

CABINET – 1ST MARCH 2016

**LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN
BOARD AND SAFEGUARDING ADULT BOARD BUSINESS PLANS
2016/17**

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

PART A

Purpose of the Report

1. The purpose of this report is to set out the draft proposed Business Plans for the LRLSCB and LRSAB for the year 2016/17. These are for consultation and comment by the Cabinet. This also provides an opportunity for the Cabinet to reflect on whether the reports identify matters that it, as the Executive for the County Council, wish to address in relation to the effectiveness of safeguarding within the work of the Authority.

Recommendations

2. It is recommended that the Cabinet comments on the proposed Business Plans 2016/17 for the LRLSCB and LRSAB, particularly in relation to the business of the County Council in 2016/17.

Reasons for Recommendations

3. It has been considered good practice in Leicestershire to submit both the Annual Reports and Business Plans to the Cabinet and to the Overview and Scrutiny Committees for the LRSAB as well as the LRLSCB.
4. This report enables the Cabinet to comment on the draft Business Plans and to consider whether they identify matters that it wishes to address in relation to the effectiveness of safeguarding within the work of the Authority.
5. The Annual Report of the LRLSCB and LRSAB was considered by the Cabinet on 11th September 2015 and emerging priorities for the new Business Plan for 2016/17 were discussed at that meeting. The views expressed by the Cabinet at that stage were fed into the formative process for the Plan and are reflected in the final versions of the Plans which are attached as Appendices 1, 2 and 3.

Timetable for Decisions (including Scrutiny)

6. The LRLSCB and LRSAB Business Plans will be the subject of wide-ranging consultation between January and March 2016 across the partnership of stakeholders that form the two Boards.

7. The LRLSCB Business Plan was considered by the Children and Families Overview and Scrutiny Committee on 18th January 2016. The LRSAB Business Plan was considered by the Adults and Communities Overview and Scrutiny Committee on 19th January. Both Committees also received the LRLSCB/LRSAB Joint Business Plan. All three Business Plans will also be considered by the Health and Wellbeing Board on 10th March 2016.
8. Any proposed additions or amendments to the Plans made by the Cabinet and other parties to the consultation will be reported to the Boards on 15th April 2016.

Policy Framework and Previous Decisions

9. The LRLSCB and LRSAB are statutory bodies. Local authorities have a duty to ensure that the Boards are enabled to operate effectively. It is a requirement of Working Together 2015 (Government guidance on inter-agency working on children's safeguarding) to submit the Annual Reports to the Leader of the Council, and it has been deemed good practice to consult on the Business Plans since these form the core of the annual reporting process. In addition we have always included the full Cabinet in this reporting.
10. The Annual Report of the LRLSCB and LRSAB was last reported to the Cabinet in September 2015.

Resources Implications

11. Both the LRLSCB and LRSAB operate with a budget to which partner agencies contribute under an agreed formula that reflects their size, operating budgets and legal safeguarding responsibilities.
12. The total budget within which the Boards operate is £486,140. The LRLSCB has a budget of £343,030 and the LRSAB a budget of £102,610. In addition the Boards receive £40,500 from the community safety partnerships to support the undertaking of Domestic Homicide Reviews. Leicestershire County Council contributes £123,390 to the LRLSCB and £52,830 to the LRSAB. In addition the County Council hosts the Safeguarding Business Office and supports the Board and Executive meetings.

Circulation under the Local Issues Alert Procedure

13. None.

Officers to Contact

Paul Burnett, Independent Chair, LRLSCB and LRSAB
Safeguarding Business Office, Leicestershire County Council
Tel: 0116 305 7130 Email: paul.burnett@leics.gov.uk

Lesley Hagger, Director of Children and Family Services
Tel: 0116 305 6667 Email: lesley.hagger@leics.gov.uk

Jon Wilson, Director of Adults and Communities
Adults and Communities Department
Tel: 0116 305 7454 Email: jon.wilson@leics.gov.uk

PART B

Background

Statutory Framework

- 14 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. Whilst there is no statutory requirement to report the annual business plan to scrutiny it has been considered best practice in the past so to do.
- 15 The LRSAB became a statutory body on 1st April 2015 as result of the Care Act 2014. The Act requires that it must lead adult safeguarding arrangements across its locality and oversee and coordinate the effectiveness of the safeguarding work of its member and partner agencies. It requires the LRSAB to develop and actively promote a culture with its members, partners and the local community that recognises the values and principles contained in 'Making Safeguarding Personal'. It should also concern itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:
- the safety of people who use services in local health settings, including mental health
 - the safety of adults with care and support needs living in social housing
 - effective interventions with adults who self-neglect, for whatever reason
 - the quality of local care and support services
 - the effectiveness of prisons in safeguarding offenders
 - making connections between adult safeguarding and domestic abuse.

These points have been addressed in drawing up our Business Plan for 2016/17.

- 16 SABs have three core duties. They must:
- develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute;
 - publish an annual report detailing how effective their work has been
 - commission safeguarding adults reviews (SARs) for any cases which meet the criteria for these.

It is the first of these duties to which the Business Plan relates since this plan essentially outlines our strategy for improvement.

Formulation of the Business Plans for 2016/17

- 17 As in 2015/16 the LRLSCB and LRSAB have formulated individual business plans supplemented by a joint plan that addresses priorities they will share. This is intended to secure a balance between achieving a strong focus on both children's and adult safeguarding issues and recognising that some safeguarding matters require approaches that cross-cut children and adult services and focus on whole family issues.
- 18 The future improvement priorities identified in the Annual Reports for 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:

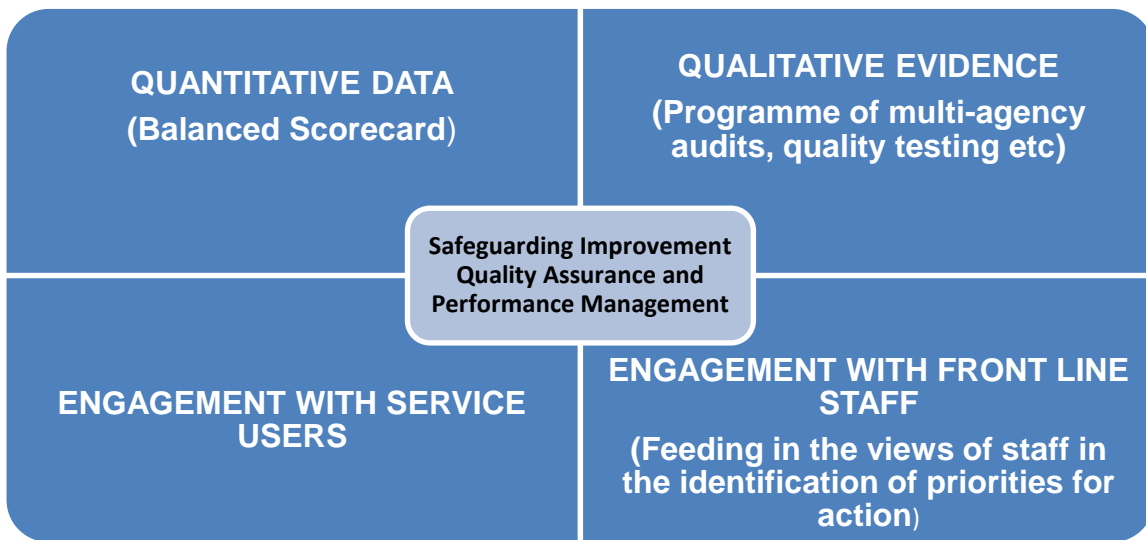
- national safeguarding policy initiatives and drivers;
- recommendations from regulatory inspections across partner agencies;
- the outcomes of serious case reviews, serious incident learning processes, domestic homicide reviews and other review processes both national and local;
- evaluation of the business plans for 2015/16 including analysis of impact afforded by our quality assurance and performance management framework;
- best practice reports issued at both national and local levels;
- the views expressed by both service users and front-line staff through the Boards' engagement and participation arrangements.

19. The new Business Plans have 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 LRLSCB and LRSAB Annual Reports 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 LRLSCB and LRSAB Annual Reports 2014/15 and future priorities for action have been debated;
 - d. discussions within individual agencies.
20. Business Plan priorities were debated at the Children and Families Scrutiny Committee and the Adults and Communities Overview and Scrutiny Committee in September 2015 and the issues raised have been incorporated into the draft Business Plans which, as stated, were also considered by the Committees in January 2016.
21. 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.

Business Plans 2016/17

22. 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 years and focusing on areas that we have identified as priorities for development and improvement. At the Development Day the Boards identified areas in which we had reached good levels of performance and agreed that these would not be included in the Business Plans 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 Plans 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 (Specific, Measurable, Assignable, Realistic, and Time-related) at a time of increasing pressures on capacity.

23. 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 [approach to child protection casework]
 - Child Sexual Exploitation (CSE)
 - Neglect
24. The priorities that have arisen for the Joint part of the Business Plans 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 Safeguards (DoLS) and its application to 16-18 year olds
 - PREVENT [DfE advice on preventing children and young people from being drawn into terrorism]
25. The specific priorities that have arisen for the LRSAB are:
- Building Resilient Communities - that can safeguard themselves but know how to report risk when it arises
 - Securing consistent application of safeguarding thresholds
 - Championing and securing the extension of Making Safeguarding Personal (a sector-led initiative to develop an outcomes focus to safeguarding work) across the partnership to improve service quality and outcomes for service users
 - Assuring robust safeguarding in care settings – including health care at home, residential and nursing care settings
 - Tackling neglect and omission.
26. 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. The Cabinet may wish to express a view on this point.
27. 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 attached.
28. The Quality Assurance and Performance Management Framework for the Boards will be revised to ensure that they reflect the new Business Plans and enable ongoing monitoring of performance of core business that is not covered in the business plan. The final framework will be signed off by the Boards at their meetings on 15th April 2015 but the Cabinet 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:



29. 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	Communications implications
Priority 1					
Priority 2					
Priority 3					

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

30. The views of a range of forums are being sought on the Business Plans, including the Executives, relevant Scrutiny bodies, and the Health and Wellbeing Boards in both local authority areas.

Consultations

31. All members of the Boards and their organisational Executive bodies have had opportunities to contribute to and comment on earlier drafts of the Business Plans and discussions have been held with service users in both local authority areas to enable them to contribute their views.

32. The new Business Plans have been informed by discussions that have taken place at a number of forums since autumn 2015 including:

- a. The annual Safeguarding Summit of chief officers from partner agencies in November 2015;

- b. Meetings of the Overview and Scrutiny Committees in both Leicestershire and Rutland;
- c. Meetings of the Leicestershire and Rutland Health and Wellbeing Boards;
- d. Discussion within individual agencies.

Comments of the Children and Families and Adults and Communities Overview and Scrutiny Committees

- 33. The Business Plans were well received by both Committees at their meetings in January and both welcomed the alignment of the work of the two Boards as evidenced through the joint part of the Business Plan. The Adult and Communities Overview and Scrutiny Committee supported the suggestion that the safeguarding boards scrutinise and monitor local arrangements for refugees to determine whether they experience any safeguarding risk and, if so, to secure appropriate responses.
- 34. The Children and Families Overview and Scrutiny Committee expressed concern about whether core safeguarding functions not included in the newly-styled business plan framework would be robustly and rigorously monitored. We assured the Committee that our new Quality Assurance and Performance Management framework would comprise two distinct elements: that which was specifically designed to test the impact of our work against Business Plan priorities and; that which would the Boards to monitor the effectiveness of core business beyond the Business Plans.
- 35. In addition the Children and Families Overview and Scrutiny Committee was concerned to ensure that outcomes and impact measures to be developed alongside each business plan priority should be SMART and explicit about what 'good' or 'outstanding' performance would comprise.
- 36. Clearly we would wish to confirm that SMART targets and performance indicators will be developed alongside the business plans in the context of the four-quadrant framework set out in paragraph 28 above. The work to develop the performance framework for 2016/17 is still in progress with individual leads for each priority developing outcome and impact indicators for consideration by the two Boards in April. We will ensure these are shared with both the Cabinet and the Overview and Scrutiny Committees when this work is finalised to ensure these bodies are confident in our arrangements.

Background Papers

Report to the Children and Families Overview and Scrutiny Committee on 18th January 2016 "Leicestershire and Rutland Safeguarding Children Board Draft Business Plan 2016/17" and minutes of that meeting

<http://cexmodgov1/ieListDocuments.aspx?CId=1043&MId=4485>

Report to the Adults and Communities Overview and Scrutiny Committee on 19th January 2016 "Safeguarding Adult Board Business Plans 2016-17" and minutes of that meeting

<http://cexmodgov1/ieListDocuments.aspx?CId=1040&MId=4518>

Appendices

Appendix 1 - LRLSCB Business Plan 2016/17

Appendix 2 – LRLSCB and LRSAB Joint Business Plan 2016/17

Appendix 3 – LRSAB Business Plan 2016/17

Equality and Human Rights Implications

37. The LRLSCB /LRSAB seek to ensure that a fair, effective and equitable service is discharged by the partnership to safeguard vulnerable children, young people and adults. At the heart of their work is a focus on any individual or group that may be at greater risk of safeguarding vulnerability and the performance framework tests whether specific groups are at higher levels of risk. The Annual Report and Business Plans 2016/17 will set out how the partnership will seek to engage with all parts of the community in the coming year.

Partnership Working and associated issues

38. Safeguarding is dependent on the effective work of the partnership as set out in national regulation, Working Together 2015, published by the Department for Education and the Care Act 2014 and by the Care Act 2014.