



**CHILDREN SOCIAL WORK SERVICES  
SAFEGUARDING AND QUALITY ASSURANCE**

**COUNTY LADO SERVICE**

**Annual Report  
Kent Safeguarding Children Board**

**Managing Allegations Against Staff Within  
The Kent Children's Workforce**

**Review Period  
1 April 2018 to 31 March 2019**

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## **1. Introduction**

**1.1** This is the annual report of the County LADO Service providing detail of allegation and LADO activity notified within Kent during the period 1 April 2018 to 31 March 2019. It is written to provide statistical data for the KSCB and partner agencies on the number, nature, investigation processes and outcomes of allegations. It will also seek to identify trends and issues affecting the Kent children's workforce relating to the management of such allegations as well as matters pertinent to inter-agency working arrangements.

**1.2** The County LADO Service is underpinned by statutory guidance – Working Together to Safeguard Children, 2018. This guidance sets out that Local Authorities should have a Designated Officer (LADO) to be involved in the management and oversight of allegations against staff working within the Children's Workforce.

**1.3** The definition of 'working with' children is an adult who is working or volunteering with children (anyone under the age of 18 years old) or coming into contact with children through work on a regular basis and would be seen as being in a position of trust over them. In addition, this would also apply to someone under 18 in the same position e.g. a 17-year-old teaching a musical instrument or instructing a group.

**1.4** It is a requirement nationally for all employers within the children's workforce to have clear and robust procedures in place when responding to allegations against staff whether they are paid or voluntary. Working Together, 2015 provided the Harm Threshold that should be applied when an allegation is made against a member of the children's workforce and it is believed that the individual has:

- Behaved in a way that has harmed a child, or may have harmed a child:
- Possibly committed a criminal offence against or related to a child: or
- Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

**1.5** The County LADO Service within Kent accepts referrals that meet the above Harm Threshold and progresses these as allegations. It also accepts referrals that possibly sit just outside of this threshold around quality of care, professional conduct and practice – these are recorded as consultations. Both pathways taken following referral involve LADO oversight in equal measure and the Service recognises that consultations can often present staff patterns of behaviours and concerns that are no less important than tracking and addressing allegations and in doing so will offer support and guidance to our stakeholders throughout.

## **2. Overview of the Kent LADO Service**

**2.1** The Service, along with the Childrens Social Work Services have, since the last annual report, been through a period of instability and change management. In 2018 there were both changes in management and staff during which some periods the number of LADOs were less than 50% and agency LADOs were appointed to assist with delivering the service through this period of change. As reported in the previous year's report this brought its own challenges around capacity and consistency whilst endeavouring to maintain a good standard offered to the wider children's workforce across the county. During this reporting period, at times, the Service only had two agency workers who were only able to deal with allegations that met the harm threshold (May – October 2018). Consultations and wider practice matters were unable to be addressed sufficiently due to the capacity issue.

**2.2** The picture is very different in the Service now whereby there is a full and permanent workforce achieved by December 2018, with an increase of a further permanent LADO post. Our data is showing an incremental increase which is likely to be in line with previous figures by the end of the new reporting year. The current County LADO Manager was appointed on 28 August 2018 and four new LADOs were appointed and started in post between September and December 2018. As with the Working Together guidance (2015) whereby it defines that all new officers overseeing allegations must be qualified social workers all the LADOs in Kent are experienced practitioners. They all bring with them extensive experience and solid practice within safeguarding and the ability to make sound decisions. In addition, they are adept at collaborative working, can challenge effectively and enhance practice through their advice and guidance.

**2.3** Figures compared to the last annual reporting year dipped towards the end of the summer – with the trend of the referrals lowering from May 2018 onwards. The above can go some way in providing a hypothesis for this but it also needs to be acknowledged it was identified the acceptance of referrals and consideration around threshold differed during these months between agency staff and employed Kent LADOs. Acceptance of referrals from within the wider children's workforce also varied (1). It is acknowledged referrals overseen by agency staff during this reporting period at times applied a more rigid interpretation of the wider children's workforce. The Service alternatively continues to adopt consideration around the wider workforce and the merits within the referral in order to capture all contextual safeguarding concerns. It must be acknowledged the National LADO network sees a variation across the country around progression of referrals that fall outside of the Harm Threshold.

(1) Wider Children's Workforce definition - Guidelines state that anyone who works in regulated activity (more than 3 x a year in a 30-day period) with children are part of the Childrens Workforce. The Wider Children's Workforce may include the employer of: Schools and colleges, Early years and childcare, Fostering including Independent Fostering Associations and Residential Care, Health professionals, Faith organisations, Voluntary agencies including private sectors.

**2.4** The processes within the Service have been reviewed to ensure efficiency when receiving referrals and responding to employers. There have

been two main changes that stakeholders will have experienced which may have impacted on the figures for the past 2 years.

**2.5** In June 2017 the referral form was launched by the Service via newsletters and uploaded both onto the KSCB and KELSI websites. This meant that for an allegation to be reported to the Service a referral form was a mandatory requirement. It removed the ability for agencies and settings to ring direct to a LADO and 'discuss' the allegation over the telephone. However, it streamlined calls into the service and elicited better data received placing accountability back to our referring agencies around ensuring the referral provided all key data permitting the Service to follow due process. The change was made to ensure the member of staff being referred was not adversely affected by a lengthy referral process which was caused through missing information. The referral form resulted in the Service responding more effectively and determining quicker whether the allegation meets the threshold for LADO involvement. Within this process it has, for most referrals, meant the member of staff being referred was timely, appropriate and proportionate. New processes introduced into any Service take time to be fully embedded within the working practices of stakeholders and the Service alike. Whilst initially the numbers did not change significantly it is understood the robustness around following the process took time to settle. For example, there was a possibility of referrals being taken over the telephone by LADOs directly or to continue to accept emails as the referral.

**2.6** In May 2018 a new triage process was introduced within the Service whereby the Contact & Referral Officers screen the calls, emails and referrals to ensure they are appropriate to come into the LADO remit (2). This does include referrals being returned to the senders if key information is missing and from September 2018 sections of the referral form were made mandatory. The reason for this was to prevent referrals effectively sitting in the LADO service waiting for basic information before they could be progressed. Once the Contact & Referral Officers screen the referral it is then passed to the Duty LADO to provide advice, guidance and to determine whether the referral meets the allegation threshold. This meant the continuity of the referrer being contacted on the day the referral was received by the LADO was maintained and next steps are discussed in a timely manner. It tightened up the administrative side and led to the Service aiming to implement and sustain a clear threshold and to deliver an efficient and high standard of support to our stakeholders.

**2.7** There was also a change in Service delivery from the Education Safeguarding team into the commissioned service, The Education People. This may have been a contributing factor, as like the LADO Service, a new staffing group within a new line of accountability coincided with our changes. These changes may have led to a period where schools were adjusting to the differences and needing clarity around safeguarding and allegation management. This was being anecdotally reported to the LADO Service during the summer of 2018.

(2) Contact & Referral Officers are not LADOs or qualified social workers and as such do not make decisions on the harm threshold or LADO involvement. Screening involves checking all mandatory sections are completed on the referral, signposting referrals if clearly not for the LADO service and checking the MOS referred is working within the Childrens workforce.

Please refer to 3.3 The Education People for further information that considers what steps were taken to strengthen these professional relationships and future working.

**2.8** September 2018 came a national change in legislation and requirements around referring Disqualification by Association (3) into the Service. This contributed to the figures as previously it was a high category that was referred and overseen by the LADOs with most referrals coming from Education. Between 2016-2018 there was a steady decline (20%) more recently due to the changes in 2018. The Service received 41 referrals in this category with 61% coming from the wider children's workforce which demonstrates the change in requirements.

**2.9** December 2018 welcomed the final permanent LADO joining the service. The following six months have been around forming a cohesive and strong workforce. All new staff had a period of induction and the Manager is confident that staff are providing a consistent service. This is through training/inductions and supervision whereby the thresholds were clearly defined and discussed, mentoring and team development was implemented and through regular auditing activity there is evidence that LADOs are all applying and processing cases to the correct threshold, are working to the highest standard and they are proportionate in their responses. Feedback received into the service also supports this view.

**2.10** Anecdotally over the past 6–8 months our children's workforce partners reported they would like to be able to talk to a LADO at times prior to making a referral into the Service. From discussions the Manager deduced that some settings reduced making referrals through not being able to discuss the scenarios and gain some reassurance first from a LADO. As a result of this feedback there is now an opportunity, implemented in April 2019, for settings/employers to speak to the LADO Enquiries Officer. This is not a referral process and is in place to advise on whether a referral should be made or not. This is a positive response to our stakeholders' anxieties around allegation management and to provide reassurance and guidance.

**2.11** The LADO's role is the management and oversight of individual allegations and concerns, however, there are additional roles regularly undertaken which impact on their capacity. The Service continues to respond to requests from Ofsted for information towards inspection of residential provision in Kent; provides considerable consultation to providers, partners, including other Local Authorities, members of the public, Ofsted, Independent Schools Inspections and others on matters related to concerns about staff conduct and related procedure; and responses to frequent Freedom of Information (FOI) and Subject Access Requests (SAR), Fostering safeguarding checks and LADO Evaluation meetings. These requests are all addressed within the statutory timescales and are dealt with procedurally.

(3) A change in the law means that Disqualification by Association will only apply on domestic premises. However, Disqualification under the Childcare Act 2006, still applies to staff themselves. Schools must no longer ask about the cautions or convictions of someone living or working in their household. DBA still applies to childminders

**2.12** Ofsted visited the Service 15 January 2019 as part of their Focused Visit to Kent CSWS for the Front Door. Feedback was very positive where Ofsted liked the process and structure within the service, commented on the clear recording of safeguarding of children, welfare support for staff, LADOs following cases to the outcome and advising on lessons learnt.

Ofsted wrote: Following its review and re-configuration, the local authority designated officer service is increasingly well organised and visible. There is evidence of careful tracking, oversight and coordination when there are allegations about adults who work with children. In the cases reviewed by inspectors, children's immediate safety had been prioritised, with further consideration of risks posed by the adult concerned.

## **SAFEGUARDING ACTIVITY and UPDATE ON PREVIOUS RECOMMENDATIONS**

**3.1 Front Door** - The Service works closely and within the Front Door based at Kroner House, Ashford. The Manager meets monthly with the Service Managers to review themes and data. A LADO overview session was presented to the Front Door staff and there are strong positive links between staff and the LADOs. These positive relationships and links led to a stronger understanding of LADO involvement in strategy discussions. The Front Door have an aide memoire of the areas LADO will need to discuss within those meetings and liaise closely with the Duty LADO.

Police and Front Door are in support of the Service developing and implementing Position of Trust Meetings. A proposal was submitted to senior management around a phased introduction. This will provide more autonomy for the LADOs and clarity for our stakeholders and will also have the potential to reduce some of the workload within the Front Door.

**3.2 KCC Fostering** - Monthly managers meetings are currently being reviewed following the centralisation of the Fostering Service. It is proposed there will be two area meetings whereby the LADO Manager will attend. These meetings will be to continue to robustly review allegations against KCC Foster Carers and to address any themes or learning. Alongside this the process for KCC Fostering to refer into the Service is being refreshed and a review of the use of the evaluation meetings. The fostering notification form is no longer in use - the main referral will be used by this service particularly as it is going to be accessible online. Evaluation meetings are used to review the allegation management process and to help elicit any practice matters and learning. These are in use but over the past 12 months were not in place for all fostering allegations. Training on allegation management will continued to be offered on a rolling programme to the Fostering Service. The Manager continues to offer input into any conferences/training or support groups where appropriate.

**3.3 The Education People** - The Manager has quarterly meetings with the Principle Officer – Education Safeguarding within The Education People and has met with various colleagues within the education service. The LADO

Manager attends the Early Years and Ofsted meetings which are held every six months. A continuation of including the Service or information regarding allegation management in future Education Conferences or deliveries is in place. Recently the LADO Manager and a LADO presented at the Early Years Briefings. This led to invitations to various consortiums and schools to deliver bespoke training to staff around LADO awareness. The lead LADOs for Education and Early Years will be involved going forward in supporting schools and early years settings, where appropriate, and linking in with The Education People to aid support to referrers contacting the Service.

**3.4 Schools Personnel Service** - The Manager delivered training to the HR Service and meets regularly with the Manager to support each service on data analysis and updates on processes. There is a rolling agreement where the LADO Manager and the specialist team come together every double term to discuss what's new/emerging in the world of the LADO. They reflect on data trends and local case studies so that, by working together, Kent's delivery of the Lucy Faithful/Safer Recruitment Consortium training can continually refresh and enhance the training whilst highlighting any key messages from the Service.

**3.5 KSCB** - The Service is represented on the KSCB Learning and Development Group. There continues to be regular KSCB LADO Need to Know sessions delivered by the Manager to multi agency groups. This will always be offered on a rolling basis and is well received.

**3.6 Residential Care Homes and Independent Fostering Associations** - The Manager continues to offer bespoke training/awareness to any stakeholder across Kent to aid understanding and build links. This is usually when concerns were identified or where specific training was requested. This includes IFAs, residential children's homes and the wider children's workforce. A more recent development is the link up with the Medway LADO Manager in delivering awareness raising sessions to those provisions that are used across Kent & Medway to ensure a consistent message is received by both Local Authorities.

The LADO Manager linked in and attended meetings with the residential care homes and IFA forums to improve partnership working. The Service also works closely with Strategic Commissioning with agreed protocols in place to ensure any allegations against a member of staff within settings that Kent have children placed are immediately notified to this team for action. This is well embedded in the practice of both services.

**3.7 KCC District Children's Teams** - A schedule of allegations management training to KCC staff/districts has been delivered and will need to be offered again on a regular basis to capture new staff and ensure allegation management is understood. This will also provide opportunity for improved relationships between the LADO Service and locally based teams and will include the wider integrated children's service.

The Service continues to be well publicised across the county but changes in staff and processes need to be updated. Links with the Service demonstrate

awareness of the role of the LADO as evidenced by the number of contacts, consultations and referrals received.

**3.8 KCC Transport** - The protocol for the management of transport allegations has continued to support the understanding of roles. Additionally, this ensured greater consistency in the follow-through of these allegations during the last year. The Manager meets with her counterpart within KCC Transport provision three times a year to review and audit cases as well as considering any lessons learnt that can improve future practice. This was supported by the new Delivery Model for KCC Transport provision linked to the retendering of services and meant schools have more ownership of their contracts and can offer bespoke safeguarding training to their providers that address the needs of their children. This is well supported by KCC transport and additionally by the Service and KSCB. The LADOs received input/presentation from KCC Transport to aid networking and understanding.

**3.9 Reporting on children with disabilities/SEND** - The Service now has a lead LADO who will develop links, work alongside agencies/settings and develop further understanding of presenting allegations within this vulnerable group. It is clear from the data that behaviour management techniques and responses to children with SEND needs to be challenged more by the LADO and importantly for the LADO to help identify learning from allegations and processes undertaken within these settings. Physical intervention is hoped, through good practice, to be the last resort but in the statistics, they are presenting as a catalyst for when allegations are made. Going forward working closely with the disability teams and various settings it is hoped further analysis can be undertaken.

The referrals received do break down information to record whether the victim is a child with disability or SEND and the type of setting the allegation was made within. It is hoped the Manager will be able to meet quarterly with the Disabled Children's Services managers to regularly discuss the allegations reported to the Service and work jointly in addressing practice and or trends. This service will also be included in the rolling schedule of sessions offered to the districts. The first delivered June 2019.

**3.10 Threshold** - The Service continues to review the threshold guidance and has reference to the National LADO Principles around the scope and range within a new proposed, detailed definition of harm. Consistency within the Service, as outlined above, is a key priority which is addressed through practice meetings, auditing and supervisions. It is acknowledged through staffing changes there was a variation for a period around threshold as referenced in 2.3.

The Service undertakes a wider spectrum of cases than outlined in the Working Together Guidance in order to support our stakeholders and assist in strengthening the Kent children's workforce. Kent LADOs will consider referrals regarding members of staff who do not meet the criteria within the Harm Threshold or who may be considered to fall within the wider children's workforce. The Service enables employers to refer to the LADOs for advice and guidance around staff who may have concerns raised regarding conduct

issues and or patterns of behaviours raising risk within the work settings. The wider scoping and contextual safeguarding in this way helps to minimise staff escalating towards the Harm Threshold and provides an opportunity for the LADO to assist with lessons learnt for the employer.

**3.11 Review of training/awareness raising** - The LADOs each have a lead that covers Early Years, Education, Disabled Children, Sports and Adolescent Mental Health. In addition, the Manager will be developing links around Faith Organisations. The aim is to link in with settings and respond to matters around allegation management within these sectors in a bespoke and strengthened manner over the next 12 months. Examples to date were around working closely with Bradstow School and Cygnet Mental Health provisions.

**3.12 Kent Police** - The Manager delivered training to Kent Police Professional Standards and linked into the Force to meet twice a year with the Detective Superintendent – Deputy Head of Public Protection & Partnership Command to review data and themes. In addition, work is linked in with Kent Police around staff awareness of the LADO Service and developing position of trust materials. The Service continues to have strong links with POLIT and will over the coming months update on processes with our colleagues to ensure we are all working robustly together under allegation management.

**3.13 Benchmarking with statistical neighbours** - The Manager attends the Regional Network Meetings and hopes to attend the National LADO Network Group in order to continue with ensuring Kent holds the common definition of threshold, roles and responsibilities across borders. Visits were undertaken with Medway, Bromley and Bexley LADO services and attendance at the National LADO Conference in May 2019. There is often robust communication with other LADO services amongst the LADOs and this helps to understand bench marking and progression within LADO services.

**3.14 LADO oversight and Timescales** - This continues to be a fundamental part of the LADO role. The Service works to the national guidance around length of times cases should be open and challenge stakeholders on length of investigations. The guides are that 80% of cases should be resolved within one month, 90% within three months, and all but the most exceptional cases should be completed within 12 months. For this reporting year we completed 55% (516) within a month out of the 943 closed cases. The LADO oversight and timings are addressed within supervision and auditing. It is hoped the service will receive an electronic reporting system soon to assist with improving this process.



**3.15 Electronic Recording System (Liberi)** - Since the last annual report the Service has not progressed to a system whereby all referred concerns are recorded on the Liberis LADO allegations workspace. However, there is progress whereby the referral will be, soon, online and submitted through the Children’s Autonomy Portal. Work is being undertaken to see if all concerns can be recorded on the system and to allow performance indicators and data to be reported from within the system. Investment in further improvements to the LADO workspace will allow for greater efficiency and management oversight.

## 4. STATISTICAL REPORT

### 4.1 Demand on the Service

The Service continued to receive a high volume of referrals during this reporting period. The total number of referrals progressed in the Service from 1<sup>st</sup> April 2018 - 31<sup>st</sup> March 2019 was 1169 which is a decrease of 45% from the previous reporting year (2111). The Service managed 410 formal allegations against the children’s workforce in Kent. This represents a drop from the previous year by 259 (39%). There were 662 consultations which represents a decrease of 45 and 97 ‘for information only’ cases which dropped by 30%. Possible reasons for the reduction in cases being progressed are highlighted above in the report such as Service capacity and changes in process. It is important to note that if a referral was received during this reporting period and not accepted by the Service, this was not logged within the data. However, this will be reported for the next reporting period.

**4.2 Kent records allegations against staff who have met the Harm Threshold.** In addition, the Service records consultations which mainly relate to staff conduct issues which overall tend to be passed back to employers to manage as practice or competence issues rather than formal allegations. There were 3% (33) that constituted specific historical matters where staff are no longer working within the children’s workforce or could relate to matters of policy guidance. Some of these consultations will also have an internal investigation or disciplinary process. They are no less important than allegations and can often be just as time consuming.

Statistically, based on these figures, the Service is currently managing an average of 22 new referrals per week. This on average breaks down to 8 allegations, 13 consultations and 1 for information only cases per week.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Grand Total
Allegations	34	48	26	24	14	14	15	40	34	55	39	67	410
Consultations	69	93	83	59	51	27	19	54	23	50	65	69	662
For Info Only	1	3	8	2	1	2	1	14	19	27	12	7	97

**4.3** These figures do not consider the additional work undertaken on a weekly basis by the Service that covers subject access requests (SAR) and Freedom of Information (FOI) requests and referrals that did not proceed to any further

action being taken, enquires, Ofsted requests, support to specific settings and awareness raising.

As would be expected, there should be a notable drop in allegation-specific referrals during the school holiday periods. The peak months being January, May and March. The districts of East (35%) and South Kent (23%) are the two districts which make the most contact with the Service which is consistent with last year's data. Thanet and Swale (East) being particularly high in the numbers of contacts with the Service, followed by Maidstone (West). The cross county and out of county referrals are the lowest at around 2%.

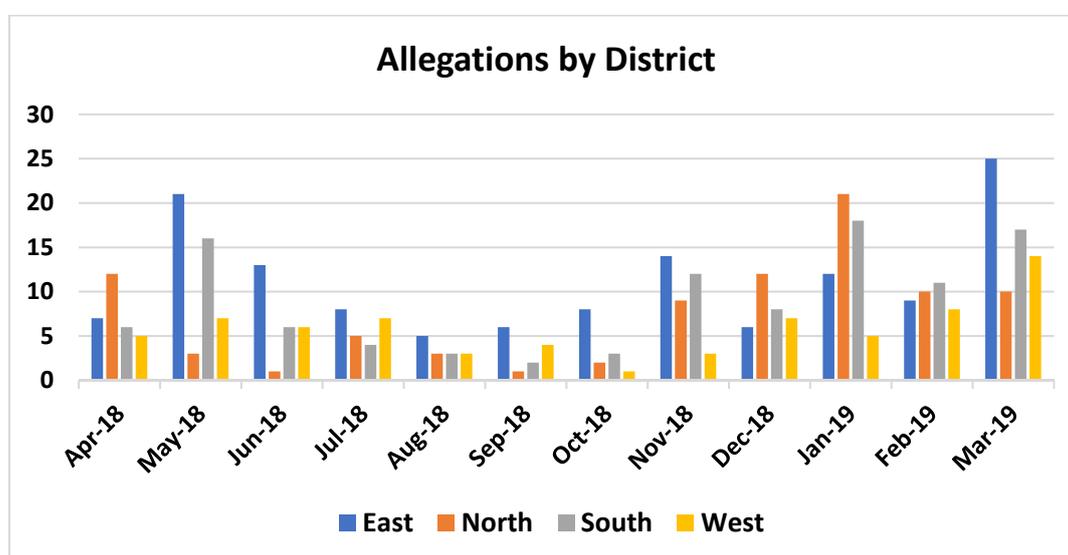
**Number of referrals by District per month**

Month	East Kent			North Kent			South Kent			West Kent			Cross/ Out of County	Not known	Total
	Thanet	Canterbury	Swale	Dartford	Gravesham	Sevenoaks	Dover	Ashford	Shepway	Tonbridge & Malling	Tunbridge Wells	Maidstone			
<b>Apr-18</b>	10	6	10	7	7	13	4	16	5	8	4	11	1	2	<b>104</b>
<b>May-18</b>	23	9	15	6	3	17	10	12	14	13	4	13	3	2	<b>144</b>
<b>Jun-18</b>	19	15	13	5	10	4	5	11	4	12	7	7	5	0	<b>117</b>
<b>Jul-18</b>	16	11	7	5	3	1	9	7	4	10	5	6	0	1	<b>85</b>
<b>Aug-18</b>	10	7	13	5	1	0	3	4	5	8	1	6	3	0	<b>66</b>
<b>Sep-18</b>	11	4	4	3	1	1	1	1	5	3	1	4	4	0	<b>43</b>
<b>Oct-18</b>	3	7	7	2	0	2	0	0	7	3	0	1	2	1	<b>35</b>
<b>Nov-18</b>	15	8	10	11	6	11	1	11	9	8	2	11	4	1	<b>108</b>
<b>Dec-18</b>	7	8	3	10	3	8	0	6	7	5	2	7	7	3	<b>76</b>
<b>Jan-19</b>	27	3	10	10	8	17	16	10	9	5	4	9	3	1	<b>132</b>
<b>Feb-19</b>	19	12	5	6	10	13	10	10	4	4	6	11	5	1	<b>116</b>
<b>Mar-19</b>	28	11	6	6	9	11	9	13	15	9	6	16	4	0	<b>143</b>
<b>TOTALS</b>	<b>188</b>	<b>101</b>	<b>103</b>	<b>76</b>	<b>61</b>	<b>98</b>	<b>68</b>	<b>101</b>	<b>88</b>	<b>88</b>	<b>42</b>	<b>102</b>	<b>41</b>	<b>12</b>	<b>1169</b>

**Number of allegations (408) per district (to show comparison to number of referrals)**

Month	East Kent			North Kent			South Kent			West Kent			Cross/ Out of County	Not known	Total
	Thanet	Canterbury	Swale	Dartford	Gravesham	Sevenoaks	Dover	Ashford	Shepway	Tonbridge & Malling	Tunbridge Wells	Maidstone			
Apr-18	6	0	1	5	2	9	0	5	1	2	0	3	0	0	34
May-18	10	2	10	1	1	1	4	4	8	4	1	2	0	0	48
Jun-18	6	2	5	0	1	0	2	3	1	2	1	3	0	0	26
Jul-18	5	2	1	3	1	1	2	0	2	2	2	3	0	0	24
Aug-18	2	0	3	3	0	0	1	0	2	1	0	2	0	0	14
Sep-18	6	0	0	1	0	0	0	0	2	2	0	2	1	0	14
Oct-18	1	2	5	1	0	1	0	0	3	0	0	1	1	0	15
Nov-18	4	3	6	4	4	1	1	5	6	2	0	1	3	0	40
Dec-18	3	1	2	5	1	6	0	5	3	3	0	4	1	0	34
Jan-19	6	0	6	7	4	10	8	4	5	1	1	3	0	0	55
Feb-19	1	5	3	1	3	6	5	6	0	2	2	4	0	1	39
Mar-19	16	4	5	2	2	6	5	5	6	3	2	9	2	0	67
TOTALS	66	21	47	33	19	41	28	37	39	24	9	37	8	1	410

**Allegations by District & Month**

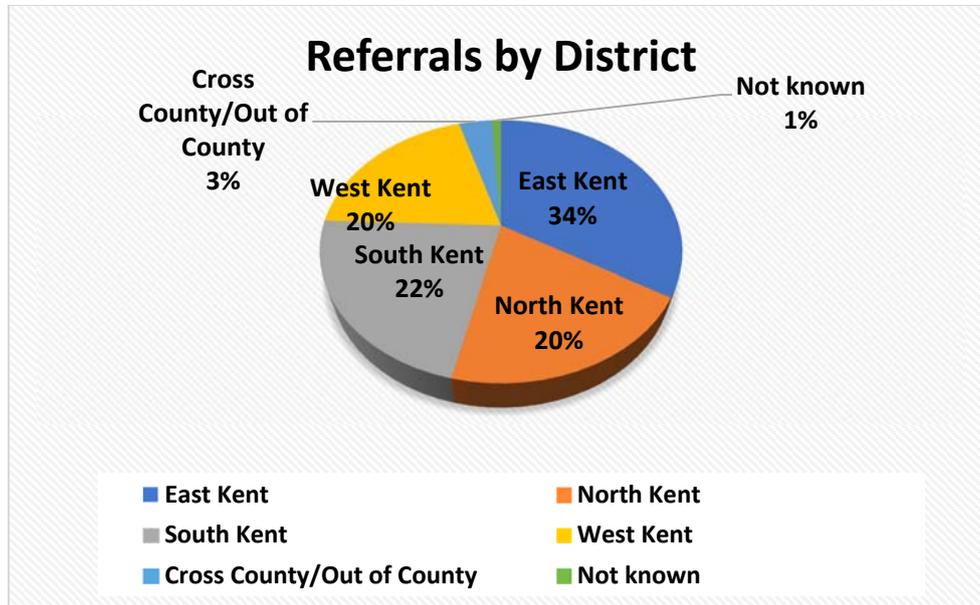


**5. ALLEGATIONS DEMOGRAPHICS**

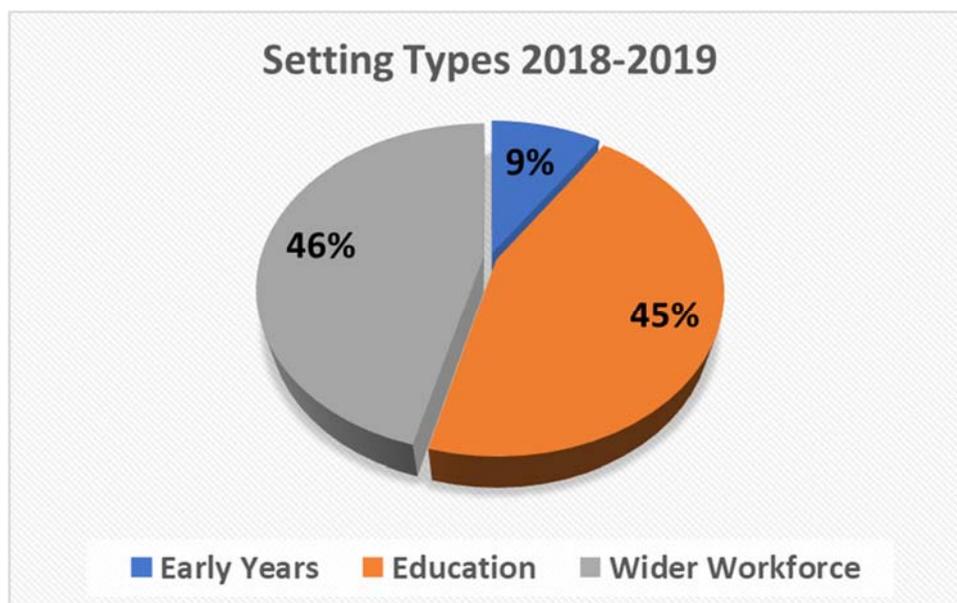
5.1 Looking at the geographical distribution of formal allegations recorded, the county remains split as it was last year, with a clear line of demand coming from the East and South of the County. 240 allegations were notified from these areas (accounting for 56% of the allegation workload) as compared with just 159 (40%) from the North and West areas. This is not

unsurprising when considering the high concentration of both residential children’s homes and independent fostering agencies (IFA’s) located in South and East Kent. This would also follow the trends of areas of high deprivation across the County.

### 5.2 Referrals by District



### 5.3 Referrals by Sector



**5.4** Recording the wider source of referrals to the LADO comes under three broad headings – Education, Early Years and Wider Workforce. The statistical distribution of these allegations indicates that education services account for 521 of the 1169 (45%); 111 came from the early years sector (9%), and the remaining 537 (46%), are made against staff in the wider workforce. This distribution indicates a broad parity with the previous two

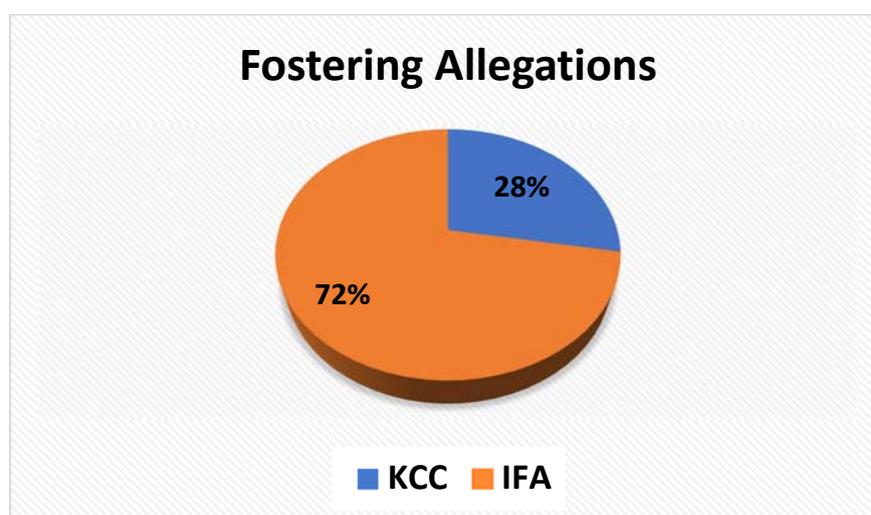
year's figures (with a small increase from the Early Years sector of 1%). It is unsurprising that, the staff most likely to have allegations made against them will be those working with children directly and often for significant periods of the day (teachers, class-based staff and other direct-contact education staff; nursery staff, child-minders and after-school club staff and residential workers, in-patient hospital staff, foster carers and activity club coaches). For these staff, the need to understand and work within the basic rules of professional safe working practice is crucial to protect both children and staff. The parity in figures from last year would indicate there is a continuation of active work undertaken by the Service across all the sectors that has led to a continued awareness of the LADO role.

**5.5** The Service additionally record information on whether allegations are linked to disabled children (including special educational needs (SEN) and with a formal diagnosis). Figures currently indicate there were 233 referrals involving SEN/disabled children of which (89) 38% were allegations. The total allegations made by or on behalf of disabled children are weighted towards allegations within the education sector. 61 of those are in education, 27 in the wider workforce and 1 in early years.

## **6. Fostering Allegations**

**6.1** Kent continues to experience high volumes of children placed in the county from other local authorities. This is largely due to the high numbers of independent fostering agencies within the county. As identified in previous reports the Service receives referrals in this category regarding children who are vulnerable and unsettled which contributes to the allegations against professionals who are there to care for them. It is also known staff experience difficulties with managing challenging behaviours within increased escalation when occurring within the homes. De-escalation and positive handling of children is often identified as a skills vulnerability within the staffing group.

### **6.2 Fostering Allegations**



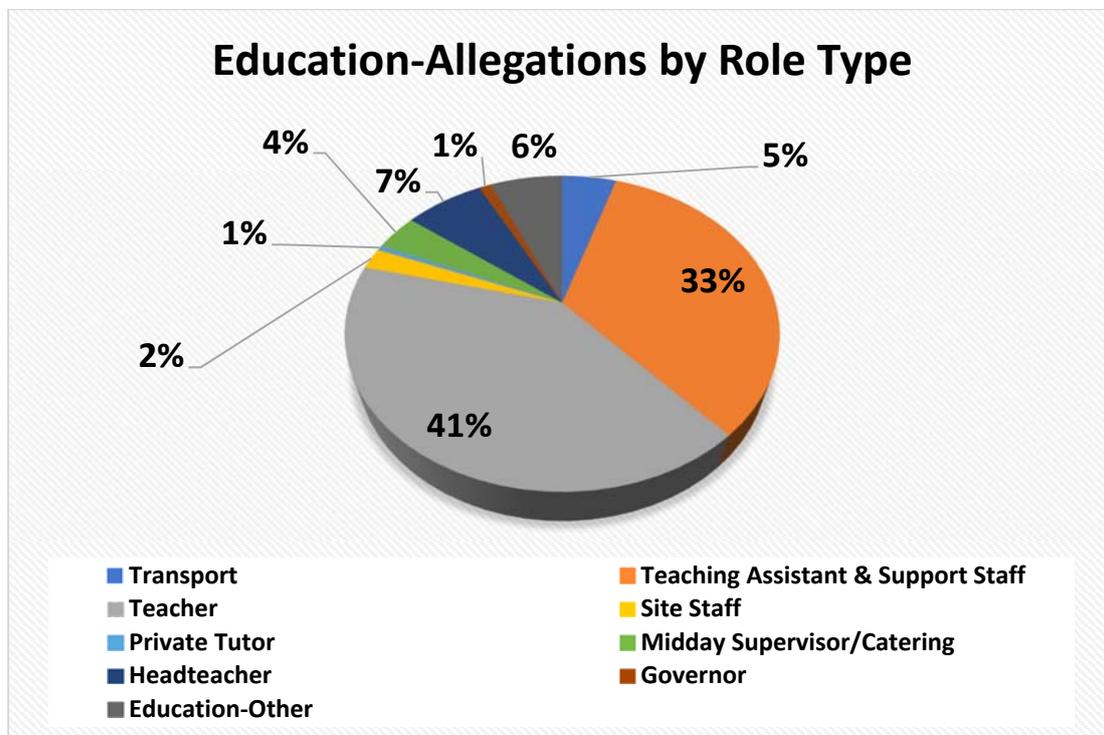
**6.3** The number of referrals to the Service regarding Children in Care (CIC) within this reporting period was in total 351 – with 44% Kent CIC and 54% as Other Local Authority (OLA) and 2% where the child was unknown. Of these 39% (138) related to allegations: 56 are Kent CIC and 80 OLA.

## 7. Education

**7.1** There have been 521 referrals of which 35% (185) were allegations reported against education staff, which includes staff covering transport services on behalf of the Education Department, school volunteers, ICT Technicians and site staff. 56% (294) were recorded as Consultations and 8% as For Information Only cases. Education is a large proportion of referrals into the Service (45%) which is not surprising when you consider that Kent has 686 schools (including academies, colleges, special schools and the Independents), and 314 of these are Local Authority maintained Schools.

The primary school age sector remains the highest referrer of allegations 38% (72) and the proportion of these education allegations coming from the secondary level is 42% (55). These figures are on a parity from last year's data. The Service received 114 referrals about special schools of which there was a drop in the number being categorised as allegations from the previous report of 62 and for this reporting year being 40.

### 7.2 Education-Allegations by Role Type



**7.3** The Service continues to manage allegations mainly against classroom/teaching staff but seen a slight drop by 4% in the referrals regarding these roles. Teachers specifically account for 41% of the

allegations and 33% are linked to Teaching Assistants & Support Staff within education. 5% are made against education-linked transport staff which is a similar figure to last year, 2% against site staff (caretakers etc) which is a slight increase, 4% against midday supervisors (no real change) and 7% against Headteachers which is an increase by 3% from last year.

Allegation referrals within Education continue to feature both Head Teachers and school Governors. The Service continues to work closely with our colleagues in education ensuring that safer recruitment practices, role modelling and allegation management is consistently on the agenda and modelled throughout the education provisions from the top down.

**7.4** The Service continues to receive and manage a proportion of allegations direct from Ofsted (where parents complained directly to the national inspector) or where Ofsted subsequently become directly involved.

### **7.5 Education Staff category V Allegation Type**

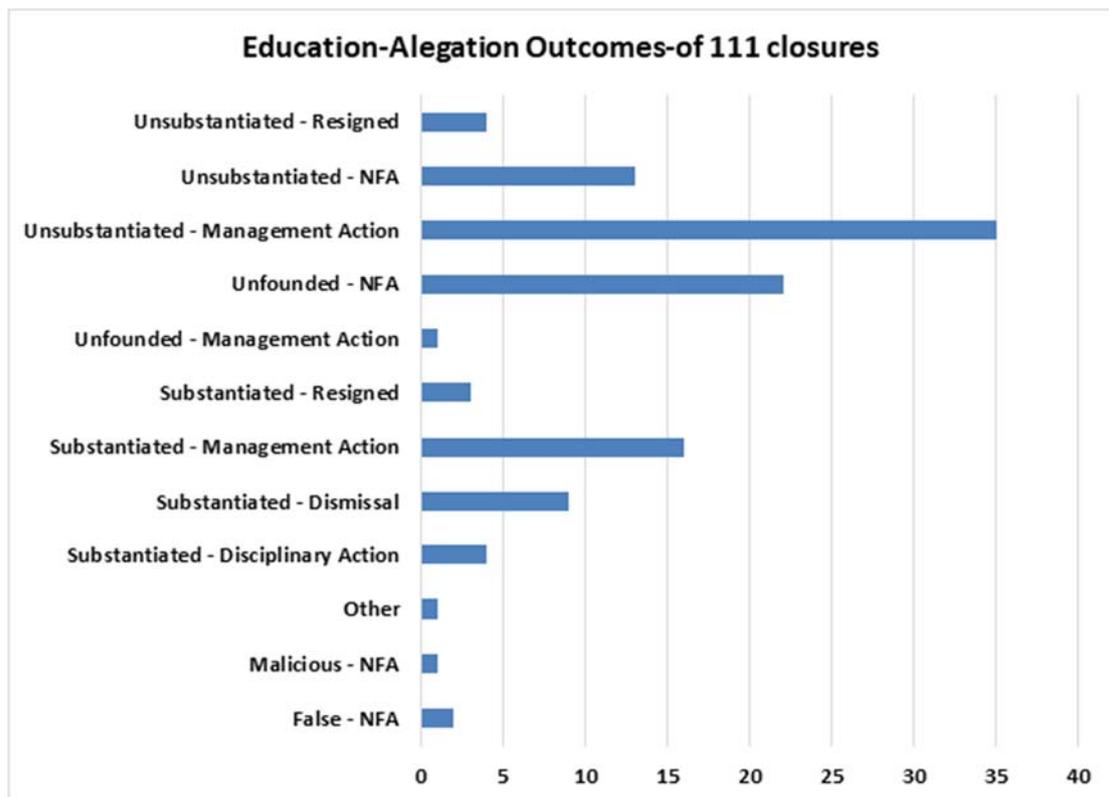
Role Type	Emotional	External Safeguarding Issue	Inappropriate Conduct	Neglect	Online safety & abuse	other	Physical	Physical Intervention	Risk By Association	Sexual
Transport	0	1	3	0	1	0	2	1	0	1
Teaching Assistant & Support Staff	1	3	12	1	1	1	26	13	1	3
Teacher	2	3	19	2	2	0	34	6	0	6
Site Staff	0	0	1	0	0	0	2	0	0	1
Private Tutor	0	0	0	0	0	0	0	0	0	1
Midday Supervisor/Catering	0	1	1	0	0	0	4	1	0	0
Headteacher	1	0	3	0	0	1	4	4	0	0
Governor	0	0	0	0	1	0	0	0	0	1
Education-Other	0	1	4	0	0	0	4	1	0	2

**7.6** There is a continuation of allegations mainly falling under physical/physical intervention and inappropriate conduct as being the highest categories. Allegations regarding a physical nature are at 55% which marry up with last year's data. The trend appears to be around managing behaviours within the classroom settings and needing to know how to de-escalate and respond accordingly. As with all settings, if the Service identifies a theme within an establishment, advice and support is given around addressing perhaps culture or training needs to minimise these situations occurring. The Service also works closely with The Education People and the Area Education Officers.

**7.7** In September 2018 there was a national change in legislation and requirements around referring Disqualification by Association. The Service typically recorded these as consultations in line with other local authorities, but they can also be categorised as an allegation. Between 2016-2018 this had an impact on referral numbers but there was a steady decline since the changes in 2018. In 2016 the referrals around Disqualification by Association were at 51% in Education compared to 27% this reporting year. Of those referrals the Police referred 41 Education staff which included 2 related cases for risk by association.

Staff who are under scrutiny for child safeguarding matters outside of the workplace or another safeguarding concern in their private life are categorised under External Safeguarding concerns. This category has risen from 1% last year to 5% of the education allegations this year. The Service ensured its stakeholders are aware of transference of risk and suitability within a professional setting. The LADOs are adept at asking these types of questions in professional forums i.e. strategy discussions and the need for assessment and awareness of this risk is raised within the promotion of the Service, relationships with stakeholders and through the training offered. The skill and understanding around this risk is an area LADOs are constantly challenging and advising on as it is a complex area and challenging process.

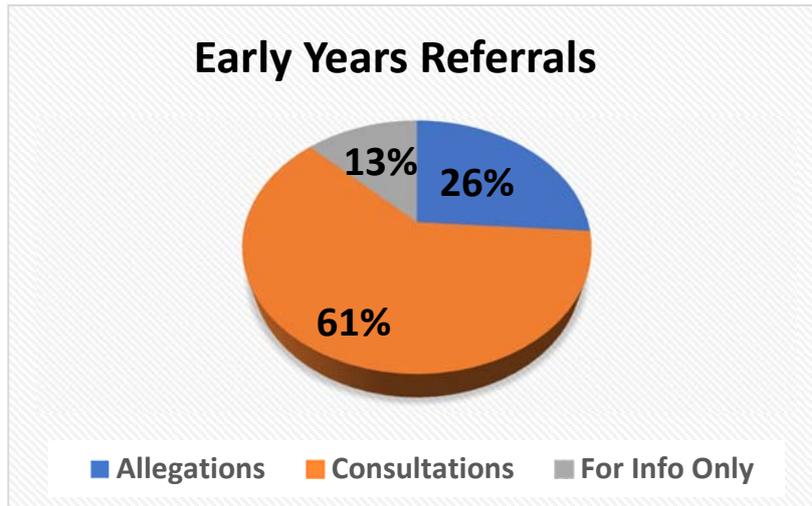
The Service has closed 111 of the 185 allegations within the education sector which equates to 60%. Many of the remaining cases are awaiting outcomes from Police or Internal Investigations. The outcomes were mainly within the Unsubstantiated category equalling 57% followed by Substantiated of which there were 29% with 14 members of staff being referred to the DBS and or dismissed from their posts.



## 8. Early Years

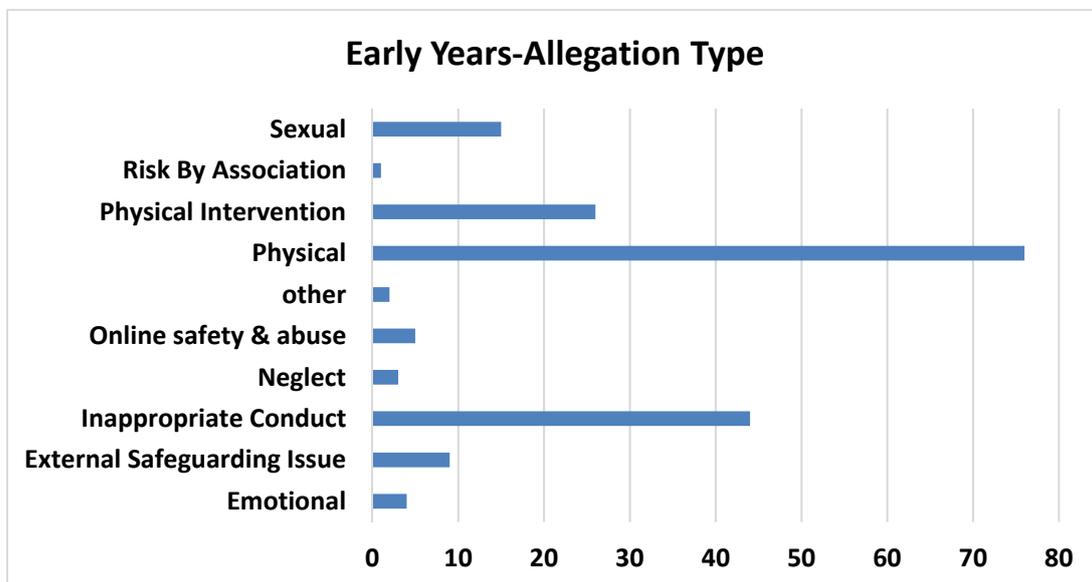
**8.1** The Service has seen a slight increase in the number of referrals made for this sector from 8% to 9%. Although going in the right direction this is not at a level that confidently represents the numbers of settings and staff across the county. It was highlighted in last year's annual report as a vulnerability and is still very much on the agenda for the Service for the coming year. Awareness raising of allegation management continues with this sector so it is hoped the increase will continue through to this time next year.

## 8.2 Early Year Referrals



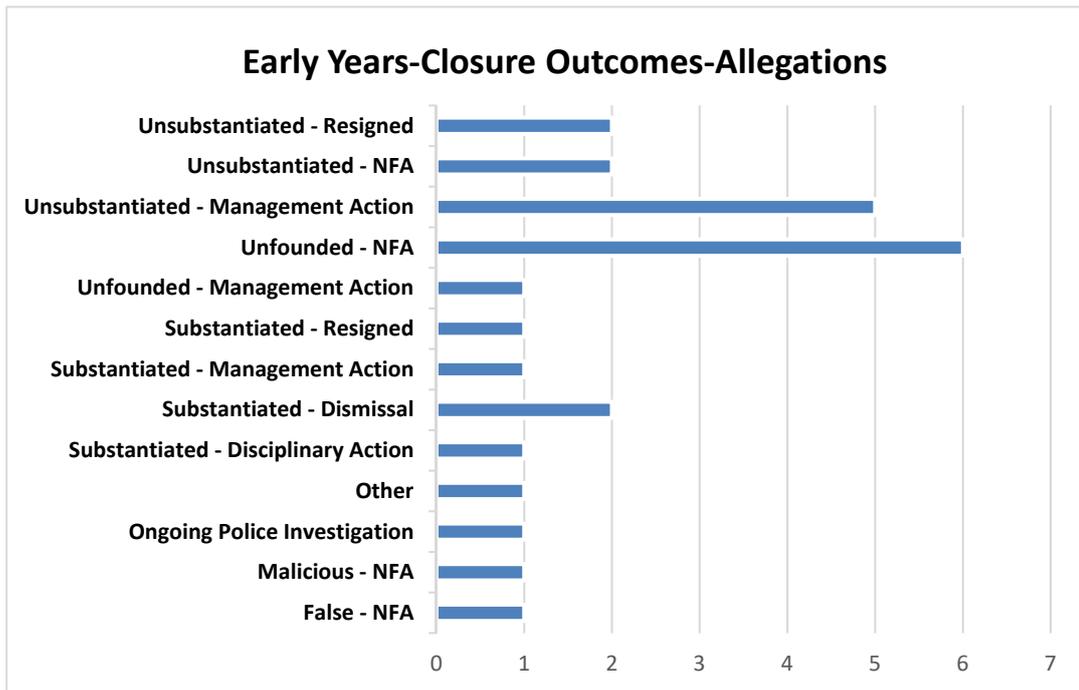
**8.3** There were 111 referrals regarding Early Years staff with over half being referred in by the sector themselves and a significant number being referred across by Childrens Social Work Services, the Police and Ofsted (29%). 19 of the referrals related to Child Minders (17%). 26% (29) of the referrals were recorded as allegations and in reflection of last year's reporting data the highest proportion of Early Years allegations remain physical (including physical intervention) (18).

## 8.4 Early Years-Allegation Types



**8.5** From the overall referrals 10 had criminal investigations or safeguarding under Section 47 of the Children Act and 22 were addressed under internal disciplinary investigations. There were 5 members of staff who were referred to the DBS whilst there are 10 ongoing cases whereby the outcome is not established to date. The Service closed 75 cases within a month (68%).

## 8.6 Early Years- Closure Outcomes-of 111 closures

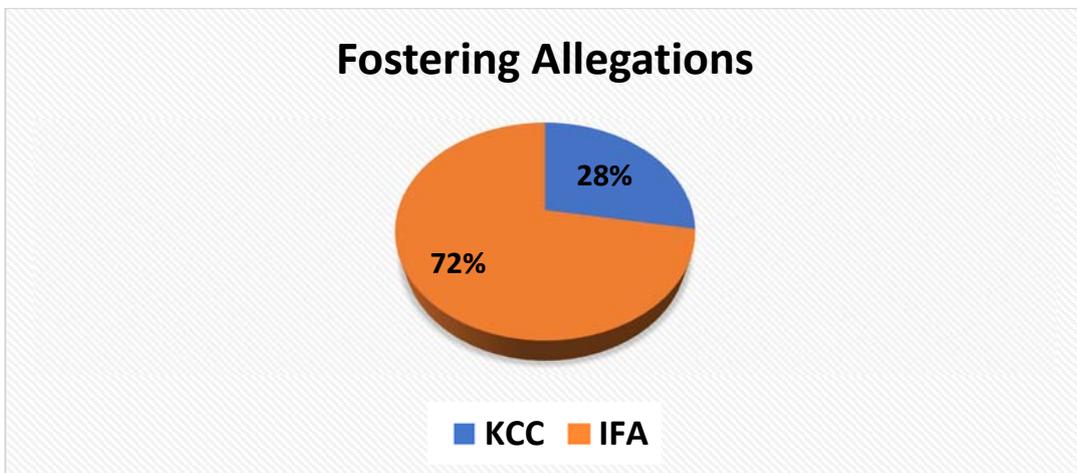


## 9. WIDER WORKFORCE

There were 537 referrals received against staff working within the wider workforce which is 46% of the overall total and slightly down from the previous reporting year. The allegations made within the residential/care sectors remain the highest proportions compared with previous data totalling 64%. This is to be expected within the Kent demographics due to the sheer volume of settings in the county. Allegations within the residential care sector were 18% and within fostering it was 46%.

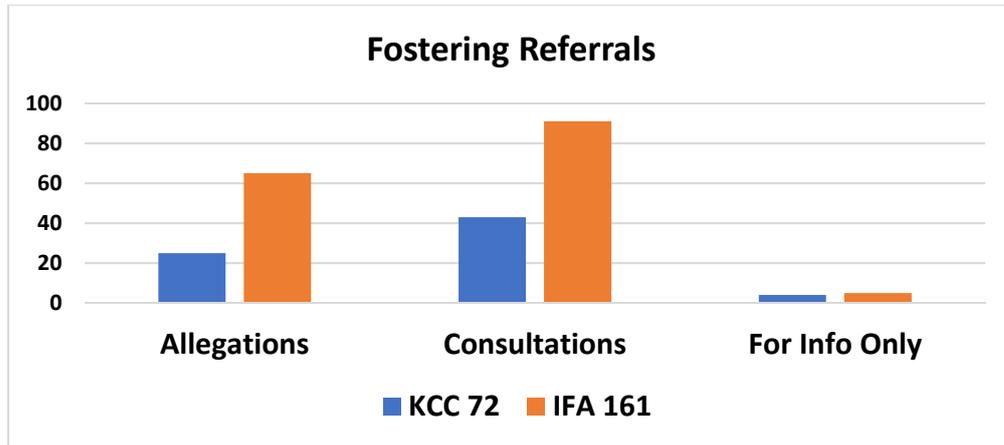
### 9.1 Foster Care

### 9.2 Fostering Allegations



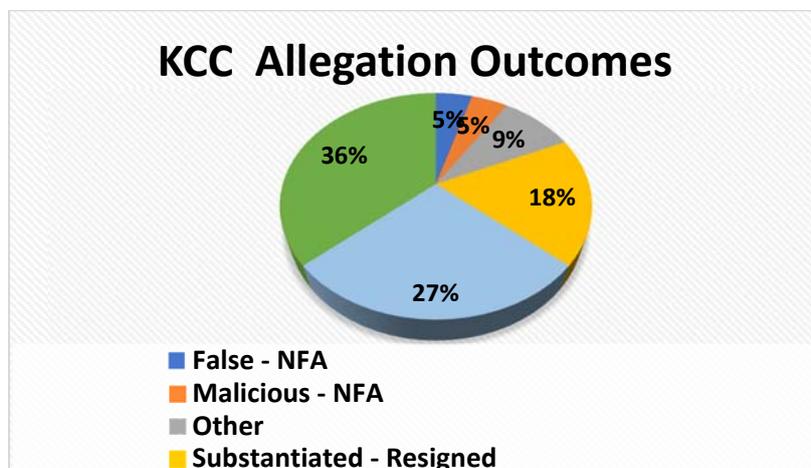
The figures for this report repeat the same pattern as our previous years in that the Independent Fostering Agencies receive more allegations against staff than the Kent Fostering Service. Allegations relating to physical harm or intervention are the highest for both with there being 68% for Kent and 51% for IFAs. Inappropriate conduct and emotional abuse feature strongly in the referrals from IFAs (34%).

### 9.3 Fostering Referrals



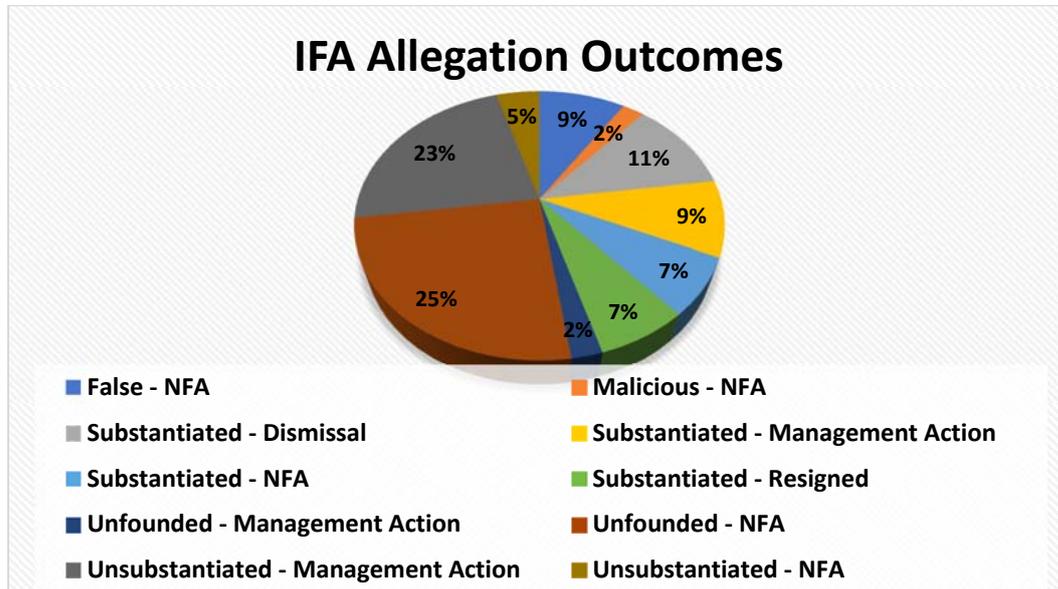
9.4 The Service continues to work closely with Kent Fostering and maintained joint oversight to the allegations and processes to ensure foster carers are providing consistent standards of care and work within clear safeguarding expectations. The requirements for Fostering Social Work staff to follow safe working practices is embedded and the Service believes the processes are robust which is reflected in the Service receiving 96% of fostering notifications. Out of the allegations made against Kent Foster Carers only 4 (18%) were substantiated resulting in the carers being de-registered as Kent Foster Carers. There are still some referrals open, but the chart below shows the outcomes of those already completed (30%). There was a significant number of allegations found to be False and Unfounded.

### 9.5 KCC Fostering Allegation Outcomes



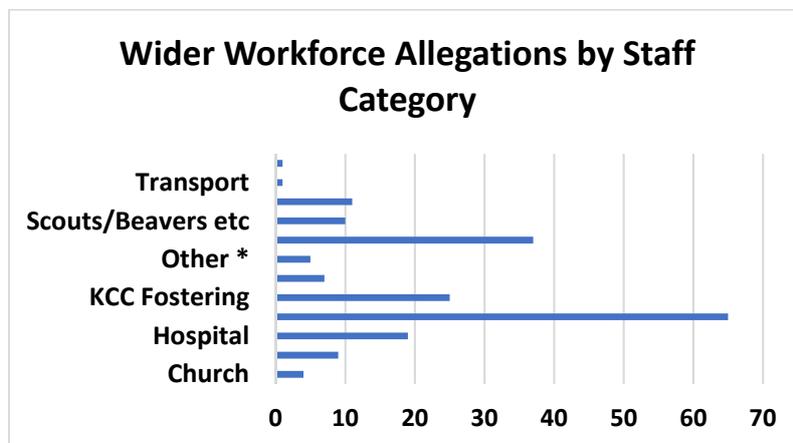
**9.6** It is a very similar picture with the IFA data as shown below relating to cases progressed to an outcome (27%). IFAs had 34% of cases substantiated of which 18% resulted in resignation or dismissal.

**9.7 IFA Fostering Allegation Outcomes**



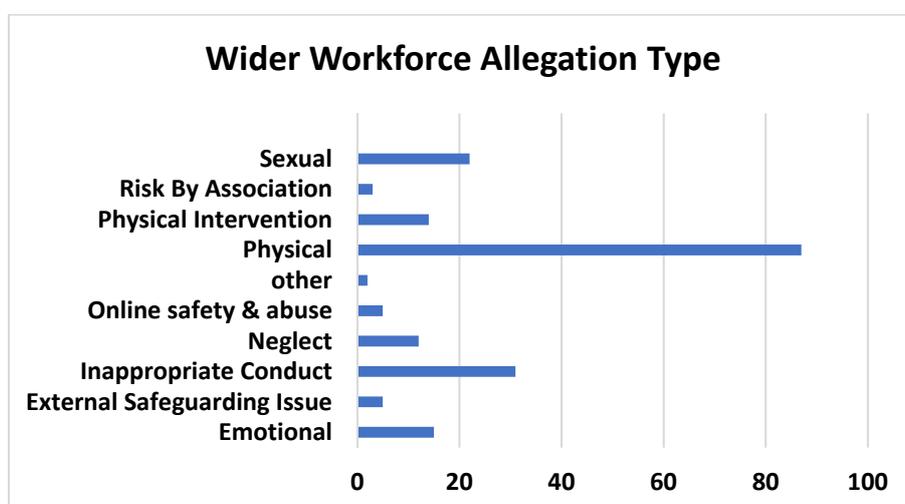
**9.8** The remainder of the allegations against the wider children’s workforce are spread across the full breadth of providers who have regular contact with children, including social care, policing and faith groups. Under ‘other’ (5 referrals) this may relate to non-child related occupations e.g. commercial/public play centres and driving instructors. The figures remain low for the remaining providers, but the Service continues to support, guide and review allegations made within this sector as many are unregulated. Health referrals increased this year from 22 to 26 with the majority of these relating to agency case support workers and GPs. Non-KCC transport referrals reached 9 with 1 being classified as an allegation.

**9.9 Allegations by Staff Category**



**9.10** As with other sectors, the highest proportion of allegations remain physical in nature (101 of the 196 recorded), including allegations specifically linked to physical interventions. The figure relating to allegations of physical interventions continues to emulate from within residential care. The Service sought to understand the nature of the use of positive behaviour management, the training and ethos within various settings and how it fits with the child's individual care plan. LADOs continue to scope the referrals using contextual safeguarding and triangulating information received, known patterns and the child's voice. Whilst using trauma informed practice the LADOs will identify whether there is a pattern developing from the setting or the child where possible and advise on strategies to reduce escalation towards further allegations.

### 9.11 Wider Workforce- Allegation Type



**9.12** The categories remain on a par with last year's figures apart from an increase in Emotional abuse. An explanation for this can be the impact of the awareness raising of the LADO role and the shared responsibility for everyone to safeguard and not accept poor standards of conduct. The Service continues to be contacted by all stakeholders on a regular basis to discuss suitability issues of those staff working within the wider children's workforce.

**10. Police** Referrals from the Police into the Service are established, and the LADOs have a good relationship with Kent Police. The data is showing 91 referrals were received during this period from the Police which were mainly related to allegations around sexual abuse, be it online or in person.

### 10.1 Breakdown of Allegation Type from Police/POLIT referrals

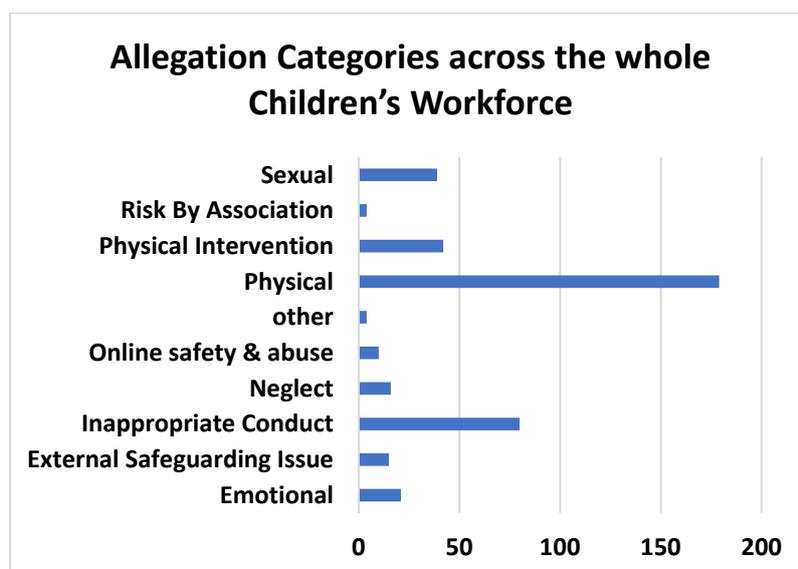
Referrals from:	Consultation	Consultation - RBA- Suitability	External Safeguarding Issue	FOR INFO ONLY	Inappropriate Conduct	Online safety & abuse	other	Physical	Sexual	Grand Total
Police	21	6	2	17	3	6	2	5	16	78
POLIT	4	4		1	2	2				13
<b>Grand Total</b>	<b>25</b>	<b>10</b>	<b>2</b>	<b>18</b>	<b>5</b>	<b>8</b>	<b>2</b>	<b>5</b>	<b>16</b>	<b>91</b>

**10.2** It was recognised the recording of data about roles for staff within the Service needs to be clearer in order to accurately report on substantive roles and additional/volunteer roles individuals may hold. One of the sectors where we tried to be clearer is within the Police from April 2019 as typically Police staff have roles within the wider children’s workforce or within positions of trust outside of their day job. An example would be as a football coach. A weakness in the Service’s data is this may have been recorded previously as the main role rather than for example employed by Kent Police. Within this reporting period the Service received 6 referrals regarding serving Police officers/staff. Two cases remain open, one was unsubstantiated, two recorded as for information only and one returned to Police to undertaken internal management actions.

**11. ALLEGATIONS – WHOLE CHILDREN’S WORKFORCE**

**11.1** The highest proportion across the entire children’s workforce of allegations are those of a physical nature (including physical intervention) totalling 54%. This was the pattern identified in the previous annual report and highlights the need for staff within the children’s workforce to be supported around managing on a day to day basis children who have complex needs and who may have experienced high levels of trauma in their lives. Staff understanding and responses to challenges presented by children need to be reinforced by positive behaviour management techniques. Training and cultures across all stakeholders need to equip staff with the skills to respond appropriately to protect both the children and them. The LADOs continue to remain vigilant and use professional curiosity to explore this with providers. As highlighted previously in this report, Risk by Association referrals is the lowest category following last year’s trend.

**11.2 Allegation Categories across the whole Children’s Workforce**



**11.3** The Service has a strong and effective working relationship with both the Front Door and the Police. As identified in last year’s report, the Service is looking to move towards chairing LADO led strategy discussions. Until this is in place there is a robust process where the LADO continues to make the

initial decision around thresholds and the most appropriate route for investigation. If a strategy discussion is needed to safeguard or to discuss a possible criminal process the LADO consults with the Front Door requesting that a strategy discussion is convened. This works well but the LADO often needs to oversee and manage the wider workforce safeguarding where the allegation may relate to groups of children and or staff. Therefore, moving to LADO led meetings is the preferred option. In reviewing the cases that have concluded, 136 out of 290 had a strategy discussion held to inform decision making and next steps.

**11.4** Of the remaining closed cases across the workforce, 149 were directed for disciplinary investigation process immediately by the LADO with the employer. Some of these were commissioned investigations on the advice of the LADO where possibly it was assessed an external investigator was required, or as with previous years, parents/carers and at times alleged offenders request for this to happen.

## **12. OUTCOMES**

**12.1** The Department of Education guidance requires all LADO Services to collate allegation outcomes within the following category definitions:

**Substantiated** – there is sufficient identifiable information to prove the allegation – this did happen. Employer to refer to DBS

**False** – there is sufficient evidence to disprove the allegation

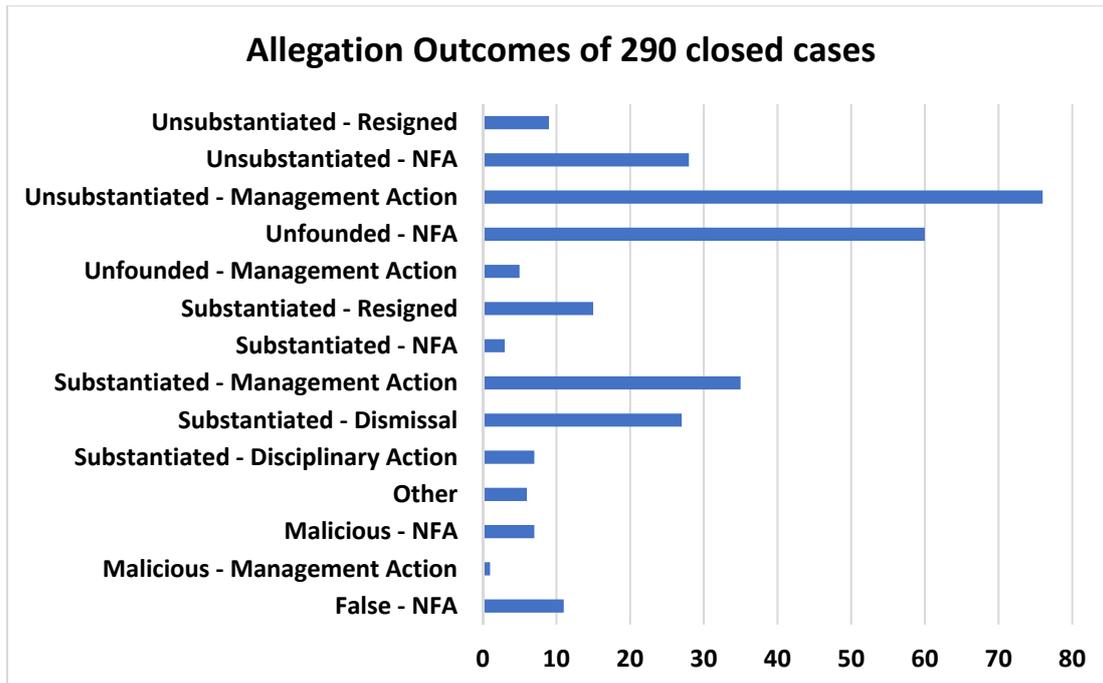
**Malicious** – there is clear evidence to prove there has been a deliberate act to deceive and the allegation has been entirely false

**Unfounded** – there is no evidence or proper basis which supports the allegation being made. It might 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

**Unsubstantiated** - An unsubstantiated allegation 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.

The Service ensures before each referral is closed that a clear recorded outcome is obtained. The cases open for long periods of time are those awaiting a court case or police investigation to conclude.

## 12.2 Allegation Outcomes of 290 closed cases



**12.3** In the reporting period 2018-2019, 87 allegations were concluded as Substantiated. This represents a reduction of 34 (28%) on last year's figures. Importantly out of this number 51 were subject to internal disciplinary procedures that resulted in 27 staff dismissals. The remaining staff in this category (substantiated allegations) where the allegation resulted in a S47 investigation (24) or strategy discussion (10) or other (2) they either resigned (15) from their posts or received management action such as mentoring, action plans and training (42). Therefore, there was a total of 50 staff from the children's workforce removed from their roles and children were safeguarded.

**12.4** In this reporting year there were 48 staff referred to the Disclosure and Barring Service (DBS) for consideration of on-going professional suitability. This process is mandatory and the responsibility of the employer who has a duty to refer under such circumstances in situations where staff were either dismissed or resigned because of allegations which concluded risk to children. The disparity between figures of actual referral and staff who have either resigned or been dismissed is best explained by the fact some members of staff who resigned would not have been dismissed had disciplinary hearings been completed. Allegations may not have been so significant as to conclude dismissal for gross misconduct, even though elements of allegations were proven.

**12.5** The highest category is 113 unsubstantiated (allegations) of which presents a dilemma for both the LADO and the employer as it does not imply guilt or innocence. This leaves unanswered questions and possibly an on-going risk that will need to be monitored over time. The Service helped stakeholders when a member of staff was subject to several allegations which concluded as unsubstantiated in identifying patterns of concern, particularly if they moved settings. In such situations, the LADO ensures relevant sharing

of information within appropriate safeguarding and data-sharing procedures with the DBS.

**12.6** The Service has the option to hold an Evaluation Meeting where an unsubstantiated allegation can be further debated with a decision being reached on the balance of probability rather than beyond all reasonable doubt. These offer an additional quality and assurance role offered by the Service. Within this reporting period the Service has convened 11 Evaluation meetings and 10 professional's meetings.

**12.7** The Service acknowledges members of staff being subject to allegations can be stressful for them and the employer. When the outcome of an allegation is unfounded, false or malicious there is some recompense, but the impact should never be underestimated. Whilst the numbers are low in these categories the consequences may be felt for some time after.

**12.8** The Service undertook 365 checks on potential foster carers and re-checks on current carers which assists our partners in safer recruitment.

### **13. Key Themes and Conclusions**

**13.1** The County LADO Service has been through several significant changes. However, it remained a busy service throughout but clearly had a period of instability seeing a 44% reduction in cases progressed.

**13.2** It was acknowledged there are several variables that may explain the reduction in referrals across the Service. Threshold, particularly around the wider children's workforce, varied and processes within the Service were introduced/amended alongside changes in management and oversight to embed more consistency. Whilst Kent can be accountable for the staffing capacity it is believed new stringent systems could have made it harder for employers to refer cases across. However, the challenge to this needs to be around employers understanding their role within allegation management and the importance and accountability on them to refer concerns relating to their members of staff. As part of the Change for Kent Childrens Programme the Service increased its establishment by a further full time LADO post.

**13.3** The Service continues to deliver awareness raising/training, forging links with various sectors and responding to additional requests into the service such as Ofsted Notifications. If children in Kent are to remain protected and staff are to work safely within the parameters of both expected conduct and professional vulnerability, employers need to ensure both awareness of professional expectations for safe working practice and systems and employers following safer recruitment procedures. The Service strives to ensure it is visible and accessible to its stakeholders.

**13.4** It is pleasing to say the threshold and stability of the service is now strengthened and stabilising. As all practice evolves and changes over time progression of cases are considered alongside threshold, justification and proportionality. Data will be tracked and audited to ensure the Service is making the correct decisions at the first point of referral. The introduction of the Childrens Autonomy Portal for the referral form is hoped to have a

positive impact on referral rates. Alongside this the potential for the Service to have an electronic statistical reporting system will help to track and analyse data over the next reporting year. Keeping a record of referrals submitted to the Service which are not then progressed by the LADO and reasons for this is important. It is believed some of the cases that have not progressed to the LADO were with due consideration around proportionality and justification. The LADOs continue to ensure involvement with the Service is necessary and based on safeguarding and risk analysis. To be able to report back on numbers of referrals made and numbers of referrals progressed will provide a clear picture to Kent and our stakeholders.

**13.5** The Service responded to verbal feedback to both the LADOs and the Manager addressing the potential reluctance of some professionals in referring without the ability to speak direct to a LADO first. Most of this feedback came from Education and Early Year Nursery settings. Employers who had developed trusted relationships with LADOs and who were used to ringing or emailing concerns for advice appeared to be struggling with the process of submitting a referral form in the first instance. This does not feature as highly in discussions now with employers, but it is something the Service is mindful of and wishes to address. Therefore, the enquiries process was introduced to be able to respond to need and help reassure employers around the process. It is acknowledged referring a member of staff for allegation management is a highly stressful time and sometimes just being able to talk it through helps. Reporting will also be available on the number of enquiries the LADO Enquiries Officers have undertaken and whether they progressed to referrals or for example led to signposting elsewhere or no further action.

**13.6** Positive Ofsted Feedback was received in January 2019 whereby the Inspectors liked the LADO process and structure, the clear recording of safeguarding of children, welfare support for staff, following cases to the outcome and advising on lessons learnt.

The Service introduced a feedback form which is sent out for all cases and this data will be used to help develop and learn from stakeholders around the responses and support they received from the LADOs. Feedback forms received to date from stakeholders are positive.

**13.7** The Service is fortunate to be robustly supported by two Contact & Referral Officers who are the first point of contact any referrer would have with the Service. Work was undertaken over the past 8 months to clarify their role with referrers. The Contact & Referral Officers are extremely efficient and helpful but were sometimes being mistaken for LADOs. This, on occasion, led to confusion over next steps and a belief that information was shared and no further action was necessary from the referrer. The role they play is invaluable to the Service and is unique to Kent helping the referral process into the Service run in a timely and efficient manner.

**13.8** KSCB Need to Know training continued to be delivered to multi agency partners and the Service continued to respond to bespoke overview sessions of the LADO role/expectations. Allegation management training for local district teams remained in place and is on a rolling programme. There are

established management meetings with key stakeholders - Police, Fostering, Front Door, Transport, The Education People (EY & Schools). Alongside this the LADO feedback via 'lessons learnt' are impacting on managing risk, referrals into the service and overall understanding of allegation management. The development of lead roles amongst the LADOs is in place to enhance networking and knowledge e.g. Adolescent Mental Health, Early Years.

**13.9** A new auditing process is about to be launched which will help with consistency and standards from the Service. It is an exciting time for the Service to be able to focus on enhancing knowledge, practice and relationships with stakeholders. It is also a good point to revisit how the service supports stakeholders with 'lessons learnt' and the role out of the Evaluation Meetings across sectors where appropriate. The audit and quality assurance role for the LADO will be strengthened over the next 12 months and hopefully have a positive impact for both the Service and our stakeholders.

**13.10** As with last year there remains a continuing frustration at the length of time taken for completion of criminal investigations which can leave professional staff suspended and employers (and employees) in limbo for months whilst cases are being progressed even at the most basic level. The Service work with and challenge local officers and their seniors to address where delays are evident, but frequently, additional lag results from processes beyond local police teams (with the CPS and courts). LADO's use their professional judgement and authority to challenge delay at every level wherever possible.

**13.11** The data in this report shows a similar pattern to last year in the spread of allegations made within the with children's workforce. Whereas traditionally in Kent the majority referrals would have been received from Education it is pleasing to see this is balancing out with the wider workforce along with a small increase within the Early Years sector. The nature of the allegations remains proportionately high for physical harm and interventions. This may be a result of the hazards professionals face when working within the children's workforce. However, the Service is challenging where necessary especially around the use of physical force and cultures within settings. As reported earlier the allegations that have an unsubstantiated outcome leave a vulnerability around potential risk. It would be positive to see a reduction in this outcome category over the next 12 months. LADOs certainly talk through the impact of such outcomes with employers and what steps would need to be taken if it is the only conclusion.

**13.12** It is evidenced by the allegation statistics as provided in this report that Kent's children continue to be heard when concerns are raised, and allegations and complaints are taken seriously and investigated appropriately in line with guidance and procedure. The report also demonstrates Kent's wider children's' workforce has an increased knowledge of the role of the LADO borne out by consistent referrals form the wider workforce sectors.

## 14. RECOMMENDATIONS

1. Development of quarterly management meetings with colleagues in the **Disabled Childrens Service** to review referrals, analyse data and highlight themes and or practice matters to be addressed. The role of the lead LADO in this field will be able to support and offer bespoke training when appropriate both to the Disabled Childrens Service and to the settings commissioned for our children and young people to enhance allegation management and strengthen safer recruitment.
2. The County LADO Manager intends to join the **National LADO** Networking Group to represent Kent and the South East whilst keeping abreast of National objectives. If part of the National group, it may be that Kent is asked to host a future National LADO Conference.
3. The County LADO Manager will, over the next 12 months, review links to **all faith groups**, including development of links to Mosques and Gurdwaras and ensure that LADO information and procedures are accessible to diverse groups (including voluntary services).
4. A **rolling programme of LADO updates** to the integrated children's services that will include disabled children's services will be scheduled by the end of the Summer 2019.
5. The County LADO Manager will, over the next 12 months, improve relationships with the **Health Service** and understanding of allegation management within the various departments under health. It is hoped management meetings can be established to encourage review and scrutiny of data and themes.
6. LADO led Strategy Discussions/**Position of Trust Meetings** to be signed off by senior management and implementation to begin prior to the end of 2019.
7. It is hoped by 2020 that all cases/concerns and referrals will be recorded on the **electronic system** (Liberi/Liquid Logic) initiating from the Childrens Autonomy Portal referral process. This will then aid access to data reports being available for the service and provide vital figures available for analysis.
8. Strengthening and review of **KCC Foster Carer allegations** process and learning. Update of process and guidance around referrals and evaluation meetings by Autumn 2019. Rolling programme of LADO need to know sessions to Fostering Teams to be agreed for the next 12 months. Establishing management meetings with Fostering service in order to continue with oversight of service allegations by Summer 2019.
9. **Contacts** into the service will be tracked to be able to report in the next annual report how busy the service remains to be and how many contacts did not result in a case being progressed by the LADO or in the referrer submitting a referral.
10. **Quality Assurance Auditing Framework** will be implemented Summer 2019 and the Service will be part of the process and undertaking peer to peer audits.

**Ali Watling (County LADO Manager)**

**Statistical data provided by Emma Cumberbatch (Contact & Referral Officer)**

**June 2019**