

ALLEGATIONS AGAINST ADULTS
WHO WORK WITH CHILDREN

1 April 2022 – 31 March 2023

Report by: Allegation Management Team
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1. Introduction

1.2 This report is submitted to the Gloucestershire Safeguarding Children Partnership together with residents of Gloucestershire as an annual record of Allegations Management within Gloucestershire.

1.3 The Allegation Management team deal with referrals from all over the county and beyond relating to Gloucestershire professionals working with children. This report provides an overview of this activity covering the period 1st April 2022 to 31st March 2023.

1.4 The LADO (Local Authority Designated Officer) role and Allegations Management team remain physically located within Gloucestershire County Council Offices. The team is comprised of one full time and one part time 0.5 FTE Local Authority Designated Officers (LADO). An interim team manager with specialist experience in allegations, is currently in post to support service development as recommended in a review of the functioning of the service in 2022. The team is assisted by the equivalent of 2 FTE business support staff. The Allegations Management Service sits within the Quality Assurance and Reviewing Service, line management is provided by a Service Manager for Child Protection with oversight from the Head of Service for QA and Safeguarding.

1.5 This year has been a busy year for the Allegation Management team who have been focusing on improving the quality of data, governance and actions identified in last year's review. In addition data tells us that contacts/referrals into the service have tripled in the past 6 years.

1.6 As a result of improvement activity within the team considerable progress has been made with the data quality, access to the service and timeliness of decision making in relation to referrals from last year. There remains room for improvement and a move to a new data management system (Liquid Logic) will ensure the data is accurate and easily available.

2. Allegations Management – Process

2.1 Sections 10 and 11 of the Children's Act, Working Together 2018, and Keeping Children Safe in Education (KCSIE) 2022 direct partners in their safeguarding duties to children. This includes maintaining effective inter agency procedures for dealing with allegations against people who work with children, monitoring and evaluating the effectiveness of those procedures. The team employ the Southwest Policy and Procedures for Allegations Management in line with Allegations Management teams across the Southwest which also reflects the National LADO Network principles.

3. Review of National LADO Activity

3.1 The National LADO network and regional LADO network meet remotely regularly to ensure all LADOs remain updated with national developments. The National LADO lead is the Croydon LADO who currently who promotes key issues with other organisations including the Department of Education (DfE) and Disclosure and Barring Service (DBS). LADO representation from Gloucestershire at these meetings remains a priority.

3.2 One of the ongoing priorities is for the reviewed National LADO Network (NLN) principles to be agreed by the DfE and included in the guidance document (KCSIE) Keeping Children Safe in Education. This would support the principles used by LADO's to be included within statutory guidance. A LADO handbook is being developed with the aim that it is adopted as an appendix within KCSIE. The handbook will contain national standards for LADOs across the country. Other areas of work being developed nationally include a comprehensive definition of harm, improve agency relationships including with the DBS, (Disclosure and

Barring Service) Military Police, Ofsted, authors of (WT) Working Together and KCSIE. The working group looking at training for the role of LADO continue to develop and have been instrumental in this year's national conference. Gloucestershire LADO continues to sit on a national subgroup with a focus on improving relationships with the DBS. Positive steps have been made, for example, the LADO role being recognised as having a legitimate interest to obtain information and linking in with the Southwest point of contact.

3.3 The revised version of Keeping Children Safe in Education was implemented September 2022. This document includes a section on low level concerns and organisations being able to manage these internally. Given the breadth and room for interpretation around this section it will need monitoring to ensure important safeguarding information is shared with the LADO. Low Level concerns are being monitored during the school's audit through the Safeguarding Partnership and within the team from the activity seen to date.

4. Review of Regional LADO Activity

4.1 The Regional Southwest LADO group is now chaired by the LADO from Devon. Regionally, there are 13 Local Authorities represented on the group which has been running since 2007 and meets quarterly. The LADOs are kept up to date with national and regional developments and supported in aligning good practices. This year the group has concentrated on Peer Reviews, Gloucestershire paired up with Swindon and Cornwall LADO teams, standardising practice through sharing leaflets for adults subject to AM, children identified and the evaluation of the service. These leaflets are being reviewed by the team with the intention of amending and replacing the current leaflets available to share. The group are also discussing key themes e.g. the increase in referrals from unregulated placements and the development of a regional Southwest website which links into the National one. The Southwest group has been supporting the development of Gloucestershire's processes and continuing improvement for example the use of the Liquid Logic data management system.

5. Review of LADO activity within the county

5.1 The pathway for Allegations Management naturally prioritises safeguarding responses (where a child has suffered or is likely to suffer from significant harm), criminal investigations and safe employment practices. It is however broader than this in the consideration of allegations indicating that someone working with children may 'pose a risk of harm' to them. The LADO is therefore often spanning decisions that involve 'beyond reasonable doubt' through to 'balance of probabilities'.

5.2 Allegations Management meetings consider all aspects from a multi-agency perspective and involve the person's employer or volunteer lead, police, social care and an employer's relevant human resources advisor. Each step of the process is overseen by the LADO who also coordinates the actions of the involved agencies. This ensures a full picture is considered when assessing the risk posed by the person subject to the allegation.

Recent legal advice has led to Gloucestershire LADO not participating in the outcome decision when a case is concluded. This means that the outcome from the internal investigation is adopted as the Allegation Management Outcome – with all the inherent challenges in terms of Quality Assurance. This approach is not one shared by some of the other LADO's nationally and has been shared by the Gloucestershire Allegation Management service for consideration as the LADO Handbook is developed.

In response to this legal guidance GCC Allegation Management Service has started creating and using an escalation pathway when dissatisfied with the employer's investigation outcome. To date this escalation process has resulted in alerts being sent to the DCS, GSCP and Commissioning. The Allegation Management Service is currently working with the GSCP on

developing an escalation process. The service has also just agreed an external auditing arrangement with the Independent Scrutineer that will both evaluate practice concerns relating to employers and reflective analysis of learning for the Allegation Management Service.

5.3 One area of practice that is recognised to be a gap nationally relates to individuals who are not employed at the time of the allegations process, namely 'managerless organisations'. Gloucestershire have developed guidance on this matter, and this has been shared nationally and is now used as national guidance. In addition to the guidance now being used, the development of an escalation pathway and auditing by the Independent Scrutineer will assist greatly in concerns relating to managing managerless individuals and organisation.

5.5 Awareness training continues to be a priority and has been provided to several organisations within the county including independent provisions of training providers, support services, fostering agencies, Police teams, Health safeguarding/HR staff, Early years providers, Care Home providers and Internal Social Care teams. It has been identified by the Allegations Management Service from referrals received that investigation training is needed within the Early Years sector. The Early Years manager jointly with the support of the GSCP and LADO will be looking to produce a training aid, namely a Video presentation to assist settings who may not be familiar with the process. The video will describe the role of the LADO, the Allegation Management pathway and advice on the steps needed to investigate. This training will then be available to any organisation that may require support in undertaking an investigation.

Together with the safeguarding partnership an awareness leaflet has also been developed on the Gloucestershire Safeguarding Childrens Partnership (GSCP) website.

The Allegations Management information website has transferred from the GSCP website to that of Gloucestershire County Council in mid-2023 to reflect where the Allegation Management Service functions structurally. This also allows the service to take ownership of updates to the website in the form of new policies/procedures and bulletins.

In addition to the above, as will be seen later in this report by the low numbers of referrals from Police and Health, there will be targeted discussions and bespoke service specific training delivered to partners to ensure their staff seek to trigger the Allegation Management process as appropriate.

6- Allegations management performance Data April 2022 to March 2023

6.1 In the last six years, volumes of activity in the team have risen significantly. This had partially impacted on the team's performance and quality as noted in the Ofsted visit in 2019 before the additional LADO capacity had been recruited to. The additional resource and support from the business support team together with continued review of practices has ensured referrals are managed in a timely manner, up to date recordings are available and standards are not affected so significantly when there are periods of absence. The additional part time LADO has also assisted in delivering awareness sessions to organisations across Gloucestershire.

Referrals/Contacts

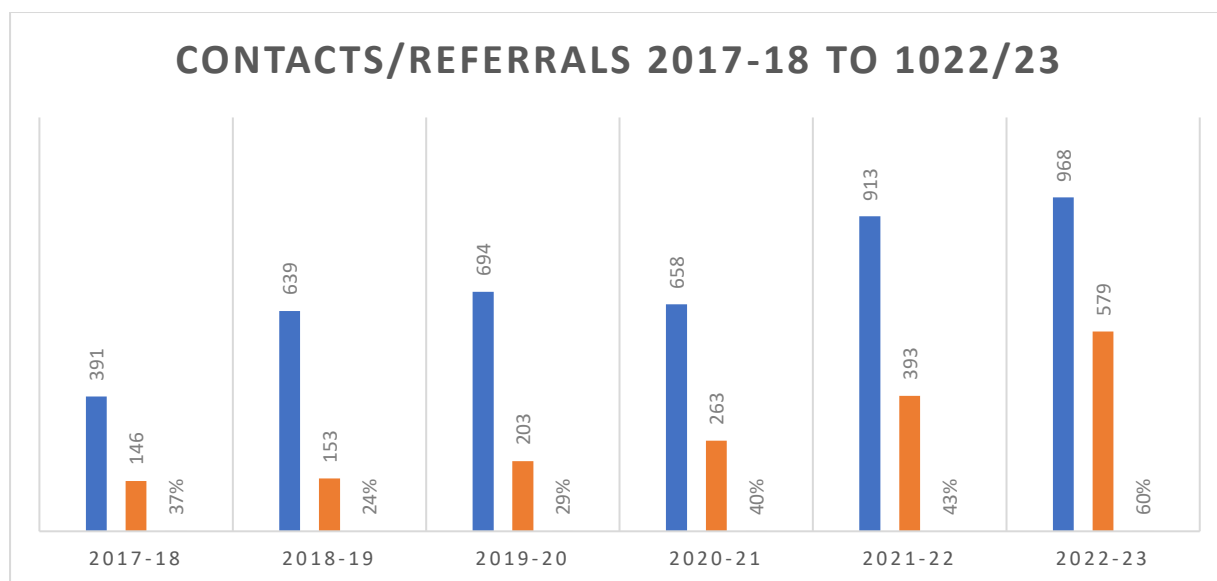
6.2 **Referrals/Contacts:** As per **Table 1** below, for 2022/23, the total number of contacts and referrals was **968** which is an increase of **6%** from the previous year.

6.3 **579** referrals (**62%** of all contacts) were assessed as meeting the threshold for allegations management which is an increase of **19%** on last year's total.

A contact would include any setting raising a concern about a member of staff or setting and a referral would be concerns that require LADO to assess against the criteria for the Allegation Management process.

Information from a contact (complexity varies with each case) requires initial screening and if the contact amounts to a referral, then very likely includes arranging and chairing Allegation Management meetings, regular reviews, advice/guidance by a LADO and progression until a suitable outcome can be decided. Ongoing advice and referrals that do not meet threshold also need to be recorded as appropriate by the team.

Table 1 – Referrals/contacts



Agencies who submit referrals

6.4 As per **Table 2** the highest number of referrals came from Social care (**28%**) and then Education establishments (**23%**) followed by Independent providers (**18%**). This shows a 5.5 % increase in the referrals from independent providers, the Social care percentage is consistent with last year's data and Education percentage showing a 4% fall.

6.5 The notable increase in referrals from independent providers (included in "Other") which may, for example, be because of the increase locally in these providers or the Allegation Management awareness sessions carried out. Independent providers primarily include Children's supported accommodation and some independent fostering agencies.

Table 2 – Referrals by agency as percentages

Referring Agency Type Overall Figures		
Early Years	58	6%
Education - Alternative Provision	14	1%
Education - Higher	3	0%
Education - Other	7	1%
Education - primary	96	10%
Education - Secondary	51	5%
Education - Special	52	5%

Education- independent	14	1%
Health	23	2%
Ofsted - Early Years	3	0%
Ofsted - Education	4	0%
Ofsted - Social Care	3	0%
Other	40	4%
Other - Faith Groups	5	1%
Other - Family Member	12	1%
Other - Gloucestershire Council	8	1%
Other - Independent Provider	178	18%
Other - Member of Public	11	1%
Other - School transport	4	0%
Other - Voluntary Organisations	5	1%
Other - Whistleblower	2	0%
Police	115	12%
Social Care - Charities (NSPCC)	5	1%
Social Care - Children's Services	181	19%
Social Care - Fostering	17	2%
Social Care - MASH	21	2%
Social Care - Other	25	3%
Social Care - Supported Accommodation	1	0%
Sports Association	10	1%
Grand Total	968	100%

Employment of professional's subject of allegations

6.6 As per **Table 3**, the highest number of referrals relate to Education personnel (**34%**) closely followed by Independent Providers. (**33%**)

These figures show a **6.5%** increase in the number of referrals relating to staff from independent providers. There could be several factors for the increase numbers of referrals relating to independent providers. One contributory factor may be because there is an increased number of vulnerable young people needing support and as a result private companies are providing supportive accommodation to meet the needs of young people.

The percentage of Health (**3%**) and Police (**1%**) personnel referred to Allegation Management remains surprisingly low given the sizes of the respective workforces with a role for children. This is particularly evident when compared to the workforce within Education for example. The reasons for this need to be understood as this is a recurring theme each year.

Table 3 Employment of the subject of the allegation

Employing Agency Type Overall Figures		
Early Years	83	9%
Education - Alternative Provision	17	2%
Education - Higher	14	1%
Education - Other	13	1%

Education - Primary	124	13%
Education - Secondary	73	8%
Education - Special	71	7%
Education- independent	16	2%
Health	30	3%
Other	30	3%
Other - transport	24	2%
Other - Charities	3	0%
Other - Faith Groups	15	2%
Other - Gloucestershire Council	18	2%
Other - Independent Provider	319	33%
Other - Member of Public	2	0%
Other - School transport	3	0%
Other - Unknown Employer	11	1%
Other - Voluntary Organisations	10	1%
Police	14	1%
Social Care - Care Home	1	0%
Social Care - Charities (i.e., NSPCC)	1	0%
Social Care - Children's Services	14	1%
Social Care - Fostering	37	4%
Social Care - Supported Accommodation	2	0%
Sports Association	23	2%
Grand Total	968	100%

Categories of Abuse

6.7 As per **Table 4** below, the primary category of abuse initially identified in contacts and referrals was physical harm (**31%**) slightly higher than last year but consistent with the previous years. This was followed by Neglect (**23%**) and Transferrable risk in the workplace (**19%**) down 9%. This shows a shift from last year and is most likely due to better recording of the relevant type of abuse. Sexual Harm at 13% remains broadly consistent.

Table 4 – categories of abuse as percentages

Categories of Abuse		
Awaiting clarification	26	3%
Emotional harm	109	11%
Neglect	223	23%
Physical harm	299	31%
Sexual harm	123	13%
Transferrable Risk	188	19%
Total	968	100%

Outcomes

6.8 As outlined in KCSIE, the Allegations Management process allows for several possible Primary outcomes to be recorded. These are:

- Unfounded
- Unsubstantiated
- Malicious
- False
- Substantiated/founded.

The Primary outcomes for the cases in 2022/23 are shown as percentages in **Table 5** below.

6.9 Table 5 show the outcomes of all 968 contacts made with the Allegation Management team. There were 597 referrals this reporting year that met threshold to be taken through the process. 26% of referrals taken through the Allegation Management process were Substantiated and 23% Unsubstantiated. It is important to understand that the role of the LADO is not to investigate complaints and in Gloucestershire the LADO cannot decide the outcome decision of an investigation carried out.

The table indicate 20% of contacts remain ongoing currently. There are several reasons for the cases remaining open, the majority are due to ongoing police investigations and some due to awaiting an update of the internal process and also the point at when the data is taken in relation to more recently referred matters. The Allegation Management team continue to undertake monthly reviews on open matters to chase for an update.

Table 5 – Primary outcomes as percentages

Allegation Primary Outcome		
Didn't meet LADO		
Threshold/ low level/advice	341	35%
Malicious	4	0%
Referred to other agency	30	3%
Substantiated/Founded	155	16%
Unfounded	87	9%
Unsubstantiated	138	14%
FALSE	17	2%
Ongoing	196	20%
Total	968	100%

6.10 As part of this process there are also several subsequent outcomes or actions (Secondary outcomes) which can be assigned by the LADO. These include (but are not limited to):

- Resignation
- Disciplinary
- Cessation of Use
- Dismissal
- Criminal Investigation
- Internal Investigation
- Training

6.11 **Table 6** demonstrates the recorded data submitted to the team regarding secondary outcomes. The first table covers all 968 contacts into the team. No Further Action outcomes include contacts that are taken through the process, those where the threshold is not met and those recorded as advice. Table two covers secondary outcomes for those contacts that meet the threshold and progress through the whole allegation management process.

It is noted that there has been a focus this year on the team proactively seeking to establish the secondary outcomes but there is still room for improvement and agencies need to ensure they forward their secondary outcomes when decided. The team will continue to seek secondary outcome in all relevant cases and establish methods of gathering this data.

Cessation of Use would include companies that because of this process being followed has decided not to continue using the professionals. This means that the professionals will have to find alternative employment requiring employers to follow safer recruitment processes if relating to work with children. Checks should include DBS and review of any data relevant to the Allegation Management process.

Table 6 – Secondary outcomes as percentages

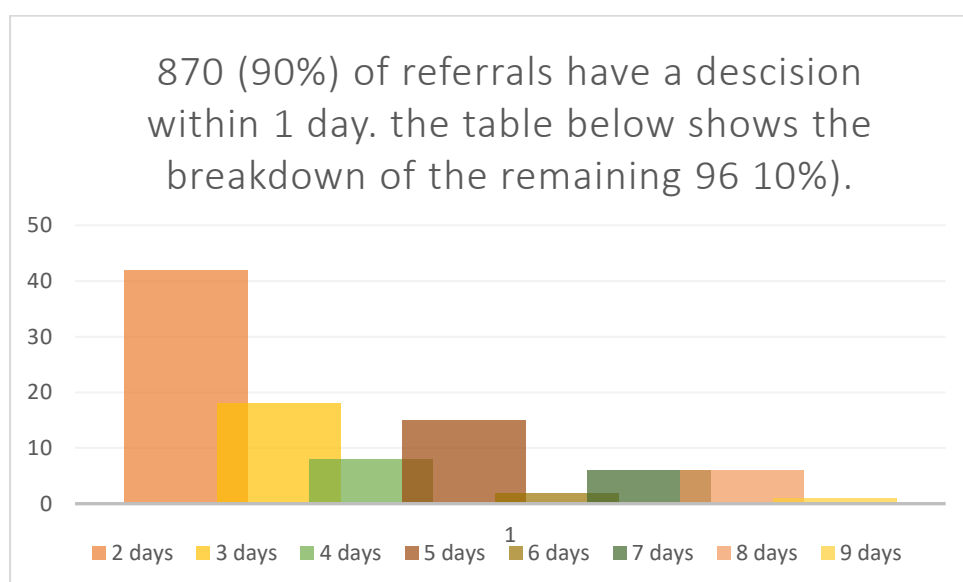
Allegation Secondary Outcomes of all referrals			Allegation Secondary Outcomes of all referrals that met Threshold for AMM		
Awaiting Secondary Outcome	5	1%	Awaiting Secondary Outcome	4	1%
Cessation of Use	17	2%	Cessation of Use	15	3%
Disciplinary	16	2%	Disciplinary	16	3%
Dismissal	37	4%	Dismissal	37	6%
Final Written Warning	10	1%	Final Written Warning	10	2%
First Written Warning	12	1%	First Written Warning	12	2%
Internal Review	4	0%	Internal Review	3	1%
Management Advice	42	4%	Management Advice	39	7%
No Further Action	545	56%	No Further Action	193	33%
Ongoing	199	21%	Ongoing	172	30%
Reflective support	1	0%	Reflective support	1	0%
Resignation	15	2%	Resignation	13	2%
Restorative meeting	2	0%	Restorative meeting	2	0%
Risk assessment by Employer	5	1%	Risk assessment by Employer	5	1%
Setting of Standards	3	0%	Setting of Standards	3	1%
Support plan	1	0%	Support plan	1	0%
Training	37	4%	Training	36	6%
Warning / Retraining	17	2%	Warning / Retraining	17	3%
Totals	968	100%	Totals	579	100%

Timeliness measures

6.12 Improvements have been made over the years to capture this data, but it is acknowledged that there is more work to be carried out to improve this area of data reporting.

6.13 From **Table 7** which analyses all **968** contacts with the team it is evident that **90%** were decided on the same day **an increase of 10% from last year**. The delay in some was commonly due to awaiting more information before being able to decide on informed, evidence-based responses. Additional work will be undertaken in ensuring the database correctly represents that a contact remains a contact until there is sufficient information to enable a LADO decision to be made about whether to progress to a referral.

Table 7 – Days between referral and decision



6.14 Where the LADO has decided the threshold is met and an Allegations Management Meeting (AMM) is required these meetings are held within five working days from the point that the decision is made that threshold has been met. On the rare occasion where a meeting is held after five days of a decision being made there is tangible evidence as to why there is a delay. The main reason for the meetings not being held within the 5-day target is due to the unavailability of other professionals to represent the relevant partner agencies including MASH Police or Children's Social Care availability and disruption through school holidays with educational colleagues for example.

6.15 The timeliness measures set out for LADO decision making are not stipulated and the previous measures as documented in KCSIE are no longer used by Allegation Management Services' nationally as a measure. The role of the LADO is to try and resolve cases in a timely manner that is fair on all parties involved and ensure there has been a thorough investigation carried out.

7 Evaluation

The team have developed a basic evaluation tool to send to partners upon the conclusion of the Allegation Management process. At this time the evaluation tool is only sent to partners in cases where the threshold has been met.

Below are the summary findings evaluating support, advice, and overall satisfaction.

- 1) Did you receive a timely response – All yes
- 2) How helpful and supportive did you find LADO – All Very helpful and supportive (1x as always, great 1x clear pathway to follow)
- 3) Was the advice and guidance you received clear and robust – All clear & robust (1x a guided script as to what to ask staff would be useful)
- 4) Did you feel your expectations of the service were fully met – All fully met

The number of responses is low compared to the contacts received with only eight responses during this reporting year.

7 Themes and trends Arising

Transferrable Risk

Referrals that have met the threshold relating to transferrable risk remain within the top three category of risk for this process to manage. Examples of this include where professionals' personal circumstances could potentially create risk to children in their professional role. These transferrable risk situations are complex and require sensitive action plans being developed to support these individuals and effectively manage any potential risk within the workplace.

This risk can also be challenging to define when trying to identify the type of transferable abuse category. For example, whilst within their personal lives the risk may be physical because of perpetrating domestic abuse what could the possible impact be on the individual's responses/ability to identify possible risks to a child that has alleged that they are experiencing the same within their own home? The additional criteria of "suitability" has undoubtedly raised the profile for consideration of transferable risk.

With limited national guidance to interpret these criteria the team will need to monitor this theme when reviewing referrals. This will be achieved by ensuring the database reflects and requires reviews of the criteria from point of referral though to the conclusion of the Allegation Management Meetings to enable the team to report on this at the end of the reporting year.

Independent Providers

There has been an increase of referrals relating to independent support service staff. Some of the referrals relate to highly vulnerable young people. Some of the investigations, because of the criteria being met are complex, with multiple personnel subject to Allegation Management and involve a lot of organisations including departments within the County Council.

There are several reasons for the increased number of referrals which could include increased awareness and may be because of statutory services having commissioned independent providers, including in some cases unregulated placements for vulnerable young people. This is a challenge nationally and not specific to Gloucestershire.

Hesley Group Investigation.

In August 2022 because of the Hesley group investigation relating to Doncaster Local Authority there was a national review undertaken by the Department of Education. The review looked at institutional abuse particularly of Children with disabilities and complex health needs placed in residential settings. Gloucestershire Allegation Management team assisted GCC commissioning team to complete the National review. The Allegation Management team also assisted other Local Authorities and LADO's nationally to complete data requests on children managed by them but living in establishments in Gloucestershire.

The national review findings have yet to be shared but through the National LADO Network it is known that there are direct recommendations for the LADO role. At this time the LADO recommendations have yet to be published but any learning will be implemented into the LADO handbook being developed as well as reviewed locally.

Contacts from Members of the Public

This reporting year has seen an increased number of direct contacts from members of the public. One reason for this appears to be because the person reporting is not confident with reporting to the employer or is dissatisfied with the employers' response in relation to a complaint and wishes to escalate to Allegation Management. Although the Allegation Management team encourage safeguarding concerns being reported the service finds itself more often having to be very clear about thresholds whereby dissatisfaction with the outcome of the complaint does not mean the matter meets the threshold for Allegation Management through the use of the term "abuse" or "child protection" when making a referral.

Police Attendance at meetings

In the later part of 2022 Police attendance at Allegation Management meetings dropped significantly reportedly due to demand and staffing levels in the team this was escalated as a concern by the Allegation Management Service. In the latter part of 2022 onwards, this has been addressed and police attendance at Allegation Management meetings has significantly improved.

Allegation Management Information Requests

Information requests e.g. for Foster Carer Assessments or Adoption Assessments and checks for Allegation Management Information are now completed within the Allegation Management Service with the associated increase in workload. This change was assessed as necessary to effectively manage access to extremely sensitive and confidential data coupled with the need for professional review of what was appropriate to disclose in relation to positive traces.

As a result of this process a high number of files held in the archives of the County Council have been found to be restricted to the LADO. These restricted files have been created without the knowledge of the LADO and are not related to the Allegation Management Service. The process of reviewing and signposting to the most appropriate team/manager to manage these files has been developed.

Learning from Safeguarding Practice Reviews

Key recommendations that have been identified include Thinking the Unthinkable regarding allegations made and robust actions when allegations of abuse are made. A consistent theme in all the reviews relates to the young people and their voices not being heard or captured. The Allegation Management team are committed to ensuring that the voice of the child is

actively sought and captured during investigations either during the meetings held or within the investigation reports.

Data and Evaluation of the service

Providing good data for managers, the team and service users is very important to the service and great efforts have been made to improve data to make it meaningful. Efforts include greater population of the excel system currently being used and chasing employer for secondary outcome decisions. The data collected will be used to identify trends and areas of development for the team, service users and help identify area to improve awareness of this process. Continued improvements will be made and the move to a new data management system is hoped to make the data easier to access when necessary.

The team have a simple evaluation process that is shared with service users when the process has been followed. The response to the evaluation requests is small, less than one percent this year. This appears to be consistent with the findings of other LADOs across the country. Although the responses received give a positive response to the involvement of the Allegation Management team, progress will continue to be made to improve this process, increase the number of responses and implement any findings within practice.

9 Complaints

During this financial year the Allegation Management team has not received any new complaints against its staff, or the process undertaken. We have one ongoing challenge to an outcome decision that was made prior to this reporting year and currently is subject of an Ombudsman review.

10 Summary

10.1 This past year has seen an increase in volume and complexities of allegations. We can see that contacts/referrals into the service have tripled in the past 6 years. Despite this, timeliness of our response to allegations has been good and the increased focus on creating awareness is clearly impacting on numbers of contacts into the service. Where gaps are identified, we have been offering and subsequently delivering service specific training with partners and external providers.

Following a detailed review of the service in 2022 a child centred approach to each contact received is now embedded within team culture. This is evidenced through ensuring the consideration of any impact on the child/children is responded to through internal escalations and practice challenge (for example identifying need for strategy discussions). Our LADOs proactively seek assurance from the multi-agency group that protective steps are undertaken where immediate risk is identified.

Cultural organisational concerns are brought to the attention of the GSCP, Children's Services Senior leadership and commissioning where appropriate. In 2023 the service sees itself as setting consistent standards together with the GSCP, for a safer children's workforce across Gloucestershire.

11 Recommendations for 2023-2024

11.1 Continue to improve the quality of data gathering relating to the Allegation Management process. This includes;

- Progressing to a new case management system.
- Change to category of abuse data reporting system to allow more accurate recording.
- Put in place a track and prompt system to ensure we are informed of secondary outcomes.
- Refining Recording Processes.
- Quarterly performance meetings to promote timeliness and ensure all cases are subject to regular review.

11.2 Continue with a programme of awareness training for professional organisations.

- Offer bespoke awareness sessions to Safeguarding Leads for organisations to allow them to take the learning forward within their organisations.
- Proactively engage partners and organisations where the data appears to indicate a disproportionate low number of referrals.
- Continuing to develop Informative Media around Investigation Training. This includes the partnership working with the GSCP and communication team within the council to produce a recorded production that can reach a wide audience.
- Develop Allegation Management information leaflets for young people, letters for professional's subject of this process and organisations / members of the public.

11.3 Implement a Quality Assurance process for allegations management to include an evaluation process to measure the impact of this service. The below list documents some of the areas identified to support this recommendation.

- Produce a Service Plan for the Allegation Management team in line with Children's Service current Ambitions Plan for 23/24..
- Periodically bench marking with comparators e.g., Outcomes ratios data and processes.
- Undertake Thematic Audits within the Allegation Management service.
- Review the website and procedures that document the Allegation Management service and role of the LADO.
- Produce a process that represents accurate reporting of Allocated Case Loads for LADOs to enable improved management oversight and support within the team.

11.4 Invest in the relevant training of the staff within the team.

- This includes.
 - Liquid Logic
 - MS 365
 - Attendance at the National LADO Network and regional LADO meetings held.
 - CPD for LADO's e.g. Social Work Academy Learning lunch events.