

Solihull Local Safeguarding Children Board

Business Plan 1st July 2012 – 30th June 2013



Purpose

The purpose of Solihull LSCB is to:

Lead and “regulate” the local safeguarding system so children and young people are safe in Solihull”

Whose needs do we meet?

The LSCB work programme is designed ultimately to meet the needs of children and young people in Solihull and will achieve this by:

- (i) Supporting and enabling front line practitioners to keep children and young people safe
- (ii) Supporting and challenging agencies to put in place arrangements that promote children and young people to be safe.

Children, young people and their families require the LSCB to utilise a “what works” approach and to create a learning environment that supports professional judgement and reflective practice so that assessments and services provided meet their needs in the right way at the right time. This will require the LSCB to understand the child and family’s experiences of the safeguarding system, utilise research, and promote evidence based practice as well as influence local commissioning activity.

A whole “systems” approach

In the past, there has been significant emphasis on the threshold at which services have been provided to children, young people and their families. Solihull LSCB whole-heartedly endorses the concept of safeguarding as being determined by the point at which the child/ young person has a need for support. This means Solihull LSCB has a broader remit than children in receipt of statutory service provision; as defined in Children Act 1989.

The LSCB’s work will therefore include children and young people who fall below the threshold for statutory service provision, those no longer in receipt of statutory service provision as well as those in receipt of statutory child protection services.

Relationship with other plans

The LSCB has both influenced and been consulted on the development of a new Children and Young People’s Plan 2012 and this plan has been designed to support the delivery of activity to promote the safety and well being of children and young people

In addition, this plan has been devised so that there is a synergy with Solihull MBC Children’s Services Business Plan 2012-13 and in particular the following objectives: “Protecting the most vulnerable children and young people and securing early help for those that need it” as well as “looking after those children whose parents are not able to”

Strategic Aims

Solihull Local Safeguarding Children Board strategic aims for 2011/14 are:-

1. To lead, listen to and advise on safeguarding issues for children and young people within Solihull
2. To use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull
3. To know the story of safeguarding issues for children and young people within Solihull.
4. To ensure effective governance arrangements are in place and understood in respect of the work of Solihull LSCB.

In devising a work programme for 2012-13 to support the delivery of the above strategic aims, it is considered important to establish a shared understanding and commitment to the 'purpose' of the LSCB as well as clarity regarding whose needs the LSCB exists to meet.

Business Fundamentals and change priorities

Activity that is carried out will either be:-

- (a) Business Fundamentals, which are the activities that the LSCB does which impacts upon the safety and well-being of all children and young people. Without such activities, the LSCB would have no purpose.

Statutory guidance (Working Together 2010) sets out 6 distinct functions that a LSCB must fulfil and it is through the delivery of these functions that Solihull LSCB will secure the delivery of its strategic aims:

1. Thresholds, policies and procedures
2. Training & Development
3. Communicating and raising awareness
4. Monitoring and evaluation
5. Participating in planning and commissioning
6. Functions relating to child deaths and Serious Case Reviews

Or

- (b) Step Change Priorities, which are the activities fundamental to improving the safety and well-being of vulnerable children and young people and will most support the LSCB evidence the impact of its activity and so improve both quality and value for money.

Step Change Priorities

The LSCB has identified 3 priorities which are considered to be the key areas for change and that should have the greatest impact on improved outcomes for children and young people.

Priority 1: Neglect

Why?

- Whilst other categories of child abuse have shown a decline in the proportion of Child Protection Plans; neglect has increased from 27% of the total number of Child Protection Plans in 1994 to 45% in 2009 (Department of Education).
- The cumulative nature of neglect can often go unrecognised; especially in an incident focused child protection system meaning that children/young people's needs are unmet (SCIE Case Review).
- Neglect has adverse short- and long-term effects. In extreme cases, neglect kills. Neglect is a background feature in 60% of Serious Case Reviews for all ages of children (Brandon et al 2012).

Priority 2: Domestic Abuse

Why?

- The impact of exposure to domestic abuse is well-documented; including pre birth (Mullender and Morley 1996, Jaffe et al 1990 and McWilliams and McKieran 1993).
- Emotional abuse is the most frequent category of Child Protection Plans in Solihull and domestic violence is a significant feature in the majority of the cases; 52% of child protection cases involve domestic abuse (Farmer and Owen 1995)
- Local data indicates that children and young people identified via police call out as living with domestic abuse are subject to repeated exposure to domestic abuse (LSCB Audit 2011).

Priority 3: Child Sexual Exploitation

Why?

- Described by Barnardos as “the single biggest threat facing children and young people in the UK today”.
- Victims of child sexual exploitation are usually known to targeted and specialist services and go unrecognised as victims of abuse and exploitation.
- Local data indicates the need to enhance recognition, embed risk assessments processes and diversion planning including activity to disrupt perpetrators.

MEASURING IMPACT

In carrying out its work in respect of the above 3 priorities, the LSCB aims to support the early help strategy by ensuring children, young people and their families receive help at the point at which the additional need is first identified in order to prevent the child's needs from escalating. It is considered that a greater focus on the above 3 priority areas will, over time, bring the number of children whose needs have to be met via a Child Protection Plan or by becoming 'Looked After' into line with Solihull's population profile.

A key measure of our impact will be the Solihull story of the child's journey through and experiences of the 'helping' system. The LSCB will receive this information via its constituent statutory partner agencies; and in particular the Local Authority's Child Protection and Review Unit.

The LSCB will also receive information regarding the safeguarding needs of local children and young people via its scorecard and audit activity. This information will allow the LSCB to explain, consider and review the impact of its work.

In addition, the LSCB will seek to understand the impact of its work on frontline practice; it is considered that improved practice is a proxy measure of improved outcomes for children, young people and their families.

Again feedback from children, young people and their families will provide us with a measure of the quality of front line practice.

In addition the LSCB will use the following 'top line' outline measures to evaluate progress against its 3 priority areas of business.

Child Sexual Exploitation

- (i) Capacity and capability of workforce
 - Specialist worker – case load
 - Training data (numbers)

- (ii) Quality of professional practice/decision making
 - Evaluation of training data (impact of training)
 - Outcomes of diversion plans e.g. %age of young persons returned to education (via annual report provided by Youth Services and Lead Professional)

- (iii) Levels and quality of partnership engagement
 - Attendance at MASE meetings
 - Attendance and engagement at CSE Steering group
 - Training data (breakdown by agency)
 - Delivery of PSHE in schools

Domestic Abuse

- (i) Capacity and capability of workforce
 - Training data (numbers)
 - Specialist provision – children and young people

- (ii) Quality of professional practice/decision making
 - Evaluation of training data (impact of training)

- S47 audit outcomes (cases of domestic abuse)

(iii) Levels of quality of partnership engagements

- Attendance at MARAC
- Training data (breakdown by agency)
- Delivery of PSHE in schools

Neglect

(i) Capacity and capability of workforce

- Training data (numbers) – Graded Care Profile
- Training data (numbers) – neglect

(ii) Quality of professional practice/decision making

- Evaluation of training data (impact of training)
- Evaluation of pilot of multi-agency chronologies and in particular impact on assessment process
- Evaluation of impact of Graded Care Profile (time 1 and time 2)

(iii) Levels and quality of partnership engagement

- Training data (breakdown by agency)

1. To lead, listen to and advise on safeguarding issues for children and young people within Solihull

The LSCB is the strategic body responsible for influencing on safeguarding matters for children and young people. The LSCB will need to ensure both in its own work and in the work of partners that consideration is given to working across the whole spectrum of the Solihull community including children, young people, parents/carers, children and adult's workforce, Elected Members/Members of Accountable Bodies, Managers and Leaders within settings and agencies that work with children, young people and parents/carers.

The LSCB has agreed the following activities to support it to lead, listen to and advise on safeguarding issues for children and young people.

ACTION	LEAD	TIMESCALE	OUTPUT	PROGRESS TO DATE	
				TIMESCALE	ACTION
<u>Business Fundamentals</u>					
1.1 Provide information to children, young people, parents/carers, children and adults workforce on safeguarding.	Julie Harrison, Senior Communications Officer.	July 12 – June 13	Communication activity/ plan		
1.2 Provide a procedural framework for front line staff to work together and exercise professional judgement to identify and keep children safe from harm.	Liz Murphy, Safeguarding Children Business Manager	July 12 – June 13	Framework to support those who work with children/young people and families to identify harm , work together and understand each others role/responsibilities		
1.3 Create and/ or utilise opportunities to secure feedback from the children's and adult's workforce on	Liz Murphy, Safeguarding Children Business Manager	July 12 – June 13	Practitioners Forums Staff questionnaires Staff engagement in audit activity • Staff feedback regarding quality and		

	safeguarding in Solihull			impact of LSCB training		
1.4	Carry out a review and address any gaps in safeguarding provision in sport/ physical activity provision.	Dave Turton, Sports Development Manager	July 12 – June 13	<ul style="list-style-type: none"> • Mapping of sector • Action plan implemented • Progress and evaluation reports to LSCB. 		
1.5	Conduct an audit of awareness of safeguarding measures across 3 rd Sector organisations.	Paul Nash, Safeguarding Officer	To commence in March 2013	<ul style="list-style-type: none"> • Audit commenced • Audit Completed • Audit Analysed • Learning identified • Learning used to inform LSCB work programme 		
1.6	LSCB is a formal consultee to the JSNA and other relevant needs assessments.	Stephen Munday, Director of Public Health.	To be determined by Director of Public Health	<ul style="list-style-type: none"> • Safeguarding activity/issues integrated in JSNA • Local needs assessment informs commissioning of services to improve stay safe outcomes 		
<u>Change Priorities</u>						
1.7	Deliver a Child Sexual Exploitation communications campaign	Julie Harrison, Senior Communications Officer.	July 12 – June 13	Communications activity/ plan.		
1.8	Devise a workforce wide approach to assessing and responding to children/ young people living with	Liz Murphy, Safeguarding Children Business Manager	Jan 13 (procedures) Aug 12 onwards (workforce)	<ul style="list-style-type: none"> • Revised set of procedures • Workforce development strategy • Implementation of revised procedures 		

domestic abuse.		development strategy)			
1.9 Support the implementation of new arrangements in respect of CRB, Disclosure and Barring procedures to Vetting and Barring scheme	Liz Murphy, Safeguarding Children Business Manager	Post launch of revised national guidance	<ul style="list-style-type: none"> • Revised 'Safer Recruitment' procedures • Raise awareness of changes. 		
1.10 To pilot a system for using multi-agency chronologies	Liz Murphy, Safeguarding Children Business Manager	Jan 2013 onwards	<ul style="list-style-type: none"> • Procedures and guidance devised • Pilot commences • Evaluation report of impact 		
1.11 To support the development of a clear interface between child protection processes and multi-agency work co-ordinated as part of the Family Recovery Service.	Melanie Lockey, Head of Partnership Commissioning and Practice and Procedures sub group.	Sept 2012 onwards	<ul style="list-style-type: none"> • Report to LSCB • LSCB endorsed safeguarding arrangements embedded in Family Recovery Service • Quality assurance arrangements/ ongoing reports to LSCB. 		

2. To use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull

Research has shown that multi-agency training is effective in helping professionals understand their respective roles and responsibilities, the procedures of each agency involved in safeguarding and promoting the welfare of children, and in developing a shared understanding of assessment and decision-making practices. Further, the opportunity to learn together is greatly valued: participants report increased confidence in working with colleagues from other agencies and greater mutual respect. For these reasons, the LSCB will continue to make multi-agency training available and will draw on the partnership nature of the Board itself to encourage participation. It is also important that

the LSCB evaluates such training.

In addition, research and routine learning from case audits, serious case reviews and child death reviews as well feedback from children, young people and families should influence local learning.

The LSCB has agreed the following activities to support it to use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull.

ACTION	LEAD	TIMESCALE	OUTPUT	PROGRESS TO DATE	
				TIMESCALE	ACTION
<u>Business Fundamentals</u>					
2.1 Deliver multi-agency training 12-13 inc. conference programme and plan 12-14 training programme	Sally Andrews, Training & Development Officer	July 12 – June 13	<ul style="list-style-type: none"> • Training calendar (s) • Courses delivered with a multi-agency take-up of courses. • Training Needs Analysis • Annual Conference • Evidence based practice and research informs training course content. 		
2.2 Ensure a review of all child deaths to identify modifiable risk factors	Paul Nash Safeguarding Officer and Dara Lloyd, Manager, Child Death Review Process for Coventry, Solihull and Warwickshire.	July 12 – June 13	<ul style="list-style-type: none"> • All child deaths notified to LSCB • Data collated • Review of all child deaths • Contribution to sub regional analysis 		
2.3 Effectively conduct serious case reviews and other case reviews as required	Liz Murphy Safeguarding Children Business Manager	July 12 – June 13	<ul style="list-style-type: none"> • Reviews completed as required in statutory guidance • Learning identified 		

			• Learning used to inform local practice and training			
2.4 Change Priorities						
2.5	Develop and implement a system to evaluate the impact of training on practice	Sally Andrews Training and Development Officer	To be implemented Jan 13 onwards	Agreed model(s) to evaluate the impact of training on practice		
2.6	Pilot the Graded Care Profile in cases on neglect both within early help and child protection activity with CSWS and health visiting service and contribute to national evaluation project.	Sally Andrews, Training & Development officer	To commence Dec 12 onwards	Project plan agreed/delivered. Reports to Practice and Procedures.		

3. To know the story of safeguarding issues for children and young people within Solihull.

The LSCB role in assessing effective local arrangements to safeguard children and young people is set out in statutory guidance. The Government has set out in its response to the Munro Report that the remit of LSCBs should be expanded to include assessing the effectiveness and impact of help being provided to children, young people and families; including early help. Statutory guidance will be amended and the LSCB has integrated assessing the impact of early help services in its work programme for 2012-13.

The LSCB needs to be proactive in identifying what is working well, what requires further exploration as well as monitoring areas that have previously been identified as a priority action by the LSCB. In order to do this, the LSCB needs to receive data that tells the story behind safeguarding in Solihull.

The LSCB has agreed the following activities to support it to know the story of safeguarding issues for children and young people in Solihull.

ACTION	LEAD	TIMESCALE	OUTPUT	PROGRESS TO DATE	
				TIMESCALE	ACTION

Business Fundamentals

3.1	Review LSCB scorecard.	Paul Nash, Safeguarding Officer	Quarterly – commencing Nov 12.	<ul style="list-style-type: none"> - Multi-agency scorecard - Analysis of scorecard data - Report to LSCB and used to inform LSCB activity. 		
3.2	Conduct multi-agency audits in respect of (i) Children and young people who have previously been subject to a Child Protection Plan (ii) Children and young people who are subject to S47 enquiries (iii) Children and young people who have been sexually exploited.	Paul Nash, Safeguarding Officer	July 12 – June 13	<ul style="list-style-type: none"> - Audits completed and reported to LSCB - Partners evidencing impact of previous learning on practice - Clear advice (inc, use of research/national studies) available as to what will improve outcomes on practice. 		
3.3	Review compliance with S11 CA 2004 and S175/157 Education Act	Paul Nash, Safeguarding Officer and Steve Martin, Chief Education Welfare Officer	Sept 12 (S11) and March 12 (S175/157)	<ul style="list-style-type: none"> - Review of action plans/ audit completed - Analysis of local picture reported to LSCB 		
3.4	Receive regular reports from the	Vanessa Bishop, Director of	Quarterly – commencing	<ul style="list-style-type: none"> - LSCB reporting template used inc. 		

CYPTB on progress made in improving stay safe outcomes for children and young people.	Children's Services and Chairperson of CYPTB	July 12	case studies - Information provides LSCB with local story and is/can be used to influence commissioning. - Child's experiences gathered and used to inform learning		
<u>Change Priorities</u>					
3.5 Receive regular information about the quality of service provision and impact of service provision on improved outcomes for children and young people subject to child protection processes.	Steve Martin, Child Protection and Review Unit Team Manager	Sept 12 onwards	<ul style="list-style-type: none"> • CPRU Quality Assurance framework devised • Views of children, young people, families and professionals gathered • Data collated /analysed • Data report to LSCB 		
3.6 Co-ordinate Solihull MBC and partners engagement in LGA Peer Review.	Liz Murphy, Safeguarding Children Business Manager and Paul Nash, Safeguarding Officer	July 12 – Nov 12	<ul style="list-style-type: none"> • Front-line practitioners complete questionnaire • Case mapping exercise • Learning environment created for and through process. 		

4. To ensure effective governance arrangements are in place and understood in respect of the work of LSCB.

The LSCB is a statutory body operating with a quasi-independent voice in local partnership arrangements and is tasked with ensuring there are effective local arrangements in place for agencies to work together to safeguard children and young people. LSCB's are required to have membership drawn from local partner agencies actively involved in work to safeguard children and young people and in order to be effective, LSCBs also need to be able to influence other local strategic partnerships and leaders. Another important requirement is sufficient resources to deliver core statutory functions.

For these reasons, robust and effective governance arrangements are imperative to promote the LSCB to be an effective partnership body.

The LSCB has agreed the following activities to ensure effective governance arrangements are in place and understood in respect of its work.

ACTION	LEAD	TIMESCALE	OUTPUT	PROGRESS TO DATE	
				TIMESCALE	ACTION
<u>Business Fundamentals</u>					
4.1 Recruit Independent Chairperson	Vanessa Bishop, Director of Children's Services	December 2012	<ul style="list-style-type: none"> - Offer of appointment - LSCB Chairperson independent of statutory agencies - Compliance with revised Working Together 12 document. 		
4.2 Monitor LSCB and sub group attendance at LSCB training events	Karen Perry, PA to Safeguarding Children Business Manager Administrator to Local Safeguarding Children Board, Katharine Marsh, LSCB Administrator and LSCB Training Administrator	July 12 – June 13 onwards	<ul style="list-style-type: none"> • Record of attendance • Issues re; partner agency engagement addressed in a timely manner 		
4.3 Produce an annual report that sets out	Liz Murphy, Safeguarding	Sept 12	<ul style="list-style-type: none"> - Written report - Presented to Council's 		

	how the LSCB discharges statutory duties, and that evaluates local safeguarding arrangements.	Children Business Manager		Executive, Shadow Health Wellbeing Board, Education Children and Young People Scrutiny Board and other relevant Partnerships		
4.4	Support the ongoing development of LSCB Board Members to enable them to deliver their role/understand local need	Liz Murphy Safeguarding Children Business Manager	July 12 – June 13	<ul style="list-style-type: none"> - Development sessions held for Board Members - Board Members contribute to LSCB meetings in a way that promotes quasi-independence of LSCB 		
4.5	Ensure an effective combined LSCB/ SASB training sub group	Sally Andrews Training and Development Officer and Joan McHugh Safeguarding Adults Development Manager	Sept 12 onwards	<ul style="list-style-type: none"> • Terms of Reference • Integrated work plan • Joint Safeguarding training strategy (inc. safeguarding competency framework) • Review of delivery of arrangements for the delivery of multi-agency workforce training/ development. 		
4.6	Devise funding formula for LSCB Budget 12 -15 and secure sufficient financial capacity to deliver core	Mark Rogers, LSCB Chairperson	By June 2013	<ul style="list-style-type: none"> • Funding formula agreed by LSCB agencies • Budget to support delivery of core functions 		

functions					
4.7 Monitor arrangements for the delivery of safeguarding training in Solihull	Sally Andrews, Training and Development Officer	July 12 – June 13	<ul style="list-style-type: none"> - Annual report from statutory partners on single agency safeguarding training. - Accurate data held by LSCB - Quarterly reports produced - Courses run have delegates from a wide range of agencies - Discussion of data at Training sub group. 		
4.8 <u>Change Priorities</u>					
4.9 Secure the effective engagement of CCG in Solihull LSCB and Local Area Team (LAT) by 1.4.13	Mark Rogers, LSCB Chairperson	1.4.13	<ul style="list-style-type: none"> - CCG Chief Nurse in attendance at LSCB - Safeguarding integrated into CCG activity - Agreed level of Designated Nurse and Doctor capacity as well as Named GP arrangements - Quality assurance activity includes safeguarding - NCB LAT Director of nursing engaged. 		
4.10 Influence the	Stephen Munday,	July 12 –	- Protocol and LSCB		

development of local arrangements for the commissioning of health services so as to support the safety of children and young people.	Director of Public Health.	June 13	Health and Well Being Board - Safeguarding integrated at all stages of commissioning process. - JSNA includes key data relevant to the safety of children and young people.		
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UNDERLYING PRINCIPLES:-

- (i) This plan is the responsibility of all the LSCB members who are equal partners in terms of the delivery of the plan.
- (ii) The plan will be monitored by the LSCB every quarter, progress will be reported regularly to the Solihull Partnership Governing Board and be a public document; available via www.solihull.gov.uk/staysafe.
- (iv) This plan is the over-arching plan for the work that will be conducted by Solihull LSCB in 2012-13. Other plans may exist to support the delivery of actions contained in this plan or in response to a particular need. Any such plans will be regularly monitored by the LSCB.
- (v) There is inevitably synergy between the actions set out against each of the strategic aims and one action will usually support the achievements of one or more of the strategic aims.