processes have been revised and additional capacity introduced during January and February to stabilise performance and manage the flow of work between the MASH, Assessment and District Child Protection Teams.

There are also currently challenges regarding partner ability to share information in a timely way within the MASH which impacts on the completion of Initial Assessments. An action plan has been developed and is being implemented, and the situation is being regularly reviewed.

Table 3.5 Core Assessments

				2011/ 2012	2012/13				Annual
					Q1	Q2	Q3	Q4	2012/13
Completed within 35 working days of initial assessment				2891	351	436	441	315	1543
Other core assessments completed				934	61	93	82	172	408
Total number of core assessments during year				3825	412	529	523	487	1951
NI 60 AP02	Core assessments for children's social care that were carried out within 35 working days of their commencement (%)			2011/ 2012	Q1	Q2	Q3	Q4	2012/13
	Good	Target		75.6	85.2	82.4	84.3	64.7	79.1
	Higher	72.0							

Table 3.6 Core Assessments Benchmarking

NI 60 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	63.1	65.6	81.3	78.3
Statistical Neighbour Average	80.0	78.0	77.6	N/A
England	75.5	77.2	77.4	N/A

Commentary:

NI 60/AP02: Core assessments for children's social care that were carried out within 35 working days of their commencement.

There has been a knock-on effect on the completion of Core Assessments due to the volume of Initial Assessments and the flow of work between the MASH and Assessment Teams in the last quarter of 2012/13.

Section 4: Children's Social Care Workforce

Table 4.1 Vacancy Rate

	Target	March 2013 'snapshot'
SW Vacancy rate	7%	11.6%

Social work vacancies continue to be covered by the use of agency staff to maintain a safe service. The figure provided therefore relates to the number of vacant posts in the social work establishment being covered by agency workers at the end of March 2013. The service has also received additional investment for 20 new social work posts in 2013/14 which will be covered by agency workers pending permanent appointments from recruitment campaigns currently running.

Table 4.2 Turn-over

	Target	Rolling year %
SW Turnover rate	10%	9.77%

Turn-over of staffing in the period March 2012 to March 2013 was 9.7% (27 leavers from an average of 276 employees). This includes turn-over where staff are successful in appointments to other posts in the service, such as Practice Consultants or Team Managers.

Section 5: Section 47 enquiries and child protection conferences

Table 5.1 Section 47s, ICPCs & RCPC

	2011/ 12	2012/13				Annual 2012/13
		Q1	Q2	Q3	Q4	
Number of children who were the subject of S.47 enquiries	2228	597	579	622	590	2388
Number of children who were the subject of Initial Child Protection Conferences(ICPCs)	838	251	284	270	306	1111
Number of ICPCs	534	135	160	134	156	585
Number of children whose ICPCs were held within 15 working days of the initiation of the S47 enquiries which led to the conference	696	230	263	253	295	1041
Percentage ICPCs held within 15 working days of the initiation of the S47 enquiries which led to the conference	83.1	91.6	92.6	93.7	96.4	93.7
Number of children who were the subject of Review Child Protection Conferences(RCPCs)	1483	553	572	694	644	2463
Number of Review Child Protection Conferences (RCPCs)	1151	306	301	376	362	1345
Number of dual status children	41	23	36	45	18	N/A
Number of dual status children who have been looked after for more than 3 months	8	6	7	14	5	N/A

Table 5.2 Child Protection

		Good	Target	2011/ 12	2012/13				Annual
					Q1	Q2	Q3	Q4	2012/13
NI 64 AP05	Child protection plans lasting 2 years or more (%)	Lower*	5.7	5.9	5.2 	6.6 	3.3 	4.7 	4.8
NI 65 AP06	Children becoming the subject of a Child Protection Plan for a second or subsequent time (%)	Lower*	14	15.1	15.2 	12.5 	22.2 	21.2 	17.8
NI 67 AP03	Child protection cases which were reviewed within required timescales (%)	Higher	98	98.0	99.6 	99.5 	99.6 	99.2 	99.5

Table 5.3 Child Protection Benchmarking

NI 64 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	6.5	5.6	5.9	4.8
Statistical Neighbour Average	5.4	5.7	5.3	N/A
England	13.4	13.3	13.8	N/A

NI 65 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	15.7	13.8	15.1	17.8
Statistical Neighbour Average	13	13.7	14.5	N/A
England	13.4	13.3	13.8	N/A

NI 67 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	92.5	98.1	98.0	99.5
Statistical Neighbour Average	99.1	97.4	97.0	N/A
England	96.8	97.1	96.7	N/A

Commentary:

NI 64: Child protection plans lasting 2 years or more (%)

This indicator reflects the percentage of children whose plans ended during the year where the plan had lasted for two years or more. Of the 942 children whose plans ceased during 2012/13, only 45 had had plans lasting over two years – a percentage of 4.8% which is positively below the target figure.

NI 65: Children becoming the subject of a Child Protection Plan for a second or subsequent time

A total of 1,005 children became subject to a child protection plan during 2012/13. Of these, 179 had previously been subject to a plan – a percentage of 17.8%. This is above the target figure of 14% and the number of children subject to repeat plans continues to present a challenge. There had been improved performance against this indicator during the first half of the year, but the number of children subject to repeat plans increased during the second half of the year resulting in the year end position.

NI 67: Child Protection cases which were reviewed within required timescales (%)

Despite the continued high numbers of children subject to child protection plans, performance has exceeded the target during 2012/13.

Section 6: Children and Young People subject of a Child Protection Plan

Table 6.1 District and Locality Analysis

District	2011/12	2012/13				% Change from previous year
		Q1	Q2	Q3	Q4	
Ashfield	126	131	138	141	123	-2.4
Mansfield	134	117	148	110	132	-1.5
MAN/ASHFIELD	260	248	286	251	255	+1.9
Bassetlaw	145	160	124	127	172	+18.6
Newark	118	128	159	187	176	+49.2
NEW/BASS	263	288	283	314	348	+32.3
Broxtowe	64	61	67	39	39	-39.1
Gedling	73	76	96	94	67	-8.2
Rushcliffe	53	50	47	45	48	-9.4
BGR	190	187	210	178	154	-18.9
Others	16	20	24	22	31	+93.8
TOTAL	729	743	803	765	788	+8.1

Graph 6.2 CPP Rate per 10,000

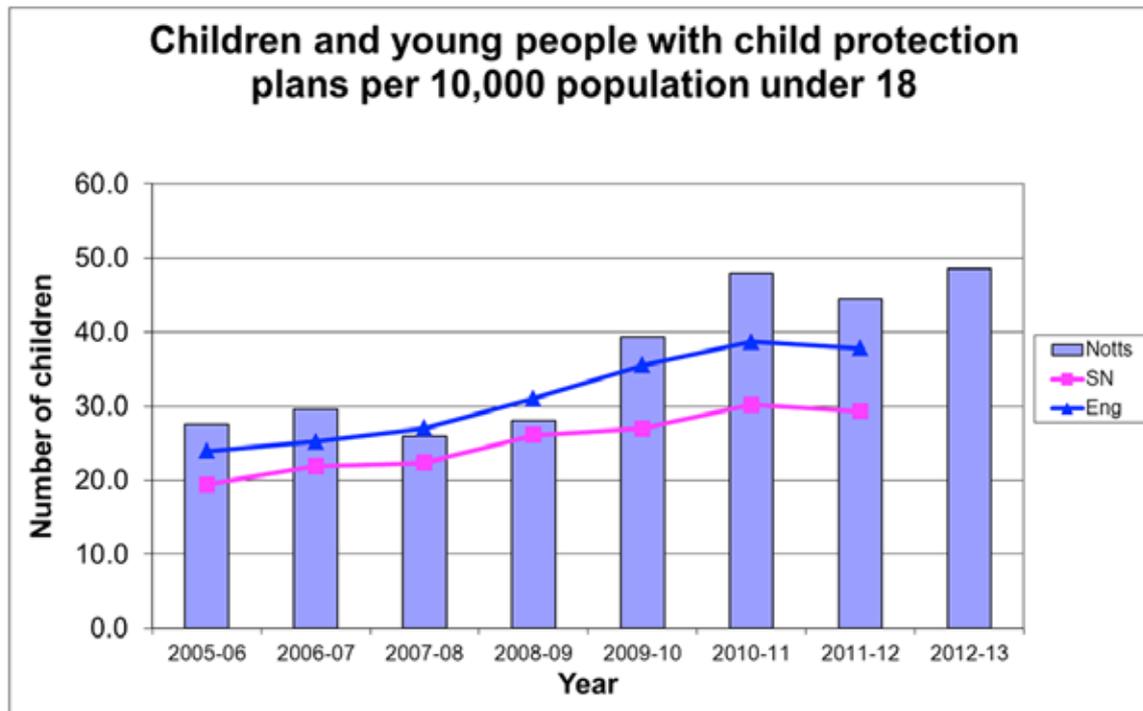


Table 6.3 Age and Gender of Children Subject of a Child Protection Plan

Gender	2011/12		2012/13	
	No.	%	No.	%
Male	354	48.6	389	49.4
Female	357	49.0	388	49.2
Unborn/Gender	18	2.5	11	1.4
TOTAL	729	100	788	100

Age	2011/12		2012/13	
	No.	%	No.	%
Unborn children	25	3.4	12	1.5
Aged under 1 year	97	13.3	70	8.9
Aged 1-4 years	238	32.6	241	30.6
Aged 5-9 years	189	25.9	238	30.2
Aged 10-15 years	166	22.8	204	25.9
16 and over	14	1.9	23	2.9
TOTAL	729	100	788	100.0

Graph 6.4 Child Protection Plans by Age Band - Annual Comparisons

Children subject to a CP Plan as at 31st March 2012 broken down by age band

Children subject to a CP Plan as at 31st March 2013 broken down by age band

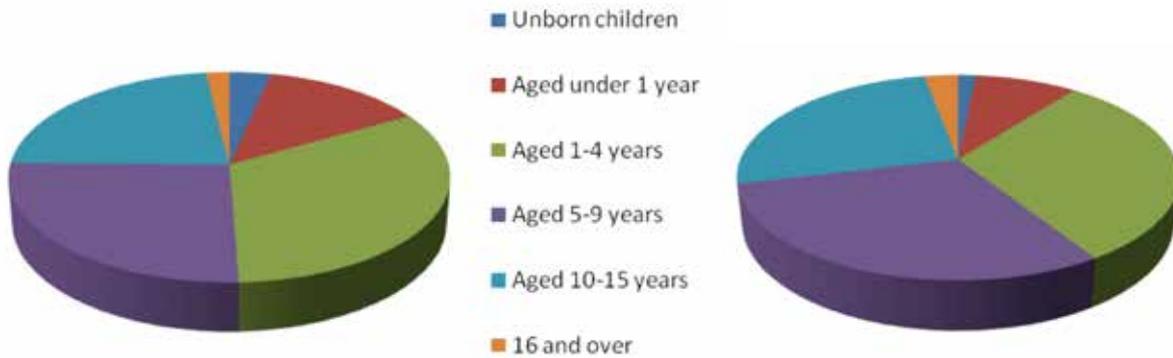


Table 6.5 Ethnicities of Children subject to a Child Protection Plan

Ethnicity	2011/12		2012/13	
	No.	%	No.	%
White British	600	82.3	667	84.6
White Irish	4	0.5	0	0.0
Any other white background	5	0.7	3	0.4
Polish or other Eastern Europe	7	1.0	10	1.3
Gypsy/Roma	0	0.0	0	0.0
White and Black Caribbean	30	4.1	24	3.0
White and Black African	2	0.3	3	0.4
White and Asian	7	1.0	8	1.0
Any other mixed background	14	1.9	19	2.4
Indian	2	0.3	2	0.2
Pakistani	4	0.5	2	0.2
Bangladeshi	0	0.0	0	0.0
Any other Asian background	0	0.0	12	1.5
Caribbean	0	0.0	0	0.0
African	0	0.0	3	0.4
Any other black background	1	0.1	0	0.0
Chinese	0	0.0	1	0.1
Any other ethnic group	3	0.4	6	0.8
Not known/unborn	50	6.9	28	3.6
Total	729	100	788	100.0

NB. Work is underway to ensure that information regarding children with disabilities can be included in future reports.

Table 6.6 Child Protection Category for Children Subject of a Child Protection Plan

Child Protection Category	2011/12		2012/13	
	No.	%	No.	%
Emotional	117	16.1	100	12.7
Neglect	213	29.3	221	28.0
Physical	46	6.3	61	7.7
Sexual	52	7.1	42	5.3
Multiple:				
Emotional, Neglect	54	7.4	60	7.6
Emotional, Neglect, Physical	22	3.0	12	1.5
Emotional, Neglect, Physical, Sexual	5	0.7	1	0.1
Emotional, Neglect, Sexual	4	0.5	6	0.8
Emotional, Physical	147	20.2	214	27.2
Emotional, Physical, Sexual	1	0.1	12	1.5
Emotional, Sexual	5	0.7	6	0.8
Neglect, Physical	40	5.5	23	2.9
Neglect, Physical, Sexual	4	0.5	4	0.5
Neglect, Sexual	12	1.6	24	3.0
Physical, Sexual	6	0.8	2	0.3
No Category recorded				

Table 6.7 Child Protection Category for Children Subject of a Child Protection Plan by district

Child Protection Category	Ash	Mans	Bass	New	Brox	Ged	Rush	Other
	%	%	%	%	%	%	%	%
Emotional	3.3	18.2	12.8	10.8	23.1	17.9	10.4	16.1
Neglect	28.5	22.0	36.0	31.8	12.8	17.9	29.2	25.8
Physical	10.6	7.6	6.4	9.7	7.7	4.5	8.3	0.0
Sexual	1.6	5.3	2.9	5.7	17.9	9.0	6.3	6.5
Multiple:								
Emotional, Neglect	9.8	5.3	6.4	8.5	12.8	7.5	8.3	3.2
Emotional, Neglect, Physical	0.0	3.8	0.6	3.4	0.0	0.0	0.0	0.0
Emotional, Neglect, Physical, Sexual	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Emotional, Neglect, Sexual	4.1	0.0	0.0	0.6	0.0	0.0	0.0	0.0
Emotional, Physical	28.5	25.8	27.9	18.8	23.1	38.8	37.5	35.5
Emotional, Physical, Sexual	6.5	0.0	1.2	1.1	0.0	0.0	0.0	0.0
Emotional, Sexual	0.8	0.0	1.2	1.1	0.0	0.0	0.0	3.2
Neglect, Physical	3.3	4.5	2.3	1.7	2.6	3.0	0.0	9.7
Neglect, Physical, Sexual	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0
Neglect, Sexual	3.3	3.0	2.3	6.8	0.0	0.0	0.0	0.0
Physical, Sexual	0.0	0.8	0.0	0.0	0.0	1.5	0.0	0.0
No Category recorded								

Table 6.8 Number & Percentage of Children Subject of a Child Protection Plan with Domestic Violence

Children subject of a Child Protection Plan with Domestic Violence*	2011/12		2012/13			
	Q 3	Q 4	Q 1	Q2	Q3	Q4
Number of children subject of a CPP	763	729	743	803	769	793
Number of children subject of a CPP with Domestic Violence	456	421	435	496	469	470
% with Domestic Violence	59.8%	57.8%	58.5%	61.8%	61.0%	59.3%

Section 7: Participation by Children and Young Persons in Child Protection Conferences

New reporting capability for 2012/13 now allows information regarding how the views of children and young persons are obtained to be included within this report.

	ICPCs		RCPCs	
	2012/13 Total		2012/13 Total	
	No.	%	No.	%
Child under 4 at the time of the conference	389	34.4	769	30.8
Child attends and speaks for themselves	17	1.5	36	1.4
Child attends and an advocate speaks for them	0	0.0	6	0.2
Child attends and conveys their views non-verbally	2	0.2	2	0.1
Child attends; does not speak for themselves/convey their views	3	0.3	5	0.2
Child does not attend but asks an advocate to speak for them	12	1.1	20	0.8
Child does not attend but conveys their feelings to the conference	299	26.5	615	24.6
Child does not attend nor convey their views to the conference	374	33.1	714	28.5
Not obtained	33	2.9	334	13.4
Total	1129	100	2501	100

Section 8: Participation by Agencies/Groups in Child Protection Conferences

Table 8.1 Participation at ICPCs by agencies/groups

Agencies:	Invited	Attended	Sent Report	Sent Apologies	Participated	% Attended	% Participated
Parent/ stepparent/ partner of parent	1092	837	3	140	838	76.6	76.7
Friends/supporter	92	87	0	3	87	94.6	94.6
Other Family Member	288	249	1	33	249	86.5	86.5
Other Household Member	9	6	0	3	6	66.7	66.7
CYPS - Responsible service manager	5	5	2	0	5	100.0	100.0
CYPS - Responsible social worker	647	572	531	69	627	88.4	96.9
CYPS - Responsible team manager	210	100	4	108	100	47.6	47.6
CYPS - Educational psychologist	6	1	2	4	2	16.7	33.3
CYPS - Educational Welfare Officer	19	13	9	3	14	68.4	73.7
CYPS - Other social worker	315	282	34	33	291	89.5	92.4
CYPS - Other team manager	34	21	1	11	21	61.8	61.8
CYPS - Student social worker	36	34	9	2	34	94.4	94.4
CYPS - Targeted family support services	150	118	63	28	127	78.7	84.7
CYPS - Trainee social worker	27	26	12	1	26	96.3	96.3
CYPS - Youth Offending Service	18	13	8	5	16	72.2	88.9
CYPS - Youth Services	3	2	1	1	3	66.7	100.0
CYPS - Other staff	63	45	14	13	48	71.4	76.2
Foster carer	11	9	0	2	9	81.8	81.8
School	590	443	359	117	500	75.1	84.7
Police - CAIU	131	50	32	62	69	38.2	52.7
Police - Divisional	152	74	22	59	84	48.7	55.3
Police - Domestic Abuse Unit	18	4	2	9	5	22.2	27.8
Probation	118	51	64	60	87	43.2	73.7
Legal Services	39	38	0	1	38	97.4	97.4
Voluntary organisation	49	31	14	12	35	63.3	71.4
Health (County) - Consultant paediatrician	62	14	21	34	28	22.6	45.2
Health (County) - GP	420	18	131	292	138	4.3	32.9
Health (County) - Health visitor	348	268	202	69	309	77.0	88.8
Health (County) - Mental health worker	49	16	14	25	25	32.7	51.0
Health (County) - Midwife	142	92	65	44	111	64.8	78.2
Health (County) - School nurse	330	247	210	76	288	74.8	87.3
Health (County) - Substance misuse worker	77	47	47	27	62	61.0	80.5
Health (Bassetlaw) - Consultant paediatrician	20	0	6	15	6	0.0	30.0
Health (Bassetlaw) - GP	117	5	44	88	45	4.3	38.5
Health (Bassetlaw) - Health Visitor	95	75	66	18	88	78.9	92.6
Health (Bassetlaw) - Mental health worker	12	5	5	7	8	41.7	66.7
Health (Bassetlaw) - Midwife	31	19	12	10	23	61.3	74.2
Health (Bassetlaw) - School nurse	82	65	57	17	77	79.3	93.9
Health (Bassetlaw) - Substance misuse worker	32	18	17	13	25	56.3	78.1
Other involved professional	570	356	172	158	421	62.5	73.9
OLA - Social Care	32	23	14	8	26	71.9	81.3
OLA - School	24	20	13	2	21	83.3	87.5
OLA - GP	11	0	4	8	4	0.0	36.4
OLA - Health visitor	14	11	7	3	12	78.6	85.7
OLA - Midwife	2	2	1	0	2	100.0	100.0
OLA - Police	13	2	2	6	4	15.4	30.8
OLA - Other involved professional	105	65	27	35	76	61.9	72.4
OLA - Voluntary organisation	1	0	0	1	0	0.0	0.0
OLA - Foster carer	4	3	1	1	3	75.0	75.0
Total	6715	4482	2325	1736	5123	66.7	76.3

Total number of conferences is 577

NB An invitee is classed as 'Participated' if they 'Attended' or 'Sent a report' or both

Table 8.2 Participation at RPCs by agencies/groups

Agencies:	Invited	Attended	Sent Report	Sent Apologies	Participated	% Attended	% Participated
Parent/ stepparent/ partner of parent	2093	1458	4	355	1459	69.7	69.7
Friends/supporter	110	101	0	3	101	91.8	91.8
Other Family Member	557	466	1	70	467	83.7	83.8
Other Household Member	25	17	0	6	17	68.0	68.0
CYP's - Responsible service manager	5	3	0	0	3	60.0	60.0
CYP's - Responsible social worker	1195	1055	1076	122	1162	88.3	97.2
CYP's - Responsible team manager	280	66	9	212	67	23.6	23.9
CYP's - Educational psychologist	23	14	3	7	14	60.9	60.9
CYP's - Educational Welfare Officer	32	21	8	9	23	65.6	71.9
CYP's - Other social worker	206	177	25	25	182	85.9	88.3
CYP's - Other team manager	8	7	0	1	7	87.5	87.5
CYP's - Residential worker	4	4	2	0	4	100.0	100.0
CYP's - Student social worker	49	49	7	0	49	100.0	100.0
CYP's - Targeted family support services	286	197	151	76	235	68.9	82.2
CYP's - Trainee social worker	18	17	4	1	17	94.4	94.4
CYP's - Youth Offending Service	25	19	7	5	20	76.0	80.0
CYP's - Youth Services	5	3	0	2	3	60.0	60.0
CYP's - Other staff	135	100	38	32	110	74.1	81.5
Foster carer	39	33	1	5	33	84.6	84.6
School	1189	927	662	209	1020	78.0	85.8
Police - CAIU	36	12	3	21	13	33.3	36.1
Police - Divisional	104	51	6	32	55	49.0	52.9
Police - Domestic Abuse Unit	19	6	1	10	6	31.6	31.6
Probation	255	155	125	78	185	60.8	72.5
Legal Services	63	58	0	2	58	92.1	92.1
Voluntary organisation	54	37	19	13	43	68.5	79.6
Health (County) - Consultant paediatrician	99	9	20	53	27	9.1	27.3
Health (County) - GP	760	27	181	449	198	3.6	26.1
Health (County) - Health visitor	690	581	516	98	654	84.2	94.8
Health (County) - Mental health worker	76	37	16	20	44	48.7	57.9
Health (County) - Midwife	89	44	32	37	55	49.4	61.8
Health (County) - School nurse	623	455	459	154	561	73.0	90.0
Health (County) - Substance misuse worker	125	80	68	33	94	64.0	75.2
Health (Bassetlaw) - Consultant paediatrician	17	1	3	7	3	5.9	17.6
Health (Bassetlaw) - GP	183	4	58	115	59	2.2	32.2
Health (Bassetlaw) - Health Visitor	160	138	119	21	154	86.3	96.3
Health (Bassetlaw) - Mental health worker	9	3	5	6	5	33.3	55.6
Health (Bassetlaw) - Midwife	12	8	7	3	9	66.7	75.0
Health (Bassetlaw) - School nurse	166	126	123	39	153	75.9	92.2
Health (Bassetlaw) - Substance misuse worker	46	21	20	22	32	45.7	69.6
Other involved professional	1089	638	335	333	738	58.6	67.8
OLA - Social Care	11	5	2	5	6	45.5	54.5
OLA - School	46	33	29	11	39	71.7	84.8
OLA - Foster carer	5	3	0	2	3	60.0	60.0
OLA - GP	33	1	9	20	10	3.0	30.3
OLA - Health visitor	25	17	15	6	20	68.0	80.0
OLA - Midwife	6	3	0	3	3	50.0	50.0
OLA - Police	2	0	0	1	0	0.0	0.0
OLA - Other involved professional	142	100	37	36	102	70.4	71.8
OLA - Voluntary Organisation	10	4	3	4	6	40.0	60.0
Total	11239	7391	4209	2774	8328	65.8	74.1

Total number of conferences is 1169

NB An invitee is classed as 'Participated' if they 'Attended' or 'Sent a report' or both

Section 9: Looked After Children

Table 9.1 Volume of LAC & Adoption

		2011/12	2012/13			
			Q1	Q2	Q3	Q4
	Number of children who are looked after	800	809	846	896	892
	LAC rate per 10,000	49.4	49.9	52.2	55.3	55.0
AP 07A (1)	Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	654 (Days)	647 (Days)	744 (Days)	645 (Days)	668 (Days)
AP 07B (1)	Average time between a LA receiving Court authority to place a child and deciding on a match to an adoptive family (days)	217 (Days)	293 (Days)	338 (Days)	291 (Days)	255 (Days)
(1)	% of children who wait less than 21 months between entering care and moving in with their adoptive family	57%	57%	64%	65%	63%

Table 9.2 LAC Reviews & Stability of Placements

					2012/13			
		Good	Target	2011/12	Q1	Q2	Q3	Q4
AP10	Looked after children reviews which were reviewed within required timescales (%)	Higher	98.0	85.0	97.5 	96.4 	97 	97 
NI 62 AP09	Looked after children with 3 or more placements in any one year (%)	Lower	8.5	7.8	6.1 	7.2 	6.9 	6.2 
NI 63	Stability of placements of looked after children: length of placement (%)	Higher	N/A	75.1	78.4	79.2	76.6	75.0

(1) All quarterly figures on these indicators are year to date (cumulative) and are currently provisional figures undergoing validation and could be subject to change.

Table 9.3 Looked After Children Benchmarking

NI 62 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	7.2	6.3	7.8	6.5
Statistical Neighbour Average	9.9	9.5	10.5	N/A
England	11.3	10.7	11.0	N/A

NI 63 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	72.6	71.6	73.0	71.6
Statistical Neighbour Average	66.1	68.2	67.2	N/A
England	67.4	68.6	68.0	N/A

Section 10: Care Leavers

Table 10.1 Care Leavers Accommodation & Activity

		Good	Target	2011/12	2012/13
NI 147 AP11	% of care leavers in suitable accommodation	Higher	N/A	82.7	87.0
NI 148	% of care leavers in EET	Higher	N/A	63.5	63.0

Table 10.2 Care Leavers Benchmarking

NI 147 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	91.5	98.0	82.7	87.0
Statistical Neighbour Average	86.9	86.1	89.2	N/A
England	90.3	90.0	88.0	N/A

NI 148 Performance	2009/10	2010/11	2011/12	2012/13
Nottinghamshire	71.2	79.0	63.5	63.0
Statistical Neighbour Average	62.1	61.3	58.6	N/A
England	62.1	61.0	58.0	N/A

Commentary:

AP10: Looked After Children cases which were reviewed within required timescales (%)

During the year 2012/13, a total of 2,629 Looked After Children reviews were held. Of these, 2,544 were held within timescale – a percentage of 96.8%. Whilst this is slightly below the target figure, it does represent a significant improvement on the previous year end figure of 85%. This improvement has been achieved within a context of increased numbers of Looked After Children.

NI 62: Stability of placements of Looked After Children: number of placements (%)

Performance in this area continues to be strong, reflecting the effective planning and good provision offered by the service.

NI 63: Stability of placements of Looked After Children: length of placement (%)

The stability of placements continues to be strong, reflecting the effective planning and good provision offered by the service.

Section 11: Making a Positive Contribution

Table 11.1 Activity in academic years 12-14

		2012/13			
		Q1	Q2	Q3	Q4
BP07	Participation in education, employment and training in academic years 12-14 (%)	89.8 	86.1 	89.7 	84.1% 
	Quarterly target (%)	91.0	93.0	92.0	91.0

Table 11.2 Youth Offending

		Good	Target	2011/12	2012/13			
					Q1	Q2	Q3	Q4
NI 111 EP02	First time entrants to the youth justice system aged 10-17 (per 100,000)*	Lower	Q3 536	643	107 	224 	292 	351 
NI 19	Rate of proven re-offending by young offenders (%)	Lower	Q3 27	N/a	9.6 	20.91 	23.2 	24.8 

Commentary:

BP07 – Participation in education, employment and training in academic years 12-14

Participation is ahead of England and statistical neighbour average (81.2%) and ahead of all individual statistical neighbours ranging from Dudley (76.3%) to Northamptonshire (83.6%).

Commentary: NI 111 – Reduce the number of first time entrants to youth justice system aged 10-17

Looking at district data for the last 3 financial years, we can observe that all are seeing a year on year reduction in first time entries. For some districts this is a very significant reduction (Mansfield & Rushcliffe), others have been less rapid (Bassetlaw & Ashfield).

Whilst numbers have come down significantly the most recent data available suggests that we are above the national and regional average for young people entering the youth justice system but are on track to come down to the average over the next 12 months

Commentary: NI 19 – Rate of proven re-offending by young offenders (%)

This data is provisional as it is measured in arrears as we are awaiting all cases to be progressed through the criminal justice system.

Provisionally at quarter 3 end 23.2% of the cohort have re-offended, compared to a 27% re-offending rate for the same quarter of 2011/12. When looking at actual numbers 51 of the 220 strong cohort have re-offended, compared to the 103 of the 381 cohort for the same period last year (2011-12).

Appendix D

BUSINESS PLAN 2013 - 2014

Independent Chair: Chris Few

Effective from: 1st April 2013

Review date: Quarterly through the NSCB Executive Group



Nottinghamshire
SAFEGUARDING
CHILDREN Board

Strategic Priorities:

We have identified three strategic priorities to drive the work of the NSCB over the next three years:

- Through a comprehensive understanding of the needs of children and young people in Nottinghamshire, to ensure that the work of the NSCB is focussed on the most vulnerable, their safety and empowerment
- To ensure scrutiny of safeguarding outcomes for children and young people; and develop a dynamic learning and improvement framework
- To ensure the governance and framework of the NSCB is effective at the delivery of its core purpose (in line with Working Together 2013)

Strategic Priority One		Through a comprehensive understanding of the needs of children and young people in Nottinghamshire, to ensure that the work of the NSCB and its partner agencies is focussed on the most vulnerable, their safety and empowerment		
Ref. No.	What do we want to achieve	How will we achieve this	Lead	When are we going to do this
1.1	The views of children and young people should be evident in all aspects of NSCB work	Regular consultation with the Nottinghamshire Young People's Board to seek views on key areas and promote engagement in identified pieces of work	NSCB Manager	At least four times during the year
		The inclusion of young people in the work of the NSCB will be driven by a new participation strategy	NSCB	October 2013
		Partner agencies will demonstrate how they seek the views of children and young people and respond to them accordingly	NSCB members	Each NSCB meeting
1.2	Develop a full understanding of the population of children and young people in Nottinghamshire	Analysis of the current and projected needs of children and young people across Nottinghamshire will be provided to the Board and steer its planning priorities	Professional Practitioner, Strategic Intelligence	Each NSCB meeting
		Identification of children who are exposed to parental mental health and substance misuse issues and those undertaking a carer role	NSCB Vice Chair	October 2013
1.3	Ensure safeguarding practice in relation to particularly vulnerable children is effective	Implementation of the local CSE and missing children action plans	Chair, cross authority group/ service manager	March 2014
		Launch of sexual abuse revised inter-agency practice guidance and related training	NSCB Manager/ training coordinator	December 2013

Strategic Priority Two		To ensure scrutiny of safeguarding outcomes for children and young people; and develop a dynamic learning and improvement framework		
Ref. No.	What do we want to achieve	How will we achieve this	Lead	When are we going to do this
2.1	Early Help for children and young people is effective and accessible with evidence of robust monitoring	Monitor the implementation and impact of the Pathway to Provision Inclusion in performance information report	Group Managers, Early Years and TSS	At each NSCB meeting
2.2	A comprehensive understanding of safeguarding outcomes for children and young people	Performance information which includes evidence of outcomes will be regularly presented to the Board and areas for action identified	NSCB Manager	At each NSCB/ Executive meeting
2.3	Identify improvements and consolidate good practice. Translate the findings from reviews, audits and inspection activity into programmes of action which lead to sustainable improvements and the prevention of death, serious injury or harm to children.	Ensure an effective review process for serious case reviews and other child protection incidents	Chair, SSCR	October 2013
		Ensure effective reviews of all child deaths up to the age of 18	Chair, CDOP	May 2013
		Deliver a multi-agency audit programme that includes accessibility of services to children and young people and Initial Child Protection Conferences/thresholds for child protection plans	Chair of PQ sub group	July 2013
		Disseminate learning from reviews/audits	NSCB Manager/ all NSCB members	March 2014
		Monitor the completion of action plans arising from reviews/audits	SSCR and PQ subgroups	March 2014
		Evidence the impact of actions taken in response to reviews/audits	SCR Panel/P Q subgroup/ NSCB	6 monthly to NSCB

Strategic Priority Three		To ensure the governance and framework of the NSCB is effective at the delivery of its core purpose (in line with Working Together 2013)		
Ref. No.	What do we want to achieve	How will we achieve this	Lead	When are we going to do this
3.1	Safeguarding children is inherent within the work of other strategic partnerships	Ensure there is clear connectivity between the NSCB and all relevant partnerships* and understanding of respective roles and responsibilities	Independent Chair/NSCB Manager	March 2014
3.2	A coordinated approach with the NCSCB in key areas	Regular cross-authority meetings; integrated delivery of policies and procedures; shared inter-agency training	NSCB Manager	Quarterly
3.3	Frameworks for effective interagency safeguarding practice are in place	Development and scrutiny of protocols in respect of: <ul style="list-style-type: none"> • information sharing • assessment 	NSCB Manager	September 2013
		Revision of inter-agency safeguarding procedures	NSCB Manager	September 2013
3.4	Communicate the need to safeguard children and provide information on how this can best be done	Further development of the NSCB website	NSCB Development Manager	March 2014
		Proactive use of the media to communicate with communities	NSCB Development Manager	March 2014
3.5	Professionals are provided with training that equips them to work together and safeguard children	Quality assurance of inter-agency and single agency safeguarding training	NSCB training coordinator	March 2014
		Provision of multi-agency training in key areas driven by the needs of children and young people in Nottinghamshire and the training needs of staff	NSCB training coordinator	March 2014

* Nottinghamshire Safeguarding Adults Board; Health and Wellbeing Board; Nottinghamshire Children's Trust Board; Safer Nottinghamshire Partnership; Clinical Commissioning Groups; District and Borough Council Safeguarding Group; Health Children's Safeguarding Partnership; Local Family Justice Board; Nottinghamshire Area Licensing Group; Police and Crime Commissioner.