LEICESTER SAFEGUARDING CHILDREN PARTNERSHIP

Leicester Safeguarding Children Partnership

WORKING TOGETHER TO KEEP CHILDREN SAFE

YEARLY REPORT 2025 - 2026

Foreword

The child protection and early help landscape continues to evolve, with the Families First Partnership (FFP) a year into its two-year implementation programme. This is an exciting opportunity to reset the way services are delivered and how agencies and practitioners engage children and families. The programme is underpinned by principles and values of whole family working and developing multi-disciplinary teams who contribute to a team around the family.

The SEND Reform is in progress, and changes are imminent as a result of the Children's Wellbeing and Schools Act 2026 and the Crime and Policing Act 2026, with the aim of strengthening practice around different cohorts of children and young people, including care leavers, those affected by child sexual abuse and child criminal exploitation.

These reforms and changes in legislation will have an effect on multi-agency working nationally and locally. We, the local Safeguarding Children Partners, have a responsibility to support and guide the local workforce through this period of change, acknowledging the context of increased demand and challenging workloads. We thank them for their continued dedication and commitment to local children and young people.

In 2025-26, the Safeguarding Children Partnership of Leicester, alongside the Leicestershire and Rutland Safeguarding Children Partnership (LRSCP), have implemented and embedded our own significant changes to structure and processes. These have led to improvements to quality assurance, scrutiny, communication and engagement arrangements. This has, in turn, led to encouraging and impactful feedback about our work at both a strategic and practice level, with the Leicestershire Joint Targeted Area Inspection recognising the commitment to support local children affected by child sexual abuse, and at an operational level with positive responses to our training events and learning and development resources.

We are pleased to present this report of the Leicester Safeguarding Children Partnership (LSCP) that covers the period from 1st April 2025 to 31st March 2026.

The Safeguarding Partners for Leicester

Key Achievements in 2025-26	Key Challenges in 2025-26
• Significant amount of work completed around child sexual abuse and the progress made reflected in the positive result of the Leicestershire Joint Targeted Area Inspection • Changes implemented to the subgroup structure have had a positive impact on understanding of quality assurance and service improvement, with an increased number of multi-agency audits completed in 2025-26, enhancing the picture around key safeguarding themes • Two Young Scrutineers have been recruited to work alongside the Adult Independent Scrutineer, strengthening the commitment to ensuring that the voices and lived experiences of children and young people are at the heart of everything the Partnerships do • Continued timely implementation of learning resulting from national reviews, published by the Child Safeguarding Practice Review Panel, and out of area reviews	• Changes resulting from national reforms, whilst positive, are requiring a lot of local changes which is challenging in terms of timescales and resources required • There is a need to ensure the Partnership remains stable in the context of wider changes, such as the Local Government Reorganisation • Significant and notable increase in demand at the front door across all three Local Authorities (Leicester, Leicestershire and Rutland) and, therefore, there has been a significant demand in multi-agency meetings, with rises in strategy discussions, Section 47s, Initial Child Protection Conferences and Review Child Protection Conferences

Observations from our Independent Scrutineer

During 2025-26, I have continued to provide independent scrutiny, constructive challenge, assurance and support to the Leicester Safeguarding Children Partnership. My focus has been on testing whether the local multi-agency safeguarding arrangements are effective, whether partners are working together with sufficient pace and impact, and whether the voice and lived experience of children and families are influencing strategic decision-making.

This year, the Partnership has shown clear evidence of strengthening its governance and quality assurance arrangements. The revised subgroup structure, including the introduction of separate Performance and Audit Groups, has improved its ability to understand practice, identify themes and translate learning into action. It has also supported a more focused approach to assurance, enabling partners to consider quantitative data alongside qualitative evidence from audits, reviews and practitioner feedback.

There have also been notable strengths during the year. The Partnership's work on child sexual abuse has been particularly significant, bringing together learning from local reviews, multi-agency audit activity, the NSPCC system-wide snapshot and the Leicestershire Joint Targeted Area Inspection to inform strategic planning and workforce development. The positive findings from the Joint Targeted Area Inspection reflected strong local commitment, skilled frontline practice and effective multi-agency leadership. The challenge now is to sustain this momentum and ensure that the emerging strategy, training offer and pathways lead to consistent practice across all agencies.

As Independent Scrutineer, I have observed the Partnership's continued focus on learning from reviews, national evidence and inspection findings. There is a clear commitment to embedding learning in practice through briefings, procedures, training and assurance activity. Work on neglect, safeguarding children with chronic health needs, safer sleep, belonging and harm outside the home demonstrates the breadth of the Partnership's safeguarding agenda and its willingness to respond to both local and national learning.

Another important development has been the Partnership's strengthened commitment to hearing from children, young people and families. The establishment of the Communication and Engagement Group and the recruitment of Young Scrutineers are important steps in ensuring that scrutiny is informed not only by professionals, but also by those who experience services. This work should continue to develop so that the voices of children and families are visible in priority-setting, audit activity, service improvement and the evaluation of impact.

Alongside these strengths, there remain areas requiring continued attention. Increased demand across the front door, child protection processes and multi-agency meetings has placed pressure on agencies and practitioners. At the same time, the implementation of national reforms, including the Families First Partnership programme, SEND reform and legislative change, is creating further complexity. The Partnership will need to maintain oversight of the impact of these changes, particularly in relation to thresholds, information sharing, workforce capacity and the consistency of multi-agency decision-making.

This wider context is compounded by ongoing organisational change across partner agencies and sustained budgetary pressures. The impact of these pressures should be kept under close review, particularly in relation to capacity, partnership resilience and the ability to sustain improvement activity.

In response, I have worked closely throughout the year with the Independent Chair of the Leicester Safeguarding Adults Board. This has supported a more joined-up approach to scrutiny in two key areas: understanding the impact of partnership budget pressures and progressing work on transitional safeguarding.

Looking ahead to 2026-27, the Partnership should maintain its focus on evidencing impact. This means demonstrating how learning from scrutiny, audit, reviews and inspection leads to measurable improvements in practice and outcomes for children. Particular attention should be given to the implementation of the Child Sexual Abuse Strategy, the response to child protection demand, the effectiveness of the refreshed assurance arrangements, and the extent to which children's voices are influencing change.

Overall, the Partnership has made positive progress during 2025-26. It has shown openness to challenge, a willingness to adapt its arrangements and a clear commitment to learning and improvement. Continued independent scrutiny, strengthened by the contribution of Young Scrutineers, will support partners to maintain this focus, challenge each other constructively and ensure that safeguarding arrangements make a demonstrable difference to children and families in Leicester.

Amanda Boodhoo

Independent Scrutineer

Area profile

Local Context

During 2021 Leicester's population reached nearly 370,000 and Leicester was noted as the most densely populated local authority area across the East Midlands (Office of National Statistics, 2022) [1]. It is home to around 36 people per football pitch-sized piece of land.

Office of National Statistics, 2022

According to the Office of National Statistics in the 2021 census around 213,600 Leicester residents said they were born in England and this represented 57.9% of the local population. The 5 most common countries of birth for the population of Leicester in 2021 were England, India, South and Eastern Africa (other than Kenya, Somalia, South Africa and Zimbabwe), Poland, and Kenya.

In 2021, 43.4% of usual residents in Leicester identified their ethnic group as Asian, Asian British or Asian Welsh followed by 40.9% who identified themselves as White, 7.8% as Black, Black British, Black Welsh, Caribbean or African, 4.1% as Other ethnic groups and 3.8% as Mixed or Multiple Ethnic Groups (Office of National Statistics, 2022) .

At the end of 2024-25 the population of 0–17-year-olds in Leicester was 88,725. The Spring (January 2024) School Census recorded at least 182 languages spoken by children in schools across Leicester whilst the Spring (January 2025) School Census recorded 48.4% of school children in Leicester as Asian / Asian British, 28.2% as White / White British, 10.9% as Black / Black British, and 8.2% as Mixed.

[1] Office of National Statistics (2022) How the population changed in Leicester: Census 2021 https://www.ons.gov.uk/visualisations/censusareachanges/E06000016/

The Partnership

The Leicester Safeguarding Children Partnership (LRSCP) brings together organisations across the city of Leicester with a vision.

Our vision is for children and young people in Leicester to be safe, well and achieve their full potential.

The local Safeguarding Children Partnership was established in 2019 to oversee the multi-agency safeguarding children arrangements under the Children Act 2004, as amended by the Children and Social Work Act 2017.

Multi-agency safeguarding arrangements should be based on Local Authority areas. Arrangements can cover two or more local authority boundaries by agreement. As the Leicester Safeguarding Children Partnership shares a number of partners with the Leicestershire & Rutland Safeguarding Children Partnership, joint Leicester, Leicestershire & Rutland Multi-Agency Safeguarding Arrangements (MASA) are published.

Our principles and aims across Leicester, Leicestershire & Rutland are:

- for clear accountability
- for clear and demonstrable influence
- for equitable and fair contributions from all partners

Partnership Governance

Amendments made by the Children and Social Work Act 2017 to the Children Act 2004 placed duties on Police, Integrated Care Boards (ICBs), and Local Authorities, as statutory safeguarding partners. Safeguarding partners are under a duty to make arrangements to work together, and with other partners locally, to safeguard and promote the welfare of all children in their area.

As set out in Working Together to Safeguard Children 2026, statutory guidance published by the Department for Education (DfE), each safeguarding partner identifies a Lead Safeguarding Partner (LSP) and a Delegated Safeguarding Partner (DSP).[2]

The membership of the Leicester Safeguarding Children Partnership comprises of Safeguarding Partners and other relevant agencies, including Education, Health agencies, Probation and other organisations working with children.

The full membership of the Leicester Safeguarding Children Partnership can be found in Appendix 1 of the Multi-Agency Safeguarding Arrangements[3].

[2] Department for Education, Working Together 2026: A guide to multi-agency working to help, protect and promote the welfare of children, March 2026, page 29, paragraph 52 and page 31, paragraphs 60 and 61.

[3] Leicester, Leicestershire and Rutland Multi-Agency Safeguarding Arrangements (December 2024), page 13.

Partnership Chair

The Lead Safeguarding Partners appoint the role of Partnership Chair to individual Delegated Safeguarding Partners, rotating on an annual basis. Chairs and Deputy Chairs have been agreed until 2029-30 and their names are available via the Multi-Agency Safeguarding Arrangements.[4]

Scrutineers

Working Together states that "Safeguarding partners must ensure that there are arrangements for effective independent scrutiny in place for their local area."[5] Leicester and Leicestershire & Rutland Safeguarding Children Partnerships jointly commission an Independent Scrutineer and Young Scrutineers. More information about the Young Scrutineers is included later in the Yearly Report.

Updates to published arrangements

In line with Working Together 2026, updates to the Multi-Agency Safeguarding Arrangements are required when there are key changes, such as changes to the Lead Safeguarding Partners, or the list of relevant agencies. Updates are sent to the Department for Education.[6] In 2025-26, updates were implemented to reflect:

- The change of Lead Safeguarding Partner for the Integrated Care Board, Police and Leicestershire Local Authority
- The change of Delegated Safeguarding Partner for the Police, Rutland Local Authority and Leicestershire Local Authority
- The changes to the subgroup structure (further detail provided later in the report).

Yearly Report

Working Together 2026 states that "Safeguarding partners must jointly report on the activity they have undertaken in a 12-month period".[7] This Yearly Report fulfils this requirement.

Purpose of the Partnership

In line with Working Together to Safeguard Children 2026:[8]

The purpose of multi-agency safeguarding arrangements is to ensure that, at a local level, organisations and agencies are clear about how they will work together to safeguard all children and promote their welfare. This means:

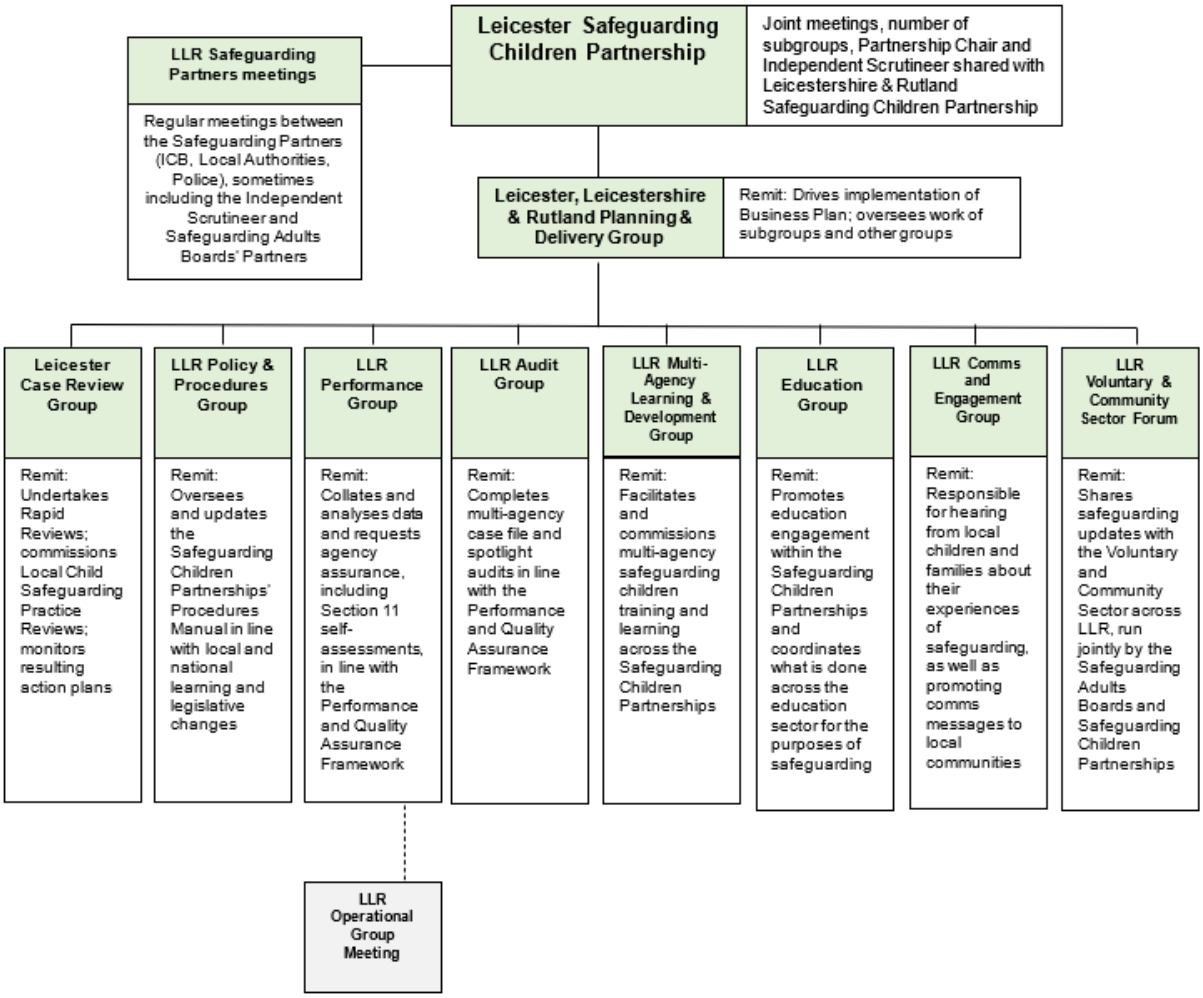
- there is a clear, shared vision for how to improve outcomes for children locally across all levels of need and all types of harm

[4] Leicester, Leicestershire and Rutland Multi-Agency Safeguarding Arrangements (December 2024), page 8.
[5] Working Together 2026, page 39, paragraph 95.
[6] Working Together 2026, page 43, paragraph 111.
[7] Working Together 2026, page 43, paragraph 112.
[8] Working Together 2026, page 27, paragraph 44.

- when a child is identified as suffering or likely to suffer significant harm there is a prompt, appropriate and effective response to ensure the protection and support of the child
- organisations and agencies are challenged appropriately, effectively holding one another to account
- the voice of children and families combined with the knowledge of experienced practitioners and insights from data, provides a greater understanding of the areas of strength and/or improvement within arrangements and practice
- information is sought, analysed, shared, and broken down by protected characteristics to facilitate more accurate and timely decision-making for children and families, and through this the identification of groups of children who may be disproportionately over- or under-represented in services, to understand outcomes for different communities of children
- effective collection, sharing and analysis of data enables early identification of new safeguarding risks, issues, emerging threats, and joined-up responses across relevant agencies, including the identification of groups of children who may be disproportionately over- or under-represented in services, so that services are adapted to address these issues
- senior leaders promote and embed a learning culture which supports local services to become more reflective and implement changes to practice
- senior leaders have a good knowledge and understanding about the quality of local practice and its impact on children and families

Partnership structure

The structure chart below demonstrates the governance of the Partnership and its subgroups.



Delegated Safeguarding Partners attend the Safeguarding Partners meeting. This meeting considers shared matters of governance, funding, and sharing intelligence as well as setting the forward agenda for meetings of the Safeguarding Children Partnerships. The Independent Scrutineer and Business Managers are invited to these meetings, where appropriate. Up to half of these meetings are joint with the statutory partners of the local Safeguarding Adults Boards (SABs) and their Independent Chair is invited to join these meetings, where appropriate.

Representatives from the Safeguarding Partner agencies form the Planning & Delivery Group, with chairing duties rotating through the membership. This group drives implementation of the Partnerships' Business Plans; scrutinises and responds to multi-agency safeguarding performance and assurance; has oversight of learning from reviews; oversees work of the Partnerships' subgroups; and agrees learning and development arrangements.

Statutory Safeguarding Partner representatives also chair several subgroups. The Safeguarding Partners are accountable for decisions regarding Rapid Reviews and whether to proceed to Local Child Safeguarding Practice Reviews.

Further information about the subgroups of the Safeguarding Children Partnerships is available throughout the Yearly Report.

The engagement of all partners, at a Partnership and subgroup level, is monitored. If a partner agency does not attend a number of meetings, this is escalated to the Chair of the group. If the matter remains unresolved, it is further escalated to the statutory Safeguarding Partners.

Representation of Education sector

Strategic level

For many years, the Leicester Safeguarding Children Partnership has included representatives on its membership from primary schools, secondary schools and further education from the local authority area.

The Chair of the Education Subgroup now also sits on the Safeguarding Children Partnership and, when required, joins the Delegated Safeguarding Partners at the meeting of Safeguarding Partners.

Operational level

2025-26 saw the first full year of the running of the Education Group. The formation of the Education Group recognised that all local schools (including independent schools, academies, and free schools), colleges, early years and childcare settings, and other educational providers (including alternative provision) are relevant agencies for the purpose of our Multi-Agency Safeguarding Arrangements. They are included in the local safeguarding arrangements through this subgroup, which promotes education engagement within the Safeguarding Children Partnerships and coordinates what is done across the education sector for the purposes of safeguarding.

Safeguarding themes discussed by the group in 2025-26 covered self-harm and suicide, including support for local children and young people during school holidays; the effect of the Netflix Adolescence TV drama, including the production of guidance and an emoji guide for schools; and the key findings from Warrington Safeguarding Children Partnership's 'Scarlett' Local Child Safeguarding Practice Review, including work on managed moves.

Presentations were also delivered to the Education Group by the Violence Reduction Network, regarding the assets they have, including Live Safe, the School's Network and the Prevention Panels, and Project Echo. This is run by Safelives alongside Living Without Abuse and puts the voices of survivors at the heart of local responses to domestic abuse.

The membership of the Education Group has grown throughout 2025-26. The group continues to strengthen its identity and deepen its understanding of the diverse educational settings it represents, as well as the safeguarding challenges these settings encounter.

Moving forwards, the aim is to increase the group's breadth and reach, with the intention of including more representation from secondary schools, early years, post 16 provisions and virtual schools. Also, the Education Group will discuss the Operation Encompass changes implemented in 2025-26. Operation Encompass aims to directly connect Police and Schools, to secure better outcomes for children living with domestic abuse. Schools have raised issues and questions about the information now provided in notifications.

In addition to the Education Group, representatives from the Leicester City Council Education department are standing members on other subgroups, including the Case Review Group, Multi-Agency Learning and Development Group, Audit Group, and Performance Group. They support the Safeguarding Board Office in requesting Rapid Review responses and audit information.

Interface with other local strategic boards

The interface between the Safeguarding Children Partnerships and other local strategic boards ensures assurance and joint work, where appropriate.

The Safeguarding Children Partnerships:

- Receive the Annual Report of the Child Death Overview Panel (CDOP). In 2025-26, the Partnerships were also presented with the results of their Thematic Review into Suicide and Self-Inflicted Harm in children and young people.
- Are provided with annual updates, within dedicated agenda items in meetings, from Domestic Abuse Boards and the Adolescence Safety and Diversion (ASD) Board. The ASD Board sits under the Strategic Partnership Board (SPB) and works to prevent and reduce involvement in violence through safeguarding, early intervention and diversion.
- Work with the Safeguarding Adults Boards (SABs) to agree joint priority areas of business. As a result, the 2025-2027 business plans for both the SABs and the Partnerships included an objective to jointly develop multi-

agency Leicester, Leicestershire and Rutland transitional safeguarding policy or practice guidance.

Financial breakdown and value for money

The work of the Safeguarding Children Partnership is supported by the Leicester Safeguarding Board Office that also supports the Leicester Safeguarding Adults Board. The Safeguarding Children Partnership is funded by contributions from its partners.

The contributions from partners for the Leicester Safeguarding Children Partnership for 2025-26 can be seen below:

	2025-26
Leicester City Council	£128,800
Leicestershire Police	£51,850
Leicester, Leicestershire & Rutland Integrated Care Board (LLR ICB)	£53,030
Probation	£2,192
Training Income (our share)	£2,425
Total income for SCP	**£235,872**

Expenditure for the Safeguarding Children Partnership was as follows:

	2025-26
Staffing	£190,368
Independent Scrutineer	£13,439
Multi-Agency Learning & Development	£5,000
Communication and Engagement	£980
Performance and Data	£0
Multi-Agency Audits	£0
Policy & Procedures	£3,697
Education Group	£0
Voluntary & Community Forum	£0
Case Reviews	£6,875
Membership Fees	£750
Other	£299
Total Expenditure	**£221,408**

Progress against statutory guidance

Review of use of restraint in secure establishments

Working Together 2026 states that "Where there is a secure establishment in a local area, safeguarding partners should undertake a review to assure themselves of the appropriate use of restraint within the secure establishment and include the outcomes of the review in the Annual Report."[9]

There are no Youth Custody homes within the local authority areas but those which are in the region which house young people from the area will be required to report on arrangements as and when necessary.

Implementation of changes set out in statutory guidance

Working Together 2026

In March 2026, the Department for Education (DfE) published a new edition of its statutory guidance, Working Together to Safeguard Children. Working Together 2026 replaced Working Together 2023. This guidance applies to all organisations and agencies in England who have functions relating to children and sets out the governance for Safeguarding Children Partnerships.

The NSPCC highlighted that the key changes in the 2026 edition include updates around:

- identifying, understanding and challenging racism and discrimination
- recognising the specific needs and experiences of babies
- understanding the impact of domestic abuse on children and families
- consideration of children experiencing simultaneous harms or multiple harms
- strengthened inclusion of children in care
- the link between online harm and harm experienced in person.[10]

Locally, the Leicester and Leicestershire & Rutland Safeguarding Children Partnerships are in the process of updating their Multi-Agency Safeguarding Arrangements, multi-agency procedures and learning and development resources in line with this updated statutory guidance.

Children's Social Care reforms

In 2023, reforms to Children's Social Care began, supported by the Stable Homes, Built on Love strategy. The implementation of the reforms continues, as set out in the Keeping Children Safe, Helping Families Thrive policy paper, published in November 2024, and the Children's Wellbeing and Schools Act 2026. The reforms are designed

[9] Working Together 2026, page 44, paragraph 114.
[10] NSPCC, "Working together to safeguard children 2026: summary of changes" CASPAR briefing, March 2026, https://learning.nspcc.org.uk/research-resources/2026/working-together-to-safeguard-children-2026-summary-of-changes.

to shift the balance of children's social care away from late intervention – child protection and the care system – towards early intervention.[11]

Families First Partnership (FFP) programme

Families First Partnership is the name given by the Department for Education to the national programme of reforms across Children's Social Care. Locally, agencies have been working towards the delivery expectations for safeguarding partners set out in the Families First Partnership (FFP) Programme Guide, published in March 2025.[12] This Year 1 Guide supported the first wave of reforms. The expectation set out in the guidance was that, in 2025-2026, ongoing business as usual service delivery would take place alongside transformational activity. The Families First Partnership (FFP) Programme Guide was updated in March 2026 to set out what should happen in Year 2, 2026-27.

Locally, it has been acknowledged that, for both Police and Health, there is the additional challenge of needing to work in partnership with the three different Local Authorities of the sub region. To assist the process, a Clinical Lead from Health and a Detective Inspector from Leicestershire Police have been seconded to the three Local Authorities to support the programme.

During the implementation, local conferences are being held, led by the statutory safeguarding partners – Children's Social Care, Police, Health and Education – to inform the wider partnership of the progress being made. The November 2025 conference saw representatives from across the Voluntary and Community sector, District Councils, Public Health, CAMHS, Healthy Together, Integrated Care Board, Police, Probation, local authority services, Safeguarding Partnership, and Education Services.

The key pillars of the government's programme of reform are: Family Help, Multi-Agency Child Protection Teams, and Family Networks. The diagram below presents the Government's vision for the reformed system:[13]

[11] See Community Care Inform Children: https://www.ccinform.co.uk/practice-guidance/childrens-social-care-reforms/.
[12] Department for Education, The Families First Partnership (FFP) Programme Guide: Delivery expectations for statutory safeguarding partners in England, March 2025 (Year 1).
[13] Department for Education, The Families First Partnership (FFP) Programme Guide: Delivery expectations for statutory safeguarding partners in England: Year 2 (2026 to 2027), March 2026, page 8.

*FGDM = Family Group Decision Making and FNSP = Family Network Support Packages

There is a deadline of March 2027 for full implementation of the changes.

In Leicester, work has been underway since 2025, focused on the three core pillars:

Family Help

What Leicester has done

- Following co-design with 60 representatives from health, police, education, the voluntary and community sector, a locality-based Family Help model has been developed, moving away from centrally delivered services.
- A pilot of the Family Help model has been running in the south cluster since November 2025.

What Leicester is planning

- The learning from the pilot is informing the wider rollout of Family Help in the remaining five clusters within the city.
- Wider rollout has begun with completion exptected by end November 2026
- Planning to fully test model with LCPP in place in pilot cluster from October 2026

Multi-Agency Child Protection Team (MACPT)

What Leicester has done

- Multi-agency strategic discussions across the Leicester, Leicestershire and Rutland footprint have been underway to begin to shape expectations around a Multi-Agency Child Protection Team.
- A workshop was held in January 2026 to begin to define the future model and understand the resources required to implement a model that meets each area's local needs.

What Leicester is planning

- Following the initial strategic visioning workshop, further work is underway to refine the models discussed, enabling a robust SWOT analysis to inform a partnership wide decision on the preferred direction of travel.
- Leicester, Leicestershire and Rutland outline model will be agreed Spring 2026 and be piloted from Summer 2026 in Leicesterhsire and Rutland. Learning will be shared to inform Leicester implementation by March 2027.

Family Group Decision Making

What Leicester has done

- Family network meetings are already well-established in child protection, pre-proceedings and court work, with growing use in kinship assessments, adolescent cases and placement stability.
- Signs of Safety provides a shared practice framework for safety planning.
- There is a leadership commitment to making Family Group Decision Making a mandatory offer for all families receiving support.

What Leicester is planning

- Investment is being made within Leicester's family therapy team to support expansion of the Family Group Decision Making offer. This will support fully embedded, system wide approach accessible across Early Help, Family Help, Child Protection, PLO, court proceedings and reunification.

Moving forwards

It will be ensured that there are links between the Families First Partnership programme across Leicester, Leicestershire and Rutland and the Safeguarding Children Partnerships' Multi-Agency Learning and Development Group so that any system changes can be reflected in training, including how to access services. Any training requirements that are multi-agency can be delivered, where appropriate, through the subgroup.

Best Start in Life Family Hubs

The government's Best Start in Life campaign, delivered by the Department for Education and the Department for Health and Social Care, aims to help break down barriers to opportunity for every family, supporting parents and children from pregnancy through to age five and beyond. "Giving every child the best start in life" is the government's strategy for improving child health and development and meeting the ambition that 75% of 5-year-olds in England have a good level of development by 2028.[14]

In line with Best Start in Life, Family Hubs can help families access a wide range of support. A Family Hub is not a single service; it is a group of services working together to make sure the right person with the appropriate skills offers their support.

There are 12 Best Start Family Hubs across the city all offering activities, courses, information and support to families. They provide a range of services that support parents and carers to give their child the best start in life.

Five to Thrive

Five to Thrive is an evidence-based model, which supports healthy brain development in children, fostering secure attachment and resilience. It promotes safety, connection, and co-regulation, helping practitioners recognise their role as a vital resource for families. The approach also encourages shared language and collaboration across services.

Leicestershire County Council's Children and Family Services are leading a three-year project to embed Five to Thrive and Trauma-Informed Practice (TIP) across Leicester, Leicestershire and Rutland. Nearly 200 practitioners have already been trained, with Education and Early Years being prioritised in 2025-26. Health and Midwifery will be the focus in 2026-27.

Children's Wellbeing and Schools Act

It is acknowledged that the Children's Wellbeing and Schools Act 2026 will lead to significant changes in different areas.[15] For example, the role of Local Authorities around safeguarding and supporting home educated children is due to increase, in light of the new duties and responsibilities to be introduced through the Act. This includes the creation of a Children not in School Register. Also, the Act will set out changes in corporate parenting responsibility for services wider than Children's

[14] See UK Government, "Best Start in Life: 2025 campaign toolkit", October 2025, pages 4 and 5.
[15] The Children's Wellbeing and Schools Bill was proposed in 2024 – see https://educationhub.blog.gov.uk/2024/12/the-childrens-wellbeing-bill-what-parents-need-to-know/. The resulting Act became law in April 2026.

Social Care.[16] These national changes will inform any required changes to local policies and procedures, and training requirements will be considered.

Crime and Policing Act

The Crime and Policing Act 2026 will bring in numerous elements linked to the protection of children, implementing recommendations from the Independent Inquiry into Child Sexual Abuse, including by introducing a new duty to report child sexual abuse, and creating new offences of cuckooing and child criminal exploitation.[17] These national changes will inform any required changes to local policies and procedures and training requirements will be considered.

SEND Reform

In February 2026, the government published the Schools White Paper, titled "Every Child Achieving and Thriving". Subsequently, the Department for Education published "SEND reform: putting children and young people first" and plans to reform the special educational needs and disabilities (SEND) system in England.[18] The changes aim to improve help and support for children and young people with SEND across the 0 to 25 years system.

Locally, Education teams are considering the resource and capacity implications, the range of pastoral needs which schools have to respond to, and the logistical and strategy challenges. In October 2025, each Local Authority delivered SEND Assurance reports to the Safeguarding Children Partnerships to set out the current picture.

Local Government Reorganisation

The new councils, which will be formed as a result of the Local Government Reorganisation, are due to come into effect in April 2028. All 10 local councils (Leicestershire County Council, Leicester City Council, Rutland County Council, Borough and District Councils) are already working together on the transition.

Recent Inspections

[16] Department for Education, Children's Wellbeing and Schools Bill 2024: Policy Summary Notes, January 2026.
[17] The Crime and Policing Bill was proposed in 2025. The resulting Act became law in April 2026 – https://www.gov.uk/government/collections/crime-and-policing-act-2026.
[18] See https://www.gov.uk/government/publications/every-child-achieving-and-thriving/every-child-achieving-and-thriving-html-version and https://www.gov.uk/government/consultations/send-reform-putting-children-and-young-people-first/send-reform-putting-children-and-young-people-first-html-version.

Joint Targeted Area Inspection (JTAI)

Joint Targeted Area Inspections (JTAIs) are carried out under section 20 of the Children Act 2004. Working Together 2026 notes that "Safeguarding partners are inspected at a single agency level by their respective inspectorates; Ofsted, His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) and Care Quality Commission (CQC). These inspectorates, along with HMI Probation, also jointly inspect and report on the impact of local multi-agency safeguarding arrangements through the joint targeted area inspection (JTAI) programme."[19] Each JTAI cycle looks at a different theme relevant to multi-agency working.

In November 2025, it was confirmed that Leicestershire would be subject to a Joint Targeted Area Inspection on the theme of Child Sexual Abuse within the family environment.[20]

This was a three-week process, with inspectors from Ofsted for the Local Authority, the CQC for Health, HMICFRS for Police and HMI Probation for Probation on site for a week in December 2025. In order to evaluate children's experiences, inspectors carried out case sampling and tracking and observations of practice. They spoke with staff and children, young people and families. The inspectors requested information from individual agencies and reviewed case related documents, as well as performance and management information.

The Safeguarding Children Partnership supported partners in this process, submitting documentation as required and the Independent Scrutineer meeting with inspectors.

The Joint Targeted Area Inspection results letter was published on 12.02.26. The Partnership was praised, with the report highlighting robust leadership, sensitive and skilled frontline practice, effective specialist support, and a strong multi-agency commitment to keeping children safe. Inspectors also noted the proactive work already underway, including local reviews, training and a draft county wide strategy to further strengthen the response to child sexual abuse.

Partners will build on the report's suggestions, including improving early information sharing, expanding specialist therapeutic support, and increasing take-up of multi-agency Child Sexual Abuse in the Family Environment training. Progression of the Action Plan formulated as a result of the JTAI is being supported by the Safeguarding Children Partnership.

The following webpage includes the full joint statement from the partners: https://www.leicestershire.gov.uk/news/commitment-to-support-vulnerable-leicestershire-children-recognised. The full response is available on the Ofsted website here.

Probation Inspection

[19] Working Together 2026, page 39, paragraph 94.
[20] https://www.gov.uk/government/publications/joint-targeted-area-inspections-of-the-response-to-child-sexual-abuse-in-the-family-environment

Leicester, Leicestershire and Rutland had their Local Probation Delivery Unit (PDU) inspection, with the report published in May 2025. In addition, the East Midlands, as a region, then had an inspection and that report was published in August 2025. The East Midlands Inspection result was inadequate. Victim work overall was good. The public protection work was not strong enough. In both reports, the effect of the national context was acknowledged by the Chief Inspector, with the prioritising of national policy changes, linked to prison capacity, impacting on local delivery. The Safeguarding Children Partnerships received a presentation on both the East Midlands recommendations and the Leicester, Leicestershire and Rutland recommendations and the Action Plan in place.

Strengthening multi-agency collaboration

Work is taking place across Leicestershire, Leicester and Rutland to develop thinking about the use of a shared early help assessment. Previously, there was the Common Assessment Framework (CAF). Locally, there has not been a focus on this way of working for many years.

The Quick-Thinking Plan (QTP) is a 2-page document which enables any organisation to quickly capture the worries, strengths and what needs to happen for any family with lower-level issues that do not require support from Children and Family Services. The plan will demonstrate to families that they are being heard, that there is support for them, but also what they and the organisation can do to move forward. It will be useful if the needs of the family increase or escalate. The Quick-Thinking Plan will help to demonstrate what has already been tried and can avoid families having to re-tell their story.

To date, the focus has been on Leicestershire working with school-based colleagues on this approach. It has now been opened up across the Partnerships.

How feedback from children and families has informed our work and influenced service provision

The Safeguarding Children Partnerships want to have meaningful engagement with children, young people and families that makes a difference to their work. To acknowledge that engagement could be improved, two new initiatives were progressed in 2025-26 – the Communication and Engagement Group and the recruitment of two Young Scrutineers.

Communication and Engagement Group

This group is responsible for hearing from local children and families about their experiences of safeguarding, as well as promoting messages to local communities. The group's membership includes Engagement Officers, Children's Rights and Participation Team Leaders and Communications/Media Officers and the Independent Scrutineer. In the future, the Young Scrutineers will become members too (see below).

The group is working on a Strategy and has a two-year work plan, which addresses key deliverables linked to local Business Plan priorities, learning from reviews and multi-agency audits, and national learning, including from the NSPCC. To support the group's dissemination of key national messages, a Hub Relationship Manager from the NSPCC attended one of their meetings.

In 2025-26, linked to the Harm Outside the Home business priority, the group has supported promotion of Live Safe. This is a partnership initiative providing a central online hub for young people, parents/carers, and professionals across Leicester, Leicestershire, and Rutland with the main aim to empower young people (aged 10–19, but also relevant to young adults up to 25), their families, and professionals to play an active role in keeping young people safe.

A practitioner from Leicestershire Partnership NHS Trust (LPT) gave a presentation on care leavers' experiences of accessing mental health services, including the views of young people with lived experience. The group is now considering how to further support and increase communications around this cohort of young people.

Moving forwards

As a result of learning from a multi-agency audit, and in collaboration with the Safeguarding Adults Boards, the Safeguarding Children Partnerships will further promote Sarah's Law and Clare's Law to local families and communities. These are disclosure schemes, about child sex offenders and domestic violence respectively, which allow the Police to release information about previous history related to these types of abuse to provide information that could help protect people at risk and prevent further crimes.

During Safeguarding Adults Week in November 2025, which focused on "Prevention: act before abuse", the Safeguarding Adults Boards hosted a number of free online 15-minute spotlight briefings at the start of each week day, with one promoting

Clare's Law. The video of the briefing is now available on the Safeguarding Adults Boards' YouTube Channel. Information has also been shared with the Voluntary and Community Sector Forum. Work will continue over 2026-27. There will be more work to promote existing resources and ensure they are accessible across community settings.

Young Scrutineers

Leicester and Leicestershire & Rutland Safeguarding Children Partnerships have recently recruited two Young Scrutineers to work alongside the Adult Independent Scrutineer, strengthening the commitment to ensuring that the voices and lived experiences of children and young people are at the heart of everything the Partnerships do. Their role is to challenge how effectively safeguarding partners listen to, engage with, and act upon the views of children and young people.

The Young Scrutineers will:

- Attend partnership meetings to share their perspectives and help ensure priorities reflect what matters most to young people.
- Review policies, plans, and projects to ensure the voice of the child is central to decision-making.
- Contribute to reports and help present findings from their scrutiny work.
- Engage with children and young people across Leicester, Leicestershire and Rutland to gather their views and ensure these are shared with key decision-makers.
- Visit frontline services to understand how practice works on the ground and provide informed feedback for improvement.

Ongoing voice work in partner agencies

The Health and Wellbeing workers of the Teen Health 11-19 Service, which works across Leicestershire and Rutland to provide health and emotional wellbeing advice and support to children and young people aged 11-19 (25 with SEND), write all notes to the child, clearly evidencing the voice of the young person being supported.

The CAMHS Young Person's Team use several approaches to facilitate engagement and communication, such as play and alternate communication forms like written or flashcards. For young people for whom English is not their first language, interpreters are booked to ensure communication needs are met.

Further work completed during 2025-26:

- New Children's Rights and Participation Films, produced by the Leicester Rights and Participation Service and created with children and young people, were promoted by the Safeguarding Children Partnerships in the May 2025 issue of the Safeguarding Matters newsletter. The new resources were the outcome of a consultation, with the workforce and with children, around what is needed to help improve how practitioners listen, and more importantly

ensure children and young people have an influence on decisions that are made about them.

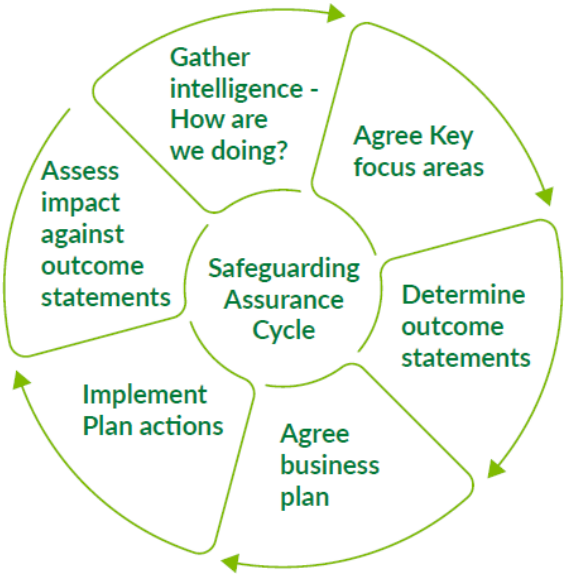
- The Safeguarding Children Partnerships supported promotion of Project Echo. This is a Leicestershire pilot project where local survivors, both adults and children, of domestic abuse are being invited to share their insight and lived experience. The project will help deliver a national blueprint for embedding child and adult domestic abuse survivors' voices in community approaches to domestic abuse. Representatives from the project have given presentations at Safeguarding Matters Live and to the Education Group.

- On 8th December 2025, during the 16 Days of Activism against gender violence, Living Without Abuse held a Survivors Voice Conference. There was a trauma focus and survivors' stories. This was promoted by the Safeguarding Children Partnerships and Safeguarding Adults Boards.

The Business Priorities of the Partnership

The Leicester Safeguarding Children Partnership worked with the Leicestershire & Rutland Safeguarding Children Partnership to identify shared priorities for the Joint Business Plan 2025-27. The two-year-plan allows time to embed the outcomes of the key deliverables and, subsequently, analyse the impact of these outcomes.

Updates on the joint business plan are provided throughout the business year to the Safeguarding Children Partnerships.



Progress on the following priorities was monitored throughout the year and assurance secured that actions were making a positive difference to the lived experience of local children and families.

Child Sexual Abuse
What we did in 2025-26: • Signed up to work with the NSPCC (funded by the Home Office) to undertake a local system-wide child sexual abuse snapshot to understand and evidence the effectiveness of the local response to this type of abuse. The process, involving a survey of professionals, was completed by September 2025. Overall, the NSPCC identified: ○ Strong multi-agency commitment to Child Sexual Abuse response ○ Child Sexual Abuse complexity recognised, especially in familial contexts ○ Good practice exists but is inconsistently embedded ○ Low professional confidence in managing Child Sexual Abuse disclosures ○ Public awareness and prevention activity underdeveloped

A Task & Finish Group has been set up to progress the NSPCC's recommendation that a local strategy is devised (see below). The findings of the snapshot have been fed into the Task & Finish Group.

- Completed an audit, between May and July 2025, to assess the quality of local multi-agency decision making when responding to concerns about child sexual abuse. The learning was fed into the Task & Finish Group working on the Leicester, Leicestershire & Rutland (LLR) Child Sexual Abuse Strategy. Further information on the findings of the audit is available in the "Quality Assurance and Service Improvement" section of this Yearly Report.

- Completed an analysis of learning around child sexual abuse from out of area reviews to further support the information for the local Strategy. This report considered 15 cases published in 2025 on the NSPCC Case Repository where "Child Sexual Abuse" had been deemed to be a main feature,[21] with "sexual abuse" identified as a key word/phrase by the NSPCC.

- Started drafting the Leicester, Leicestershire & Rutland Child Sexual Abuse Strategy. This is progressing well and is being informed by the learning from local processes, as described above, and including the Joint Targeted Area Inspection findings, the national learning from the Independent Inquiry into Child Sexual Abuse (October 2022) and the Child Safeguarding Practice Review Panel's national review, '"I wanted them all to notice": Protecting children and responding to child sexual abuse within the family environment' (November 2024). Local Action Plans had been developed as a result of these national reports, and these are being incorporated into the Strategy.

- Identified and evaluated a range of multi-agency training initiatives around child sexual abuse, in a range of formats, with specific attention to the role of schools, early years and other education settings.

- Completed a training needs assessment, with agencies that attend the Multi-Agency Learning and Development Group reviewing their own internal offer to help plan and inform further the multi-agency training offer being developed. Most agencies reported making use of the resources from the Centre of Expertise on Child Sexual Abuse, including the e-learning.

Outcomes and impact:

- The Leicestershire Joint Targeted Area Inspection report acknowledged "*strong governance*" from the Safeguarding Children Partnerships around child sexual abuse learning and developing a trauma-informed workforce. It noted that "*Although the partnership's strategy is still in draft form, its ambition is evident through collaboration with the National Society for Prevention of Cruelty to Children (NSPCC) and the Centre of Expertise in Child Sexual Abuse (CSA Centre). The strategy has also drawn helpful*

[21] "Main feature", in general, means that the incident that initiated the review was child sexual abuse. Some other cases that did not fit this description were included.

insights from local safeguarding practice reviews, thematic briefings, surveys and audits to inform planning and practice. Some of this work was far-sighted in advance of publication of the CSPRP report into child sexual abuse in the family environment in 2024 and work has picked up pace since the panel report."

- The July 2025 session of the Supervisors' and Trainers' Network focused on child sexual abuse. Attendees received presentations on the impact of child sexual abuse; the East Midlands Children and Young People's Sexual Assault Service (EMCYPSAS) or 'Coral Cove' and what it offers; and the Multi-Agency Child Exploitation (MACE) Hub and the links between Child Sexual Abuse and Child Sexual Exploitation.

  95 people attended from a range of agencies, including Local Authorities, Health, Education, Early Years Providers, Voluntary and Community Sector Providers, District/Borough Councils and Leicestershire Fire & Rescue Service.

  Below are some comments taken from the evaluation forms:

  "It was really useful hearing about the different places professionals / families can go for support. This will definitely help with the delivery of my Designated Safeguarding Lead training as I can pass this information on."

  "The presentation from the perspective of the lived experience was very powerful. A lot of reflective practice for me individually which will only enhance me further as a manager and supervisor."

  "I found the content both interesting and highly relevant. Excellent session. Very thought provoking. I think it will stay with me and influence my practice."

- In September 2025, the Multi-Agency Learning & Development Group published Resources to help build confidence when working with Child Sexual Abuse.

- Four pilot child sexual abuse awareness training courses have been delivered, two that were a full day and two that were half day sessions, to test the proposed materials and get feedback. This has informed what will be delivered regularly via the Multi-Agency Learning & Development Group's training programme moving forwards.

Moving forwards:

- The aim is for the Leicester, Leicestershire & Rutland Child Sexual Abuse Strategy to be finalised and published in Summer 2026, with promotion throughout the Partnerships to follow.

- Regular training sessions, with a focus on child sexual abuse, will consistently form part of the Multi-Agency Safeguarding Children Training Programme. This will include delivery of:

- A half-day session around confidence in working with child sexual abuse and having difficult conversations. Prior to this session, attendees will be encouraged to complete the e-learning offered by the Centre of Expertise on Child Sexual Abuse
- An online session focusing on child abuse in the family environment
- Workshops on 'Understanding CSE/A from a survivor's perspective', which will provide a broader foundation and insight into the full lived-experience journey. These will be delivered by The Reign Collective, who are survivors of child sexual abuse
- 'Following the Breadcrumbs' sessions, allowing practitioners to deepen their learning specifically around recognising and responding to disclosure, delivered by The Reign Collective.

- The local Multi-Agency Public Protection Arrangements (MAPPA) Strategic Management Board has been asked by the Safeguarding Children Partnerships to review how people who present a risk of sexual harm and who have contact with children are assessed and managed.
- The Safeguarding Children Partnerships will develop a local coalition and/or victim response pathway for local children and young people who have experienced recent or non-recent sexual abuse. They are currently considering adapting and adopting the Child Sexual Abuse Response Pathway set out by the Centre of Expertise on Child Sexual Abuse.
- Assurance will be sought by the Safeguarding Children Partnerships that there are local pathways for referring children for appropriate forensic medical and other health assessments, for both recent and non-recent sexual abuse, and that safeguarding practitioners understand them.
- It has been agreed that multi-agency audits, with a focus on practice around child sexual abuse, will be completed at the start and end of the two-year business plan period. A second audit will be completed by December 2026.

Neglect

What we did in 2025-26:

- Revised the local multi-agency Neglect procedure throughout, to be published in April 2026.
- Produced a new procedure around safeguarding children with chronic health needs, including where neglect is a feature. As set out in the 2024-25 Yearly Report, in response to local learning from a Leicestershire Rapid Review, a Task & Finish Group was formed with practitioners from Leicester, Leicestershire & Rutland to carry out this work.

  The work acknowledged that many children will have health needs that are of a short-term duration and who do not require long-term clinical

management, and most children will have their health needs managed effectively by parents with the support of universal or targeted support. The procedure was required to support those children where longer-term chronic health needs are being managed in the context of wider safeguarding concerns, including neglect. This work was supported by an Independent Facilitator with expertise in this area.

The new procedure – Safeguarding children with Long-Term Chronic Health Needs who require "additional child safeguards" – was published in January 2026 on the Leicester, Leicestershire and Rutland Safeguarding Children Partnerships' Procedures Manual.

To support the new procedure, also in January 2026, two launch events were held and a presentation was delivered to the Education Group. A video of one of the launch sessions is available via YouTube – Safeguarding Children with Chronic Health Needs video – and there is also a 7-Minute Briefing on Safeguarding children with chronic health needs.

- Supported a wider system change around how Health shares more detailed health information with Children's Social Care and details the impact / potential impact of abuse and neglect upon a child's health needs. This has been supported by the publication, in January 2026, of Best Practice Guidance for Health Staff: Sharing health information with Children's Social Care and partner agencies and the implementation of a new "Health needs checklist for Child Protection Conference and Core Groups" and a new process that strengthens the health information that goes to Strategy Discussions.

- Continued to support awareness raising of the Leicester, Leicestershire and Rutland Safer Sleeping Risk Assessment Tool. This addressed the learning from an audit completed in 2024-25, which found that there was poor use of the Tool, with too much reliance on Health staff, either the Midwife or Health Visitor/Public Health Nurse, talking to parents and carers about safer sleep. It also responded to the results of the Section 11 frontline practitioner survey, completed in 2024-25, that found 44% of practitioners that completed the survey were aware of the Safer Sleeping Risk Assessment Tool.

- Provided the Supervisors' and Trainers' Network with sessions on both the new safeguarding children with chronic health needs procedure and neglect more widely.

- Commissioned a new training course around neglect, with two sessions delivered in 2025-26.

Outcomes and impact:

- Extensive consultation took place during 2025 regarding the new system change in Health and the safeguarding children with chronic health needs procedure, including with Health staff in the 0-19 service, GPs, Community and Hospital Consultant Paediatricians, Leicestershire Partnership NHS Trust (LPT) and University Hospitals of Leicester NHS Trust (UHL)

Safeguarding Teams, Independent Reviewing Officers (IROs) and Conference Chairs and Social Workers via Social Work Managers.

Around 180 practitioners attended the two procedure launch events. Since the procedure was launched, it has been promoted to various Health settings by the Designated Nurse for Children and Adult Safeguarding.

The full impact of the changes cannot be assessed in detail until they have been in place for a sustained period of time. It is believed that they will have a significant impact for key meetings and how the partnership manages child protection planning.

Current feedback has been positive, with practitioners seeing the potential to greatly improve information sharing and multi-agency collaboration in understanding any child's health needs in the context of abuse and neglect and providing better support to the cohort of children with chronic health needs.

- Safer sleep information was disseminated via the identified Leicester, Leicestershire and Rutland Safer Sleep Champions, which includes practitioners from Children's Social Care, Early Help, Health Visiting, HomeStart Teams, Perinatal Services, Neonatal Services, Breastfeeding Support Services, Turning Point Drug and Alcohol Services and Maternity Lecturers at the local Universities.

  The Safer Sleeping Risk Assessment Tool was promoted again in the May 2025 issue of Safeguarding Matters. A one-hour Safer Sleep Session was delivered by the Leicester, Leicestershire & Rutland Designated Doctor for Child Deaths during Safer Sleep Week 2026.

  The importance of the Tool was reiterated at a meeting of the Supervisors' and Trainers' Network and a Trainers' Network, held specifically for those who deliver safeguarding training to those working in Early Years. It was made clear that there is an expectation that messages around safer sleeping will be shared in all core/essential safeguarding children courses, including Designated Safeguarding Lead (DSL) training.

Moving forwards:

- In April 2026, the Child Safeguarding Practice Review Panel published Child Neglect: A thematic analysis. The Safeguarding Children Partnerships have been awaiting this national thematic review. They will now carry out work to respond locally to the national learning, including learning set out in the additional briefing papers on The use of child neglect assessment tools; Child Neglect: Voice of the child; and Child Neglect: Responding to cumulative harm.

- The national learning will inform the update of the Leicester, Leicestershire & Rutland Neglect Toolkit. This work is already in progress, and it is planned to include changes around dogs in the home, safer sleep and fire risk.

- The Safeguarding Children Partnerships will be seeking information from individual agencies on how the chronic health needs procedure has been implemented. Agencies have been provided with an assurance form to complete, which will be requested for return in October 2026. The Audit Group has agreed to carry out a multi-agency audit in the future to test how the procedure has been embedded.
- Regular sessions of the commissioned Neglect training course will form part of the multi-agency offer on the Safeguarding Children Training Programme.
- The Audit Group will complete an audit on Neglect in 2026-27.

Harm Outside the Home

What we did in 2025-26:

- Sought updates on Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE) work across Leicester, Leicestershire and Rutland from the Adolescent Safety and Diversion Board, with the Chair of the Board invited to present to the Safeguarding Children Partnerships on an annual basis in line with multi-agency safeguarding arrangements.
- Received information from the local Child Exploitation and Serious Violence Group, who considered the findings of the National Audit on Group-Based Child Sexual Exploitation and Abuse, led by Baroness Casey.[22] Multiple cases of rape and abuse against children across the country led to this report and the recommendations were addressed to the government. The Child Exploitation and Serious Violence Group felt it was necessary to consider the recommendations and benchmark the Leicester, Leicestershire and Rutland region against them. They provided assurance to the Safeguarding Children Partnerships about their findings (see below).
- Received assurance from the Local Authorities, Police and Health regarding safeguarding of Looked After Children and Care Leavers, particularly in relation to exploitation and missing.
- Sought an improved understanding of sexual assault of children and young people outside the family environment across Leicester, Leicestershire and Rutland. The Safeguarding Children Partnerships are looking to assure themselves that individual assaults, which have been the subject of local reviews, are not reflective of any wider and broader risks related to group-based child sexual exploitation. Data was collated by the Performance Subgroup from Leicestershire Police over a 5-year period for analysis.
- Supported promotion of Live Safe, which is a partnership initiative with the main aim to empower young people (aged 10-19, but also relevant to young

[22] Baroness Casey of Blackstock, National Audit on Group-Based Child Sexual Exploitation and Abuse, June 2025, https://www.gov.uk/government/publications/national-audit-on-group-based-child-sexual-exploitation-and-abuse.

adults up to 25), their families, and professionals to play an active role in keeping young people safe.

- Adapted a Neurodiversity and Exploitation Briefing, created by Wolverhampton Safeguarding Together, for local use. This was in co-ordination with the local Child Exploitation and Serious Violence Group. It explores why neurodivergent young people can be targeted by offenders.

- Continued to deliver the training course entitled 'Child Exploitation: An introduction to CSE, County Lines, Trafficking and Missing' as part of the multi-agency offer on the Safeguarding Children Training Programme.

Outcomes and impact:

- The Child Exploitation and Serious Violence Group assured the Safeguarding Children Partnerships that child sexual exploitation is investigated by the Serious Crime Team in Leicestershire Police. The well-established Leicester, Leicestershire and Rutland Multi-Agency Child Exploitation (MACE) Team enables detailed information to be shared between the Local Authorities, Police and Health to support multi-agency decision making for children subject to child sexual exploitation and child criminal exploitation. The MACE Team has established an audit programme to test the validity of MACE Team decision making. The Child Exploitation and Serious Violence Group is seeking assurance that ethnicity data is captured in the design of data sets.

- The volume of data collected by the Performance Group regarding sexual assault of children and young people outside the family environment across Leicester, Leicestershire and Rutland made it difficult to draw conclusions. It was identified that this requires further work, analysis and expertise.

- A dedicated Live Safe webpage has been included on each Safeguarding Children Partnership's website (see https://www.lcitylscb.org/information-for-practitioners/live-safe/).

  An article on Live Safe was included in the October 2025 issue of the Safeguarding Matters newsletter and a presentation was delivered at the December 2025 Safeguarding Matters Live event. The Voluntary and Community Sector Forum has been asked to support communication to children and young people in communities across Leicester, Leicestershire and Rutland.

- A "My Role" article was included in the October 2025 issue of Safeguarding Matters on the Team Managers of the Child Exploitation Team in Leicestershire County Council.

Moving forwards:

- The Child Exploitation and Serious Violence Group will confirm that the local definition of what group-based abuse is adheres to the definition in Baroness Casey's report.

- The Performance Group will liaise with other agencies, as necessary, to gain a wider understanding of sexual assaults and continue to consider the data. They are liaising with the Multi-Agency Child Exploitation (MACE) team and the Child Criminal Exploitation and Serious Youth Violence Operations Group to see whether assurance can be provided.
- The Supervisors and Trainers' Network, planned for April 2026, will focus on 'Harm outside the Home'.
- The Audit Group will complete an audit on "Harm Outside the Home" in 2026-27.

Belonging

What we did in 2025-26:

- Addressed the reflective questions for Safeguarding Children Partnerships posed in the Child Safeguarding Practice Review Panel's briefing, entitled "It's Silent": Race, racism and safeguarding children and published in March 2025. In order to identify what further development was needed in reviews to respond to issues of race, racism and racial bias, a Task & Finish Group was formed to analyse Equality, Equity, Diversity and Inclusion (EEDI) in the Case Review Groups' review processes. A work plan was agreed and has been completed. A local action plan is being progressed (see below).
- Continued to promote and embed learning from "Race, racism and safeguarding children" in multi-agency learning and development. An article was included in the May 2025 issue of Safeguarding Matters, and it is referenced within the Core Awareness Safeguarding Children training.
- Completed an audit on the theme of "Belonging", between January and March 2026, to establish the effectiveness of multi-agency working in considering the role of immigration status, culture, faith, and parenting in safeguarding. Further information on the findings of the audit is available in the "Quality Assurance and Service Improvement" section of this Yearly Report.
- Progressed work, via a Diversity Task & Finish Group formed to meet an action from the 2023-25 Business Plan, with a focus on providing multi-agency learning and development around immigration status, culture, faith, and parenting to improve knowledge, understanding, and practice in relation to safeguarding children.
- Translated the leaflet, "Reducing the risk of harm to children in your household: Advice for parents who use drugs or alcohol", into five different languages – Arabic, Gujarati, Hindi, Punjabi, and Urdu. This leaflet is used by Turning Point, which provides drug and alcohol support services across Leicester, Leicestershire and Rutland. The leaflets were supplied directly to Turning Point for their use.

- Continued work on Transitional Safeguarding, via a Task & Finish Group formed to support the 2023-25 business priority. The group is owned by both the Safeguarding Children Partnerships and Safeguarding Adults Boards and is co-chaired by children's and adults' representatives. Specifically, the group's purpose is to develop a multi-agency Leicester, Leicestershire and Rutland transitional safeguarding policy or practice guidance. It is acknowledged that Transitional Safeguarding is not simply transition planning for people who are moving from Children's Social Care to Adult Social Care services.[23]

- Supported the re-launch of My Adult, Still my Child. This is a pioneering UK-based website designed to support parents and carers of young adults aged 16 and over who may not be able to make decisions for themselves, providing legal guidance, advice on health and care decision-making, and resources for transitioning to adult services.

Outcomes and impact:

- The Equality, Equity, Diversity and Inclusion in Reviews Task & Finish Group gathered information from partners involved in children's reviews at a local level to gauge confidence; this also covered what staff are provided with in terms of training. They were assured that awareness is being promoted in individual agencies, including through training and quality assurance processes.

  The group conducted two in-depth audits of Rapid Reviews and Local Child Safeguarding Practice Reviews across Leicester and Leicestershire & Rutland to analyse where there were strengths and to identify weaknesses in equality, equity, diversity and inclusion. The Case Review Groups have a shared policy and templates, which consistently prompt consideration of all protected characteristics. There is a specific question on equality, diversity and inclusion for agencies to answer in information returns and in the template for the Rapid Review Report, which is submitted to the National Panel.

  To further support this process and strengthen the response, the Task & Finish Group has proposed some changes to the paperwork. Further recommendations have also been made to the Case Review Groups (see below).

- As a result of the Task & Finish Group's analysis, and their response to both local and national learning, two new resources have been produced and published:
  - A Practitioner Briefing on Adultification, which was adapted from a resource from Salford Safeguarding Children Partnership and includes research and an image created by Jahnine Davis, National Kinship Care Ambassador and Child Safeguarding Practice Review Panel member

[23] See Local Government Association transitional safeguarding resources for more information about transitional safeguarding: Transitional safeguarding resources | Local Government Association.

- A Practitioner Briefing on Cultural Genograms, which was adapted from a resource from Pan Bedfordshire Safeguarding Children Partnership and sets out why cultural genograms are needed and why it is important to be culturally competent when working with families.

- The Diversity Task & Finish Group has identified a provider to deliver training for the Partnerships to broaden understanding of religion, culture and communities relevant to the demographics of Leicester, Leicestershire and Rutland. This training will be delivered between May and June 2026. It has also commissioned training to enable the Partnerships with understanding the support available and issues faced by families with no recourse to public funds, and immigration status.

- The Diversity Task & Finish Group has made links with the East Midlands Regional Improvement and Innovation Alliance (RIIA), which is a partnership of ten Local Authorities and the Northamptonshire Children's Trust, who work collaboratively to improve outcomes for children and young people in the East Midlands. The aim is to support resources being shared across the region via the RIIA learning hub.

- Transitional safeguarding was an area identified in 2024-25 as demonstrating limited progress. As a result, regular progress meetings have been held, throughout 2025-26, with the Independent Chair of the Safeguarding Adults Boards and the Independent Advisor for the Safeguarding Children Partnerships.

  The Task & Finish Group has completed a local multi-agency mapping exercise and the report from this exercise has established that the position has not changed locally, with regard to the specific cohort of young adults/people that do not fit into existing pathways when the transition from children's to adults' services occurs. Group members have started to produce and present real-life case examples from their service which describe the journey from children's to adults' services for young people, as well as practitioner experiences. This analysis and lived experience will inform the production of the policy / practice guidance.

Moving forwards:

- The Equality, Equity, Diversity and Inclusion in Reviews Task & Finish Group has recommended that the Case Review Groups complete the following work:

  - Agree a new position statement around consideration of Equality, Equity, Diversity and Inclusion in reviews, to be included in their Terms of Reference

  - Amend Rapid Review and Local Child Safeguarding Practice Review templates with a view to strengthening the Equality, Equity, Diversity and Inclusion sections with new additional prompts to pull more out of agencies' responses

- Strengthen the Equality, Equity, Diversity and Inclusion section of the Individual Management Review (IMR) Report / Rapid Review Report author training
- Request that Equality, Equity, Diversity and Inclusion is consciously considered when preparing Key Lines of Enquiry for Local Child Safeguarding Practice Reviews
- Request that Equality, Equity, Diversity and Inclusion experience and training is stipulated, which is pertinent to the case, when advertising for a Reviewer.

- The Diversity Task & Finish Group will organise a conference, to include children and young people with lived experience, to support understanding of their experiences and to support wider learning.
- The Leicester, Leicestershire and Rutland transitional safeguarding policy or practice guidance is due to be ready for November 2026.

Further information on assurance processes, procedures and training, informed by the business priorities, is outlined in the following sections of this report.

Thresholds

The Business Plan for 2025-27 states that the Policy and Procedures Group will lead on publishing a refreshed Thresholds document, confirming changes and setting out a broad continuum of Family Help. This work was due to be completed by the end of March 2026. There has been an issue with progressing this work, though, as transformation activity is not at a stage where the Policy and Procedures Group has the information required to update the Thresholds document.

Quality Assurance and Service Improvement

The Leicester Safeguarding Children Partnership has a Performance and Quality Assurance Framework shared with the Leicestershire & Rutland Safeguarding Children Partnership. This can be found here https://lrsb.org.uk/lrscp.

Changes in 2025-26

The Safeguarding Children Partnerships previously shared an Assurance and Audit Group. It was acknowledged that the remit of this group was very large. To address this and to reflect the structure successfully employed by the Leicester and Leicestershire & Rutland Safeguarding Adults Boards, from 2025-26, two new groups were implemented to replace the Assurance and Audit Group. There are now a Performance Group and an Audit Group, which fulfil the requirements of the Performance and Quality Assurance Framework.

The Performance Group analyses performance data; plans, scopes and tasks multi-agency assurance processes; and analyses findings from multi-agency assurance processes, including findings from agencies' internal assurance processes and Section 11 self-assessments.

The Audit Group completes multi-agency audits as informed by the Performance Group and Business Plan priorities, learning from case reviews, national learning and Section 11 self-assessments and analyses the findings from multi-agency case file and spotlight audits.

It was anticipated that this change would allow for more audits to be completed and improve the ability to evidence how information sharing has improved practice

and outcomes. These expected improvements are now evident in the work completed in 2025-26.

Additionally, in 2025-26, it was decided to step down the monthly Safeguarding Assurance Keep in Touch meetings, which fed into the Performance Group. This meeting brought together senior safeguarding leads to share intelligence and joint oversight of the ability of multi-agency children's safeguarding services to maintain statutory functions in relation to safeguarding children. The meetings have been closed down because data detailing trends in workload and workforce capacity are now collated by the Performance Group.

Performance data

Indicators of performance in multi-agency safeguarding have been identified by the Performance Group to monitor the effectiveness of the operation of the multi-agency safeguarding system. Data is reported by agencies with analysis, utilising existing reports where possible.

Child Protection data

	2025-26
Referrals to Children's Social Care from Education	658
Referrals to Children's Social Care from Health	927
Referrals to Children's Social Care from Housing	61
Referrals to Children's Social Care from Police	1,088
Strategy Meetings	1,565
Section 47 enquiries	2,040
Initial Child Protection Conferences	379
Quorate Initial Child Protection Conferences	97%
Review Child Protection Conferences	561
Quorate Review Child Protection Conferences	95%
Number of Children Subject to Child Protection Plan	1,848

Categories of Abuse

	2025-26
Number of children subject to Child Protection Plan – physical abuse	333

Number of children subject to Child Protection Plan – emotional abuse	522
Number of children subject to Child Protection Plan – sexual abuse	107
Number of children subject to Child Protection Plan – neglect	729
Number of children subject to Child Protection Plan – multiple categories	157

Multi-agency response to data analysis

It was agreed that, as the increase in child protection numbers seen across Leicester, Leicestershire and Rutland had an impact on capacity across the partnership, a multi-agency audit would be beneficial to establish if there were any threshold issues and to identify any learning. The Performance Group have requested that the Audit Group carry out a spotlight audit on the increase in children on child protection plans. This will take place in Quarter 1 of 2026-27.

In Leicester, Leicestershire and Rutland, the majority of children subject to Child Protection Plans are under the category of abuse of neglect. This is reflected in Neglect being selected as a business priority in the Safeguarding Children Partnerships' Business Plan for 2025-27. All subgroups have been allocated work, with the Policy & Procedures Group progressing an update of the Neglect Toolkit, the Multi-Agency Learning & Development Group commissioning a new one-day training course, and the Audit Group due to complete a multi-agency case file audit in 2026-27. All of this work will be informed by the Child Safeguarding Practice Review Panel's Thematic Analysis on Child Neglect, published early in April 2026.

Self-Assessment

Section 11 self-assessments are undertaken by agencies as part of their duties under Working Together 2026.[24] Every other year, each member of the Safeguarding Children Partnerships self-assesses whether their organisation is being effective in keeping children safe, via a self-audit. In the years where the Section 11 is not completed, a frontline practitioner survey is completed. This work is co-ordinated by the Performance Group of the Safeguarding Children Partnerships. The results and learning are reported to the Planning and Delivery Group.

For 2025-26, a Section 11 self-assessment audit was completed. This requested information on strategic and governance arrangements; workforce capacity and resilience; service change and transformation; listening and responding to children at risk; effectiveness linked to the current business plan priorities; and learning and improvement.

Agencies were asked to grade their level of effectiveness in each area, provide evidence to demonstrate effectiveness and, if not currently reporting being 'fully

[24] Working Together 2026, Chapter 4, pages 114-115, paragraphs 258-259.

effective', document their plan to achieve full effectiveness, including when they expected to see improvements.

Agency submissions are being analysed, and a report will be presented to the Planning & Delivery Group in 2026-27.

The 2024-25 Section 11 Practitioner Survey sought to establish from frontline staff and managers across Leicester, Leicestershire and Rutland how they used local resources available to them to help safeguard local children. In response to the findings, the Performance Group produced and published Local Resources to Help you Safeguard Children 2025. It provides an overview of, and links to, each resource asked about in the survey, with the aim of increasing awareness and use of these resources.

Audits

Both multi-agency case file audits and spotlight audits are completed throughout the year. A case file audit is a deep dive audit, looking at a smaller number of cases in more detail. A spotlight audit is dip sample audit, looking at a greater number of cases.

Learning from audits leads to recommendations and actions that are progressed and monitored. The learning is disseminated and informs changes required at both a system and practice level. The impact of action outcomes is analysed once the outcomes have been embedded.

Spotlight audit on children on a child protection plan and in receipt of CAMHS

In 2021-22, an audit was completed on the theme of children and young people with mental health needs. This 2025-26 audit sought to provide a follow up to the previous audit and to assess progress in regard to any gaps in joint working with children in need of safeguarding when they are in receipt of mental health services. The audit took place between March and April 2025.

The audit found that:	Outcomes and Impact
• Where CAMHS were informed and invited to child protection meetings, they attended or sent apologies and provided a report. • The voice of the young people and parents / carers was evident in the records. • In two cases, where the child was born a girl and now identifies as a boy, preferred pronouns and names were recorded and used by partnership agencies and appropriate support was provided around gender identity and transitioning. • There was evidence that CAMHS practitioners were not always invited to Strategy Discussions, Child Protection Conferences or Core Groups. If a child/young person is on the CAMHS waiting list, Local Authorities should always still invite CAMHS. • CAMHS practitioners are not always made aware when a Child Protection Plan has ended to enable removal of the child protection icon from System 1 records. • Social Care should not be reliant on waiting for a mental health diagnosis; there should be a focus on supporting the child/young person every day and the presenting issues and needs, as these are unlikely to change as a result of a diagnosis. • Agencies should ensure that they understand the impact of a child's mental health on their siblings. It could have a parenting impact on siblings, as well as an emotional impact.	Since the audit was completed: • Each Local Authority has provided assurance that Children's Social Care are sharing invites to meetings and minutes with CAMHS for children known to them on the waiting list and who are actively engaged with CAMHS. Rutland reported that the learning from the audit had been communicated to the social work teams and practice reviews have shown that this is being implemented. Leicestershire explained that the learning from the audit had been shared with all relevant service areas and new system monitoring is now in place for tracking attendance at meetings. • CAMHS provided assurance that System 1 has been updated with current children subject to child protection plans and open to Children's Social Care to ensure that all professionals can input into these plans. Also, following cross referencing with the Local Authorities, a manual update has been completed to remove the child protection icon from System 1 records, where a Child Protection Plan has ended. • The findings from the audit, including what worked well and learning points, were presented in a 7-Minute Briefing on the Multi-Agency Spotlight Audit on Children on a Child Protection Plan in receipt of CAMHS. This is published on the Safeguarding Children Partnerships' websites and was also disseminated via the October 2025 issue of Safeguarding Matters.

	• A repeat CAMHS audit is planned for 2026-27 to test the impact of this audit.

Case file audit on Child Sexual Abuse

An audit is to be completed at the start and end of the two-year business plan period to analyse the quality of local multi-agency decision making when responding to concerns about child sexual abuse. For this first audit, the audit tool focused on the key areas of learning identified in the Child Safeguarding Practice Review Panel's National Review, "I wanted them all to notice", including prompts to consider evidence of critical thinking and curiosity around sexual abuse and harm and understanding of risks, triggers, motivations, and specific impact and ongoing risk to the child. The audit took place between May and July 2025.

The audit found that:	**Outcomes and Impact**
• The Paediatric Sexual Assault Referral Centre (PSARC) made therapeutic referrals and carried out child protection medicals when requested. Where they received referrals that did not meet their thresholds, they fed back to referrers. • There was an example of excellent work by the Children's Independent Sexual Violence Advisor (ChISVA), with plans updated at every contact, the child's concerns being used to plan upcoming sessions and the child's lived experience outside of sexual abuse being recorded. • There was an under use of the Paediatric Sexual Assault Referral Centre (PSARC) in some cases. • Issues around therapeutic work have been identified and further scoping work is needed. • Practitioners could have been more professionally curious around how child sexual abuse could be affecting a child's behaviours.	• It was acknowledged that the learning from the audit, around under use of the Paediatric Sexual Assault Referral Centre (PSARC) and issues around therapeutic work, was similar to learning identified by the NSPCC's Child Sexual Abuse (CSA) System Wide Snapshot for Leicester, Leicestershire and Rutland. The Audit Group's report was shared with the Task & Finish Group working on the Leicester, Leicestershire and Rutland Child Sexual Abuse Strategy and the response to this shared learning will be led by them to avoid repetition. • In September 2025, a learning pack, entitled Resources to help build confidence when working with Child Sexual Abuse, was published. It is for practitioners and managers to use when working with or suspecting child sexual abuse and encourages professional curiosity, including lots of links to practice resources, including from the Centre of Expertise on Child Sexual Abuse. • A 7-Minute Briefing on the Multi-Agency Case File Audit on Child Sexual Abuse was published on the

	Safeguarding Children Partnerships' websites in December 2025.

Spotlight Audit on Electively Home Educated (EHE) children

An audit on the theme of electively home educated children was previously undertaken in 2022-23. Following this, local guidance was produced and published in September 2024, supported by four training briefing sessions. This audit was completed to assess progress and any gaps in the implementation of the local guidance. Additionally, one of the conclusions of the Child Safeguarding Practice Review Panel's Safeguarding children in Elective Home Education Panel Briefing was that "*local safeguarding partners take all necessary steps to assure themselves that policy, practice, and procedures in their area enables professionals to work effectively together, with children and their families, to safeguard and protect this group of children.*" Also, the Local Child Safeguarding Practice Review (LCSPR) on Sara Sharif, published in November 2025, raised issues around elective home education.

It was recognised that lots of electively home educated children have no safeguarding concerns, and their education is meeting their needs. The audit aimed to understand their visibility in line with previous local, and current national, learning, focused on establishing if children were known to services or presenting vulnerabilities. The audit took place between October 2025 and January 2026.

The audit found that:	**Outcomes and Impact**
• Local Authority Inclusion Services are being proactive where they have concerns and working as well as they can within the current guidance. • Agencies are acting appropriately when electively home educated children become known to them. • In a change from the earlier audit's findings, Leicestershire and Rutland Children's Social Care records do now routinely capture that the child is electively home educated, with flags being used to achieve this. • There is a good process around Operation Encompass and electively home educated children. • As with the previous audit, Inclusion Services have significant limitations with regards to their powers when dealing with families of children who	• A 7-Minute Briefing on the Spotlight Audit on Electively Home Educated (EHE) Children will be disseminated via the April 2026 issue of Safeguarding Matters. • It was acknowledged that many of the issues raised in this local audit reflect those raised in national publications. It is difficult to implement changes until national legislation changes. The Children's Wellbeing and Schools Act 2026 will aim to strengthen measures around home educated children. Its publication will likely require changes to local policies and procedures.

are electively home educated, which adds to the barriers to professional oversight and support to this group of children.	

Case file audit on Belonging

An audit on the theme of "Belonging" was completed to establish the effectiveness of multi-agency working in considering the role of immigration status, culture, faith, and parenting in safeguarding. This audit supported the business plan priority and acknowledged that, whilst many of the recommendations in the Child Safeguarding Practice Review Panel's Briefing, "It's Silent", are linked to Rapid Review and Local Child Safeguarding Practice Review work, the overarching recommendation is:

> *Safeguarding partners are asked to consider this report, and the reflective questions contained within it. We recommend that partnerships carefully evaluate current partnership work in this area and identify what further development is needed in learning reviews, and multi-agency safeguarding practice, to address and respond to issues of race, racism and racial bias.*[25]

The audit considered cultural needs, communication needs, immigration status, intersectionality, racism and adultification. It took place between January and March 2026.

The audit found that:	**Outcomes and Impact**
• There was evidence of different agencies' recognition of ethnicity, language and identity of families, trauma, migration and cultural transition. • Where clearly evident, cultural context was explored well, understood and considered. • There was effective professional curiosity in high-risk cases – for example, where forced marriage was a concern. • Many of the cases involved domestic abuse, physical chastisement or maternal mental health issues. • There was inconsistency regarding:	• A 7-Minute Briefing will be produced to disseminate the learning. • The Policy & Procedures Group will review existing Toolkits and assessment tools – for example, the Neglect Toolkit – to ensure they are properly focused on belonging. • Guidance / information sheets on ethnicity will be sourced or produced to support practitioner understanding, with this work being led by the Multi-Agency Learning & Development Group. • Individual agencies will review their practice guides for the use of

[25] Child Safeguarding Practice Review Panel, "It's Silent": Race, racism and safeguarding children: Panel Briefing 4, March 2025, paragraph 7.8.

○ Use of interpreters ○ Quality of information in making / receiving a referral ○ Accurate capture of ethnicity ○ Exploration of intersectionality ○ Exploration of racism. • Where families had moved into the country, a lot of professionals can be involved and this can have a negative effect, including on trauma-informed practice. • Where the child was from a dual heritage background, the impact of ethnicity was not so clearly recognised. • In terms of immediate actions, the main focus was often, understandably, on risk to and safeguarding of the child, but understanding of belonging at the beginning of the process could help support in the future.	interpreters and update, where appropriate.

Other assurance work

Leicester, Leicestershire and Rutland Operational Group Meeting

The Operational Group is a standalone group that feeds into the Performance Group. The remit of the Operational Group is to allow managers, responsible for safeguarding children from across Leicester, Leicestershire and Rutland, a forum to discuss and work through identified issues.

Internal Quality Assurance Processes

The Audit Group seeks annual assurance from partner agencies around their internal quality assurance processes. This includes information on key findings from internal agency audits undertaken to support and broaden safeguarding learning and how the voice of the child is included in internal agency safeguarding audits and how it drives improvement.

Joint Targeted Area Inspections (JTAIs)

Supported by the Leicester and Leicestershire & Rutland Safeguarding Children Partnerships, multi-agency partners carry out audits on Joint Targeted Area

Inspection themes, as they are announced, to measure their effectiveness in that area and consider improvements. In 2025-26, the Planning & Delivery Group received assurance on the audits completed on the themes of Domestic Abuse and Child Sexual Abuse, in line with the JTAI themes.

The national learning from JTAI audit cycles is also considered and informs local work. The Joint Thematic Report into the multi-agency response to children who are victims of domestic abuse, published in January 2026, indicated that local learning on this theme was reflected in some of the national learning.

Assurance reports from other partnerships / services

The Safeguarding Children Partnerships receive annual assurance reports from other partnerships / services that oversee specific areas of work linked to safeguarding. The following areas are invited to present on an annual basis:

- Child Death Overview Panel (CDOP)
- Local Authority Designated Officers (LADOs)
- Front Door
- Independent Reviewing Officers (IROs)
- Special Educational Needs and Disabilities (SEND)
- Corporate Parenting
- Adolescence Safety and Diversion Board (ASDB)
- Domestic Abuse Locality Partnership Boards.

Use of data and information sharing

Quantitative data and qualitative information are shared to evidence that safeguarding arrangements are effective.

The Leicester, Leicestershire and Rutland Safeguarding Children Partnerships and Safeguarding Adults Boards have a local Information Sharing Agreement (ISA).

Moving forwards, phase two of the Child Protection Information Sharing (CP-IS) service is being rolled out. This means that children in care, children on Child Protection Plans and unborn babies subject to Child Protection Plans, their mothers and NHS numbers will automatically be on Health systems for the 0-19 service. All GPs, community dentists, community paediatricians and the Sexual Assault Referral Centre (SARC) will know about the fact that these children are subject to those criteria.

The Children's Wellbeing and Schools Act 2026 will introduce a new statutory Information Sharing Duty, which will come into force on 30th September 2026. Local arrangements will be updated in line with this national duty.

An example of how information sharing has improved practice and outcomes in 2025-26 is analysis completed around referrals from the Police into Children's Social Care. Questions were raised following performance reporting by the three Local Authorities to the Safeguarding Children Partnerships. It was identified that the Police made the highest number of contacts to the Local Authorities and that a

relatively high percentage of these did not proceed further into the system for action.

A piece of work was recommended to ensure that contacts were appropriate, focused and of the required quality. Meetings were held to consider the quality of referrals, how these were progressed, the reviewing processes in place, the communication between agencies and the pathways in place.

It was established that the volume of referrals was being managed effectively. There was not one particular reason for the volume of referrals from the Police.

Learning was identified around what could be done better. As a result, a proposal was progressed to add further information to police notifications to improve the analysis of risk associated with relationships and work to share the Police 'Threat Risk Assessment' commenced. The work also highlighted positive outcomes around standard Public Protection Notices (PPNs) going into Leicestershire's Extended Domestic Abuse Team and them being able to apply early intervention with some of those families affected by domestic abuse, which prevents an escalation of behaviour. This is a strength and really supports the Government's agenda for Family Help and prevention.

The work completed provided a good overview of the local systems and the openness of the Partnerships. It also identified how the Family First Partnership Programme will provide a good opportunity to strengthen information sharing even more.

Multi-Agency Safeguarding Procedures

Together, the Leicestershire & Rutland and Leicester Safeguarding Children Partnerships ensure that procedures are in place for multi-agency safeguarding in line with Working Together 2026. Throughout 2025-26, the Policy and Procedures Group has revised procedures and created new guidance in response to learning from local and national reviews and assurance processes.

The Leicester, Leicestershire & Rutland Safeguarding Children Partnerships' Procedures Manual can be found online: https://llrscb.trixonline.co.uk/.

A full list of amendments made can be found on the Amendments page of the manual. Individuals who want to sign up for alerts regarding the Safeguarding Children Partnerships' procedures can register for updates.

Workforce development through multi-agency learning and development and training

The Leicester Safeguarding Children Partnership's training co-ordination and delivery function is shared with the Leicestershire & Rutland Safeguarding Children Partnership to support consistent and effective partnership working.

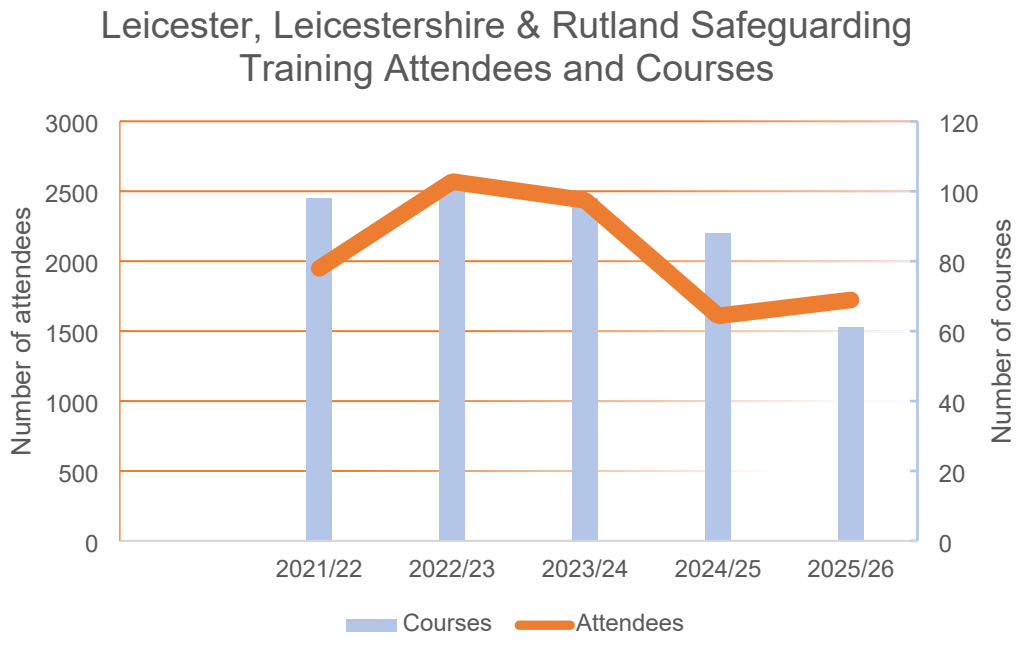
The Safeguarding Children Partnerships provide:

- A Multi-Agency Training Programme, which offers high quality training, with a core programme focusing on basic safeguarding / business as usual training, supplemented by commissioned training on key safeguarding themes and specific types of abuse/neglect, as well as large scale events
- A Competency Framework to support individuals and organisations to undertake their safeguarding roles and responsibilities in a confident and competent manner
- A Supervisors and Trainers Network for staff who are named in their agency as a Safeguarding Trainer or a Safeguarding Manager/Supervisor
- A Trainers Network that offers regular meetups between trainers to share knowledge, skills and to help develop the delivery of safeguarding children training.

A blended approach to learning is taken, incorporating video resources and resource packs alongside online and face-to-face training sessions.

Training Delivery

The Multi-Agency Learning and Development Group (MALDG) are responsible for the sharing of learning across the children's workforce in support of the Business Plan Priorities and learning from reviews.



This year the Safeguarding Children Multi-Agency Programme delivered 61 courses to 1723 attendees. The Partnerships also supported the Baby Fortnight programme through collaborative planning, promotion and technical delivery support. The programme brought together agencies across Leicester, Leicestershire and Rutland to deliver a wide range of workshops and practice forums focused on infant wellbeing, brain development, safer sleep, healthy relationships, early years development and wider support for families with babies and young children.

A significant development during 2025-26 was the introduction of dedicated Early Years safeguarding training. New Early Years versions of both Core Awareness and Designated Safeguarding Lead training were launched to better support safeguarding and welfare requirements that were set out in the Early Years Foundation Stage (EYFS) 2025.

The Multi-Agency Learning & Development Group also strengthened safeguarding leadership and workforce accountability through enhanced specialist learning opportunities. This included the introduction of a new “Safer Recruitment to Safeguard Children” course, and “Multi-Agency Reflective Supervision” course. Both of these consider staff and safeguarding. Established Local Authority Designated Officer (LADO) training further strengthened understanding of how organisations should respond appropriately to allegations concerning staff and volunteers to ensure children remain protected.

To improve accessibility and ensure safeguarding learning reached practitioners across different agencies and sectors within Leicester, Leicestershire and Rutland, the Partnerships expanded the flexibility of training delivery during 2025-26. Evening and weekend training sessions were introduced to support practitioners working varied hours and shift patterns, helping to ensure wider access to safeguarding learning opportunities.

Update of Competency Framework

The Leicester, Leicestershire and Rutland Safeguarding Children Competency Framework (SCCF) was updated in January 2026 and then further reviewed to include any changes from the new Working Together to Safeguard Children, published in March 2026.

The Safeguarding Children Competency Framework is for use by the Leicester, Leicestershire and Rutland Children’s Workforce to support individuals and organisations to undertake their safeguarding roles and responsibilities in a confident and competent manner. It outlines the minimum expected level of safeguarding competence that people need to have in order to work or volunteer with children.

The changes made reflect Annex C of the Early Years Foundation Stage (EYFS), updated in September 2025, which talks directly about what should be in the training for early years’ practitioners and Designated Safeguarding Leads (DSLs). The changes to the Framework were minimal, and it is suitable for use by any agency. Four training sessions were delivered to explain how to use the Safeguarding Children Competency Framework, to support managers and supervisors.

Safeguarding Matters Live

The Multi-Agency Learning & Development Group also supported the delivery of Safeguarding Matters Live events. Two Safeguarding Matters Live are held each year. These are online briefings for staff across the children and adults' multi-agency partnerships. They share learning from reviews and audits, procedure and guidance updates, resources to support practice, and messages around key national issues and from key national reports. The slides from the events are made available via the website and sessions are available to watch on the YouTube Channel.

Over the two events delivered in 2025-26, with one in July and one in December, over 640 practitioners attended.

For the first time, the July 2025 Safeguarding Matters Live was a hybrid event, with in-person attendance at City Hall and also online attendance. The event was focused on a specific topic, Safeguarding and Domestic Abuse. It looked at how domestic abuse can impact both adults and children and what services are available to support, with stalls from some of these local services at City Hall. Topics included Economic Abuse and the Domestic Abuse Act, the Multi-Agency Risk Assessment Conference (MARAC) process and Transnational Marriage Abandonment, which is a type of immigration abuse mostly suffered by migrant women which had recently been recognised as a form of Domestic Abuse in legislation.

Topics covered in the December 2025 event were working with transient families and strengthening safeguarding practice across boundaries; Child and Adolescent Mental Health Service (CAMHS) – who they are and what they do; Live Safe – a partnership initiative with the aim to empower young people; Project Echo – a project from Safelives alongside Living Without Abuse, putting the voices of survivors at the heart of local responses to domestic abuse; and PEGS (Parental Education Growth Support), which aims to reduce the impact of Child to Parent Abuse by supporting parents and professionals.

Supervisors and Trainers Network

Commencing in June 2025, there is now a Supervisors' and Trainers' Network. Meetings take place three times a year. Membership is by invitation and is only available for staff who are named in their agency as a Safeguarding Trainer or a Safeguarding Manager/Supervisor.

The group was formed to ensure that those who are in responsible supervisory positions are fully briefed about the learning from children's Rapid Reviews and Local Child Safeguarding Practice Reviews, audits, national safeguarding recommendations and the work that underpins the Safeguarding Children Partnerships' business priorities. The aim is to provide the opportunity to discuss and explore the learning so that attendees can facilitate the sharing of this information during supervision, team meetings and when advising on specific safeguarding issues. Expert speakers are invited to deliver presentations to the Network. Videos of the sessions are published on the YouTube channel.

Topics covered in 2025-26 included Child Sexual Abuse, the new safeguarding children with chronic health needs procedure and "Adolescence Abuse, Neglect and the Interface with Adultification".

Trainers Network

The Safeguarding Children Partnerships co-ordinate a Trainers Network to look at development/practice issues in this area. The focus of the network is to look at the trainers' support needs and to offer regular meetups between trainers to share knowledge, skills and to help develop the delivery of safeguarding children training.

Training Impact

Feedback from participants throughout the year demonstrated the positive impact of the training programme and reflected the quality, accessibility and practical value of the learning delivered. Practitioners described trainers as "professional", "knowledgeable", "down to earth" and "easy to understand", highlighting the supportive learning environment created across sessions.

Feedback particularly recognised the practical relevance of training content, opportunities for discussion and reflective learning, and the value of experienced trainers sharing real-life safeguarding perspectives. The flexibility of the training programme was also positively received. Feedback from Designated Safeguarding Lead Refresher training highlighted the benefit of evening delivery, with one practitioner noting that attending outside normal office hours "*made it easier to attend and focus on [the training] without other priorities crowding in*".

"I found the training and presentation well formulated and carried out. It was very informative and pulled from local and relevant examples and challenged thinking. As a new practitioner within Leicester, I found it helpful as an introduction to local safeguarding pathways."

Feedback from participant of Core Awareness in Safeguarding Children training

"I really enjoyed the scenarios and hearing the perspective of the trainer on how she dealt with situations. This was a very informative part of the training. Training was delivered in a superb fashion. Trainer was down to earth, easy to understand and was able to help me with queries I raised at the end of the session helping me to strengthen our approach in the future."

Feedback from participant of Local Authority Designated Officer (LADO) training

"This was a very helpful day with a very professional knowledgeable trainer. I already had a good knowledge of safeguarding, but this covered Leicester and Leicestershire requirements/paperwork and was therefore particularly useful."

Feedback from participant of Designated Safeguarding Lead (DSL) Refresher training

Evaluation feedback across the 2025-26 learning programme demonstrated a significant increase in practitioner confidence following attendance at safeguarding training. Average confidence ratings, marked out of 10, increased from 6.56 prior to training to 8.55 following training, representing an overall increase of 1.99 points and approximately 30% growth in confidence across the workforce. Similarly, according to the same set of evaluation data, the attendees who answered the questions report a raise of 28% in their knowledge and 25% raise in their skills.

	Knowledge	Skills	Confidence
Scaling question point increase – out of 10	6.7 to 8.6	6.8 to 8.5	6.6 to 8.6
Average point increase	1.9	1.7	2.0
Percentage %	28%	25%	30%

The Safeguarding Children Partnership Learning & Development homepage on the Leicestershire & Rutland website was viewed over 2100 times, with the Competency Framework webpage being viewed nearly 2950 times.

The Safeguarding Basic Awareness PowerPoint, aimed at people who may work in a voluntary capacity or staff requiring a basic induction to children's and adults' safeguarding, has been visited over 8000 times this year on the Leicestershire & Rutland website.

During 2025-2026, more than 90 people requested they be added to the Safeguarding Matters distribution list, with nearly 900 people now signed up.

"Training was good and informative, and a refresher to what organisations are available when dealing with safeguarding. Also resources available to take back to team."

"Absolutely fantastic, very impactful and will share with colleagues."

"Fantastic coverage from all speakers. I will be reviewing our safeguarding procedures and also discussing this within our team meetings, linking in resources and signposting staff to watch this Safeguarding Matters recording."

"Learned about different agencies and how they operate and how to make contact with them."

Feedback from attendees of Safeguarding Matters Live

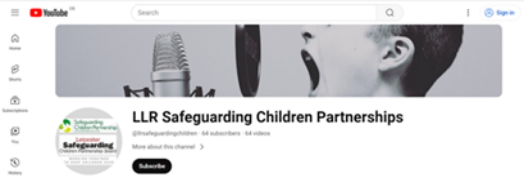
Learning and Development Resources

During 2025-26, two print issues of the Safeguarding Matters newsletter were published. They included information on the latest reports from the Child Safeguarding Practice Review Panel, a spotlight on stalking and harassment, Project Echo, Live Safe, and the re-launch of My Adult, Still my Child.

Updates on local and national safeguarding information are also delivered in a concise email format via the Safeguarding Matters Digest. There was a special Digest on National Stalking Awareness Week (21st April to 27th April 2025). Other topics covered in the Digests included the national Romance Fraud Awareness Video Campaign, launched by the Met Police in October 2025; the national County Lines Awareness

webinars, hosted by the National County Lines Coordination Centre; and local events linked to the 16 Days Of Activism To End Gender-Based Violence.

The Safeguarding Matters newsletters and Live PowerPoints and videos are available via the website and YouTube channel. Individuals can request to be added to the distribution list so that they are informed of publication and event dates by emailing lrspbo@leics.gov.uk. The Safeguarding Matters Digest is disseminated via email to those that have signed up to receive it. To be added to the distribution list, individuals can email lscpb@leicester.gov.uk.



The LLR SCPs' YouTube channel provides a bank of safeguarding videos that capture presentations from multi-agency training events and other resources that can be utilised by partners for learning and development – for example, in single agency training and supervision.

The Leicester, Leicestershire & Rutland Safeguarding Children Partnerships and Safeguarding Adults Boards also offer a set of Building Confidence in Practice Resources. These resource packs aim to focus on often complex issues that arise for practitioners when they are working with people whether they are children or adults. In February 2026, a new resource pack was published on Information Sharing to Safeguard Children and Adults. It was developed from work undertaken by Kent Safeguarding Children Multi-Agency Partnership. The resource pack aims to address effective sharing of information between practitioners, local organisations and agencies, essential for early identification of need, assessment, and service provision to keep children and adults safe. It covers key topics such as Legislation and Guidance and includes tips and links to resources.

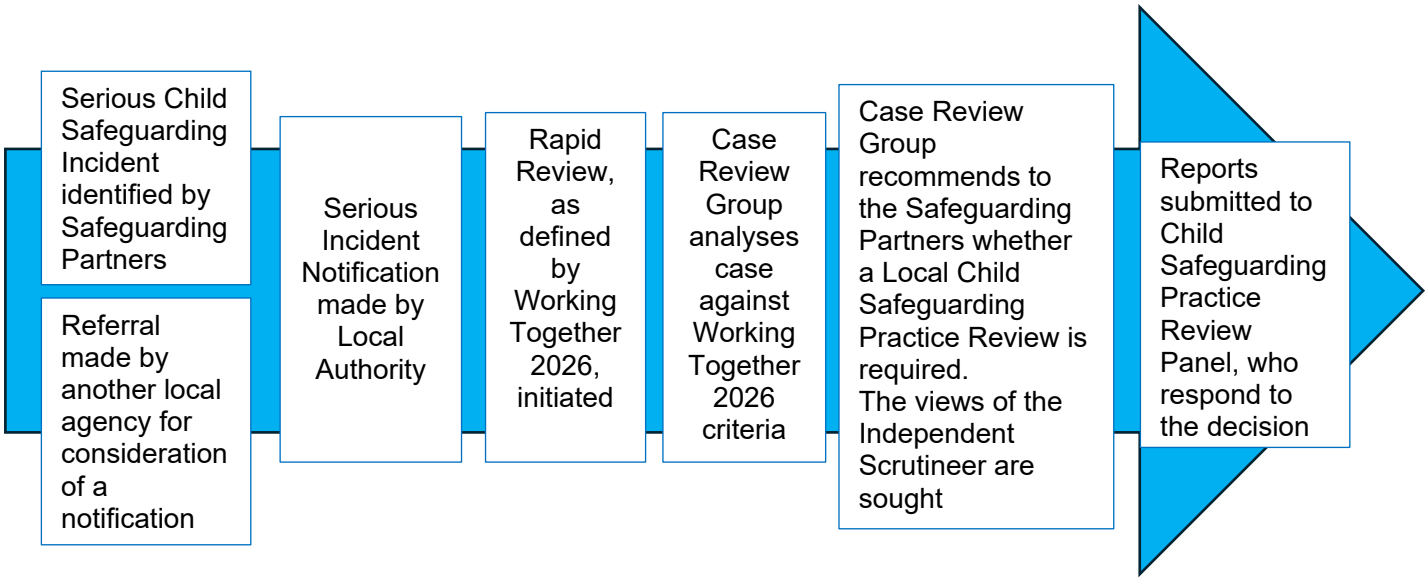
Moving forwards

The Multi-Agency Learning & Development Group will set up short online sessions, entitled "Safer Together: Top 10 LLR Safeguarding Essentials", on a quarterly basis to raise awareness of key procedures and resources from the Safeguarding Children Partnerships, with the aim of helping support these being accessible and visible to professionals. For example, a 7-Minute Briefing could be shared, which could introduce learning from a review and link it to the procedures, or 10 top procedures/resources for safeguarding could be shared, which could link to key themes from reviews, such as professional curiosity or 'invisible men', and help to re-visit and embed key learning messages.

Child Safeguarding Practice Reviews

Local Rapid Reviews and Local Child Safeguarding Practice Reviews

Responsibility for how a system learns lessons from serious child safeguarding incidents rests at a national level with the Child Safeguarding Practice Review Panel and at a local level with Safeguarding Partners. The Safeguarding Children Partnership assesses serious safeguarding incidents, as defined by Working Together 2026, in cases where abuse or neglect of a child is known or suspected, and the child has died or been seriously harmed.



Changes relevant to reviews in Working Together 2026

Updates to Working Together 2026 have included more detail on potential reviews on the deaths of care leavers and have introduced the possibility of Safeguarding Children Partnerships carrying out "Local Learning Reviews.[26] Working Together 2026 states that "Where safeguarding partners have determined the criteria for serious incident notification has not been met, they may choose to undertake their own local learning reviews outside of the formal review process. For example, where there is an opportunity to learn from good or poor practice, or from a near-miss incident. However, only incidents that have been notified as a serious incident through the Child Safeguarding Incident System shall be subject to the procedures followed in this guidance and overseen by the Panel."[27]

[26] Working Together 2026, page 138, paragraph 384.
[27] Working Together 2026, page 137, paragraph 378.

Key decisions and actions taken

At the start of 2025-26 one Local Child Safeguarding Practice Review that was commissioned during 2023-24 remained ongoing. This review was completed during 2025-26 and presented to the Safeguarding Children Partnership at their July 2025 meeting. This report was not published to avoid interfering with ongoing criminal justice proceedings.

During 2025-26, six notifications/referrals for potential Local Child Safeguarding Practice Reviews (LCSPRs) were received by the Leicester Safeguarding Children Partnership's Children's Case Review Group (CRG), the same number as received in 2024-25.

One referral was a repeat referral where a rapid review had previously been completed, and no additional rapid review was necessary. Rapid reviews were undertaken on the five remaining notifications/referrals that were received, with one of those five being completed by an outside Safeguarding Children Partnership where the incident took place.

Out of the five rapid reviews completed, two Local Child Safeguarding Practice Reviews were commissioned, and both were ongoing at the end of the 2025-26 business year. Completed Local Child Safeguarding Practice Reviews or improvements made briefings are published on the Leicester Safeguarding Children Partnership website.

Learning identified from reviews

Key learning from reviews completed by Leicester Safeguarding Children Partnership during 2025-26 has included:

Domestic Abuse

- The importance of the Leicester, Leicestershire and Rutland MARAC information sharing protocol being well understood and complied with.
- Ensuring inclusion of all relevant services involved with a family when child protection planning i.e. IDVA, schools, and Project 360.
- Ensuring that the effects of coercive and controlling behaviour and its impact on executive functioning is explored in enough detail to be sure that a victim/survivor of domestic abuse is able to maintain and follow safety plans when required.

Information Sharing

- The importance of sharing information out of area.
- Safeguarding partners to consider how/if GPs can be informed when there are different kinds of plans in place.
- Ensuring that information is shared with Probation when there is evidence that a licence condition has been breached.
- The importance of the child protection plan being clear about all agencies involved with families knowing which adults are at risk, what they look like, and being clear what restrictions are in place.

Neglect

- Ensuring that professionals understand the need to include dog safety in their safeguarding children assessments.
- A recommendation for safeguarding partners to explore the potential for including fire safety as part of the local neglect toolkit.
- That Child in Need plans should also give consideration to those over 16 and under 18 in the household.
- The need to consider how a more consistent use of the local neglect toolkit can be embedded across the partnership (including regional partners).
- The importance of observing a pattern of chronic neglect over a time period and how that information is used more effectively.
- Challenges around legal thresholds for child protection and neglect.

Hidden Males

- Work with fathers and male carers needs to be less ambiguous and more effective.

Good Practice

- There was good information sharing between agencies, with referrals being appropriately made by agencies who had contact.
- Inter-agency communication was largely excellent with good attendance at multi-agency meetings.
- A good network of professionals working with a family, with attendance at core groups and sharing information taking place.
- Joint visit with social worker; good liaison with prison and probation from ADHD service; health visitor and school nurse accessed regular safeguarding supervision; good continuity of health practitioners working with a family.
- Clear evidence of assessment and planning. Effective communication maintained between community midwifery, hospital maternity safeguarding services and children's social care during pregnancy.
- Safety planning evidenced for each pregnancy.
- Appropriate notifications were made to the hospital Safeguarding Children Team. Relevant information was shared with children's social care in line with safeguarding procedures.
- Officers from Leicestershire Police delivered a coordinated response initiating MARAC processes, securing IDVA support, liaising with Probation regarding recall, and sharing safeguarding information with Children's Social Care, showing strong multi-agency contacts in a high-risk domestic abuse context.
- Officers from Leicestershire Police also displayed a determined and well coordinated response by making multiple arrest attempts over several days following stalking, threats, and repeated breaches of a restraining order. During these enquiries, officers showed strong professional curiosity, noting concerns about the safety of those inside the home and the condition of the property, and submitted Child Public Protection Notices (PPNs) for neglect and environmental risks.
- A Probation Practitioner undertook significant and regular liaison with agencies, acting swiftly and appropriately to new information whilst remaining

professionally curious throughout. The practitioner also ensured that Social Care were informed about, and contributed to, Probation risk management strategies, including licence conditions.

- The different teams within prison healthcare shared concerns well with each other and appropriate review of risk was identified.
- Good inter-agency communication was highlighted by a number of agencies. There are examples of multi-agency planning meetings being held to support a family at key points, including when prison release or house moves were imminent which is good practice and illustrates professionals are responsive and pre-emptive at times of increased risk.

Actions Undertaken as a Result of Reviews

Action plans are in place to respond to and monitor areas of learning from all reviews. These are overseen by the Case Review Group.

During 2025-26 activity undertaken as a result of reviews included:

- A 7-minute briefing was developed and published in relation to adultification and promoted across the partnership.
- Health provided a presentation at Safeguarding Matters on 11th December 2025 which explained to practitioners the role of CAMHS and how it interfaces with the Sexual Assault Referral Centre (SARC). The event was attended by 240 multi-agency staff and remains available on our YouTube channel. Feedback received on the session was positive.
- The policy and procedures group considered and agreed to include fire safety and dog safety as part of the local neglect toolkit. The updated toolkit will be published during 2026-27.
- Leicestershire Fire and Rescue Service (LFRS) presented to Children's Social Care at an event in December 2025, explaining how LRFS can contribute to strategy meetings and contribute to working in partnership. This was to raise awareness to practitioners of the importance of considering inviting LFRS to strategy meetings where appropriate.
- The following article was developed, and published in Safeguarding Matters: '"Invisible" "Hidden" "Unseen" Men: Engaging fathers and male carers in effective practice Resource Pack'.
- A learning from review session focused on the importance of Child in Need plans giving consideration to those over 16 and under 18 in the household.
- Evidence was provided of all agencies sharing the neglect toolkit internally. Police also agreed to include revised version within Leicestershire Academy once available.
- Both learning and good practice that was identified in reviews was fed back into organisations.

Dissemination of learning

Learning is shared with practitioners across organisations through single and multi-agency training, briefings and learning events, including to communicate updated guidance and changes in procedures. Also, the Safeguarding Children Partnership communicates learning to the workforce through:

- The Safeguarding Matters newsletter and live events and the Safeguarding Matters Digest
- 7-Minute Briefings and Local Resources to Help you Safeguard Children which are designed to convey key messages from reviews and encourage managers and workers to reflect on their practice.

How we are measuring impact

Agencies are asked to provide assurance regarding how they disseminate and use learning resources produced by the Safeguarding Children Partnership, including 7-Minute Briefings, and to provide any feedback collated. It has been confirmed, for example, that the Integrated Care Board share resources via the GP Forum and directly to GP Practices, with the expectation that they are disseminated to their staff. University Hospitals of Leicester NHS Trust (UHL) have reported that 7-Minute Briefings, Safeguarding Matters and learning resources that can be easily shared are very valuable and well received.

In addition, in June 2025 the Case Review Group requested and received evidence of impact following the November 2024 request for all Safeguarding Children Partnership members to share the Child C and D published review, the 7 minute briefing on supporting disclosure of child sexual abuse, and Child Sexual Abuse procedure across their services.

National Reviews

National reviews are used for benchmarking and ensuring best practice locally. The Safeguarding Children Partnership analyse the learning from national reports and out of area reviews and ensure it is integrated into local thinking and practice. For example, national and out of area learning is considered during Rapid Reviews and included in the Practice Points. Across Leicester, Leicestershire and Rutland, this learning is often incorporated into a local Action Plan, with actions disseminated to the appropriate Safeguarding Children Partnerships' subgroup.

Date	Publication	How national learning has been considered in local work
May 2025	Serious Incident Notifications	A report allowing for comparison of Leicestershire & Rutland notification data with that of other areas for 2024-25 was produced and shared with the Case Review Group.

Date	Publication	How national learning has been considered in local work
November 2025	Sara Sharif Local Child Safeguarding Practice Review Surrey Safeguarding Children Partnership	Learning was considered by the Case Review Group in the December 2025 meeting. Learning points and links to the review and related 7-Minute Briefing have been included in the Practice Points. An extraordinary meeting of the Leicester and Leicestershire & Rutland Case Review Groups will consider any further action required in April 2026. Learning will be included in an article in the April 2026 print issue of Safeguarding Matters.
February 2026	"Protecting all vulnerable babies better": National review into the broader safeguarding issues raised by the death of baby Victoria Marten Child Safeguarding Practice Review Panel	Learning points and links to the review and the briefing note for child protection professionals have been included in the Practice Points. An extraordinary meeting of the Leicester and Leicestershire & Rutland Case Review Groups will consider any action required in April 2026. Learning will be included in an article in the April 2026 print issue of Safeguarding Matters.

Future Planning

Throughout the Yearly Report, future changes to be implemented have been highlighted around scrutiny, engagement with children and families, quality assurance and training.

The two-year business planning period started in April 2025 and will run through to March 2027. Therefore, the priorities in 2026-27 will continue to be Child Sexual Abuse, Neglect, Harm Outside the Home and Belonging. The Joint Leicester, Leicestershire & Rutland Safeguarding Children Partnerships' Business Plan for 2025-27 is published on the website.

For each of these areas, there are key deliverables, leads, timescales and impact measures. This enables the Safeguarding Children Partnerships to monitor progress and secure assurance that actions are making a positive difference to the lived experience of children and families.

Conclusion

Again, in 2025-26, the Leicester Safeguarding Children Partnership has been working in the context of significant national reforms and changes to statutory guidance. This has provided the opportunity to review and improve how the Partnership works together to safeguard children and look to make better use of the resources across the Partnership. The positive impact of the changes implemented to quality assurance processes is evident. Moving forwards, these processes will only be further strengthened by the involvement of the Young Scrutineers. The Partnership's learning and development output continues to support and adapt to the changing needs of the workforce. As this period of national and local transition progresses, with the aim of creating a whole-system, early intervention approach to improve outcomes for children, the Partnership will contribute to changes in practice through training and sharing learning from review and assurance work across the partnership.