

# LSCB BUSINESS PLAN 2015 TO 2018

## 1. INTRODUCTION

The aims and objectives in this plan are intended to set the strategic direction for the LSCB over the next three years with five work streams that will remain throughout this period. It has year-by-year priorities that are reviewed in the annual assessment of the Board's effectiveness, and priorities for the following year are based on this assessment and other policy and practice drivers. The plan is underpinned by subgroup delivery plans containing SMART objectives, outcomes and timescales. The plan is a 'living document' and will be updated to respond to emerging and changing policy and business priorities during each business year.

## 2. AIMS AND OBJECTIVES

Aim 1	To ensure that safeguarding policy, practice and service improvements are focused on keeping children safe from harm and promote their development and well-being.
Aim 2	To ensure that there is effective partnership working between statutory and voluntary organisations and strategic Boards responsible for early help, health and wellbeing, adult and community safety in the London Borough of Sutton.
Aim 3	To improve the effectiveness of the LSCB through well-coordinated responses to national, regional and local policy and developments; and by incorporating learning from Serious Case Reviews (SCRs) to drive improvements.
Objective 1	To develop and embed children and young people participation processes to ensure that they have their voice heard, understood and acted upon through collective representation and individually.
Objective 2	To promote a culture of evidence based scrutiny and challenge of strategic leadership and operational activities.
Objective 3	To develop and embed effective business planning and quality assurance processes to target LSCB activities at priorities that have an impact on local safeguarding systems and practice improvement priorities.
Objective 4	To increase the reach and take up of LSCB multi-agency learning and professional development opportunities.

## 2. WORKSTREAMS

### 3.1 EXPLANATION

The plan has defined priority work streams which are linked to: statutory and national policy requirements, quality criteria for an effective LSCB and the need to respond effectively to local needs.

**WORK STREAM 1 ENSURING BOARD EFFECTIVENESS - LEADERSHIP, MANAGEMENT AND CO-ORDINATION AND CHILDREN'S VOICES**

**3.2 DESCRIPTION**

This work stream is intended for all activities relating to the Independent LSCB Chair, Chairs' Steering Group and LSCB Business management team in respect of the Board's role, responsibilities and functions. It also contains cross-cutting activities that are difficult to assign to a specific work stream.

**3.3 PRIORITIES**

**Year 1**

Priority 1	To undertake leadership development with Board partners and other strategic partners to embed the Child Sexual Exploitation (CSE) strategy across the Borough.
Priority 2	To undertake leadership development with Board partners to ensure that there is a common understanding of shared accountabilities to achieve a 'Good' judgment from external inspectors after a LSCB review.
Priority 3	To develop a strategy to strengthen the voice of the child through purposeful and meaningful engagement with the LSCB.
Priority 4	To develop and implement a LSCB communication strategy to strengthen partnership working and promote professional learning and development opportunities, including learning from SCRs.

**Year 2**

Priority 1	To hold a LSCB leadership seminar with strategic Health partners to strengthen partnership working across the local Health economy.
Priority 2	To hold a leadership and management seminar with Sutton Adult Safeguarding Board to consider the impact of the findings from a learning review undertaken by the LSCB.
Priority 3	To deliver a children and young people engagement project jointly with the Volunteer Centre in Sutton which will build on their mentoring and advocacy work for children in need.
Priority 4	To develop and implement a LSCB communication strategy to strengthen partnership working and promote professional learning and development opportunities, including learning from SCRs ( <i>carry over activity from last year</i> ).

Year 3	
Priority 1	To hold a LSCB leadership seminar to consider the implications of new Children and Social Work legislation and future safeguarding partnership inspections arrangements.
Priority 2	To develop and launch a multi-agency LSCB Neglect strategy, toolkit and guidance at a conference for frontline staff, managers, schools and voluntary and community sector partners.
Priority 3	To take forward recommendations from the children and young people engagement project to ensure children's voices influence and has an impact on strategic partnership working.
Priority 4	To hold a LSCB stakeholder workshop to set business plan priorities for the next three years 2019-2021.
<b>WORK STREAM 2</b> <b>STRENGTHENING GOVERNANCE AND RELATIONSHIPS WITH OTHER STRATEGIC BOARDS</b> (Suttons Corporate Parenting Forum, Children's Trust Board, Joint Health and Well-being Board, Sutton Safer Partnership, Sutton Safeguarding Adults Board).	
<b>3.4 DESCRIPTION</b>	
This work stream is to ensure compliance with the Sutton LSCB constitution and that there are effective relationships with strategic Boards <sup>1</sup> that share safeguarding responsibilities for children, parents and to address safeguarding concerns within the wider community.	
<b>3.5 PRIORITIES</b>	
Year 1	
Priority 1	To develop effective governance arrangements between the Board and other strategic Boards within the Borough.
Priority 2	To have oversight of the implementation of the Early Help strategy and seek assurance that opportunities and improvements identified by the LSCB partnership are considered and acted upon.

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<sup>1</sup> Suttons Corporate Parenting Forum, Children's Trust Board, Joint Health and Well-being Board, Sutton Safer Partnership, Sutton Safeguarding Adults Board

Priority 3	To review the effectiveness of Domestic Abuse provision and identify improvement priorities with other governing bodies.
Priority 4	To review the effectiveness of Parental Alcohol and Substance misuse services and identify improvement priorities with strategic Boards.
<b>Year 2</b>	
Priority 1	To identify cross cutting partnership governance and development priorities across Strategic Boards in key priority areas to improve outcomes for children.
Priority 2	To continue to have oversight of the implementation of the Early Help strategy and seek assurance that opportunities and improvements identified by the LSCB partnership are considered and acted upon ( <i>carry over activity from last year</i> ).
Priority 3	To review the effectiveness of Substance misuse services to assess the impact for addressing the needs of children, young people and families ( <i>carry over activity from last year</i> ).
Priority 4	To support the delivery of the local Prevent action plan, including training delivery.
<b>Year 3</b>	
Priority 1	To join up strategic FGM priorities across the LSCB and Adult Safeguarding Board and deliver joint training across the Boards in this area.
Priority 2	To complete the parental substance misuse case audit to review the impact of these services on improving outcomes for children and young people ( <i>carry over activity from last year</i> ).
Priority 3	To seek assurance that the DV/VAWG strategy has an impact on children.
Priority 4	To seek assurance that there is compliance with the statutory requirements to protect children from harmful extremist ideologies.
<b>WORK STREAM 3 ENSURING WORKING TOGETHER TO SAFEGUARD CHILDREN (2015) COMPLIANCE</b>	
<b>3.6 DESCRIPTION</b>	
This work stream is intended to capture the statutory responsibilities within the Working Together (WT 2015) statutory guidance, and the levels for the different types of assessment and services to be commissioned and delivered for children. This includes services for children who have been or may be sexually exploited, children who have undergone or may undergo female genital mutilation (FGM) and children who have been or may be radicalised.	

<b>3.7 PRIORITIES</b>	
<b>Year 1</b>	
Priority 1	To develop and implement a comprehensive LSCB performance management framework, which includes the monitoring of partners' responses to priority safeguarding topics (CSE, FGM, PREVENT agenda).
Priority 2	To ensure that there is a local assessment protocol with a clear pathway to Prevention, Early Intervention and Early Help services.
Priority 3	To review the impact of the Learning and improvement framework in respect of statutory requirements relating to SCRs, notifiable incidents and CDOP responsibilities.
Priority 4	To undertake a self-assessment to evaluate the effectiveness of the LSCB in respect of fulfilling statutory requirements under WT 2015.
<b>Year 2</b>	
Priority 1	To embed the LSCB performance management framework, which includes the monitoring of partners' responses to priority safeguarding topics (CSE, FGM, PREVENT).
Priority 2	To ensure that there is a local assessment protocol with a clear pathway to Prevention, Early Intervention and Early Help services ( <i>carry over activity</i> ).
Priority 3	To review CDOP and its Terms of Reference and oversee that it operates effectively in accordance with Working Together (2015) requirements.
Priority 4	To improve the system for scrutinising and challenging S.11 compliant organisations.
<b>Year 3</b>	
Priority 1	To respond to expected new Working Together guidance about changes to the Serious Case Review (SCR) process following recommendations in the Wood report and the Children and Social Work Bill.
Priority 2	To respond to new Department of Health directive which is expected to transfer the governance of Child Death Overview Panel (CDOP) from LSCB to the Clinical Commissioning Group (CCG).

Priority 3	To seek assurance that individual agencies comply with the expectations set out in Working Together, specifically around Early Help, Missing Children, CSE and the Prevent duty.
Priority 4	To further embed the learning from local Serious Case Reviews (SCRs) and other learning reviews.
<b>WORK STREAM 4 DEVELOPING AND EMBEDDING A ROBUST LSCB QUALITY ASSURANCE FRAMEWORK</b>	
<b>3.8 DESCRIPTION</b>	
This work stream comprises priorities that relate to the Board's scrutiny and challenge function of individual organisations' S.11 and other duties for safeguarding and promoting the welfare of children. It covers the wider safeguarding local performance monitoring approach within individual agencies and the LSCB partnership, including the LSCB dataset.	
<b>3.9 PRIORITIES</b>	
<b>Year 1</b>	
Priority 1	To develop and implement a LSCB performance management framework, based on outcome accountability principles, to systematically assess the performance and effectiveness of local services (WT Chapter 3).
Priority 2	To conduct regular assessments on the effectiveness of Board partners' response to child sexual exploitation and report to the Board the outcome of these assessments (WT Chapter 3).
Priority 3	To address issues arising from the self- evaluation and annual report of the effectiveness of the LSCB.
Priority 4	To ensure a rigorous and systematic approach is taken to incorporate actions, themes and key messages from local and national SCRs in quality assurance processes, service improvement and professional learning and development activities.
<b>Year 2</b>	
Priority 1	To finalise the revised LSCB dataset and make it a Board priority to oversee that data is provided to analyse the data and draw conclusion about achieving the three aims of: keeping children safe, strengthen partnership working and an effective LSCB.
Priority 2	To embed scrutiny of single agency self-assessments about the effectiveness of their responses to child sexual exploitation and provide regular updates to the Board on the implementation of the CSE strategy and the impact of the CSE practice toolkit.

Priority 3	To ensure that case audits result in actions to improve services and that the learning influences local policies, procedures and outcomes from training activities.
Priority 4	To embed the themes and key messages from local and national SCRs and other learning reviews in quality assurance processes, service improvement and professional learning and development activities.
<b>Year 3</b>	
Priority 1	To undertake a S.11 compliance audit and hold a scrutiny and challenge session with organisations that are S.11 compliant under Working Together.
Priority 2	To review the thematic areas of the LSCB dataset to strengthen scrutiny of partners referral and assessment activity in priority areas: Early Help, Missing children, CSE, Prevent and FGM; and whether existing indicators sufficiently capture data relating to DV/VAWG concerns and Parental Substance misuse concerns.
Priority 3	To review the LSCB threshold document to ensure it contains indicators to recognise and refer concerns about neglect and LSCB thematic priorities (CSE, Prevent, FGM).
Priority 4	To undertake a multi-agency safeguarding disabled children case audit and disseminate key findings.
<b>WORK STREAM 5</b>	<b>IDENTIFYING AND ADDRESSING LOCAL SAFEGUARDING NEEDS TO IMPROVE CHILD OUTCOMES</b>
<b>3.10 DESCRIPTION</b>	
This work stream is concerned with addressing local safeguarding priorities arising from the LSCB dataset, single agency performance management systems, S.11 audits and thematic case audits.	
<b>3.11 PRIORITIES</b>	
<b>Year 1</b>	
Priority	To embed Missing Children practice guidance within agencies and partnership arrangements, and develop effective mechanisms to measure the impact of efforts to reduce the number of children going missing.
Priority 2	To ensure that the local and individual circumstances of children at risk of CSE, FGM, and issues and risks covered by the PREVENT agenda is disseminated for learning, practice and leadership development across the partnership.

Priority 3	To develop the methodology for evaluating the impact of LSCB training and development activities to focus more clearly on what difference it has made within professional's direct work with children and families, including Early Help, and partnership working.
Priority 4	To disseminate local needs information contained within the JSNA, Early Help Strategy and the LSCB dataset to influence strategic conversations with local Leaders, and inform safeguarding policy and practice developments.
<b>Year 2</b>	
Priority 1	To review and undertake further work to embed the multi-agency missing children protocol and practice guidance, and ensure that learning from the missing children case audit is shared across the partnership through a range of activities.
Priority 2	To develop a multi-agency neglect strategy, practice guidance and training programme for staff across all levels of organisations to embed learning from SCRs and other case reviews ( <i>carried over</i> ).
Priority 3	To continue to develop the methodology for evaluating the impact of LSCB training and development activities to focus more clearly on what difference it has made within professional's direct work with children and families, including Early Help, and partnership working.
Priority 4	To promote the Safeguarding Children from Extremist Ideology pan-London practice guidance through a range of activities within the LSCB professional network; and develop supplementary local guidance about referral pathways and embed this in awareness raising training.
<b>Year 3</b>	
Priority 1	To update and re-launch the LSCB Child Sexual Exploitation (CSE) practice toolkit following the publication of the revised MPS CSE Operating Protocol.
Priority 3	To review the LSCB missing children protocol to ensure it is in line with MPS and London Safeguarding Children Board procedures.
Priority 3	To roll-out an improved and expanded LSCB training programme and e-learning modules and target agencies where there is a low take up (statutory, third sector and commissioned services).
Priority 4	To seek opportunities to join up policy and practice developments across adult services, Adult Safeguarding Board and the community safety partnership.