

APPENDIX A

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

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

For the most recent version please go to:

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

Introduction

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

Following three integrated LSCB and SAB Business Plans that we have presented since agreement more closely to align the two Safeguarding Boards in 2012, this year we revert to a plan that seeks to clearly show the work of the two Boards as independent business units. The plans still maintain a number of priority issues that are common to both Boards. The decision more clearly to distinguish the business of each board is being driven by the fact that both Boards are now subject to statutory frameworks that are different. The LRLSCB is also subject to review by Ofsted and this has implications for the quality assurance frameworks that each Board works to.

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

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

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

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

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

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

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

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

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

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

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

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

Paul Burnett

Independent Chair, Leicestershire and Rutland LSCB and SAB

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

Board member sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Evidence to be provided
1.1	Full engagement by schools in the work of the LSCB, (including independent schools) including the requirements of Section 11 of the Children Act.	Seek assurance from schools through S11 and operational audits Maintain representation on Board by school representatives of primary, secondary and Special schools from Leicestershire and Rutland Engage with Head teachers to provide assurance that their schools are engaged in the work of the LSCB Engage with Head teachers and with school representatives at Board meetings and ensure their issues are reflected within Subgroup meetings Work with schools to ensure that their voices are represented in the work of the sub-groups. Monitor safeguarding training attendance by independent schools	S11 strategic audit responses Attendance at meetings Operational audit Training attendance and evaluation	Board & SEG Board Independent Chair Independent Chair Training Subgroup	December 2015 October 2015 July 2015		
1.2	Partner agencies are complying fully with their responsibilities under S11 of the Children Act	Conduct an annual strategic S11 audit Monitor the Action plan for agencies identified as not being "fully compliant"	Compliance against the requirements of S11 Compliance for completion of Action Plan	SEG Board	December 2015		

Priority 1: To be assured that 'Safeguarding is Everyone's Responsibility' Board member sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Evidence to be provided
1.3	Board effectiveness in scrutinising and challenging the quality and impact of safeguarding children and young people in Leicestershire and Rutland	Encourage and maintain a culture of challenge and keep a "Log of Challenge and its impact " Conduct an annual self-assessment by Board members and develop an action plan to address any issues identified Gather evidence that the Board is driving improvements and changes which impact on positive outcomes for children and young people	Compliance with the "Log of Challenge" Identify areas of effectiveness agreed by Board and compliance with resulting action plan Evidence provided by agencies and Board through Board and executive meetings	Independent Chair Independent Chair Executive and Board	March 2016 November 2015 March 2016		
1.4	Appropriate representation of partner agencies on Board	Increase the membership of the board to include Public Health	Attendance by Public Health representative at Board meetings Attendance by all members at Executive and Board meetings	Executive and Board	July 2015		
1.5	The implementation and impact of new national frameworks including: <ul style="list-style-type: none"> Revised Working Together 2015 Keeping children safe in 	Review current local provisions and identify any changes or improvements required. Implement these changes and identity indicators to test impact within the QA and PM framework	Include in the QA and PM framework those indicators developed to test impact	Executive From SCR report	March 2016		

Priority 1: To be assured that 'Safeguarding is Everyone's Responsibility' Board member sponsor: _____							
Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Evidence to be provided
	education <ul style="list-style-type: none"> • Advice on information sharing • 						
1.6	To ensure that home educated children and young people are safeguarded	Seek assurance from Local Authorities that safeguarding measures are in place and procedures are up to date.	Percentage of home educated children and the checks/information that is being provided or carried out.	Executive group	March 2016		

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

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
2.1 Improving outcomes for children identified by previous learning processes							
	LSCB thresholds are understood and consistently applied across agencies; Support offered to children and young people is proportionate to their needs	Roll out programme of training about thresholds for staff across partner agencies Raise awareness through Safeguarding Matters and Website Monitor use of thresholds through case file audits	Training attendance and evaluation Outcomes of Referral within Leicestershire and within Rutland All LSCB audits will include threshold question	Training Subgroup Board and SEG Board and SEG	October 2015 December 2015 March 2016		SEG will ask for info end of Q4
	Increased quality of referrals	Conduct training event about referrals Review multi-agency referral process and form, including multi-agency contribution to referral	Quality of referrals made by agencies tested through case file audit	SEG	December 2015 March 2016		End of Q4
	Increased quality of assessment	Review multi-agency assessment process and form, including multi-agency contribution to assessment at referral, assessment, conference and LAC stage	Quality of multi-agency contribution to assessment tested through case file audit	Business Office	March 2016		End of Q4

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Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	Increased quality of professional supervision	<p>Ensure professional supervision across partner agencies is effective by conducting conference and raising awareness through Safeguarding Matters</p> <p>Conduct training about professional supervision</p> <p>Ensure all agencies have supervision procedure</p> <p>Review quality of supervision through audit</p> <p>Review LSCB supervision procedure to ensure fit for purpose</p>	<p>operational audit responses</p> <p>Quality of referrals made by agencies tested through case file audit</p> <p>Ask for feedback on the training course</p> <p>Reviewed and Updated supervision procedures</p>	<p>SEG</p> <p>Training sub group</p> <p>Procedures Subgroup</p>	<p>December 2015</p> <p>December 2015</p> <p>December 2015</p>		Report on quality of supervision by all agencies by end of Q3
2.2 Early Help - wellbeing							
	Early Help Services are successful in sustaining improvements to the lives of children and young people and their families and reducing children experiencing abuse or neglect or coming into care	<p>Ensure all agencies are providing access to early help services through shared understanding of benefits of early help.</p> <p>Ensure that Supporting Leicestershire Families (SLF) and Changing Lives Rutland (CLR) are fulfilling their safeguarding responsibilities</p> <p>Consider the development of multi-disciplinary response at referral stage (MASH)</p>	<p>Referral rates to Early Help Services across the partnership</p> <p>Referral rates to Children's Social Care</p> <p>Caseloads of Early Help Services</p> <p>Safeguarding Outcomes reported by SLF and CLR</p> <p>Development of MASH</p>	Early Help Services (inc. SLF and CLR) and SEG to monitor	March 2016		PMF monitor via PMF every Q and voice etc once per year

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Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
		<p>Ensure public awareness about safeguarding and improve public knowledge about support that is available</p> <p>Ensure that the voice of the child is captured and feedback used to influence service development and procedures</p>	<p>Help Services by young people or families;</p> <p>Voice of the child audits are conducted</p> <p>Recommendations embedded from Voice of the child audits</p>	<p>SEG</p> <p>SEG and Engagement Subgroup</p>	March 2016		
2.3 Child Protection							
	Multi-agency child protection services that are child-focussed and effective in safeguarding children and young people and maximising outcomes for these children and young people.	<p>Monitor the contribution of all agencies to safeguarding and ensure that good practice is disseminated, risks identified and mitigated</p> <p>Review multi-agency contribution to assessment at referral, child protection, conference and LAC</p> <p>Conduct multi-agency audits and review summary reports from single agencies at SEG</p> <p>Seek assurance that partner agencies are engaging directly with children involved in child protection services and that appropriate action is taken as a result.</p>	<p>Compliance with S11 through strategic and operational audits</p> <p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Effectiveness of practice through single and multi-agency audit reports</p> <p>Evidence of action taken in response to feedback from children and young people</p> <p>Evidence of action taken in response to feedback from front line practitioners</p>	SEG	December 2015		
2.4 Looked After Children							
	Looked After children are safe and achieve health and education	Monitor the contribution of all agencies to looked after children and ensure that good practice is disseminated, risks identified and	Agreed core data set through the SEG (impact and outcomes)	Executive	December 2015		Annually

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Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	outcomes	mitigated Seek assurance that partner agencies are engaging directly with children involved in children in care services and that appropriate action is taken as a result. IRO annual report	Effectiveness of practice (including supervision) through audit reports Evidence of action taken in response to feedback from children and young people Evidence of action taken in response to feedback from front line practitioners Action taken in response to feedback from training / competency framework				

2.5 Other Safeguarding Priorities

<p>Child Sexual Exploitation: Increase in the identification of children and young people who are at risk of child sexual exploitation (CSE) and reduction in the number who experience CSE</p> <p>Effective prevention, investigation and recovery for children</p>	<p>Agree definition of CSE across LSCB and agencies, including sub-regionally with Leicester City</p> <p>Review and agree CSE Strategy and Protocol and update CSE procedures</p> <p>Raise awareness of CSE in partner agencies through CSE training and events</p> <p>Fully operationalise CSE co-located team (CSE hub) to ensure sufficient commitment and resources from partner agencies to achieve goals</p> <p>Agree monitoring/measures for CSE</p> <p>Ensure that the voice of the young person is captured and feedback used</p>	<p>Impact and outcomes for children and young people at risk or experience CSE -</p> <p>Agreed core data set through SEG</p> <p>Publication of CSE Strategy, Protocol and procedures – measure awareness of definitions and documents through S11 audit responses</p> <p>Evaluation of CSE training (CWDC) and events (CSE Subgroup) reported to SEG</p> <p>Referral rates to CSE Hub</p> <p>Progress of CSE Hub through</p>	<p>CSE Subgroup SEG</p> <p>CWDC and CSE Subgroup</p> <p>CSE Subgroup and executive</p> <p>Police, 3 x LAs, health, commissioners, other services – strategic oversight (LSCB, SLAs,</p>	<p>December 2015</p>
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Priority 2a: To be assured that children and young people are safe, including assurance of the quality of care for any child not living with a parent or someone with parental responsibility. Board Member Sponsor: _____

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	and young people who are or have experienced child sexual exploitation	to influence service development and procedures CSE subgroup Raise awareness of CSE to public	reports to Executive and Board Voice of the child and other case file audits are conducted Recommendations are embedded from Voice of the child audits	KPIs)			
	Children Missing from Education are identified, safe and supported: That children and YP who are not receiving their statutory education are monitored to ensure they are safe.	Develop shared understanding about pathway of children who are missing from education Seek assurance from LAs and monitor through agreed core data set Develop LSCB safeguarding multi-agency procedures for children who are home schooled and traveller families Raise awareness amongst agencies about potential vulnerability of these children	Agreed core data set through the SEG (impact and outcomes) Effectiveness of practice through single and multi-agency audit reports Via procedures group	Education leads from Leics and Rutland via Executive group	July 2015		
	Children who are Privately Fostered are safe Children and young people are appropriately identified and supported in private fostering arrangements	Raise awareness with public about private fostering – media and social media campaign Raise awareness amongst agencies about potential vulnerability of these children Monitor through agreed core data set	LAs to provide quarterly reports to SEG	Executive group	July 2015		

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

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
	<p>Robust Emotional Health of children and young people</p> <p>Assurance from CAMHS tier 1 to 4 is sufficient</p>	<p>Support the Better Care Together review of CAMHS and ensure partner agencies contribute</p> <p>Seek assurance from Better Care Together that the speed and quality of response by CAMHS is securing improved emotional health of children and young people</p> <p>Seek assurance from Better Care Together that there are agreed thresholds for access to CAMHS services understood by all partner agencies</p>	<p>Proportion of Referrals to CSC of children where emotional health is a factor and track child's journey through EH, CP and LAC</p> <p>Agreed core data from CAMHS to PMF Report</p> <p>Assessment by EH and CSC where emotional needs are assessed as a factor</p>	Executive group	March 2016		<p>Monitor LAC data set via CAMHS</p> <p>Are threshold clear – are waiting times ok, what are outcomes ?</p> <p>Look at board reporting from camhs</p>
	<p>E-Safety:</p> <p>Young people engaged in social media and aware of and avoiding risk appropriately</p>	<p>Gain an overview, spread and depth of e-safety, education awareness and training for children and young people</p>	<p>Percentage of staff/ children and young people trained.</p> <p>Feedback from young people through survey on website</p>	Executive group	March 2016		

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

Ref. no.	In 2015/6 we want to achieve:	To achieve this, we will:	To evidence this, we will measure:	Who will lead?	Timescale	Risk	Progress
3.1	<p>Female Genital Mutilation (FGM)</p> <p>Reduction in number of girls who suffer from FGM</p> <p>Increase in identification of girls at risk of FGM</p> <p>Increased community awareness of risks of FGM in identified communities</p>	<p>Continue to develop pathways and procedures for services to girls at risk or who experience FGM</p> <p>Raise awareness with public about FGM – media campaign</p> <p>Raise awareness amongst agencies about potential vulnerability of these girls</p> <p>Monitor through agreed core data set</p> <p>Work with communities at identified highest risk</p>	<p>Agreed core data set through the SEG</p>	<p>FGM task and finish group</p>	<p>December 2015</p>		
3.2	<p>Prevent – Channel</p> <p>Reduction in number of young people involved in terrorism</p> <p>Increase in identification of young people at risk of becoming involved in terrorism</p> <p>Increased community awareness of young people at risk of becoming involved in terrorism</p>	<p>Seek assurance from the Anti-Social Behaviour Strategy Group that the Prevent Strategy is being delivered appropriately</p> <p>Monitor through agreed core data set</p>	<p>Agreed core data set through the SEG</p>	<p>Executive group</p>	<p>July 2015</p>		
3.3	<p>Transition to adult services:</p> <p>Care leavers and disabled young people</p>	<p>Monitor the contribution of all agencies to Care leavers and young people transitioning to adult services and ensure that good practice is</p>	<p>Agreed core data set through the SEG (impact and outcomes)</p> <p>Feedback from young people</p>	<p>SEG</p>	<p>December 2015</p>		

	are appropriately supported by children's services to work towards independence Disabled young people successfully transition to be supported in adult services	disseminated, risks identified and mitigated Engage with young people and adults at risk Audit cases to assure of the effectiveness of services	and adults at risk Feedback from front line practitioners		
3.4	Think Family: Effective joint working between the various interagency professionals and teams involved particularly focussing on relationships within the family and joint oversight of the ongoing work between services for adults and services for children.	Review LSCB multi-agency procedures	feedback on any new procedures produced	Procedures subgroup	July 2015
3.5	Domestic Abuse: Multi-Agency Risk Assessment Conference (MARAC): Fully coordinated response to people who are at risk of domestic abuse Improved attendance and participation by agencies at MARAC Teenage Peer Domestic Abuse Young people at risk of	Monitor the impact and outcomes of people who are supported through Domestic Abuse services Seek assurance from the Leicestershire Domestic Abuse Partnership that the Domestic Abuse Strategy is being delivered appropriately Monitor through agreed core data set provided by MARAC Work with the Safer Communities Partnerships and Board to develop pathways and procedures for services to young people at risk of or who experience domestic abuse in their	Agreed core data set through the SEG (impact and outcomes) Agreed core data set through the SEG (impact and outcomes)	SEG	December 2015

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

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

Produce new referral pathway and procedures

Procedures sub group

December 2015

Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children and young people. Board Member Sponsor: _____							
Ref. no.	In 2015/6 we will	To achieve this we will	To evidence this we will	Who will lead?	Timescale	Risk	Progress
4.1	Ensure that outcomes for children and young people are improved through the application of the Learning & Improvement Framework	Ensure that learning from audit, SCRs and other reviews is shared and embedded. Increase methods of delivering and sharing key messages.	Test the impact of learning	SCR subgroup Training subgroup	December 2015		
4.2	Seek assurance that NHS settings such as Dentists and opticians are receiving and embedding appropriate recommendations from SCRs and other review processes	Identify existing communication channels that are used by NHS colleagues to provide relevant information	Request feedback from a sample of NHS settings	Executive group	March 2016		

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

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

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