



**Torbay Council**  
**Local Authority Designated Officer**  
**Annual Report**  
**April 2020 to March 2021**

DRAFT

## **Version Control**

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## 1. Introduction

This report summarises the work of Torbay Local Authority Designated Officer (LADO) for April 2020 to March 2021.

Working with statutory agencies - Children's Social Care and the Police, it is the responsibility of the LADO to manage and oversee the processes to deal with allegations of abuse against people working with children and young people in positions of trust.

This report provides an overview of allegations referred to the LADO regarding people in a position of trust working or volunteering with children in the Torbay area.

During Coronavirus (COVID-19) pandemic the LADO continued to operate as normal and the criteria and threshold for contacting the LADO remained unchanged.

## 2. The statutory role of the LADO and national context

The Local Authority Designated Officer (LADO) responsibilities are set out in Working Together to Safeguard Children 2018 and Keeping Children Safe in Education 2020.

'Working Together to Safeguard Children' and 'Keeping Children Safe in Education' are available on the links below:

[Working together to safeguard children - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/working-together-to-safeguard-children)

[Keeping children safe in education - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/keeping-children-safe-in-education)

For all other organisations the procedure falls within the South West Child Protection Procedures:

[https://torbaychildcare.proceduresonline.com/local\\_resources.html](https://torbaychildcare.proceduresonline.com/local_resources.html)

The key aspects of the LADO role includes the following responsibilities:

- To coordinate the safeguarding and investigative process in response to allegations made against people working with children.
- To provide advice/guidance to employers or voluntary organisations.
- To liaise with Police and other agencies including Ofsted and professional bodies such as the General Medical Council and the General Teaching Council.
- To monitor the progress of referrals to ensure they are dealt with as quickly as possible, consistent with a thorough and fair process.
- To resolve any inter-agency issues.
- To collect strategic data and maintain a confidential database in relation to allegations.
- To disseminate learning from LADO enquiries throughout the children's workforce.
- To ensure that measures are in place to prevent further harm or abuse and that where required, referrals are made to the appropriate Social Care team.

The LADO should be alerted to all cases in which it is alleged that a person who works with children has:

- Behaved in a way that has harmed, or may have harmed, a child;
- Possibly committed a criminal offence against children, or related to a child
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children; or
- Behaved or may have behaved in a way that indicates they may not be suitable to work with children.

(Please note – addition of the fourth point of the criteria which reflects the changes to keeping Children Safe in Education 2020 and should be read alongside Working Together to Safeguard Children)

### **3. Regional context**

The LADO continues to take an active role in the regional South West LADO network and attends meetings to share learning and improvement. Where previously this was every quarter, in January 2021 this increased to monthly meetings.

Close informal arrangements with the regional LADO network (Torbay, Plymouth, Devon, Bristol and Somerset), will include peer observation and audits and continued regular network meetings to support service-led improvement and strengthen effective cross-boundary working.

During 2021 a LADO peer audit is planned to support and improve working practices and the quality of managing allegations service for children in order to improve outcomes and the quality of their lives, through a cycle of continuous learning. The audit will further provide assurance to partners on the quality and effectiveness of LADO safeguarding practice, including compliance and performance with statutory regulations and guidance.

### **4. Service structure and staffing**

In Torbay, the LADO service consists of 1 FTE post with business support and used to sit within the Safeguarding and Reviewing Service (SARS). The LADO has recently moved to the Multi Agency Safeguarding Hub (MASH) as it was felt that colocation would support the MASH in early identification of possible LADO contacts.

Administrative support is provided by the Safeguarding & Quality Assurance Service Business Support Office. Their role includes:

- maintaining an up to date database, including consultations and referrals;
- arranging LADO meetings and reviews;
- maintaining contact with partner agencies when necessary;
- distributing LADO minutes securely; and
- tracking and follow up of agreed actions

## **5. Numbers of Referrals and Allegations**

### **Referrals**

The LADO receives enquiries from a range of sources and most of these come in the form of a referral.

All consultations/notifications/referrals are recorded on a referral form.

Currently Torbay use the PARIS system to record LADO data. This is planned to change to Liquid Logic in June 2021.

The current PARIS system records that the LADO received 157 contacts during April 2020 to March 2021. 27 of these met LADO threshold and progressed to an Allegation Management Meeting.

### **April 2020 to March 2021:**

59 referrals during this period related to allegations made against education staff. These came from a combination of:

- Academy, College
- Early Years Education,
- Independent School and
- Maintained Schools

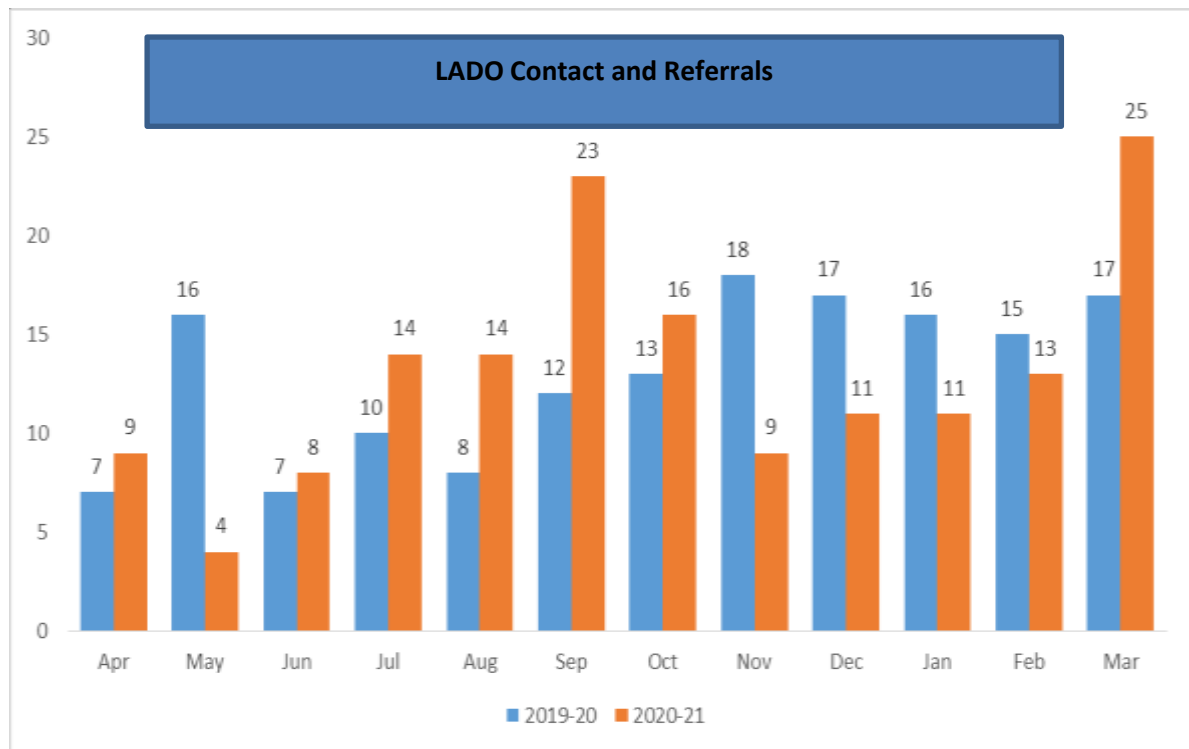
This is similarly as high for the period April 2019 to March 2020 which was recorded at 63.

49 of the referrals related to children cared for. During the previous year this was recorded at 30. These were made in respect of

- Combination of Foster Carers,
- Independent Residential Units
- Maintain Residential Units and
- Private Children's Homes

Research would suggest that children in care are of the higher risk of being victims of abuse and neglect. It is therefore sometimes anticipated that the volume of referrals/notifications from this part of the children's workforce may be high.

The chart below illustrates the comparisons of LADO Contact and Referrals received for period 2019-20 and 2020-21.



The LADO was notified of 157 allegations during the year, this is a similar number to the previous year. The number of notifications is often due to organisations seeking clarity as to whether or not the alleged incident meets the criteria for LADO to trigger the managing allegations procedure. Anecdotally many of the contacts received can be attributed to the referrer lacking the confidence to determine if any of the criteria are met and / or wishing to have an audit trail of consultation with the LADO to satisfy expectations by regulatory bodies.

This has a cumulative effect on the capacity of the service and is identified as an on-going issue.

On comparing the data for September 2019 there was 12 contacts, however in September 2020 this was recorded at 23. A difference in Data was also noted in March 2020 where there was 17 recorded contacts compared to March 2021 which saw a rise to 25 LADO contacts.

It is important to reflect on the experiences of 2020. The Covid -19 pandemic has and continues to place demands on our services in a way that has been unimaginable. This continues to exacerbate and place pressures in our common goal of keeping children safe.

The data above potentially could relate to the timeline of UK Coronavirus lockdowns which was introduced in March 2020 and lockdown restrictions. With an increase in referrals being noted at times when lockdown eased i.e. August 2020 and March 2021.

The chart above highlights a significant increase in LADO contacts for the March 2021, with Torbay having the highest number of contacts over 2 years.

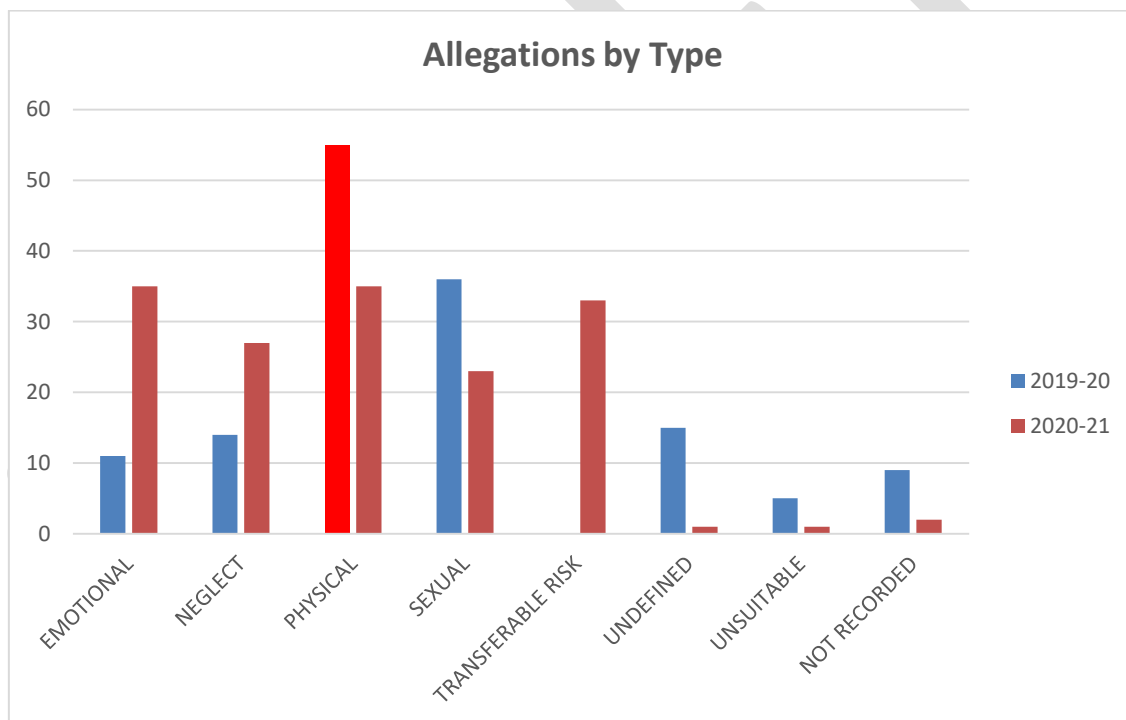
All information held by the LADO Service is compliant with Data Protection Act (2018) and General Data Protection Regulations (GDPR). Information is retained in accordance with the Council's retention policy.

## 6. Profile of work

There has been an improvement in the way LADO records the proportion of referrals. In the 2019 report there was an absence of data during this period, and it was not possible to report reliably on the proportion of referrals that progressed to LADO allegation meetings, or received advice and guidance or needed no further action (did not meet threshold for any LADO action).

This has now been rectified for the 2020-2021 reporting period.

### Type of Referrals



The type of concerns referred to the LADO varies widely.

### Types of Allegations

#### Physical Harm:

The trend over the last two years indicates a higher proportion of referrals overall about physical concerns and this would mirror practice experience of a high proportion of education referrals relating to physical handling/restraint.



There has been a negligible decrease in the number of allegations relating to physical abuse being reported from 55 in 2019-2020 falling to 35 2020 - 2021. Since we began collating figures on LADO physical abuse has remained the highest reported category given this may be as it is the most easily identifiable of the abuse categories.

### **Sexual Harm:**

For the category sexual abuse there is a decrease in the number of notifications. Last year (2019 – 2020) this figure showed 36 compared to this year (2020 – 2021) recorded at 23.

### **Neglect:**

The trend of a yearly incremental increase in neglect/inappropriate behaviour continues. Data shows that 2019-20 records 14 compared to an increase to 27 in 2020-21.

### **Emotional Harm:**

There has been a considerable increase in incidences involving emotional / verbal harm from 11 in 2019-20 to 35 in 2020-2021.

### **Transferable risk:**

Due to changes to statutory guidance in 2020, (Keeping Children Safe In Education and Working Together) the previous year LADO recorded figures classified as 'unsuitable' and 'undefined' however these are now being considered in terms of 'transferrable risks'.

The addition term looks at behavioural traits which may indicate when an adult could become a risk to children. The 'transferable risk', may arise from an incident which has occurred outside the workplace, not involving children, but could still affect their suitability to work with them. Someone involved in domestic abuse, for example, may not have been in contact with children at home, but may be at risk of triggering violent behaviour at their workplace.

As highlighted above, in September 2020 the fourth category was added to Keeping Children Safe in Education and should be read in conjunction with Working Together to look at the suitability of an adult within the children's workforce.

During 2020- 2021 there were 33 cases that related to transferable risk.

### **Open Referrals:**

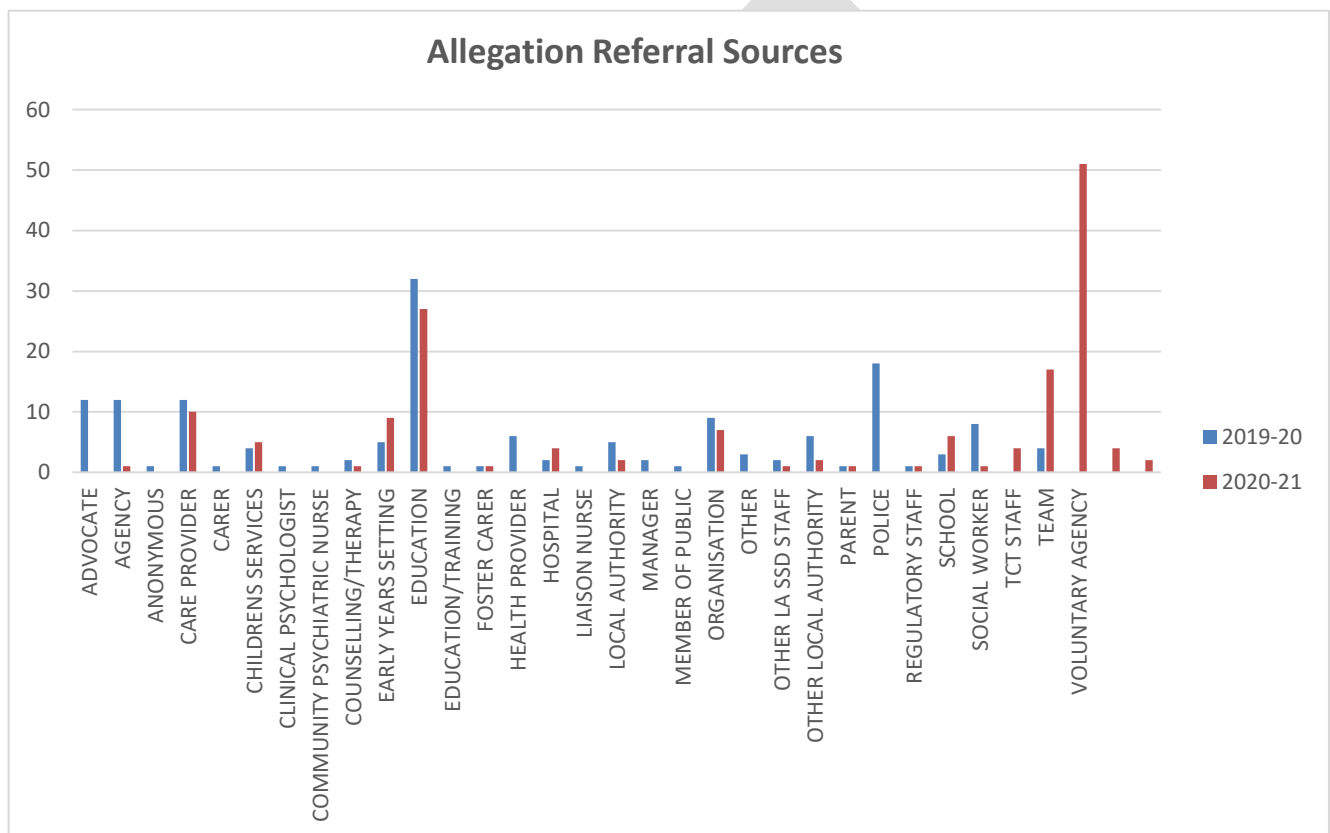
The number of open referrals is currently low with a total of 5 open. Within these numbers there are allegations on teaching staff, 3 of which relate to Physical, 1 sexual harm and 1 member of staff not following safeguarding procedures.

The previous year recorded 45 open referrals which were a combination of live Police and Foster Care investigations.

Outcomes will be recorded on some cases where there is a police investigation at the outcome of that investigation which may mean that some cases are kept open on the LADO database without a timescale of

In relation to investigations in respect of foster carers Torbay Council has a timescales for 'internal investigations' to be completed in 21 days. This must then be presented to Fostering panels.

## Referral Source and Subject

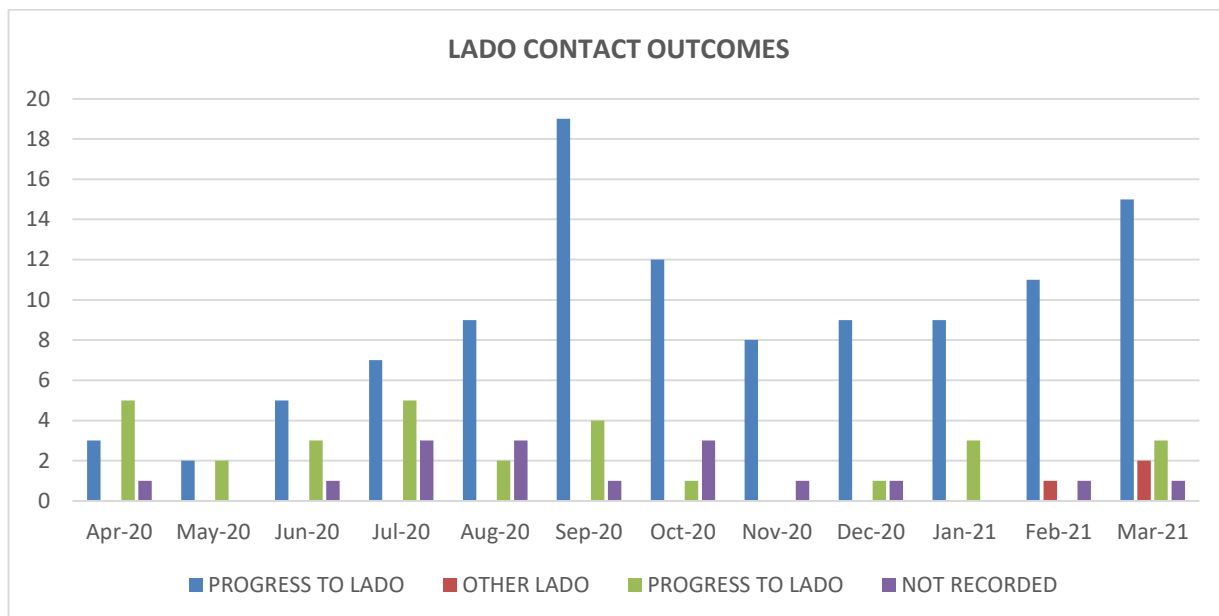


During 2020 – 2021 there was an increase in notifications from Torbay’s Children’s Services and Torbay Staff with staff referring in to LADO a total of 80 times.

This could be due to the fact that the role of the LADO is now better understood within the Council.

In 2020-21 the source and subject of referrals continue to be heavily weighted towards education with 40 notifications compared to 2019-20 recorded at 41, these included referrals from Education, Early Years Settings & Residential Settings

## LADO contacts



### Of the total notifications received 156 notifications

This category is further broken down into the following:

- Not recorded: 16
- Progressed to LADO: 27
- Advice & Guidance: 109
- Transferred (to another LADO): 3

The current system requires the organisation seeking advice and guidance to Submit a referral form. Where the organisation is seeking advice and guidance, having initially decided that none of the criteria is met, the service will respond within five working days. The exception being when the content of the referral clearly identifies a child protection concern which requires immediate action.

The high numbers of notifications, including those not meeting the threshold, continues to create capacity issues. Each notification requires considerable administrative processing e.g. logging on databases, and evaluation of the information. The time devoted to this can be extensive including the need to collate and clarify information received before determining if the criteria is met.

One contributory factor to this high number is the requirement by Ofsted on regulatory settings to send notifications on all incidences involving inappropriate behaviour by staff.

For instance, when an allegation is made following an incident of physical restraint where it is the judgement of the care provider that the staff member has legitimately intervened and acted in accordance with policy, procedure and training requirements. Increasingly notifications are identifying transferable risks in which the behaviour of a professional in their private life may indicate they pose a risk of harm in their role e.g. incidences of domestic abuse.

This type of notification is likely to increase with the introduction of the fourth criteria - 'behaved or may have behaved in a way that indicates they may not be suitable to work with children'. This widening of the scope is likely to lead to a wider interpretation by organisation of what meets the threshold for notifying the LADO.

### **Breakdown of Outcomes and Concluding Actions**

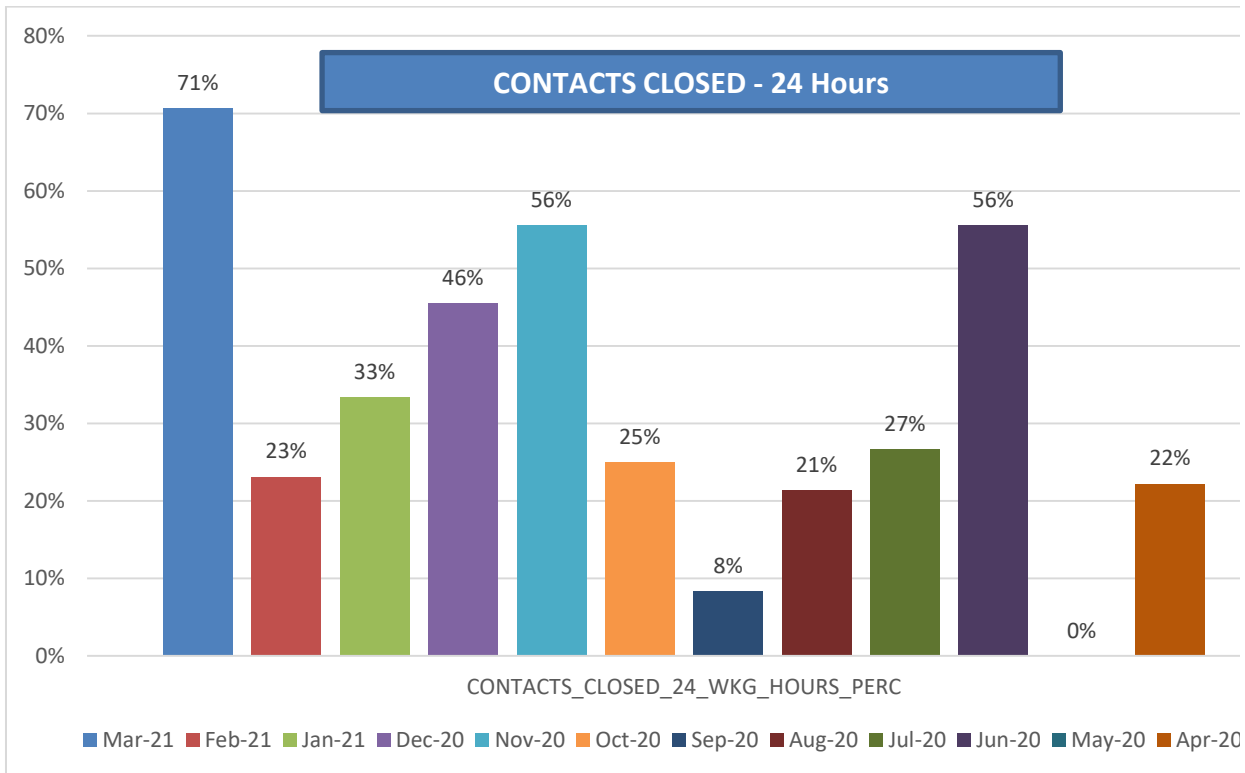
2020-21 the total number of dismissal/resignation/cessations of use equated to 11 and of 6 of these met the criteria to make referrals to DBS.

- The criteria to make a DBS barring is two-fold - the employer has withdrawn permission for the employee to work in a regulated activity and the individual has either 'engaged in relevant conduct' or 'satisfied the harm test'. Therefore, not all employees / volunteers work in a regulated activity and / or it is not deemed to be relevant conduct or to meet the harm test i.e. the individual has deliberately harmed a child or the nature of the allegation is so serious that they pose a risk of harm to children if continuing in a role working with children.
- Further training / written warnings / verbal warnings / management. Advice & guidance. This was recorded to be 7 dismissals.
- When a decision, short of a decision to dismiss, is taken by an employer one or more of these actions can be taken to ensure the employee is clear about expectations of future conduct.
- No further action: This outcome covers those instances where the investigation determines that the employee is not culpable for harming the young person. Such instances might include accidental harm e.g. slight physical injury to a young person during an incident of restraint that was considerable necessary, or where there is evidence that the employee had no deliberate intention to cause harm.

### **Analysis of the High Number of Notifications Not Meeting the Threshold.**

- There continues to be a large number of notifications that are received in which none of the three criteria, to trigger the managing allegations procedure was assessed by the LADO as being met.

- This is an exceedingly high number resulting in a significant investment of time and resources. It is appropriate that there should be continuous oversight and consideration of this as it impacts on capacity of the service.



## 7. Outcomes of Allegations:

### Allegations Management Meetings (AMM)

When it is determined that the threshold for Children’s Social Care is not met i.e. reasonable cause to suspect a child has suffered, or is likely to suffer, significant harm, there may be a need to convene an AMM chaired by the LADO. Generally, this will be those notifications where there is an extensive amount of information to be shared, considered and actions agreed between the police and the employer. In the majority of cases overseen by the LADO the process to be followed only involves the employer, undertaking an internal investigation, and no other agency, therefore information sharing, advice, guidance and support can be enabled through telephone discussion, conference call and / or email exchange.



Allegations Management Meetings (AMM's) may conclude the outcome of a concern at an initial meeting or, where additional information is needed or investigations are ongoing, meetings may be reconvened once, or more often in complex cases. The five outcomes are set in statutory guidance.

At the final meeting, members of the Allegation Management Meeting will decide whether the allegation is:

- **Substantiated:** where there is sufficient identifiable evidence to prove the allegation; (13 recorded as substantiated 2020 - 2021)
- **False:** where there is sufficient evidence to disprove the allegation; (There were no false allegations recorded 2020 – 2021 )
- **Malicious:** where there is clear evidence to prove there has been a deliberate act to deceive and the allegation is entirely false; (There were no false allegations recorded 2020 - 2021)
- **Unfounded:** where there is no evidence or proper basis which supports the allegation being made. It might also indicate that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively they may not have been aware of all the circumstances; (4 recorded as unfounded 2020 - 2021)
- **Unsubstantiated:** this is not the same as a false allegation. It means that there is insufficient evidence to prove or disprove the allegation; the term therefore does not imply guilt or innocence. (Out of 10 recorded in 2020 – 2021 these may still require further internal investigation by the employer or other action to be or further training and does not necessarily mean there are no concerns.)

During the period of 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020 the LADO chaired:

- 41 Allegations Management Meetings
- plus 14 of which were reconvened
- totalling a number of 55 meetings

During the period of 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 the LADO chaired:

- 27 Allegations Management Meetings
- plus 24 of which were reconvened
- Totalling a number of 51 meeting.

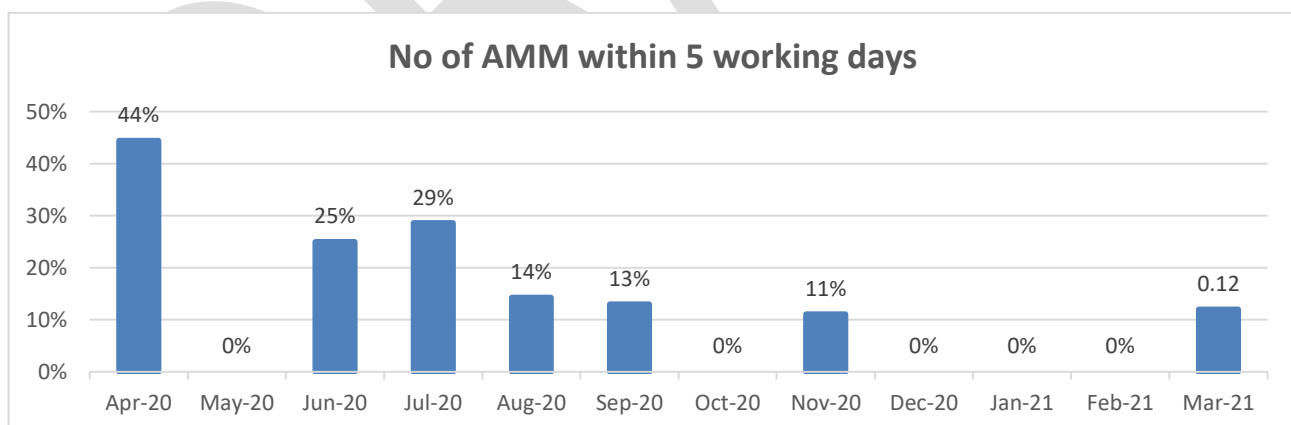
Data would usually be confined to the five statutory outcomes and for future reports, these fields have been reduced to the core categories.

## Timescales to Close Notifications

The statutory guidance requires that all notifications are resolved as quickly as possible consistent with a fair and thorough investigation. To this end, a key aspect of the role of LADO is to be involved in the management and oversight of all notifications ensuring that agencies and organisations involved avoid unnecessary delays.

The following target timescales outlined in the statutory guidance for school notifications are also used for all notifications from across the children's workforce. These timescales are useful in measuring the effectiveness of notifications being closed expeditiously:

In May 2020 out of the 4 referrals that were received none were completed in 24 hours. There has been an improvement in completed compared to March 2021 where 71% were completed in 24 hours.



## Limiting Factors

There are a number of factors that make these timescale targets challenging to achieve including:

- The length of time a referral may take to work through the criminal justice process to conclusion.
- Employers awaiting the outcome of a criminal investigation before formally investigating the concerns under its disciplinary procedures.

- Practical considerations such as the unavailability of people for interview;
- Capacity of the LADO to monitor and follow-up on processes being followed e.g. disciplinary investigation by the employer.

## **Outcomes**

- Participants are informed of the final outcome by the referrer.
- Young people may also be written to informing them of an outcome, depending on the suitability of this in individual circumstances.
- It is not always appropriate for the referrer to be informed of an outcome – for example if this is a member of the public – however, they are made aware that the information they have provided has been dealt with appropriately.
- The LADO's deal with sensitive information and seek guidance on the sharing of this as appropriate through the Information Governance team and HR colleagues.

## **Participation and Partnership**

The LADO continues to work in close partnership across a variety of agencies. Information and guidance is on the TSCP website to support understanding of the LADO role.

This has developed further following the redevelopment of the TSCP website to include;

- Advice for organisations;
- Attending a LADO Allegations Management Meetings;
- What happens when an allegation is made against you;
- And when there are concerns about your personal life.

## **8. Complex cases**

At times, the LADO responds to concerns of a sensitive nature that may attract public interest either by virtue of the media profile of an individual or as a result of information being shared that raises concerns about the wider safeguarding practices of an organisation. In these cases, the LADO provides alerts and updating information to Senior Managers who take responsibility for information management with the media and/or strategic responses. In 2020 – 2021 there were not complex that needed to be investigated.

## **9. Training and Service Awareness**

The LADO continuing to deliver training to a wide range of agencies across Torbay.

The training includes an overview of the LADO role, process of managing allegations as well as how staff can protect themselves from allegations being made. This has raised the awareness for those in the children's workforce regarding appropriate behaviour and safe practices resulting in timely response to incidents as well as professionals feeling more able to contact the LADO for advice and support prior to matters escalating.



# Torbay Children's Services Improvement Plan – LADO

## **Children's Services Improvement Priority: LADO Service**

*Ensure that the thresholds for a referral to the Designated Officer (LADO) is well understood across the partnership.*

*Strengthen the quality, effectiveness and management oversight of the Local Authority Designated Officer (Ofsted Inspection Report August 2018)*

*To ensure a consistent approach to the management and reporting of allegations against professionals and people in positions of trust working with children (Overall Desired Outcome for Children, Children's Service Improvement Plan September 2019)*

In January 2021 a focused, short review of the LADO service was undertaken as part of a programme of initial enquiries to be undertaken by the council's Chief Executive and Independent Improvement Advisor into areas of the Children's Service Improvement Plan which highlight parts of the service that had been subject to similar recommendations in each of the two most recent Ofsted Inspection reports that were published on 5 January 2016 and 24 August 2018. The first of these reviews is focused on the LADO service.

The findings of this review and the recommendations have formed the basis for this action plan.

**Objective:** To enable us to achieve our ambition of securing at least good standards of service for our children who are served by the LADO. Importantly, in doing so we will also address in full the recommendations of Ofsted and meet the requirements of the improvement priorities which are set out above. Our ultimate objective is to develop and maintain a consistent approach to the management and reporting of allegations against professionals and people in positions of trust working with children (para34 CYPIP)

<b>Ref No</b>	<b>Desired Outcome for Children</b>	<b>Actions</b>	<b>Lead</b>	<b>Timescale/ Date</b>	<b>What difference will it make to children (impact)</b>	<b>How will we measure the difference to children?</b>	<b>Evidence of Progress</b>
1	LADO services will form relationships with relevant statutory, voluntary sector and community organisations. all partners, including "harder to reach" partners will understand thresholds for a referral to LADO	A mapping exercise of partners to be undertaken.	HoS SARs	13th March 2021	Children will benefit from being safeguarded by a network of adults that have the knowledge and ability to recognise and report concerns about anybody who works with children or who are in a position of trust.	There will be an increase in the number of consultations and referrals with LADO Services from harder to reach partners.	Mapping session week commencing the 6th March 2021 booked with LADO and DSLs and 0-19, and Early Help Representative to undertake and complete mapping exercise. Mapping will include faith groups, parks, taxi drivers, hospitality venues and sports and recreation clubs.

2	All partners, including "harder to reach" partners understand the role of LADO Services and when to seek a consultation or make a referral.	Development of an engagement plan, ensuring that there are multiple opportunities for the service to keep in touch with partners throughout the year, to keep the service 'alive' in the minds of partners.	HoS LADO	26th June 2021	Children and young people will receive improved services as a result of all partners having a good understanding of the role of LADO Services.	There will be regular engagement activity in place, focussed initially on our "harder to reach" partners	<p>To draft the newsletter from the LADO on the 3rd of March and complete and circulate by the 9th</p> <p>Throughout March will make contact with all agencies outlined in the mapping exercise to introduce the person and the role. Focus on hard to reach partners initially.</p> <p>Touch base will continue quarterly in the first year and be in line with the training programme schedule.</p>
3	Partners and staff will have a detailed understanding of their roles in relation to referring and supporting the work of the LADO. This will include an awareness of expectations of individuals when they attend an Allegations	Develop an annual training programme for partners, including harder to reach partners and staff	HOS SARS	1st April 2021	Children will benefit from knowing that any harmful behaviour by adults will be challenged and they will be effectively safeguarded.	<p>Training will be well attended by partners, including harder to reach partners and staff.</p> <p>Feedback from participants will evidence that they fully understand the role of the LADO service and their responsibilities.</p>	<p>Training schedule has been established for 8 half day sessions through the year.</p> <p>Training programme is being reviewed with DSLs and HR re safer recruitment.</p> <p>Training review will be completed by 31st March ready for April course</p> <p>Within this there will be flexibility for the LADO to offer smaller bitesize training sessions for agencies who would benefit from this approach. This</p>

	Management Meetings.						will be part of the mapping in action 1.1
4	LADO referrals within the MASH and fostering service are identified and acted upon quickly to ensure children are effectively safeguarded.	To undertake a focused dip sampling exercises within MASH and the fostering service.	HoS SARS/ HoS QA MASH and Regulated Services	31 <sup>st</sup> March 2021	Children will benefit from knowing that any harmful behaviour by adults will be challenged and they will be effectively safeguarded.	The dip sample will demonstrate continued improvement in the timeliness of LADO referrals	This activity will be undertaken by HoS for QA and HoS for SARS Planning Session booked for 2 <sup>nd</sup> March.
5	There will be a clear pathway and effective communication between the LADO and MASH.	Consideration of physical location of LADO within the MASH.			Children will benefit from having additional oversight from a LADO professional who can ensure that children are not left at risk as a result of poor information sharing, or lack of knowledge of the LADO role	The number and percentage of referrals with oversight from the LADO at MASH contact point will increase.  Timeliness of referral from MASH to LADO will be consistently	The benefits of LADO located physically within the MASH are accepted. We will aim to achieve this when current restrictions allow. In the interim LADO will become a virtual partner in the MASH and will attend Team Meetings and the MASH operational board. LADO will contribute the agenda bringing both case examples for discussion and learning and ensuring that the profile of the LADO is raised and professionals have quick access to LADO advice and expertise to enhance decision Virtual Partner Meetings that LADO

							<p>will attend;</p> <p>MASH Ops meeting 12<sup>th</sup> March and then every 4<sup>th</sup> Friday</p> <p>Bi Monthly MASH Board – 16<sup>th</sup> April and then every Bi month</p> <p>MASH Team meeting attended in January to deliver bitesize training on LADO role and referrals following recommendation from dip sample.</p>
6	<p>The importance of the role of the LADO service in safeguarding children is well understood across the Council and relevant Partnership Boards.</p>	<p>To increase the profile of the LADO Service across the Council and its partnership boards</p>		<p>See indicative timetable</p>	<p>Children and young people will receive improved services as a result of all partners having a good understanding of the role of the LADO Services at a strategic level.</p>	<p>The LADO Annual Report will be presented at key Partnership Boards during May –June 2021. Partners and the wider Council will be clear about strategic actions they need to take to respond to specific issues within their agency and the</p>	<p>LADO will attend and present the annual report at the following leadership and partnership meetings;</p> <p>13<sup>th</sup> April 2020 Children’s Services Senior Leadership meeting</p> <p>11<sup>th</sup> May TSCP Business Group</p> <p>20<sup>th</sup> May TSCP Executive Group</p> <p>14<sup>th</sup> July Torbay Community Safety Partnership Executive Board.</p> <p>9<sup>th</sup> September Health and Well Being Board.</p>

						wider partnership.	
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7	The LADO Service will provide a high quality service that is continuously improving.	To identify and formalise mentoring arrangement with a LADO from a high performing authority.	HOS SARS	3 <sup>rd</sup> March 2021	Children will benefit from a LADO service that ensures they are effectively safeguarded by a wider partnership that has the knowledge and ability to recognise and report concerns about anybody who works with children or who are in a position of trust.	The LADO will have the skills, knowledge and authority in their role to provide a high quality service for children that continues to improve.	<p>South West LADO networks have provided informal advice support and guidance to LADO of the last 12 months. This has taken the form of LADO attendance through regular next work meetings where learning is shared and individual informal support from more experienced LADOS.</p> <p>This network will be the central resource for a formal mentoring relationship to support the LADO in Torbay further develop the role. Support will be sourced from an experienced LADO working in a good LA. Skills knowledge and development pathway will be mapped with LADO by the 3<sup>rd</sup> of March</p> <p>Formal mentoring support will be in place by the 31<sup>st</sup> of March.</p> <p>South West Network will be the primary resource, if this is not sufficient or available within the timescales then</p>
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							national group will be approached.
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8	Management oversight will be consistently good and ensure that guidance is provided to ensure children are effectively safeguarded.	Management oversight of open cases to be undertaken and there will be timely recording on the system	HOS SARS	24 <sup>th</sup> February 2021	Children will benefit from a vigilant service that challenges and reflects upon its own practice and learns so that it is continually improving	There will be effective management oversight that ensures children are effectively safeguarded in a timely way.	HOS SARS ensuring management oversight of open cases.
9	Management oversight will be consistently good and ensure that guidance is provided to ensure children are effectively safeguarded	HOS to strengthen management oversight so cases are progressed without drift and delay.	HOS SARS	24 <sup>th</sup> February 2021	Children will benefit from a vigilant service that challenges and reflects upon its own practice and learns so that it is continually improving	There will be effective management oversight that ensures children are effectively safeguarded in a timely way.	All open cases will be reviewed by the HOS monthly and the DD will be updated. Initial update by the 26 <sup>th</sup> of February and then on the last Wednesday of each month. Updates will include numbers of open cases and management summary.  DD to dip sample the last 3 supervision records from January to March 2021. By the 19 <sup>th</sup> March 2021.

10	There will be a performance management system in place that supports evaluation of the LADO service in improving outcomes for children	Review the use of spreadsheets to record activity to ensure they produce fit for purpose data until the new performance management system is introduced in the early summer 2021	HOS SARS /LADO/ PARIS lead	28 <sup>th</sup> February 2021	Children will be safeguarded as timeliness and quality of actions and decision making understood, tracked and monitored and the service will, be held to account and can demonstrate management grip.	Data will be considered at the monthly Performance Surgeries. Actions tracked through supervision and performance surgery. Data set will be part of the monthly children's services performance report and scrutinised at the Operational Improvement Board.	Data set has been established and new report will be available by the 28 <sup>th</sup> of February. This can be pulled from PARIS and spreadsheets will not be required.
11	Policies, procedures and practice guidance will be kept up to date and reflects the practice of a high performing authority.	Develop a process for systematically reviewing and revising all procedure, policy and practice guidance documentation	HoS/ Business Manager Partnership	30 <sup>th</sup> April 2021	Children will benefit from a LADO service and the wider safeguarding network that have a good understanding of their roles and responsibilities that is based on practice	All policies, procedures and practice guidance will be up to date and driving consistently good practice.	First review will take place 30th April 2021 following completion of the Annual Report.  6 monthly reviewed of policy procedures and guides to be undertaken and on the agenda for the TSCP Business Group in May 21 for oversight and sign off.

					that is at least good.		
12	Children and young people, who require the LADO service will understand what actions have been taken to keep them safe.	To consider options for communicating with children about the outcome of investigations that involve them.	HOS SARS/ LADO	22 <sup>nd</sup> May 2021	Children will be included in the process and will feel safer knowing what actions has been taken to protect them now and in the future	For every child referred to the LADO service there will be consideration of how to communicate the outcome of the referral, based on their individual needs and informed by good practice.	For LADO to discuss best practice with South West Network and to develop a proposal by May 2021.
13	Senior managers within children's social care will have oversight of children's cases, where a LADO referral has been made, to ensure there is a timely, joined up approach and complex cases or reputational	To implement a notification process for Heads of Service relating to children in which their Social Workers are case holders.	HOS SARS	26 <sup>th</sup> February 2021	Children will benefit from a joined up approach to safeguard them when they are referred to the LADO service and have an allocated social worker.	LADO referrals that are complex or have a reputational risk will be identified and managed effectively to ensure the child is effectively safeguarded	Outcomes of all AMM are now formally shared with relevant HoS both in writing and from the 26 <sup>th</sup> February also verbally by LADO This system will be strengthen and formalised by the following actions.  AS well as the referral form and advice recorded on PARIS all internal referrals will additionally be responded to by email copying in the relevant HoS with LADO advice and next actions.

	risks are quickly identified to ensure an appropriate response.						
14	There will be effective management of LADO referrals where there is a shared interest with Adult Social Care Service.	Develop a protocol with Adult Social Care Services	HoS SARS/ LADO	1 <sup>st</sup> March 2021	Children will benefit from LADO and Adult Safeguarding Services that have a shared understanding of how they work together effectively to keep children safe.	Where a referral to LADO or Adult Safeguarding is required this will be timely and information will be shared effectively to ensure vulnerable children and adults are safeguarded.	This has been agreed and will be formalised with a written protocol by 1 <sup>st</sup> March 2021. This joint protocol together with the LADO annual report has been agenda's for the Community Safety Partnership Executive Board on the 14 <sup>th</sup> of July 2021  Protocol will be created and LADO will add to data base when referral is made to adult services. Quarterly meetings with adult safeguarding to examine data and joint working issues

15	The LADO Service will provide a high quality service that is continuously improving.	To consider how the LADO can capture and use the 'voice' of individuals following their experience of the service	HOS SARS HOS QA	5 <sup>th</sup> March 2021	Children will benefit from knowing that their experience of using the LADO service will lead to further improvements for children in the future.	Strengthened performance by the LADO service will be driven by the experiences of children, who have used the service.	Dip samples and Reflective supervisions will be held with LADO looking at contacts referrals and AMMs held in the previous two weeks. This will be conducted together with the HoS for QA. We will reflect and learn how our service has impacted upon children and kept them safe. This learning will form part of the regular newsletter and annual report and inform the training programme.
16	Any 'cover' individual for the LADO service will receive continuous professional development to ensure that a consistently good response is in place	Formalise cover arrangements for absence of LADO, and ensure appropriate professional development is in place.	HOS SARS	31 <sup>st</sup> March 2021	Children will benefit from a consistently good response from the LADO Service to ensure they are effectively safeguarded.	There will be a defined pool of professionals that cover LADO and a program of professional development in place to ensure there is a consistently good service in place for children.	A dedicated formalised approach to providing cover for the LADO will be finalised. The current proposal is for two IROs/Conference Chairs to be the backup service will be identified and linked formally to the mentoring support. and Link cover LADO with LADO mentor support, handover briefing prior to cover commencing HoS as a back up to cover LADO for live advice and consultation.

17	An annual LADO report will be completed that provides an overview of the management of allegations and the effectiveness of the LADO service and wider partners in safeguarding children.	Develop a pathway for the preparation, finalisation and presentation of the Annual Report to the Safeguarding Partnership.	HoS/LADO	Cycle will be completed by August each year and then annually CSLT April Business Group May TSCB executive May CSP July Well Being Board September.	Children will benefit from the protection of the broadest network of safeguarding adults. Including the oversight and scrutiny of the Council and its Partnerships.	There will be continued improvement to the LADO service for children as a result of analysis of performance within the annual report, this will be strengthened through feedback and challenge from key partnerships.	Pathway will be discussed and agreed with the DD on the 25 <sup>th</sup> of February and in place by the 26 <sup>th</sup> of February.  Dates for CSLT and TSCP will be booked by the 28 <sup>th</sup> of February and annually thereafter.
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