



Leicestershire and Rutland

Local Safeguarding Children and Safeguarding Adults Boards

Business Plan 2013-2016



Introduction

I am pleased to present the LRLSCB and SAB Business Plan for 2013-16. The Plan is intended primarily to set out the key outcomes and impact that the Boards wish to achieve across the next three years to ensure that children, young people and adults in Leicestershire and Rutland are safe.

This is the second Business Plan that we have presented since agreement to better align the two Safeguarding Boards in 2012. This year we present an integrated Business Plan since there is a number of priority issues that are common to both Boards. Where strands of activity are specific to one or other Board this is made clear.

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 2013-16 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 - including revisions to Working Together, a move to statutory status for safeguarding adults boards, the outcomes of the Winterbourne View review;
- Recommendations from regulatory inspections;
- The outcomes of Serious Case Reviews and Serious Incident Learning Processes (SILPs) - 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 identified 3 key priorities for work over the next three years. These priorities are to:

- Improve the effectiveness and impact of the Safeguarding Boards
- Secure confidence in the operational effectiveness of the Safeguarding Partner Agencies and Services through robust Quality Assurance and Performance Management of Safeguarding
- Improve the effectiveness of Communication and Engagement

This Business Plan sets out the key actions proposed to support work in support of these three strategic 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.

The Plan will be implemented during a period of major challenge. Many agencies in the partnerships that form the two Boards are under-going major organisational and structural changes whilst facing reductions in available resources. In addition we are developing new strategic arrangements such as the creation of Health and Well-Being Boards and new approaches to commissioning and providing services.

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

Effective from: 1st April 2013

Review dates: (Quarterly Review: 15th July; 11th October; January 2014; April 2014)

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Please note:

- The “CAB” column refers to which Board/s the objective refers to: C = LSCB; A = SAB; B = Both LSCB and SAB
- There is a glossary of acronyms at the end of the document

1. Strategic Priority One: Improve the effectiveness and impact of the Safeguarding Boards

- Other relevant plans:
- Individual member agency Business Plans
 - Leicestershire Health & Wellbeing Board and Rutland Health & Wellbeing Board Commissioning Strategies
 - Leicestershire Children and Young People’s Plan and Rutland Children and Young People’s Plan
 - Safer Communities Plan Leicestershire and Rutland Safer Partnership Plan

Priority Lead: Independent Chair of the Leicestershire & Rutland LSCB & SAB

CAB: C = LSCB; A = SAB; B = Both LSCB and SAB

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
1.1	B	Full and appropriate representation and participation at Boards, Executive and subgroup levels	Review <ul style="list-style-type: none"> • Boards’ Constitutions • Executive and Subgroups’ Terms of Reference (ToRs) • Scheme(s) of Delegation • Ensure the membership of the groups is appropriate 	Board & Executive Group Independent Chair Manager, SBBO Subgroups: Subgroup Chairs	Survey to measure Boards’ representation matches statutory requirements and expectations	April Board meeting	
			Review membership lists to ensure compliance with statutory guidance, to engage a wider range of managers and staff and ensure a balance between statutory, private, voluntary and independent agencies	Manager, SBBO			
			Evaluate the implementation of the ‘Flack’ Report commendations	SBBO prepare paper for Board to consider		April Board meeting	
			Produce an Induction Handbook for new members of both Boards. This will be reviewed regularly. Include a signing-off process where appropriate, making members accountable for their work with the boards.	Feedback from new Members as part of induction process and revisited 1 year later		Induction Handbook: report for April Board Meeting.	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
1.2	B	Clarity of business of Boards and Executive	<p>Review the Scheme of Delegation to ensure the effectiveness of the Executive in supporting the Boards.</p> <p>Ensure that there is a yearly Development session for all Board members to review progress and further develop the Business Plan</p>	Independent Chair Manager, SBBO	<p>Agreed by Board</p> <p>Feedback from delegates at the development session.</p>	<p>April Board meeting.</p> <p>Review by survey later in the year</p>	
1.3	B	Clarity of roles of subgroups and task and finish groups	<p>Review and produce updated Terms of Reference (ToRs)</p> <p>Engage a wider group of professionals involved in safeguarding - specifically targeting front-line managers and staff</p>	Subgroup Chairs Manager, SBBO	Survey as above	<p>April Board meeting.</p> <p>Review by survey later in the year</p>	
1.4	B	Clarity about the information that each forum needs, in order to make an informed decision and reduce bureaucracy	<p>Consider all reports and their intended audience</p> <p>Ensure report-writers frame recommendations appropriately to the forum for which they are written</p> <p>Produce an agenda calendar for each Board meeting</p> <p>Use electronic distribution means where appropriate in order to keep paper use to minimum</p> <p>Use report templates and agree new guidance on their use</p>	<p>Manager, SBBO</p> <p>SBBO officers</p> <p>And other report authors</p> <p>Manager, SBBO</p> <p>SBBO officers</p>	Feedback via survey as above.	<p>In place by April 2013.</p> <p>Review by survey later in the year</p>	
1.5	B	Clarity of inter-relationships between the Safeguarding Boards and other Partnerships	<p>Map, clarify and document the Boards relationships with</p> <ul style="list-style-type: none"> • Health and Wellbeing Boards • Community Safety Partnerships • Safer Leicestershire Partnership 	Independent Chair LSCB/SAB members	By production of the relevant documents. The Boards will be able to demonstrate clear understanding of the safeguarding roles and	<p>July 2013 for framework to be agreed;</p> <p>October 2013 Board</p>	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
			<ul style="list-style-type: none"> Rutland Safer Partnership Plan Children's Commissioning Board Leicestershire Rutland Children's Trust Board Adult Commissioning Board Supporting Leicestershire Families, Troubled Families Rutland <p>By producing Memorandums of Understanding (MOU's) and/or protocols that set out responsibilities of each group for safeguarding</p>	Manager, SBBO	responsibilities of each group and their interface with the Safeguarding Boards.	meeting for sign off	
1.6	B	Sub regional (LLR) arrangements that secure consistency and reduce risk in safeguarding practice across the sub-region	<p>Further develop and strengthen communication pathways between the Safeguarding Boards</p> <p>Work with partners in the Leicester Boards to ensure consistency of approach and use congruent processes wherever appropriate. e.g. CSE, Training Effectiveness; Working Together Assessment Framework; Learning Review processes</p> <p>Set up joint LLR Executive Group for Safeguarding Adults</p>	<p>Independent Chair</p> <p>LSCB/SAB members</p> <p>Comms & Eng SG</p> <p>Manager, SBBO</p> <p>Members of the LSCB Joint LLR Executive</p> <p>Procedures Subgroups</p> <p>Training Subgroups</p>	<p>Evidence of a consistent approach from LLR agencies</p> <p>Feedback from joint LLR groups that we have effective communication</p> <p>MoU between LLR re all arrangements</p>	July 2013	
1.7	B	Our use of the Boards allocated budgets are used to support the Business Plan outcomes	'Board resources will be targeted on delivering Business Plan outcomes but steps will be taken to identify more efficient and effective ways of delivering our business so that the Board is better positioned to reduce future calls on resources in recognition of the pressures that partner agencies are and will be facing in the future'	Independent Chair SBBO		Ongoing	
1.8	B	Ensure that learning from local and	Continue to review recommendations and their implementation for Leicestershire &	Manager, SBBO SCR Subgroup in	By completion of actions on the	Ongoing	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
		national review processes (SCRs, SILP, DHR, CDOP etc.) is incorporated into the practice of the Boards	Rutland. Further develop the Master Action Plan (MAP) in order to produce an evaluation framework to track implementation and outcomes <i>For more information see Appendix 1: Serious Case Review Subgroup Business Plan</i>	conjunction with other subgroups as appropriate.	Master Action Plan and sign-off by the relevant subgroups		
1.9	B	<p>Closer liaison with Regional colleagues to:</p> <ul style="list-style-type: none"> • Harmonise processes and procedures where possible • Maximise the use of the resources available across the region • Provide clarity of processes for staff across the region. 	<p>Ensuring that we provide appropriate attendance at Regional Groups, conferences and training / awareness events.</p> <p>Look for opportunities to agree and implement joint procedures and processes where outcomes would be improved.</p>	Independent Chair. LSCB & SAB members. Manager. SBBO.	<p>Positive feedback from:</p> <ul style="list-style-type: none"> • Independent Chair's meetings, • Tier 2 and Tier 3 regional meetings. <p>Identify evidenced efficiencies</p>	Ongoing	
1.10	C	Implement changes to arrangements for the LSCB, assessment and learning and development arising from the revised version of Working Together	<p>Review current arrangements against the new framework.</p> <p>Identify changes and developments that will be required to secure compliance to the revised Working Together</p> <p>Produce action plans setting out actions required and identified leads, timescales, outcome indicators</p>	Executive Group will lead and produce recommendations for Board	Monitoring of relevant action plans	To be determined (pending Publication of Working Together)	
1.11	A	Implement changes to arrangements for the SAB arising from Care	<p>Review current arrangements against Act.</p> <p>Identify changes and developments that will be required to secure compliance with the</p>	Executive Group will lead and produce recommendations	Monitoring of relevant action plans	To be determined	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
		& Support Bill - expected Adult Safeguarding Boards a statutory requirement	Care and Support Act Produce action plans setting out actions required and identified leads, timescales, outcome indicators	for Board			
1.12	C	Contribute to preparations for the new multi-inspectorate regulatory framework.	Identify implications of the new inspection framework for the LSCB. Draw up a plan of action to address these implications in collaboration with the Children's Commissioning Board Leicestershire and the Rutland Children's Trust Board Review QA and PM framework in relation to the focus of the inspection regime in terms of LSCB performance Implement the new QA and PMF arrangements Secure appropriate interface with the CCBL and RCT in addressing this issue <i>For more information see Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	Executive Group will lead and produce recommendations for Board	Monitoring of relevant action plans	To be determined	
1.13	B	Ability to respond to rapidly changing political, organisational and legislative environments in order to remain effective and maintain focus on safeguarding	Further development of a more focused 'Risk and Issues' register Ensure ability to respond to government legislative and guidance changes (e.g. Munro Review; Savile and Winterbourne etc.) and advise Board of changes and implications, by effective monitoring and reporting mechanisms.	Independent Chair SBBO Boards and Executive Group	Performance Management Framework to set evaluation criteria	Risk Register: July 2013 Changes: As required	

2. Strategic Priority Two: Secure confidence in the operational effectiveness of the Safeguarding Partner Agencies and Services through robust Quality Assurance and Performance Management of Safeguarding

Other relevant plans:	<ul style="list-style-type: none"> • Individual member agency Business Plans • Leicestershire Health & Wellbeing Board and Rutland Health & Wellbeing Board Commissioning Strategies • Leicestershire Children and Young People’s Plan and Rutland Children and Young People’s Plan • QA and Performance Management frameworks in individual partner agencies • QA and Performance Management frameworks for Children’s Commissioning Board Leicestershire and Rutland Children’s Trust Board • Joint Strategic Needs Assessment
Priority Lead:	Independent Chair; Chair of the Safeguarding Effectiveness Group

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
2.1	B	Robust Quality Assurance and Performance Management Framework that enables the Boards to deliver the Business Plan and evaluate the impact of their work and outcomes achieved in relation to the safeguarding of children and vulnerable adults	Performance Management Framework, including <ul style="list-style-type: none"> • Safeguarding Activity data • Multi-agency and Case review audits Children’s Social Care to provide evidence of these and the outcomes for children and families Adult’s Social Care to provide evidence of these and the outcomes for vulnerable adults Clarify relationship between our QA and performance management framework and that of other agencies and partnerships Ensure process for the identification of any gaps in service provision Audit schedule will be defined. <i>See Appendix 2: SEG Subgroup Business</i>	Safeguarding Effectiveness Group	Performance Management Framework to set evaluation criteria Full year data 2013-2014	July - October 2013	

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No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
			<i>Plan</i>				
2.2	C	Confidence that the quality and impact of early help is effective in securing improved safeguarding outcomes for children and families	Evaluate impact of Early Help on outcomes for children and young people specifically in relation to safeguarding Children's Commissioning Board Leicestershire, Rutland Children's Trust Board and Leicestershire's Early Help Offer (CAF) to provide evidence of their arrangements and outcomes for children and families Review effectiveness of training in relation to early help	Safeguarding Effectiveness Group Training Subgroups	Performance Management Framework to set evaluation criteria Test embedding of safeguarding processes for early help through audit	Quarterly; annual report of progress Quarterly reporting of data; annual report of progress	
2.3	A	Confidence that the quality and impact of universal and preventive safeguarding practice in relation to vulnerable adults is effective	Safer Communities to provide progress report on the vulnerability work stream	Head of community Safety	Performance Management Framework to set evaluation criteria	March 2014	
2.4	B	Confidence that the quality and impact of adult and child protection practice is effective	Partner organisations to provide evidence of their arrangements and outcomes for children and vulnerable adults <i>For more information see Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	Safeguarding Effectiveness Group	Performance Management Framework to set evaluation criteria	March 2014	
2.5	B	Learning from local review processes (SCRs, SILP, DHR, CDOP etc.) is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	Review of recommendations and their implementation SCR / SILP Learning Events <i>For more information see Appendix 1: Serious Case Review Subgroup Business Plan and Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	SCR Subgroup	Recommendations from each Review process to set Evaluation framework and Audit schedule defined as part of framework Performance	Ongoing determined by individual action plans	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
			Use Safeguarding Matters/ Learning conferences/ website / Trainer's Network to disseminate information	Comm & Engagement Subgroup	Management Framework to set evaluation criteria		
			Review effectiveness and scope of training in relation to practice issues identified by review processes	Training Subgroups			
2.6	B	Learning from regional and national review processes is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	Review of recommendations and their implementation Multi-agency audit schedule defined as part of evaluation framework for recommendations Membership of regional forums <i>For more information see Appendix 1: Serious Case Review Subgroup Business and Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	SCR Subgroup SBBO	Performance Management Framework to set evaluation criteria	March 2014	
2.7	B	Confidence and assurance that procedures and practice are effective in improving outcomes for individuals and families within these priority areas of safeguarding risk: <ul style="list-style-type: none"> Domestic violence Mental health Drugs and alcohol Child sexual exploitation Worklessness School non-attendance Anti-Social Behaviour 	Prioritise areas for action planning through calendar of Board meetings Performance Management Framework, including <ul style="list-style-type: none"> Multi-agency audits Case note review audits Adult Alert audits To include relevant quantitative data, views of service users, view of staff and front line managers. <i>For more information see Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	Boards and Executive Safeguarding Effectiveness Group	Performance Management Framework to set evaluation criteria	July 2013 for the framework. The confidence on impact by March 2014	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
		<ul style="list-style-type: none"> Homelessness Prisons Suicide and Self-Harm Elderly in Care Missing Children and Young People Cyber-bullying Disabled Children Babies and infants PREVENT (counter-terrorism) Mortality rate of Pakistani babies Vulnerability of Adults with Learning Disabilities 	<p>Regular review of procedures to ensure compliance with legislation, policy and best practice</p> <p>Task & Finish Groups identified to meet needs as they arise</p> <p>Include in Training Strategy Review effectiveness and scope of training in relation to practice issues identified by review and other processes</p> <p>Use Safeguarding Matters/ Learning conferences/ website to raise awareness of issues</p>	<p>Development & Procedures Sub Group</p> <p>SEG and other Subgroups</p> <p>Training Subgroups</p> <p>Comms & Engagement Subgroup</p>			
2.8	B	Confidence that LSCB and SAB procedures reflect legislation, policy and best practice and are being used effectively to safeguard children and vulnerable adults	<p>Publish SAB procedures</p> <p>Regular review of procedures to ensure compliance with legislation, policy and best practice</p> <p>Performance Management Framework Involve service users, front line professionals in review and feedback <i>For more information see Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i></p> <p>Review effectiveness and scope of training in relation to procedures</p>	<p>Development & Procedures Sub Group</p> <p>Safeguarding Effectiveness Group</p> <p>Training Subgroups</p>	Performance Management Framework to set evaluation criteria	<p>March 2014</p> <p>Quarterly and end of year</p> <p>Quarterly and end of year</p>	
2.9	C	Confidence that member organisations have robust and	Partner organisations to provide evidence to Boards	Safeguarding Effectiveness	Evidence from members	Dependent on section 11 /	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
		safe commissioning and contracting arrangements	S11 audit and equivalent for SAB <i>For more information see Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	Group	organisations S 11 audit findings	safeguarding adult tool	
2.10	A	Confidence that safeguarding is integral to the commissioning process for adult services	Develop QA process to enable alert process so that the Board is sighted on and understand management of risks, especially high level risks	Statutory responsibility of individual commissioning organisations	Health - tested through Self-Assessment Form via Regional / DoH - to provide evidence to SAB	Quarterly and end of year.	
2.11	B	Assure training is improving outcomes for children and vulnerable adults through the Training Effectiveness and Workforce Development Strategy	Review effectiveness of current training strategies Conduct training needs analysis to ensure targeted training Develop competency framework Develop adult multi-agency training	Safeguarding Effectiveness Group Training Subgroups		Quarterly and March 2014	
			Children's Commissioning Board Leicestershire and Rutland Children's Trust Board to provide evidence to Boards to account for their role in commissioning training, including links to improved outcomes for children and vulnerable adults	Boards and Executive Group			
			Ensure training is linked to Business Plan priorities and LSCB and SAB procedures	Development & Procedures Sub Group			
2.12	B	Confidence that all partner agencies understand and are compliant with their safeguarding responsibilities	Use Safeguarding Matters/ Learning conferences/ website and other communication tools to ensure partner organisations are aware of their safeguarding responsibilities	Safeguarding Effectiveness Group	Results from Section 11 Audit and Safeguarding Effectiveness Audit	Dependant on section 11 timing and SE audit	

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review Achieve/ Complete
			Section 11 audit Safeguarding Adults Effectiveness Audit <i>Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>				
2.13	B	Detailed performance indicators that allow measurement of activity and outcomes in safeguarding children and vulnerable adults	Performance Management Framework, including <ul style="list-style-type: none"> • Safeguarding Activity data • Multi-agency audits • Case note review audits Children's Social Care to provide evidence of these and the outcomes for children and families Adult's Social Care to provide evidence of these and the outcomes for vulnerable adults <i>Appendix 2: Safeguarding Effectiveness Group Subgroup Business Plan</i>	Safeguarding Effectiveness Group Assistant Directors, Children's Social Care and Adult Social Care	Meet targets set in Performance Management Framework to set evaluation criteria	Quarterly and end of year	
2.14	C	Clarity in accountabilities and reporting mechanisms in relation to Child Death Overview Panel and better understanding of issues which involve child deaths in Leicestershire & Rutland	Bespoke reporting relevant to Leicestershire & Rutland to ensure understanding of key issues Analysis of trends or issues raised in the above reports	Child Death Overview Panel Chair	Performance Management Framework to set evaluation criteria	July 2013	

3. Strategic Priority Three: Improve the effectiveness of Communication and Engagement

Other relevant plans:	Individual member agency Engagement and Involvement Strategies
Priority Lead:	Chair of the Communications and Engagement Sub Group

No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
3.1	B	<p>An effective communication strategy</p> <p>A media strategy that includes both proactive and reactive elements.</p> <p>A raised public and professional profile of both Boards</p>	<p>Further develop effective communication pathways to and from the Safeguarding Boards - at all levels (locally, regionally, voluntary, community and independent sectors and throughout all levels of partner agencies)</p> <p>Revise and maintain public awareness of safeguarding being “everyone’s business”</p> <p>Publish ‘Safeguarding Matters’ on a regular bi-monthly basis.</p> <p>Further website development and maintenance as an important part of the strategy.</p> <p>Review the processes used to deal with the media issues relating to SCRs, SILPs and ongoing raising awareness.</p> <p><i>For more information see Appendix 3: Communications & Engagement Subgroup Business Plan</i></p>	<p>Communications and Engagement Sub Group.</p> <p>LSCB Voluntary Community Sector Group</p> <p>Adult Social Care Forum</p>	<p>Increased positive media coverage</p> <p>Evidence of more effective engagement with the communities of Leicestershire and Rutland by measuring feedback from relevant forums</p> <p>Feedback on ‘Safeguarding Matters’ publication</p>	<p>May 2013</p> <p>April 2013</p> <p>April 2013</p> <p>Ongoing</p> <p>September 2013</p> <p>Ongoing September 2013</p>	

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No	CAB	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
3.2	B	An effective engagement strategy so that children, young people and vulnerable adults engaged with the Boards so that they impact on the planning, delivery, monitoring and evaluation of services	Implement existing engagement framework Devise Action Plan for improved service user engagement <i>For more information see Appendix 3: Communications & Engagement Subgroup Business Plan</i>	Communications and Engagement Sub Group	Performance Management Framework to set evaluation criteria	July 2013	
3.3	B	An effective engagement strategy so that staff from all partner agencies engaged with the Boards so that they impact on the planning, delivery, monitoring and evaluation of services	Staff questionnaires and consultation Include front line staff and managers in sub groups and task and finish groups. Evaluation framework of Training Strategy with emphasis on staff engagement <i>For more information see Appendix 3: Communications & Engagement Subgroup Business Plan</i>	Chairs - sub groups Senior reps from each agency to ensure two-way communication effective in their agency	Performance Management Framework to set evaluation criteria	July 2013	

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Glossary

Acronym	Meaning	Acronym	Meaning	Acronym	Meaning
LSCB	Local Safeguarding Children Board	ADCS	Association of Directors of Children's Services	SBBO	Safeguarding Boards Business Office
CCBL	Children's Commissioning Board Leicestershire	ADASS	Association of Directors of Adult Social Services	PMF	Performance Management Framework
RCT	Rutland Children's Trust Board	CCBL	Children's Commissioning Board Leicestershire	SCR	Serious Case Review
SAB	Safeguarding Adult Board	Joint LLR	Joint Leicester, Leicestershire and Rutland	CDOP	Child Death Overview Panel
Training Subgroups	LLR LSCB Training & Delivery Subgroup; Training & Effectiveness (T & F Subgroup)	SILP	Significant Incident Learning Process	RCTB	Rutland Children's Trust Board
		LRLSCB	Leicestershire & Rutland Local Safeguarding Children		

4. Appendix 1: Conjoined Serious Case Review Subgroup Business Plan

No	Bo BP	What do we want to achieve?	How are we going to do it?	How are we going to do it?	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
			Boards level	Subgroup level				
1.	1.1	Full and appropriate representation and participation at subgroup level	Review membership lists to ensure compliance with statutory guidance, to engage a wider range of managers and staff and ensure a balance between statutory, private, voluntary and independent agencies	Agenda item on Conjoined SCR SG meeting on 2 May 2013	Board & Executive Group Independent Chair Manager, SBBO	Survey to measure Boards' representation matches statutory requirements and expectations	02 May 2013	
2.	1.3	Clarity of roles of subgroups and task and finish groups	Review and produce updated Terms of Reference (ToRs) Engage a wider group of professionals involved in safeguarding - specifically targeting front-line managers and staff	Agenda item on Conjoined SCR SG meeting on 2 May 2013	Subgroup Chairs Manager, SBBO	Survey as above	April Board meeting. Review by survey later in the year	213
3.	1.4	Clarity about the information that each forum needs, in order to make an informed decision and reduce bureaucracy	Consider all reports and their intended audience Ensure report-writers frame recommendations appropriately to the forum for which they are written Use electronic distribution means where appropriate in order to keep paper use to minimum	Agenda item on Conjoined SCR SG meeting on 2 May 2013	Manager, SBBO SBBO officers And other report authors	Feedback via survey as above.	In place by April 2013. Review by survey later in the year	

No	Bo BP	What do we want to achieve?	How are we going to do it?	How are we going to do it?	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
			Boards level	Subgroup level				
4.	1.6	Sub regional (LLR) arrangements that secure consistency and reduce risk in safeguarding practice across the sub-region	Further develop communication pathways between the Safeguarding Boards Work with partners in the Leicester Boards to ensure consistency of approach and use congruent processes wherever appropriate	LLR Joint Executive identifies regional learning and agrees consistency of arrangements when necessary with children's services	Independent Chair LSCB/SAB members Manager, SBBO Members of the LSCB Joint LLR Executive Training Subgroups	Evidence of a consistent approach from LLR agencies Feedback from joint LLR groups that we have effective communication		
5.	1.8	Ensure that learning from local and national review processes (SCRs, SILP, DHR, CDOP etc.) is incorporated into the practice of the Boards	Continue to review recommendations and their implementation for Leicestershire & Rutland. Further develop the Master Action Plan (MAP) in order to produce an evaluation framework to track implementation and outcomes	Construction of MAP as a living document which identifies areas of high risk or profile. Refer to other subgroups as appropriate using clearly defined process - Chairs of all SGs to meet to agree process / sequence of events to ensure learning is embedded	SBBO SCR Subgroup in conjunction with other subgroups as appropriate.	By completion of actions on the Master Action Plan and sign-off by the relevant subgroups	Ongoing Arrange meeting and agree process by end of May 2013	214

No	Bo BP	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achieve/ Complete
6.	2.5	Learning from local review processes (SCRs, SILP, DHR, CDOP etc.) is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	<p>Review of recommendations and their implementation SCR / SILP Learning Events</p> <p>Use Safeguarding Matters/ Learning conferences/ website / Trainer's Network to disseminate information</p> <p>Review effectiveness and scope of training in relation to practice issues identified by review processes</p>	<p>Construction of MAP as a living document which identifies areas of high risk or profile.</p> <p>Refer to other subgroups as appropriate using clearly defined process - Chairs of all SGs to meet to agree process / sequence of events to ensure learning is embedded</p> <p>Use Safeguarding Matters/ Learning conferences/ website / Trainer's Network to disseminate information</p>	<p>SBBO SCR Subgroup in conjunction with other subgroups as appropriate.</p> <p>Responsibilities of representatives to take back learning and issues to own agencies and ensure dissemination</p>	<p>By completion of actions on the Master Action Plan and sign-off by the relevant subgroups</p>	<p>Ongoing</p>	<p>Arrange meeting and agree process by end of May 2013</p>
7.	2.6	Learning from regional and national review processes is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	<p>Review of recommendations and their implementation</p> <p>Multi-agency audit schedule defined as part of evaluation framework for recommendations</p> <p>Membership of regional forums</p>	<p>SCR Subgroup to review learning from regional and national review processes to ensure a process is in place to disseminate information to ensure it is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults</p>	<p>SBBO and SCR Subgroup</p> <p>SCR Subgroup in conjunction with other subgroups as appropriate.</p>	<p>Audit of high risk and high profile areas identified and quality assurance framework</p>	<p>Ongoing</p>	

5. Appendix 2: Joint Safeguarding Effectiveness Subgroup Business Plan

Strategic Priority Two:	Secure confidence in the operational effectiveness of the Safeguarding Partner Agencies and Services through robust Assurance and Performance Management of Safeguarding Quality
Other relevant plans:	<ul style="list-style-type: none"> • Individual member agency Business Plans • Leicestershire Health & Wellbeing Board and Rutland Health & Wellbeing Board Commissioning Strategies • Leicestershire Children and Young People's Plan and Rutland Children and Young People's Plan • QA and Performance Management frameworks in individual partner agencies • QA and Performance Management frameworks for Leicestershire Children's Commissioning Board and Rutland Children's Trust • Joint Strategic Needs Assessment
Priority Lead:	Independent Chair; Chair of the Safeguarding Effectiveness Group

Corresponding number in the Boards Business Plan

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
1.	1.1	B	Full and appropriate representation and participation at subgroup level	Review membership lists to ensure compliance with statutory guidance, to engage a wider range of managers and staff and ensure a balance between statutory, private, voluntary and independent agencies	Review of SEG and Task & Finish group/ subgroups of the SEG- to ensure that membership reflects the wider partnership and includes the relevant individuals who can affect change within their organisation/ deliver against Review by SEG Chair and consultation with group by email	Board & Executive Group Independent Chair Manager, SBBO	Survey to measure Boards' representation matches statutory requirements and expectations Monitoring of attendance at meetings by individual- ?? should be 75% or above attendance	Annual review in April	Complete June 2013
2.	1.3	B	Clarity of roles of subgroups and task and finish groups	Review and produce updated Terms of Reference (ToRs) Engage a wider group of professionals involved in safeguarding - specifically	Ensure that SEG and any associated task & finish group have clearly defined outcomes- this will support member agencies to identify the relevant individuals	Subgroup Chairs Manager, SBBO	Survey as above ToR for SEG Audit Task & Finish Group completed Performance	April Board meeting. Review by survey later in the year Improved	Complete June 2013

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
				targeting front-line managers and staff	Review by SEG Chair and consultation with group by email		Management Framework to set evaluation criteria	attendance- of a wider group of people	
3.	1.4	B	Clarity about the information that each forum needs, in order to make an informed decision and reduce bureaucracy	Consider all reports and their intended audience Ensure report-writers frame recommendations appropriately to the forum for which they are written Produce an agenda calendar for meetings Use electronic distribution means where appropriate to keep paper use to minimum Use report templates and agree new guidance on their use	Ensure that Terms of reference are clear about the target audience- as well as the intended outcomes from each T&F group Consult group via email regarding current agenda format and reports	Manager, SBBO SBBO officers and other report authors	Feedback via survey as above.	In place by April 2013. Review by survey later in the year	Complete June 2013
4.	2.1	B	Robust Quality Assurance and Performance Management Framework (PMF) that enables the Boards to deliver the Business Plan and evaluate the impact of their work and outcomes achieved in relation to the safeguarding	Performance Management Framework, including <ul style="list-style-type: none"> Safeguarding Activity data Multi-agency audits Case note review audits All relevant agencies to provide evidence of these and the outcomes for children and families All relevant agencies provide evidence of these	Working with business analyst to ensure that the agreed reporting framework establishes a baseline for reporting - that the information is available in a format which correlates across a range of provider organisations. Develop tools to produce statistical analysis in a format which promotes ease of analysis/ comparison.	Executive Group	Performance Management Framework will be operational; Service Level Agreements will be approved; Dashboard will be operational	First draft of Performance Management Framework by July 2013 Fully operational by end of 2013	

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
			of children and vulnerable adults	and the outcomes for vulnerable adults Clarify relationship between our QA and performance management framework and that of other agencies and partnerships Ensure process for the identification of any gaps in service provision Audit schedule will be defined.	All relevant agencies to provide evidence of these and the outcomes for children and families and vulnerable adults Establish Task & Finish Group to make recommendations to Boards in relation to Inspection Reports, PMF & QA processes Audit schedule will be implemented by the Audit Task & Finish Group	Audit Task & Finish Group	Audits will be published	As per the Audit Schedule	
5.	2.2	C	Confidence that the quality and impact of early help is effective in securing improved safeguarding outcomes for children and families	Evaluate impact of Early Help on outcomes for children and young people specifically in relation to safeguarding. Leicestershire Children's Commissioning Board, Rutland Children's Trust and Leicestershire's Early Help Offer to provide evidence of their arrangements and outcomes for children and families	Evidence provided through PMF will be analysed and used by SEG to make these judgements To include triangulation of data from direct feedback/ complaints/ outcome measurable milestones Evidence provided through PMF will be analysed and used by SEG to make these judgements and where necessary to challenge	Executive Group Audit Task & Finish Group Training Subgroups Audit Task & Finish Group	Performance Management Framework to set evaluation criteria Test embedding of safeguarding processes for early help through audit		218
6.	2.4	B	Confidence that the quality and impact of adult and child	Partner organisations to provide evidence of their arrangements and	Evidence provided through PMF will be analysed and used by SEG to make these		Performance Management Framework to set	Ongoing	

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
			protection practice is effective	outcomes for children and vulnerable adults	<p>judgements</p> <p>To include triangulation of data from direct feedback/ complaints/ outcome measurable milestones</p> <p>Carry out S11 Audit and equivalent for SAB at Board level and practice level</p> <p>Performance Management Framework, including</p> <ul style="list-style-type: none"> • Multi-agency audits • Single agency audits • Adult Alert audits 		evaluation criteria		
	2.5	B	Learning from local review processes (SCRs, SILP, DHR, CDOP etc.) is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	<p>Review of recommendations and their implementation</p> <p>SCR / SILP Learning Events</p> <p>Review effectiveness and scope of training in relation to practice issues identified by review processes</p>	Through multi-agency audit and PMF	<p>SCR Subgroup</p> <p>Comm & Engagement Subgroup</p> <p>Training Subgroups</p> <p>Audit Task & Finish Group</p>	<p>Recommendations from each Review process to set Evaluation framework and Audit schedule defined as part of framework.</p> <p>Performance Management Framework to set evaluation criteria</p>		219
7.	2.6	B	Learning from regional and national review processes is incorporated into the practice of agencies and secures improved	Multi-agency audit schedule defined as part of evaluation framework for recommendations	<p>Performance Management Framework, including</p> <ul style="list-style-type: none"> • Multi-agency audits • Single agency audits • Adult Alert audits <p>To include relevant quantitative data, views of</p>	<p>SCR Subgroup</p> <p>SBBO</p>	Performance Management Framework to set evaluation criteria	March 2014	

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
			outcomes for children, vulnerable adults and families		service users, view of staff and front line managers.				
8.	2.7	B	Confidence that procedures and practice are effective in improving outcomes for individuals and families within these priority areas of safeguarding risk: <ul style="list-style-type: none"> • Domestic violence • Etc 	Performance Management Framework, including <ul style="list-style-type: none"> • Multi-agency audits • Single agency audits • Adult Alert audits To include relevant quantitative data, views of service users, view of staff and front line managers.	Priority areas will be identified through improved analysis of data- both quantitative and qualitative.	Boards and Executive	Performance Management Framework to set evaluation criteria		
				Task & Finish Groups identified to meet needs as they arise	Performance Management Framework, including <ul style="list-style-type: none"> • Multi-agency audits • Single agency audits • Adult Alert audits To include relevant quantitative data, views of service users, view of staff and front line managers.	Audit Task & Finish Group			
				Task & Finish Groups identified to meet needs as they arise	Task & Finish Groups identified to meet needs as they arise	SEG and other Subgroups as relevant			
9.	2.8	B	Confidence that LSCB and SAB procedures reflect legislation, policy and best practice and are being used effectively to safeguard children and vulnerable adults	Performance Management Framework Involve service users, front line professionals in review and feedback	Performance Management Framework, including <ul style="list-style-type: none"> • S.11 audits • Multi-agency audits • Single agency audits • Adult Alert audits To include relevant quantitative data, views of service users, view of staff and front line managers.		Performance Management Framework to set evaluation criteria	March 2014	
				Review effectiveness and scope of training in relation to procedures	Training Subgroups	Quarterly and end of year			
10.	2.9	C	Confidence that member	Partner agencies to provide evidence to	Analysis of relevant submissions/ evidence	Audit Task & Finish Group	Evidence from members		

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
			organisations have robust and safe commissioning and contracting arrangements	Boards as per Performance Management Framework S11 audit	S11 audit equivalent for SAB members Performance Management Framework, including <ul style="list-style-type: none"> Multi-agency audits Single agency audits Adult Alert audits 		organisations via PMF S 11 audit findings		
	2.1 1	B	Assure training is improving outcomes for children and vulnerable adults through the Training Effectiveness and Workforce Development Strategy	Receive assurance of effectiveness of current single and multi-agency training strategies Performance Management Framework, including audits	Review effectiveness of current training strategies to ensure that learning is embedded	Safeguarding Effectiveness Group Training Subgroups	Quarterly and March 2014		221
11.	2.1 2	B	Confidence that all partner agencies understand and are compliant with their safeguarding responsibilities	Use Safeguarding Matters/ Learning conferences/ website and other communication tools to ensure partner organisations are aware of their safeguarding responsibilities Section 11 audit Safeguarding Effectiveness Audit	Analysis of relevant submissions/ evidence Carry out S11 Audit and equivalent for SAB at Board level and practice level	Audit Task & Finish Group	Results from Section 11 Audit and Safeguarding Effectiveness Audit		
12.	2.1 3	B	Detailed performance indicators that allow measurement of activity and	Performance Management Framework, including <ul style="list-style-type: none"> Safeguarding Activity data Multi-agency audits 	Employ business analyst to scope and make recommendations on Performance Management Framework	Audit Task & Finish Group	Meet targets set in Performance Management Framework?		

No	No Bo BP	C A B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review of Achievements
			outcomes in safeguarding children and vulnerable adults	<ul style="list-style-type: none"> Case note review audits All relevant agencies to provide information to allow for judgements to be made in relation to performance indicators that allow measurement of activity and outcomes in safeguarding children and vulnerable adults	Evidence provided through PMF will be analysed and used by SEG to make these judgements Analysis of relevant submissions/ evidence - findings to detail positive trends in reporting as well as any areas of concern. Evaluation of "Safeguarding Matters"	Assistant Directors, Children's Social Care and Adult Social Care			

6. Appendix 3: Communications & Engagement Sub Group Business Plan

Strategic Priority Three:	Improve the effectiveness of Communication and Engagement
Other relevant plans:	Individual member agency Engagement and Involvement Strategies
Priority Lead:	Chair of the Communications and Engagement Sub Group

No	No Bo BP	CA B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review Achievements
1	1.1	B	Full and appropriate representation and participation at subgroup level	Review membership lists to ensure compliance with statutory guidance, to engage a wider range of managers and staff and ensure a balance between statutory, private, voluntary and independent agencies	Review membership and attendance	Board & Executive Group Independent Chair Manager, SBBO	Survey to measure Boards' representation matches statutory requirements and expectations	April 2013	
2	1.3	B	Clarity of roles of subgroups and task and finish groups	Review and produce updated Terms of Reference (ToRs) Engage wider group of professionals involved in safeguarding - specifically targeting front-line managers/ staff	Review and produce updated Terms of Reference (ToRs) Invite front line practitioners and others with specific skills to join the group as required	Subgroup Chairs Manager, SBBO	Survey as above	April Board meeting. Review by survey later in the year	
3	1.4	B	Clarity about the information	Consider all reports and their intended audience	Produce an agenda calendar for meetings	Manager, SBBO SBBO	Feedback via survey as above	In place by April 2013.	

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No	No Bo BP	CA B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review Achievements
			that each forum needs, in order to make an informed decision and reduce bureaucracy	Produce an agenda calendar for meetings Use electronic distribution means where appropriate in order to keep paper use to minimum Use report templates and agree new guidance on their use	Develop templates for Board's strategies and plans for ease of understanding and identification Develop templates for all Subgroups to communicate between them	officers	Governance documents in order	Review by survey later in the year Governance documents reviewed April 2013	
4	2.5	B	Learning from local review processes (SCRs, SILP, DHR, CDOP) is incorporated into the practice of agencies and secures improved outcomes for children, vulnerable adults and families	Use Safeguarding Matters/ Learning conferences/ website / Trainer's Network to disseminate information	Ensure Comms & Engagement matters are a standing item on the agenda of the SCR, Training and Procedures and Large & Small Publications groups. Use information from learning process to inform content of Safeguarding Matters/ Learning conferences or events/ website Develop and disseminate "Report back to Comms & Eng SG template"	All other Subgroups	Recommendations from each Review process to set Evaluation framework and Audit schedule defined as part of framework. Performance Management Framework to set evaluation criteria	Ongoing	
5	2.7	B	Confidence that procedures and practice are effective in improving outcomes for	Use Safeguarding Matters/ Learning conferences/ website to raise awareness of issues	Work with SEG to develop key messages, especially "good news" stories Develop processes for key messages to be disseminated	SEG		Ongoing	

No	No Bo BP	CA B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review Achievements
			individuals and families within priority areas of safeguarding risk						
6	3.1	B	An effective communication strategy	Further develop effective communication pathways to and from the Safeguarding Boards - at all levels (locally, regionally, voluntary, community and independent sectors and throughout all levels of partner agencies)	Map relevant service user groups Build up contact list for engagement - Construct Stakeholder Matrix and analyse Implement communication strategy Develop consistent brand identity	Leics & Rutland corporate communications and LSCB/SAB leads	Evidence of more effective engagement with the communities of Leics & Rutland by measuring feedback from relevant forums	June 2013	
			A media strategy that includes both proactive and reactive elements. A raised public and professional profile of both Boards	Revise and maintain public awareness of safeguarding being “everyone’s business”	Local press campaign <ul style="list-style-type: none"> • Press release detailing work of Boards • Send to local press and partner publications Identify key campaign messages linked to Board priorities <ul style="list-style-type: none"> • Develop campaign • Map agency campaigns • Add value to agency campaigns Identify relevant “awareness raising campaigns” to assist in raising profile of the Boards		Increased positive media coverage		

No	No Bo BP	CA B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review Achievements
				<p>Publish 'Safeguarding Matters' on a regular bi-monthly basis.</p>	<p>Collate appropriate material Collate good news stories Encourage agencies and service users to contribute Evaluation of "Safeguarding Matters"</p>		<p>Feedback on 'Safeguarding Matters' publication.</p>		
				<p>Further website development and maintenance as an important part of the strategy</p>	<p>Develop and promote website</p> <ul style="list-style-type: none"> Meet with website designers Consider content <p>Explore interactive website options Select appropriate stories for comment on the website</p>				
				<p>Review the processes used to deal with the media issues relating to SCRs, SILPs and ongoing raising awareness</p>	<p>Ensure active response to emerging stories are in line with LSCB/SAB protocol Ensure Partner agencies communications around possible SCR/SILP/DHR are in line with LSCB/SAB protocol Work with training group to include key messages in training sessions Update slides circulated to training groups Use information from learning process to inform content of Safeguarding Matters/ Learning conferences or events/ website</p>				
7	3.2	B	<p>Children, young people and vulnerable adults engaged with the Boards so that they impact on the</p>	<p>Implement existing engagement framework Devise Action Plan for improved service user engagement</p>	<p>Identify relevant communities and forums Target high priority communities through existing agency relationships Develop processes for key messages to be learned through engagement to be fed back to the Boards Utilise key messages in writing forthcoming</p>		<p>Performance Management Framework to set evaluation criteria</p>	<p>July 2013</p>	

No	No Bo BP	CA B	What do we want to achieve?	How are we going to do it? Boards level	How are we going to do it? Subgroup level	Who will we work with?	How will we know what we have achieved?	When are we going to do this?	Review Achievements
			planning, delivery, monitoring and evaluation of services		plans and setting priorities Engagement messages to be included in annual report				
8	3.3	B	Staff from all partner agencies engaged with the Boards so that they impact on the planning, delivery, monitoring and evaluation of services	Staff questionnaires and consultation Include front line staff and managers in sub groups and task and finish groups. Evaluation framework of Training Strategy with emphasis on staff engagement	Map relevant engagement initiatives Request info from partners regarding current engagement provision Design template to go to event organisers to be included in their feedback forms that can be utilised for front line practitioner engagement Identify and implement processes to capture engagement and report messages back to board Senior reps from each agency represented on Board to ensure two-way communication is effective in their agency	Chairs of all sub groups Senior Reps	Performance Management Framework to set evaluation		
					Solicit regular articles in 'Safeguarding Matters' from front line staff				
					Develop relationship with VCS practitioners through identification in stakeholder matrix Meet and build relationships with voluntary forums to develop structures of engagement routes with partners with a particular focus on adults Work with care agencies to increase membership of boards, subgroups and task and finish groups	LSCB Voluntary Community Sector Group		July 2013	

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