



Luton Safeguarding Children Board – Business Plan 2015-2017

Luton **S**afeguarding **C**hildren **B**oard

Business Plan

2015 – 2017

August 2015 – V2

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Luton Safeguarding Children Board – Business Plan 2015-2017

1. Introduction

The key function of the Luton Safeguarding Children Board is to ensure that it carries out its statutory duties as defined within Working Together 2013 and 2015, and within the Ofsted criteria for inspection of LSCBs, in particular the criteria for good and outstanding performance of the Board so that the children and young people of Luton can be effectively safeguarded across the multi-agency partnership.

In order that the Board can fulfil its statutory duties, the Board will implement and embed the Key Improvement Priorities for the next two years. The work will be carried out in the Scrutiny and Assurance(S&AG), Multi Agency Audit(MAAG) and Learning and Improvement(L&IG) sub groups, managed by the Executive group for the Board. Alongside the Luton sub groups, further work is coordinated and managed within the Pan Bedfordshire Child Death Overview Panel, the Pan Bedfordshire CSE strategic sub group and the newly formed policy and Procedure sub groups. Representatives from the Pan Bedfordshire Sub Groups sit in the Luton Sub Groups or the Executive, and all work reaches final scrutiny and approval by the Luton Safeguarding Children's Board through its schedule of Performance Management and Learning and Improvement Framework quarterly reports.

2. Selecting priorities and key principles

We want our LSCB business planning process focussed on outcomes for children, with key priorities selected from an evidence base to determine key areas for focus where we want to make a difference in the lives of children. A small number of key priorities have been identified at the Business Planning Day in June 2015, and these will remain priorities until March 2017 to ensure there is adequate focus and time to identify a real change in these areas.

Supporting this, we have identified **areas for improvement for the effectiveness of the Board**, to help us undertake our duties effectively, and support achievement of our priorities for children and young people.



Luton Safeguarding Children Board – Business Plan 2015-2017

Our Priorities for children and young people

Areas for the focus of the LSCB over the coming 24 months are:

Priority 1: Reducing prevalence and impact of **ABUSE IN SPECIFIC CIRCUMSTANCES**, including CSE, Grooming for violence and extremism, sexually harmful behaviour, Female Genital Mutilation, forced marriage and honour based violence.

Priority 2: Ensuring children and families receive right service at the right time through **EARLY HELP**.

Priority 3: Reducing the prevalence and impact of **NEGLECT**

Priority 4: Ensure that all partner agencies deliver a risk management plan that assures the Board that all professionals and staff that come into contact with children are properly **SKILLED AND EQUIPPED** to carry out their safeguarding responsibilities.

Priority 5: **Improve the delivery of the Board's core statutory duties** as defined in Working Together 2015 by embedding the new structure and governance within the Luton Safeguarding Children Board.

Priority 6: **Improve communications and recognition locally of the LSCB** as a key strategic body responsible for safeguarding children in Luton

In addition, we have identified the following elements that cross all of the priorities that we will pay attention to:

- **“Revolving Door”**: Children and families whose needs are not met first time round and come back to receive services for a second or subsequent time. For example, repeat hospital admissions; re-referrals to children’s social care; children subject of a child protection plan for a second or subsequent time.
- **Managing risk**: How professionals and organisations are identifying and managing risk themselves, appropriately.
- **Building resilience**: How children and their families; workers, organisations and partnerships are supported to develop skills and strategies to be able to manage effectively in adverse or difficult circumstances without the need for additional support.
- **Working with Partners and children and young people**:



Luton Safeguarding Children Board – Business Plan 2015-2017

Areas for improvement for the effectiveness of the board

1. Embed **effective performance management and quality assurance** with a specific focus on learning and improvement and improving audit activity across the partnership.
2. Deliver improved core statutory duties through **embedding the new LSCB structure and governance**.
3. **Improve communications** so that the workforce is well informed and the LSCB is seen as a key strategic body responsible for safeguarding children in Luton.
 - Our current baseline evidence
 - Outcomes we want to achieve
 - Actions and how we will know how well we are doing,
 - are provided for each priority on the following pages.

Abbreviations	
SD -SFS	Service Director – Specialist Family Support
C&L DMT	C&L Departmental Management Team
SMT	Senior Management Team
CiC/LAC/CLA	Children in Care/Looked After Children
YP	Young Person
SN	Statistical Neighbours
PI	Performance Indicator
QA	Quality Assurance

Outcomes will be RAG rated individually for process and impact as follows :	
RED	Process: Tasks have not been completed or timescales have slipped and need attention. Impact of outcomes should start to be seen and measured, but are not met.
AMBER	Process: Tasks are not on track but plans are place to ensure progress by identifiable timescale Impact can start to be measured but are yet to be demonstrable
GREEN	Process: Tasks are progressing as expected and are deemed to be on target Impact of outcomes can be demonstrably measured
BLUE	Completed
GREY	Process: Not yet started - action is not scheduled to start in this period. Impact not yet expected to be realised (i.e. actions in progress/not started).

The table below illustrates how the Plan will be monitored using a range of evidence			
PI	Performance Indicator on Scorecard	Assurance Report	more detailed information in a report from the organisation or priority lead.
Ofsted	Feedback from Ofsted	Audit	planned audits or evaluations undertaken
Voice	(of children, carers, practitioners):	what people tell us is happening	



Luton Safeguarding Children Board – Business Plan 2015-2017

<p>Priority 1:</p>	<p>Reducing the prevalence and impact of Abuse in Specific Circumstances</p> <ul style="list-style-type: none"> ✓ Child Sexual Exploitation and Sexual Abuse ✓ Human slavery ✓ Grooming for Violence and Extremism ✓ Sexually Harmful Behaviour, Sexting and cyber bullying ✓ Female Genital Mutilation ✓ Honour Based Violence ✓ Missing and Hidden Children
<p>The evidence base that this is a priority for Luton</p>	<ul style="list-style-type: none"> ❖ Currently 36 cases are open to Children’s Social Care with a warning flag for CSE. 19 Luton cases have been heard by the CSEP panel. ❖ An Ofsted thematic CSE inspection took place in Luton in 2014 and identified key areas of learning for the LSCB partnership. ❖ As a result, a further Pan Bedfordshire CSE Peer Review took place in February 2015 which has identified key areas of improvement both for Luton and for the Pan Bedfordshire partnership in terms of strategic leadership, communication, learning and development and service planning. ❖ The outcome of the Rotherham and Oxford Serious case reviews into CSE have identified risks and learning needs common to Luton – in particular the demographics and geographic location of the town in terms of easy access to motorways, airports and rail links. ❖ Feedback from the 2014 Young People’s ‘Take Out’ Day indicated that the risks of CSE are prevalent in Luton. ❖ 1 FGM prohibition Order has been served by Children’s Social Care. ❖ In 2014/15 - 19 young people and children were referred to the Channel panel. In the 1Q of 2015 15 new referrals were made to Channel. 1 family has been made subject to legal proceedings to prevent children being removed from the country where evidence indicated that they were experiencing radicalisation. ❖ Luton LSCB is working to ensure that all partners respond efficiently and effectively to the local and National priorities of CSE, Human Slavery, FGM and extremism. ❖ Luton LSCB is working collaboratively with the Central Bedfordshire and Bedford Safeguarding Children Boards to ensure that all data and intelligence is effectively shared across Pan Bedfordshire.



Luton Safeguarding Children Board – Business Plan 2015-2017

Key Outcomes: what difference do we want to make:

- We want to **ensure that partner agencies have effective leadership in place** to take forward the work that is needed to reduce the impact of abuse in specific circumstances.
 - The CSE and FGM strategic groups are chaired and attended by senior representatives from across the partner agencies in Bedfordshire.
 - The Channel Panel is chaired by the HOS Prevention and Early Intervention
 - The DCS – C&L, LBC petitioned for and was granted funding to set up the SPOC for CSE and Missing children.
 - Beds police appointed a CSE coordinator to review and manage the CSEP
- We want to **empower children and young people** to recognize, report and seek protection from the key areas of abuse and concern.
 - Through the actions of the CSE strategic group a CSE poster and leaflet campaign took place across Bedfordshire providing children and young people with details of where they could get advice and seek support if they or peers were experiencing CSE.
 - The Luton SCB launched their Safeguarding pledge at the Luton Town Football club Community Trust who work with over 3,000 children and young people which gave further details and places to seek advice and support. Further events are being planned.
- We want to **ensure that professionals and practitioners are equipped to respond and act to disrupt and reduce** the impact of these issues on children and young people currently and in the future.
 - The Luton SCB website has a current practice guidance, risk assessment tool and disruption strategy in place to support practitioners in responding to and disrupting exploitation and abuse.
- We want to **ensure that professionals and practitioners are supported by robust supervision, guidance and procedures** to enable them to carry out their duties effectively in reducing the prevalence and impact of abuse.
 - A Pan Beds policy and procedure group is now in place, chaired by the AD Children and Young People Safeguarding BBC to review and monitor multi agency procedures and bring forward new guidance as required.
 - Supervision of staff has been identified as a key performance issue through the current SCR action plans and is being monitored through the SCR sub group and risk register.



Luton Safeguarding Children Board – Business Plan 2015-2017

<p>How will we measure our success?</p>	<ul style="list-style-type: none"> • The LSCB Executive and Board will monitor and review the performance data through the performance scorecard and track the improvements being made in the target areas through the detailed work plans of the sub groups. • The LSCB Board will monitor and review the activity of the Luton and Pan Beds sub groups and executive, and track the progress of the work outlined in the business plan as it drives improvement in the priority area through the sub group action plans and summary reports. • The LSCB Board will monitor and review the evaluation of the Section 11 reports as they refer to the work being carried out under the priority area. • The LSCB Board will review and scrutinise the impact of the learning and development programmes across the partnership and track the improvements to practice highlighted through the triangulation of evidence from the assurance reports, audit and L&D activity • The LSCB executive will meet quarterly with the Young People’s Challenge group to receive feedback from across the participation landscape to enable the Board to measure the impact of its activity on the local experience of young people in Luton.
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Ref	Action	Timescale	Lead	Impact expected & How will we know?
1a.	<p>Develop, deliver and monitor coherent strategies that will tackle key areas of concern around abuse in specific circumstances:</p> <ul style="list-style-type: none"> ❖ Child Sexual Exploitation and Sexual Abuse ❖ Human slavery ❖ Grooming for Violence and Extremism ❖ Sexually Harmful Behaviour, Sexting and cyber bullying ❖ Female Genital Mutilation ❖ Honour Based Violence ❖ Hidden and missing children 	<p>Review quarterly</p> <p>3 months</p> <p>Ongoing</p> <p>3 months</p> <p>6 months</p> <p>Ongoing</p>	<p>Glen Denham/LSCB</p> <p>“ “</p> <p>Jo Fisher</p> <p>Kelly O’Neill/Liz Clarke/LSCB</p> <p>Mary Emson LSCB</p>	<ul style="list-style-type: none"> ▪ Service planning is coherent across the partnership = mapping of services will demonstrate that resources are being effectively used to address the prevalence of abuse and reduce the impact ▪ All professionals and practitioners are aware of their agency’s strategy to tackle abuse in specific circumstances = <p>referrals to CSEP, Channel and RIAT demonstrate and understanding of practice expectations around abuse in the key areas identified.</p> <ul style="list-style-type: none"> ▪ Gaps in services and Safeguarding Risks are quickly identified = Agencies report gaps and risks to LSCB with action plans to address these.



Luton Safeguarding Children Board – Business Plan 2015-2017

	<p>Detail, work plan and Oversight – S&AG Report to the Executive - LSCB</p>			<ul style="list-style-type: none"> Ensure that links with the Airport and Border Agency are robust and that all staff understand their role in safeguarding children = all agencies attend and respond to the regularly briefing meetings and that action is taken to respond to cases of concern.
1b.	<p>Develop and implement procedures and joint working protocols that will equip service providers, schools, professionals and practitioners to recognize, respond and disrupt abusive activity in the key areas of concern.</p> <p>Currently under review/development:</p> <ul style="list-style-type: none"> SHB, sexting and cyber bullying FGM Human Slavery/trafficking Safeguarding in Schools Grooming for violence/extremism Information Sharing Policy Hidden children and missing children <p>Detail, work plan and Oversight – L&IG Verification – MAAG/data scorecard Reporting to the S&AG and Exec LSCB</p>	Ongoing	L&IG/ME LSCB	<ul style="list-style-type: none"> Children and young people feel safer in school, in the community and online, and know how to access advice and services when they are worried about abuse = contacts and referrals from young people will increase, as will engagement with young people on planning services. Identification of abuse in the key areas will improve as will the delivery of support to children at risk = Safety/child in need/child in need of protection plans for children at risk will be evident on case files when Multi agency audits are carried out. Disruption activity around the key areas of abuse will show a visible rise in implementation = data from the police, panels and CSC will confirm that disruption activity is taking place and having an impact on perpetrator activity in Luton.



Luton Safeguarding Children Board – Business Plan 2015-2017

Priority 2:	Ensuring children and families receive right service at the right time through EARLY HELP .
The evidence base that this is a priority for Luton	<ul style="list-style-type: none">❖ There has been an increase in the number of CAFs/EHAs completed in 2014/2015.❖ This increase has continued with the first quarter recorded in June 2015 showing the numbers of EHAs are now sitting at 301 for the first quarter of 2015.❖ The number of referrals to Children’s Social Care in the quarter was 647.❖ The number of ‘stronger’ families worked with in this period is 525 and has resulted in 362 claims for payment by results.❖ A multi-Agency audit carried out on a random sample of referrals to Children’s Social Care demonstrated that there was a lack of understanding around thresholds across the partnership resulting in cases being referred that did not meet the threshold for specialist social work services.❖ Learning from the current SCRs taking place in Luton indicate that vulnerable families at higher level of risk from neglect are not being identified through the use of the GCP and therefore not receiving the support they need early enough to reduce the impact of neglect and Significant Harm to the child❖ Luton LSCB is working to ensure that it responds efficiently and effectively to the local and National priorities of Neglect and Early Help.❖ Luton LSCB has worked collaboratively with partner Boards in sharing the development of the Luton Threshold Document to support a coherent approach to Thresholds across the Pan Bedfordshire agencies.❖ Luton has a significantly higher average of young people requiring tier 4 CAMHS services – often associated with a neglectful childhood.❖ Young People have reported to the Board that accessing early help services is often fraught with difficulty through judgemental attitudes and unrealistic expectations of young people’s ability to cope with adult orientated service provision.



Luton Safeguarding Children Board – Business Plan 2015-2017

Key Outcomes: what difference do we want to make:

- We want to reduce the number of referrals to Children’s Social care that do not reach the threshold for specialist intervention **thus reducing delay in families receiving the right service.**
 - A revised Threshold Framework was launched across the Luton multi agency partnership in March 2015 at the Luton SC Board where members approved the framework and committed to the conditions therein.
- We want to increase the number of EHAs and GCPs being carried out at the earliest stage of concern **to reduce the incremental impact of delay and unmet need on the development of children currently and on their future achievements** and provide services at the right time.
 - The Early Help service are currently delivering EHA training on 2 day courses
 - Three Neglect/GCP multi agency training events have taken place between July 2015 and September.
 - The NSPCC GCP project is underway in Luton, and GCP champions will be trained in December.
- We want to reduce the number of repeat referrals to Children’s Social Care as a result of threshold issues within 12 months by 20%
 - All learning and developments events now have the revised Threshold Framework embedded in the training materials and exercises, which signpost referrals to the correct level of service.
 - The Early Help Hub now offers an advice and case discussion service for professionals who are unclear whether the referral they wish to make reaches the Threshold of Significant harm and therefore level 4, or an EHA is more appropriate.
- We want to ensure that all agencies have a clear understanding of the Threshold Framework, and the right referral pathways so that all families **get the right service, at the right time and at the right level.**
 - 5 learning and development events have taken place around the revised Threshold Framework across the Luton multi agency partnership which started in June 2015 and 500 professionals have attended to date. Further sessions are being planned.



Luton Safeguarding Children Board – Business Plan 2015-2017

How will we measure our success?	<ul style="list-style-type: none"> • The LSCB Board and Executive will monitor and review the performance data through the performance scorecard and track the improvements being made in the target areas. • The LSCB Board and Executive will monitor and review the activity of the Luton and Pan Beds sub groups and executive, and track the progress of the work outlined in the business plan as it drives improvement in the priority area through the sub group action plans and summary reports. • The LSCB Board will review and scrutinise the learning and development programmes across the partnership and track the improvements to practice highlighted through the triangulation of evidence from the assurance reports, audit and L&D activity • The LSCB executive will meet quarterly with the Young People’s Challenge group to receive feedback from across the participation landscape to enable the Board to measure the impact of its activity on the local experience of young people in Luton. • The LSCB will consult with parents, carers and the community on services being delivered to them. 			
Ref	Action	Timescale	Lead	Impact expected & How will we know?
2a.	<p>Early Help to work with partners and families to develop and monitor strategies to ensure children and their families get the right service, at the right time and at the right level.</p> <p>Early Help will promote a model of early help for children and families which reduces demand and fits coherently within the Threshold Framework.</p> <p>Detail, work plan and Oversight S&AG Report to Exec and Board</p>	Ongoing	Jo Fisher/LSCB/ Nick Chamberlain	<ul style="list-style-type: none"> ▪ The Threshold Framework will be embedded within all multi agency service priorities so that Early Help is achievable and negates the worst aspects of neglect = The S&AG will monitor Assurance reports to verify that the Threshold Framework is an active component in all Early Help approaches.
2b.	<p>To ensure that all policies and procedures have embedded the Threshold Framework into their processes.</p>	3 months	L&IG/ME/ LSCB	<ul style="list-style-type: none"> ▪ Thresholds are understood, embedded and effectively reducing the number of inappropriate and repeat referrals



Luton Safeguarding Children Board – Business Plan 2015-2017

	<p>Detail, work plan and Oversight L&IG Reporting to S&AG and Exec</p>			<p>= The number of inappropriate and repeat referrals will reduce.</p> <ul style="list-style-type: none"> Improved identification of Early Help cases resulting in earlier referrals to the EH Hub for assessment and support = the number of referrals for EHAs will increase.
2c.	<p>To ensure that ‘Step Up and Step Down’ arrangements are in place and robustly monitored around decision making.</p> <p>Detail, work plan and Oversight MAAG Reporting to the S&AG and Exec.</p>	Ongoing	Nick Chamberlain/ Adele Penfold	<ul style="list-style-type: none"> Cases will move efficiently and safely through the Early Help and Specialist Service landscape without drift or delay. Professional disagreements will be managed through the escalation procedure = the multi-agency audit group(MAAG) will review escalation complaints quarterly and report to the Board.

Priority 3:	Reducing the prevalence and impact of NEGLECT
The evidence base that this is a priority for Luton	<ul style="list-style-type: none"> ❖ Of the 183 children subject to a child protection plan at the end of quarter 2, 62 children had plans under the category of Neglect. ❖ A further 33 children had child protection plans that included neglect. In the category indicating that 52% of children on child protection plans has neglect as a feature of concern. ❖ Over 50% of children known to the Early help and stronger families services had neglect issues as a factor. ❖ Audits and findings from the 3 current SCRs indicate that neglect was a factor in each of the cases ❖ In line with National and local priorities, Neglect has been identified as a key priority for the LSCB ❖ In response to issues raised on the LSCB risk register in terms of practice around neglect, the Board has applied and been accepted as an adopted partner on the NSPCC project on the Graded Care Profile. ❖ Luton LSCB has made approaches to Central Bedfordshire LSCB, who is also an NSPCC adoptee to consider how resources can be maximised over the course of the project and support a Pan Bedfordshire response.



Luton Safeguarding Children Board – Business Plan 2015-2017

Key Outcomes: what difference do we want to make:

- All cases where neglect is identified will have a GCP carried out **to aid professional judgement and decision making, and reduce the impact of the 'Start Again' syndrome and repeat referrals** on children and their family's .
 - The Luton SC Board partnership agreed in September 2014 that all cases of neglect will be assessed through a GCP.
 - Three Neglect/GCP multi agency training events have taken place between July 2015 and September, and 2 further events are being planned..
 - The NSPCC GCP project is underway in Luton, and GCP champions will be trained in December and the training programme phase will begin in January 2016.

- All cases where neglect is identified will have a GCP in place as an intervention and change management tool **to reduce the incremental impact of abuse on children resulting from unmet need** and enable cases to be progressed effectively through the appropriate levels of service.
 - The Early Help Hub is supporting the GCP process through advice and discussion with referrers who are considering whether a GCP is needed.
 - All neglect cases subject to the Child Protection process must have a GCP in place

- The GCP will sit alongside other assessment tools in cases of neglect to provide an objective evaluation of the progress being made in the case **thus enabling sound decision making to take place around the threshold of Significant Harm** allowing the case to be signposted to the appropriate level of service.
 - Beds police officers now have video Cams on their uniforms to enable evidence of neglect to be recorded at the earliest point of contact.

- All relevant staff within the LSCB partnership will receive training on the learning from the SCRs in terms of neglect, **and will understand how their roles and responsibilities directly impact on the prevalence and impact of neglect.**
 - Three multi agency Learning and Improvement events have been constructed, resulting from the outcome of the current SCRs in Luton, focusing on Neglect/GCP and were delivered between July 2015 and September. A further 2 events are being planned to the run up to the NSPCC programme.

- All staff within the partnership will have the opportunity to receive training on the GCP in order for them to be able to carry out an early assessment of concern and where appropriate a full GCP and intervention plan **to reduce delay in families accessing the right service at the right time.**
 - The NSPCC GCP champions will be trained in December and training events will begin in January 2016.



Luton Safeguarding Children Board – Business Plan 2015-2017

<p>How will we measure our success?</p>	<ul style="list-style-type: none"> • The LSCB will monitor and review the performance data through the performance scorecard and track the improvements being made in the target areas. • The LSCB will monitor and review the activity of the Luton and Pan Beds sub groups and executive, and track the progress of the work outlined in the business plan as it drives improvement in the priority area through the sub group summary reports. • The LSCB will review and scrutinise the workforce development programmes across the partnership and track the improvements to practice highlighted through the triangulation of evidence from the assurance reports, audit and L&D activity • The LSCB executive will meet quarterly with the Young People’s Challenge group to receive feedback from across the participation landscape to enable the Board to measure the impact of its activity on the local experience of young people in Luton. • The LSCB will consult with parents, carers and the community on services being delivered to them. 			
Ref	Action	Timescale	Lead	Impact expected & How will we know?
3a.	<p>Threshold Document to be publicized to all partner agencies through induction supervision and learning and development events, with signposting to the LSCB website for access to the document.</p> <p>Detail, work plan and oversight – L&IG Reporting to the S&AG and Exec.</p>	Ongoing	Safeguarding leads/LSCB	Thresholds are understood, embedded and active within all practice around neglect = Numbers of early help referrals around neglect increase, and numbers of inappropriate and repeat referrals reduce.
3b.	<p>Partner agencies will ensure that all relevant staff are directed to attend the ‘Neglect’ learning and improvement events arising from the current SCRs.</p> <p>Detail, work plan and oversight – S&AG/SCRG Verified by MAAG Report to Exec</p>	Ongoing	Safeguarding leads/LSCB training offer	Senior leaders, practitioners and professionals understand the implications for each agency’s safeguarding responsibilities and practice coming out of the SCR action plans = The SCR action plans will be reviewed by the SCR group and verified for practice implementation by the MAAG



Luton Safeguarding Children Board – Business Plan 2015-2017

	<p>neglect and are given the information they need to protect and keep themselves safe.</p> <p>Detail, work plan and Oversight – L&IG Verification MAAG/Training reports Young Peoples Challenge group Reporting to the S&AG and Exec LSCB</p>	<p>Ongoing LSCB/ 6 months</p>	<p>Participation Officer/LSCB/ Schools/Police</p>	<p>advice and services when they are worried about neglect = contacts and referrals from young people will increase, as will engagement with young people on planning services.</p>
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<p>Priority 4:</p>	<p>Ensure that all partner agencies deliver a risk management plan that assures the Board that all professionals and staff that come into contact with children are properly SKILLED AND EQUIPPED to carry out their safeguarding responsibilities.</p>
<p>The evidence base that this is a priority for Luton</p>	<ul style="list-style-type: none"> ❖ In order to fulfil its statutory function under regulation 5 the LSCB should use data, and as a minimum, should: monitor and evaluate the effectiveness of training, including multi agency training, to safeguarding and promote the welfare of children. ❖ The Executive Group of the LSCB identified that there were gaps within the current training programme as highlighted through the learning and improvement framework and SCRs, and have recommended to the Board that an independent training review was required. ❖ The outcome of the Independent Training Review has concluded that the current Luton SCB training offer does not meet the Board’s responsibilities under Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 . ❖ The training review also identified that the current arrangements around the training offer are not fully responsive to the outcomes of National and local priorities, changes to guidance, the current and national SCRs, audits and inspections. ❖ Partner agencies in Luton have identified workforce recruitment challenges resulting in the growing imbalance between the permanent employment of newly qualified practitioners and professionals across statutory agencies against the loss of experienced professionals in safeguarding services.



Luton Safeguarding Children Board – Business Plan 2015-2017

	<ul style="list-style-type: none"> ❖ This imbalance requires an urgent response both within the LSCB training offer to ensure that the mandatory core training requirements for newly qualified workers can be accessed in a timely manner, but also partner agencies must deliver a risk management plan that assures the Board that newly qualified and/or appointed workers receive a safeguarding induction and supervision ❖ The training needs analysis needs to be improved to support the ongoing development of the LSCB training offer. ❖ Currently there is no refresher training and management focused safeguarding training across the partnership.
<p>Key Outcomes: what difference do we want to make:</p>	<ul style="list-style-type: none"> ➤ We want to ensure that all partner agencies have a risk management plan in place to address the imbalance between newly qualified and experienced staff in meeting their developmental needs thus enabling a safe delivery of safeguarding services. <ul style="list-style-type: none"> ○ The S&AG are managing the performance framework activity and are scrutinising risk management plans through assurance reports. ○ CCS have produced an assurance report to the Board setting out their risk management plans that identify actions that have been put into place around induction and supervision. ○ All partner agencies are currently completing their Sec 11 reports and it is agreed by the 3 Pan Beds LSCBs that there will be joint analysis of the outcomes and peer reviews will take place. ➤ We want to ensure that all managers, professionals and practitioners have access to continuous professional development through an overarching framework of single agency and LSCB provision. <ul style="list-style-type: none"> ○ The training offer for the Luton SCB is currently being renegotiated in line with the outcomes of the Independent training review.. ➤ We want to ensure that all staff who come into contact with children and their families in services that affect the safeguarding of children have access to a ‘Good’ multi-agency training offer. <ul style="list-style-type: none"> ○ The negotiations for a new training offer are taking place currently. ➤ We want to ensure that all partners take responsibility for participating effectively in the analysis of training need across the Board and in the planning of the training offer. <ul style="list-style-type: none"> ○ The Learning and Improvement sub group has been formed and is taking forward the training needs analysis. ➤ We want the training provision of the LSCB to be able to respond efficiently to the outcomes of the local and national SCRs, audits and inspection. <ul style="list-style-type: none"> ○ The L&IG’s TORs include the responsibility for responding efficiently to learning outcomes.



Luton Safeguarding Children Board – Business Plan 2015-2017

How will we measure our success?	<ul style="list-style-type: none"> The LSCB Executive and Board will monitor and review the performance data through the performance scorecard and training reports and track the improvements being made in the target areas. The LSCB Board will monitor the returns of the Sec 11 reports as they relate to workforce development issues. The LSCB Board will monitor and review the activity of the Luton and Pan Beds sub groups and executive, and track the progress of the work outlined in the business plan as it drives improvement in the priority area through the sub group action plans and summary reports. The LSCB Executive and Board will review and scrutinise Partners risk management plans, learning and development programmes across the partnership and track the improvements to practice highlighted through the triangulation of evidence from the assurance reports, audit and L&D activity The LSCB executive will meet quarterly with the Young People’s Challenge group to receive feedback from across the participation landscape to enable the Board to measure the impact of its learning and development activity on the local experience of young people in Luton. The LSCB will consult with parents, carers and the community on the delivery of services being received by them. 			
Ref	Action	Timescale	Lead	Impact expected & How will we know?
4a.	<p>To develop, deliver and monitor a ‘Good’ multi-agency training offer that meets the Board’s responsibilities under Regulation 5 and the level of demand for partner agencies across the Board based on a robust training needs analysis..</p> <p>That Board partners ensure that their I&D leads participate effectively in the TNA and training offer.</p> <p>Detail, work plan and oversight – L&IG Report to S&AG and Exec.</p>	3 months	L&IG/ME/ L&D team	<p>All workers, students and volunteers that provide a direct service to children, young people and their families, are appropriately skilled and equipped to deliver the service they are engaged to carry out .</p> <p>= Monitoring of the TNA returns, L&D evaluations and targeted Single agency and multi agency audits of practice will test whether the training offer is meeting developmental needs and demand.</p>
4b.	To draft a workforce development strategy that identifies a clear pathway of continuous professional development across the partner agencies that covers both collegiate and safeguarding competency learning.	12 months	ME/ L&D team/L&IG	Practitioners and professional in Luton will have access to a clear pathway of continuous professional development that will grow expertise across the partnership and promote excellence in safeguarding practice.



Luton Safeguarding Children Board – Business Plan 2015-2017

	<p>Detail, work plan and oversight –L&IG Report to Exec</p>			<p>= A multi-agency competency framework will be embedded in the LSCB training offer.</p>
4c.	<p>To develop and monitor a risk management approach to workforce recruitment challenges which ensures that mandatory core training requirements for newly qualified workers will be prioritized and can be accessed in a timely manner.</p> <p>Detail, work plan and oversight – L&IG Verification MAAG Report to S&AG and Exec.</p>	2 months	L&IG/ME/ All agencies/ L&D team/ S&AG	<p>Each agency will have in place a development plan for newly qualified professionals ,that equips them to carry out their role in safeguarding.</p> <p>= Supervision audits across the agencies will focus on whether this action is being complied with.</p> <p>Applications for newly qualified professionals are being prioritized by the L&D team to ensure that their needs are met in a timely manner.</p> <p>= a review of the attendance lists and notifications to applicants will be undertaken by the L&IG to verify whether this action is being complied with.</p>
4d.	<p>L&IG members will take responsibility for keeping the Board fully informed on the changes to Guidance, national and local priorities, outcomes from national SCRs and inspections and :</p> <ul style="list-style-type: none"> ○ recommend changes to policies and procedures ○ L&D events to meet changing responsibilities ○ Implications for practice <p>Detail, work plan and oversight – L&IG Report to Exec.</p>	3 months	ME// L&D team/L&IG	<p>The Board and sub groups will be kept fully informed of changes across the safeguarding landscape and implications for practice and service delivery.</p> <p>= Changes to guidance, priorities and outcomes from audits, inspections and SCRs are quickly notified to the Board and recommendations made as to the responses required.</p>
4e.	<p>To develop and deliver a targeted programme of L&D events to update and refresh safeguarding learning for experienced practitioners and professionals and management focused safeguarding training.</p> <p>Detail, work plan and oversight – L&IG Report to Exec.</p>	3 months	ME/ L&D team	<p>Experienced practitioners, professionals and managers will have access to refresher training and management focused safeguarding training to support their ongoing professional development.</p> <p>= The Board will review the training offer and satisfy themselves that the offer includes training to meet all levels of need and demand.</p>



Luton Safeguarding Children Board – Business Plan 2015-2017

Areas for improvement for the Board’s effectiveness

<p>Priority 5:</p>	<p>Improve the delivery of the core statutory duties as defined in Working Together 2015 by embedding the new structure and governance within the Luton Safeguarding Children Board.</p>
<p>The evidence base that this is a priority for Luton</p>	<ul style="list-style-type: none"> ❖ Prior to the current performance report and data pack being developed for the Luton LSCB by the T&F group in March 2015, the Board was reliant on a range of information that was not coherent across the partnership. ❖ The structure of the Board at this point did not fully support an efficient and effective progress of the Business plan ❖ Commitment to attending the Board and participating in sub groups was high, but this did not translate into the Board being fully assured of performance activity and risk management across partner agencies.. ❖ The Learning and Improvement Framework was in place but separate too and from the learning and development activity taking place under the training offer.
<p>Key Outcomes: what difference do we want to make:</p>	<ul style="list-style-type: none"> ➤ We want To ensure the commitment of Board partners to deliver the core statutory duties through the coordination of local work through the whole range of safeguarding activity, and ensure the effectiveness of that work. <ul style="list-style-type: none"> ○ Board Partners have fully committed to the new Board structure, and representation on the groups is fully in line with the responsibility and work in the groups. ➤ We want To ensure a continuous plan of improvement in the delivery of Board functions through Section 11 and assurance reports, the data scorecard, targeted multi agency audits and scrutiny of the activity achieved in learning and improvement action plans. <ul style="list-style-type: none"> ○ The Luton SCB, in collaboration with Bedford and Central Beds LSCBs have all agreed that the current S11 assurance reports will cover all 8 elements and will be subject to peer review. ○ The S&AG is now active and has produced a Performance Framework that is owned by all partners. ➤ We want To ensure that Board partners are committed to - be transparent around agency challenges and risk. <ul style="list-style-type: none"> ○ A Multi Agency summit of leaders across the partnership took place in March 2015 where a plan of action to manage risk was agreed. ○ A health summit of commissioners and providers was held in June 2015 to assure the Board that all agencies were working together to provide safe services for children and young people.



Luton Safeguarding Children Board – Business Plan 2015-2017

	<ul style="list-style-type: none"> ➤ We want To ensure that partners are committed to critically challenge other partner’s performance. <ul style="list-style-type: none"> ○ Critical challenge and scrutiny are facilitated in all Board and sub group meetings ➤ We want To ensure that partners learn from each other and wider safeguarding events. <ul style="list-style-type: none"> ○ The L&IG is now active and is producing a L&I action plan that will include learning from local and national SCRs, partner agency inspections and audits. ➤ We want to ensure that Board representatives regularly attend Board meetings and communicate LSCB expectations and information back through their agencies <ul style="list-style-type: none"> ○ Attendance at Board and sub group meetings is monitored by the Business Unit, and notifications are sent when non attendance becomes an issue. ○ The S&AG will monitor compliance with Board expectations around performance. 			
<p>How will we measure our success?</p>	<ul style="list-style-type: none"> ▪ Each sub group will monitor their own responsibility for Board activity across the range business priorities to ensure key priorities and targets are being met. ▪ The MAAG and L&IG will monitor practice activity to ensure that guidance, policies and procedures and key priorities are being adhered to and the Board is compliant with the expectations set out for the Serious Case Review Group and Child Death Overview Panel ▪ The Executive group will monitor the progress of the LSCB business plan against the summary reports provided by the sub groups. ▪ The business unit will monitor attendance at Board and sub group meetings. ▪ The SCRg will monitor action plans for compliance with identified activity against Board and sub group representatives. 			
Ref	Action	Timescale	Lead	Impact expected & How will we know?
5a.	<p>Deliver and monitor strategies to ensure that drives the Board on a journey of continuous improvement through Performance Management and Quality Assurance activity, with a specific focus on Learning and Improvement and multi-agency Audit are effectively embedded as key functions of the partnership</p>	Ongoing	Sam Freeman/S&AG/MAAG/Exec	<p>The Board will be confident that they are meeting their statutory duties and responsibilities under Working Together and Regulation 5 based on sound performance and quality assurance reporting .</p> <p>= Quarterly summary reports will evidence the sub group activity and the progression of the business plan actions under each key priority.</p>



Luton Safeguarding Children Board – Business Plan 2015-2017

	<p>Detail, work plan and oversight – S&AG/MAAG Reporting to the Exec.</p>			
5b.	<p>To provide critical challenge and scrutiny to partners through Section 11 and assurance reports, the data scorecard and targeted single agency audits to establish if risk is present in the service.</p> <p>Detail, work plan and oversight – S&AG Reporting to the Exec.</p>	Ongoing	Board/Sub groups	<p>Partners will be transparent in identifying risks within their service and learn from each other and from audits and inspections.</p> <p>= Partners will produce highlight and assurance reports that address the areas of risk in their service and produce an action plan to address the challenges.</p>
5c.	<p>To support partner agencies which are committed to monitoring and reviewing their own safeguarding performance through focused internal audits to drive improvements within their own services, and inform the Board of the effectiveness of their safeguarding activity.</p> <p>Detail, work plan and oversight – S&AG/L&IG Reporting to the Exec</p>	Ongoing	ME/ L&IG/ MAAG/ S&AG	<p>Outcomes from Single agency audits will be identified and result in an action plan for the service.</p> <p>= Partners will report the outcome of their performance reviews to the S&AG</p>
5d.	<p>Monitor partner attendance at Boards, sub groups, LSCB meetings, CP conferences and core groups, MAPPA, MARAC and CSEP.</p> <p>Detail, work plan and oversight – S&AG/LSCB Business Unit. Reporting to the Exec.</p>	Quarterly	Sam Freeman/ LSCB business unit.	<p>Partners will be held to account for non attendance at meetings across the safeguarding landscape.</p> <p>= quarterly reports will be produced that identify compliance and non compliance of attending LSCB /child protection meetings.</p>



Luton Safeguarding Children Board – Business Plan 2015-2017

<p>Priority 6:</p>	<p>Improve communications and recognition locally of the LSCB as a key strategic body responsible for safeguarding children in Luton.</p>
<p>The evidence base that this is a priority for Luton</p>	<ul style="list-style-type: none"> ❖ Reports from training events indicate that not all practitioners, volunteers and students know of the LSCB, its roles and responsibilities.. ❖ The LSCB is currently updating leaflets available for parents, children and the community that explains its role and function in safeguarding children. ❖ The LSCB is currently updating its communication strategy to ensure that information is effectively transmitted across and down through partner agencies. ❖ The LSCB is currently identifying a media approach to communicating effectively with young people. ❖ The LSCB is currently identifying an effective approach to communicating in other languages. ❖ The LSCB is currently strongly linked to the Eastern Region LSCB group, and to the Central Beds and Bedford LSCBs.
<p>Key Outcomes: what difference do we want to make:</p>	<ul style="list-style-type: none"> ➤ We want to ensure that the LSCB is recognised as the key strategic body responsible for Safeguarding in Luton. <ul style="list-style-type: none"> ○ The Luton Pledge has been launched and is now being taken out across the PVI sector to sign up to the commitment to safeguard children in Luton. ○ The Luton Pledge Posters are being distributed across service providers who have regular contact with children to communicate the safeguarding pledge to children and signpost them to safeguarding services. ➤ We want to ensure that information about the LSCB’s roles and function is widely available across the communities and families in Luton. <ul style="list-style-type: none"> ○ The LSCB website is regularly updated to ensure that there is current and useful safeguarding information available for parents, carers and communities. ○ A communication strategy for reaching young people in an effective manner is currently being devised. ○ The leaflet for parents is being updated. ➤ We want to ensure that the LSCB has an embedded communication strategy both within the Board and across the sub groups. <ul style="list-style-type: none"> ○ The LSCB communication strategy is being updated for agreement for the December Board



Luton Safeguarding Children Board – Business Plan 2015-2017

	<ul style="list-style-type: none"> ➤ We want to ensure that the LSCB retains and builds on its links to other Boards and the Association of LSCB Chairs. <ul style="list-style-type: none"> ○ The LSCB Chair met with counterparts from BB and CB LSCBs in September 2015 ○ The LSCB Chair and business manager attend the Eastern Region Group. ○ The LSCB Chair is a member of the Ass. Of LSCB chairs. ➤ We want to ensure that the Board brings its communication strategy into the age of media transmission. <ul style="list-style-type: none"> ○ The website is being reviewed for media access and availability. ➤ We want to ensure that the Board is represented by a website that is fit for purpose and accessible to all who access it. <ul style="list-style-type: none"> ○ Examples of different media programmes are being researched for consideration by the December Board 			
<p>How will we measure our success?</p>	<ul style="list-style-type: none"> ▪ Through the monitoring of access to the LSCB website ▪ Through feedback from partners, communities, families and young people of the accessibility of the website and printed materials. ▪ Through the evaluation and feedback from learning and development events. ▪ Through feedback from sub groups on the dissemination of information across the partnership. 			
Ref	Action	Timescale	Lead	Impact expected & How will we know?
6a.	<p>The LSCB business unit will routinely update the LSCB website to ensure that all information is easily accessible, well signposted, current and accurate.</p> <p>Detail, work plan and oversight - LSCB Business Unit Reporting to the Exec.</p>	Monthly	LSCB administrator	<p>Practitioners, professionals, parents and young people will be able to easily access current, safeguarding guidance, information and procedures.</p> <p>= The LSCB will survey website users to gain feedback on the effectiveness of the site.</p>
6b.	<p>The LSCB in conjunction with the Young People’s Challenge Group and the L&IG will develop a leaflet to say - this is what we do.</p> <p>Detail, work plan and oversight – L&IG Young People’s Challenge Group Reporting to the Exec.</p>	3 months	YPs Challenge group/L&IG	<p>Luton LSCB will be recognized across Luton as the Strategic body responsible for safeguarding in Luton.</p> <p>= Feedback from young people, parents and the community will evaluate the level of recognition for the LSCB</p>



Luton Safeguarding Children Board – Business Plan 2015-2017

6c.	<p>Develop and embed a communication strategy for disseminating policy information and decisions taken at the Board and Sub groups.</p> <p>Detail, work plan and oversight – L&IG/S&AG Reporting to the Exec.</p>	3months	All/LSCB Business Manager	<p>Staff at all levels in partner agencies will be aware of policy information and decisions taken at the Board and sub groups and understand how these affect practice and service delivery.</p> <p>= A survey will be undertaken across the partnership to test the effectiveness of the communication strategy.</p>
6d.	<p>All multi-agency training and learning events will include and highlight the role and function of the Board</p> <p>Detail, work plan and oversight – L&D team Reporting to the S&AG and Exec</p>	1 Month	L&D team	<p>The role and function of the LSCB is understood across the partnership</p> <p>= A survey will be undertaken across the partnership to test the effectiveness of the communication strategy.</p>
6E.	<p>All agencies will include the role and function of the Board in their staff induction programmes, signposting newly appointed workers to the LSCB website.</p> <p>Detail, work plan and oversight – L&IG/S&AG Reporting to the Exec.</p>	3 months.	All/L&IG/S&AG	<p>Newly appointed staff will be aware and recognize the role and function of the LSC and where to access the website.</p> <p>= A survey will be undertaken across the partnership to test the effectiveness of the communication strategy.</p>