



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

Date/Time: **Monday, 18 January 2016 at 2.00 pm**

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

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

Email: **francesca.gall@leics.gov.uk**

Membership

Mr. L. Spence CC (Chairman)

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

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– Notices will be on display at the meeting explaining the arrangements.**

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 2 November 2015	(Pages 5 - 12)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on	



the agenda.

6. Declarations of the Party Whip in accordance with Overview and Scrutiny Procedure Rule 16.
7. Presentation of Petitions under Standing Order 36.
8. Medium Term Financial Strategy 2016/17 - 2019/20. (Pages 13 - 14)
9. Placement Commissioning. (Pages 15 - 24)
10. Proposed closure of Greengate Children's Home - Report on the Public Consultation (Pages 25 - 42)
11. Quarter 2 Performance Report. (Pages 43 - 52)
12. Leicestershire and Rutland Safeguarding Children Board Draft Business Plan 2016/17. (Pages 53 - 78)
13. Date of next meeting.

The next meeting of the Committee is scheduled to take place on 4 April 2016, at 2.00pm.
14. 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 November 2015.

PRESENT

Mr. L. Spence CC (in the Chair)

Mrs. J. A. Dickinson CC
Mr. J. Kaufman CC
Mr. A. M. Kershaw CC
Mr. L. J. P. O'Shea CC

Mr. T. J. Pendleton CC
Mrs. C. M. Radford CC
Mr. G. Welsh CC
Miss. H. Worman CC

28. Minutes.

The minutes of the meeting held 7 September 2015 were taken as read, confirmed and signed.

29. Question Time.

The following questions were put to the Chairman of the Children and Families Overview and Scrutiny Committee.

Question by Ms. Sue Whiting, resident:

“Could the chair please tell me how many EHCP assessments have been requested for young offenders since 1st September 2015 when the children and families act became law?”

Reply by the Chairman:

“The number of EHC plans requested for young offenders since 1st September 2015 is 3.”

Ms Whiting asked the following supplementary question:

“How many EHC plans were requested in the year 1st September 2014 to 31st August 2015 and how is this being monitored against the number of young offenders being sent to young offender centres?”

The Director of Children and Family Services, on behalf of the Chairman, undertook to respond to this question in writing.

30. Questions asked by members under Standing Order 7(3) and 7(5).

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

31. Urgent Items.

There were no urgent items for consideration.

32. 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 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.

No further declarations were made.

33. Declarations of the Party Whip.

There were no declarations of the party whip.

34. Presentation of Petitions.

The Chief Executive reported that no petitions had been received under Standing Order 36.

35. Education of Children in Care.

The Committee considered a report of the Director of Children and Family Services concerning the role of and work undertaken by the Leicestershire Virtual School in supporting the education of Leicestershire's Children in Care. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from discussion the following points were raised:

- i. A concern was expressed that the report did not include information on how Leicestershire's Children in Care were performing against those of statistical neighbours and nationally. It was felt that this information would better enable the Committee to understand if issues were regional, national, or local and what could be done to improve educational outcomes in light of this. The Committee was informed that Children in Care's educational results at Key Stage 4 nationally were poor, and below that in Leicestershire. It was acknowledged that Leicestershire's performance in this regard required improvement;
- ii. It was reported that results in Key Stage 2 for Children in Care were good but were however falling behind at Key Stage 4. The Committee was advised that the cohort reported on had high levels of children with special educational needs and disabilities which had impacted the results;
- iii. The Committee enquired as to whether there was a correlation between KS4 results and those children taken into care at an older age. The Committee was informed that results for children taken into care during KS4 showed that there was less opportunity for sustained progress and therefore results often suffered.

However, these young people often had better chances later in life at post 16, and the Virtual School reported that it worked with post 16 cohorts to ensure sustained development;

- iv. The Committee queried what the Virtual School was doing to improve the educational outcomes of Leicestershire's children in care. School staff and partners used focussed personal education plans, targeted the use of pupil premium, and took multi-agency approaches to try and meet the needs of the children in care. The meetings at which the focussed personal education plans were discussed involved children's carers, social workers, and young people were also encouraged to have an input into their plans. The Virtual School worked with designated teachers also to understand the needs of the children in care so that the personal educational plans could be planned to meet these specific needs;
- v. The Virtual School worked to raise the aspirations of Leicestershire's Children in Care, and one method used was to offer University taster days to children as young as 10 and 11 in primary years 5 and 6;
- vi. Good working relationships were maintained with other Virtual Schools as part of Leicestershire's cohort was placed outside of County, and swift access to school places was needed;
- vii. Pupil premium was utilised in schools to raise the attainment of disadvantaged children. It was reported that Schools were best placed to understand how the additional funding should be applied so as to meet the needs of the Children in Care. The Virtual School effectively monitored the use of pupil premium and requested breakdowns of how the funding would be used against the personal education plans of individual children to ensure that it was being utilised effectively. Funds were released to schools on a termly basis to allow regular monitoring. Central funding was also available for use for children that needed additional support such as one to one tuition;
- viii. To ensure that Children in Care were being supported during the Summer holidays, the Virtual School worked with Foster Carers and those agencies involved in the focussed personal education planning meetings to make sure that funding was used effectively to support the children throughout the entire year and that support was also received outside of the School during the holiday periods;
- ix. The Committee queried whether the Virtual School stretched those Children in Care who were achieving or had over-achieved. It was reported that the Virtual School supported all Children in Care to achieve at all levels and that there had been some individual successes whereby two young people had achieved places at their first choice University;
- x. Schools employed designated teachers who were responsible for the educational achievement of children in care in their school. To ensure that the staff employed held the requisite skills, the Virtual School worked with schools and Governors to assist in identifying appropriate staff. Ongoing training was provided to designated teachers and the Virtual School was undertaking a new piece of work with college staff also. It was noted that in Primary schools, the designated teacher was often the Head teacher, in secondary schools it was usually a senior member of staff with up to date training, skills and appropriate understanding of children in care's needs;

- xi. A concern was expressed around how levels of attendance and motivation could affect the learning of young people, and the Committee questioned how the Virtual School worked with schools to secure high attendance and encourage motivation in their children in care. Whilst the Virtual School did not directly work with young people, it acted as part of a partnership that was alerted to issues around non-attendance and was able to contribute to the partnership by monitoring and discussing any concerns. With regard to motivation and self-esteem, the Department more generally offered a number of opportunities for children in care to increase their confidence and self-esteem both in and out of school through Football Clubs, the Beacon Choir, and the Tall Ships project run by the Virtual School. It was suggested that the Children's Social Care Panel explore the education of children in care and the support provided by the Virtual School, particularly in those instances where educational attendance was known to be below average.

RESOLVED:

- a) That the Education of Children in Care report be noted;
- b) That the Children's Social Care Panel be asked to explore the education of Children in Care and the support provided by the Virtual School, particularly in those instances where educational attendance is known to be below average.

36. School Performance in Key Stage Tests and Examinations.

The Committee considered a report of the Director of Children and Family Services on school performance and overview of outcomes in key stage tests and examinations. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

The Committee was advised that data on Key Stage 4 results within the report had yet to be validated. It was agreed that following validation, the results would be circulated to the Committee for information.

Arising from discussion the following points were raised:

- i. The Committee welcomed the report noting that improvements had been made across a number of areas partly as result of work undertaken by the Leicestershire Education Excellent Partnership (LEEP);
- ii. The Committee queried whether an analysis of the results of those schools that had undergone an age range change had been produced and whether age range changes had impacted on educational outcomes. It was reported that five schools which had undergone age range changes had seen results below the Leicestershire average of 48.1% of English and Maths A*-C GCSE achievement. However, it was felt that it would be more beneficial to analyse the results of schools with a longer history of age range changes to understand the impact that age range changes have had on educational outcomes;
- iii. A concern was expressed over the level of achievement in Studio Schools. The Committee was assured that the Department would be challenging the results of studio schools to ascertain why they were below standard;

- iv. The County Council had a limited role and no powers of intervention concerning the results of Academies, however, through LEEP it was noted that they were able to challenge and have conversations to understand broader issues that may be affecting the educational outcomes of children across the County and work collaboratively to make improvements. It was felt that whilst there were strong working relationships and support networks between academies and local authority maintained schools, if an academy was failing the only option was for the Director of Children and Family Services to write to the School Commissioner. It was noted that inductions had been re-introduced for new school heads to give them a better understanding of the educational system in Leicestershire.

RESOLVED:

- a) That the School Performance in Key Stage Tests and Examinations report be noted;
- b) That following validation, Key Stage 4 data be made available to Committee members for information.

37. Children's Social Care Complaints and Compliments Annual Report 2014/15.

The Committee considered the joint Annual report of the Director of Children and Family Services and the Director of Corporate Resources on Children's Social Care Statutory Complaints and Compliments 2014/15. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

The Committee welcomed the report and felt that there was a significant amount of member learning that could be undertaken alongside the report. It was suggested that the Children's Social Care Panel be asked to examine a selection of cases to better understand the nature of complaints, the complaints procedure, and any opportunities for remedial action.

It was acknowledged that at a time of financial constraint with many services being cut, complaints may rise. Some complaints pertained to delays in services being provided and it was felt that whilst this may be avoidable in some cases, it was often due to a lack of communication with service users that complaints were made. It was felt that in this regard the Authority could improve in managing the expectations of service users, and keeping them well informed of time scales.

RESOLVED:

- (a) That the Children's Social Care Complaints and Compliments Annual Report for 2014/15 be noted;
- (b) That the Children's Social Care Panel be asked to examine a selection of cases to better understand the nature of complaints, the process undertaken and any opportunities for remedial action.

38. Leicestershire's Response to Child Sexual Exploitation.

The Committee considered a report of the Director of Children and Family Services on Leicestershire County Council's response to Child Sexual Exploitation. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

The Committee was informed that a partnership bid aimed at funding a range of initiatives intended to build capacity and capability in preventing, identifying and tackling CSE over the next two financial years had been endorsed by the Strategic Partnership Board.

Specialist care placements for those children who had experienced or were at risk of experiencing child sexual exploitation were commissioned from high cost external specialist residential providers in order to deliver the desired outcomes. The Committee was advised that the Department was forecast to overspend on total placement costs across Social Care by approximately £6m this year. Some placements for victims or those at risk of CSE often needed to be out of County to disrupt connections and relationships with perpetrators. In the previous financial year, CSE placements alone had cost £1.4m and this was expected to rise going into the next financial year.

With regard to the bid to the Office of the Police and Crime Commissioner, members were advised that it would fund additional posts such as a specialist parenting post, and a forensic psychologist, and was aimed at accelerating the pace of improvement with regards to tackling CSE. It was agreed that the bid details be circulated to members of the Committee for information.

It was suggested that a further report be presented to the Committee in six months outlining the progress and impact of improvement work.

RESOLVED:

- (a) That the report and Leicestershire's response to tackling Child Sexual Exploitation be noted;
- (b) That the details of the application for funding from the Police and Crime Commissioner be made available to Committee members for information;
- (c) That a further report be presented to the Committee in six months outlining the impact of the ongoing work aimed at tackling Child Sexual Exploitation.

39. School Transport and School Food.

The Committee considered a report of the Director of Children and Family Services on the activities of the school transport service and the school food services. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

A concern was expressed around the cost of transport for parents with children attending different schools when places at their local schools were not available. It was suggested that the Environment and Transport Committee be advised of these concerns and be asked to look at the matter with particular reference to any planned changes to the Leicestershire school transport policy to provide transport for distances over 2 miles for eligible primary pupils up to the age of 11.

RESOLVED:

- (a) That the report on School Transport and School Food be noted;

(b) That the Environment and Transport Overview and Scrutiny Committee be :

- i. Advised of concerns surrounding the cost of transport for those parents with children attending different schools when places at their local school were not available;
- ii. To provide assurances that there are no planned changes to the Leicestershire' school transport policy to provide transport for distances over 2 miles for eligible primary pupils up to the age of 11.

40. Dates of Future Meetings

RESOLVED:

It was noted that future meetings of the Committee were scheduled to take place at 2.00pm on the following dates:

18 January 2016
4 April 2016
13 June 2016
5 September 2016
7 November 2016

2.00pm - 3.50pm
02 November 2015

CHAIRMAN

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**CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY
COMMITTEE- 18 JANUARY 2015**

**JOINT REPORT OF THE DIRECTOR OF CHILDREN AND
FAMILY SERVICES AND THE DIRECTOR OF CORPORATE
RESOURCES**

MEDIUM TERM FINANCIAL STRATEGY 2016/17 – 2019/20

Purpose

1. The purpose of this report is to:
 - a) provide information on the proposed 2016/17 to 2019/20 Medium Term Financial Strategy (MTFS) as it relates to Children and Family Services; and
 - b) ask the Committee to consider any issues as part of the consultation process and make any recommendations to the Cabinet accordingly.

Background

2. The provisional MTFS for 2016/17 – 2019/20, a report on which will be circulated to all members via the Members' News in Brief Service will be approved by the Cabinet on 12th January 2016 as a basis for consultation, which will include scrutiny.
3. A detailed supplementary report on the Children and Family Services Departmental budget will be prepared in the light of the Cabinet's decision and will be circulated to members in due course. The views of this Committee, together with the views of other Scrutiny bodies, will be reported to the Scrutiny Commission on 27th January 2016. The Cabinet will consider the results of the scrutiny process before recommending a MTFS including a budget and capital programme for 2016/17 to the County Council on the 17th February.

Recommendation

4. The Committee is asked to consider and comment on the contents of a supplementary report on the Medium Term Financial Strategy 2016/17 – 2019/20.

Equality and Human Rights Implications

5. Many aspects of the County Council's MTFS and the budget are directed towards the needs of disadvantaged people. Specific proposals will be subject to equality impact assessments where necessary.

Background Papers

None.

Circulation under the Local Alert Issues Procedure

None.

Officer to Contact

Judith Spence, Head of Corporate Finance, Department of Corporate Resources.

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CHILDREN AND FAMILY SERVICES

OVERVIEW AND SCRUTINY COMMITTEE- 18 JANUARY 2016

REPORT OF THE DIRECTOR OF CHILDREN AND FAMILY SERVICES

PLACEMENT COMMISSIONING

Purpose of report

1. The purpose of this report is to set out the recent actions taken with regard to the commissioning of placements for children in the care of the County Council.

Policy Framework and Previous Decisions

2. The County Council has a duty to provide sufficient placements of sufficient quality for children in its care. This means that placements should be commissioned to meet the assessed needs of those children and those placements should be in keeping with regulation and with the preferred policy of the County Council.
3. The County Council's current policy, 'Choices for children and young people' was agreed by the Cabinet in December 2013 and is attached at Appendix 1. It sets out the importance of and preference for commissioning family based care when children need to be in the care of the County Council, and in particular that the preferred supplier of family based care is the County Council's own fostering service.

Background

4. The number of children in the care of the County Council compares favourably with both our statistical neighbours and with the all England position. In particular this means that far fewer children are in the care of the County Council than in comparator councils and that we have one of the lowest rates in England. The chart below sets out the comparative position.

	LAC per 10,000 population 31 March 2015
Leicestershire	35.0
Statistical Neighbours	47.8
England	60.0

5. During 2015 the number of children in care has remained broadly the same but there has been a notable difference in the needs of the children that have come into care. In particular there has been a sharp rise in the number of children aged 12 to 15 years with significant behavioural and emotional needs or where they are at risk of sexual exploitation. This has meant that commissioning placements for those children has been difficult because of the complexity and significance of the challenges of those children. As a result those placements have been significantly more expensive.
6. This has coincided with a time where the County Council's fostering service is addressing the changing profile of foster carers in the county. In particular there are a significant number of foster carers of retirement age, some of whom are therefore leaving the service. This has placed additional challenges on the ambition to provide more foster carers at this critical time.
7. As a result the placement budget has a forecasted overspend for 2015/16 of £7.9m

Action Taken

8. A number of steps have been taken to address this pressure as part of the departmental transformation programme as set out below.

Recruitment of LCC foster carers

9. The recruitment of a net increase in the number of foster carers is a priority. This is both because high quality family based care is the best place for children to live and grow up and because the County Council's fostering service offers a good service at an economical cost. In order to drive the achievement of a net increase in foster carers those people who apply to the County Council are tracked through the assessment and approval process leading up to the point when a child is placed with them. By 31 December 2015 there was a net increase of 8 foster carers and the trajectory is on course for the target of a further 4 foster carers by 31 March 2016, making an overall net increase of 12.

Level 6 foster carers

10. In order to enhance the scope and abilities of the County Council's fostering service a new type of carer has been introduced that will be recruited to have the skills and experience to look after young people with complex needs. This scheme, called at this design stage, the Level 6 carers scheme, will attract higher payment levels to the carers and will be supported by staff available round the clock. It is anticipated that the first of these new carers will be able to have a child in placement early in 2016. The introduction of this scheme will mean that fewer children will be placed in high cost residential care.

Decision making and management arrangements

11. The managerial arrangements regarding children's cases where there is a possibility that they might come into care have been reinforced. The intention with this approach is to ensure that there is improved consistency of approach to decision about whether a child can be supported at home or should come into care. This is co-ordinated through a weekly meeting that considers children in those situations.

Review of costly placements

12. The 27 most expensive children's placements and the extent to which these are meeting the child's assessed needs have been reviewed. This review, where it has been appropriate has reduced the costs of some placements in a number of different ways, such as ensuring that there is more appropriate sharing of placement costs with NHS commissioners, and by re-negotiating the costs in six of the highest cost placements with the providers.
13. In a similar vein the contracts with some other longer term arrangements for cohorts of children have been re-negotiated to reduce costs.

Children's Home closure

14. There is a linked report to Children and Families Overview and Scrutiny Committee which is reporting on the progress so far with the consultation about the closure of one of the County Council's children's homes.

A new model of care

15. In the medium to longer term there needs to be a significant shift away from a reactive model that encompasses recent placement commissioning toward a more planned approach based on good quality data analysis and an understanding of trends. This will improve the situation further but will not remove the volatility of this service area entirely.

Conclusions

16. Although the number of children in the care of the County Council has remained stable and among the lowest in England the costs associated with these placements have risen significantly during 2015/16. This is associated with an unexpected higher number of children aged 12 to 15 years coming into care who required specialist placements. A range of short medium and long term actions are underway to mitigate the rising costs, as set out in paragraphs 8-15 above.

Circulation Under Local Issues Alert Procedure

None.

Officer(s) to Contact

Lesley Hagger, Director of Children and Family Services,
Tel : 0116 305 6340
Email : lesley.hagger@leics.gov.uk

Walter McCulloch, Assistant Director
Tel : 0116 305 7441
Email : walter.mcculloch@leics.gov.uk

List of Appendices

Appendix A – Choices for Children and Young People 2013

Equality and Human Rights Implications

17. All of the children who are or might become children in the care of the County Council are likely to be disadvantaged by virtue of their life experiences. It is therefore important that careful consideration of their equal opportunities is always made. Fundamental to this is the oversight of their individual care plans by the social workers and independent review officers for their case. In relation to any changes to policy, practice or procedure in this area an Equality and Human Rights Impact Assessment (EHRIA) will be completed. This has already been commenced in relation to the consultation about Greengates children's home.

**CABINET – 13th December 2013****CHOICES FOR CHILDREN AND YOUNG PEOPLE 2013:
A Placement and Sufficiency Strategy for Children and Young
People in Leicestershire's care****REPORT OF THE DIRECTOR OF THE
CHILDREN AND YOUNG PEOPLE'S SERVICE****Purpose of report**

1. The purpose of this report is to set out the County Council's strategic ambition to improve the current placement arrangements for our children in care and to secure 'permanence'¹ by, where possible, moving away from residential placements towards a family based care approach. The proposed Strategy is attached at Appendix A.

Recommendations

2. It is recommended that the Cabinet:
 - a. agrees the Strategy;
 - b. notes the need to read the Strategy in conjunction with the Permanence Policy (also being reported to the Cabinet on 13th December 2013);
 - c. agrees that the outcomes set out in the Strategy will be monitored through the relevant County Council Scrutiny arrangements.

Reasons for recommendations

3. Children and young people in the care of the County Council are amongst the most vulnerable groups in our community. When these children and young people come into our care we want to ensure that we undertake our parenting role with a passion and commitment that will keep them safe and ensure that they have the best possible support in life to enable them to reach their potential and become independent adults. Our Placement and Sufficiency Strategy is a key enabler to securing this intention.
4. In July 2013 changes were made to the statutory framework for looked after children. This makes it timely for the County Council to review its current arrangements regarding the way that it will achieve permanence for all looked after children, whether it is through planned and supported return home, family and friends care (known as 'connected care'), long term foster care or through a legal order such as residence, special guardianship or adoption.

¹ 'Permanence' is the term used to describe the combination of secure emotional attachment, physical stability and long term commitment.

APPENDIX A

Ensuring that there are sufficient high quality placements that offer a breadth of choice for children and young people is crucial, as is ensuring that the resource available is efficiently used.

5. In September 2013 the Department for Education released new data about looked after children and also launched a consultation about improving permanence. New guidance will be published early in 2014 that will require local authorities to publish a local policy that outlines how they will achieve permanence for all looked after children. The Policy will need to reflect the strategic ambitions of the County Council.

Timetable for decisions (including Scrutiny)

6. If agreed by the Cabinet, the Strategy will be monitored through the relevant Scrutiny process including by the Corporate Parenting Board.
7. The Strategy provides the basis for a new County Council Permanence Policy that will be presented to the Cabinet for agreement on 13th December, 2013. The Strategy and the Policy should be read in conjunction.

Policy framework and previous decisions

8. The following legislation underpins the proposed new Strategy:
 - Children Act 1989
 - Care Standards Act 2000
 - Adoption and Children Act 2002
 - Children Act 2004
 - Safeguarding Vulnerable Groups Act 2006
 - Children and Young Person's Act 2008
 - Sufficiency: Statutory Guidance on Securing Sufficient Accommodation for Looked After Children 2010
 - Guidance on the Provision of Accommodation for 16 and 17 year old people who may be homeless and/or require accommodation
 - Care Planning, Placement and Review Regulations 2010
 - Child Poverty Act 2010
 - National Minimum Standards for Adoption, Fostering and Children's Homes 2011
 - Ofsted inspection framework for children in need of help and protection, children looked after and care leavers 2013
9. In January 2010 the County Council made a 'Pledge' to its children and young people in care and care leavers that encompassed:
 - a) coming into care and changing placements
 - b) having a good experience of being in care
 - c) being listened to
 - d) being healthy
 - e) supporting education and personal development
 - f) being prepared for leaving care, independence and adulthood.
10. In September 2011 the County Council introduced a new Family and Friends Care Policy. This is required by statutory guidance and sets out the local authority's approach towards promoting and supporting the needs of looked

APPENDIX A

after children and covers the assessments which will be carried out to determine the services required and how such services will then be provided

Resource implications

11. The resource implications are set out in Section 10 of the proposed Strategy document. In summary, 50 residential placements currently cost the County Council £8m per year and 385 family carers cost £5.5m per year. The cost of ad hoc placements ranges from £800-£5,000 per week through the use of Independent Fostering Agencies. The recommendations in the proposed Strategy will enable the County Council to make more efficient use of its current resource.

Circulation under the Local Issues Alert Procedure

12. Not applicable.

Officers to contact

13. Lesley Hagger, Interim Director, Children and Young People's Service.
Tel: 0116 305 6340. Lesley.Hagger@leics.gov.uk

Walter McCulloch, Assistant Director, Children and Young People's Service.
Tel: 0116 305 7813. Walter.mcculloch@leics.gov.uk

PART B**Background**

14. The numbers of children and young people in need of a child protection plan in Leicestershire is lower than comparative local authorities and the number of children in care continues to be the third lowest in the country. On 30th September 2013 there were 373 children and young people on plan and 435 looked after. Detailed information about current placements is set out in Section Two of the proposed Strategy and the eligibility criteria for 'in care' services is contained in Appendix 1.
15. Children and young people have the right, where possible, to be brought up within their own family, either with their parents, relatives or people they already have a relationship with. However, when this is not possible and the state needs to intervene it is important to consider how best to identify the right placement for each child or young person early in their care journey. National data demonstrates that too many children experience placement instability or placement drift because care planning is often not good enough. This is why the government will introduce a requirement for local authorities to produce a Permanence Policy. This also fits with the new Ofsted inspection framework for looked after children services which includes a focus on the quality of care planning, the review and support for children in care and care leavers, and placement stability.
16. In September 2013 the Department for Education published: 'Improving Permanence for Looked After Children'. This is a data pack that provides detail about placements for looked after children and those who return home and is the result of data collected from all local authorities in England. This data provides important messages about placement instability and children who experience the unstable nature of care when a return home fails. While achieving timely permanence is desirable, annual data returns show that a small but substantial number of children still experience multiple placements each year. In addition, too many children who return home to their families also do so without the support and services they need, resulting in further abuse or neglect and re-entry to care. This data has informed the proposed Leicestershire Strategy, and in particular the Values and Principles set out in Section One.
17. The current approach to placement commissioning in Leicestershire has evolved historically. This does not provide for the most efficient or effective use of our current resource and does not provide the range of choice for children and young people to achieve permanence. Section Three of the proposed Strategy sets out the need for a new approach.
18. Section Five of the proposed Strategy sets out a number of conclusions, recommendations and deliverables. These underpin the vision that in Leicestershire "all children and young people in care will have the opportunity to live and thrive in family-based care within the right family or environment, and that the choices about their care will be based on their own needs and wishes, will be focused on their outcomes, and will be made with carers that have a commitment to sustaining relationships and achieving permanence."

Background Papers

19. Report to the Cabinet:
10th February 2012: Proposed reduction of Leicestershire's in-house residential provision for children and young people.

Reports to the Children and Young People's Service Overview and Scrutiny Committee:

19th November 2012: Performance Report on Fostering Service;
Performance Report on Adoption Service.

4th March 2013: Report on out county specialist placements for children in care and children with special educational needs.

Relevant Impact Assessments

20. A formative Equality Impact Assessment has been completed and there are no negative factors indicated from this Policy approach.

Equal Opportunities

21. The Public Sector Equality Duty supports the implementation of this Policy ensuring that children and young people receive services that take into account their race, culture, language, disability, religion, and sexual orientation.

Risk Assessment

22. The Policy will improve care planning and placement stability and thereby should reduce any risk to the County Council.

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CHILDREN AND FAMILIES
OVERVIEW AND SCRUTINY COMMITTEE - 18 JANUARY 2016

REPORT OF THE DIRECTOR OF
CHILDREN AND FAMILY SERVICES

PROPOSED CLOSURE OF GREENGATE CHILDREN'S HOME –
REPORT ON THE PUBLIC CONSULTATION
NOVEMBER-DECEMBER 2015

Purpose of report

1. To seek the Committee's views on the closure of Greengate Children's Home following the completion of a public consultation which closed on the 20th December 2015. The Committee's comments will be reported to the Cabinet when it considers the proposal for closure at its meeting in February 2016.

Policy Framework and Previous Decisions

2. The Children Act 1989 (Section 22G) places a statutory duty on the Local Authority to ensure sufficient suitable provision of care for looked after children with the area. This includes taking reasonable steps to meet the child's needs and requires the Council to have regard to:-
 - a) The benefit of having a number of accommodation providers in the area; and;
 - b) The need to have a range of different types of accommodation capable of meeting the different needs of children in the Council's area.
3. The Cabinet has previously considered a report of the Director of Children and Family Services setting out proposals to improve the placement arrangements for young people in care to secure 'permanence', where possible, moving away from residential placements towards a family-based care approach. The 'Choices for Children and Young People 2013 – Placement and Sufficiency Strategy' was agreed by the Cabinet in December 2013.
4. On the 7th October 2015 the Cabinet considered a report of the Director of Children and Family Services about the proposed closure of Greengate

Children's Home. The Director of Children and Family Services was authorised to commence a period of consultation during November and December on the proposal to close Greengate Children's Home with effect from 1st April 2016.

Background

5. Local authorities are required to ensure that there are sufficient placements available to meet the needs of the children and young people that it is looking after. The departmental budget for placement commissioning has been under pressure for some years. The forecasted overspend for 2015/16 is £5.9m and it is necessary to find ways to contain spending within the budget available.
6. The demands on the placements commissioning budget are unpredictable and difficult to forecast as they are significantly affected by national issues such as the increased visibility of child sexual exploitation and the additional numbers of asylum seeking children.
7. In December 2013, the Council agreed a policy entitled 'Choices for Children and Young People 2013; A placement and Sufficiency Strategy" to ensure that the children in the care of the County Council are placed with families as opposed to in institutions. The Children's Commissioner for England produced an annual report about the views of children and young people with regard to their social care. In 2014 this Children's Care Monitor Report, indicated that children in residential homes feel significantly less happy and more vulnerable than those in foster homes. Those who did not feel they were living in the right place felt they were not part of a family.
8. The County Council currently operates two children's homes and in order to further implement the ambition to achieve family based care, it is recommended that Greengate Children's Home should now close and the one young person currently placed there, and who is now over 16, moves into other accommodation in line with their pathway plan.
9. The proposed closure would be consistent with the County Council's intention to ensure that more of the children in care are looked after in family settings such as foster care. This approach is better for the child or young person and is also more cost effective. Greengate Children's Home is amongst the most expensive of placements currently provided by the Council and closure could reduce the current overspend by approximately £400,000.
10. The needs of the children and young people in the care of the County Council does vary considerably and their needs will be met through commissioning a

wide range of placements, the vast majority of which will be family based provision, but will also include a small amount of residential care.

Proposals/Options

11. The proposal is to seek the Cabinet's approval to initiate procedures for the closure of Greengate Children Home.

Consultations

12. A formal 6 week public consultation started on the 9th November 2015 and ended on the 20th December 2015.
13. The purpose of this was to gain a balanced view from all interested parties regarding the future of Greengate and to seek opinion of any future planning in relation to family based placements.
14. The total number of respondents for the consultation is 91 on line responses and 73 young people took part in face to face meetings. The total number of responses is 164 .
15. 56% agreed and strongly agreed with the closure of the home because of the type of building or its running costs.
16. 29% tended to disagree with closure because they were either concerned about what the future provision would be or because a family based environment, such as a foster placement, would not be suitable for all young people.
17. 15% expressed no opinion either way.
18. The full consultation report is attached as Appendix A.

Resource Implications

19. The process to close Greengate Children Home will be led by the integrated Fostering, Adoption and Placement Service, Service Manager supported by the Transformation Project (T3).

Conclusions

20. The purpose of this report is to seek the views of the Children and Families Overview and Scrutiny Committee on the proposed closure of Greengate Children's Home.

Background Papers

21. The following background paper is available: Cabinet Report, 13th December 2013, 'Choices for Children and Young People 2013' <http://ow.ly/WK1md>

Circulation under the Local Issues Alert Procedure

Mr M.H. Charlesworth CC

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List of Appendices –

Appendix A - Public Consultation Interim Report 21st December 2015

Equality and Human Rights Implications

22. Undertaking consultation is in keeping with the Council's corporate standards to ensure that all stakeholders are made aware of the difficulties in meeting these children's needs and have an opportunity to contribute to the plan.
23. An Equality and Human Rights Impact Assessment (EHRIA) was completed on the 10th April 2015 to inform the decision to progress with a proposal to the Cabinet to initiate a public consultation on the closure of Greengate Children Home.
24. The outcome of the EHRIA was that the closure of the home was likely to have a positive impact for the children and young people in Leicestershire.
25. The EHRIA was considered by the Children and Family Services Departmental Equalities Group on the 28 April 2015 which confirmed the impact assessment.

APPENDIX A

Proposal to Close Greengate House Children's Home: Public Consultation
Response: Interim Report: 21st December 2015

Public Consultation: From 9th November 2015 to 20th December 2015

Introduction

Greengate House Children's Home is one of the two children's residential homes operated by Leicestershire County Council. Since 2013, supporting the most vulnerable children remains a priority for Leicestershire County Council. Our policy for 'Choices for Children and Young People' promotes the ambition for children in care to have family based care.

Greengate House was built in 1974 and now requires considerable immediate work to modernise and to repair the building. The number of children in Greengate House has been decreasing over the past few years and there is currently only one resident. Many of the staff members at Greengate House are supporting children in care in other ways on a temporary basis by ensuring placement stability remains and there is a focus on brief intervention work.

The council is proposing to close Greengate House with a view to making a saving of £400,000. The intention is to increase 'family based' placements by recruiting specialist foster carers who can provide the specialist support for our most vulnerable children and young people in care.

Leicestershire County Council's Cabinet decided on the 7th of October 2015 to initiate the consultation for the proposed closure of Greengate House Children's Home. A formal 6 week public consultation started on the 9th of November 2015 and ends on the 20th December 2015. The purpose of this was to gain a balanced view from all interested parties regarding the future of Greengate and to seek opinion of any future planning in relation to family based placements.

The total number of respondents for the consultation is 91 participants of which the majority of the feedback is the views of children and young people.

Overall, 56 %. This was made up from 24% strongly agreed with 32% tending to agree with the plans for closing Greengate House. The general comments that support this statement are in relation to the building and its running costs. 29% tended to disagree with the proposal on the basis that there was concern if we lost a provision where the children would be placed, and for some young people a family based environment would not be suitable. 15% expressed no opinion either way.

The Survey

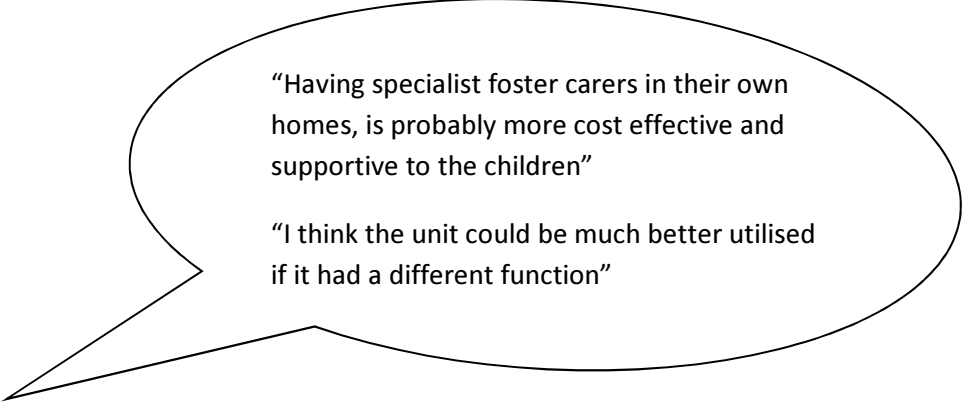
An online survey was operated from the 9th November 2015 to 20th December 2015. The approach was inclusive through proactive engagement directly with key stakeholders that would be affected by the closure, including the staff at Greengate House and the resident. In addition to this partner agencies that have an interest and those that work directly with the children's home were also contacted to have their views and opinions expressed. The link to the survey can be found at: www.leics.gov.uk/greengate

The three main groups of stakeholders that have contributed to the feedback are:

- Children and Young People in Care and Care Leavers
- Internal Staff
- External stakeholders

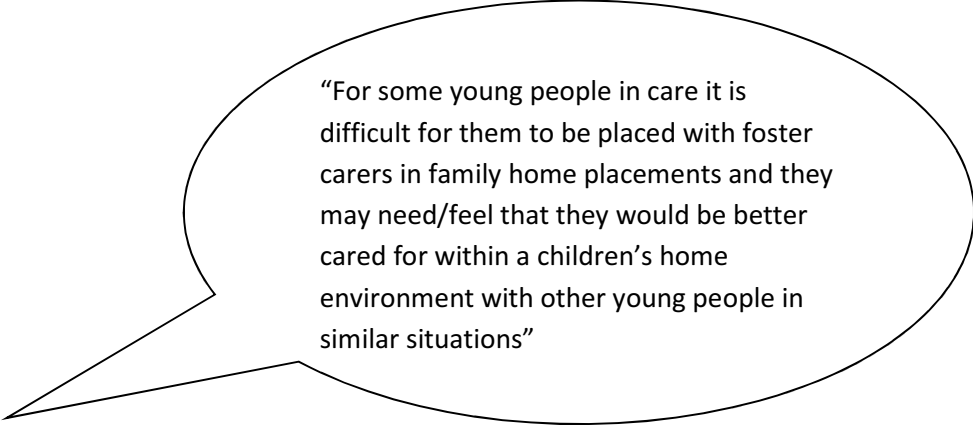
The following questions were asked in the survey and through the direct engagement activity with the key staff groups, children and young people and stakeholders:

1. We are required to ensure that there is sufficient and suitable care for looked after children in Leicestershire. To what extent do you agree or disagree with the proposed closure of Greengate House Children's Home as part of our overall approach to this?
2. Why do you say this?
3. Do you have any other suggestions for how we could provide sufficient and suitable care for looked after children in Leicestershire and provide care in a family setting, wherever possible?
4. Do you have any other comments?

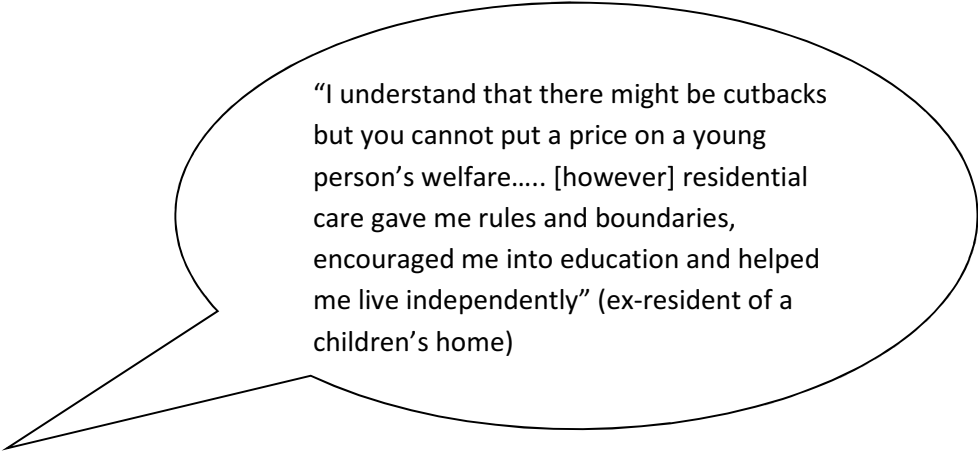
A summary of the online responses:

“Having specialist foster carers in their own homes, is probably more cost effective and supportive to the children”

“I think the unit could be much better utilised if it had a different function”



“For some young people in care it is difficult for them to be placed with foster carers in family home placements and they may need/feel that they would be better cared for within a children’s home environment with other young people in similar situations”



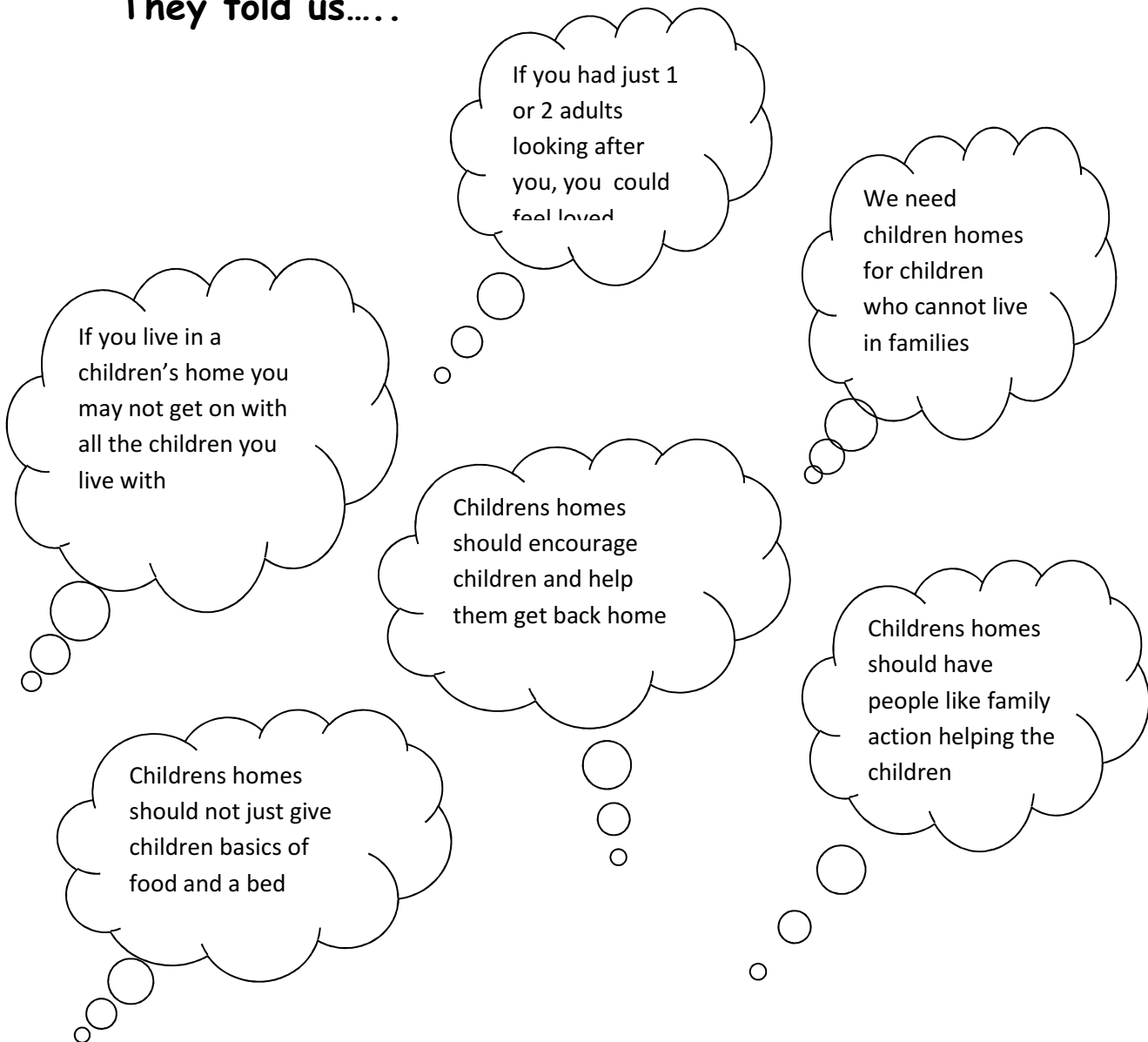
“I understand that there might be cutbacks but you cannot put a price on a young person’s welfare..... [however] residential care gave me rules and boundaries, encouraged me into education and helped me live independently” (ex-resident of a children’s home)

Consultation with Children in Care Choir

At the event there were 16 young people in attendance. All are currently children in care. 15 live in foster placements, 1 lives in a children's home.

The young people were asked whether they thought we needed to keep the children's home open? Whether we should look into having more foster carers? And where was the best place for children to live?

They told us.....



They told us.....

If the home was far away how would they get to school?

We need carers and staff who actually understand

Children should be placed with people similar to them

If foster homes didn't want children then you need a home for them to live in

Even in foster care you have to travel a long way for school

We need more foster carers

We should be able to choose where we live

Homes can be like a big family

I live in a home and sometimes there isn't enough staff

In a children's home you don't get

We should be with carers that care about us

More choices for more children where they live

Key messages from children and young people were that:

We should recruit more foster carers

We should give children choices about where they live

Children need to feel those caring for them actually do care

We should keep using children's homes because some children do not want to live in a family

Homes can be like a big family

Homes should be staffed adequately

Children and young people should be in placements that retain their education placement.

Carers should be skilled to help the children they are caring for

Children need to feel cared and loved for where they live

[Voices captured: 30.11.15]

Feedback from Older Children in Care / Care Leavers Christmas Meeting December 17th 2015.

Young people in attendance: 58

Young people who had lived in a children's home; 21

Do you think we need to keep children's homes open?

Yes because some kids don't want to live in foster care, they don't want a family

Yes because if you get chucked out of your foster home, you will have somewhere

Not sure, but if it's like Tracy Beaker then yes

Yes because some foster carers are horrible, they don't treat you kind

Yes because some kids can't cope in foster

Yes because if you are naughty and get chucked out of foster care you can live in a home

It doesn't really matter where you live as long as people are kind and don't hurt you

No because I don't want to live in one, I want to stay with my foster

Yes because you should be able to have a choice of where you can live

Where do you think is the best place for young people to live?

With my family not care

With a family so foster care is better

Depends on the child because it might be you don't want another family so then a kid's home

If not with mum and dad then foster care as no-one needs to know you're in care

Anywhere as long as you're happy and are being treated nice by the

Foster care as it is more normal than a big children's home

Depends on how old you are because you can get kicked out of foster care but not kids' homes

Foster care but only with nice foster carers, not horrible ones

At home but I can't so I want to stay with my foster carer, I don't want to move

Should we have more foster carers?

Yes because we should be able to pick them like they pick us, not to be just put somewhere

Yes because lots are old and not nice

Yes because it's better to be with a proper family

Yes because some are very far away and we need ones who live on their own, no men

Yes because kids' homes are scary and I don't want to live in one

Yes because there might be some nearer to where I used to live instead of miles away

Yes or maybe small children's homes like people's houses

Yes but we need lots of different types of foster carers like young, old, black and white

Key Messages from the young people:

You should be able to have a choice regarding where you live

Some young people cannot cope living in an alternative family if they cannot live in their own family

You should be able to pick your foster carers the way they pick you

We need lots of different types of foster carers

Smaller children's homes are better than larger ones

Equip foster carers to manage challenging behaviour

Wherever you live you need to be treated with respect

Have a smaller more family type children's home.

Want to live in own locality

Themes emerging

Children and young people's feedback:

- Value for Money – There is a worry that Greengate is only caring for one young person and is very expensive.
- Improved Outcomes – That better outcomes could be achieved for the young people in a family setting
- Strategy & care plans for the future – Whilst some agreed with the plan, there is a worry that for some young people it would minimize the choices of placement available to them.
- Geography – Where children live is important to them, they want to live near their schools, their friends and families.
- Foster carers – The young people want to see a fostering provision fit for the future with a range of carers offering specialisms and having the skills to cope with the challenges of caring for a teenager.

Internal (staff & corporate parents) feedback:

- Over-arching Strategic Vision for CIC – ‘family values/based provision’ should be aligned to the Council’s Pledge as Corporate Parents
- Value for Money - The costs of looking after one young person at Greengate was very costly, but we would need to ensure that we had commissioned placements to call upon as required.
- Improved Outcomes - That young people could be better supported in foster placements, The Team Around the Child was an excellent idea. Concern that some children do not want families and costs would be incurred. Some children not safe to live in families.
- Commissioning Strategy - Generally supported the strategy but concern raised over the use of the home for the future. Waste of money to be left empty when we need a focus on family based provision in that locality. Concern was raised that by losing a provision and skilled staff a loss to service and young people who may need it

External (partner agencies) feedback:

- Over-arching Strategic Vision for CIC – ‘family values/based provision’ - This view has generally been supported by all respondents. Very supportive of the vision of recruiting L6 carers and being supported by an experienced and specialist staff team. Concern was expressed that if we close Greengate without an alternative this can increase the risk of failure.
- Value for Money – A general acknowledgement that running a home with one resident is not cost effective. There was a worry that not having an in house provision would mean placing children in homes that are running for profit and costs may escalate.
- Improved Outcomes The feedback recognised the importance of matching children to prevent negative behaviours. Family based settings promoted real life experiences and opportunities.
- Commissioning Strategy - Consideration that we use the resources with due diligence applied in the way decisions are made about provision or spot purchase for children who cannot live in foster families. Strongly support the view of supporting children with skills based L6 carers.

The Key Messages from the consultation are:

1. The key message from children and young people in care is that the service needs to be flexible in providing supportive care that makes them feel:
 - Safe
 - Valued
 - Worthy
 - Ambitious and Aspiring
 - That they have a voice and choice
 - Cared for by people that want to care
 - That people invest in them and want them to achieve.
2. The key message from staff and professional stakeholders is that:
 - The commitment and resilience of the staff team. They tend to be enablers that prioritise the immediate needs of being in a caring environment and supporting independence skills.
3. The key message from the general public is that:
 - “The LCC seem, to be doing a lot of good things advertising foster care evenings and making the public aware. As long as there is good support for foster carers it seems a more sensible approach to provide care in a family setting”

Overall, the feedback suggests that Greengate House should close and is not fit for purpose in the current climate. Future considerations should factor in the following areas in developing the Commissioning Strategy to meet the Sufficiency Duty and the ‘Pledge/Promise’ made to children in care and young people leaving care, here’s the link www.leics.gov.uk/pledge. The analysis suggests:

- Increasing placement choices and stability
- Having bespoke packages of care that can evidence the outcomes
- Managing resources and services that reduce the demand on statutory provision
- Having foster carers that are skilled in dealing with teenagers and supporting them through their adolescents
- Transitioning care to alternative support services including the offer from Early Help Support Services

It is reassuring that many of these messages also appear to be aligned to the messages outlined in the State of the Nation Report 1: Children in Care and Care Leavers Survey 2015, published by the Children's Commissioner for England.

www.childrenscommissioner.gov.uk/sites/default/files/publications/Care%20monitor%20v12_1.pdf



**CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY
COMMITTEE- 18 JANUARY 2016**

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

QUARTER 2 2015/16 PERFORMANCE REPORT

Purpose of Report

1. The purpose of this report is to present the Children and Families Overview and Scrutiny Committee with an update of the Children and Families Service performance at the end of quarter 2 of 2015/16.

Background

2. The report is based on the set of performance measures aligned with the Council's Corporate Strategy to 2017/18. The overall performance dashboard is attached as Appendix A. Appendix B supports the indicator 'Feedback from families and evaluation provides evidence of positive impact'.

Report Changes

3. Quarter 2 contains the first provisional release of Leicestershire Key Stage Four data.
4. The figure for 16 and 17 year olds participating in education or training is taken from a Department for Education draft data release. Prospects local data is usually used for this indicator.
5. The 3 year old Free Early Education Entitlement figure now includes all children within Leicestershire provision. This is to be consistent with DfE reporting. Previously, only children residing in Leicestershire were counted.
6. The number of Payment by Results claims in Phase 2 of the programme is now included on the dashboard. This was previously reported as a percentage of the Phase 1 target.

Overview

7. From 27 measures that have new data available: 10 have improved; 12 show no significant change and 5 have declined.

8. From 26 measures that have a national benchmark: 8 are in the top quartile, 6 are in the second quartile, 7 are in the third quartile and 5 are in the fourth quartile.
9. From 34 indicators that have a statistical neighbour benchmark, 15 are better than the statistical neighbour average, 12 are below and 7 are at a similar level.

Children and Young People are Safe

10. The number of 'Child Protection cases reviewed within timescales' was 97.4%, a similar percentage to quarter 1. This would be in the second highest quartile of local authorities.
11. The 'percentage of children with 3 or more placements during the year' decreased (improved) to 12.63%, this would place Leicestershire in the third quartile nationally. The '% of children in the same placement for 2+ years or placed for adoption' increased to 63.28% and would be in the third quartile by national levels. Both indicators have improved from the quarter 1 position when both were fourth quartile.
12. The percentage of 'Child Protection plans lasting 2 years or more' was 0% - the best possible level. The percentage of 'Children becoming subject to a child protection plan for a second or subsequent time' decreased (improved) to 30.5% but would place Leicestershire in the fourth quartile of local authorities.
13. Care Leavers in Suitable Accommodation fell to 53.9% (declining performance) and Care Leavers Not in Education, Employment or Training (NEET) fell to 30.3% (improved performance). However, both figures are affected by some of the Care Leavers cohort not having a recorded contact within the period and therefore not counted in the figures.

Children and Young People Achieve their Potential

Early Years Foundation Stage

14. The percentage of Childminders rated as Good or Outstanding fell by 1.3% to 82% but still remains above the latest available statistical neighbour average. The percentage of Private Voluntary and Independent (PVI) providers rated as Good or Outstanding saw a small 0.5% increase to 91%. The All childcare figure was similar to quarter 1 at 85%.
15. The number of eligible families taking up Free Early Education Entitlement for 2 year olds increased by 5.9% to 72%. Take up for eligible 3 year olds was 98%. This figure has changed criteria for quarter 2 and now includes all children in Leicestershire provision.

Key Stage One

16. Further Department for Education data for Key Stage One has been released. Leicestershire saw improvements in all subject areas and continues to be above national levels in all subjects for pupils achieving the benchmark Level 2.

Key Stage Two

17. As previously reported, Key Stage Two results improved and were marginally above national levels for the benchmark Level Four or above in Reading, Writing and Mathematics.

Key Stage Three (aged14)

18. There is no national collection of Key Stage Three attainment. However, approximately 90% of Leicestershire schools still submit data to the performance team on a voluntary basis for analysis and comparison. Based on the data available:

19. The percentage of children reaching Level 5+ in Maths and English at Key Stage Three rose again to 91.6%. This is a 0.9% rise compared to the 2014 figure.

20. Each individual subject area – English, Maths and Science – improved: by 1.3%, 0.6% and 0.6% respectively.

Key Stage Four

21. The figures for GCSE results are recently released and provisional. The percentage of pupils achieving the benchmark 5 GCSEs A*- C (including Maths and English) was 56.1% - a 0.4% decline from 2014. The provisional national figure shows a similar decrease to 56.3%. The statistical neighbour average is above both Leicestershire and national levels at 57.5%.

22. Expected Progress between Key Stage Two and Four was 68.7% for Maths and 66.7% for English. This represented a 1.4% decrease in English (from 68.1%) but a strong 3.4% increase in Mathematics progress from 65.3%. Progress in Maths is now 2.1% above national levels and in the second quartile of local authorities. English progress is below national levels and remains in the third quartile.

Key Stage Five

23. Recently published Key Stage Five data shows Leicestershire to have an average point score per A Level entry of 208 points. This is slightly lower than 2014 (210.3 points) and places Leicestershire in the third quartile of Local Authorities. However, the average grade remains in the same band of a 'C'.

Vulnerable groups

24. The performance of pupils eligible for Free School Meals was variable across the Key Stages. Key Stage One saw no improvement for the group but performance was improved at Key Stage Two. Attainment at Key Stage Four was marginally better than 2014 and coupled with the small decline in the 'all pupils' figure, the gap between FSM and non-FSM pupils decreased (i.e. improved) by 0.9% to 29.7%

25. The performance of SEN pupils of both categories (SEN Support and pupils with a Statement or Education and Health Care plan) was lower than both national

levels and statistical neighbours in all key subjects and showed no improvement compared to 2014. However it should be noted that 'SEN Support' replaces 'SEN without statement' for 2015 and is a more targeted group (773 pupils compared to 926).

26. The performance of 'English as Additional Language' pupils at Key Stage One was better than national and statistical neighbour levels in almost all cases. Leicestershire performance is very strong for this group.

Children in Care

27. Provisional data suggests that Key Stage Two and Key Stage Four outcomes for children in care will be very similar to the 2014 results – 55.6% achieving Level 4+ in Reading, Writing and Mathematics at the end of Key Stage Two and 7.7% for 5 GCSEs A*-C (including English and Maths). In 2014, this placed the Leicestershire KS2 result in the top quartile and GCSE results in the bottom quartile
28. Due to the small cohort of children in care, final results can vary significantly to provisional results as one child can represent several percentage points.

Ofsted outcomes

29. The percentage of Leicestershire schools rated as Good or Outstanding and pupils in Good or Outstanding schools have seen little change due to the schools summer break. Both sit in the second quartile and are above national averages at 86.2% and 83.3% respectively.

Economy/Employment and Skills

30. The latest data from Prospects is for the end of September and shows a Leicestershire NEET figure of 3.4% (704 young people). This is above the quarter 1 figure of 2.8% but is consistent with the seasonal trend as 2015 school leavers join the cohort.
31. National data has been released for '16 and 17 year olds participating in education and training'. The Leicestershire level is 92.3% for the end of June 2015, which is in the top quartile of Local Authorities. This is also comfortably above the statistical neighbour average of 88.58%. The 'not participating' group differs from NEET as it also includes additional categories such as those working without recognised training and working or learning part-time. Although these categories are classed as EET, participation has a greater emphasis on formal training and working towards recognised qualifications.

Children and Young People have their Health and Wellbeing and Life Chances Improved

32. Breast feeding at 6-8 weeks prevalence is 46.8% for Leicestershire. This is 0.6% lower than the quarter 1 figure.

Thriving Communities

33. Appendix B contains comments from users of the SLF service in relation to the indicator 'Feedback from families and evaluation provides evidence of positive impact'.
34. The criteria for the 'number of families supported through the SLF service' has now changed as SLF is now integrated into the broader Early Help offer and includes a wider range of LCC support services for children and families. The number of assessments conducted by the new SLF service during quarter 2 was 1877. This was an increase of 143 compared to quarter 1.

Circulation Under Local Issues Alert Procedure

None.

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Appendices

Appendix A - Children and Families Department performance dashboard for quarter 2, 2015/16

Appendix B supports the indicator 'Feedback from families and evaluation provides evidence of positive impact'

Equality and Human Rights Implications

35. 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 Heads of Strategy.

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Children and Families Performance FY2015/16 Q2										
Outcome	Supporting Indicator	Updated	Latest update	Current Performance	Better or worse than previous data point ^A	Trend Charts	Status RAG	* East Midlands not SN 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	97.4%	Same		A	2	94.5%	100%
	% children with 3 or more placements during the year	Y	Quarterly	12.63% (61)	Better		A	3	11.8%	<9%
	% children in same placement for 2+ years or placed for adoption	Y	Quarterly	63.28% (81)	Better		A	3	64.2%	70%
	% children who wait less than 20 months between entering care and moving in with their adoptive family	N	Annual	60%	Worse		G	1	52%	65%
	Care leavers in suitable accommodation	Y	Quarterly	53.9%	Worse		R	4	74.1%	Top quartile
	Care leavers NOT in education, employment or training	Y	Quarterly	30.3%	Better		G	1	39.3%	Top quartile
	Child Protection plans lasting 2 years or more	Y	Quarterly	0.0%	Better		G	1	1.7%	n/a
	Children becoming subject to a child protection plan for second or subsequent time	Y	Quarterly	30.5%	Better		R	4	19.6%	n/a
Children and Young People Achieve their Potential	% eligible 2 year olds taking up FEEE	Y	Q2	72.0%	Better		A	n/a	n/a	n/a
	% eligible 3 year olds taking up FEEE	Y	Q2	98.0%	Better		A	n/a	n/a	n/a
	% of reception pupils reaching a Good Level of Development	N	2015	63.7%	Better		A	3	63.60%	60%
	% inequality gap in achievement across all early learning goals	N	2015	30.3%	Better		A	n/a	n/a	Top 20%
	Childminders rated as Good or Outstanding	Y	Q2	82.0%	Same/worse		G	n/a	79.9%	n/a
	PVI rated as Good or Outstanding	Y	Q2	91.0%	Same/better		G	n/a	84.3%	n/a
	All childcare	Y	Q2	85.0%	Same		G	n/a	82.3%	n/a
	% KS2 pupils achieving L4 in Reading, Writing and Maths	N	2015	80.3%	Better		A	2	80.6%	85%
	% pupils progressing by 2 levels in Maths between KS1 and KS2	N	2015	87.4%	Worse		R	4	87.6%	Above national average
	% pupils progressing by 2 levels in Reading between KS1 and KS2	N	2015	89.0%	Worse		R	4	90%	Above national average
	% pupils progressing by 2 levels in Writing between KS1 and KS2	N	2015	92.8%	Better		R	4	93.1%	Above national average
	% pupils eligible for FSM achieving L4 in Reading, Writing and Maths	N	2015	60.2%	Better		n/a	n/a	n/a	Above national average
	% pupils achieving 5+ A*-C GCSEs (inc. Eng and Maths)	Y	2015	56.1%	Worse		A	3	57.5	70%
	% pupils making expected progress from Key Stage 2 to 4 in English	Y	Annual	66.7%	Worse		A	3	70.8	Above national average
	% pupils making expected progress from Key Stage 2 to 4 in Maths	Y	Annual	68.7%	Better		G	2	68.3	Above national average
	% pupils eligible for FSM achieving 5+ GCSE A*-C (inc. Eng and Maths)	Y	Annual	28.6%	Same/Better		n/a	n/a	n/a	Above national average
	Secondary School persistent absence rate	N	2015	5.9%	Better		A	3	5.25%	6.4%
	A Level - average points per entry	Y	2015	208	Same/Worse		A	3	210.1	215
	17 year old participation	Y	Q1	92.3%	Same		G	1	88.58%	97%
	NEET 16-18	Y	Aug-15 Annual	3.4%	Worse		G	1	5.03%	Below 4%
	% L2 by age 19	N	2015	85%	Same		A	2	85%	88%
	% Children in Care achieving L4 in Reading, Writing and Maths at KS2	Y	2015	55.6%	Same		n/a	n/a	42.6%	-
	% Children in Care achieving 5+ A*-C GCSE (inc. Eng and Maths)	Y	2015	7.7%	Same		n/a	n/a	12.20%	-
	% Schools assessed as Good or Outstanding	Y	Aug-15	86.2%	Same		G	2	83.5%	>84%
% Pupils in Good or Outstanding schools	Y	Aug-15	83.3%	Same		G	2	81.2%	-	
% Special schools assessed as Good or Outstanding	Y	Aug-15	100.0%	Better		G	1	91.0%	100%	
% of pupils offered first choice primary school	N	2015	88.7%	Worse		G	n/a	n/a	90%	
% of pupils offered first choice secondary school	N	2015	96.2%	Worse		G	n/a	n/a	98%	
Children and Young People have their Health and Wellbeing and Life Chances Improved	Under 18 conception data	N	2013	20.9	n/a		G	Better	21.2	-
	% women smoking at time of delivery	N	2013/14	10.70%	Better		G	Better	15.10%	10.80%
	Emotional health of looked after children - mean SDQ scores	N	t.b.c.	-	-	-	-	-	-	<15
	Waiting times for assessment by CAMHS	N	-	n/a	-	-	-	-	-	Reduce
	Number of looked after children having health checks	N	2015	86.0%	Better		n/a	n/a	n/a	Increase
	Number of looked after children having dental checks	N	2015	78.2%	Better		n/a	n/a	n/a	Increase
	Number of looked after children with up to date immunisations	N	2015	87.9%	Better		n/a	n/a	n/a	Increase
	% children with excess weight 4-5 year olds	N	Annual	20.8%	Same		G	1	22.10%	<20%
	% children excess weight 10-11 year olds	N	Annual	30.1%	Same		G	1	30.20%	Top quartile
	% children aged 3 with one or more decayed, missing or filled teeth	N	Annual	18.6%	-		R	Worse	16%	Reduce
% mothers breastfeeding at 6-8 weeks	Y	Monthly	46.8%	Worse		R	n/a	47.20%	Increase	
Thriving Communities	Reduced youth re-offending	N	Year end 2014/15	1.25	Worse		A	n/a	n/a	Top quartile
	Reduced first time entrants to the youth justice system	Y	Quarterly	168	Better		G	n/a	n/a	Top quartile
	Minimal use of custodial sentences for young people	N	-	-	-		G	n/a	n/a	<5%
	Reduce % people reporting they have been a victim of ASB	N	Year end 2014/15	5.3%	Better		G	n/a	n/a	Reduce
	Numbers of families supported through SLF service (no. of assessments). This figure uses new criteria from April 2015.	Y	Monthly	1877	Better		n/a	n/a	n/a	480
	Number of SLF Payment By Results (PBR) families claimed for	Y	Q2	97	-		G	n/a	n/a	-
Feedback from families and evaluation provides evidence of positive impact (average satisfaction across services)	Y	Annual	See Appendix B	-		G	n/a	n/a	-	

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Appendix B – Feedback from Children and Families about their involvement in SLF

Quotes from parents/carers

- *"I couldn't have asked for any more support than what T has given me, at the beginning I was finding everything hard and she was always there for me at the end of the phone or she would come round and talk things through. She helped me get sorted with money and bills and stuff. She helped with school and making sure the kids were settled and had everything they needed and I'm getting better at being organised now."*
- *"She offered to help me with stuff in the house, but I told her it's my house and my kids so I'll do it all, that was ok with her, she never pushed me to do anything I didn't want to. I did everything I was asked and T always told me how well I was doing. I know I've made things better for the kids."*
- *"I'm at college now and she tells me how good this is and what a positive role model I am for the kids. I don't need to ring her much now because I know I can do it myself" (Parent)*
- *"I know it is over 2 years since you were a Mentor for R during a period in his school life when he wasn't attending school. I recently found the letter you wrote to him back in 2013 so I thought it would be nice to let you know how he is progressing. R is now age 14 and is coming to the end of year 9. He has had another successful year progressing well in all areas and he will begin his GCSE studies come September. He continues to play for a football Club and has also done well in athletics too. He has a wide circle of friends and is popular in his own school as well as amongst his peer group in other local schools.
Most pleasing of all he received an attitude to learning award for English during the annual awards evening. At parents evening the teacher said he was her outstanding student and would be moving into the top set come September. He has had similar success in Maths and Sport. R seems to have put all his earlier issues behind him and he has matured a lot over the last year. I still can't believe that things have turned out so positively after what was a stressful 10 months for all of us"(Parent – email relating to longer term impact)*

Child

- *"My worker has really helped me with my anger and now I don't get so angry"*
- *"I wasn't going to school, my worker has helped me and now I am. It is hard but my worker is helping me".*
- *"My worker spoke to school when I was being bullied"*
- *"Our worker is helping us move house so that we can feel safe again "*
- *"I spoke to R about my Mummy and now I know I don't need to worry" (Younger child)*

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CHILDREN AND FAMILIES OVERVIEW AND SCRUTINY COMMITTEE - 18
JANUARY 2016

REPORT OF THE INDEPENDENT CHAIR OF THE LEICESTERSHIRE AND
RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD (LRLSCB)

LOCAL SAFEGUARDING CHILDREN BOARD BUSINESS PLAN 2016/17

Purpose of report

1. The purpose of this report is to bring to the attention of the Children and Families Overview and Scrutiny Committee the Business Plan 2016/17 for the Leicestershire and Rutland Local Safeguarding Children Board (LRLSCB). This is brought for consultation and comment.
2. The Business Plan will be considered by the LRLSCB at its meeting on 29th January 2016 with final sign off anticipated to be secured at their meeting on 15th April 2016. We wish to provide the Scrutiny Committee with the opportunity to comment at an early stage so that any proposed additions and amendments proposed can be considered by the Boards at their meeting in January.

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 operates under statutory guidance issued in Working Together 2015. There is no statutory requirement to report the annual business plan to scrutiny but it has been considered best practice in the past so to do.
4. The Annual Report of the LRLSCB and LRSAB was considered by the Children and Families Overview and Scrutiny Committee on 7 September 2015 and emerging priorities for the new Business Plan 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 Plan and are reflected in the final versions of the Plan which is attached as appendix 1.

Background

5. As in 2015/16 the LRLSCB has formulated an individual business plan supplemented by a plan that addresses priorities it will share with the Leicestershire and Rutland Safeguarding Adults Board. This is intended to secure a balance between achieving a strong focus on children's safeguarding issues and recognising that some safeguarding matters require approaches that cross-cut children and adult services and focus on whole family issues.
6. The future improvement priorities identified in the Annual Report 2014/15 have been built into the Business Plans for 2016/17. 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, domestic homicide reviews and other review processes both national and local;
- (d) evaluation of the business plans for 2015/16 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 2015. These include:

- (a) the annual Safeguarding Summit of chief officers from partner agencies held on 13th November 2015;
- (b) meetings of the Scrutiny Panels in both Leicestershire and Rutland at which both the annual report 2014/15 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 2014/15 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 Scrutiny Committee at their meeting held on 7th September 2015. As stated above all the issues raised at that meeting have been incorporated into the draft Business Plan 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 25th November 2015

Proposed Business Plans 2016/17

10. We have adopted a new approach to our business planning this year moving away from the five strategic priorities that have been in place for the last three year and focusing on areas that we have identified as priorities for development and improvement. At the Development Day Board members identified areas in which we had reached good levels of performance and agreed that these would not be included in the Business Plan but rather monitored through a core quality assurance and performance management framework to ensure performance remained at levels

judged to be good or better. By focusing the Business Plan on areas identified for improvement we also hope better to target work on a reduced number of priorities in recognition of the need to be SMART at a time of increasing pressures on capacity.

11. The specific priorities that have arisen for the LRLSCB are:

- Early Help
- Evidencing the impact of the threshold protocol and outcomes from our learning and improvement framework (including Serious Case Reviews and Domestic Homicide Reviews)
- Signs of Safety
- Child Sexual Exploitation (CSE)
- Neglect

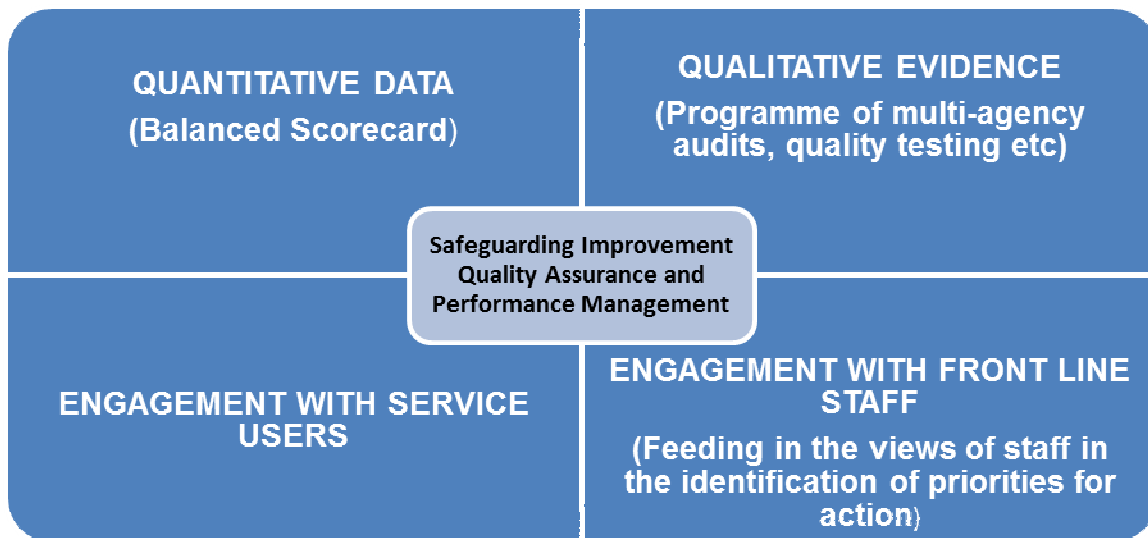
12. The priorities that have arisen for the part of the Business Plan shared with the LRSAB are:

- Domestic Abuse
- Reducing safeguarding risk arising from mental health issues – including monitoring of the implementation of the Mental Capacity Act and Deprivation of Liberty Standards (DoLS) and its application to 16-18 year olds
- PREVENT

Consideration is also being given to whether, in the light of current international issues we should include a priority that considers safeguarding risks that may be faced by refugees. It would be helpful for the Scrutiny Committee to express a view on this area of consideration.

13. Against each of these priorities the Boards are in the process of identifying 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 draft Business Plans that is attached as Appendix 1 to this report.

14. The Quality Assurance and Performance Management Framework for the Board will be revised to ensure that it reflects the new Business Plan and enables ongoing monitoring of performance of core business that is not covered in the business plan. The final framework will be signed off by the Board at its meeting on 15th April 2015 but the Scrutiny Committee may wish to comment on specific indicators and evidence it would wish to include. Quality Assurance and Performance Management will continue to be framed around our 'four-quadrant' model as set out below:



15. A further change to our Business Plan this year is that against all priorities for action we will include cross-cutting themes that must be addressed both to strengthen safeguarding practice and also secure stronger evidence of impact for the quality assurance framework. The cross-cutting themes are set out in the grid below.

Priorities for improvement	Learning and Improvement drivers	Audit implications	User views and feedback	Workforce implications	Comms implications
Priority 1					
Priority 2					
Priority 3					

These cross-cutting activities will be agreed by those mandated to lead on each specific priority.

16. 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

17. The committee is asked to consider the Business Plans and to make any comments or proposed additions or amendments to the Plan that will then be considered at the meeting of the Board due to be held on 29th January 2016.

Consultation

18. All members of the Boards and their Executive have had opportunities to contribute to and comment on 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

19. The Children and Families Overview and Scrutiny Committee should note and comment on the attached Business Plans for 2016/17.

Circulation Under Local Issues Alert Procedure

None.

Officers to Contact

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List of Appendices

Appendix A – Leicestershire and Rutland Safeguarding Children Board Draft Business Plan 2016/2017

Appendix B – Leicester and Rutland Joint Safeguarding Children and Adult Board Draft Business Plan 2016/2017

Relevant Impact Assessments

Equality and Human Rights Implications

20. 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

21. Safeguarding is dependent on the effective work of the partnership as set out in the Children Act 2004.

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LRLSCB

1st DRAFT

BUSINESS PLAN 2016/17

Appendix A

Notes: Please read!

- 1 The first section of this draft business plan is configured in a conventional way – it is aimed at the Board and the Executive group.
- 2 Between the two sections are some notes suggesting how subgroups / task and finish groups should use the second section
- 3 It is a first draft and therefore not complete.
- 4 It will require significant input from subgroups.

The consultation plan for the business plan will include:

Subgroups

The executive and Board membership

Childrens Scrutiny meetings in Leicestershire and Rutland LAs

Adults and communities scrutiny meetings in Leicestershire and Rutland

Cabinet in Leicestershire and in Rutland

Appendix A

LSCB Priority 1 Owner – TBC

Secure robust and effective arrangements to tackle Child Sexual Exploitation, Missing and Trafficking

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
To broaden awareness raising activity in relation to CSE, trafficking and missing whilst targeting identified underrepresented groups	<p>Implement the CSE, Trafficking and Missing Sub Group communications strategy</p> <p>Revise, update and deliver the training strategy</p>	Develop a programme of communication activity and training initiatives appropriate and relevant to a wide range of individuals and groups	<p>CSE, Trafficking and Missing Sub Group</p> <p>CSE Communications Coordination Group</p> <p>Training Sub Group</p> <p>CSE Coordinator</p> <p>SEG</p>	September 2016	<p>Improved levels of awareness</p> <p>Increased referrals from a wider range of agencies</p> <p>Increased levels of participation in training</p> <p>Increased reporting of concerns by underrepresented groups</p> <p>Improved public trust and confidence</p>	

Appendix A

<p>To reduce the number and frequency of missing episodes for children deemed to be at highest risk of harm</p>	<p>Partners meet their statutory duties in relation to children returning from missing episodes including where CSE is a potential or known risk factor</p>	<p>Develop and implement a specialist response to those children at the highest risk</p> <p>Ensure learning from return interviews is collated and acted upon</p>	<p>CSE Sub Group SEG</p>	<p>December 2016</p>	<p>Improve the response to children and young people by understanding causes of missing episodes</p> <p>Reduce the number of repeat missing episodes</p> <p>Reduce impact of risky behaviours associated with missing episodes such as CSE, criminality and substance misuse</p>	
<p>To seek assurance that the implementation of the Strategic partnership Development Fund (SPDF) CSE programme leads to enhanced safeguarding outcomes for children</p>	<p>Implement the 13 projects linked to the programme arising from the SPDF</p> <p>Ensure linkage between implementation of the SPDF programme and the LSCB CSE, Trafficking and Missing Strategy</p>	<p>Identify audit opportunities to test improved safeguarding outcomes</p> <p>Monitor and review progress of programme implementation</p>	<p>CSE, Trafficking and Missing Sub Group</p> <p>CSE Executive Group</p> <p>SPDF Programme Board</p> <p>SEG</p>	<p>September 2016</p>	<p>Improved professional and public confidence.</p>	

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<p>To provide effective support and recovery services for victims of CSE and their families that meet the spectrum of their needs</p>	<p>Post abuse services are sufficient and effective</p>	<p>Review current commissioning arrangements to determine whether they are well planned, informed and effective</p> <p>Assess and evaluate the sufficiency of current services to offer specialist interventions specifically post abuse</p> <p>Ensure the needs of children and young people are represented in the Health and Well-Being Strategy use support</p>	<p>CSE Executive Group</p>	<p>December 2016</p>	<p>Local services match local need</p>	
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LSCB Priority 2 Owner – TBC

To maximise the impact of learning from SCRs and other reviews

Appendix A

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
<p>To ensure that recommendations from SCR and other reviews locally and nationally are disseminated, acted upon and positively impact on the quality of safeguarding services and their outcomes for children, young people and families.</p> <p>These would include issues identified from both National and Local SCR's:</p> <ul style="list-style-type: none"> • Young people 'Suicide and Self Harm • Bruising to non – mobile babies • Effective Information Sharing • Case Supervision 	<p>Identify the key learning and action points arising from local and national SCR's</p> <p>Disseminate relevant recommendations and learning points to those that need to implement and secure improvement.</p> <p>Ensure that appropriate workforce development takes place to ensure staff can implement required change.</p> <p>Agree a quality assurance and performance management framework to test impact on service quality and outcomes for children, young people and families.</p>	<p>Agree plan of action for improvement.</p> <p>Devise and implement communications and engagement activity to secure staff awareness.</p> <p>Trigger appropriate workforce development activity. Audit to test outcomes following implementation of recommendations.</p> <p>Hold Review learning events.</p>	<p>SCR Subgroup</p> <p>Communications and Engagement Subgroup</p> <p>Training and Development Subgroup</p> <p>Safeguarding Effectiveness Group</p>	<p>April/May 2016</p> <p>June 2016</p> <p>July 2016</p> <p>Spring 2017</p>		

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<ul style="list-style-type: none"> • Vulnerable Looked after children • Transient families • Domestic Abuse in families with children 						
<p>LSCB Priority 3 Owner - TBC</p> <p>To champion and support the extension of Signs of Safety (SoS) across the Partnership and secure assurance of the effectiveness of multi-agency processes/working and evidence of positive impact for service users.</p>						
PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
Through Signs of Safety to secure improvement in multi-agency practice across the child's journey through early help, child protection and care to attain improved outcomes for the children and families supported	Quantify the means by which SoS can support improved safeguarding practice in areas previously identified as requiring improvement. Formulate a multi-agency programme of action to embed SoS across the partnership in both Leicestershire	Undertake a deliberative enquiry session at Board to confirm key practice improvement priorities and multi-agency framework for collective	Board	April 2016		

Appendix A

	<p>and Rutland possibly through a Multi-Agency Task and Finish Group</p> <p>Monitor and evaluate the impact of the Innovation Programme in Leicestershire and enable learning to be disseminated in support of the roll out of SoS in Rutland.</p> <p>Quality assure and performance manage SoS in both authorities to test the impact on key areas of targeted improvement</p>	<p>delivery of SoS.</p> <p>Agree strategy and action plan for implementation of multi-agency delivery of SoS.</p> <p>Ensure the delivery and evaluation of a workforce development programme to support effective implementation and improvement thought SoS.</p> <p>Design and agree quality assurance and performance management framework to test impact.</p>	<p>Development and Procedures Subgroup/Multi-agency Task and Finish Group</p> <p>Training and Development Group</p> <p>Safeguarding and Effectiveness Group</p>	<p>July 2016</p> <p>September 2016 – March 2017</p> <p>July 2016</p>		
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Appendix A

LSCB Priority 4 – Owner: TBC

Be assured that thresholds for services are understood across the partnership and applied consistently.

<p>Be assured that multi agency understanding of LA thresholds (Leicestershire and Rutland) is robust and that implementation is consistent across all agencies. These would include the following issues:</p> <ul style="list-style-type: none"> • LCC – Early Help occasionally not escalating cases soon enough • LCC – Child Protection Conference repeats. • LCC – CSE. Higher level of consciousness required across service including First Response Children’s Duty. • Rutland – Joint working in respect of S. 47 	<p>Test multi-agency understanding and application of safeguarding thresholds (Leicestershire and Rutland) through the four quadrant QAPM framework.</p>	<p>Audit referrals to First Response in Leicestershire and Childrens Duty and assessment Team in Rutland</p>	<p>Safeguarding Effectiveness Group</p>	<p>March 2017</p>		
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Appendix A

<ul style="list-style-type: none"> LCC/Rutland – Shared language and decision making regarding the use of 'No Further Action' to referrals 						
<p>LSCB Priority 5 – Owner:TBC</p> <p>Be assured that Early Help Service are effectively coordinated across the LSCB partnership and secure outcomes that reduce pressure on child protection and care services</p>						
<p>Be assured that Early Help services are coordinated effectively across the LSCB partnership in Leicestershire and Rutland to maximise impact on service quality and outcomes for children and families.</p>	<p>Review the map of service provision across early help in both local authorities and ensure there is coherence and co-ordination of provision.</p> <p>Test the impact of early help in terms of safeguarding service quality and outcomes for children and families through an agreed multi-agency QAPM framework .</p> <p>Identify any areas for improvement and secure assurance these are acted on.</p>	<p>Regular partnership reporting to the Executive on multi-agency performance in early help.</p> <p>Regular analysis of QAPM outcomes.</p>	<p>Safeguarding Effectiveness Group</p>	<p>March 2017</p>		

Appendix A

LSCB Priority 6 – LLR lead is Rama Ramakrishnan (NSPCC)

To be assured that the LLR Neglect strategy increases understanding, identification, risk assessment and management of Neglect and reduces prevalence in Leicestershire & Rutland

(Identifying neglect earlier within families, supporting parents to enable change through partnership working, in order to reduce the impact of neglect on the emotional and physical wellbeing of children).

PRIORITY	What are we going to do ?	How are we going to do it?	Who is responsible ?	When is it going to be done by?	Impact / what difference will it make?	Progress made
Be assured that the LLR Neglect Strategy is effective in safeguarding children in Leics & Rutland	Develop and publish Neglect Strategy	Consultation with LLR Neglect Reference group members and national resources	LLR Neglect Reference Group Chair Rama Ramakrishnan (NSPCC)	March 2017	Create a standard to identify, risk assess and manage Child Neglect	Current draft completed 10/12/15
Seek assurance that the LLR Neglect Toolkit is effective in safeguarding children	Development and Launch Neglect Toolkit	LLR-wide Frontline Practitioner Survey to gather evidence on existing ways in which neglect is	LLR Neglect Reference Group, Task & Finish Group Chair Julie Quincy (CCG)	Toolkit launch (early 2016)	Improved and consistent identification, risk assessment and management of	

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in Leics & Rutland		identified, risk assessed and managed.	Hosted Safeguarding Team)		Child Neglect across LLR partnership agencies	
Seek assurance that LLR neglect procedures are effectively safeguarding children in Leics & Rutland	Procedures – promote LLR Practice Guidance to ensure buy-in of frontline practitioners Review and update LLR procedures	Promote LLR Practice Guidance Promote local dispute resolution process to consider neglect cases where appropriate protection is not achieved	LLR Neglect Reference Group Chair Rama Ramakrishnan (NSPCC)	March 2017		

LSCB AND SAB

Joint section

1st DRAFT

BUSINESS PLAN 2016/17

APPENDIX B

Notes: Please read!

- 1 The first section of this draft business plan is configured in a conventional way – it is aimed at the Board and the Executive group.
- 2 The second section is based on the grid developed at the Board development session and is intended to provide a framework for subgroups and task and finish groups to populate their action plans, showing how the priorities within this plan will be achieved.
- 3 Between the two sections are some notes suggesting how subgroups / task and finish groups should use the second section
- 4 It is a first draft and therefore not complete.
- 5 It will require significant input from subgroups.

The consultation plan for the business plan will include:

Subgroups

The executive and Board membership

Childrens Scrutiny meetings in Leicestershire and Rutland LAs

Adults and communities scrutiny meetings in Leicestershire and Rutland

Cabinet in Leicestershire and in Rutland

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Joint Priority 1 Owner – to be confirmed

Domestic Abuse – To be assured that Domestic Abuse services incorporate effective safeguarding arrangements and that pathways to services are robust.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
A) To scrutinise the new Domestic Abuse Pathway for services for victims (including children, young people and adults) is fit for purpose and embedded across the partnership.	Scrutinise and challenge the new pathway, agree a quality assurance and performance management framework with the Domestic Violence Strategy Group (DVSG) and, through regular reporting from DVSG, track and monitor its implementation.	Receive assurance that the work is completed and the pathway is effective; to be reported to the Executive Group every quarter	Chair of DVSG via David Sandall?	March 2017		
B) Ensure that there are effective information sharing arrangements in place to support the effective delivery of the pathway for services		Establish data set for performance report				
C) To be assured that the Domestic Abuse	To ensure the DVSG delivers a robust	Receive assurance that the work is	Chair of DVSG via David	March 2017		

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Pathway incorporates services for perpetrators and develop robust interventions as appropriate.	pathway for perpetrators and test the impact of these arrangements.	completed and the pathway is effective; to be reported to the Executive Group every quarter Establish data set for performance report	Sandall?			
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Joint Priority 2 - Owner: to be decided

To be assured that Mental Health Services incorporate robust arrangements to reduce safeguarding risk to children and adults in particular areas e.g. Suicide, Self-Harm, Emotional Wellbeing, Adolescent Mental Health, those supported through MCA/DoL's and the Learning Disability Pathway

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
A) Suicide - Seek assurance from the Suicide Prevention Strategy Group that the strategy is reducing risk.	Review the existing local suicide prevention plan to assess its effectiveness in relation to children, young people and adult safeguarding. Develop an appropriate action plan to address any identified weaknesses,	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.	Rachel Garton	March 2017 March 2017		

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<p>B) Self Harm - Seek assurance that current information and resources available to children, young people and adults on Self Harm is used across the LSCB and SAB partnership</p>	<p>Agree with the Better Care Together Programme Board the means of securing action on key elements of this priority.</p> <p>Understand the current information and resources available to children, young people and adults on Self Harm, including what to do if someone you know is self-harming.</p>	<p>This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.</p>		<p>March 2017</p>		
<p>C) MCA DoLS – to be assured that there is appropriate understanding and implementation of the requirements of the Mental Capacity Act and Deprivation of Liberty</p>	<p>Agree with the Better Care Together Programme Board the means of securing action on key elements of this priority.</p> <p>For the subgroup to ensure that the workforce across both Childrens and Adults services have an appropriate understanding of mental capacity act and deprivation of liberty</p>	<p>This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.</p>		<p>March 2017</p>		

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Safeguards across the LSCB and SAB partnerships.	safeguards					
D) Emotional Health and Wellbeing pathway – to be assured that the pathway is robust and fit for purpose.	To be assured that the safeguarding elements of the transformation plan for mental health and wellbeing, overseen by the Better Care Together Programme, effectively safeguards children, young people and adults (including transitions)	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.		March 2017		
E) CAMHS – To be assured that the CAMHS review includes improved safeguarding outcomes.	To seek assurance that the CAMHS review will result in better safeguarding outcomes for children and young people.	This column to be determined in collaboration with the Better Care Together Programme Board and LSCB/SAB lead in conjunction with a board officer.		March 2017		
F) Learning Disability pathway – to be assured that the	The LLR Health and Social Care Learning disability pathway planned within the BCT programme is being	This column to be determined in collaboration with the Better Care		March 2017		

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pathway includes safeguarding outcomes.	developed. The Board needs assurance that the safeguarding elements of services and pathway are robust.	Together Programme Board and LSCB/SAB lead in conjunction with a board officer.				
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Joint Priority 3 Owner – TBC

To be assured that the Prevent Strategy is effective and robust across Leicestershire and Rutland.

PRIORITY	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference have we made?	Progress made
Prevent – Be assured that the prevent strategy is effective across Leicestershire and Rutland.	Clarify and articulate the safeguarding priorities to be incorporated into the PREVENT strategy and action plan. Seek assurance that the Prevent actions agreed by the Boards (shown on the right) are delivered	The Joint LSCB/SAB receive quarterly reports on Prevent; Bespoke training be offered to members of the LSCB/SAB Board, Executive and Subgroups;		March 2017		

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	effectively.	That LSCB/SAB members promote WRAP sessions to educational institutions and other identified areas where radicalisation may be identified as a risk				
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