

Leicestershire and Rutland Local Safeguarding Children Board Business Development Plan 2016-17

LSCB Priority 1 – Lead: Victor Cook; Board Officer: Andy Sharp

Secure robust and effective arrangements to tackle Child Sexual Exploitation (CSE), Missing and Trafficking

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
To broaden awareness raising activity in relation to CSE, Trafficking and Missing whilst targeting identified underrepresented groups	Implement the CSE, Trafficking and Missing Subgroup communications strategy Revise, update and deliver the training strategy	Develop a programme of communication activity and training initiatives appropriate and relevant to a wide range of individuals and groups	CSE, Trafficking and Missing Subgroup CSE Communications Coordination Group Training and Development Subgroup CSE Coordinator	September 2016		
To reduce the number and frequency of missing episodes for children deemed to be at highest risk of harm	Partners meet their statutory duties in relation to children returning from missing episodes including where CSE is a potential or known risk factor	Develop and implement a specialist response to those children at the highest risk Ensure learning from return interviews is collated and acted upon	CSE, Trafficking and Missing Subgroup	December 2016		
To seek assurance that the implementation of the Strategic Partnership Development Fund (SPDF) CSE programme leads to enhanced safeguarding outcomes	Implement the 13 projects linked to the programme arising from the SPDF Ensure linkage between implementation of the SPDF programme and the LSCB CSE,	Identify audit opportunities to test improved safeguarding outcomes Monitor and review progress of programme	CSE, Trafficking and Missing Subgroup CSE Executive Group SPDF Programme Board	September 2016		

for children	Trafficking and Missing Strategy	implementation				
To provide effective support and recovery services for victims of CSE and their families that meet the spectrum of their needs	Post abuse services are sufficient and effective	<p>Review current commissioning arrangements to determine whether they are well planned, informed and effective</p> <p>Assess and evaluate the sufficiency of current services to offer specialist interventions, specifically post abuse</p> <p>Ensure the needs of children and young people are represented in the Health and Well-Being Strategy</p>	CSE Executive Group	December 2016		

LSCB Priority 2 – Lead: Chris Nerini; Board Officer: Chris Tew

To maximise the impact of learning from SCRs and other reviews

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
To ensure that recommendations from SCRs and other reviews locally and nationally are disseminated, acted upon and positively impact on the quality of safeguarding services and their outcomes for children, young people and families	Identify the key learning and action points arising from local and national SCRs	Twice per year the “themes” identified from new National SCRs are reported on at the SCR Subgroup and those themes that need further work in Leicestershire and Rutland are identified and incorporated into the Business planning process	SCR Subgroup	April / May and November / December 2016		
These would include issues identified from both national and local SCRs: <ul style="list-style-type: none"> • Young people Suicide and Self-Harm • Bruising to non-mobile babies • Effective Information Sharing • Case Supervision • Vulnerable Looked after Children • Transient families 	Disseminate relevant recommendations and learning points to those that need to implement and secure improvement	Regular updates, including progress of reviews and early learning from reviews, are posted on the members’ section of the website to ensure that members are aware of progress in a timely manner Ensure each multi-agency early learning point from local SCRs	SEG	June 2016 April 2016		

<p>• Domestic Abuse in families with children</p>		<p>has a suitable lead officer identified ensuring that any changes are implemented as soon as possible</p>				
	<p>Ensure that appropriate workforce development takes place to ensure staff can implement required change</p>	<p>Learning events taking place on the 7th March 2016 and 2nd April 2016 will feature the issue of bruising to immobile babies</p> <p>Other communications opportunities will be identified throughout the year to highlight other issues identified from SCRs. These opportunities will include the Safeguarding Matters publication and other media and learning events</p> <p>Trigger appropriate workforce development activity by ensuring the identified issues are included in the needs assessment framework which manages multi-agency training and individual agencies are aware of the issues to include them in their</p>	<p>SCR Subgroup</p> <p>SCR Subgroup and LLR Communications Subgroup</p> <p>Training and Development Subgroup (Multi-Agency)</p> <p>SCR Subgroup members (single agency)</p>	<p>Ongoing April 2016 to Spring 2017</p> <p>By April 2016 and ongoing as new themes emerge</p>		

		single agency training and awareness events				
Undertake a Quality Assurance and Performance Management Framework to test impact on service quality and outcomes for children, young people and families	<p>Young people Suicide and Self-Harm – this issue is being managed under Joint Board priority 3</p> <p>Bruising to non-mobile babies - ensure escalation issues are picked up in the dataset to ensure appropriate implementation of procedures</p>	<p>SCR Subgroup (where changes are required to ensure effective service delivery)</p> <p>Safeguarding Effectiveness Group (SEG) (where data required to give assurance)</p>	<p>By receiving professional reports from agencies in Q3 2016 -17, seek assurance that escalation procedures in agencies</p> <p>Data monitored at four SEG meetings throughout the year and reported to Executive Group and Board</p>			
	<p>Effective Information Sharing – test by case file audit</p> <p>Case Supervision – test by case file audit</p> <p>Vulnerable Looked after Children – test by</p>	<p>LR Multi-Agency Audit Subgroup (where case file audit is required)</p>	<p>Audit programme throughout 2016-17</p> <p>By receiving professional reports from agencies in</p>			

		<p>multi-agency and single agency case file audit</p> <p>Transient families – following implementation of cross-border protocol, monitor compliance by Leicestershire & Rutland</p> <p>Domestic Abuse in families with children – continue to monitor via case file audit</p> <p>Domestic Abuse in families with children – continue to monitor via case file audit</p>		<p>Q3 2016 -17, seek assurance that escalation procedures in agencies</p>		
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LSCB Priority 3 – Lead: Moira O’Hagan; Board Officer: Helen Pearson

To champion and support the extension of Signs of Safety (SoS) across the Partnership and secure assurance of the effectiveness of multi-agency processes/working and evidence of positive impact for service users

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
Through Signs of Safety (SoS), secure improvement in multi-agency practice across the child’s journey through service provision. Through a shared understanding of the approach, language and full participation, improve outcomes for the children and families	Disseminate learning on the impact of the Innovation Programme in Leicestershire which ends on the 31st March 2016	Programme ends on 31 st March 2016 – receive project evaluation	LR SoS Task and Finish Group	30 th April 2016		
	Share learning to support the rollout of SoS in Rutland / Leicester	Learning to be integrated into Programme proposal		April/May 2016		
	Formulate a multi-agency programme of action to embed SoS across the Partnership in both Leicestershire and Rutland Phase 1 Plan – September 2016 Phase 2 Plan – Sept 2016- March 2017	Programme Proposal: 3 options with costings - Leadership - Align/process – from referral to LAC Workforce Development – relevant and proportionate Communication – Tools, Website,	Multi-Agency Task and Finish Group with proposal for – Development and Procedures, Communications, SEG and Training and Development	Task and Finish Group: March-June 2016 Draft Report to Executive: 9 th May 2016 Report to Executive: 6 th June 2016 Report to		

		<p>WikiLeaks</p> <p>Quality Assurance – key areas of improvement as identified in the PRF – e.g. Repeat Child Protection Plans</p>		<p>Board: 8th July 2016</p> <p>Programme starts: September 2016</p> <p>Evaluate Programme: March 2017</p>		
	<p>Receive Qualitative Data – Voice of Parent, Practitioners and Children</p>	<p>Oct-Dec 2016 Case Conference Audit</p> <p>Oct-Dec 2016 CIC Reviews</p> <p>Audit – Quality of Care Plans</p> <p>Audits for Rutland TBC</p> <p>Data currently provided on Conference/Reviews and Care Plans</p> <p>Training Data and feedback</p>	<p>LCC</p> <p>LCC</p> <p>LCC</p> <p>Rutland</p> <p>LCC/Rutland</p> <p>Training and Development Subgroup</p>	<p>SEG: Quarter 3</p> <p>SEG: Quarter 3</p> <p>SEG: Quarter 3</p> <p>Quarterly</p> <p>Sept 2016 March 2017</p>		

LSCB Priority 4 – Lead: Janette Harrison; Board Officer: Chris Tew

Be assured that thresholds for services are understood across the partnership and applied consistently

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
<p>Be assured the LSCB children’s safeguarding thresholds are robust and that implementation is consistent across all agencies</p> <p>These would include the following issues:</p> <ul style="list-style-type: none"> • LCC – Early Help occasionally not escalating cases soon enough • LCC – Child Protection Conference repeats • LCC – CSE – higher level of consciousness required across service including First Response Children’s Duty • LCC/Rutland – shared language and decision 	<p>Test multi-agency understanding and application of safeguarding thresholds in Leicestershire and Rutland through the four quadrant QAPM framework, tracking the data through SEG and reporting issues to the Executive Group and the Board</p>	<p>Consistent reporting to SEG of performance through the Performance Reporting Framework (PRF)</p>	<p>Safeguarding Effectiveness Group (SEG)</p>	<p>April 2016 and ongoing</p>		
	<p>Ensure that referrals to Children’s Social Care are made in accordance with current thresholds</p>	<p>Dip sample audit of referrals to First Response in Leicestershire and Children’s Duty and Assessment Team in Rutland</p>	<p>Social Care managers in the Local Authorities</p>	<p>April 2016 onwards</p>		
	<p>Ensure that appropriate referrals are being made to Early Help from the Healthy Child programme</p>	<p>By obtaining data from the Health Visitor Healthy Child programme of Universal, Universal plus and Universal partnership plus levels of service</p>	<p>SEG</p>	<p>September 2016 onwards</p>		

making regarding the use of “No Further Action” to referrals		and monitoring through SEG				
	Establish the levels of referrals to CSC from the public and encourage appropriate referrals by an awareness campaign	Media awareness campaign to be conducted and results monitored through SEG	SEG	November 2016		
	Establish and report on what constitutes NFA in regard to referrals and encourage a shared consistent language across LLR	Arrange meetings between relevant staff across LLR to understand the current picture and report on the findings	Board Office to Executive Group	May 2016		

LSCB Priority 5 – Lead: Bernadette Caffrey; Board Officer: Gary Watts

Be assured that Early Help Services are effectively coordinated across the LSCB Partnership and secure outcomes that reduce pressure on child protection and care services

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference has it made?	Progress made
<p>To be assured that Early Help Services are effectively coordinated across the LSCB Partnership that secure better outcomes for children and families and that reduce pressure on child protection and care services</p>	<p>Deliver a robust Early Help Offer across Leicestershire and Rutland through integrated working and implementation of the Early Help Assessment (EHA) and team around the family approach</p>	<p>a) Devise an outcomes framework for Early Help b) Review and evaluate local programmes once a year in order to ensure quality, equity and value for money c) Monitor and manage the performance of delivery plans that support the strategic priorities assigned to the Children’s Trust , (Rutland) and the Partnership Board (Leicestershire) – for example Children Centre Improvement Plan, Changing Lives Outcomes Plans</p>	<p>Head of Service, Early Intervention, RCC and Head of Service, Supporting Leicestershire Families</p>	<p>March 2017</p>		

LSCB Priority 6 – Lead: Julie Quincey; Board Officer: Gary Watts

**To be assured that the LLR Neglect strategy increases understanding, identification, risk assessment and management of Neglect and reduces prevalence in Leicestershire & Rutland
(Identifying neglect earlier within families and supporting parents to enable change through partnership working, in order to reduce the impact of neglect on the emotional and physical wellbeing of children)**

Objective	What are we going to do?	How are we going to do it?	Who is responsible?	When is it going to be done by?	Impact / what difference will it make?	Progress made
Be assured that the LLR Neglect Strategy is effective in safeguarding children in Leicestershire & Rutland	Develop and publish the Neglect Strategy to create a standard across Partnership Agencies to identify, assess risk and manage Child Neglect	Consultation with LLR Neglect Reference Group members and national resources	LLR Neglect Reference Group, Chair: Julie Quincey	June 2016		
Seek assurance that the LLR Neglect Toolkit is effective in safeguarding children in Leicestershire & Rutland	Develop and launch Neglect Toolkit to ensure improved and consistent identification, risk assessment and management of Child Neglect across LLR partnership agencies	LLR-wide Frontline Practitioner Survey to gather evidence on existing ways in which neglect is identified, risk assessed and managed	LLR Neglect Reference Group Toolkit Task & Finish Group, Chair: Julie Quincey (CCG Hosted Safeguarding Team)	Toolkit launch (May 2016) The Board / Executive need to provide a steer regarding whether the use of this Toolkit should be mandatory throughout the partnership		

<p>Seek assurance that LLR Neglect procedures are effectively safeguarding children in Leicestershire & Rutland</p>	<p>Procedures – promote LLR Practice Guidance to ensure buy-in of frontline practitioners</p> <p>Review and update LLR procedures</p>	<p>Promote LLR Practice Guidance</p> <p>Promote local dispute resolution process to consider neglect cases where appropriate protection is not achieved</p>	<p>LLR Neglect Reference Group, Chair: Julie Quincey</p>	<p>March 2017</p>		
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