

Learning and Improvement Framework

May 2017

Introduction

Working Together 2015 sets out the approach to learning and improvement for Local Safeguarding Children Boards and places a duty on them to develop their own local frameworks.

“Local Safeguarding Children Boards (LSCBs) should maintain a learning and improvement framework which is shared across local organisations who work with children and families. This framework should enable organisations to be clear about their responsibilities, to learn from experience and improve services as a result”. (Working Together 2015 pg 72)

Local Safeguarding Boards are expected to share good practice so that there is a growing understanding of what works well. When things go wrong there needs to be a rigorous analysis of what happened and why, so that lessons can be learnt and services improved.

The guidance states that each local framework should support the work of the LSCB and their partners so that:

- Reviews are conducted regularly - not only on cases which meet the criteria for a serious case review, but also on other cases which can provide useful insight into the way organisations are working together to safeguard and protect the welfare of children and that the learning is actively shared with relevant agencies.
- Reviews look at what happened and why, and set out what action will be taken to learn from the findings; and
- Action results in lasting improvement.

Learning from practice requires openness in reporting and discussion. The LSCB expects all member agencies to maintain and promote (or in some cases to develop) arrangements which actively encourage front line staff to report ‘near misses’ and other incidents that they believe highlight weaknesses in safeguarding arrangements to senior staff in the organisation. Organisations must ensure that staff can report concerning incidents without fear of being ‘blamed’ because of their involvement.

Roles and responsibilities

This framework is for the Luton Safeguarding Children Board and all local organisations that work with children and families. The Luton Safeguarding Children Board will maintain and develop this framework, responding to local and national policies.

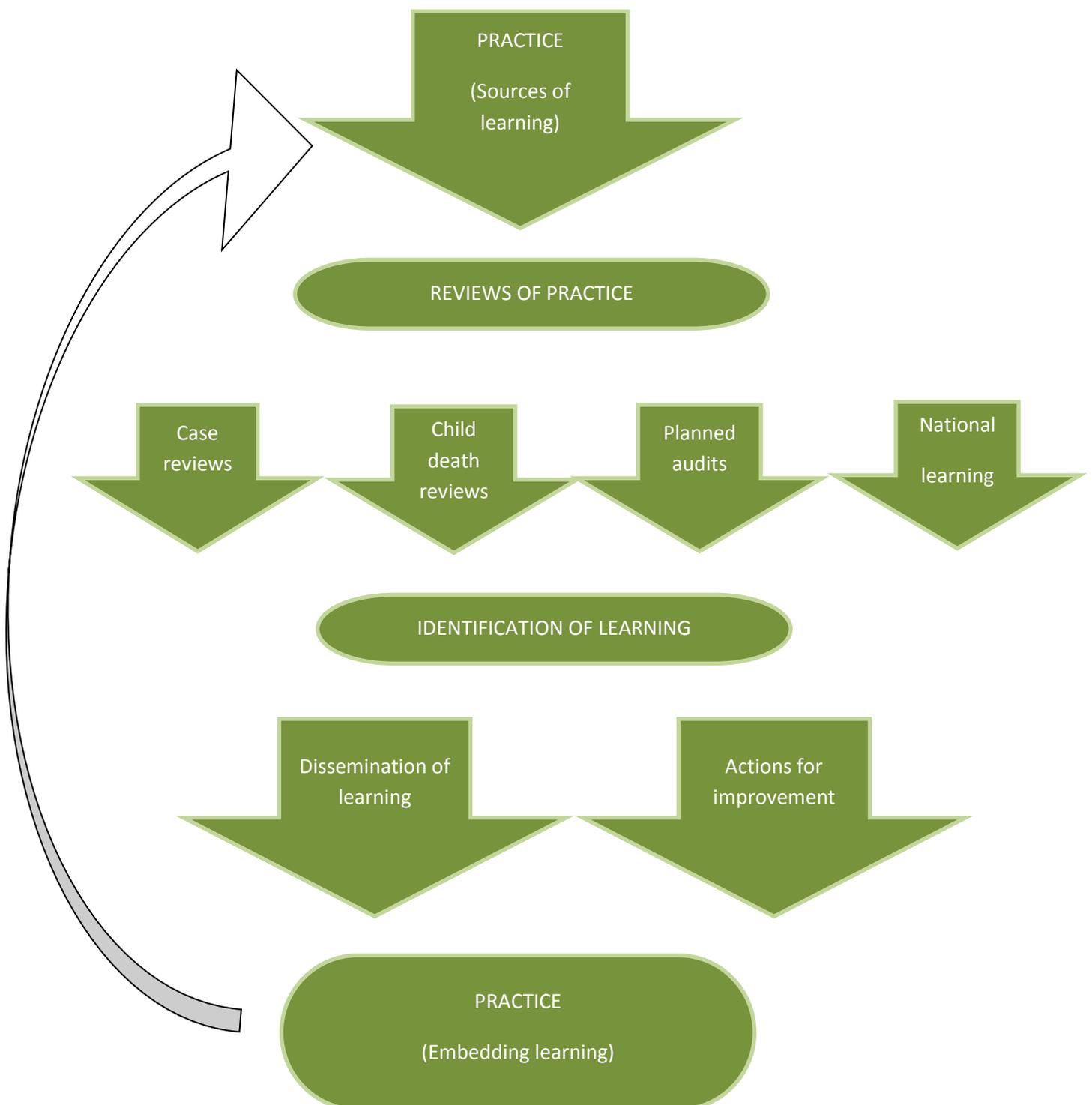
Partner agencies and all local organisations that work with children and families are expected to endorse this framework and embed this framework into their organisational and workforce learning and development policies. In addition partner agencies and local organisations are responsible for:

- Providing staff and other resources to deliver the framework;

- Contributing to the reviews of practice undertaken by the Luton Safeguarding Board;
- Ensuring lessons learnt from these reviews of practice are disseminated widely within their organisations (e.g. internal training, policies/procedures updated, implementing action plans);
- Ensuring lessons learnt from these reviews of practice are embedded into practice (e.g. evaluation via auditing, staff surveys).

Overview of the framework

This framework aims to provide a mechanism for continuously improving practice via the learning loop shown below:



Building blocks of the framework

The building blocks for this framework are:

A. Learning from experience

- Reviewing practice
- Identifying learning

B. Improving services

- Embedding learning in practice
- Evaluating the impact of learning

A. Learning from experience

Reviewing practice

Working Together states that the “*local framework should cover the full range of reviews and audits which are aimed at driving improvements to safeguard and promote the welfare of children*” (Working Together 2015)

This framework sets out the key practice reviews that the Luton Safeguarding Children Board (LSCB), partners agencies and other local organisations undertake. (see over page)

Identifying learning

Communicating key learning is achieved through the function of the Learning and Improvement Group and the Serious Case Review Group.

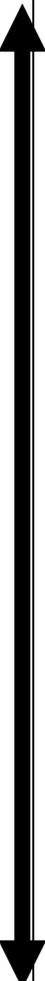
Multi-agency case reviews: Reviews of practice are commissioned by the Serious Case Review Group. This group will be convened as necessary for serious case reviews and multi-agency case reviews. Agencies who wish a case to be considered for either a serious case review or multi-agency case review will need to complete the proforma for cases to be considered by this group. Agencies will also need to notify the Case Review Group if they are conducting a management review of a case.

Audits: An annual programme of audits will be proposed by the Multi-agency audit Group, endorsed by the Executive and then approved by the Luton Safeguarding Children Board. This will link to the key priorities for the year.

Local protocols for referring case reviews and an annual programme of audits support the implementation of this framework. Where appropriate a multi-agency systems approach will be used as the methodology for reviews.

Table 1 Elements of the Learning and Improvement Framework

Routine / planned exercises	Responsive exercises	Description of the activity	Frequency of / intensity of involvement
Challenge of local services against the findings of nationally significant SCRs and other major reviews	Serious Case Reviews	Reserved for the most serious incidents which either meet the statutory criteria or a child has been seriously harmed and there is an indication either a need for public accountability SCR Group	Rarely used and resource intensive – commissioned in response to the most serious incidents
	Other independent reviews commissioned as a result of serious incidents or ‘near misses’ reported to LSCB	Reserved for serious incidents which do not meet the statutory criteria for a SCR when the potential for significant learning is identified LIG	Planned activity of the LSCB and member agencies to support business planning and service development
Reviews and audits commissioned by the LSCB in order to inform its business plan or strategic objectives		Focused on areas which have been identified as strategic priorities or where the LSCB believes there are risks to services or unmet needs. LIG	
Section 11 audits and reviews Assurance reports to LSCB		Routine reporting and challenge to the agency as a whole LSCB – SAAG	
	Responsive single or multi-agency audit	Specific audits commissioned by an agency or the LSCB in relation to identified concerns MAAG	
Planned single or multi agency audit exercises		Planned single and multi-agency audit activity. This will form an important component of day to day learning. The more reporting of concerning cases there is the less need for audit MAAG	
Reporting and review of incidents causing concern to front line staff through agency reporting systems		Day to day activity that should form a major component of learning and improvement activity. Needs to take account of both good and sub-optimal practice and outcomes L&I Group	Routine day to day activities that provide the majority of learning from practice experience
Reflective single and multi-agency discussion on cases. Intrusive and challenging supervision			



B. Improving services

Embedding learning

In order to improve safeguarding practice, learning identified from reviews of practice must be embedded into current practice. This is achieved by:

How	What	Who	Reporting
Dissemination of learning	Multi-agency training programme including briefings, workshops	Pan beds LSCB training unit. LIG	LSCB via the LIG
	Luton Safeguarding Children Board communications strategy, including publication of serious case review final reports	Partner agencies. LSCB Business Unit.	LSCB
	Single agency training, briefings and communication strategies	Partner agencies	LSCB via the LIG
Actions to improve practice	Single and multi-agency action plans and learning logs from case reviews, case audits and section 11 audits	Partner agencies	LSCB via the SCR Group.

Evaluation of learning

The aim of the activity outlined in this framework is to have a positive impact on frontline practice and in turn improve outcomes for children and young people in Luton.

The Luton Safeguarding Children Board as part of its learning and improvement activity evaluates the impact of the lessons learnt from review of practice. This evaluation includes:

How	Who	Reporting
Single and multi-agency case audits	Partner agencies.	LSCB via the LIG
Case reviews	Partner agencies	LSCB via SCR roup and LIG .
Action plans	Partner agencies.	LSCB via SCR and SAAG
Evaluation of training.	Partner agencies. Pan beds LSCB training unit	LSCB via LIG Pan beds Training Group

This evaluation process identifies whether or not lessons have been learnt and will help to identify any new issues. This process completes the learning loop as set out in this learning and improvement framework.