

# **The Leeds Safeguarding Children Board 6 Month Business Plan October 2010 – March 2011**

## **Our vision**

That children and young people in Leeds are safe from harm in their families, their communities and their neighbourhoods.

## **Our values**

We will promote these values in order to influence our behaviours jointly with the Children's Trust Board

- Celebrating diversity
- Engaging citizens locally
- Being open and honest
- Working as a team for Leeds
- Spending money wisely

## Our principles

We are as a board:

- **Focussed** on getting safeguarding right for children, young people and their families
- **Clear** about what we expect of safeguarding services
- **Informed** about how well protected children and young people are in Leeds
- **Open** about what we do and why
- **Co-operative and collaborative** with each other
- **Challenging** of each other and of the safeguarding services each partner provides
- **Effective** and providing value for money
- **Accountable** to the people of Leeds for how we invest our resources
- **Accessible** to and informed by children, young people and their families, the communities they live in, the staff in our organisations that serve them, and the priorities of the Children's Trust

## Our purpose

We are responsible for co-ordinating, instigating, challenging, and monitoring the delivery of effective safeguarding practice across all our agencies. We are not responsible or accountable for delivering safeguarding services, but for making sure they are delivered. Each individual partner agency retains their own existing line of accountability for safeguarding practice. We identify, where services are not good enough, what needs to change, how and why. We are also responsible for supporting and quality assuring safeguarding training and workforce development.

Our primary objectives are to:

- Help Leeds children live in safe and supportive families
- Ensure that the most vulnerable children and families in Leeds are protected

We are expected to work closely with the Children's Trust, who share responsibility with us for safeguarding and promoting the welfare of children. A strong relationship and proper protocols between the LSCB and the CTB are essential in order to ensure there is a common shared understanding of who is responsible for what, and to avoid unnecessary duplication and inefficiency. A simple way of thinking about it is that the CTB take responsibility for promoting welfare, supporting universal and early intervention services, meeting identified needs, commissioning specific services and providing a safer environment for children to grow up in whilst the LSCB takes responsibility for co-ordinating safeguarding activity when specific areas of concern exist and intervention may be necessary.

The LSCB's statutory objectives are set out in primary legislation (S14 and 14A of the Children Act 2004) and in the Local Safeguarding Children Regulations 2006, SI2006/90. They are:

- a) To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority; and
- b) To ensure the effectiveness of what is done by each such person or body for that purpose

"Working Together to Safeguard Children 2010" sets out in detail the statutory guidance for LSCB's. The scope of the LSCB includes safeguarding and promoting the welfare of children in three broad areas of activity:

- Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health and development, and ensure children are growing up in circumstances consistent with safe and effective care
- Pro-active work which aims to target particular (vulnerable or at risk) groups
- Responsive work to protect children who are suffering or are likely to suffer significant harm

Our statutory functions are to:

- Develop implement and monitor safeguarding policies, procedures
- Identify the action to be taken when there are concerns, including setting thresholds for such interventions both for s17 and s47 of the Children Act 1989
- Arrange for the training of people who work with children in relation to matters which affect their safety and welfare
- Ensure each agency has arrangements in place for the proper safe recruitment and supervision of people who work with children
- Ensure policies and procedures are in place to ensure allegations are dealt with properly and quickly
- Ensure there are arrangements in place for the safety and welfare of privately fostered children
- Co-operate with neighbouring authorities and LSCB's
- Communicate across the area the need to safeguard and promote the welfare of children, raising awareness of how and encouraging improvements
- Monitor and evaluate the effectiveness of what is done by the local authority and board partners individually and collectively to safeguard and promote the welfare of children
- Produce an annual report on the effectiveness of safeguarding in the area
- Participate in the local planning and commissioning of children's services
- Undertake a set of functions in relation to child deaths
- Undertake serious case reviews in certain circumstances

Much of the business associated with these functions takes place on a day to day basis, through the work of the LSCB Sub Groups, and through the LSCB Business Unit. The ongoing work of the LSCB is set out at the end of this plan.

## **Background and Context**

Leeds Children's Safeguarding Board has over the last 12 months been through a challenging time. External inspections in 2009/10 identified weaknesses in the provision of safeguarding services in Leeds and raised concerns about the appropriate application of thresholds for statutory intervention and the operation of multi agency child protection processes. Overall safeguarding services were judged to be 'inadequate'. The inspections also judged that the LSCB was not providing effective community and professional leadership and that there was insufficient challenge across the partnership to ensure that child protection practice was safe and effective.

As part of the Children's Services Improvement Plan addressing these issues, the LSCB was reviewed and re launched in order to strengthen the LSCB's ability to challenge and monitor safeguarding across the partnership (based on improved performance management and quality assurance processes), to contribute to the development of the integrated safeguarding unit and to improve access to multi agency child protection training.

New governance arrangements and structures, consistent with arrangements for the Children's Trust Board, have been introduced and are being embedded. Sub groups have new chairs and a revised and streamlined LSCB multi agency core child protection training programme was initiated in May 2010.

These changes have taken place within a rapidly changing national context. The new Government's policy framework for children's services is in the early stages of development and a number of major reviews are taking place nationally, including the Munro Review of Safeguarding, all of which will have an impact on the future development of the LSCB.

As a consequence this has been a year of change, which needs to be embedded and consolidated before the LSCB can complete its next three year strategic plan. This plan is therefore for the 6 months October 2010 –March 2011 and is designed to address the need for consolidation. A three year plan will be developed over the next 6 months which will complement the Children and Young People's Plan, take into account the outcome of the October 2010 spending review, and focus on the outcomes we wish to achieve as well as the tasks we will undertake.

## **Our Priorities for the next 6 months**

- 1) Leadership & Focus
- 2) Communication
- 3) Governance
- 4) Championing basic good practice in safeguarding for vulnerable groups - doing the simple things well
- 5) Performance Management & Quality Assurance
- 6) Workforce Development

## **How we will deliver the plan**

The plan will be delivered through the work of the sub-groups. A project management approach to the delivery of each priority will be taken, with the Executive acting as the Programme Board, and the Chairs of each Sub-Group taking responsibility for acting as the senior responsible person for the relevant projects, supported by members of the Business Unit and the DCSU Project Team acting as project managers.

## What we are going to do

TASKS	LEAD RESPONSIBILITY	TIMESCALE
<b><u>Strategic Priority (1) Leadership, Focus and Challenge</u></b>		
<b><u>1.1 Focus clearly on our core business of protecting children for harm.</u></b>		
1.1.1 To input into and influence the development of the Children & Young People Plan 2011 - 14		
<ul style="list-style-type: none"> <li>LSCB Annual report to be presented to the Children's Trust Board (CTB)</li> </ul>	Jane Held LSCB Chair	22.10.10
<ul style="list-style-type: none"> <li>Agree specific areas of responsibility between the CTB and the LSCB and start to develop a two way relationship over the next 6 months</li> </ul>	Jane Held LSCB Chair	22.10.10
1.1.2 To develop and agree LSCB 3 yr Strategic plan 2011 – 14		
<ul style="list-style-type: none"> <li>To present the CTB Joint Strategic Needs Analysis to LSCB at a development session</li> </ul>	Bryan Gocke LSCB Manager	22.11.10
<ul style="list-style-type: none"> <li>To agree priorities, outcomes and actions in a new plan in consultation with partners, the CTB, families and the community</li> </ul>	Bryan Gocke LSCB Manager	17.2.10 and 21.3.10
1.1.3 To contribute to ongoing work on thresholds for intervention (s47 / s17)		
<ul style="list-style-type: none"> <li>To consider the proposals and make recommendations to the board regarding the approval of revised thresholds for intervention (s47 / s17)</li> </ul>	Jackie Wilson Chair, Policy & Procedure sub	18.11.10
<ul style="list-style-type: none"> <li>To communicate jointly with the Children's Trust the revised thresholds</li> </ul>	Bryan Gocke LSCB Manager	At a date jointly agreed

<ul style="list-style-type: none"> <li>To audit the application of those new thresholds</li> </ul>	Sam Prince Chair, Performance Management sub	21.3.11
<b>1.2 <u>To establish the effective engagement of partner agencies</u></b>		
<b>1.2.1</b> To complete the review of the membership of sub groups and confirm new membership	Bryan Gocke LSCB Manager	31.12.10
<b>1.2.2</b> To facilitate 3 development sessions for LSCB members		
<ul style="list-style-type: none"> <li>Input into the Children &amp; Young People Plan</li> </ul>	Bryan Gocke LSCB Manager	22.11.10
<ul style="list-style-type: none"> <li>Performance Management</li> </ul>	Sam Prince Chair, Performance Management sub	Dec 2010
<ul style="list-style-type: none"> <li>3yr Strategic Plan 2011 - 14</li> </ul>	Kevin Ball Chair, Learning & Development sub	Feb 2011
<b>1.3 <u>To hold Partner Agencies to account for safeguarding practice</u></b>		
<b>1.3.1</b> To complete the s(11) 'Duty to safeguard' self audit programme		
<ul style="list-style-type: none"> <li>Update report on progress made by partner agencies on areas identified for improvement</li> </ul>	Sam Prince Chair, Performance Management sub	16.12.10

<b>1.3.2</b> To develop and update SCR and Local Review processes		
<ul style="list-style-type: none"> <li>Local SCR guidance, toolkit and timeline</li> </ul>	Jackie Wilson Chair, Policy & Procedure sub	18.11.10
<ul style="list-style-type: none"> <li>Pilot Local 'Learning Lessons' Review using SCIE methodology</li> </ul>	Jackie Wilson Chair, Policy & Procedure sub	12.01.11
<b>1.3.3</b> To support senior level engagement across partners		
<ul style="list-style-type: none"> <li>Meet with Partner Agency CEO's and Governance Bodies</li> </ul>	Jane Held LSCB Chair	31.12.10
<ul style="list-style-type: none"> <li>Invite overview and scrutiny to examine progress made by LSCB</li> </ul>	Jane Held LSCB Chair	31.01.11
<b><u>Strategic Priority (2) Communication</u></b>		
<b>2.1 <u>Communicate what we do to the people of Leeds</u></b>		
<b>2.1.1</b> To consider the options for building Communications capacity		
<ul style="list-style-type: none"> <li>To receive a paper outlining proposals for a Communications sub group</li> </ul>	Executive group	17.12.10
<ul style="list-style-type: none"> <li>To establish a communication support facility for the LSCB and review the original proposal for a 0.5 FTE Communications Officer for the LSCB Support Team</li> </ul>	Executive group	17.12.10
<b>2.1.2</b> To update and re brand the LSCB website		
<ul style="list-style-type: none"> <li>To commission a review and redesign of the LSCB website</li> </ul>	Bryan Gocke LSCB Manager	31.01.11

<b>2.1.3</b> To make 'What to do if you are worried about a child' accessible to the public		
<ul style="list-style-type: none"> <li>To include on the LSCB website</li> </ul>	Bryan Gocke LSCB Manager	31.01.11
<ul style="list-style-type: none"> <li>To produce &amp; disseminate posters highlighting safeguarding information and the LSCB website</li> </ul>	Bryan Gocke LSCB Manager	31.01.11
<b>2.1.4</b> To engage with key stakeholders		
<ul style="list-style-type: none"> <li>To hold a series of stakeholder events to talk about the work of the LSCB</li> </ul>	Jane Held LSCB Chair	31.01.11
<b><u>Strategic Priority (3) Performance Management and Quality Assurance</u></b>		
<b><u>3.1 Use the LSCB performance information framework to analyse safeguarding performance across the partnership</u></b>		
<b>3.1.1</b> To finalise and use the framework for 2010/11 based on currently available data / reports		
<ul style="list-style-type: none"> <li>To provide available data for QTRs 1 + 2</li> </ul>	Sam Prince Chair, Performance Management sub	22.11.10
<ul style="list-style-type: none"> <li>To collate and provide updated CSIP report at each Board Meeting</li> </ul>	Sam Prince Chair, Performance Management sub	22.11.10 21.1.11 21.3.11
<ul style="list-style-type: none"> <li>To collate and provide key issues from relevant performance, audit and improvement reports from partner agencies</li> </ul>	Sam Prince Chair, Performance Management sub	22.11.10

<ul style="list-style-type: none"> <li>To summarise and analyse performance information to provide a report to the CTB on the effectiveness of safeguarding arrangements in Leeds</li> </ul>	Sam Prince Chair, Performance Management sub	01.06.11
<b>3.1.2 To develop a more comprehensive framework for use in 2011/12</b>		
<ul style="list-style-type: none"> <li>To develop and agree the measures for the 2011/12 performance and outcomes framework</li> </ul>	Sam Prince Chair, Performance Management sub	21.01.11
<ul style="list-style-type: none"> <li>To support and expect partner agencies to provide monthly performance information in order to report to the Executive and the Board</li> </ul>	Sam Prince Chair, Performance Management sub	From 01.04.11
<b>3.2 To audit safeguarding practice and processes</b>		
<b>3.2.1 To develop a LSCB multi agency QA model, and QA plan for 2011</b>		
	Sam Prince Chair, Performance Management sub	21.01.11
<b>3.2.2 To undertake a sample audit of the key improvements identified in recent SCRs</b>		
	Sam Prince Chair, Performance Management sub	31.03.11
<b>3.2.3 To commission an external audit of cases where C&amp;YP have been subject to CP Plans for longer than 2 years and report to the LSCB.</b>		
	Sam Prince Chair, Performance Management sub	21.01.11

<b>3.3 <u>To ensure the LSCB has sufficient performance management and quality assurance support</u></b>		
<b>3.3.1 To establish and recruit PM &amp; QA Officer posts in LSCBN Support team</b>		
• To obtain approval for the establishment of the posts	Bryan Gocke LSCB Manager	23.09.10
• To recruit to agreed temporary 6m posts	Bryan Gocke LSCB Manager	31.01.11
• To engage a 0.6 FTE agency QA Officer for 3 months	Bryan Gocke LSCB Manager	04.10.10
• To engage an agency PM Officer for 3 months	Bryan Gocke LSCB Manager	25.10.10
<b>3.4 <u>Involvement of C&amp;YP and their families in improving safeguarding practice</u></b>		
<b>3.4.1 Provide a review of actions taken to promote the engagement of C&amp;YP in the work of the LSCB and identify options for ways forward</b>	Bryan Gocke LSCB Manager	22.11.10
<b>3.4.2 Appoint Lay Members to the LSCB</b>	Bryan Gocke LSCB Manager	31.03.11
<b>3.4.3 Initiate discussions with the Third Sector about their contribution towards supporting the engagement of CYP and their families in the work of the LSCB</b>	Bryan Gocke LSCB Manager	31.03.11

<b><u>Strategic Priority (4) Championing basic good practice in safeguarding for vulnerable groups (doing simple things well!)</u></b>		
<b><u>4.1 Prioritise which groups of C&amp;YP to focus on in 2011/12</u></b>		
<b>4.1.1</b> To provide a report to the LSCB based on the JSNA, the CTB priorities and available demographic data to identify groups to focus on	Bryan Gocke LSCB Manager	21.01.11
<b><u>4.2 Inform multi and single agency commissioning of services to these groups of C&amp;YP</u></b>		
<b>4.2.1</b> Work with partner agencies and partnerships to provide information about how safeguarding issues are included in commissioning, procurement and contract monitoring processes	Jackie Wilson Chair, Policy & Procedure sub	12.01.11
<b><u>4.3 Establish links with C4EO with a view to bringing sector specialist expertise and resources into Leeds</u></b>		
<b>4.3.1</b> Review evidence of what works and identify whether any of the learning can be used	Kevin Ball Chair, Learning & Development sub	Jan – Mar 2011
<b>4.3.2</b> Plan and initiate a series of ‘what works’ events for frontline practitioners (invite sector specialist to assist)	Kevin Ball Chair, Learning & Development sub	Apr – July 2011

<b>4.4 Prepare a set of good practice standards leaflets for frontline practitioners</b>		
4.4.1 Develop a set of basic good practice standards relating to child protection across all agencies	Jackie Wilson Chair, Policy & Procedure sub	Jan – March 2011
4.4.2 Run a series of workshops with practitioners and team managers to test out the standards	Kevin Ball Chair, Learning & Development sub	Jan – March 2011
4.4.3 Publish the standards in a quick reference, easy use format	Jackie Wilson Chair, Policy & Procedure sub	April 2011
<b><u>Strategic Priority (5) Governance</u></b>		
<b>5.1 <u>Complete the organisational restructure and development of governance arrangements</u></b>		
5.1.1 To review and refresh membership of all the LSCB sub groups	Bryan Gocke LSCB Manager	22.11.10
5.1.2 To agree arrangements to discharge the responsibilities of the Area safeguarding Children groups	Deborah Lightfoot Head of Safeguarding	22.11.10
5.1.3 To review the operation of current LSCB task groups	Deborah Lightfoot Head of safeguarding	21.01.11

<b>5.2 <u>Clarify and establish support arrangements for the LSCB</u></b>		
5.2.1 To input into the establishment of the Integrated Safeguarding Unit	Deborah Lightfoot Head of Safeguarding	31.12.10
5.2.2 To agree LSCB budget 2011/12	Deborah Lightfoot Head of Safeguarding	21.01.11
<b><u>Strategic Priority (6) Workforce Development</u></b>		
<b><u>6.1 Ensure that all organisations that work with or come into contact with children operate recruitment and HR practices that take into account the need to safeguard and promote the welfare of children.</u></b>		
6.1.1 To review progress made by partner agencies through the s(11) self audit	Sam Prince Chair, Performance Management sub	16.12.10
6.1.2 To initiate a sample audit programme of recruitment practices in partner agencies	Sam Prince Chair, Performance Management sub	31.03.11
<b><u>6.2 To establish how best to work with the Children's Trust on Workforce Development</u></b>		
6.2.1 To agree proposals arising from an options appraisal for Workforce Development activity.	Executive group	17.12.10

<b>6.3 To improve access to LSCB core child protection training</b>		
<b>6.3.1</b> To co-ordinate the delivery the revised and restructured training programme	Kevin Ball Chair, Learning & Development sub	31.03.11
<b>6.3.2</b> To review the implementation and impact of the revised training programme	Kevin Ball Chair, Learning & Development sub	06.01.11

### **Ongoing Work**

Alongside the priorities detailed above, the LSCB, as part of its core business, will continue to undertake the following:

- Initiating, learning lessons and implementing actions from Serious Case Reviews and other management reviews.
- Reviewing the circumstances of all children and young people who die in Leeds through the Child Death Review Panel.
- Contributing to the regular updating of safeguarding procedures through the West Yorkshire Consortium.
- Supporting the Third Sector in discharging safeguarding responsibilities
- Promoting improved joint working between Adult & Children's Services
- Contributing to Sudden Unexpected Death in Childhood processes
- Monitoring the investigation of allegations against staff
- Monitoring the arrangements for privately fostered children and young people

BG/JH 16/11/10