Leicestershire and Rutland
Local Safeguarding Children and Safeguarding Adults Boards
Business Plan 2014-15

Effective from: April 7th 2014
Review dates: Quarterly Review: July, October, January 2015 April 2015

Introduction

I am pleased to present the LRLSCB and SAB Business Plan for 2014/15 The Plan is intended primarily to set out the key outcomes and impact that the Boards wish 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 2013/14.

This is the third 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 2014/15 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) – 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

Priority 2b - To be assured that adults in need of safeguarding are safe

Priority 2c – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe

Priority 3a: To be assured of the quality of care for any child not living with a parent or someone with parental responsibility

Priority 3b: To be assured of the quality of care for any adult supported by registered providers

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

Business Plan Priorities 2014/15

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

Priority 2: To be assured that children and young people are safe

Priority 2b: To be assured that adults in need of safeguarding are safe

Priority 2C:To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe

Priority 3a: To be assured of the quality of care for any child not living with a parent or someone with parental responsibility

Priority 3b: To be assured of the quality of care for any adult supported by registered providers

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

CROSS CUTTING

- Safeguarding services are co-ordinated
- The voices of children and adults are heard
- The voices of staff are heard
- Sub-regional and regional co-ordination will be maximised
- Effective communication must underpin all Board activity

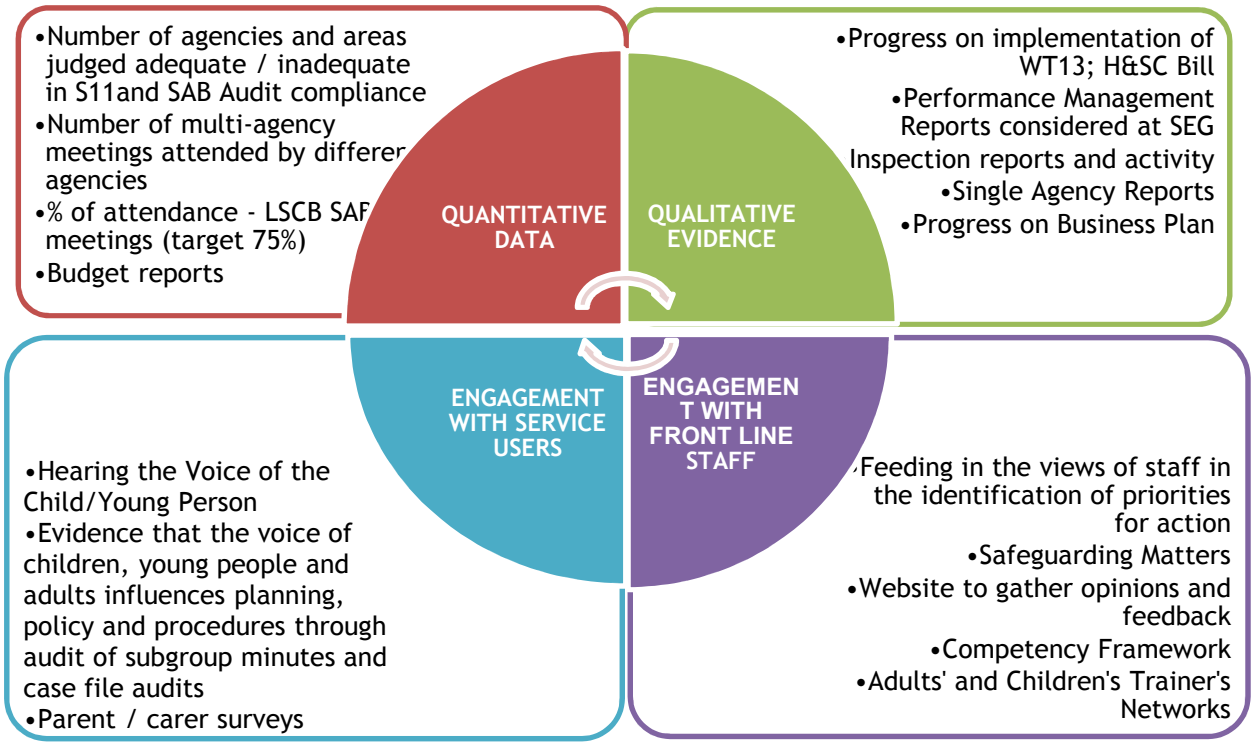
For each Priority this will be completed:

Action Log		Date
Comments from SEG:		
Recommendations from SEG:		
Identified Risks and Mitigation:		
RAG Rating proposal by SEG:		
Comments by Executive Group:		
Identified Risks and Mitigation:		
RAG Rating decision by Exec:		

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

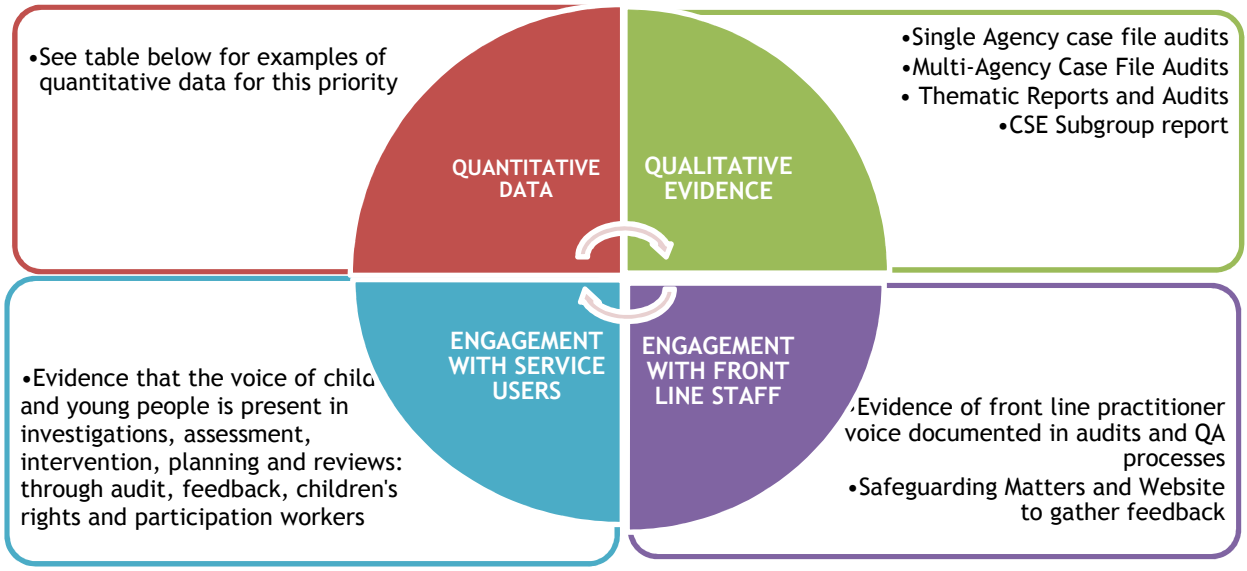
- Ensure all agencies fulfil their responsibilities as set out in Working Together 2013 (WT13)
- Increase in compliance across Section 11(CA2004) and SAB Compliance Audits
- Ensure that the Board, Executive and Subgroups have appropriate agency representation and high levels of attendance/participation to fulfil the objectives of the Business Plan and meet the requirements of WT13 and Health & Social Care Bill (H&SC Bill)
- Ensure SAB and partner agencies readiness for implementation of H&SC Bill

- Ensure that the Board knows the safeguarding strengths and weaknesses of agencies, both individually and collectively, through challenge, scrutiny and performance management
- The Board drives partnerships and partner agencies to own, prioritise, resource, improve and positively impact on safeguarding and receives management information to scrutinise and challenge performance
- To be assured that the 'voice' of children, young people and adults is heard and acted on
- To ensure partner agency contributions secure 'value for money'
- To secure inspection readiness across the partnerships



Priority 2a: To be assured that children and young people are safe

- To be assured of the quality and impact/effectiveness of services across the 'child's journey'
- To be assured that thresholds for safeguarding children are clear, understood and consistently applied
- To be assured that the impact of universal and early help intervention reduces the numbers of children requiring protection and care
- To be assured that the quality and impact of single and multi-agency children protection practice is effective
- To be assured that children at high risk/vulnerable are being identified (e.g. Child Sexual Exploitation, Children Missing from home and care, bullying) and risks managed to secure a positive outcome

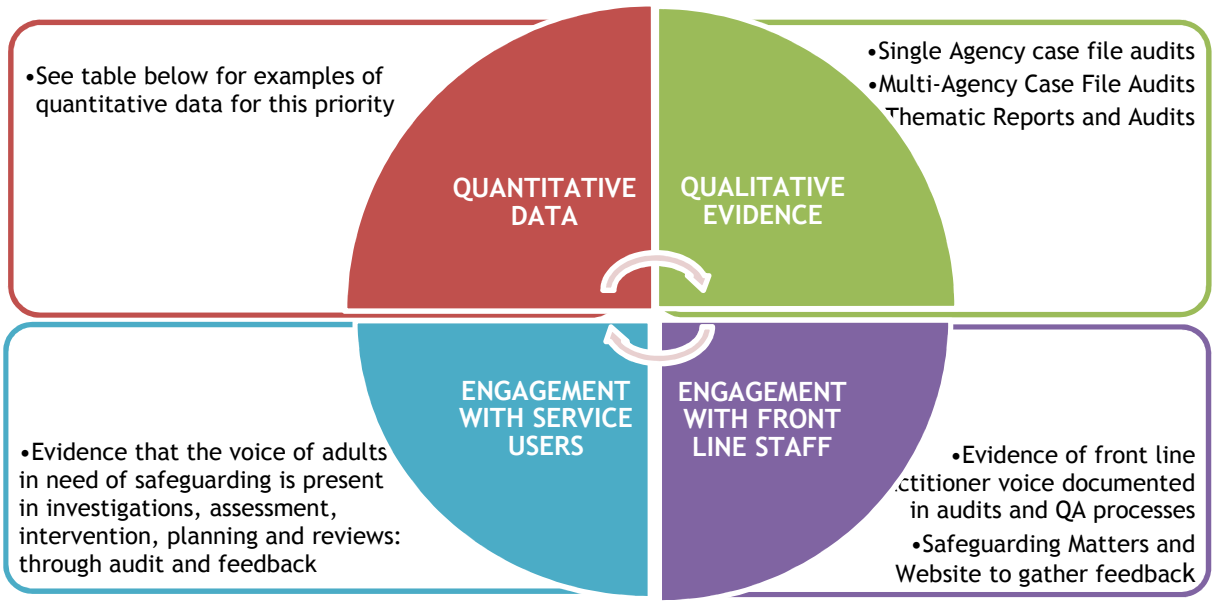


- Contacts recorded by Duty/ First Response
- Number of Early Help / CAF referrals made by different agencies
- Number of referrals to Supporting Leicestershire Families / Changing Lives Rutland
- Referrals recorded by Duty/ First Response
- Sources and outcomes of referrals
- Re-referrals
- Number of referrals and assessments where [domestic abuse] [CSE] [children missing] [bullying] [FGM] [priority] is a factor
- Factors identified at referral and assessment
- Number of children reported to police as missing from home (>24 hours)
- Number of offences recorded by police where a parent or carer wilfully assaults, ill-treats, neglects, abandons or exposes a child <16 in a manner likely to cause the unnecessary suffering or injury to health
- Number of internet safety incidents where the police were involved

- Sexual offences recorded by the police including rape, sexual assault, child grooming and offences related to indecent images of children
- Number of first time entrants into the youth justice system
- The rate of A&E attendance caused by unintentional and deliberate injuries to children and young people aged 0-17 (N6)
- Timeliness of assessments
- Strategy Discussions
- Number of Child protection enquiries
- Child protection conferences
- Number /% of children who have been subject of a child protection plan for more than 2 years or for a 2nd or subsequent time
- Child protection plans by category of abuse
- Children who are subject of a child protection plan per 10,000 population aged under 18

Priority 2b - To be assured that adults in need of safeguarding are safe

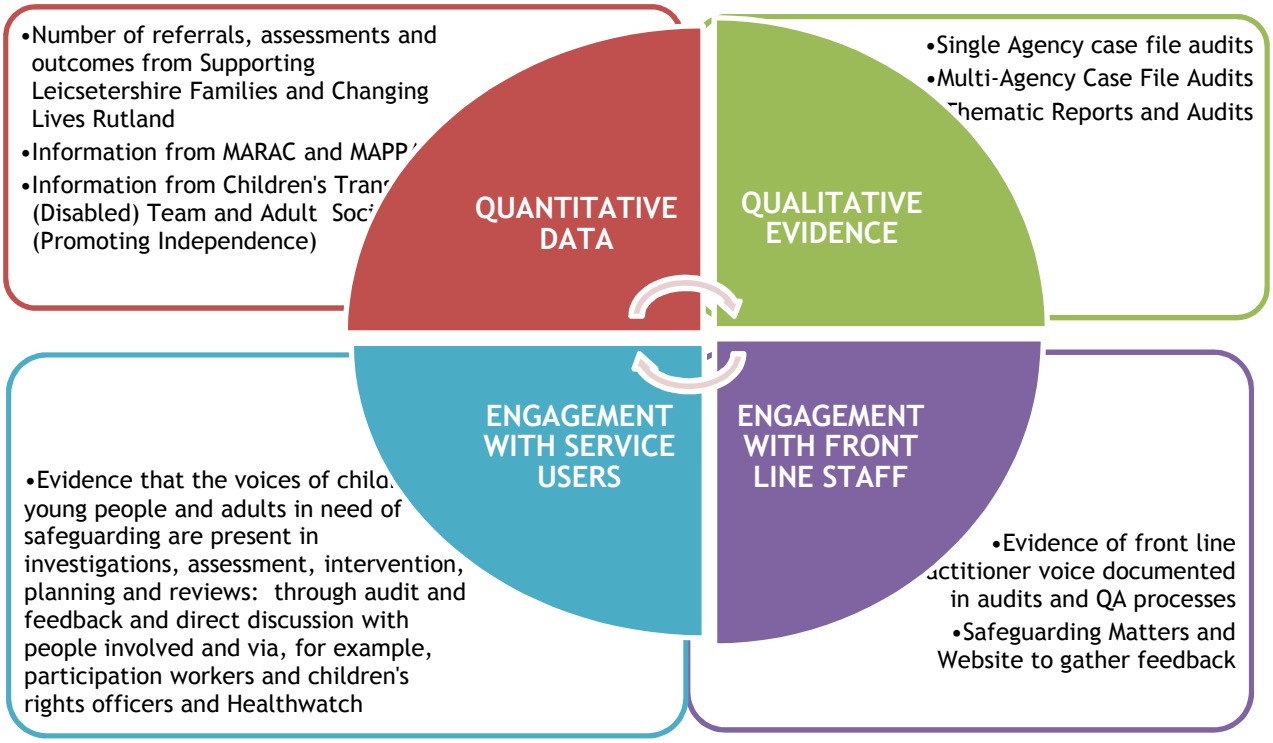
- To be assured of the quality and impact/effectiveness of services to adults in need of safeguarding
- To be assured that thresholds for safeguarding adults are clear, understood and consistently applied.
- To be assured that the impact of universal and early help intervention reduces the numbers of adults requiring protection and care.
- To be assured that the quality and impact of single and multi-agency adult protection practice is effective.
- To be assured that adults at high risk/vulnerable are being identified (e.g. mental health, domestic violence) and risks managed to secure a positive outcome



- Number of Referrals to Social Care
- Primary Client Type
- Outcome of referrals
- Repeat Referrals
- Primary Age Group
- Source of Referral
- Type of Abuse
- Offenders discussed at MAPPA that have an assessed learning disability or allocated CPN
- Protection Plans
- Deprivation of Liberty (DoLs) information
- Numbers of vulnerable adult referrals that do not have a crime report attached
- Numbers of adult referrals that do have a crime attached
- Multi-agency investigations in the community
- Total number of referrals processed by the police
- Multi-agency investigations in registered settings

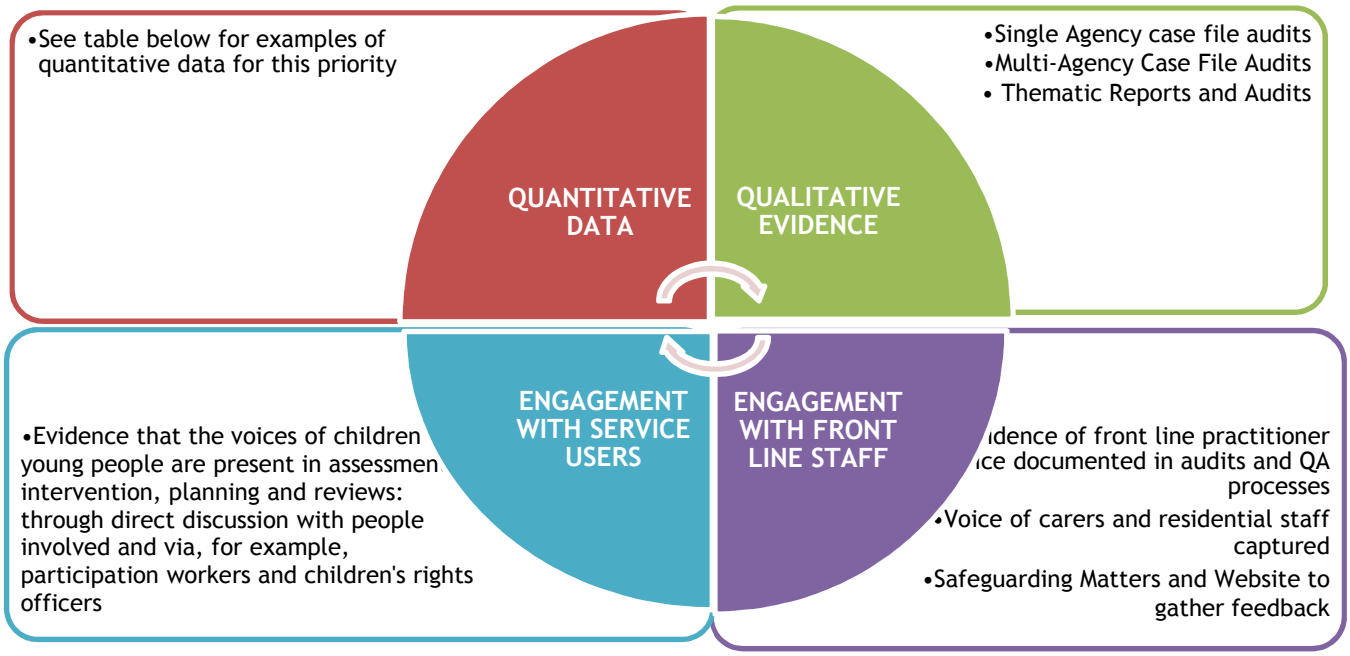
Priority 2C – To be assured that services for children, services for adults and services for families are effectively coordinated to ensure children and adults are safe

- To be assured that young people who are receiving services from children's services successfully transition to adult services where necessary
- That adults who are assessed as posing risk to children, young people and adults in need of safeguarding (such as MAPPA and MARAC) are effectively managed and that risk to others is mitigated
- To be assured that services that work with "whole" families are effectively coordinated – e.g. Supporting Leicestershire Families and Changing Lives Rutland and secure added value in ensuring and co-ordinating effective safeguarding.



Priority 3a: To be assured of the quality of care for any child not living with a parent or someone with parental responsibility

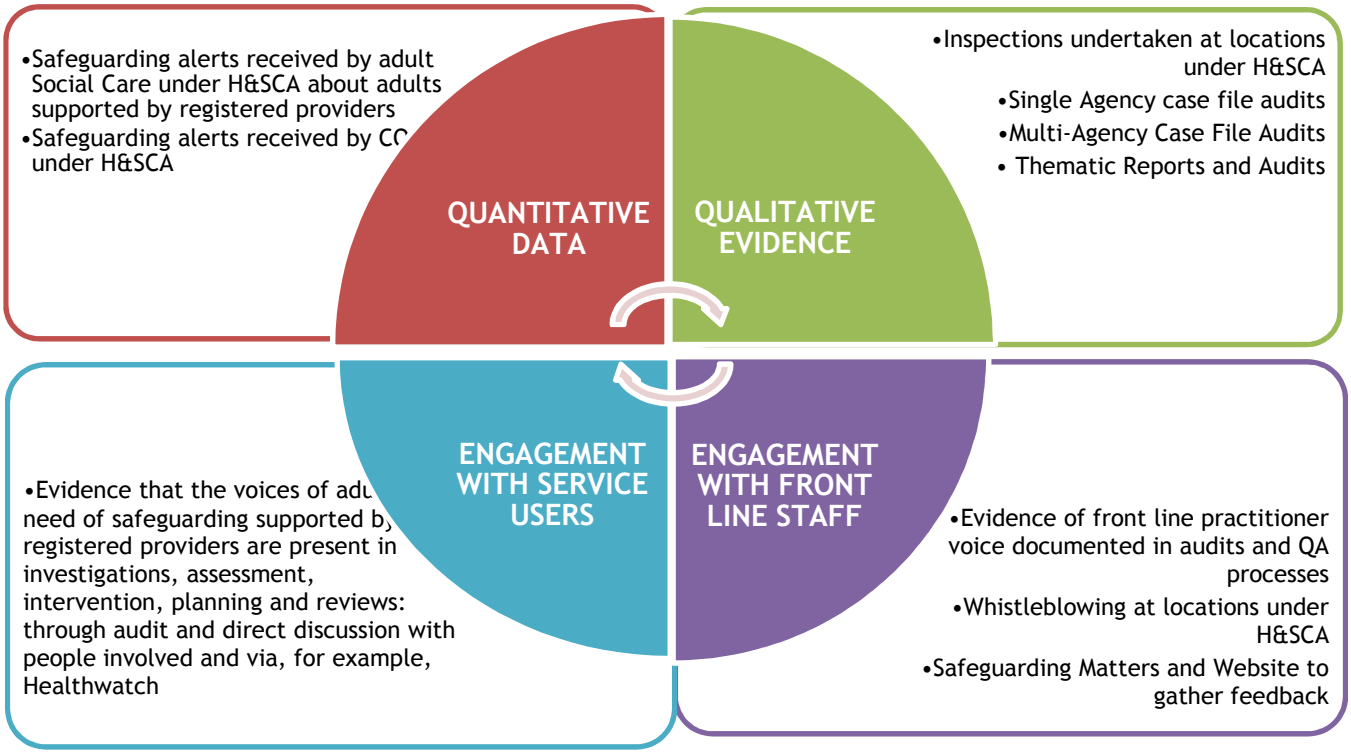
- To be assured that partner agencies are fulfilling their responsibilities as corporate parents (e.g. sufficient local accommodation)
- To be assured that children/young people who are privately fostered are identified and supported
- To ensure awareness is raised of the notification requirements for private fostering, and the effectiveness of this is monitored
- To be assured that children and young people placed in L&R from other areas are safe
- To establish and maintain robust interface with other LAC bodies (charity, respective roles and responsibilities)



- Number of referrals re Private Fostering
- Number of children supported in Private Fostering
- The number of Looked after Children
- Number of children referred as moving into Leicestershire or Rutland from another LA
- The number of Looked after Children by placement type
- Stability of placements of LAC: length of placement
- The number of Looked after Children who are placed out of county
- LAC cases which were reviewed within required timescales
- Number and proportion of LAC with three or more placements
- Number of Looked after Children missing from care
- The number of Looked after Children achieving health and education outcomes
- Care leaver information

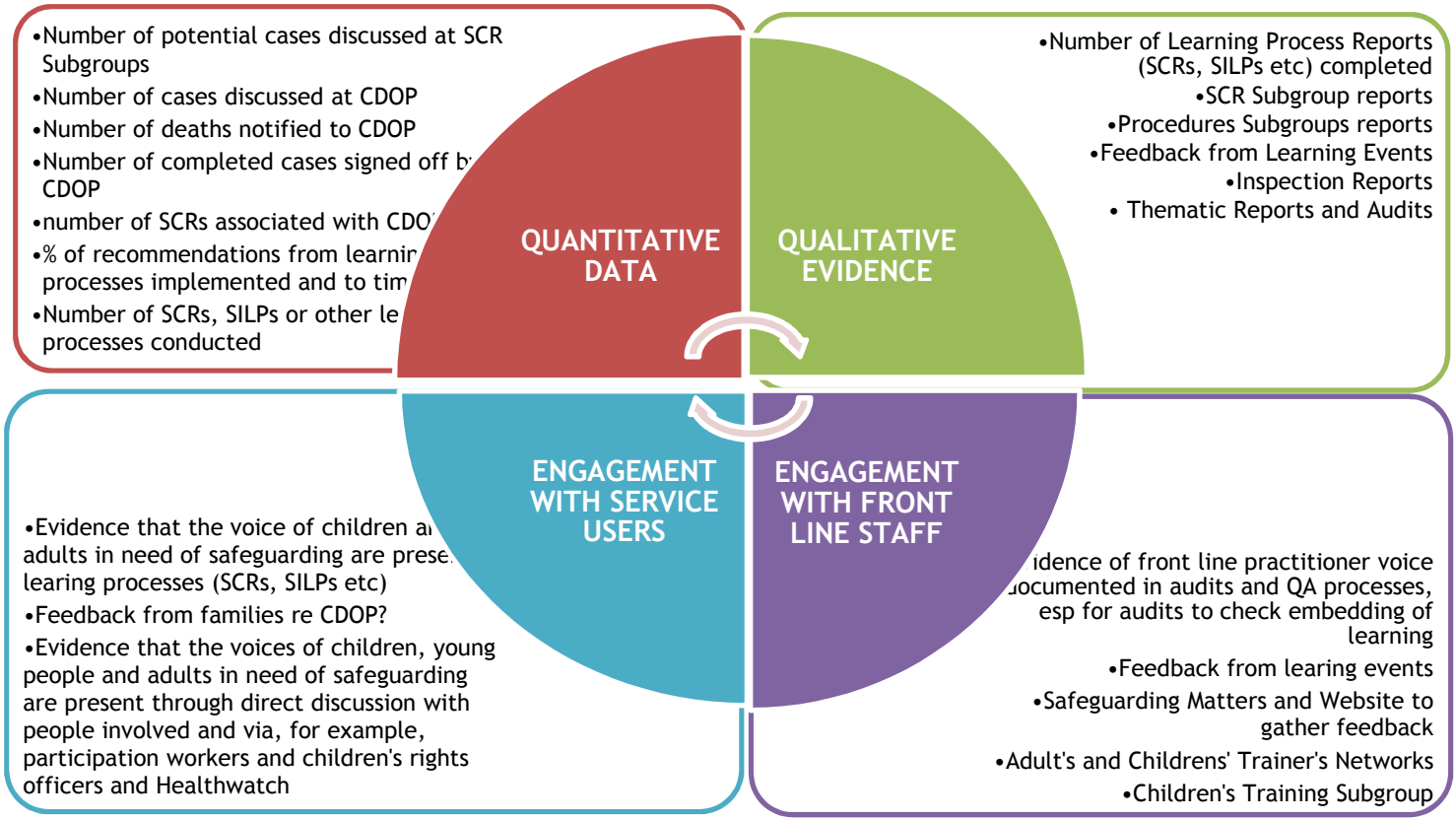
Priority 3b: To be assured of the quality of care for any adult supported by registered providers

- To be assured that adults living with or receiving services from registered providers are safe
- To be assured that providers are effective in carrying out their safeguarding responsibilities and that as a result service users are safe.
- To be assured that safeguarding roles and responsibilities and outcomes are explicit in commissioning, contracting, monitoring and review of services



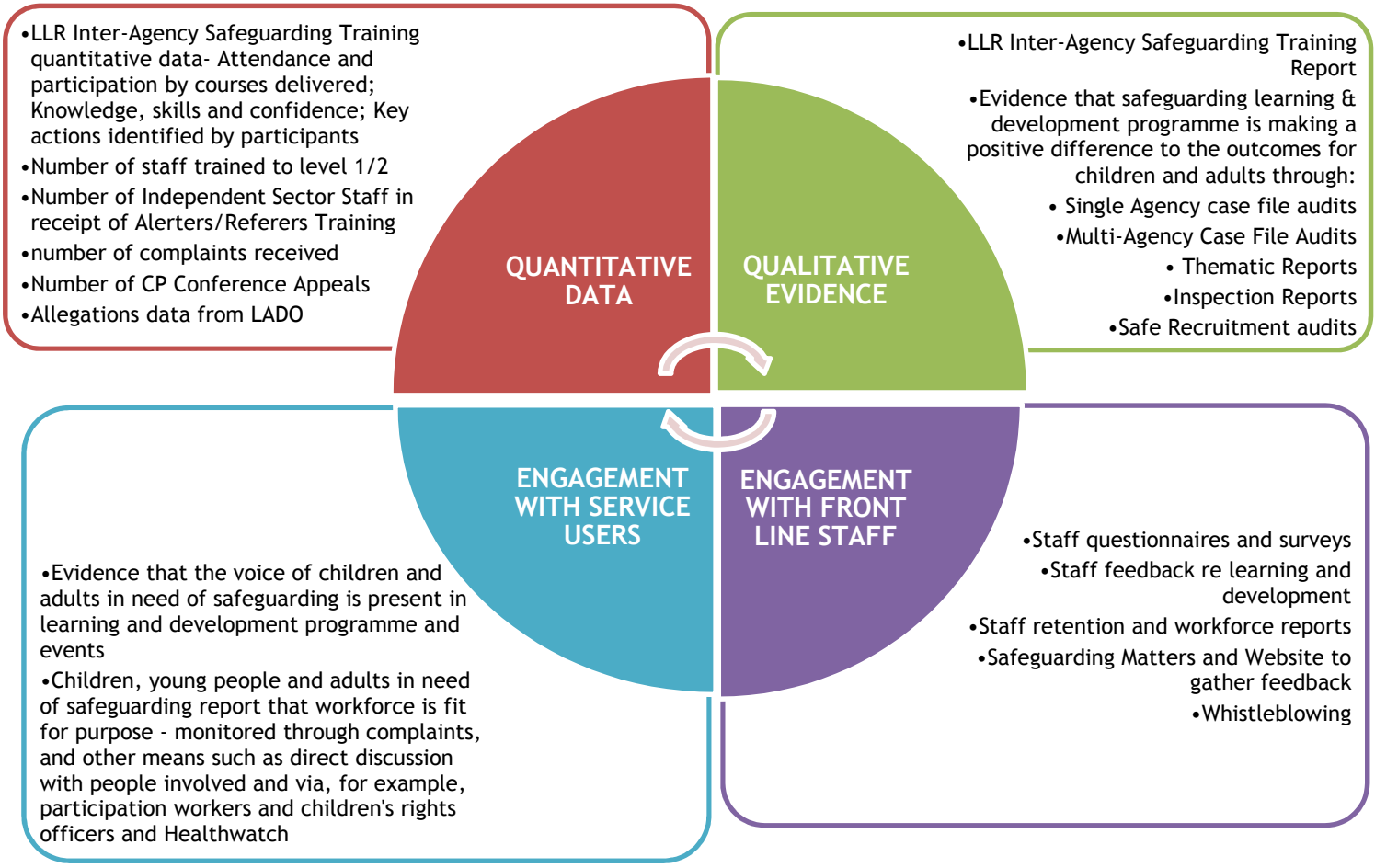
Priority 4: To be assured that our Learning and Improvement Framework is raising service quality and outcomes for children, young people and adults

- Apply the Learning & Development Framework and ensure its effectiveness (including national SCRs)
- Ensure learning from national and regional SCRs and other learning processes is incorporated into the practice of partner agencies and the partnership
- Ensure the effectiveness of CDOP for L&R and that lessons from child deaths in L&R are understood and consistently acted upon
- Implement the PMF and ensure its effectiveness
- To ensure that policies and procedures are 'fit for purpose'



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

- To be assured that the workforce is competent as measured by the Competency Frameworks through quality assurance
- To monitor and evaluate the effectiveness of training and development in terms of the impact on the quality of safeguarding practice and outcomes for service users
- To be assured that the workforce is safely recruited
- To be assured that allegations made against people who work with children and adults are dealt with effectively
- To hear the voice of practitioners



	Priority 1: To be assured that 'Safeguarding is Everyone's Responsibility'				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
1.1	Conduct strategic self-assessment audits for both Boards for consideration at the Board development day. (section 11 audit and Adult compliance audit)	Both Boards understand the strengths and weaknesses across the partnership. All partners demonstrate improved compliance. The Board understands the current risks to safeguarding. An action plan is developed to address the weaknesses.	SEG / Executive	Audit Plan developed by June 2014 Implemented from October 2014 Presentations in January 2015	
1.2	Produce and implement a plan to ensure the Safeguarding Adults Board meets the requirements of the Health and Social Care bill. This will include training where necessary. Audit multi agency understanding of the new legislation.	The Board will be compliant with the new legislation. Board members will understand the changes the new legislation brings.	Executive and Board	Audit current understanding in June 2014 Plan in place by December 2014 Implementation in 2015	
1.3	Significantly increase the engagement activity of the Boards. This will include direct engagement by the Boards with young people and Adults in need of Safeguarding. Create a task and finish group on Engagement, made up of engagement leads/staff from across the partnership. Undertake Children and Young People safeguarding survey to inform next year's business plan.	The new group will have multi agency representation. Feedback from Children, young people and adults in need of safeguarding will be presented at the Development day. A safeguarding matters edition will focus on engagement. Survey results will be published in Safeguarding matters Priorities will be included in the business plan.	New Task and finish group	Task and finish group created by June 2014 Engagement activity reported to each Board meeting. Safeguarding matter edition to be published by December 2014	

1.4	Increase community understanding and involvement within the safeguarding referral process	Direct feedback from Adults, young people and children	Engagement task and finish group	March 2015	

	Priority 2a: To be assured that children and young people are safe				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
2a. 1	Develop a multi-agency audit programme for 2014/15 to measure the effectiveness of frontline practice, with a particular focus on the application of thresholds and effectiveness and impact of the new single assessment.	The multi-agency audits identify areas of good practice and areas in need of improvement. SMART action is taken to address areas in need of improvement. Follow up audits will measure the impact of the action	SEG	Audit Plan developed by June 2014 Implemented from August 2014 Evaluation of the impact of audit activity Feb 2015	
2a. 2	Introduce a new co-located multi-agency team to respond to children who go missing and/or are at risk of CSE	Co-located team operational Performance demonstrates, improved identification and effective reduction of risk	CSE Sub group	To go live in August 2014 Quarterly monitoring of performance	

2a. 3	Respond to feedback from young people (just over 1,000 completed surveys in 2013/14 and discussions from the youth councils) and consider how the issues of self harm and stranger danger are effecting young people and involve them in developing action by the Board	Young People are involved in developing action Follow up surveys with young people show that stranger danger and self harm are less of an issue for them.	Engagement subgroup	Consultation with young people June 2014 Action implemented From September 2014 Young peoples survey Feb 2015.	

	Priority 2b: To be assured that adults in need of safeguarding are safe				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
2b. 1	Gain feedback from Adults and carers on the referral process via engagement activity including the use of surveys	Adults and carers feel referrals were made at the right time, for the right reasons, by the right agencies Survey's conducted and reported to the Board. Key highlights and messages published via safeguarding matters.	Engagement group	December 2014	
2b. 2	Ensure that the policies, procedures, thresholds and pathways are compliant with new expectations of the Health and Social Care Bill	New policies and procedures are developed and introduced Audit universal and preventative services to evidence understanding of thresholds and pathways to safeguarding.	Procedures and development subgroup SEG	October 2014 January 2015	

2b. 3	Evaluate the effectiveness of the application of thresholds across the partnership	Through the Performance management framework (audits, data, feedback) Evidence of action to address performance issues as they occur	SEG	Quarterly monitoring of PMF	
2b.4	Understand why referrals to Leicestershire Adult Social Care have increased. We will work with a university to help us scrutinise why the increase has happened.	A report detailing the outcomes of the research.	Executive group	December 2014	

	Priority 2c: To be assured that services for children, adults and families are effectively coordinated to ensure children and adults are safe				
Ref. no	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
2c. 1	Evaluate the impact of 'whole family' initiatives on safeguarding children and adults, this to include; Domestic Abuse, Prevent and Vulnerability of Adults with	The performance management framework will increase the Boards understanding of whole family issues and identify areas for improvement	SEG and Executive group	October Board meeting	

	Learning Disabilites.				
2c. 2	Review the effectiveness of the existing transition pathways for young people transitioning to adulthood which will include the voice of children and adults	The Board will be assured that existing transition arrangements are effective and appropriate action plans are in place. The performance management framework will provide evidence for scrutiny by the Board.	Executive group	October Board meeting Action plan agreed February 2015	
2c. 3	Establish the extent of Female Genital Mutilation across Leicestershire and Rutland, evaluate the effectiveness of existing policies, procedures and practices. Develop and implement an action plan	Multi-agency FGM task and finish group formed Action plan developed and agreed	SEG	May 2014 September 2014	

	Priority 3: To be assured of the quality of care for any child not living with a parent or someone with parental responsibility				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
3a. 1	Improve the identification of children and young people in Private Fostering arrangements. A private fostering communication plan will be developed and the performance will be monitored through the PMF. All agencies will be asked	The numbers of Children identified in private fostering will be comparable to statistical neighbours Communication plan in place (publications, website, media) Written reports from all agencies.	Executive group	Private Fostering communication plan agreed June 2014 Quarterly monitoring of performance	

	for evidence of what they are doing to improve performance			All agencies provide a written account of what they have done to improve the identification of Privately Fostered Children. February 2015	
3a. 2	Improve the identification of children placed in Leicestershire and Rutland by other Local Authorities Ensure the new legislation is implemented. (children and young people placed more than 20 miles from home) Create a new task and finish group to implement changes required.	Referral and communication systems are in place and effective. New legislation on Children placed is implemented and monitored. Safe commissioning and contracting arrangements are in place Performance information on children placed is collected dynamically via the performance management framework. Appropriate scrutiny and relevant action is implemented. The performance management framework to report the profile of children referred as moving into Leicestershire or Rutland from another LA by risk factors and originating authorities.	Executive group and Task and finish group	Task and finish group established May 2014, New legislation embedded Data received on a quarterly basis.	

	Priority 3b To be assured of the quality of care for any adults supported by registered provider				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
3b. 1	Seek assurances that Safeguarding is explicit in	The board will know that adults living with or receiving services from registered providers are	Executive group	September 2014	

	commissioning, contracting, monitoring and reviewing of services	safe.			
3b.2	Conduct a multi -agency case file audit to evidence the following: a) care and treatment must reflect service users' needs and preferences; b) care and treatment must only be provided with consent; c) all care and treatment provided must be appropriate and safe; d) service users' nutritional needs must be met;	Providers are effective at carrying out their safeguarding responsibilities. Outcomes of audit to be presented to the SAB. Highlights to be published in Safeguarding matters.	Safeguarding effectiveness group.	December 2014	
3b.3	Feedback will be sought from service users to evidence That they are treated with dignity and respect and are not subject to abuse.	The voice of the service user will be heard. The outcomes to be presented to the board. Highlights to be published in Safeguarding matters.	Engagement task and finish group	March 2015	

	Priority 4: To be assured that our Learning and Improvement Framework is raising Service quality and outcomes for children, young people and adults				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
4.1	Capture learning and recommendations from National SCRs and present the relevant information for Leicestershire	learning from SCRs and other national processes are embedded within the practice of professionals from partner agencies. The learning identified and corresponding actions	SCR sub group Training and Learning group	March 2015	

	and Rutland to the SCR sub group. Key themes and learning points will be disseminated in the following ways: • Safeguarding matters special edition • SCR learning event • Incorporated within relevant training sessions. We will evaluate the effectiveness of the above via a multi-agency staff survey	from 2013/4 includes: • Private fostering awareness • The voice of 'invisible' children • Addressing disguised compliance • The importance of information sharing to enable individual agencies to carry out their safeguarding activity The board will request evidence that the multi agency training programme and the safeguarding adult training programme includes key messages from published serious case reviews.			
4.2	Ensure that CDOP reports in the format that the Board requires Test to see that the lessons learnt from child deaths in the area are translated into multi agency or single agency learning activities such as training, workshops, publications etc.	The CDOP annual report is received by the Board Ensure the effectiveness of CDOP for L&R and that lessons from child deaths in L&R are understood and consistently applied. The lessons learnt will be summarised and reported to the Board. This will include: • Disaggregating LLR data • Auditing CDOP case/process	CDOP Executive group	July 2014 January 2015	

	Priority 5: To be assured that the workforce is fit for purpose				
Ref. no.	In 2014/5 we will	Outcome/Evidence Measure	Who will lead?	Timescale	Progress
5.1	Evaluate and act on the findings of the new training Quality Assurance process that is currently being implemented.	The effectiveness of training and development is monitored and evaluated in terms of the impact on the quality of safeguarding practice for children, young people and adults in need of safeguarding. Feedback from practitioners undertaken multi agency training has had a positive impact on outcomes for children, young people and adults in need of safeguarding.	Safeguarding effectiveness group	February 2015	

5.2	Roll out the competency framework for the children's workforce: Deliver multi agency training sessions, Survey staff understanding of the framework and managers understanding – including it's use within supervision.	The survey results should show that the competency framework is being used within supervision to evidence understanding and competency.	Childrens Training group	December 2014	
5.3	Roll out the revised competency framework for the safeguarding adult workforce Deliver multi agency training sessions, Survey staff understanding of the framework and managers understanding – including it's use within supervision.	Reconvene a LLR safeguarding Adults Training group The survey results should show that the competency framework is being used within supervision to evidence understanding and competency.	Adults Training group	February 2015	
5.4	Using the performance management framework we will collect, analyse and report staff caseloads across the partnership, quality and frequency of supervision.	The board is assured that the partnership workforce has capacity to discharge it's safeguarding responsibilities	Safeguarding effectiveness group	June, September and December 2014	
5.5	Finalise and publish the LLR Adult procedures. Roll out training to accompany the procedures.	Procedures published. Training delivered.	Adult Procedures group	March 2015.	

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