

CS Improvement Plan - Implications for LSCB

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Leeds Safeguarding Children Board**

CS Improvement themes

- 1) Effective leadership & governance
- 2) Excellent safeguarding standards & practice
- 3) Improved outcomes for looked after children
- 4) Full social & economic participation by young people
- 5) Highly skilled, supported, motivated & continually developing workforce

Key priority areas

- 1) Governance & accountability
- 2) Improved safeguarding
- 3) Performance management
- 4) Looked after children
- 5) Supporting front-line social care services
- 6) Delivering integrated child & family services

Improved safeguarding

- Police/health/education input into contact & duty teams
- Review of thresholds
- Establishment of integrated safeguarding unit
- Quality of assessments
- Child protection conference attendance
- Child protection plans
- Child protection core groups

Performance management

- CTB information framework
- Integrated performance unit
- Multi agency quality assurance framework
- Performance & Quality intelligence re:
 - Referrals
 - Child protection processes

Looked after children

- Effective decision making to avoid drift in care planning
- Robust care, personal education & health plans
- Developing in house fostering & adoption capacity

Supporting front-line social care services

- Improved IT systems & arrangements
- Advanced practitioners
- Training

Integrated child & family services

- Reviewing effectiveness and capacity of services to meet need
- Service integration opportunities
- Timely & appropriate family support / intervention services
- Opportunities for single line management and delivery

Key risks

- Inadequate use of performance management information to drive improvement at required pace
- Failure to meet statutory responsibilities in identifying risk of harm to vulnerable children & responding appropriately
- LSCB not effective in:
 - Co-ordinating safeguarding activity
 - Ensuring the effectiveness of that work

LSCB priorities

- Revise & re-launch LSCB
- Development of integrated safeguarding unit
- Improve quality & access to safeguarding training
- Strengthen LSCB's ability to challenge & monitor safeguarding across the partnership

Single & interagency safeguarding training

- Quality assurance of child protection training
- Ensure core interagency child protection training is provided to staff from partner agencies
- Restructure of LSCB co-ordinated programme
- Incorporating lessons from serious case reviews

Evaluation of effectiveness of multi agency safeguarding arrangements

- Annual Review – July 2010
 - Compliance s(11) ‘duty to safeguard’
 - Performance management & quality assurance
 - Lessons from child deaths overview panel & serious case reviews
 - Review & refresh LSCB business plan
- Identification of strengths, areas for improvement & priorities for action
- Input, via the Children’s Trust Board, to the Children & Young people’s Plan

Duty on agencies to safeguard

- 2008/09 Self evaluation by 50 partner agencies using LSCB audit tool
- Common areas for improvement:
 - Safer recruitment
 - Understanding of CAF
 - Management oversight of work
 - Routine audit of files
- Actions for improvement
- Re-evaluation ongoing
- Audit of implementation

Learning & implementing lessons from serious case reviews

- Improving the timeliness, efficiency and quality of SCRs
- Identification and dissemination of lessons
- Monitoring progress of action plans to improve services
- Audit embedding of required improvements

Lessons from serious case reviews in Leeds

- Compliance with procedures
- Interagency communication & co-ordination
- Quality of assessments
- Application of thresholds
- Joint working between adult & children's services
- Managerial oversight of cases

LSCB performance management framework

- Data set – national & local PIs
- Implementation of improvement plans
- The experience of C&YP
- Approach to monitoring
- Frequency of reporting
- Management & resourcing



A new LSCB for Leeds

Eleanor Brazil, Interim DCS

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The case for change

...too reliant on a small number of dedicated people who attend most of its groups

Unclear how the LSCB holds Children's Services to account

LSCB Independent Review Findings

The safeguarding challenges in Leeds are not systematically understood or monitored by the LSCB.

...the lack of seniority of the members of the Board ultimately hampers the Board's effectiveness

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The case for change

“The LSCB does not provide **effective leadership** and not all members of the board are at the right level of seniority to ensure prompt decision making”

Ofsted

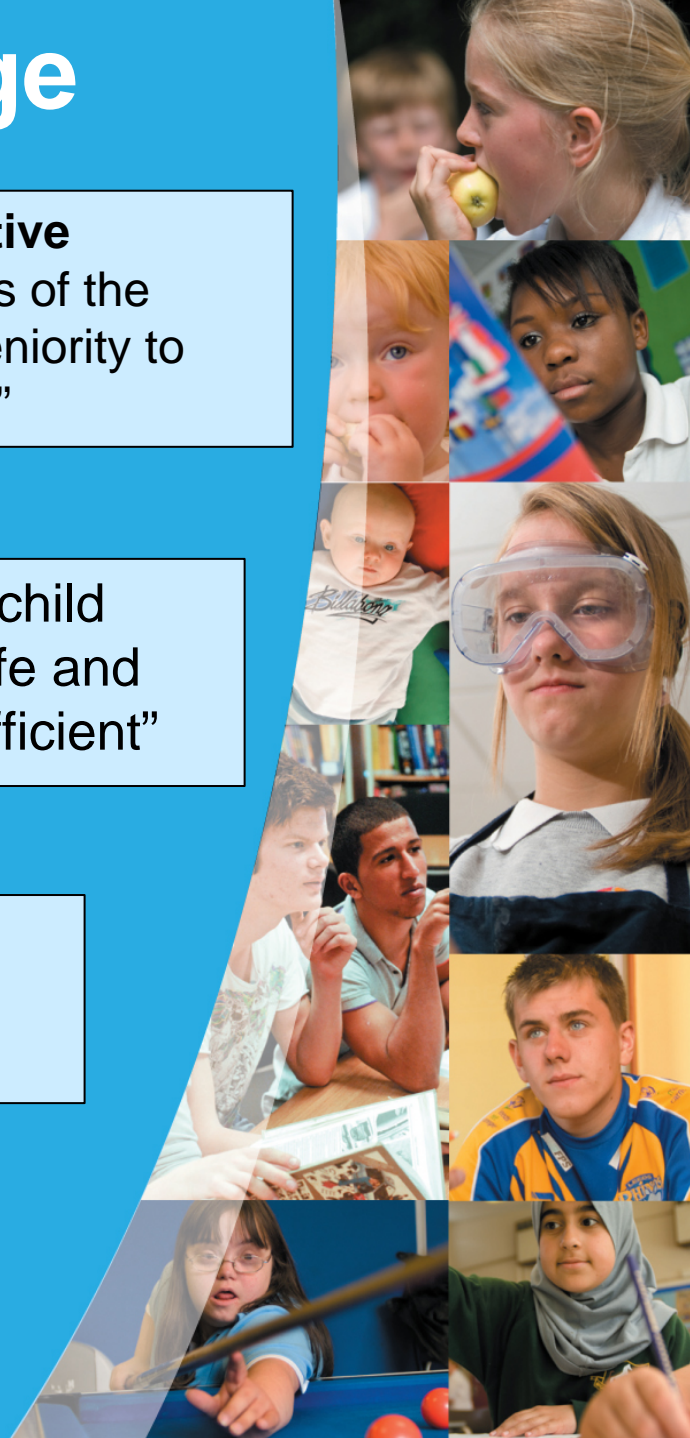
“**Challenge**...to ensure child protection practice is safe and effective...remains insufficient”

“The LSCB has not been in a position to challenge and **scrutinise progress** effectively across the area...”

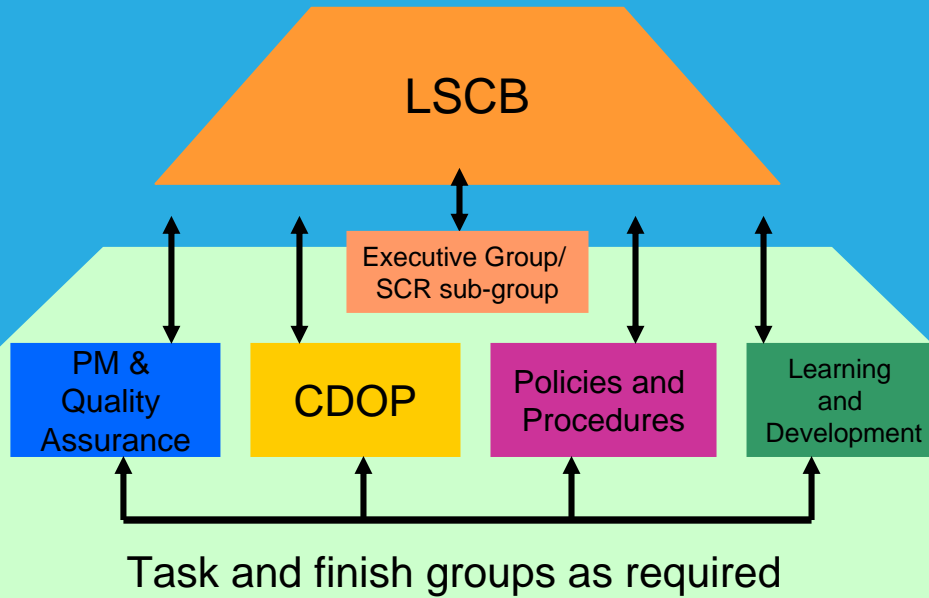
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The new arrangements



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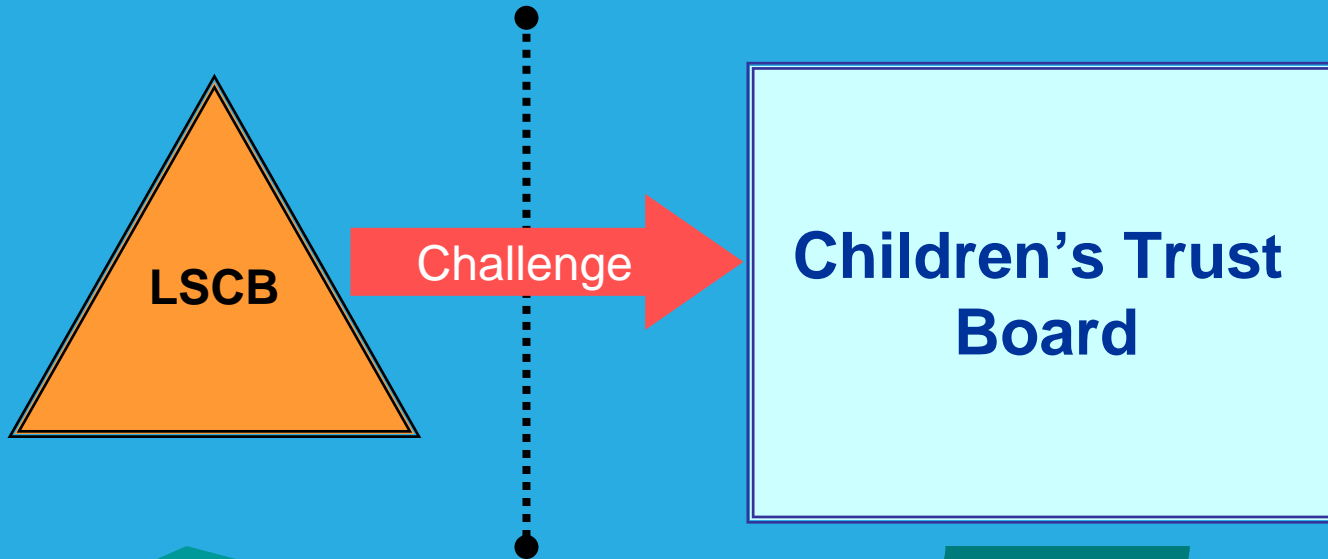
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Linked to the new Children's Trust Board

LSCB holds the Trust to account
on the effectiveness of
safeguarding



DCS accountable for a fit for purpose LSCB

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Context: Working Together Better 2010

- Revised guidance on safeguarding and promoting the welfare of children, including a specific section referring to the LSCB role, it sets out the LSCB's...

Objectives:

- **Co-ordinate** what is done to safeguard and promote the welfare of children in the local area.
- **Ensure the effectiveness** of what is done for that purpose

Scope:

- Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development, and ensure they grow up in circumstances consistent with safe and effective care.
- Proactive work that aims to target particular groups.
- Responsive work to protect children suffering, or likely to suffer significant harm

And...

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Context: Working Together Better 2010

Functions:

- developing/taking action on thresholds, policies & procedures
- Communicating and raising awareness
- Monitoring and evaluation
- Participating in planning and commissioning
- Child deaths
- Serious case reviews
- Other activities conducive to the achievement of objectives, e.g. leading on key projects for the children's trust.

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Moving forward

- In the context of WTB 2010, plus review of LSCB and wider trust arrangements, a paper approved at Council's Exec Board in April proposed:
 - A revised Board of 21 members with the option to co-opt others as appropriate.
 - Senior representatives from the named agencies
 - Continuing use of an Independent Chair – currently being recruited – accountable to the DCS with regular meetings between the two
 - Sub groups and task and finish groups as set out in the diagram, with terms of reference that must be approved by the full Board

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