



**Meeting:** Children and Families Overview and Scrutiny Committee

**Date/Time:** Monday, 1 June 2015 at 2.00 pm

**Location:** Sparkenhoe Committee Room, County Hall, Glenfield

**Contact:** Miss. F. Gall (0116 305 3407)

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### Membership

Mrs. J. A. Dickinson CC	Mr. T. J. Pendleton CC
Mr. J. Kaufman CC	Mr. J. Perry
Mr. A. M. Kershaw CC	Mrs. C. M. Radford CC
Mrs. C. Lewis	Mr. L. Spence CC
Mr B. Monaghan	Mr. G. Welsh CC
Mr. J. P. O'Shea CC	Miss. H. Worman CC

**Please note:** this meeting will be filmed for live or subsequent broadcast via the Council's web site at <http://www.leics.gov.uk/webcast>  
– Notices will be on display at the meeting explaining the arrangements.

### AGENDA

<u>Item</u>	<u>Report by</u>
1. Appointment of Chairman.  To note that Mr. L. Spence CC was nominated as Chairman elect to the Children and Families Overview and Scrutiny Committee at the Annual Meeting of the County Council held on 20 May 2015.	
2. Election of Deputy Chairman.	
3. Minutes of the Meeting held on 2 March 2015.	(Pages 5 - 10)
4. Question Time.	
5. Questions asked by Members under Standing Order 7(3) and 7(5).	



6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.
7. Declarations of Interest in respect of items on the agenda.
8. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
9. Presentation of Petitions under Standing Order 36.
10. Quarter 4 2014/15 Performance Report. Chief Executive and Director of Children and Family Services (Pages 11 - 20)
11. Analysis of Key Performance Areas. Director of Children and Family Services (Pages 21 - 28)
12. Departmental Inspection Preparation. Director of Children and Family Services (Pages 29 - 50)
13. First Response Update Following Restructuring. Director of Children and Family Services (Pages 51 - 74)
14. Local Safeguarding Children Board and Safeguarding Adult Board Business Plans 2015/16. Independent Chair of the Safeguarding Boards (Pages 75 - 108)
15. Date of next meeting.

The next meeting of the Commission is scheduled to take place on 7 September 2015 at 2.00pm.

16. Any other items which the Chairman has decided to take as urgent.

## **QUESTIONING BY MEMBERS OF OVERVIEW AND SCRUTINY**

Members serving on Overview and Scrutiny have a key role in providing constructive yet robust challenge to proposals put forward by the Cabinet and Officers. One of the most important skills is the ability to extract information by means of questions so that it can help inform comments and recommendations from Overview and Scrutiny bodies.

Members clearly cannot be expected to be experts in every topic under scrutiny and nor is there an expectation that they so be. Asking questions of 'experts' can be difficult and intimidating but often posing questions from a lay perspective would allow members to obtain a better perspective and understanding of the issue at hand.

Set out below are some key questions members may consider asking when considering reports on particular issues. The list of questions is not intended as a comprehensive list but as a general guide. Depending on the issue under consideration there may be specific questions members may wish to ask.

### **Key Questions:**

- Why are we doing this?
- Why do we have to offer this service?
- How does this fit in with the Council's priorities?
- Which of our key partners are involved? Do they share the objectives and is the service to be joined up?
- Who is providing this service and why have we chosen this approach? What other options were considered and why were these discarded?
- Who has been consulted and what has the response been? How, if at all, have their views been taken into account in this proposal?

### **If it is a new service:**

- Who are the main beneficiaries of the service? (could be a particular group or an area)
- What difference will providing this service make to them – What will be different and how will we know if we have succeeded?
- How much will it cost and how is it to be funded?
- What are the risks to the successful delivery of the service?

### **If it is a reduction in an existing service:**

- Which groups are affected? Is the impact greater on any particular group and, if so, which group and what plans do you have to help mitigate the impact?
- When are the proposals to be implemented and do you have any transitional arrangements for those who will no longer receive the service?
- What savings do you expect to generate and what was expected in the budget? Are there any redundancies?
- What are the risks of not delivering as intended? If this happens, what contingency measures have you in place?

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Minutes of a meeting of the Children and Families Overview and Scrutiny Committee held at County Hall, Glenfield on Monday, 2 March 2015.

PRESENT

Mr. L. Spence CC (in the Chair)

Mr. J. Kaufman CC	Mrs. C. M. Radford CC
Mr. P. G. Lewis CC	Mr. R. J. Shepherd CC
Mr B. Monaghan	Mr. E. D. Snartt CC
Mr. T. J. Pendleton CC	Mr. G. Welsh CC
Mr. J. Perry	

54. Minutes.

The minutes of the meeting held on 19 January 2015 were taken as read, confirmed and signed.

55. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

56. Questions asked by Members.

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

57. Urgent Items.

There were no urgent items for consideration.

58. Declarations of Interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

Mr D. Snartt CC, Mr L. Spence CC, Mr G. Welsh CC, Mr J. Perry and Mr. B. Monaghan each declared personal interests in matters relating to schools, as they had family members who taught in Leicestershire.

Mr L. Spence CC indicated that, whilst this did not amount to an interest to be declared at this meeting, he felt it relevant to report that he sometimes worked for an academy within the County.

59. Declarations of the Party Whip.

There were no declarations of the party whip.

60. Presentation of Petition: Melton Sure Start Children's Centre Programme Budget Cuts.

A petition had been received on behalf of Lead Petitioner Natalie Brimecome-Mills signed by 31 local residents, in the following terms:

*"We the undersigned petition the Council to reconsider budget cuts to the Melton Sure Start Children's Centre Programme and acknowledge its invaluable commissioned services, already in place."*

In response to the petition, the Chairman read out the following statement:

*"In 2014/5 the total budget for the children centre programme for Melton was £617,755. This included £123,000 of management costs that were paid to Melton Borough Council.*

*In 2015/6 that budget will be £389,376. This includes management costs of £20,235 which will be borne by Leicestershire Council.*

*This cash reduction is £228,380 or 37%. However, if the management costs are excluded, the reduction in services amounts to 25.4%.*

*There will be some impact on universal services as the programme becomes more targeted on children and families with identified needs. However, the Programme will continue to employ a team of Family Outreach Workers alongside specialist workers, who will support children's development and address family's needs. There will be a 0-2 pathway of services for vulnerable families that will support parents with their knowledge and parenting skills to improve outcomes for children. Volunteering opportunities will be promoted with the parent's forum supported to shape the programme.*

*At the same time there has been some new investment in services in Melton for the Supporting Leicestershire Families service with a locality manager and additional team leader which amounts to an investment of £85,000.*

*If members are happy for me to do so, I shall ask that a response be sent from the Director to the Lead Petitioner reflecting the comments I have just made."*

RESOLVED:

That a letter be sent from the Director to the Lead Petitioner summarising the points outlined in the Chairman's statement.

61. Change to the Order of Business.

Having sought and obtained the consent of the Committee, the Chairman agreed to vary the order of business from that set out in the agenda.

62. Update on Local Authority Arrangements for Ensuring High Quality Education in Leicestershire.

Prior to this item being presented and discussed, the Chairman welcomed to the meeting Dr. Ian Ridley from the "Save our Schools, Oadby" group, who had requested the opportunity to speak on the age range changes which were out for consultation currently in Oadby and were referred to in Appendix A to the report. The Chairman stated that it

had been agreed to accommodate Dr. Ridley's request on the basis that a consultation process was currently underway and any subsequent debate of the views expressed could compromise the Council's position prior to submitting a formal response. For this reason, it was confirmed that, arising from Dr. Ridley's statement, his comments would be noted and the full report would then be debated by the Committee.

Having tabled a short note (a copy is filed with these minutes), Dr. Ridley outlined the following key points:

- The group had circulated over 11,000 leaflets in Oadby and the neighbouring villages and collected a petition with over 1,300 signatures which would be submitted to the governors. Dr. Ridley was happy to make this information available to the Committee, should it wish to see it;
- The group was not opposed to age range changes, but rather wanted to retain the present school system in Oadby, which was regarded as "outstanding" by Ofsted. There was a danger that under the new proposals with the number of 16-18 places being reduced places would be filled at schools outside of Oadby and travel to and from the town would therefore be increased.

In response to the comments made, the Director stated that any consultation about age range changes at an academy should take place without any comments made from the Local Authority – the consultation was with parents and the local community. The academy would then present for a consideration a Business Case to the Regional Schools Commissioner and the Education Funding Agency. In a maintained school, the governing body would similarly consult with the parents and local community, and would then be required to submit a business case to the Council who would then consider this based on a number of set criteria, such as: whether it would improve outcomes for children, the number of families who had responded to the consultation as a percentage of the local population, the views of local members and communities and the likely impact on pupil numbers. It was noted that the improvement of outcomes for children was the most significant of these criteria.

The Committee then considered the report of the Director of Children and Family Services concerning the current arrangements for ensuring that schools are performing well and are appropriately monitored, supported and challenged and an update on the current landscape with regard to academies and age range changes. A copy of the report, marked "Agenda Item 9", is filed with these minutes.

Arising from a discussion, the following points were noted:

- The Local Authority had a critical role in ensuring strong relationships between schools to enable them to offer each other effective support at times of need;
- It was set out in legislation that the Local Authority had a role to make "arrangements" for school improvement but was not required to "deliver" the improvements in isolation. The Council maintained a constructive dialogue with academies to ensure they were performing. It was felt that the LEEP had been an asset in this regard;
- Performance data for schools was made available by Ofsted. It was not currently felt that there was anything to gain by the Council publishing this information on its own website, though the suggestion for signposting to the information provided by

Ofsted was being considered;

- The Council was able to issue a warning to the governors of those schools that were not regarded as performing adequately. This had only been required on one occasion thus far;
- Though it appeared from the report that results at Key Stage 4 had dropped, it was confirmed that the assessment process had changed and that this was not presently taken account of in the results given;
- It was noted that the asterisks marked against some schools in the list provided on pages 33 and 34 denoted those academies that would be merging;
- 18% of governor posts were currently vacant across the County, though it was felt that this was not a true reflection as many schools were in the process of reconstituting to a smaller size. The Governor Development Service was active in supporting a recruitment process to fill any vacancies.

RESOLVED:

That the report be noted.

63. Q3 Performance Report.

The Committee considered a joint report of the Director of Children and Family Services and the Chief Executive concerning an update of Children and Family Services performance at the end of quarter 3 of 2014/15. A copy of the report, marked "Agenda Item 8", is filed with these minutes.

Arising from a discussion, the following points were noted:

- It had been agreed with the Chairman and Spokesmen of the Committee that the next quarter of performance reports would include a greater amount of context to enable better scrutiny of the data provided;
- Concern was expressed at the high number of three year olds with decayed, missing or filled teeth when compared nationally (paragraph 23 of the report). It was noted that Public Health were responsible for this area and had been carrying out a commissioning campaign from August in order to tackle this issue. It was known that the health of children was a major contributory factor to good achievement at school;
- In response to concerns raised about the number of care leavers in suitable accommodation (61% - Appendix A, page 17), it was noted that this reflected a data inputting issue which the Authority was seeking to address. It was believed that the number of care leavers in suitable accommodation was more likely to be around 85%, though further scrutiny of this area was welcomed;
- It was known that waiting times for Child and Adolescent Mental Health Services (Appendix A, page 19) was an area of concern. The Director was leading a partnership initiative to tackle this issue. It was suggested that this might be an issue that the Committee look at in more detail when this work was completed;



- A suggestion was made for further scrutiny of the Government's "Progress 8" Measure and the individual outcomes of children in the County;
- The performance results as a whole seemed to suggest that Leicestershire was performing averagely when compared nationally. It remained an aspiration of the Department to make it the best achieving education service with the highest performing children in the country. It was felt that it would be helpful to share with members more detailed comparisons of performance with other similar authorities in order to present a more balanced picture.

RESVOLED:

That the report be noted.

64. Date of next meeting.

It was noted that the next meeting of the Committee would be held on 1 June 2015 at 2.00pm.

2.00 - 3.40 pm  
02 March 2015

CHAIRMAN

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**CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE - 1 JUNE  
2015**

**QUARTER 4 2014/15 PERFORMANCE REPORT**

**REPORT OF THE CHIEF EXECUTIVE AND DIRECTOR OF CHILDREN AND  
FAMILY SERVICES**

**Purpose of Report**

1. The purpose of this report is to present the Committee with an update of the Children and Families Service performance at the end of quarter 4 of 2014/15.

**Policy Framework and previous Decisions**

2. The report is based on the set of performance measures aligned with the Council Corporate Strategy to 2017/18. The overall performance dashboard is attached as Appendix A.

**Report Changes**

3. Trend lines have been added to show movement of data over a longer period of time. Where data is collected quarterly, up to 8 previous quarters are shown on the chart (subject to availability). Where data is annual, previous year's data is displayed in the charts.
4. Two new columns have been added for clarity: 1) frequency of data i.e. annual or quarterly 2) If the data has been updated in the report, indicated by a 'Y'.

**Overview**

5. From 24 measures that have new data available: 12 have improved; 5 show no significant change and 7 have declined.

**Improved measures**

6. Improved measures to highlight include:
  - i. There is improvement in stability for an increasing % of children in the same placement for 2+ years or placed for adoption, although performance remains in the fourth quartile by national levels.
  - ii. The quality of childcare provision across the County as measured by OFSTED judgements is improving.

- iii. There is an increased proportion of pupils being educated in Good or Outstanding schools.
- iv. There is evidence of progress in reducing the secondary school persistent absence rate.

#### Declining measures

7. Additional information is set out below with regard to those measures that are declining:
  - i. Issues around declining performance in placement moves are addressed in the analysis of key performance issues reported to the Committee at today's meeting.
  - ii. The % of Child Protection Plans reviewed within timescale has fallen due to the cancellation of review meetings that were inquorate when key partner agencies did not attend.
  - iii. All instances of 'Child Protection plans lasting 2 years or more' are subject to an internal protocol that includes an independent audit of the case. It is proposed that the percentage of 'Children becoming subject to a child protection plan for a second or subsequent time' forms the subject of a separate more detailed report at the next meeting of the Committee in September 2015
  - iv. Comparative data shows that the percentage of young people reoffending in Leicestershire (30.6%) was better than regional (31.4%) and national (35.4%) performance. Leicestershire's re-offending frequency rate (0.89 offences) is slightly higher than regional (0.87) and better than national (1.03) performance
8. The data shows a decline in the Summer Term for 3 year olds accessing Free Early Education Entitlement (FEEE). This figure is impacted by how data is collated each quarter and the single admission policy for all schools. Leicestershire split the way we collect the 3 and 4 year old FEEE data. In the Autumn and Spring terms, 4 year olds are generally accounted for in school. However, in the summer term, 3 year olds have usually had their 4<sup>th</sup> birthday and are still in a childcare setting before they start school in the Autumn and are therefore in the 4 year old data set for this term only. The Department for Education (DfE) issue figures annually and the most recent figures from the DfE benchmarking tool regarding FEEE take up shows Leicestershire as above the national average.
9. From 30 measures that have a national benchmark: 6 are in the top quartile, 7 are in the second quartile, 9 are in the third quartile and 8 are in the fourth quartile.
10. From 38 indicators that have a statistical neighbour benchmark, 15 are better than the statistical neighbour average, 16 are below and 6 have no significant difference.

### **Children and Young People are Safe**

11. The number of 'Child Protection case reviewed within timescales' was 97.9%, 1% lower than Q3 but still second quartile by national standards.
12. The 'percentage of children with 3 or more placements during the year' increased by 0.7% to 11.5%. Although the change was small, this would slip into the third quartile nationally.
13. Further detail on the indicators 'care leavers in suitable accommodation' and 'placement stability' is available in a separate report presented to the Committee.
14. The percentage of 'Child Protection plans lasting 2 years or more' remained low at 0.75% and equates to 3 children. The percentage of 'Children becoming subject to a child protection plan for a second or subsequent time' increased to 18.3% (73 children) and remains 3<sup>rd</sup> quartile.

### **Children and Young People Achieve their Potential**

15. The published secondary school persistent absence rate is 5.8%. This is an improvement of 1.5% compared to last year. However, this is higher (i.e. worse) than the national average of 5.3%.

### **Early Years Foundation Stage**

16. The percentage of Child minders and the percentage of Private Voluntary and Independent (PVI) providers rated as Good or Outstanding improved again in both cases (by 5.7% and 1.8% respectively). This contributed to a 4.8% rise in the All Childcare figure. This repeats the good increases seen in Q3.
17. The number of eligible families taking up Free Early Education Entitlement for 3 year olds decreased by 3.7% to 90.3%. Take up for eligible 2 year olds increased by 3.4% to 66.1%.

### **Ofsted outcomes**

18. The percentage of Leicestershire schools rated as Good or Outstanding is currently 84.7%. This is above the latest statistical neighbour figure of 82.6%.
19. The percentage of Leicestershire pupils attending a Good or Outstanding school has risen by 0.9% to 80.5%. This is similar to the statistical neighbour average of 80.4%

### **Economy/Employment and Skills**

20. The latest data shows a Leicestershire NEET figure of 2.8%. This is a decrease (i.e. improvement) of 0.3% compared to Q3. This represents 592 young people, a decrease of 61 from the previous quarter. The Participation rate as reported by Prospects is 95.9% has slightly reduced to 0.2% lower than previous.

## **Children and Young People have their Health, Wellbeing and Life Chances Improved**

21. Breast feeding at 6-8 weeks prevalence in Leicestershire is 46.54%. This is an increase of 0.9% compared to Q3.

22. 'Smoking at the time of delivery' is now 10.7%. This has decreased by 0.6% and is lower than the national average of 12%.

### **Background Papers**

None.

### **Circulation under Local Issues Alert Procedure**

None.

### **Officers to Contact:**

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### **List of Appendices**

Appendix A - Children and Family Services departmental performance dashboard for quarter 4, 2014/15

Appendices B.1 and B.2 - Year on year change in Leicestershire and the best performing Local Authorities in 2014

### **Equality and Human Right Implications**

23. Addressing equalities issues is supported by this report. The corporate dashboard highlights a number of elements of performance on equalities issues. The education of pupils eligible for the Pupil Premium is recorded in this report with other pupil groups reported on directly to the relevant Assistant Director.

Children and Families Performance FY2014/15 Q4											
* denotes 2013 data (earlier for some health measures) ^Data point may be previous quarter or previous year.											
Outcome	Supporting Indicator	Updated	Latest update	Current Performance	Better or worse than previous data point^	Change from previous	Trend Charts	Status RAG	National benchmark (quartile 1 = top)	Statistical Neighbour benchmark	2017/18 target
Children and Young People are Safe	% child protection cases which were reviewed within timescales	Y	Quarterly	97.9%	Worse	-1%		G	2	96.9%	100%
	% children with 3 or more placements during the year	Y	Quarterly	11.5% (55 of 476)	Worse	+0.7%		A	2	11.8%	<9%
	% children in same placement for 2+ years or placed for adoption	Y	Quarterly	58.46% (76 of 130)	Better	+1%		R	4	64.2%	70%
	% children who wait less than 20 months between entering care and moving in with their adoptive family		Annual	60%	Worse	-3%		G	1	52%	65%
	Care leavers in suitable accommodation		Annual	61.1%	n/a	n/a		R	4	74.1%	Top quartile
	Care leavers NOT in education, employment or training		Annual	38.9%	n/a	n/a		A	2	39.3%	Top quartile
	Child Protection plans lasting 2 years or more	Y	Quarterly	0.75% (3 of 398)	Worse	+0.75%		G	1	2.4%	n/a
	Children becoming subject to a child protection plan for second or subsequent time	Y	Quarterly	18.34% (73 of 398)	Worse	+1.8%		A	3	16.8%	n/a
Children and Young People Achieve their Potential	% eligible 2 year olds taking up FEEE	Y	Termly	66.1%	Better	+3.4%		A	n/a	n/a	n/a
	% eligible 3 year olds taking up FEEE	Y	Termly	90.3%	Worse	-3.7%		A	n/a	n/a	n/a
	% of reception pupils reaching a Good Level of Development		Annual	58%	Better	+11.7%		A	3	63.60%	60%
	% inequality gap in achievement across all early learning goals		Annual	31.1%	Better	-2.4%		G	2	29.08%	Top 20%
	Childminders rated as Good or Outstanding	Y	Quarterly	84.2%	Better	+5.7%		G	n/a	79.9%	n/a
	PVI rated as Good or Outstanding	Y	Quarterly	88.7%	Better	+1.8%		G	n/a	84.3%	n/a
	All childcare	Y	Quarterly	85.9%	Better	+4.8%		G	n/a	82.3%	n/a
	% KS2 pupils achieving L4 in Reading, Writing and Maths		Annual	78.6%	Better	+4.3%		A	2	78.1%	85%
	% pupils progressing by 2 levels in Maths between KS1 and KS2		Annual	87.7%	Better	+2.5%		R	4	88.1%	Above national average
	% pupils progressing by 2 levels in Reading between KS1 and KS2		Annual	89.8%	Better	+3.9%		R	4	89.9%	national average
	% pupils progressing by 2 levels in Writing between KS1 and KS2		Annual	91.5%	Better	+3.4%		R	4	92.2%	Above national average
	% pupils eligible for FSM achieving L4 in Reading, Writing and Maths		Annual	57.6%	Better	+6.7%		R	4	57.70%	Above national average
	% pupils achieving 5+ A*-C GCSEs (inc. Eng and Maths)		Annual	56.0%	Worse	-3.5%		A	3	56.8%	70%
	% pupils making expected progress from Key Stage 2 to 4 in English		Annual	68.1%	Worse	-1.9%		R	4	70.8%	Above national average
	% pupils making expected progress from Key Stage 2 to 4 in Maths		Annual	65.1%	Worse	0%		A	3	65.3%	Above national average
	% pupils eligible for FSM achieving 5+ GCSE A*-C (inc. Eng and Maths)		Annual	27.9%	Worse	-1%		A	3	28.99%	Above national average
	Secondary School persistent absence rate	Y	Annual	5.8%	Better	-1.6%		A	3	5.25%	6.4%
	A Level - average points per entry		Annual	210.3	Better	+1.7%		A	3	209.26	215
	17 year old participation	Y	Monthly	95.9%	Same/ worse	-0.2%		G	n/a	n/a	97%
	NEET 16-18	Y	Monthly	2.8%	Better	-0.3%		G	1	5.03%	Below 4%
	% L2 by age 19	Y	Annual	85%	Same	0%		A	2	85%	88%
	% Children in Care achieving L4 in Reading, Writing and Maths at KS2		Annual	58.0%	Better	+8%		G	1	42.6%	-
	% Children in Care achieving 5+ A*-C GCSE (inc. Eng and Maths)		Annual	7.7%	Worse	-1.3%		R	4	12.20%	-
	% Schools assessed as Good or Outstanding	Y	Monthly	84.7%	Same	+0.1%		G	2	82.6%	>84%
	% Pupils in Good or Outstanding schools	Y	Monthly	80.5%	Better	+0.9%		A	3	80.4%	-
	% Special schools assessed as Good or Outstanding	Y	Monthly	83.3%	Same	0%		A	3	91.0%	100%
% of pupils offered first choice primary school	Y	Annual	88.7%	Worse	-1.3%		G	n/a	n/a	90%	
% of pupils offered first choice secondary school		Annual	96.2%	-	n/a		G	n/a	n/a	98%	
Children and Young People have their Health and Wellbeing and Life Chances Improved	Under 18 conception data		Annual	21.7	n/a	n/a		G	Better*	27.7*	-
	% women smoking at time of delivery	Y	Annual	10.70%	better	-0.6%		G	Better	15.10%	10.80%
	Emotional health of looked after children - mean SDQ scores		t.b.c.	-	-	-		n/a	-	-	<15
	Waiting times for assessment by CAMHS		t.b.c.	8.7 weeks	n/a	n/a		n/a	-	-	Reduce
	Number of looked after children having health checks		Annual	74.20%	Better	+0.9%		n/a	n/a	n/a	Increase
	Number of looked after children having dental checks		Annual	73.50%	Better	+0.2%		n/a	n/a	n/a	Increase
	Number of looked after children with up to date immunisations		Annual	86.40%	Better	+5.9%		n/a	n/a	n/a	Increase
	% children with excess weight 4-5 year olds		Annual	20.8%	Same	-0.2%		G	1	22.10%	<20%
	% children excess weight 10-11 year olds		Annual	30.10%	Same	+1%		G	1	30.20%	Top quartile
	% children aged 3 with one or more decayed, missing or filled teeth		Annual	18.60%	-	n/a		R	Worse	16%	Reduce
% mothers breastfeeding at 6-8 weeks	Y	Monthly	46.54%	Better	+1.1%		A	Worse*	47.2%*	Increase	
Thriving Communities	Reduced youth re-offending	Y	Quarterly	1.59%	Worse	+0.39%		A	n/a	n/a	Top quartile
	Reduced first time entrants to the youth justice system	Y	Quarterly	221	Better	-23		A	n/a	n/a	Top quartile
	Minimal use of custodial sentences for young people		t.b.c.	2	-	n/a		G	n/a	n/a	<5%
	Reduce % people reporting they have been a victim of ASB	Y	Quarterly	6.2%	Better	-0.8%		G	n/a	n/a	Reduce
	Numbers of families supported through SLF service	Y	Monthly	361	Same	-2		G	n/a	n/a	480
	% of SLF payment by results families target achieved		t.b.c.	100%	-	n/a		G	n/a	n/a	-
	Feedback from families and evaluation provides evidence of positive impact (average satisfaction across services)		Annual	90.25%	-	n/a		G	n/a	n/a	-

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## Year on year change in Leicestershire and the best performing Local Authorities in 2014

The accompanying report (Appendix B.2) contains the following information:

- Leicestershire performance at the end of 2013/14 compared to the end of Quarter 4 2014/15
- Some comparisons are not possible as changes to the data may make a year-on-year comparison misleading.
- Changes in performance are indicated by: green = improved performance; amber = no significant change; red = worsened performance.
- 'Best County value' is the 'All English county local authorities' figure taken from the Local Government Association on-line tool.
- The range of values for top quartile performance of all LAs. Information taken from LAIT (Local Authority Interactive Tool). City of London and Isles of Scilly values have been omitted when outliers.
- The gap between current Leicestershire performance and the best LA value.
- Not all data is available for all measures in the tools used.

### Overall summary

Colour coding is used to compare with the previous year only and does not indicate the level of performance in comparison with national levels.

Of the 38 indicators where it is possible to make a year on year comparison:

**23** are GREEN. This indicates improved performance from 2013/14. The change may be indicated by a '+' or '-' depending on the polarity of the indicator. For example, more good schools is a '+' whereas lower absence is a good '-'.

**9** are AMBER. This indicates no change or minor change. In the case of GCSE results, this reflects Leicestershire's relative performance due to assessment changes.

**6** are RED. This indicates a decline in performance since 2013/14. This is also indicated by a '+' or '-'. For example, fewer pupils making progress in English is '-' whereas more children with 3 or more placements is a negative '+'.

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Year on year change in Leicestershire and the best performing Local Authorities in 2014							
Indicator	Leics Q4 2014/15	Start of year 2013/14	Change from 2013/14	Best County value 2014	Top national quartile 2014 (all LAs)	Leics to best difference	Best national Local Authority
<b>Children and Young people are safe</b>							
% child protection cases which were reviewed within timescales	97.9%	97.9%	0	100%	99.6% - 100%	2%	Several
% children with 3 or more placements during the year	11.5%	7.7%	+3.8%	5%	9% - 5%	-7%	Buckinghamshire, Herefordshire
% children in same placement for 2+ years or placed for adoption	58.5%	67.6%	-9.1%	75%	71% - 80%	22%	Trafford
% children who wait less than 20 months between entering care and moving in with their adoptive family	60%	63%	-3%	n/a	58% - 77%	17%	Cornwall
Care leavers in suitable accommodation	61.1%	n/a	n/a	92.5%	90% - 100%	39%	Hartlepool, Redcar
Care leavers NOT in education, employment or training	38.9%	n/a	n/a		32% - 18%	-21%	Portsmouth
Child Protection plans lasting 2 years or more	0.75%	4.8%	-4.1%	0%	1.6% - 0%	-1%	Several
Children becoming subject to a child protection plan for second or subsequent time	18.3%	12.6%	+5.7%	11.5%	11.5% - 5.6%	-13%	North Tyneside
<b>Young people achieve their potential</b>							
% eligible 2 year olds taking up FEEE	66.1%	n/a	n/a	n/a		n/a	
% eligible 3 year olds taking up FEEE	90.3%	n/a	n/a	n/a		n/a	
% of reception pupils reaching a Good Level of Development	58%	46%	+12%	74%	64% - 75%	17%	Lewisham
% inequality gap in achievement across all early learning goals	31.1%	33.5%	-2.4%	24%	29.5% - 21.9%	-9%	Lewisham
Childminders rated as Good or Outstanding	84.2%	71.3%	+12.9%	n/a		n/a	
PVI rated as Good or Outstanding	88.7%	85.8%	+2.9%	n/a		n/a	
All childcare	85.9%	75.7%	+10.2%	86%		n/a	
% KS2 pupils achieving L4 in Reading, Writing and Maths	78.6%	74.0%	+4.6%	83%	81% - 87%	8%	Trafford, Sutton
% pupils progressing by 2 levels in Maths between KS1 and KS2	87.7%	85.0%	+2.7%	n/a	92% - 95%	7%	Westminster (several 94%)
% pupils progressing by 2 levels in Reading between KS1 and KS2	89.8%	86.0%	+3.8%	n/a	93% - 96%	6%	Kensington and Chelsea
% pupils progressing by 2 levels in Writing between KS1 and KS2	91.5%	88.0%	+3.5%	n/a	95% - 98%	6%	Kensington and Chelsea (several 97%)
% pupils eligible for FSM achieving L4 in Reading, Writing and Maths	57.6%	52.0%	+5.6%	68%	67% - 82%	24%	Westminster (81% Redbridge, Newham)
% pupils achieving 5+ A*-C GCSEs (inc. Eng and Maths)	56.0%	59.5%	-3.5%	69%	60% - 73.8%	18%	Kensington and Chelsea (72.2% Sutton, Trafford)
% pupils making expected progress from Key Stage 2 to 4 in English	68.1%	70.0%	-1.9%	n/a	75.9% - 85.2%	17%	Slough
% pupils making expected progress from Key Stage 2 to 4 in Maths	65.3%	65.3%	0%	n/a	69% - 80.8%	16%	Kensington and Chelsea
% pupils eligible for FSM achieving 5+ GCSE A*-C (inc. Eng and Maths)	27.9%	28.9%	-1.0%	39.5%	37.1% - 62.6%	35%	Westminster (62% Kensington and Chelsea)
Secondary School persistent absence rate	5.8%	7.4%	-1.6%	n/a	n/a	-4%	Trafford
A Level - average points per entry	210.3	208.6	+1.7	n/a	214.3 - 237	27	Reading
17 year old participation	95.9%	94.8%	+1.1%	n/a	n/a	n/a	
NEET 16-18	2.8%	3.0%	-0.2%	n/a	4.2% - 1.8%	-1%	Harrow, Rutland, Surrey
% L2 by age 19	85%	85%	0%	89%	86.3% - 94%	9%	Rutland (92.3% Harrow)
% Children in Care achieving L4 in Reading, Writing and Maths at KS2	58.0%	50.0%	+8%	n/a	56% - 73%	15%	Stockport
% Children in Care achieving 5+ A*-C GCSE (inc. Eng and Maths)	7.7%	9.0%	-1.3%	20.5%	20.6% - 42.9%	35%	Trafford (42% Calderdale)
% Schools assessed as Good or Outstanding	84.7%	83.2%	+1.5%	n/a		n/a	
% Pupils in Good or Outstanding schools	80.5%	78.0%	+2.5%	n/a		n/a	
% Special schools assessed as Good or Outstanding	83.3%	83.3%	0%	n/a		n/a	
% of pupils offered first choice primary school	88.7%	89.5%	-0.8%	n/a		n/a	
% of pupils offered first choice secondary school	n/a	96.7%	n/a	n/a		n/a	
<b>Health and Wellbeing</b>							
Under 18 conception data	21.7	n/a	n/a	15.8	19.9% - 9.2%	-12.5	Rutland (9.6 Westminster, 10.2 Barnet)
% women smoking at time of delivery	10.70%	11.30%	-0.6%	n/a		-8%	
Number of looked after children having health checks	n/a	74.20%	n/a	n/a		n/a	
Number of looked after children having dental checks	n/a	73.50%	n/a	n/a		n/a	
Number of looked after children with up to date immunisations	n/a	86.40%	n/a	n/a		n/a	
% children with excess weight 4-5 year olds	20.8%	21.0%	-0.2%	18.10%	21.1% - 15.9%	-5%	Windsor and Maidenhead
% children excess weight 10-11 year olds	30.10%	31.30%	-1%	26.70%	31% - 24.4%	-6%	Richmond Upon Thames
% mothers breastfeeding at 6-8 weeks	46.54%	45.20%	+1.3%	59%	50.8% - 77.4%	31%	Wandsworth
<b>Thriving Communities</b>							
Reduced youth re-offending	1.59	1.04	+0.55	n/a		n/a	
Reduced first time entrants	221	212	+9	n/a		n/a	
Reduce % people reporting they have been a victim of ASB	6.20%	7.70%	-2%	n/a		n/a	
Numbers of families supported through SLF service	361	278	+83	n/a		n/a	

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**CHILDREN AND FAMILY SERVICES OVERVIEW AND  
SCRUTINY COMMITTEE - 1 JUNE 2015**

**ANALYSIS OF KEY PERFORMANCE AREAS**

**REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY  
SERVICES**

**Purpose of report**

1. This report was requested by the Children and Families Overview and Scrutiny Committee to provide a deeper analysis of three performance areas: the stability of placements of children in the care of the County Council, the suitability of accommodation for young people leaving the care of the County Council, and performance information about the prevalence of child sexual exploitation.

**Policy Framework and Previous Decisions**

2. The report is intended to form further commentary in relation to the routine quarterly performance reporting.

**Background**

3. The Department for Education require all local authorities to report on a number of National Indicators (NI) about their responses to vulnerable children in their area. Two key areas of these National Indicators are associated with the stability of the placements of children in their care and the suitability of accommodation for young people leaving the care of that local authority.
4. The National Indicators for placement stability consider whether any child has had three or more placement moves in any one year. This indicator is known as NI62. The consideration of a longer term perspective, specifically which children are in the same placement for at least the last two years, when they have been in care at least two and a half years. This indicator is known as NI63. The relevance of these indicators is to determine the relative success of providing secure, permanent homes for children in care.

5. The National Indicator regarding the suitability of accommodation of young people leaving care is intended to consider this critical aspect of a young person's transition from being in care into early adulthood.
6. At the present time there is no nationally required indicator of local authorities regarding child sexual exploitation. However this report will provide information about local prevalence.

### **Placement Stability**

7. The importance of placement stability for children in care is both self-evident and is supported by research which demonstrates that children in care have better long term outcomes educationally, economically and better self-esteem when they have had a long lasting, loving and secure family placement.
8. In consideration of NI62; on 31st March 2015 the percentage of children in the care of the County Council who have had three or more placements was 11.50% (this is 55 children of the 476 in the care of the County Council at 31 March 2015). This compares with to our statistical neighbours position of 11.80%, and places the County Council in the second performance quartile nationally. However, this is a decline in performance from 11.21% of children in the care of the County Council on 31 March 2014.
9. Analysis undertaken by the service indicates the following reasons for children having three or more placement moves:
  - 24 children of the 55 have had four or more placements and are almost all aged over twelve years with complex needs, including mental health difficulties, or who are at risk of sexual exploitation.
  - A large proportion of the cohort represent children where the County Council is working closely with their immediate or extended family over several months, and therefore the child has periods at home, with extended family or with foster carers whilst it is determined whether they can remain at home or require to be in care.
  - Within the cohort of 55 there is a cohort of younger age children who come into care, attempts are made to place them within their extended family but these sadly fail and they then are placed permanently elsewhere with foster carers or adopters.

10. In consideration of NI63; on 31 March 2015 of the 476 children in the care of the County Council 130 had been looked after continuously for more than two and a half years. The number of children who have been in the same placement for at least the last two years is 76. Therefore 58.46% of the 130 are regarded to have been a long term stable placement. This compares with our statistical neighbours who report 64.2% and places the County Council in the fourth performance quartile.
11. Analysis undertaken by the service indicates the following reasons in relation to changes in long term placements:
  - Several children in the cohort have maintained their placement throughout, but the main permanent placement has been supported by periods of respite care provided by another source. However the temporary move of the child to the respite placement and back to the main permanent placement is being recorded as a breakdown of the long term arrangements of the child. This is contrary to the impact of the respite placement which often sustains the long term permanent care of the child.
  - Some placements end in an unplanned way including the external provider being found as inadequate by Ofsted prompting a move, or where the care plan for the child unexpectedly goes wrong.
  - Some placements of older young people change in a planned way as they move toward supported independence of various kinds.
12. An emerging issue from the analysis of both the short and long term measures of placement stability has been problems with accurately extracting the data from the database. In particular some children's placements are counted as having changed even when the overall permanent arrangement has remained in place but been supported by respite. Furthermore it is clear that staff complete some fields on the database in different ways leading to inconsistent recording of the placement circumstances. Remedial action to address this is underway.

### **Suitability of Accommodation for Care Leavers**

13. Like all parents, including Corporate Parents, the County Council should be very concerned about the suitability of accommodation of young people leaving our (family) care. The Department for Education requires all local authorities to demonstrate this by keeping in contact with Care Leavers, as far as is possible, especially at least 3 months before their 19, 20 and 21st birthdays and up to 1 month after these birthdays. The formal quarter four

report demonstrates that 61.1% of the County Council's care leavers are in suitable accommodation, and this compares with 74.1% of care leavers in our statistical neighbours. This would place the County Council's performance in the fourth quartile.

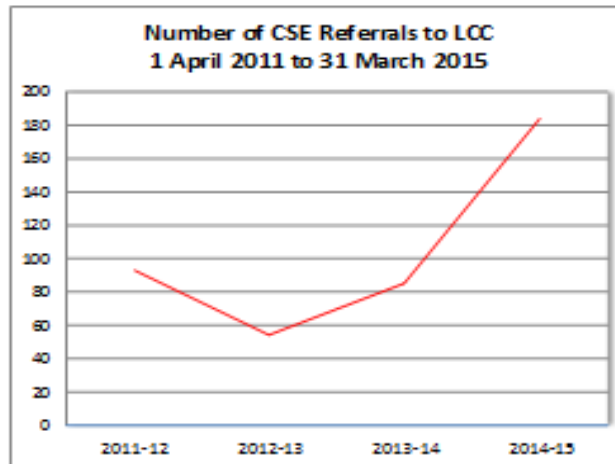
14. Investigation of this figure demonstrates a significant problem with the quality of the data recorded on the departmental database. Therefore a manual analysis of care leavers' cases demonstrates that in the year ended 31 March 2015 82.1% of the care leavers that the County Council is still in touch with were in suitable accommodation.
15. The analysis undertaken by the service of those care leavers indicates that for those who are not in suitable accommodation the young people are said to be moving between their friends accommodation, or are in very temporary accommodation provided by either the City Council or District and Borough Councils. In addition a small number are in custody.

### **Child Sexual Exploitation**

16. The understanding of the prevalence of child sexual exploitation has grown considerable both nationally and locally. In the wake of high profile concerns across the country the County Council has been working with our key partners in the police, the NHS and with Leicester City Council and Rutland County Council.
17. Identification and responding to child sexual exploitation is a priority for the County Council and our partners. Data about the incidence of this critical matter is collected by the County Council and analysed with our partners. The chart on the following page shows the headline trend regarding the identification across the County of children in these very difficult circumstances. In 2014/15 there were 184 referrals to the County Council, some of which identified children at risk of CSE and others which identified children experiencing CSE.
18. Data in relation to local prevalence is collected and analysed according to trends in relation to the age and gender of the child, their ethnic origin and the district of the county in which they live. This detailed information is not contained in this public report in order to protect the identities of the children concerned, but this level of detail is shared with the Lead Member for Children and Families, as is regular reporting on children who go missing (a key indicator of CSE).



## Prevalence: Data



## Children and Family Services

19. Since August 2014 Leicestershire's Children and Family Services department has embedded some of its front line staff in a joint team alongside the police to enhance the effectiveness of our response to sexual exploitation. Early indications are that this has been a successful innovation with staff members uniquely recognised for their contribution from within the police service.
20. Members will have seen recent reporting of the conviction of an adult from North West Leicestershire in relation to serious drug offences. This case jointly progressed by staff embedded from the County Council and the police brought a speedy resolution to a situation where at least four young people were being exploited. The approach demonstrated the essential nature of located the County Council's safeguarding responsibilities alongside the criminal investigation priorities of the police.
21. The embedded team has been funded from the £0.56m growth added to the Children and Family Services budget. However, the full costs for this area of work are continuing to emerge. In particular the need to bring young people into the care of the County Council is one of the range of high cost tools needed to intervene in young peoples' lives to safeguard them from exploitation. The costs of such placements are high because of the specialist skills needed to respond to these young people's needs. Typically the costs per young person will be £3200 per week. During the case alluded to above there have been times where the County Council has had seven young

people in care for their safety and at present we continue to have five.

### **Resource Implications**

22. The resource implications arising from considering how to ensure children in care are in stable placements is causing considerable pressure on that area of the budget. Work is in progress through the transformation project to establish a more determined commissioning approach to the provision of placements matched to the needs of the children in the care of the County Council.
23. The resource implications of the provision of suitable accommodation for care leavers are more dynamic. This is because the County Council provides this accommodation in a number of different ways and a number of different partners from the voluntary and independent sector, districts and boroughs.
24. Resource implications arising from child sexual exploitation are continuing to emerge. The growth to the Children and Families budget has funded the embedded staff however the costs of providing care to safeguard young people is providing considerable pressure on the placements budget.

### **Background Papers**

None.

### **Circulation under the Local Issues Alert Procedure**

None.

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### **Equality and Human Rights Implications**

25. Children and young people at risk of, or suffering sexual exploitation are extremely vulnerable members of society. Whilst the information provided demonstrates an improving ability to identify this group the nature of other children's vulnerability in this area is much more opaque. This requires

constant consideration as the County Council and our partners' response to sexual exploitation grows and develops.

26. Children in the care of the County Council or young people who are care leavers can also be disadvantaged. As a result it is essential that the County Council ensures that placements are as stable as possible, and that accommodation for our young people is suitable.

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**CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY**  
**COMMITTEE - 1 JUNE 2015**

**DEPARTMENTAL INSPECTION PREPARATION**

**REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY**  
**SERVICES**

**Purpose of report**

1. To provide the Overview and Scrutiny Committee with information about inspection activity that has occurred within the Children and Family Services department during 2014/15 and to outline the work that has been ongoing as preparation work for forthcoming inspections.

**Background**

2. The Department is currently subject to five different types of external inspection, as follows:
  - Ofsted – Inspection of services for children in need of help and protection, children looked after and care leavers and a review of the LSCB
  - Ofsted – Inspection of (Sure Start) Children’s Centres
  - Ofsted – Inspection of Children’s Homes
  - Ofsted – Inspection of local authority arrangements for supporting school improvement
  - HMIC – Inspection of Youth Offending Work (Full Joint Inspection)
3. Throughout this paper information is provided about each of these inspection frameworks and examples of any inspection activity in accordance with these frameworks that the department was subject to during 2014/15. Where an inspection has not taken place within the Department in respect of these frameworks during 2014/15, detail will be given about activity that has been undertaken in preparation for inspection.

Ofsted Single Inspection Framework (SIF) – Children in need of help and protection, children looked after and care leavers

*Inspection Framework (SIF)*

4. In November 2013, OFSTED introduced a new single inspection framework (SIF) and evaluation schedule for the inspection of services for children in need of help and protection, children looked after and care leavers and a review of the Local Safeguarding Children Board (LSCB). The SIF handbook and evaluation schedule were updated in December 2014<sup>1</sup>.
5. Judgments from a SIF inspection are based on the effectiveness of services and arrangements for children looked after, care leavers and children who need help and protection, leading to an overall judgment of effectiveness that is a cumulative judgment derived from:
  - the experiences and progress of children who need help and protection
  - the experiences and progress of children looked after and achieving permanence including graded judgements on:
    - adoption performance
    - the experiences and progress of care leavers
  - leadership, management and governance.
6. The inspectors make their judgments on a four grade scale – outstanding; good; requires improvement; and, inadequate.
7. It is noted that during inspections have historically tended to focus on a number of key lines of enquiry which are often topics that have a high profile nationally. For example, reports arising from recent SIF inspections have shown a predilection towards scrutiny of arrangements for Child Sexual Exploitation (CSE). This predetermined focus can naturally impact on the outcomes of the inspection and reporting, but it does provide an opportunity to prepare for inspection, allowing local authorities to try and pre-empt what these areas of interest may be.

*Inspection Activity (SIF)*

8. The department was not subject to a SIF inspection during 2014/15.  
Information maintained by the Association of Directors of Children's Services

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<sup>1</sup> For the SIF Evaluation Schedule and Framework please see: <https://www.gov.uk/government/publications/inspecting-local-authority-childrens-services-framework> ; for the SIF Handbook please see: <https://www.gov.uk/government/publications/inspecting-services-for-children-in-need-of-help-and-protection-children-looked-after-and-care-leavers-and-reviews-of-local-safeguarding-children-boa--2>).

Ltd (ADCS - <http://www.adcs.org.uk/index.html>) indicates that during 2014/15 a total of 55 local authorities nationally were inspected by Ofsted using the SIF.

### *Inspection Preparation (SIF)*

9. In preparation for potential SIF inspection, the department has been undertaking a wide range of inspection readiness work, the main elements of which are summarised below. This work is overseen by the department's Improvement Board (which comprises an internal board of officers) and an over-arching action plan has been developed by the Board to ensure that specific inspection readiness actions are undertaken.

### Data Key Lines of Enquiry (KLOE)

10. There are 11 data files required by Ofsted at the beginning of the inspection process (which cover Child Protection, Children Looked after and Care Leavers); these form part of the inspection evidence base, known as Annex A. Each data file is examined at a monthly Data KLoE meeting that identifies issues regarding data quality, systems, reporting and performance.

### Practice Observations

11. The purpose of this work is to gather information about how well staff carry out their roles and responsibilities to ensure good outcomes for children, young people and their families. The focus for this work is derived from analysis of data, manager feedback, findings from audits, the known themes from the inspection framework and previous inspection findings in other authorities. Practice observations are a key technique employed by Ofsted Inspectors and feedback tells us that staff involved in practice observations feel 'more prepared' for future inspections.

### Audit Framework

12. An Annex F Audit takes place on quarterly basis, overseen by the audit steering group. Service Managers are responsible for auditing the cases, with Head of Strategies responsible for quality assurance. The identification of cases for audit and the grading criteria are based on the Ofsted Inspection Handbook whilst areas identified for improvement arising from the audits are signed off by the Improvement Board. Recent examples include: management over sight; Voice of children and young people; and, case recording.

13. Work is in progress to reduce the size of the audit tool whilst ensuring that it retains the focus of the criteria contained within the Ofsted Inspection Handbook.

#### Improvement Log

14. Improvements identified through previous inspections, inspection readiness activities or departmental action plans are tracked through an improvement log . This is regularly reviewed by the Improvement Board and provides a means of ensuring that arising actions are addressed and that improvements are having an impact.

#### Multi-Agency Inspection Group

15. The multi-agency inspection group has a focus on those aspects of inspection that require multi-agency support. Recent activity has centred on overseeing multi-agency audits of individual cases. The role of the group is to be refreshed to ensure relevancy to current and future inspection frameworks and schedules.

#### Development of Improvement Activities

16. The Improvement Board has also overseen the development of new improvement activities, which impact on inspection readiness. Examples include the roll-out of 'annual conversations' on selected topics and the better co-ordination of user-voice work (ongoing). Examples of these improvement activities and the impact they are having are being captured on 'storyboards' and an example has been appended to this report (see Appendix A).
17. The Department also has a Quality Improvement and Assurance Framework (QAIF) and staff are able to understand their role in business-as-usual activity and in improvement activities. The QAIF intranet pages have been updated and will be the key mechanism for publishing examples of and findings from improvement activities.

#### Key Inspection Readiness Activities

18. During 2014/15 the Improvement Board has also overseen activities that solely relate to the Single Inspection Framework and inspection readiness:
  - Self-evaluation summary – senior managers and a range of Heads of Strategy, Service Managers and Team Managers have maintained a self-assessment statement on key judgments within the Ofsted Evaluation Schedule and Framework.



- Review of outcomes and judgments from other SIF inspections in order to look for recurring key lines of enquiry to inform inspection preparation and to 'test' the department's own self-assessment against performance of other local authorities who have been inspected.
- A preparation plan for SIF inspection has been developed and is subject to review by both the Improvement Board and the Department's Management Team.
- Collation and regular updating of documents and testing of datasets forming part of the inspection evidence base (known as Annex A).
- Inspection logistics have been tested a number of times in respect of, for example, parking, room bookings, timeliness, organising meetings with staff, roles and responsibilities, ICT, and general amenities. Feedback from the testing of logistics has been positive.
- A communication plan and staff briefing have been prepared to support the inspection process. It includes pre-inspection communications as well as plans for ongoing communications with staff, partners and other key stakeholders. The pre-inspection staff briefing was sent to all staff in early April 2015 as part of inspection preparation and support has been provided by the Corporate Communications Team.
- The Department's inspection web pages were updated in November 2014.

#### Child Sexual Exploitation (CSE) and Missing Children

19. The profile of CSE, trafficking and missing children has received renewed attention and this is reflected in changes that were made to the SIF in December 2015, when a new section concerning CSE and missing children was added to Annex A. Recent SIF inspection reports for neighbouring local authorities (Lincolnshire, January 2015; Leicester City, March 2015) also show renewed focus on the part of inspectors on missing children and CSE (see above, paragraph 7), with a particular emphasis upon: multi-agency approaches to tackling CSE and missing children, including data sharing; practitioner knowledge of CSE and preventative measures; and, the evaluation of the impact of work concerning missing children and CSE.
20. Specific activities have already taken place to ensure that the work of the Department in respect of CSE is aligned to Ofsted requirements and that work in this area, which forms business as usual, can be monitored and assured by

the Department. These activities include:

- Ensuring that data requirements for the inspection framework are being met and that required reporting can be undertaken at the point of inspection.
- A draft Child Sexual Exploitation, Trafficking and Missing Children strategy has been approved and an action plan developed. The action plan includes key activities, which link to a number of the areas of interest for inspectors.

### External Review

21. During November and December 2014 two external reviews were undertaken using an inspection-style audit of a number of Child Sexual Exploitation (CSE)/Missing Children and Early Help cases, and cases where there had been involvement from Independent Reviewing Officers (IRO). These audit activities provided an opportunity to get objective feedback about the work of the department.
22. The external reviewers made a number of key recommendations concerning early help, children's social care and CSE, and action plans have been put in place to address these issues and are being overseen by the department's Improvement Board.

### Local Safeguarding Children's Board (LSCB) Preparation for SIF

23. In preparation for SIF inspection the LSCB has been undertaking a number of key activities:
  - Areas for improvement are being identified as part of the self-assessment and actions identified to address these.
  - Engagement with children and young people has been increased and examples of engagement with partners collated.
  - Documentation specified in the Inspection Handbook (Annex A) and a dedicated area of the LSCB website (board members area) has been set up as a repository for inspection documentation (see: <http://lrsb.org.uk>). This includes case studies and story boards to provide examples of work.
  - Meetings to be held in May and June to prepare Board members, Executive Group members and all sub group members to prepare them for meetings with inspectors.

- A preparation plan is being prepared covering key actions for the LSCB in the event of SIF inspection.

### Ofsted – Inspection of (Sure Start) Children’s Centres

#### *Inspection Framework (Children’s Centres)*

24. The process for undertaking inspections of children’s centres is set out in Ofsted’s (2014) *Framework for Children’s Centre Inspection* and the *Children’s Centre Inspection Handbook*<sup>2</sup>.
25. The inspectors make three key judgments that contribute to an overall judgment on the effectiveness of the centre:
  - Access to services by young children and their families
  - The quality and impact of practice and services
  - The effectiveness of leadership, governance and management.
26. Judgments are made using a four grade scale: outstanding; good; requires improvement; and, inadequate.
27. An inspection may take place of a single centre or a children’s centre group that offers integrated services and shares leadership and management. Centres that are judged as requiring improvement will normally be inspected within a maximum period of two years and earlier if required. A centre judged as inadequate will be re-inspected within 12 months of the previous inspection.
28. It is anticipated that the inspection framework for Children’s Centres will be updated in late 2015.

#### *Inspection Activity (Children’s Centres)*

29. During 2014/15 the Harborough group of children’s centres were subject to inspection (July 2014). It is noted that some of the other groups of children’s centres (North West Leicestershire, Charnwood and Blaby, Oadby and Wigston) were inspected between December 2013 and March 2014. All of these groups received an overall judgment of ‘good’.

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<sup>2</sup> For the Framework please see: <https://www.gov.uk/government/publications/the-framework-for-childrens-centre-inspection-from-april-2013>; for the Handbook please see: <https://www.gov.uk/government/publications/childrens-centre-inspection-handbook-for-inspections-from-april-2013>

30. The inspection report of the Harborough group of children's centre (hereafter referred to as 'the Harborough group') found overall effectiveness to be 'good', with individual judgements in the three key judgment areas also to be 'good'.
31. The inspection report of the Harborough group found that overall effectiveness was not 'outstanding' due to:
- Insufficient tracking of how well adults make progress or effective monitoring of outcomes for parents on further education, vocational, employability or parenting courses;
  - Although joint observations between the senior management team and commissioned services take place these are few in number and this means that the Harborough group cannot be assured that the good quality seen is consistent throughout the year;
  - Due to the success of a domestic abuse project more resources are needed to meet the needs of the increasing number of families being referred who are experiencing domestic abuse.
32. Improvements in these areas were therefore recommended by Ofsted, which is being addressed.

*Inspection Preparation (Children's Centres)*

33. In addition to the inspection activity outlined above, the following examples have formed part of ongoing work to ensure preparation for further inspection and continuous improvement:
- The Hinckley and Bosworth group of children's services is the only group in Leicestershire not to have been inspected to date. Drawing on learning from the other group inspections, the Hinckley and Bosworth group has started to prepare its self-evaluation.
  - The children's centre groups formed part of an Early Help audit which took place in December 2014 in order to measure progress across Early Help support and services since May 2014. The audit tool was based on the Ofsted single inspection framework and evaluation schedule.
  - The children's centres held an 'annual conversation' in January 2015 in order to review progress, locality programmes and to meet the teams, parents and key stakeholders. As part of the annual conversation a

number of areas for improvement were identified:

- Improving pathways and aligning services through the Commissioning reference group.
- Continue to develop a flexible approach in order to address local priorities
- Focussing limited resources on targeted support and introduction of evidenced based groups such as PICL (Parents Involved in their Children’s Learning) and PEEP (Peers Early Education Partnership) and use of the Solihull Approach
- Stronger approach to more effective safeguarding
- Better partnership working resulting in better information sharing, better alignment of services, and strong and effective governance through Locality Partnership Groups.

### Ofsted – Inspection of Children’s Homes

#### *Inspection Framework (Children’s Homes)*

34. Ofsted’s approach to the inspection of children’s homes changed on 1<sup>st</sup> April 2015. Accordingly, the new approach is set out in *Inspections of children’s homes (Framework for Inspection from 1st April 2015)* (Ofsted: 2015) and the previous approach is set out in the *Inspections of children’s homes (Framework for Inspection to 31st March 2015)* (Ofsted: 2015)<sup>3</sup> For the purpose of this report, and because to date the new approach has not been used for inspection locally, an overview will be given of the approach used up to 31<sup>st</sup> March 2015, with a brief description of the key changes outlined for future reference.
35. The former approach stipulated that all children’s homes would have a minimum of two inspections in a financial year, with the timing of an inspection influenced by an assessment of the outcomes of previous inspections, current complaints or enforcement of action, notifications received from a children’s home, and other relevant information received by Ofsted.
36. Inspections took the form of either a ‘full inspection or an interim inspection, both carried at least annually. A full inspection was conducted against the

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<sup>3</sup> For the Framework please see: <https://www.gov.uk/government/publications/inspecting-childrens-homes-framework>; for the Handbook please see: <https://www.gov.uk/government/publications/inspecting-childrens-homes-guidance-for-inspectors>

evaluation schedule and resulted in a set of graded judgements ('outstanding', 'good', 'adequate' and 'inadequate' in respect of:

- overall effectiveness (including areas for development);
- outcomes for children and young people;
- quality of care;
- safeguarding children and young people;
- leadership and management.

37. An interim inspection focussed on the effectiveness of the home and the progress and experiences of children and young people since the most recent full inspection. The judgement was made on a three-point scale: improved effectiveness; maintained effectiveness; or declined in effectiveness.

38. The principal changes made to the inspection approach that came into effect from 1 April 2015 are as follows:

- Inspectors have new powers to give homes an automatic 'inadequate' rating if they are not found to be protecting children properly.
- New focus on children's experiences and journeys, with key judgments on how well children and are helped and protected and the effectiveness and impact of managers.
- Change to inspection ratings in line with children's services inspections – the 'requires improvement' rating will replace the former 'adequate' judgment.
- Introduction of a risk assessment approach to reassessing children's homes judged 'inadequate' replacing former system of returning for a full inspection within six to eight weeks.

#### *Inspection Activity (Children's Homes)*

39. The local authority has two children's homes – Welland House, Market Harborough and Greengates, Wigston. Welland House provides residential care for up to four young people with emotional and behavioural difficulties. Greengates provides residential care for up to seven young people with emotional and behavioural difficulties.

40. During 2014/15, Welland House was subject to one full inspection (July 2014) and one interim inspection (January 2015), whilst Greengates was subject to two full inspections (May and July 2014).

### Inspection Activity – Welland House

41. The overall judgment resulting from the full inspection of Welland House (July 2014) was 'good', with the following judgments made for each of the key judgment areas:
  - Outcomes for children and young people – 'good';
  - Quality of care – 'outstanding';
  - Keeping children and young people safe – 'good';
  - Leadership and management – 'good'.
42. No areas for improvement were identified as a result of this inspection.
43. The overall judgment resulting from the interim inspection of Welland House conducted January 2015 was 'improved effectiveness'.
44. However, the interim inspection also identified a couple of areas for improvement:
  - The Registered Managers had failed to review the suitability of the location of the children's home or seek consultation with involved professionals and agencies.
  - Regular fire safety checks had been undertaken since the last inspection (July 2014), but have not included fire evacuations for those young people who have recently moved into the home.
45. It was noted by Ofsted that neither of these shortfalls has had an adverse impact on any of the young people living in the home but required that actions should be undertaken by late February 2015 (achieved).

### Inspection Activity – Greengate House

46. During 2014/15 Greengate House was subject to two full Ofsted inspections. The first took place in May 2014 and resulted in an overall judgment of 'inadequate'. Against the key judgment areas the home was judged inadequate in all areas except 'outcomes for children and young people' which was judged to be 'adequate'.
47. Accordingly the inspection report recommended a series of required actions to address these issues by the end of June 2014.

48. Greengate House was subject to a further full inspection in July 2014 which led to an overall judgment of 'adequate'. Against the key judgment areas the home was judged adequate in all areas except 'quality of care' which was judged to be 'good'.
49. The inspection report concluded that there were one requirement and three recommendations to be made:
- Statutory requirement: to ensure that all staff employed receive appropriate training (to be undertaken by August 2014)
  - Recommendation: to ensure that the learning and development programme is evaluated for effectiveness at least annually and updated if necessary
  - Recommendation: To ensure that the home contributes to the development of each young person's pathway plan and works collaboratively with the young person's social worker/personal advisor in implementing the plan. This is in relation to ensuring that all relevant young people have a pathway plan in place.
  - Recommendation: To ensure that staff understand what decisions about contact are delegated to them, in line with the young person's care and placement plans, and to make those decisions in the young person's best interests. This is with specific reference to ensuring that agreed overnight contacts for young people are clearly recorded and understood by the staff team.
50. These recommendations and requirement have now been addressed.

*Inspection Preparation (Children's Homes)*

51. Specific inspection preparation activity undertaken by the Children's Homes has included:
- Undertaking requirements and recommendations set out by Ofsted in their 2014/15 inspection reports and prepare for future visits (in particular, full or interim inspections)
  - Familiarisation with the new Ofsted inspection framework which came in to effect from 1<sup>st</sup> April 2015.



52. It is to be noted that improvement activity concerning Children's Homes has been reported on a regular basis to the Children's Social Care Panel and its sub groups and has therefore been the subject of regular scrutiny and checks.

Ofsted – Inspection of local authority arrangements for supporting school improvement

*Inspection Framework (School Improvement)*

53. The approach to the inspection of local authority arrangements for supporting school improvement is set out in the *Framework for the inspection of local authority arrangements for supporting school improvement* and the *Handbook for the inspection of local authority arrangements for supporting school improvement* (Ofsted 2014)<sup>4</sup>.
54. Inspections of arrangements for school improvement may be carried out where inspections of schools or other providers raise concerns about the effectiveness of a local authority's education functions or where Ofsted becomes aware of other concerns.
55. Ofsted recognise that that as local authorities are discharging their statutory duties within the context of increasing autonomy of schools, it is the case that improvement should be led by schools themselves but within a framework of accountability. This means that the Local Authority is responsible for having school improvement within its area and covering all schools, including academies. This is reflected in the evaluation schedule set out by Ofsted which covers the following key areas:
- The effectiveness of corporate and strategic leadership of school improvement;
  - The clarity and transparency of policy and strategy for supporting school improvement and how clearly the local authority has defined its monitoring, challenge, support and intervention roles;
  - The extent to which the local authority knows schools and, where appropriate, other providers, their performance and the standards they achieve and how effectively support is focused on areas of greatest need;

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<sup>4</sup> For the Inspection Framework and Handbook please see:  
<https://www.gov.uk/government/collections/ofsted-inspections-of-local-authority-arrangements-for-supporting-school-improvement>

- The effectiveness of the local authority's identification of, and intervention in underperforming maintained schools;
  - The impact of local authority support and challenge over time and the rate at which schools and other providers are improving;
  - The extent to which the local authority brokers and/or commissions high quality support for maintained schools;
  - The effectiveness of strategies to support highly effective leadership and management in maintained schools and other providers;
  - Support and challenge for school governance;
  - The way the local authority uses any available funding to effect improvement, including how it is focused on areas of greatest need.
56. Depending on the findings of the inspection, the inspection team may recommend that there be further inspection of the local authority's arrangements for school improvement at an appropriate point in the future.

*Inspection Activity (School Improvement)*

57. The local authority was not subject to an inspection in respect of local authority arrangements for supporting school improvements during 2014/15. This reflects the fact that these inspections are targeted (see above, paragraph 53) and as no concerns have been raised, no inspection has been carried out locally.
58. Information available on Ofsted's website (<http://reports.ofsted.gov.uk/>) suggests that during 2014/15, Ofsted undertook 11 inspections nationally of local authority arrangements for supporting school improvements.

*Inspection Preparation (School Improvement)*

59. A report providing an update on the Local Authority arrangements for ensuring high quality education in Leicestershire was presented to the Children and Families Overview and Scrutiny Committee in March 2015. This report provide details on the department's approach across a number of areas:
- Corporate leadership and strategic planning
  - Monitoring, challenge, intervention and support
  - Intensive support (schools causing concern)

- Targeted support (Local Authority supported schools)
  - System driven improvement (collaborative support for schools)
  - Support and challenge for leadership and management
60. The report demonstrated a significant shift towards development of a system driven approach to school improvement and this is emerging as result of the commitment and collective will of key partners. The Department is confident that this reflects current expectations of local authorities in their champion role and meets the expectations and criteria within the framework for inspection.
61. In addition there has been improvement through annual conversations which have found that arrangements for school improvement are likely to be judged effective giving the improving picture of inspection outcomes across schools in Leicestershire and the increasing proportion of pupils in good or outstanding schools, which is now above national.

### HMIC – Inspection of Youth Offending Work

#### *Inspection Framework (YOW FJI/SQS)*

62. In relation to Youth Offending service work there are two types of national inspection:
- Full Joint Inspection (FJI)
  - Short Quality Screening (SQS)
63. Full joint inspections of youth offending work are led by inspectors from Her Majesty’s Inspectorate of Probation (HMIP) assisted by inspectors from the Office for Standards in Education, Children’s Services and Skills (Ofsted), the Care Quality Commission (CQC) and Her Majesty’s Inspectorate of Constabulary (HMIC). It is undertaken in six local authority areas per year and focusses primarily on those areas where there is a cause for concern about performance and are unannounced or with very short notice. The purpose of joint inspections of youth offending work is to assess the quality of practice in youth offending teams (YOTs) with children and young people who have offended and are subject to a court imposed community or custodial sentence. The procedure for FJI is set out in the *Framework for Full Joint Inspection (FJI) of Youth Offending Work in England and Wales* (HMIP, 2013)<sup>5</sup>.

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<sup>5</sup> For the FJI inspection Framework please see: <http://www.justiceinspectors.gov.uk/hmiprobation/about-our-inspections/youth-inspection-programmes/inspecting-youth-offending-work/full-joint-inspection/#.VSuPFk13sdU>

64. The Short Quality Screening (SQS) is undertaken on a four year cycle and the Youth Offending Team is notified of the inspection approximately two weeks before inspection activity. The SQS programme runs in parallel with other inspection programmes such as the FJI. The focus of each SQS is the quality of work at the start of a sentence in a small number of recent cases involving children and young people who have offended, primarily through to the point when initial plans should have been in place post-sentence. The SQS procedure is set out in the *Framework & Guidance for Short Quality Screening (SQS) of Youth Offending Work in England and Wales* (HMIP, 2013)<sup>6</sup>.

#### *Inspection Activity (YOW FJI/SQS)*

65. The Department was not subject to an inspection of its Youth Offending work during 2014/15. This reflects the fact that the FJI inspections are targeted (see above, paragraph 61) and as no concerns have been raised, no inspection has been carried out locally.
66. The Department was last inspected (by SQS) in February 2014 and was given a satisfactory grading.
67. The total number of FJI and SQS inspections for the 2014/15 has not yet been published but the HMIC Annual Report for 2013/14 (see: <http://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2014/06/HMI-Probation-Annual-Report-2013-2014.pdf>) recorded that 6 FJI's had been undertaken and 30 SQS inspections (covering a total of 694 cases). For 2014/15 it can be assumed that the full quota of FJI's (i.e 6 inspections) was carried out nationally and that a comparable number of SQS inspections may be expected to have been carried out.

#### *Inspection Preparation (YOW FJI/SQS)*

68. Preparation for an inspection of youth offending work has been ongoing within the department during 2014/15, reflecting learning from the SQS (2014).
69. Leicestershire Youth Offending Service (YOS) has established a Quality Improvement Framework (QIF) to continually improve and develop youth justice practice in line with quality standards in order to achieve the best outcomes for service users and protection of the public. The QIF enables YOS to focus and review its strengths and areas of improvement in order to continually improve the quality of services. It specifically draws upon the

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<sup>6</sup> For SQS Inspection Framework please see: <http://www.justiceinspectorates.gov.uk/probation/wp-content/uploads/sites/5/2014/03/sqs-framework-guidance.pdf>

approach used for the FJI and also draws on findings from local and national FJI inspections, HMIP (HM Inspectorate of Prisons) case file audits and thematic inspections.

70. The YOS undertake a systematic schedule of audit activities which forms a core part of its inspection preparation, and during 2014/15 this included:
- The extent to which HMIP Short Quality Screening and FJI inspection criteria is being met by YOS work
  - Review of SQS case file report findings
  - Undertaking of quarterly HMIP SQS of thematic case file audits
  - Involvement in a HMIP SQS case file benchmarking audit
  - Delivery of practice development sessions based on significant findings relating to SQS Casefile audits or emerging practice or inspection
  - Delivery and monitoring of progress made in relation to HMIP Post SQS Improvement Plan for Leicestershire YOS, 2014

### **Other Inspections**

71. It is recognised that whilst the Department is subject to external inspection as specified in this report, there are other types of inspection which take place which affect the overall performance of the local authority and which occur within the framework of accountability that the department has. Examples include the inspection of schools; childcare (on domestic and non-domestic premises; independent fostering services; and, voluntary adoption agencies). These cover a range of settings, including Early Years, education and support services for vulnerable children, young people and families. Inspections of this kind have taken place throughout Leicestershire in 2014/15 and inspection reports can be viewed at: <http://reports.ofsted.gov.uk/>.

### **Conclusions**

72. The Children and Family Services Department has been subject to a variety of inspection activity during 2013/14 and, where inspection activity has not taken place, services and teams have undertaken and can demonstrate a range of ongoing inspection preparation activity.

## **Background Papers**

Ofsted (2014) *Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers; Reviews of Local Safeguarding Children Boards*

Ofsted (2014) *Inspection Handbook: inspections of services for children in need of help and protection, children looked after and care leavers; Reviews of Local Safeguarding Children Boards*

Ofsted (2014) *Framework for Children's Centre Inspection*

Ofsted (2014) *Children's Centre Inspection Handbook*

Ofsted (2015) *Inspections of children's homes (Framework for Inspection from 1<sup>st</sup> April 2015)*

Ofsted (2015) *Inspections of children's homes (Framework for Inspection to 31<sup>st</sup> March 2015)*

Ofsted (2014) *The framework for the inspection of local authority arrangements for supporting school improvement*

Ofsted (2014) *Handbook for the inspection of local authority arrangements for supporting school improvement*

HMIP (2013) *Framework For Full Joint Inspection (FJI) of youth offending work*

HMIP (2013) *Framework & Guidance For Short Quality Screening (SQS) of youth offending work*

Children and Families Overview And Scrutiny Committee, Leicestershire County Council – 2 March 2015. *Update On Local Authority Arrangements For Ensuring High Quality Education In Leicestershire - Report Of The Director Of The Children And Family Services*

## **Circulation under the Local Issues Alert Procedure**

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Appendix A – Practice Observations – The Story so far 2014/15

**Equality and Human Rights Implications**

73. There are no specific equalities issues arising from this paper or the content. All work undertaken with the department, including inspection preparation activity, is undertaken in accordance with Corporate Equality and Diversity plans, policies and guidelines.

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## CFS Objectives

- The CFS are committed to ensuring they achieve their mission that 'children and young people in Leicestershire are safe, and living in families where they can achieve their potential and have their health, wellbeing and life chances improved within thriving communities.'

### Purpose / Objectives of Practice Observations (PO)

- To celebrate good practice
- To build confidence
- To learn from and share good practice
- To provide opportunity to monitor frontline practice of the department
- To provide framework for joint practice development and continuous improvement of performance



## What were the issues?

- The improvement Board was established to implement the Strategic Improvement Framework. Practice observations are one of a number of improvement activities currently overseen by the board which is influenced by the principles of QAIF (Quality Assurance Improvement Framework).
- A practice observation group was set up to steer the practice observation offer and oversee the activity and report back to the Improvement Board.
- During Q1, Q2 & Q3, the Practice Observation Group focussed on the following Key Lines of Enquiry - 'Management Oversight', 'Child voice' and 'Growing Safety Approach'. In Q4 this was extended to 'Care Planning'



## What has been delivered?

- **During 2014/15** 12 practice observations have been undertaken by the Practice Observation group.
- 3 practice observations have been undertaken in **Locality 1**, 4 in **Locality 2** and 5 in **Locality 3**.
- 11 observations undertaken thus far has focused on discussing case work with practitioners / team manager and or IRO, one has involved observing a professional meeting which was a LAC review
- Since Q3 **Feedback** has continually been sought from practitioners and team managers who have been subject to a practice observation
- **In Dec 2014** – CSC Team Managers Meeting was updated on the progress of practice observations – this formed part of the wider QAIF communications plan and PO wider updates will continue to be communicated out to teams via QAIF.



## What has been the Outcome?

- Recording on Frameworki has improved for majority of cases where this was identified as an area to develop (points raised now recorded on Frameworki for **10 out of 11** cases)
- Where techniques to engage children and record child /family voice was identified as an area to develop this has been taken on board and now reflected in work undertaken on all case files identified. (**6 cases**)
- In one instance where a child was not seen alone (child did not want to), this was raised by Practice Observer who discussed methods to engage child and since child has regularly been seen alone and happy to continue to do so.
- Actions to be completed to progress pathway plan for one child were identified and have now been completed (referral for long term foster placement) child now in placement.

#### What is working well?

- Staff consistently demonstrate commitment, passion and dedication to support children and young people and families across Leicestershire
- Practitioners undertake creative, innovative methods in order to support and engage with children and families
- Communication and joint working between departments and wider multi-agency working is good.
- Consistent evidence of good management oversight
- Majority of cases had regular supervision
- Voice is evident throughout. Planning, assessment, decisions and support are balanced with child and family views and wishes
- Care planning is clear and represents the needs, interests and views of the child / young person

#### What are we worried about?

- Practice observations clearly demonstrate that management oversight and voice is good. It is evident however, that this is not recorded effectively and therefore records do not reflect the good front line practice that is happening.
- IRO contact with children is not regularly recorded on Frameworki

#### Next steps

- Q1 2015/16 scope and focus to be determined.



**CHILDREN AND FAMILY SERVICES OVERVIEW AND  
SCRUTINY COMMITTEE - 1 JUNE 2015**

**FIRST RESPONSE UPDATE FOLLOWING RE-STRUCTURING**

**REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY  
SERVICES**

**Purpose of report**

1. The purpose of this report is to update the Committee on the impact of the recent changes made to the First Response Children's Duty Team and to provide information on the impact of the Early and Urgent Social Worker Responders on the work of the First Response Children's Duty Team.

**Background**

2. The First Response Children's Duty Team is the main access point for children and families who may benefit from targeted Early Help, or Children's Social Care. The Team also provides consultation for professionals who may be worried about a child, and offers good clear advice about where families can readily get other sources of help.
3. The First Response Service operates 24 hours a day, and is the front door for concerns relating to vulnerable children or their families. The Service considers the difficulties being described, and ensures that a proportionate response is made, in keeping with requirements under Working Together.

Transformation

4. In January 2015 there was a change to the team as a result of departmental transformation to meet budgetary requirements. This meant that Children's Social Care changed how it deployed some of its front line social workers, by locating them in First Response. These social workers were introduced to the Team, and deployed as the Early and Urgent Responders. The Responders Team is made up of two managers and twelve social workers and four senior practitioners. There are currently two social worker vacancies, and a recruitment process will be conducted to fill these positions.

5. On the 19 January 2015, the Early and Urgent Responders joined First Response. The Urgent Responders provide an immediate, brief social work response within 1-5 days; they do this by visiting children (sometimes with the Police) who, for example, may have been injured by a parent. The social worker tries to establish whether the child is at risk from their parents and what steps are required to prevent the child continuing to be at risk. Early Responders provide brief intervention and a service pathway decision for cases where concerns have been identified. The social worker will visit children and families to discuss the concern that has been reported, in order that the right service can be identified
6. The Urgent Responders and their manager work at the police station in order to react quickly and efficiently to children who may be at risk of imminent abuse, these cases are referred to as Priority 1. The Early Response social workers are based at County Hall and visit families in the community. These families are in crisis but may be assisted by this type of fast response, which can act to ensure that the family's situation does not deteriorate further. We refer to these cases as Priority 2 (see Appendix 2 for information about priority levels).
7. The Urgent and Early Response social workers work across the County, to ensure resources can be easily deployed to the high demand/priority areas on each working day, and will seek to resolve as many children and family cases as possible in a proportionate manner.
8. The aim of the Team is to ensure that families receive a quick and proportionate service, and that fewer children and young people have their lives intervened by Children's Social Care, unless required. The Team's target is to reduce the numbers of cases open to Social Care, by appropriately identifying the correct outcome for families that we assess, and the appropriate use of Early Help services. (see Appendix 1)
9. Where the Early and Urgent Responders identify clear concerns that a child is at risk, or is likely to become at risk without services, these cases are transferred to the most appropriate service including one of the Children Social Care teams, Early Help, and partners such as Living without Abuse.
10. The early indications in the Children's Social Care Performance Overview for Quarter 4 are that the Early and Urgent Responders are proving to be successful in their task in ensuring that families receive a proportionate response to needs.

11. The new system is proving to be effective in providing a service to children and families in the County that intervenes and protects children where necessary, and are also able to demonstrate appropriate use of Early Help services

### **Resource Implications**

12. The work load flow within the Team has increased however there is no current requirement for additional funding or staffing, as this will be covered within the existing establishment. However there are changes to working practice, with additional functions within the Team.

### **Performance Information and Outcomes**

#### **First Response – in bound work Q4 2014/15**

13. The Council has a system where data is entered on children and families' records. When concerns are raised about a child we open a contact on which information is recorded. Once a contact is open there are a number of options for that file, these are:
- i) No further action and the contact is closed;
  - ii) It is progressed to Early Help;
  - iii) If an Assessment is required the contact is transferred to another document, called a referral, for another social work team to undertake a Single Assessment.

	<b>Q4 -14/15</b>	<b>Q4 -13/14</b>	
<b>Contacts</b>	3320	3870	- 14.2%
<b>Referrals</b>	562	1445	- 61.1%
<b>Single Assessments (inc Initial Assess.)</b>	241	1098	- 78%

This quarter, referrals that went onto Social Care teams have reduced by 19% on last quarter and referrals to Early Help have increased by 5%.

14. During the period from 19 January to 30 March 2015 the total number of cases assessed by the Urgent and Early Responders was 318, of which 232 were managed within the team, no further action was considered required, and the case was closed.

15. All contacts/referrals closed have manager oversight to ensure that the decision is the correct one.
16. 70 cases were passed to Early Help Services and 16 went to Child Protection Teams.
17. A total of 562 referrals were made to Children's Social Care during quarter 4 (January to March). This is less than half the number of referrals in quarters 1 to 3 of 2014/15. This change is due to changes within the Team, and the arrival of the Early and Urgent Responder social workers. This is because social workers are available to undertake quick visits in order to test the validity and nature of the concern, to determine whether a service of any kind is required.
18. Prior to January 2015, the vast majority of referrals were passed directly from First Response to one of four locality teams, where most were subject to a Single Assessment.
19. From January, cases have been considered in much more detail by the First Response Service. The effects of this change are that far fewer cases are being referred for statutory services; approximately a third of Single Assessments are now being undertaken within the First Response Service, whereas previously they were undertaken in localities. A larger number of cases are being referred to Early Help.
20. The number of Early Help cases transferred ('stepped up') to Social Care was 37 at quarter 4. This is less than half the number transferred in previous quarters of 2014/15. A direct transfer from Strengthening Leicestershire Families/Early Help cases to Social Care occurs when an open case to Strengthening Leicestershire Families/Early Help requires a social work assessment, because of new information received or a critical incident, the allocated worker would take the information to their line manager; the line manager would then initiate a discussion with the Supporting Leicestershire Families Manager and these managers would then decide on what action needs to be taken.

### **Background Papers**

21. Service Developments and Plans to Meet MTFs Savings - Children and Families Overview and Scrutiny Committee – 1<sup>st</sup> September 2014

**Circulation under the Local Issues Alert Procedure**

None.

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Appendix A – Leicestershire’s Early Help Offer 2015  
 Appendix B – The Prioritisation Pathway

**Relevant Impact Assessments:****Equality and Human Rights Implications**

22. Equality issues for services will continue to be addressed through the business as usual activities of the First Response Service Manager, Team Manager, and social workers. For example: Team Manager will meet with locality managers to continue to develop and strengthen relationships to get the best safeguarding outcomes for vulnerable children.
23. Staff members understand their duty to the children of Leicestershire, therefore the children, young people and their families will continue to receive a consistent and prompt service in line with their needs.

Clear pathways for services are identified with the most effective and efficient processes to underpin services to families.

**Safeguarding Issues/Implications**

24. The Early and Urgent Response teams now sit within First Response and are showing good progress with reducing the need for statutory intervention services.

25. The Team is fully committed to safeguarding and promoting the welfare of children and families. The Early and Urgent Response work across the County ensures resources can be readily deployed to the high demand/priority areas on each working day, and will seek to resolve as many children and family cases as possible.
26. The central base (County Hall/Police Station) does however mean that the distance covered is wide. Being based at the Police Station also means that workers are working remotely but still connecting to the LA network and computer systems.



# Children and Family Services

Leicestershire's Early Help Offer

2015/16

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## 1. Introduction

There has been a long standing and strong commitment to early intervention and prevention across strategic partners in Leicestershire for some time. In response to a range of national and local policy developments, a new strategy for Early Help Services that reviews and refreshes our approach is under development. Following the recent internal remodelling of our early help services, this document describes:

- our updated early help offer for 2015/16,
- the improved outcomes we want to see for children, young people and families, and
- signals our plans to develop our offer further during this year.

## 2. Context

The new County Council target operating model signals the new organisational context and shows clearly where our targeted early help offer sits and how it links to the span of services from universal to specialist.

In Leicestershire, the council's early help approach focuses on tackling the root causes of problems as soon as they arise. This is pivotal in improving children's life chances throughout childhood, adolescence and adulthood – ultimately breaking down intergenerational cycles of deprivation and poor outcomes, and reducing the demand on our specialist services. This is reflected in the Children & Family Services departmental priorities<sup>1</sup> which are built on existing partnership approaches to early help commissioning and delivery.

Our vision	Our mission	Our strategy
Leicestershire is the best place for children, young people and their families.	Children and young people are safe and living in families where they can achieve their potential and have their health, well-being and life chances improved within thriving communities.	<ul style="list-style-type: none"> <li>• Moving from control to influence.</li> <li>• Collaborating through partnership.</li> <li>• Providing the right help at the right time.</li> <li>• Securing a commissioning approach.</li> <li>• Locality working</li> <li>• Listening and responding to service user voice</li> </ul>

The way in which public sector services are designed, commissioned and delivered is changing. Leicestershire County Council and the Clinical Commissioning Groups are the primary commissioners of services for children, young people and families living in Leicestershire with district councils also having an important role in commissioning services that affect the life chances of children and young people. The County Council is also a major provider of services for children, young people and families. Although much of this work as providers will continue in 2015, new approaches are emerging which could see a shift in the

<sup>1</sup> Safe, Achieve, Health & Wellbeing, Thriving Communities

balance of strategic commissioning and provider responsibilities for the County Council. During 2015, a Council wide 'Prevention Review' alongside a departmental commissioning strategy will further shape our thinking with partners about the future multi-agency early intervention and support offer.

### 3. Governance

Partnership and governance arrangements for Early Help are managed through a number of multi-agency boards. At a strategic level<sup>2</sup> these include:

- Local Safeguarding Children Board,
- Health & Wellbeing Board,
- Safer Communities
- Youth Offending Service Management Board and the
- Leicestershire Education Excellence Partnership.

A new Children & Family Partnership has been recently agreed by the County Council Cabinet for theme relevant summit discussions.

These arrangements are supported at the delivery level by a range of multi-agency forums and partnerships including the Locality Partnership Groups, the Early Help Locality Hubs, Clinical Neighbourhood Forums, Secondary Schools' Behaviour Partnerships and Joint Action Groups. These groups have similar roles and functions in the co-ordination of services to address the needs for specific groups of vulnerable young people such as those with health needs or those vulnerable learners facing exclusions for example.

The coordinators of these partnerships are increasingly working well together –sharing information and seeking to avoid children being discussed in more than one forum.

Co-location is helping this work and we will continue to work on further integration during 2015.

### 4. What do we mean by Early Help?

'Early Help' is an umbrella term that describes the work of many agencies engaged with children and families (NHS, schools and learning providers, Voluntary sector, Police, District Councils and the County Council). In Leicestershire all agencies, working with children or adults, recognise that **prevention and earlier intervention** is more cost effective and successful than later or more formal interventions. We are all engaged to a greater or lesser extent in work that seeks to avert problem development, and prevent the escalation of difficulties or the deterioration of circumstances which could adversely affect children, young people and families.

Whilst the department has a key role in the provision of early help services – taking a lead in the commissioning and delivery of services - it also has a role as a partner working collaboratively and cooperatively within a system of services from the statutory, voluntary and community sector. It is also a facilitator – helping to strengthen the partnership and build capacity across the partnerships. The breadth of the early help offer and the contributing agencies is outlined in Appendix 1.

The following definition adapted from 'Grasping the Nettle' C4EO 2010 usefully encapsulates the Leicestershire approach to early help:

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<sup>2</sup> See appendix 5

***“Taking targeted action early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. Early intervention may occur at any point in a child or young person’s life”.***

By **early help** we mean **the targeted action or intervention that we take** to prevent the development or escalation of problems. This definition includes; help **early in life** (with young children, including pre-birth interventions), and help **early in the development of a problem** (with children or young people of any age).

Eileen Munro (2011)<sup>3</sup> outlines three levels of prevention; primary, secondary and tertiary. The Care Act 2014 provides a similar categorisation using the language of prevent, reduce and delay. Within the department we have adapted these to provide a clear framework to describe the council’s early work with families (the table below provides a summary). This description of different levels of prevention provides us with a clear rationale for early intervention – moving across levels of need in order to improve outcomes for families.

Primary Prevention: Prevent	Secondary Prevention: Reduce	Tertiary Prevention: Delay
Preventing the occurrence of problems	Preventing problem escalation	Reducing the severity of problems
Early Intervention is taken at the level of the whole population in order to prevent the development of risk factors. At this universal level the Council works collaboratively with partners and with communities to build broad population resilience. We are working to equip the wider workforce to think ‘whole family’ and intervene early.	At this level we will intervene early with families who have existing risk factors, vulnerabilities or acknowledged additional needs in order to ensure that problems are halted and do not become more significant or entrenched.	At this level we work with families to tackle more complex problems to reduce the severity of problems that have already emerged and reduce or delay the need for specialist services involvement. This includes children, young people and families on the edge of family breakdown.

## 5. Relationship to social work services

This framework meshes with our approach to managing thresholds to Social Care. The LSCB thresholds document describes the threshold for the interventive responsibilities delivered by Social Workers. From April 2015, social work expertise is fully embedded within the Council’s Early Help Services ensuring continuity of care for families as risk escalates.

A summary of the threshold levels is provided in the table below. Requests for service come into First Response – our centralised referral management service. A triage system

<sup>3</sup> Munro 2011, Munro Review of Child Protection: Final Report – a child-centred system.

categorises according to the level of need described, supported via the use of the Merton Risk Assessment tool and the 'Signs of Safety' approach.

Priority	Summary Criteria	Type of intervention	Service response	Examples
1	Immediate action required to manage significant risk or need	Formal statutory intervention	LCC Social Care services	<b>First Response Urgent Responders</b> <b>Child Protection, Placements</b>
2	Urgent intervention required to identify, reduce or manage on-going risk	Formal statutory intervention		<b>Early Response Child Protection</b>
3A	Needs are complex or entrenched and a co-ordinated programme of intensive early intervention is required	Tertiary prevention	LCC Early Help or Partner single agency response	<b>SLF locality teams</b> <b>YOS</b>
3B	A time limited programme of early intervention support is required, usually by one or two teams or agencies	Secondary prevention		<b>Health Practitioner</b> <b>School Children Centre</b>
4	Child is making good progress overall. Additional needs are best met by universal services.	Primary prevention	<b>Universal Services</b>	<b>Health Visitor</b> <b>GP</b> <b>School</b>

## 6. Targeting County Council resource

The County Council's Medium Term Financial Strategy and consequent savings requirements necessitates the ongoing review of current arrangements to ensure the available in-house resources are deployed to best effect within the Council's target operating model<sup>4</sup>. The council wide strategic approach to communities work signals the Council's commitment to working with residents to create increased autonomy and independence.

Within the Children & Family Services Department, we see our existing focus reflected in 'Working Together' (2015). This means that all professionals already prioritise certain vulnerable groups of children. Specifically those who:

- are disabled and have specific additional needs
- have special educational needs
- are young carers
- are showing signs of engaging in anti-social or criminal behaviour
- are living in families which are struggling with substance misuse/poor mental health/domestic violence
- are care leavers

<sup>4</sup> See appendix 3

- show signs of abuse and/ or neglect and/or sexual exploitation.

Additionally we are using research<sup>5</sup> to better understand vulnerability and to guide our responses. For example we know that:

- Living in poverty has a pervasively negative influence on children's outcomes.
- Those caring for children with disabilities may need additional services.
- Having a depressed mother, having a father with limited literacy skills and being frequently disciplined are significant risk factors associated with lower KS1 scores.
- Teenage mothers are three times more likely to suffer from post natal depression and those who adopt children can also similarly suffer.
- Children who are carers very often fare less well than their peers (socially and academically).
- Domestic violence, abuse, and homelessness or coming into local authority care can impact significantly on the outcomes for older teenagers.

Our early help offer therefore prioritises these groups and we will deploy our in-house resources to reduce vulnerability and build protective factors for children, young people and their families.

## 7. The early help offer

Leicestershire's Early Help offer blends the three levels of prevention activity described above (primary, secondary, and tertiary) including universal and targeted services and works to:

- reduce risk factors for children and young people
- build protective factors with families and
- avoid escalation and formal intervention.

**Primary preventative work** may be with an individual, with a family or it could comprise a whole population approach. These 'universal' or 'open access' services are available to all and provide advice, guidance and support to families when they need it. There is usually no referral route or detailed collection of outcomes. Families are supported in their local communities, their needs are identified early and any difficulties are quickly resolved. Examples of preventative early help include:

- Childcare and education settings - helping children develop their intellectual and social skills.
- Parks, playgrounds, sport and leisure activities – so children have a chance to exercise, socialise and have fun.
- General Practitioners (GPs), school nurses and health visitors – to promote health and well-being for all.
- Police, Fire & Rescue services – educating families about keeping children safe.
- Housing – so children and families can live in homes that are supportive of family life and community connectivity
- Public Health – services to enable parents to improve their health and well being.

The role of our in-house provision is to support agencies working at a universal level to knowledge, skills and expertise across the partnership in relation to children and families.

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<sup>5</sup> 2013, E.Jones, L. Platt: Childhood Wellbeing Centre:Family Stressors and childhood outcomes

**Secondary prevention services** work with individuals or groups or families. Examples of in-house provision at this level includes parenting programmes, behaviour management interventions, group work with young people in schools.

Families or individuals are generally referred to **tertiary prevention services** by professionals who have identified escalating need which cannot be addressed by other provision. Examples of our involvement at this level include crisis intervention work to prevent the need for a child to come into Local Authority care or work with a young person displaying sexually abusive behaviour.

**Appendix 1** provides information on the wide range of partners currently contributing to a county wide Early Help offer. These services offer a breadth of interventions that are available across a number of agencies – broadly these include:

- Information, tools and guidance
- Individual and family work – brief or longer term support
- Group work interventions – to address issues shared by a vulnerable group
- Outreach work – to vulnerable young people or parents

The needs of families where a single agency approach is unlikely to meet need are managed through the community based **locality partnerships** referred to in Section 3 above. The ‘systems leadership’ approach<sup>6</sup> adopted locally, provides robust links and relationships with our partners including the district councils, NHS teams, voluntary sector and schools, ensuring they work together to tackle underlying problems in an integrated manner, including:

- Practitioners in universal services identifying children and families experiencing additional vulnerabilities, challenges or risk factors which are likely to impact negatively on a range of outcomes.
- Referrals being considered by the ‘locality hub’ or clinical forums are critical in preventing escalation into specialist services. Multi-agency or multi disciplinary targeted services devise the appropriate response and help to embed and sustain changes made once risk in families has decreased.
- Identifying local assets as well as unmet need, including gaps or duplication in services/ care pathways. This can then be linked back to commissioners to ensure it contributes to the commissioning cycle

Through these locality arrangements, local agencies share information to avoid duplication or delay for families. A whole family approach to assessment supports the transition between services and avoids a disjointed response. This enables families to experience continuity of care as they move across and between teams or services.

The County Council’s Early Help contribution is provided by four services within the Children & Family Services Department. The service works from the following five locality areas which are closely aligned with our partners delivery arrangements.

- South Leicestershire,
- Hinckley & Bosworth,
- North West Leicestershire,
- Melton and Charnwood.
- Loughborough

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<sup>6</sup> 2012 D. Hargreaves: Leading a Self Improving School System



### Summary of in-house provision:

Age range	Delivered via	Focus
0 - 5	Children's Centre Programme	Primary and secondary prevention work delivered via multi disciplinary teams led by LCC staff offering both group and individual interventions. Our tertiary prevention work is most usually referred via our locality hub arrangements.
0-19/25	Supporting Leicestershire Families (SLF)	With their main base in district council offices, these are skill mix teams working at secondary and tertiary prevention levels. Teams are multi disciplinary and have a wealth of skills and knowledge - delivering interventions with young people and their families.
0-19/25	SLF Social Work Teams	Tertiary prevention work delivered by a social work led skill mix team. The teams works with families and young people where risk is increasing, to avert crises, problem escalation and the need for formal intervention.
8-18	Youth Offending (YOS)	Prevention and statutory provision to young people at risk of or involved in the criminal justice system

## 8. Active Involvement

Meaningful participation and active involvement of parents, carers, young people and children is central to our offer. The involvement of families in the development and evaluation of services is key to the delivery of high quality services. The current locality forums led by District Councils as well as the multi agency commissioning reference group will both continue to have a key role in engaging local families in service development, planning and evaluation. The voice of young people captured by our youth workers and through CYCLE<sup>7</sup> and the Jitty<sup>8</sup> will continue to shape and influence our business.

## 9. Accessing early help

All agencies in Leicestershire know that the early identification of need is vital if we are to prevent problems developing or escalating over time. All agencies are expected to first deploy their own resources to respond to emerging needs identified in children, young people or their families. When professionals do identify additional specific needs – over and above what they can tackle, direct referral routes enable speedy access to local services (e.g. Children Centre Programme, Youth Offending Service). However the majority of referrals for targeted early help are received via our central 'front door' – **First Response**.

<sup>7</sup> County Youth Council for Leicestershire

<sup>8</sup> Leicestershire County Council's website for young people

Where professionals only require advice about a child's needs, there is now daily access to a social worker for professional advice. **The professional advice phone number is 07966 111058**

The 'request for service' form helps to identify the needs and issues which require early interventive support. The form is straightforward to complete and is presented as a secure e-form on the county council website at [www.leics.gov.uk/early\\_help](http://www.leics.gov.uk/early_help). Those referrals for families who are living in more complex or challenging situations are routed to our early help networks or 'hubs' - to agree a coordinated partnership approach. Our multiagency information sharing service (OneView) provides the hubs with good quality information about family circumstances, contributing significantly to the quality and speed of decision making.

This approach helps to coordinate support from a range of agencies - preventing families from feeling bombarded from all sides. It enables our work with families to be planned, delivered and reviewed in a more holistic way. Practitioners from a range of services can more effectively share information and pace their interventions. They can use the networks to harness additional and practical resource or expertise on issues such as:

- Parental mental health
- Parental drug /alcohol misuse
- Domestic violence
- Housing issues
- Debt

The role of Locality Service Co-ordinator<sup>9</sup> provides a link in each locality for local services, liaising with families. The coordinators share information with other multi-agency meetings such as those in the NHS, the Joint Action Groups (JAGs) and Secondary Schools' Behaviour Partnerships, to help avoid duplication of provision or overwhelming the family with multiple action plans and services.

During 2015 we will be exploring opportunities for further integration, particularly with systems delivered by colleagues in the NHS .

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<sup>9</sup> See appendix 2

## Appendix 1

### Services contributing to the Leicestershire Early Help Offer 2014<sup>10</sup>:

Early Help Offer Description	Provider	Commissioner
Support for Teenage parents	LCC	Public Health
Early Learning Interventions	Various	LCC
Parenting Support	LCC	CFS
Early Support for Disabled Children	Menphys	CFS
Debt Management Support	CAB	LCC - Chief Execs
Early Communication and Language Development	LCC	CFS
Antenatal Support for vulnerable parents	Baby Dolly	CFS
Post Natal Support /Maternal Mental Health	Homestart/LPT	CFS
Volunteer Development	LCC	CFS
Health Visiting /Nursery Nurses	LPT	NHS England/PH
Midwifery & Neonatal Services	UHL	CCG
Speech and Language Development	LPT	CCG
Infant Feeding Support	LPT	NHS England/PH
CAMHS (Tiers 2-4)	LPT	CCG/LAx3
Children with Disability Services (short breaks/respice)	ADHD Solutions/Snips/Mencap/Various	CFS
Whole Family Support	LCC	CFS
Behavioural Support in managing child behaviour	LCC	CFS
ADHD support	ADHD Solutions	CCG
Post 16 Support into employment/education/training	Prospects	CFS
Young Carers/ Young Asian Carers	Barnardo's/Adhar	CFS/CCG
Book Start	Communities & Wellbeing LCC	A&C LCC

<sup>10</sup> PH – Public Health

CFS – Children & Family Services

CCG – Clinical Commissioning Group

LCC – Leicestershire County Council

A&C – Adults and Communities Dept

Physical Activities	District Councils	District Councils
Adult & Family Learning	Adult Learning LCC	LCC
<b>Early Help Offer Description</b>	<b>Prrovider</b>	<b>Commissioner</b>
Carer Assessments	LCC	CFS
Support into employment	Job Centre Plus	
Children missing from home interventions	LCC Police	CFS
Support to Early Years Settings	Early Learning Service LCC	CFS
Targeted Youth Support	LCC	CFS
Youth Crime diversion	LCC	CFS
Healthy Schools Programme	Public Health	PH
Healthy Tots programme	Public Health	PH
Parenting Programmes	LCC/Fun & Families	CFS
Pupils Missing out on Education	LCC	CFS
Diversion from LA care	LCC	CFS
Support following DV	Women's Aid/Living without Abuse	CFS
Housing Support Services	The Bridge	CFS
Youth Counselling /Mentoring	Knighton Counselling/20/20/Space 4U/20/20/Various	CFS
Youth Activities	Various	CFS
Psychological support	Education Psychology	CFS
Pupil Referral unit	Oakfield School	CFS
2yr/3yr FEEE entitlement/pupil premium	LCC	CFS
Support to secondary school disaffected pupils	Secondary school behaviour partnerships	CFS
Drug & Alcohol Support	Swanswell /DAFFS	PH/CCG
Bereavement Counselling	Laura Centre	
Sexuality	LGBT Centre	

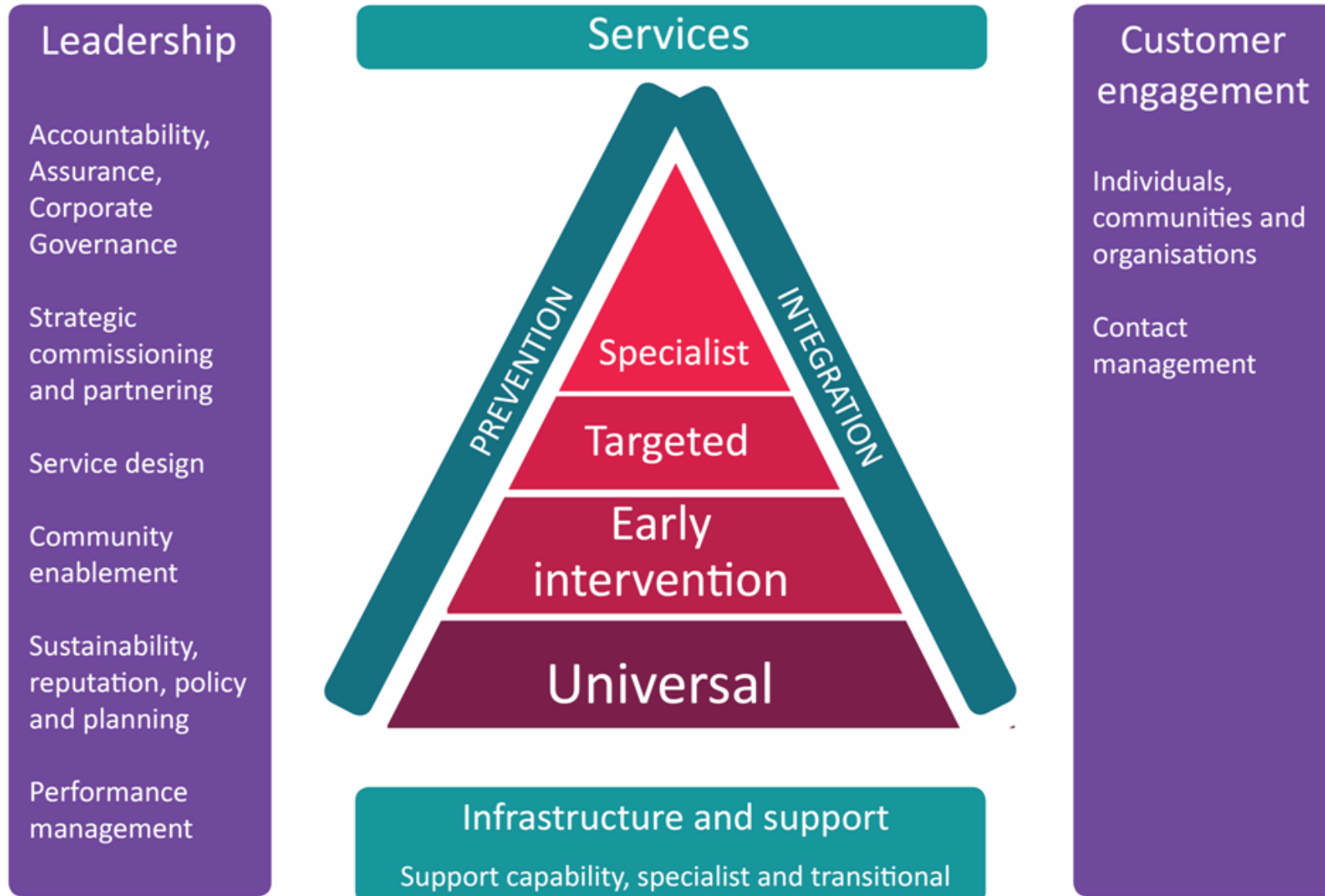
## Appendix 2

### Locality Hub Co-ordinators:

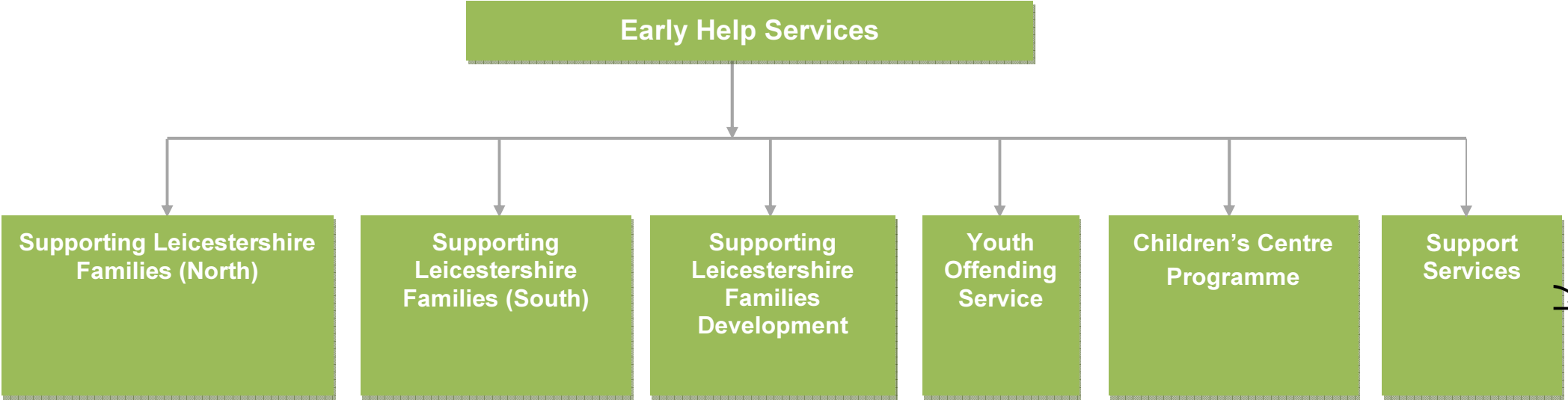
Co-ordinators	District Hub Meetings are held at:
Lindsay Hall 07966 111020 <a href="mailto:Lindsay.hall@leics.gov.uk">Lindsay.hall@leics.gov.uk</a>	Hinckley & Bosworth
Tina Pollard 07966 111013 <a href="mailto:Tina.pollard@leics.gov.uk">Tina.pollard@leics.gov.uk</a>	North West Leicestershire
Victoria Lickman 01664 504247 / 07720669137 <a href="mailto:Victoria.lickman@leics.gov.uk">Victoria.lickman@leics.gov.uk</a>	Melton
Graham Walker 07919 305609 <a href="mailto:Graham.walker@leics.gov.uk">Graham.walker@leics.gov.uk</a>	O&W Blaby
Beccy Flower 07966 111004 (Loughborough) <a href="mailto:Beccy.flower@leics.gov.uk">Beccy.flower@leics.gov.uk</a> Shabiha Master (South Charnwood) 07720669135 <a href="mailto:Shabiha.master@leics.gov.uk">Shabiha.master@leics.gov.uk</a>	Charnwood
Dawn Squire 07966111019 <a href="mailto:Dawn.squire@leics.gov.uk">Dawn.squire@leics.gov.uk</a>	Market Harborough

## Appendix 3

### Leicestershire County Council Target Operating Model



**Appendix 4**  
**Early Help Service Structure**



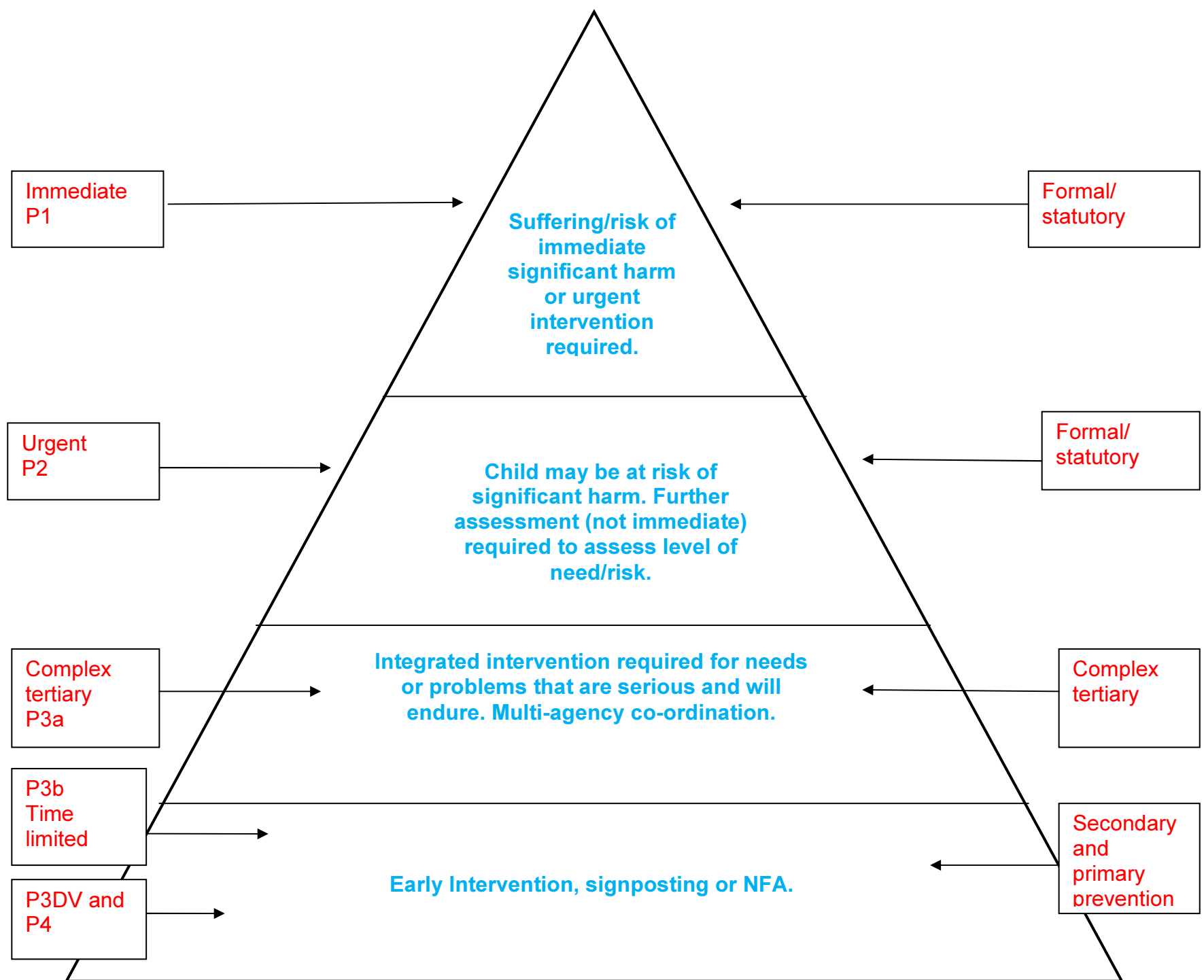
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## Appendix 5

### Leicestershire County Council priority partnerships

Board	Leicestershire and Rutland Safeguarding Children Board (LSCB)	Children and Families Partnership	Health and Wellbeing Board (HWBB)	Leicestershire and Rutland Sports Partnership (LRS)	Leicester and Leicestershire Enterprise Partnership (LLEP)	Leicestershire Rural Partnership	Safer Communities Partnership	Leicestershire and Rutland Safeguarding Adults Board (SAB)
<b>Status</b>	Statutory	Non Statutory	Statutory	Non Statutory	Statutory	Non Statutory	Statutory	Statutory (from 2015)
<b>Strategic Priorities</b>	<ul style="list-style-type: none"> <li>Safeguarding Children</li> </ul>	<ul style="list-style-type: none"> <li>Service planning/delivery for children, young people and families</li> </ul>	<ul style="list-style-type: none"> <li>Health and Social Care integration</li> <li>Health and Well being Strategy</li> <li>Better Care Fund</li> <li>Learning Disabilities pooled budget</li> </ul>	<ul style="list-style-type: none"> <li>Get more people taking part in sport and physical activity</li> <li>Safe, fair and well led sport and physical activity</li> <li>More people, medals and better health</li> </ul>	<ul style="list-style-type: none"> <li>Economic growth – City and County</li> <li>Delivery of Strategic Economic Plan (SEP)</li> <li>Delivery of Enabling Growth Plan (EGP) - LCC</li> </ul>	<ul style="list-style-type: none"> <li>Delivering Leicestershire Rural Framework</li> <li>Rural priorities in SEP and EGP</li> <li>LEADER programme</li> </ul>	<ul style="list-style-type: none"> <li>Delivering the Police and Crime Plan</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding Adults</li> </ul>
<b>Sub Groups</b>	<ul style="list-style-type: none"> <li>Joint LSCB and SAB Executive Group</li> <li>LLR Child Death Overview Panel</li> <li>LLR Children Executive Group</li> </ul>	TBC	<ul style="list-style-type: none"> <li>Integration Executive</li> <li>Unified Prevention Board</li> <li>Mental Health Board</li> <li>SEND Board</li> </ul>	<ul style="list-style-type: none"> <li>LRS Executive Board</li> <li>LRS Champion and Project/Action specific groups</li> <li>LCC Sport and Physical Activity Commissioning Group</li> </ul>	<ul style="list-style-type: none"> <li>LLEP Executive</li> <li>People Board</li> <li>Place Board (including Leicester/Shire Transport Board)</li> <li>Business Board</li> <li>ESIF Committee</li> </ul>	<ul style="list-style-type: none"> <li>Rural Housing Partnership</li> <li>Leader Local Action Group (LAG)</li> </ul>	<ul style="list-style-type: none"> <li>Domestic Abuse Partnership</li> <li>Substance Misuse Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Joint LSCB and SAB Executive Group</li> <li>LLR Adult Executive Group</li> <li>Various Joint Groups – Adults and Children</li> </ul>
<b>Aligned Groups</b>	<ul style="list-style-type: none"> <li>Various LLR Children Groups</li> </ul>	<ul style="list-style-type: none"> <li>Leicestershire Educational Excellence Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Housing Services Partnership</li> <li>LLR Better Care Together Board</li> </ul>	<ul style="list-style-type: none"> <li>Local Sport and Physical Activity Alliances</li> </ul>	<ul style="list-style-type: none"> <li>Economic Growth Board</li> <li>Member Advisory Group</li> </ul>		<ul style="list-style-type: none"> <li>Community Safety Partnerships (district level)</li> </ul>	





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**CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE:**  
**1 JUNE 2015**

**LOCAL SAFEGUARDING CHILDREN BOARD/SAFEGUARDING ADULT BOARD**  
**BUSINESS PLANS 2015/16**

**REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND RUTLAND**  
**SAFEGUARDING BOARDS**

**Purpose of report**

1. The purpose of this report is to bring to the Committee's attention the Business Plans 2015/16 for the Leicestershire and Rutland Safeguarding Children Board (LRLSCB) and Safeguarding Adults Board (LRSAB) for consultation and comment.
2. The Business Plans were approved at a joint meeting of the Boards on 17<sup>th</sup> April 2015. However, the Plans are iterative and it remains possible to take on board comments or proposed additions and amendments made by the Overview and Scrutiny Committee and these will be considered by the Boards at their meeting on 3<sup>rd</sup> July.

**Policy Framework and Previous Decisions**

3. The LRLSCB is a statutory body established as a result of Section 13 of the Children Act 2004 and currently works under statutory guidance issued in Working Together 2013. The LRSAB became a statutory body on 1<sup>st</sup> April 2015 as result of the Care Act 2014.
4. The Annual Report of the LRLSCB and LRSAB was considered by the Children and Families Overview and Scrutiny Committee in November 2014 and emerging priorities for the new Business Plans for 2015/16 were discussed at that meeting. The views expressed by the Committee at that stage were fed into the formative process for the Plans and are reflected in the final versions of the Plans which are attached as appendices 1 and 2.

**Background**

5. Scrutiny Panel members will be aware that in 2014/15 we combined the business plans and annual reports of the two safeguarding boards. Given the change in the statutory status of the LRSAB created by the Care Act 2014 and a wish more clearly to present the specific objectives of the two boards, we have reverted to the production of individual business plans with one cross-cutting element that retains focus on those safeguarding issues that relate to both Boards.
6. The future improvement priorities identified in the Annual Report 2013/14 have been built into the Business Plans for 2015/16. In addition to issues arising from the Annual Report the new Business Plans' priorities have been identified against a range of national and local drivers including:

- a. national safeguarding policy initiatives and drivers;
  - b. recommendations from regulatory inspections across partner agencies;
  - c. the outcomes of serious case reviews, serious incident learning processes and other review processes both national and local;
  - d. evaluation of the business plans for 2014/15 including analysis of impact afforded by our quality assurance and performance management framework;
  - e. best practice reports issued at both national and local levels;
  - f. the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements.
7. The new Business Plan has been informed by discussions that have taken place in a number of forums since the autumn of 2014. These include:
- a. the annual Safeguarding Summit of chief officers from partner agencies held in December 2014;
  - b. meetings of the Scrutiny Panels in both Leicestershire and Rutland at which both the annual report 2013/14 and future priorities for action have been debated;
  - c. meetings of the Leicestershire and Rutland Health and Well-Being Boards at which both the annual report 2013/14 and future priorities for action have been debated;
  - d. discussions within individual agencies.
8. Business Plan priorities were discussed and debated at a meeting of the Children and Families Overview and Scrutiny Committee at their meeting held on 3<sup>rd</sup> November 2014. As stated above all the issues raised at that meeting have been incorporated into the Business Plans attached.
9. The proposed strategic priorities, priority actions and key outcome indicators set out in the new Business Plans were formulated through the annual development session of the two safeguarding boards held on 16<sup>th</sup> January 2015.

### **Proposed Business Plans 2015/16**

10. The strategic priorities for the two Boards remain the same as those agreed in 2014/15. They are as follows:
- Priority 1: To be assured that 'Safeguarding is Everyone's Business'
- Priority 2a: To be assured that children and young people are safe
- Priority 2b: To be assured that adults are safe
- Priority 3: To be assured that safeguarding services for children, families and adults are effectively co-ordinated to ensure both 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'.
11. Against each of these strategic priorities the Boards have now identified key outcomes for improvement and the actions that will need to be taken over the next year to achieve these improved outcomes. These are set out in the two draft Business Plans that are attached as Appendix 1 and Appendix 2 to this report.

12. The Quality Assurance and Performance Management Framework for the two Boards have been adjusted to reflect the new Business Plans, and were finalised by the two Boards at their meeting on 17<sup>th</sup> April 2015.
13. The views of a range of forums are being sought on the Business Plans. This includes the Cabinets, children and adult scrutiny committees and the Health and Well-Being Boards in both local authority areas.

### **Proposals/Options**

14. The committee is asked to consider the Business Plans and to make any comments or proposed additions or amendments to the Plans that will then be considered at the meetings of the Boards due to be held on 3<sup>rd</sup> July 2015.

### **Consultation**

15. All members of the Boards and their Executive have had opportunities to contribute to and comment on earlier drafts of the Business Plans. In addition discussions have been held with service users in both local authority areas to enable them to contribute their views about safeguarding in Leicestershire and Rutland.

### **Conclusions**

16. The Children and Families Overview and Scrutiny Committee is asked to note and comment on the attached Business Plans for 2015/16.

### **Officers to Contact:**

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### **List of Appendices**

Appendix A - LRLSCB Business Plan 201516

Appendix B - LRSAB Business Plan 201516

### **Relevant Impact Assessments**

#### **Equality and Human Rights Implications**

17. Safeguarding vulnerable children, young people and vulnerable adults concerns individuals who are likely to be disadvantaged in a number of ways. The Annual Report sets out how the LSCB/SAB seeks to ensure that a fair, effective and equitable service is discharged by the partnership. Likewise the Annual Report and Business Plan 2014/15 extracts set out how the partnership will seek to engage with all parts of the community in the coming year.

Partnership Working and associated issues

18. Safeguarding is dependent on the effective work of the partnership as set out in national regulation, Working Together 2013, published by the Department for Education and the Care Act 2014.

## **APPENDIX B**

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

This plan is in the process of being updated following feedback from the Board, scrutiny groups etc.

For the most recent version please go to:

<http://lrsb.org.uk/scbannualreports>

## 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 more closely to 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 plans still maintain a number of priority issues that are common to both Boards. The decision more clearly to distinguish the business of each board is being driven by the fact that both Boards are now subject to statutory frameworks that are different. The LRLSCB is also subject to review by Ofsted and this has implications for the quality assurance frameworks that each Board works to.

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. Board Member Sponsor

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	Evidence to be provided
1.1	Full engagement by schools in the work of the LSCB, (including independent schools) including the requirements of Section 11 of the Children Act.	Seek assurance from schools through S11 and operational audits Maintain representation on Board by school representatives of primary, secondary and Special schools from Leicestershire and Rutland Engage with Head teachers to provide assurance that their schools are engaged in the work of the LSCB Engage with Head teachers and with school representatives at Board meetings and ensure their issues are reflected within Subgroup meetings Work with schools to ensure that their voices are represented in the work of the sub-groups. Monitor safeguarding training attendance by independent schools	S11 strategic audit responses  Attendance at meetings  Operational audit  Training attendance and evaluation	Board & SEG  Board  Independent Chair  Independent Chair  Training Subgroup	December 2015 October 2015      July 2015		
1.2	Partner agencies are complying fully with their responsibilities under S11 of the Children Act	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	SEG Board	December 2015		

**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	Evidence to be provided
1.3	Board effectiveness in scrutinising and challenging the quality and impact of safeguarding children and young people in Leicestershire and Rutland	Encourage and maintain a culture of challenge and keep a "Log of Challenge and its impact " 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" Identify areas of effectiveness agreed by Board and compliance with resulting action plan Evidence provided by agencies and Board through Board and executive meetings	Independent Chair  Independent Chair  Executive and Board	March 2016  November 2015  March 2016		
1.4	Appropriate representation of partner agencies on Board	Increase the membership of the board to include Public Health	Attendance by Public Health representative at Board meetings Attendance by all members at Executive and Board meetings	Executive and Board	July 2015		OO CW
1.5	The implementation and impact of new national frameworks including: <ul style="list-style-type: none"> <li>• Revised Working Together 2015</li> <li>• Keeping children safe in</li> </ul>	Review current local provisions and identify any changes or improvements required. Implement these changes and identity indicators to test impact within the QA and PM framework	Include in the QA and PM framework those indicators developed to test impact	Executive  From SCR report	March 2016		

**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	Evidence to be provided
	education <ul style="list-style-type: none"> <li>• Advice on information sharing</li> <li>•</li> </ul>						
1.6	To ensure that home educated children and young people are safeguarded	Seek assurance from Local Authorities that safeguarding measures are in place and procedures are up to date.	Percentage of home educated children and the checks/information that is being provided or carried out.	Executive group	March 2016		

**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
<b>2.1 Improving outcomes for children identified by previous learning processes</b>							
	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  Outcomes of Referral within Leicestershire and within Rutland All LSCB audits will include threshold question	Training Subgroup  Board and SEG  Board and SEG	October 2015  December 2015 March 2016		SEG will ask for info end of Q4
	Increased quality of referrals	Conduct training event about referrals Review multi-agency referral process and form, including multi-agency contribution to referral	Quality of referrals made by agencies tested through case file audit	SEG	December 2015  March 2016		End of Q4
	Increased quality of assessment	Review multi-agency assessment process and form, including multi-agency contribution to assessment at referral, assessment, conference and LAC stage	Quality of multi-agency contribution to assessment tested through case file audit	Business Office	March 2016		End of Q4

**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
	Increased quality of professional supervision	<p>Ensure professional supervision across partner agencies is effective by conducting conference and raising awareness through Safeguarding Matters</p> <p>Conduct training about professional supervision</p> <p>Ensure all agencies have supervision procedure</p> <p>Review quality of supervision through audit</p> <p>Review LSCB supervision procedure to ensure fit for purpose</p>	<p>operational audit responses</p> <p>Quality of referrals made by agencies tested through case file audit</p> <p>Ask for feedback on the training course</p> <p>Reviewed and Updated supervision procedures</p>	<p>SEG</p> <p>Training sub group</p> <p>Procedures Subgroup</p>	<p>December 2015</p> <p>December 2015</p> <p>December 2015</p>		Report on quality of supervision by all agencies by end of Q3
<b>2.2 Early Help - wellbeing</b>							
	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	<p>Ensure all agencies are providing access to early help services through shared understanding of benefits of early help.</p> <p>Ensure that Supporting Leicestershire Families (SLF) and Changing Lives Rutland (CLR) are fulfilling their safeguarding responsibilities</p> <p>Consider the development of multi-disciplinary response at referral stage (MASH)</p>	<p>Referral rates to Early Help Services across the partnership</p> <p>Referral rates to Children's Social Care</p> <p>Caseloads of Early Help Services</p> <p>Safeguarding Outcomes reported by SLF and CLR</p> <p>Development of MASH</p>	Early Help Services (inc. SLF and CLR) and SEG to monitor	March 2016		PMF  monitor via PMF every Q and voice etc once per year

**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
		<p>Ensure public awareness about safeguarding and improve public knowledge about support that is available</p> <p>Ensure that the voice of the child is captured and feedback used to influence service development and procedures</p>	<p>Help Services by young people or families;</p> <p>Voice of the child audits are conducted</p> <p>Recommendations embedded from Voice of the child audits</p>	<p>SEG</p> <p>SEG and Engagement Subgroup</p>	March 2016		
<b>2.3 Child Protection</b>							
	Multi-agency child protection services that are child-focussed and effective in safeguarding children and young people and maximising outcomes for these children and young people.	<p>Monitor the contribution of all agencies to safeguarding and ensure that good practice is disseminated, risks identified and mitigated</p> <p>Review multi-agency contribution to assessment at referral, child protection, conference and LAC</p> <p>Conduct multi-agency audits and review summary reports from single agencies at SEG</p> <p>Seek assurance that partner agencies are engaging directly with children involved in child protection services and that appropriate action is taken as a result.</p>	<p>Compliance with S11 through strategic and operational audits</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>Evidence of action taken in response to feedback from children and young people</p> <p>Evidence of action taken in response to feedback from front line practitioners</p>	SEG	December 2015		
<b>2.4 Looked After Children</b>							
	Looked After children are safe and achieve health and education	Monitor the contribution of all agencies to looked after children and ensure that good practice is disseminated, risks identified and	Agreed core data set through the SEG (impact and outcomes)	Executive	December 2015		Annually

07

**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
	outcomes	mitigated Seek assurance that partner agencies are engaging directly with children involved in children in care services and that appropriate action is taken as a result.  IRO annual report	Effectiveness of practice (including supervision) through audit reports Evidence of action taken in response to feedback from children and young people Evidence of action taken in response to feedback from front line practitioners Action taken in response to feedback from training / competency framework				

**2.5 Other Safeguarding Priorities**

<p><b>Child Sexual Exploitation:</b> 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</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</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 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</p>	<p>CSE Subgroup SEG</p> <p>CWDC and CSE Subgroup CSE Subgroup and executive</p> <p>Police, 3 x LAs, health, commissioners, other services – strategic oversight (LSCB, SLAs,</p>	<p>December 2015</p>
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**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
	and young people who are or have experienced child sexual exploitation	to influence service development and procedures CSE subgroup Raise awareness of CSE to public	reports to Executive and Board Voice of the child and other case file audits are conducted Recommendations are embedded from Voice of the child audits	KPIs)			
	<b>Children Missing from Education are identified, safe and supported:</b> That children and YP who are not receiving their statutory education are monitored to ensure they are safe.	Develop shared understanding about pathway of children who are missing from education Seek assurance from LAs and monitor through agreed core data set Develop LSCB safeguarding multi-agency procedures for children who are home schooled and traveller families Raise awareness amongst agencies about potential vulnerability of these children	Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports  Via procedures group	Education leads from Leics and Rutland via Executive group	July 2015		
	<b>Children who are Privately Fostered are safe</b> Children and young people are appropriately identified and supported in private fostering arrangements	Raise awareness with public about private fostering – media and social media campaign Raise awareness amongst agencies about potential vulnerability of these children Monitor through agreed core data set	LAs to provide quarterly reports to SEG	Executive group	July 2015		

**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
	<p><b>Robust Emotional Health of children and young people</b></p> <p><b>Assurance from CAMHS tier 1 to 4 is sufficient</b></p>	<p>Support the Better Care Together review of CAMHS and ensure partner agencies contribute</p> <p>Seek assurance from Better Care Together that the speed and quality of response by CAMHS is securing improved emotional health of children and young people</p> <p>Seek assurance from Better Care Together that there are agreed thresholds for access to CAMHS services understood by all partner agencies</p>	<p>Proportion of Referrals to CSC of children where emotional health is a factor and track child's journey through EH, CP and LAC</p> <p>Agreed core data from CAMHS to PMF Report</p> <p>Assessment by EH and CSC where emotional needs are assessed as a factor</p>	Executive group	March 2016		<p>Monitor LAC data set via CAMHS</p> <p>Are threshold clear – are waiting times ok, what are outcomes ?</p> <p>Look at board reporting from camhs</p>
	<p><b>E-Safety:</b></p> <p>Young people engaged in social media and aware of and avoiding risk appropriately</p>	<p>Gain an overview, spread and depth of e-safety, education awareness and training for children and young people</p>	<p>Percentage of staff/ children and young people trained.</p> <p>Feedback from young people through survey on website</p>	Executive group	March 2016		

**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	<p><b>Female Genital Mutilation (FGM)</b></p> <p>Reduction in number of girls who suffer from FGM</p> <p>Increase in identification of girls at risk of FGM</p> <p>Increased community awareness of risks of FGM in identified communities</p>	<p>Continue to develop pathways and procedures for services to girls at risk or who experience FGM</p> <p>Raise awareness with public about FGM – media campaign</p> <p>Raise awareness amongst agencies about potential vulnerability of these girls</p> <p>Monitor through agreed core data set</p> <p>Work with communities at identified highest risk</p>	<p>Agreed core data set through the SEG</p>	<p>FGM task and finish group</p>	<p>December 2015</p>		
3.2	<p><b>Prevent – Channel</b></p> <p>Reduction in number of young people involved in terrorism</p> <p>Increase in identification of young people at risk of becoming involved in terrorism</p> <p>Increased community awareness of young people at risk of becoming involved in terrorism</p>	<p>Seek assurance from the Anti-Social Behaviour Strategy Group that the Prevent Strategy is being delivered appropriately</p> <p>Monitor through agreed core data set</p>	<p>Agreed core data set through the SEG</p>	<p>Executive group</p>	<p>July 2015</p>		
3.3	<p><b>Transition to adult services:</b></p> <p>Care leavers and disabled young people</p>	<p>Monitor the contribution of all agencies to Care leavers and young people transitioning to adult services and ensure that good practice is</p>	<p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Feedback from young people</p>	<p>SEG</p>	<p>December 2015</p>		

are appropriately supported by children's services to work towards independence  
Disabled young people successfully transition to be supported in adult services

disseminated, risks identified and mitigated  
Engage with young people and adults at risk  
Audit cases to assure of the effectiveness of services

and adults at risk  
Feedback from front line practitioners

3.4

**Think Family:**  
Effective joint working between the various interagency professionals and teams involved particularly focussing on relationships within the family and joint oversight of the ongoing work between services for adults and services for children.

Review LSCB multi-agency procedures

feedback on any new procedures produced

Procedures subgroup

July 2015

3.5

**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  
**Teenage Peer Domestic Abuse**  
Young people at risk of

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  
Work with the Safer Communities Partnerships and Board to develop pathways and procedures for services to young people at risk of or who experience domestic abuse in their

Agreed core data set through the SEG (impact and outcomes)

SEG

December 2015

Agreed core data set through the SEG (impact and outcomes)

or who experience domestic abuse in their peer relationships are supported and safe

peer relationships  
 Ensure that the procedures reflect the new referral pathway  
 Work with the Safer Communities Partnerships and Board to raise awareness amongst agencies about potential vulnerability of these young people  
 Monitor through agreed core data set

Produce new referral pathway and procedures

Procedures sub group

December 2015

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	To evidence this we will	Who will lead?	Timescale	Risk	Progress
4.1	Ensure that outcomes for children and young people are improved through the application of the Learning & Improvement Framework	Ensure that learning from audit, SCRs and other reviews is shared and embedded. Increase methods of delivering and sharing key messages.	Test the impact of learning	SCR subgroup  Training subgroup	December 2015		
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	Request feedback from a sample of NHS settings	Executive group	March 2016		

4.3	Extend our capacity to provide comparative quality assurance and performance data to test performance in Leicestershire and Rutland against national and benchmark authority performance	Extend the QA and PM framework to include appropriate comparator information	Present comparative data and information as part of the quarterly reporting process	SEG	July 2015 onwards		

<b>Priority 5: To be assured that the workforce is fit for purpose. Board Member Sponsor:</b>							
Ref. no.	In 2015/6 we will	To achieve this we will	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
5.1	Assurance from provider agencies that their staff adhere to the requirements of the competency framework for safeguarding training	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 Require commissioners to report assurance through reports to SEG	Report to SEG by CCG and other commissioners	SEG  Training sub group	December 2015		
5.2	Workforce has appropriate level caseloads and are well supported in safeguarding children and	Seek assurance that workers have the appropriate level of caseloads compared with statistical neighbour and national data.	Caseloads are appropriate and manageable measured through agreed core	Executive	March 2016		

Priority 5: To be assured that the workforce is fit for purpose. Board Member Sponsor:							
Ref. no.	In 2015/6 we will	To achieve this we will	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	young people through reflective professional supervision	Ensure quality of supervision is appropriately facilitated and supported. Engage with front line professionals through consultation, including questionnaire and audit activity Monitor allegations through LADOs	data set in PMR. Quality of Professional Supervision is tested within other audit processes Feedback from front line professionals from staff surveys Quarterly reports from LADOs to SEG				
5.3	Safeguarding training is relevant and effective in ensuring the workforce has appropriate skills and knowledge in working to safeguard children and young people	Encourage better attendance on some training courses Evaluate impact of training to embed learning into practice	Monitored through the LLR Inter-Agency Safeguarding Training and reported to Training Subgroup and SEG	Training Subgroup SEG	October 2015		

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Leicestershire and Rutland  
Safeguarding Adults Board  
Business Plan 2015-16

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For the most recent version please go to:

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## Introduction

I am pleased to present the LRL SAB 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 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 more closely to 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 plans still maintain a number of priority issues that are common to both Boards. The decision more clearly to distinguish the business of each board is being driven by the fact that both Boards are now subject to statutory frameworks that are different. The LRLSCB is also subject to review by Ofsted and this has implications for the quality assurance frameworks that each Board works to.

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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 role of 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 2b - To be assured that adults in need of safeguarding are safe, including assurance of the quality of care for any adult supported by registered providers

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 Sponsor: \_\_\_\_\_**

Ref. no.	In 2015/16 we will:	To achieve this we will:	To evidence this we will measure:	Who will lead?	Timescale	Risk	Progress
	Be assured that The Board and partner agencies are fully compliant with the Care Act.	Delivery of the Care Act workplan, including: <ul style="list-style-type: none"> <li>o Continued Development of an outcome focused performance management framework</li> <li>o Develop a new Training strategy.</li> </ul>	Audit partner’s implementation of the Care Act (SAAF).  Devise audit for testing  implementation of MSP across partner agencies.	Executive group	March 2016		
	Be assured that Effective Board arrangements remain in place to provide strategic leadership.	Review of adults business plan to ensure it is Care Act compliant.  Review structure of adults safeguarding board subgroups to ensure priorities discussed at the Board development session can be met.	Audit the Board against the SCIE recommendations for the operation of SABs	Executive group	July 2015		
1.1	Be assured that the Better Care Together programme incorporates, promotes, measures and evaluates on Safeguarding outcomes within its improvement plans.	Clearly identify the measures and indicators of safeguarding benefits that can be delivered through the Better Care Together Programme and agree with BCT a quality assurance and performance framework that will enable this to be reported appropriately  Ensure a two way flow of	Reports to the LSCB and SAB twice per year that identify safeguarding outcomes.	Board	March 2016		

		information between the SAB to the BCT Board					
1.2	Enable members of the public in Leicestershire and Rutland to be aware/understand what constitutes a safeguarding concern/alert /referral with a view to increasing appropriate reporting	Deliver an awareness raising media campaign through website and other media to enable a better understanding of Safeguarding Adults. To gauge the appetite to complete this action on a LLR basis and respond accordingly. Monitor the ratio of safeguarding alerts and referrals between statutory and community settings.	Public awareness by increased website traffic.  The number and proportion of alerts and referrals that arise from statutory/regulated services and those from the community	Engagement Group  SEG	Media campaign delivered by December 2015		
1.3	Listen and report what members of the public say about their experience of safeguarding, and evidence how these views impact on Board priorities and plans of action. The engagement activity of the board will also be increased.	Promote the extension of service user engagement within and across agencies and ensure that the SAB is sighted on the outcomes of this work. Better joining together of work around public 'listening' in agencies, this to include commissioners and providers in health Run direct engagement events to supplement the information from partner organisations Engage with Healthwatch and other service user bodies to ensure that safeguarding issues are included in their	The quantity and quality of engagement activity across Leicestershire and Rutland.	Engagement group	March 2016		

		work and the Board is sighted and acts on the findings of this work.					
1.4	All agencies are compliant with safeguarding standards and expectations as monitored through the Safeguarding Adults Assurance Framework	Sustain currently compliant performance and improve levels of compliance where agencies self-assessed themselves not fully compliant in the 2015 audit.	SAAF audit 2016	SEG	March 2016		

<b>Priority 2b - To be assured that adults in need of safeguarding are safe, including assurance of the quality of care for any adult supported by registered providers</b> <b>Board Sponsor: _____</b>							
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
2b.1	Assurance that thresholds are understood and provide proportionate assistance and risk management to adults	Monitor referral rates – core data set to be defined to ensure understanding and assure safety Ensure effective system in place to provide feedback to	The quantity and quality of feedback forms. the outcome of a thresholds audit	Executive SEG	December 2015		

	in need of safeguarding.	referrers by LA – monitor number of feedback forms through PMF to SEG					
2b 2	Implementation of the new care act compliant safeguarding procedures across Leicestershire and Rutland and assure ourselves that they are effective	Publish the procedures online via Policy Partners and update the procedures following initial feedback; Produce new training resources to support the roll out of the new procedures; Deliver multi agency training	Feedback on the procedures via direct contact forms. Numbers of visits to the procedures website.	Procedures and Development subgroup.	October 2015  March 2016		
2b. 3	Assurance that Adults are safe in care, including residential establishments, care homes and nursing homes?	Request quarterly reports as part of the performance monitoring framework.	Monitor through CQC data and contract compliance data - report through PMF and SEG	SEG	Quarterly		
2b. 4	Assurance that adults are safe in the community	Request quarterly reports as part of the performance monitoring framework.	Monitor referral rates as proportion of all referrals and monitor through PMF to SEG	SEG	Quarterly		
2b. 5	Assurance that DoLs are effectively managed to ensure safety of adults without capacity	Request quarterly reports as part of the performance monitoring framework.	Monitor number and trends and report through PMF to SEG	SEG	Quarterly		

2b6	Be assured that the increasing number of DoLS referrals can be managed across Leicestershire and Rutland.	Seek assurance from across the partnership that DOLS referrals are being managed effectively and within timescales.	Reported via the performance management report	SEG	Quarterly		
2b.7	Participate in the NHS England MCA/DoLS Programme to contribute to improvements in the implementation of MCA and DoLS across Leicestershire, Rutland, Leicester City and Lincolnshire	Receive quarterly reports on the progress and impact of the Programme's 5 work streams	Programme Evaluation process	SEG/Executive	Quarterly		
2b.7	Be assured that recommendations from Winterbourne are fully embedded in safeguarding practice	Request quarterly reports as part of the performance monitoring framework.	Monitor repeating of compliance audit with recommendations through PMF to SEG	SEG	Quarterly		



**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 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
3.2	<p><b>Transition to adult services:</b> Care leavers 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 where this is appropriate</p>	<p>Monitor the contribution of all agencies to Care leavers 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</p>	<p>Agreed core data set through the SEG (impact and outcomes) Feedback from young people and adults at risk Feedback from front line practitioners</p>	SEG	March 2016		
3.3	<p><b>Think Family:</b> Children and young people and adults at risk are safe, especially as they transition between or across services Children and adult services being alert to and aware of the safeguarding needs of those in families other than their direct client – i.e. do adult services staff consider the safeguarding needs of</p>	<p>Develop shared understanding about pathway of children and young people who transition between services Monitor through agreed core data set Review LSCB multi-agency procedures Raise awareness amongst agencies about potential vulnerability of these children, young people and agencies at risk Ensure that the trainers networks are fully engaged and delivery this aspect of the</p>	<p>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 Feedback from front line practitioners</p>	Procedures Subgroup	December 2015		

	children in the household and do children's services staff consider the safeguarding needs of adults in relation to children's needs.	training					
3.4	<p><b>Domestic Abuse: Multi-Agency Risk Assessment Conference (MARAC):</b> Fully coordinated response to people who are at risk of domestic abuse Improved attendance and participation by agencies at MARAC</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 Work with the Safer Communities Partnerships and Board to develop pathways and procedures for services to young people at risk of or who experience domestic abuse in their peer relationships Ensure that the procedures reflect the new referral pathway 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>	<p>SEG</p> <p>Procedures sub group</p>	<p>December 2015</p> <p>December 2015</p>		

**Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children, young people and adults**

**Board 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
4.1	Ensure that outcomes for vulnerable adults are improved through the application of the Learning & Improvement Framework	Ensure that learning from audit, SCRs and other reviews is shared and embedded. Increase methods of delivering and sharing key messages.	Test the impact of learning through the QA and PM framework including targeted audits to test impact.	SCR subgroup Executive	March 2016		
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	Request feedback from a sample of NHS settings	Executive group	March 2016		
4.3	Implement and update the learning and improvement framework	Convene a task and finish group to review and make recommendations	Proportionate type of review is used to deal with a case – proportionate response to the particular case	SCR subgroup	December 2015		

Priority 5: To be assured that the workforce is fit for purpose							
Board 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
5.1	Embed the new Training strategy and develop an adult training subgroup across LLR	Establish a new subgroup to jointly plan LLR adult safeguarding. training.	The Quality and quantity of training offered.	Executive	March 2016		
5.2	Be assured that the adult safeguarding training competency framework is understood and accessible to all practitioners	Esures all practitioners understand the framework and test how easily understood and accessible practitioners find the competency framework Seek and use feedback on existing framework and how to improve accessibility, e.g. electronic tool	Audit compliance and understanding across a range of provider services.	SEG	March 2016		
5.3	Seek assurance that supervision of workers and cases is good.	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	Request reports for inclusion with the performance management framework	SEG	October 2015		
5.4	Be assured that Caseloads are appropriate and manageable.	Collect and analyse case load data and compare with statistical neighbours.	Present the findings to SEG.	SEG	December 2015		