

Leicester, Leicestershire and Rutland Safeguarding Children Partnerships'
2025-2027 Business Plan

1. Child Sexual Abuse (CSA)			
Reason for priority: - Local response to national CSA review findings “I wanted them to notice”¹. - Local reviews across Leicester, Leicestershire and Rutland including sexual abuse of girls in the family environment (including foster care) and sexual abuse of girls in children’s homes.			
Key Deliverable	Lead	Timeframe	Impact Measure
NSPCC (funded by the Home Office) system-wide CSA snapshot	Safeguarding partners with support of business managers in conjunction with NSPCC	Snapshot by June 2025	Receiving assurance that the workforce has embedded the learning disseminated, by designing one audit tool / survey for frontline staff – performance subgroup in quarter three of each business year
Additional work that emerges from the system-wide CSA snapshot	Additional work to be determined by planning and Delivery Group with support of business managers	September 2025	
Multi-agency training initiatives in a range of formats with specific attention to the role of schools, early years and other education settings.	Multi-Agency Learning and Development Group (MALDG)	Quarterly updates to be provided to the Planning and Delivery Group with work to be completed by May 2026	
Spotlight or full audit (at the start and at the end of the two-year business plan period) the quality of local multi-agency decision making when responding to concerns about child sexual abuse.	Audit Group	31 August 2025 for first audit 31 December 2026 for second audit	
Review how people who present a risk of sexual harm and who have contact with children are assessed and managed.	Local MAPPA Strategic Management Board	May 2026	
Develop or adopt a local coalition and or victim response pathway for local children and young people who have experienced recent or non-recent sexual abuse. For an example of a national pathway see the Centre of Expertise on Child	Task and Finish Group - Coalition and / or Victim Response Pathway reporting into the Policy and Procedures Group.	March 2026	

¹ [The Child Safeguarding Practice Review Panel - I wanted them all to notice](#)

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Sexual Abuse Response Pathway Child Sexual Abuse Response Pathway CSA Centre .			
Promote across Leicester, Leicestershire and Rutland the local coalition and or victim pathway that is developed by the task and finish group.	Multi-Agency Learning and Development Group (MALDG)	Throughout March and September 2026	
Receive assurance that there are local pathways for referring children for appropriate forensic medical and other health assessments, for both recent and non-recent sexual abuse, and that safeguarding practitioners understand them.	Planning and Delivery Group	Throughout the period of the business plan (April 2025 to March 2027)	
Review the threshold document to ensure quality decision making when responding to concerns about child sexual abuse.	Policy and Procedures Group	November 2026	

2. Neglect

Reason for priority:

- Learning identified from local reviews across Leicester, Leicestershire and Rutland.
- Neglect is prevalent in reviews nationally².
- The local independent schools forum has previously sought information about middle-class neglect.

Key Deliverable	Lead	Timeframe	Impact Measure
Learning and development on all types of neglect, including awareness raising of LLR Neglect Toolkit	Multi-Agency Learning and Development Group	Throughout April 2025 - September 2026	Receiving assurance that the workforce has embedded the learning disseminated, by designing one audit tool / survey for frontline staff – performance subgroup in quarter three of each business year
Support awareness-raising of the Safer Sleeping Risk Assessment Tool across the Safeguarding Children Partnerships	Multi-Agency Learning and Development Group	Throughout April 2025 and September 2026	
Deliver system change including a new procedure for safeguarding children with a life-threatening medical conditions who require “additional child safeguards” as part of local safeguarding children arrangements.	Task and Finish Group (LLR) reporting into the Policy and Procedures Group	September 2026	
Respond as appropriate locally to any national learning following publication of Child Safeguarding Practice Review Panel’s thematic review on neglect	Planning and Delivery Group with support of business managers to determine work required and leads for this work once the thematic review on neglect is published	Within six weeks of the national learning being published	

² [The Child Safeguarding Practice Review Panel - Annual Report 2023 to 2024](#)

3. Harm Outside the Home			
Reason for priority: - Learning identified from local reviews across Leicester, Leicestershire and Rutland. - National learning.			
Key Deliverable	Lead	Timeframe	Impact Measure
Seek updates from Child Criminal Exploitation (CCE) and Child Sexual Exploitation (CSE) work across Leicester, Leicestershire and Rutland. Safeguarding partners to invite the Chair of the Adolescent Safety and Diversion Board to present to the Safeguarding Children Partnerships on an annual basis in line with multi-agency safeguarding arrangements.	Safeguarding partners with support of the business managers	March 2026 + March 2027	Receiving assurance that the workforce has embedded the learning disseminated, by designing one audit tool / survey for frontline staff – performance subgroup in quarter three of each business year
Improved understanding of sexual assault of children and young people outside the family environment across Leicester, Leicestershire and Rutland. The partnerships to assure themselves that individual assaults are not reflective of any wider and broader risks related to group-based child sexual exploitation.	Performance Subgroup	November 2025	
Using data from police, whenever we undertake a rapid review involving harm outside the home, we will consider group-based exploitation in the area where that incident has taken place.	Review Subgroups	Throughout the period of the business plan	
Promote on our websites the Livesafe website supporting communication to Children and Young People in communities across LLR	Communication and Engagement Subgroup	March 2026	

4. Belonging			
Reason for priority:			
- Learning from national briefing – Race, racism and safeguarding children - Key Deliverable ongoing from previous business plan which identified that learning from local reviews has identified a need to consider the role of immigration status, culture, faith, and parenting in safeguarding.			
Key Deliverable	Lead	Timeframe	Impact Measure
Provide multi-agency learning and development around the role of immigration status, culture, faith, and parenting to improve knowledge,	Multi-Agency Learning and Development Group (MALDG)	Throughout the period of the business plan (April 2025 - March 2027)	Receiving assurance that the workforce has embedded the

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understanding, and practice in relation to safeguarding children.			learning disseminated, by designing one audit tool / survey for frontline staff – performance subgroup in quarter three of each business year
Promote and embed learning from Child Safeguarding Practice Review Panel briefing on race, racism and safeguarding children in multi-agency learning and development.	Multi-Agency Learning and Development Group (MALDG)	Learning to be promoted from October 2025 onwards	
Consider the Child Safeguarding Practice Review Panel briefing on race, racism and safeguarding children and the reflective questions contained within it. Identify what further development is needed in learning reviews, to address and respond to issues of race, racism and racial bias.	Leicestershire and Rutland Case Review Group + Leicester Case Review Group.	March 2026	
Develop multi-agency Leicester, Leicestershire and Rutland transitional safeguarding ³ policy or practice guidance.	Transitional safeguarding task and finish group	Progress report by September 2025 Completion by November 2026	

In addition, and in line with multi-agency safeguarding arrangements, the **audit group** is to undertake audits in preparation for national JTAI themes as they are announced.

Safeguarding partners will receive updates and assurance on the local transformation activity for Family Help, multi-agency child protection, and Family Group Decision Making. The **policy and procedures group** will lead on publishing a refreshed threshold document by the end of the transformation year (March 2026) confirming changes and setting out a broad continuum of Family Help.

³ Transitional Safeguarding is not simply transition planning for people who are moving from children's social care to adult social care services. See Local Government Association transitional safeguarding resources for more information about transitional safeguarding: [Transitional safeguarding resources | Local Government Association](#)