

Leicestershire and Rutland
Local Safeguarding Children Board
Business Plan 2015-16

Version 0.3

Effective from: April 1st 2015
Review dates: Quarterly Review: July, October, January

Introduction

I am pleased to present the LRLSCB Business Plan for 2015/16. The Plan is intended primarily to set out the key outcomes and impact that the Board wishes to achieve across the next year, to ensure that children, young people and adults in Leicestershire and Rutland are safe. It does not show business as usual items unless they are addressing an issue that has been highlighted for specific or remedial work within 2014/15.

Following three integrated LSCB and SAB Business Plans that we have presented since agreement to better align the two Safeguarding Boards in 2012 this year we revert to a plan that seeks to clearly show the work of the two Boards as independent business units. The plan still maintains a number of priority issues that are common to both Boards. The requirement to separate the business of each board is being driven by the regulatory bodies that inspect against quality assurance frameworks. As well as Ofsted for the LSCB, the introduction of the Care Act 2015 legislation that comes into force from 1st April lays out the statutory framework for the SAB.

The formulation of this Business Plan has been undertaken with the engagement of members of both Boards and other stakeholders. It aims to articulate the key improvement objectives that will underpin our work in the period 2015/16 and, most importantly, to set out the actions that will be taken to address these priorities. This increased emphasis on specific actions is also intended to ensure that we are more explicit about the outputs, outcomes and impact that the Boards intend to achieve. This we believe will strengthen our ability better to quality assure, performance monitor and risk manage the work of the Boards and their impact on safeguarding service delivery and on safeguarding outcomes for children, young people and adults.

The priorities in this Business Plan have been identified against a range of national and local drivers including:

- National policy drives to strengthen safeguarding arrangements and the roles of LSCBs and SABs
- Recommendations from regulatory inspections;
- The outcomes of Serious Case Reviews and Serious Incident Learning Processes (SILPs) and other learning review processes – emerging from both national and local reports;
- Evaluations of the impact of previous Business Plans and analysis of need in Leicestershire and Rutland;
- Priorities for action emerging from Quality Assurance and Performance Management arrangements operated by both Boards;
- Responses to the views of stakeholders including the outcomes of engagement activities;
- Best practice reports issued by Ofsted, ADCS and ADASS

Having considered these matters members of the Boards have agreed to reflect the five priorities within our performance management framework within this plan. These priorities are:

Priority 1: To be assured that 'Safeguarding is Everyone's Responsibility'

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility

Priority 3: To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe.

Priority 4: To be assured that our Learning and Improvement Framework is raising service quality

and outcomes for children, young people and adults

Priority 5: To be assured that the workforce is fit for purpose

This Business Plan sets out the key actions proposed to support work in support of these objectives with a view to further enhancing the impact of the two Boards in supporting improved outcomes in safeguarding the children, adults and communities of Leicestershire and Rutland.

Safeguarding is everyone's business. Never has it been more critical for LSCBs and SABs to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan is intended to set a clear framework within which this leadership can be delivered. The collaborative support of all agencies is essential to securing the impact this Business Plan seeks.

I commend the Plan to all partners and look forward to your support in achieving our goals.

Paul Burnett

Independent Chair, Leicestershire and Rutland LSCB and SAB

Priority 1: To be assured that 'Safeguarding is Everyone's Responsibility' Board member sponsor: _____							
Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
1.1 Strategic and Board Priorities							
1.1.1.	Full engagement by schools in safeguarding, including independent schools	Seek assurance from schools through S11 strategic and operational audit Engage with Headteachers to provide assurance that their schools are engaged in safeguarding Maintain representation on Board by school representatives, both primary and secondary and Leicestershire and Rutland Seek school representation on Subgroups Monitor safeguarding training attendance by independent schools	S11 operational and strategic audit responses Referral rates to Children's Social Care Meetings attended with Headteachers Attendance of school representatives at Board meetings and Subgroup meetings Training attendance and evaluation	Board & SEG SEG Independent Chair Independent Chair Training Subgroup			
1.1.2.	Partner agencies are complying fully with their responsibilities under S11	Conduct an annual strategic S11 audit Monitor the Action plan for agencies identified as not being "fully compliant"	Compliance against the requirements of S11 Compliance for completion of Action Plan	Board members / Senior Managers Board			
1.1.3.	Board effectiveness in safeguarding children and young people in Leicestershire and Rutland	Maintain a "Log of Challenge" which will monitor partner agency responses to challenges by the Board or Board members Conduct an annual self-assessment by Board members and develop an action plan to address any issues identified Gather evidence that the Board is driving improvements and changes which impact on positive outcomes for children and young people	Compliance with the "Log of Challenge" Areas of effectiveness agreed by Board and compliance with resulting action plan Evidence provided by agencies and Board through the Performance Management Framework	Independent Chair Independent Chair SEG, Executive and Board			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.1 Improving outcomes for children identified by previous learning processes							
2.1.1	LSCB thresholds are understood and consistently applied across agencies; Support offered to children and young people is proportionate to their needs	Roll out programme of training about thresholds for staff across partner agencies Raise awareness through Safeguarding Matters and Website Monitor use of thresholds through case file audits	Training attendance and evaluation S11 operational and strategic audit responses Outcomes of Referral to Children's Social Care	Training Subgroup Board and SEG Board and SEG			
2.1.2	Improved quality of referrals	Conduct training event about referrals Review multi-agency referral process and form, including multi-agency contribution to referral	S11 operational audit responses Quality of referrals made by agencies tested through case file audit	Training sub group and Procedures sub group			
2.1.3	Improved quality of assessment	Review multi-agency assessment process and form, including multi-agency contribution to assessment at referral, assessment, conference and LAC stage	S11 operational audit responses Quality of multi-agency contribution to assessment tested through case file audit	Executive			
2.1.4	Improved quality of professional supervision	Conduct training event about professional supervision Ensure all agencies have supervision procedure Review quality of supervision through audit Review LSCB supervision procedure to ensure fit for purpose	S11 operational audit responses Quality of referrals made by agencies tested through case file audit Updated supervision procedure	Training sub group Executive Procedures Subgroup			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.2 Early Help - wellbeing							
2.2.1	Early Help Services are successful in sustaining improvements to the lives of children and young people and their families and reducing children experiencing abuse or neglect or coming into care	Ensure all agencies are contributing to early help services through shared understanding and commitment Ensure that Supporting Leicestershire Families (SLF) and Changing Lives Rutland (CLR) are meeting targets to improve lives of children and families Consider the development of multi-disciplinary response at referral stage (MASH)	Referral rates to Early Help Service Referral rates to Children's Social Care Caseloads of Early Help Services Outcomes reported by SLF and CLR Development of MASH	Early Help Services (inc. SLF and CLR) and SEG to monitor			
		Raise awareness with public that early help is available and how to access it Ensure that the voice of the child is captured and feedback used to influence service development and procedures	Self-Referral rates to Early Help Services by young people or families; Voice of the child audits are conducted Recommendations embedded from Voice of the child audits	SEG SEG and Engagement Subgroup			
2.3 Child Protection							
2.3.1	Multi-agency child protection services that are child-focussed and effective in safeguarding children and young people	Monitor the contribution of all agencies to safeguarding and ensure that good practice is disseminated, risks identified and mitigated Review multi-agency contribution to assessment at referral, child protection, conference and LAC Conduct multi-agency audits and review summary reports from single agencies at SEG Engage with children who have been	Compliance with S11 through strategic and operational audits Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports Feedback from children and young people	SEG Executive			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
		through the "journey"	Feedback from front line practitioners				
2.4 Looked After Children							
2.4.1	Looked After children are safe and achieve health and education outcomes	<p>Monitor the contribution of all agencies to looked after children and ensure that good practice is disseminated, risks identified and mitigated</p> <p>Engage with children and young people in care</p> <p>Ensure professional supervision across partner agencies is effective by conducting conference and raising awareness through Safeguarding Matters</p>	<p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Effectiveness of practice (including supervision) through audit reports</p> <p>Feedback from children and young people</p> <p>Feedback from front line practitioners</p> <p>Feedback from training / competency framework</p>	<p>SEG</p> <p>Engagement Sub group</p>			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.5 Other Safeguarding Priorities							
2.5.1	<p>Child Sexual Exploitation: Increase in the identification of children and young people who are at risk of child sexual exploitation (CSE) and reduction in the number who experience CSE</p> <p>Effective prevention, investigation and recovery for children and young people who are or have experienced child sexual exploitation</p>	<p>Agree definition of CSE across LSCB and agencies, including sub-regionally with Leicester City</p> <p>Review and agree CSE Strategy and Protocol and update CSE procedures</p> <p>Raise awareness of CSE in partner agencies through CSE training and events</p> <p>Fully operationalise CSE co-located team (CSE hub) to ensure sufficient commitment and resources from partner agencies to achieve goals</p> <p>Agree monitoring/measures for CSE</p> <p>Ensure that the voice of the young person is captured and feedback used to influence service development and procedures CSE subgroup</p> <p>Raise awareness of CSE to public</p>	<p>Impact and outcomes for children and young people at risk or experience CSE -</p> <p>Agreed core data set through SEG</p> <p>Publication of CSE Strategy, Protocol and procedures – measure awareness of definitions and documents through S11 operational audit responses</p> <p>Evaluation of CSE training (CWDC) and events (CSE Subgroup) reported to SEG</p> <p>Referral rates to CSE Hub</p> <p>Progress of CSE Hub through reports to Executive and Board</p> <p>Voice of the child and other case file audits are conducted</p> <p>Recommendations are embedded from Voice of the child audits</p>	<p>CSE Subgroup SEG</p> <p>CWDC and CSE Subgroup</p> <p>CSE Subgroup and SEG</p> <p>Police, 3 x LAs, health, commissioners, other services – strategic oversight (LSCB, SLAs, KPIs)</p>			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.5.2	<p>Children Missing from Education are identified, safe and supported:</p> <p>That children and YP who are not receiving their statutory education (inc. PRU, special schools, vocational etc.) are monitored to ensure they are safe. This includes children who are Home educated, moving across areas; and traveller families (diff groups)</p>	<p>Develop shared understanding about pathway of children who are missing from education</p> <p>Monitor through agreed core data set</p> <p>Agreed monitoring process involving other agencies (LA, schools, GPs, health) → move from administrative process to assessment</p> <p>Develop LSCB multi-agency procedures for children who are home schooled and traveller families</p> <p>Raise awareness amongst agencies about potential vulnerability of these children</p>	<p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Effectiveness of practice through single and multi-agency audit reports</p> <p>Feedback from children and young people</p> <p>Feedback from front line practitioners</p>	<p>SEG</p> <p>Engagement Sub group</p>		<p>Serious case review</p> <p>Children are not accounted for/safe</p>	
2.5.3	<p>Children who are Privately Fostered are safe</p> <p>Children and young people are appropriately identified and supported in private fostering arrangements</p>	<p>Raise awareness with public about private fostering – media and social media campaign</p> <p>Raise awareness amongst agencies about potential vulnerability of these children</p> <p>Monitor through agreed core data set</p>	<p>Agreed core data set through the SEG</p> <p>LAs to provide quarterly reports to SEG</p>	<p>SEG</p>			

Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.5.4	Assurance that children and young people access the CAMHS service appropriately.	Support the review of CAMHS and ensure partner agencies contribute Ensure the speed and quality of response by CAMHS is securing improved emotional health of children and young people Ensure there are agreed thresholds for access to CAMHS services understood by all partner agencies	Proportion of Referrals to CSC of children where emotional health is a factor and track child's journey through EH, CP and LAC Assessment by EH and CSC where emotional needs are assessed as a factor Agreed core data from CAMHS to PMF Report	Executive			
2.5.5	Female Genital Mutilation (FGM) Reduction in number of girls who suffer from FGM Increase in identification of girls at risk of FGM Increased community awareness of risks of FGM in identified communities	Continue to develop pathways and procedures for services to girls at risk or who experience FGM Raise awareness with public about FGM – media campaign Raise awareness amongst agencies about potential vulnerability of these girls Monitor through agreed core data set Work with communities at identified highest risk	Agreed core data set through the SEG	FGM sub group			
2.5.6	E-Safety: Assurance that children and young people in L and R are safe.	Gain an overview, spread and depth of e-safety, education awareness and training for children and young people	Percentage of staff/ children and young people trained. Feedback from young people through survey on website	Board			

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
3.1	Assurance that the Prevent /Channel strategies result in a reduction in number of young people involved in terrorism and Increase in identification of young people at risk of becoming involved in terrorism	Seek assurance from the Anti-Social Behaviour Strategy Group that the Prevent Strategy is being delivered appropriately Monitor through agreed core data set	Agreed core data set through the SEG	SEG			
3.2	Transition to adult services: Careleavers and disabled young people are appropriately supported by children's services to work towards independence Disabled young people successfully transition to be supported in adult services	Monitor the contribution of all agencies to Careleavers and young people transitioning to adult services and ensure that good practice is disseminated, risks identified and mitigated Engage with young people and adults at risk Audit cases to assure of the effectiveness of services	Agreed core data set through the SEG (impact and outcomes) Feedback from young people and adults at risk Feedback from front line practitioners	SEG			
3.3	Think Family: Children and young people and adults at risk are safe, especially as they transition between or	Develop shared understanding about pathway of children and young people who transition between services Monitor through agreed core data set	Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports	Procedures Subgroup			

Priority 3 – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	across services	Review LSCB multi-agency procedures Raise awareness amongst agencies about potential vulnerability of these children, young people and agencies at risk	Feedback from children and young people Feedback from front line practitioners				
3.4	<p>Domestic Abuse: Multi-Agency Risk Assessment Conference (MARAC): Fully coordinated response to people who are at risk of domestic abuse Improved attendance and participation by agencies at MARAC</p> <p>Develop A seamless referral pathway for victims of Domestic Violence and Abuse including Teenage Peer Domestic Abuse</p>	<p>Monitor the impact and outcomes of people who are supported through Domestic Abuse services Seek assurance from the Leicestershire Domestic Abuse Partnership that the Domestic Abuse Strategy is being delivered appropriately Monitor through agreed core data set provided by MARAC</p> <p>Develop pathways and procedures for services to young people at risk of or who experience domestic abuse in their peer relationships Raise awareness amongst agencies about potential vulnerability of these young people Monitor through agreed core data set</p>	<p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Agreed core data set through the SEG (impact and outcomes)</p>	Executive			

Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children and young people. Board Member Sponsor: _____						
Ref. no.	In 2015/6 we will	To achieve this we will	Who will lead?	Timescale	Risk	Progress
4.1	Seek a reduction in serious incidents and reviews Include health visitor and school nursing input into Board and subgroups	Ensure that learning from audit, SCRs and other reviews is shared and embedded. Increase methods of delivering and sharing key messages. Increase the membership of the board to include Public Health	SCR sub group Executive			
4.2	Seek assurance that NHS settings such as Dentists and opticians are receiving and embedding appropriate recommendations from SCRs and other review processes	Identify existing communication channels that are used by NHS colleagues to provide relevant information	Executive			
4.3	Review the learning and improvement framework	Proportionate type of review is used to deal with a case – proportionate response to the particular case	SCR subgroup			

Priority 5: To be assured that the workforce is fit for purpose. Board Member Sponsor:					
Ref. no.	In 2015/6 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
5.1					
5.2	Develop a set of standards that commissioners should include in their contracts and include L & D competency framework for safeguarding training e.g. incorporate the markers of good practice	The standards are evidenced within contracts.	Training Subgroup		
5.3	Seek assurance that supervision of workers and cases is good.	Caseloads are appropriate and manageable. Quality of supervision is linked to capacity. Supervision needs to be appropriately facilitated. Funding issues are impacting on caseloads, affecting effective workforce and are causing resilience issues.	Executive		