



Business Plan Priorities 2017/18

STRATEGIC PRIORITY 1:	
To ensure there is effective multi-agency action to identify, assess and reduce the risk of child sexual exploitation	
1	To ensure the seraf is a useful tool to assist practitioners in identifying the risk of CSE
1.1	Undertake a review of the SERAF, taking into account national research, and the functionality offered by the new children's operating system, in order to fit the needs of South Gloucestershire Completion: May 17 Lead: CSE Dedicated Consultant Social Worker (EC)
1.2	Train all South Gloucestershire children's social care staff in respect of the use and completion of the SERAF Completion: July 17 Lead: CSE Dedicated Consultant Social Worker (EC)
2	To rewrite and relaunch the multi-agency CSE guidance
2.1	Rewrite the multi-agency guidance to make it much clearer what steps should be taken to identify, assess and reduce the risk of CSE, to include the interface between CSE and CP procedures Completion: May 17 Lead: CSE Sub Group and Strategic Safeguarding Service Manager
3	To ensure the South Gloucestershire workforce is appropriately trained in CSE
3.1	Implement the annual multi-agency CSE training programme. Each course will be jointly led by a trainer and a practitioner, both of whom would have undertaken the train the trainer events. Completion: April 17 Lead: Training Sub Group
3.2	Monitor the completion of CSE training amongst the social care workforce and the wider multi-agency workforce and address with any teams or organisations who have not undertaken CSE training Completion: Twice yearly Lead: CSE Sub Group and Strategic Safeguarding Service Manager
4	Develop performance reports, both data based and qualitative, to enable multi-agency oversight of CSE in South Gloucestershire
4.1	Data reports to be shared at the CSE sub group on a quarterly basis to assist with identifying patterns, themes, hot spots, etc. Any action necessary following this can be identified. Completion: May 17 Lead: Senior Information Analyst; Consultant Social Worker
4.2	Develop multi-agency actions to ensure the problem profile is built upon and updated on a regular basis. Completion: July 17 Lead: CSE Sub Group and Strategic Safeguarding Service Manager

5	Undertake a LSCB mapping exercise in order to assess the understanding of the local response to CSE
5.1	For all Board members to share understanding of CSE, tools used, referrals made from their own organisations to inform future training and support need Completion: May 17 Lead: LSCB Chair
6	Develop and implement a risk assessment model/pathway for all high risk children, to include those at risk of CSE
6.1	All high risk children are known to a senior multi-agency leadership team who are able to quality assure the response to their individual needs Completion: Sept 17 Lead: Head of ICS
7	To work towards the merging of the missing from home, care and school and CSE sub groups.
7.1	The two sub groups are merged to consider the missing and CSE cohorts of children together, limiting in isolation decision making Completion: Oct 17 Lead: Sub group chairs

STRATEGIC PRIORITY 2:	
To actively seek to capture and act upon the voice of those affected by safeguarding concerns	
1	To undertake a focussed piece of work to look at how the Board can ensure the 'voice of the child' impacts on Board business and effectiveness
1.1	<ul style="list-style-type: none"> Ideas to consider as identified at Board business planning meeting: <ul style="list-style-type: none"> Public Health to be asked to lead on a review of 'How safe are our children in South Gloucestershire' (JS) Feedback from the children and young people's Youth Board/Children in Care Council around specific pieces of LSCB work (VH/BD) Feedback from the Youth Board (SM) Research from other LSCBs Consideration of a youth shadow board Work with Children, Young People and Families Partnership regarding mapping of existing groups with whom we could communicate Consideration of Voice of the Child champions The pupil survey Using SGS College current systems for seeking feedback from their young people Completion: Dec 17 Lead: Executive Committee
1.2	To look at how we capture feedback from children and young people in relation to their safeguarding experiences: <ul style="list-style-type: none"> Consideration of the feedback from children following their child protection conference Possible S11 themed audit around how organisations capture feedback from children about their safeguarding experience Completion: Dec 17 Lead: Executive Committee
2	To actively pursue how the Quality Sub Group can seek feedback from family members, including the child/young person on each case subject to multi-agency audit
2.1	To consider the role the newly appointed Board Manager could play in undertaking this role Completion: Sept 17 Lead: Board Manager

STRATEGIC PRIORITY 3:	
To ensure that children within the 0-25 service receive an appropriate and timely response in relation to safeguarding concerns	
1	To develop a disabled children safeguarding plan in line with national research and guidance recommendations
1.1	The plan to meet the recommendations of the 2016 NSPCC Report 'Safeguarding Disabled Children in England' (July 2016) and the earlier (2012) Ofsted publication 'Protecting Disabled Children – a thematic inspection', as well as the recommendations of South Gloucestershire Single Inspection Framework Inspection 2016 Completion: Sept 17 Lead: Task and Finish Group
2	To review the LSCB training offer to ensure disabled children are integrated into all training courses
2.1	To review the current Disabled Children and Child Protection Course to ensure it is fit for the needs of the workforce and conveys training in line with research and local issues Completion: July 17 Lead: Training Sub Group
2.2	To review with providers of all current training on offer that they are integrating the needs of disabled children into their training material Completion: July 17 Lead: Training Sub Group
3	To establish a regular reporting process of improvement actions taken and progress made
3.1	Regular reports to the Board from the 0-25 Improvement Board are established to ensure the LSCB is sighted on improvements being taken and progress this leads to against Ofsted recommendations and the council's own self-assessment Completion: Quarterly reports Lead: CAH Director
4	To establish a performance data set that would enable the Board to provide oversight and scrutiny of the 0-25 service and its practice
4.1	Data in relation to safeguarding performance in the 0-25 service to be developed and included in the quarterly performance report Completion: Sept 17 Lead: Task and Finish Group
4.2	Regular reporting in relation to children with disabilities and SEN are included in the performance report Completion: May 17 Lead: Senior Information Analyst
4.3	To undertake an audit in relation to the safeguarding response to children with disabilities Completion: Jan 18 Lead: Quality Sub Group

STRATEGIC PRIORITY 4:	
To challenge and assure the quality of safeguarding practice in South Gloucestershire	
1	To actively participate in the Avon and Somerset wide Section 11 thematic audits
1.1	<ul style="list-style-type: none"> The section 11 themed audits, which will be an agreed version across all five LSCB areas, is distributed for completion to inform both individual organisation's self-assessment and board priorities and challenge. The themes will be based on an analysis of areas of need from the full S11 audit Completion: Two during 2017 - 18 Lead: Executive Committee
1.2	<ul style="list-style-type: none"> To agree a challenge/feedback process for the section 11 themed audits. To consider a joint Avon and Somerset wide approach Completion: Dec 17 Lead: Board Manager

2	To ensure the effectiveness of early help services is properly evaluated
2.1	The Council will commission a fundamental review of its early help services. The review will incorporate engagement by the LSCB and Children, Young People and Families Partnership and include the future evaluation of effectiveness of early help. Recommendations will be brought back to the LSCB Completion: April 18 Lead: CAH Director
2.2	The Board and Children, Young People and Families partnership will agree an evaluation and outcomes framework which is then implemented Completion: July 17 Lead: Preventative Services Service Manager
2.3	Establish a reporting cycle to the Board and the Children, Young People and Families Partnership Completion: July 17 Lead: Preventative Services Service Manager
3	Establish links with Eastwood Park Prison mother and baby unit to ensure that these babies are safeguarded and that their welfare is promoted
3.1	Establish links between the unit and the LSCB so that the Board can be satisfied that the prison's babies are safeguarded appropriately. Completion: April 17 Lead: Strategic Safeguarding Service Manager; Chair of LSCB; Prison Governor
3.2	Establish a named contact between the LADO and the unit. The LADO receives and reviews regulatory reports in relation to the unit Completion: April 17 Lead: Strategic Safeguarding Service Manager
3.3	Establish a reporting framework for the unit to the Board, including the unit's completion of the S11 audit Completion: Sept 17 Lead: Executive Committee
3.4	LCSB to review the prison's policy and procedures in relation to the mother and baby unit Completion: Sept 17 Lead: Policy and Procedure Sub Group
4	Increase challenge and scrutiny of practice relating to children who are privately fostered
4.1	Put in place a 6 monthly reporting schedule, to include information in relation to timeliness of initial response, assessment and visits for privately fostered children and the outcome of audit activity Completion: June 17 Lead: Corporate Parenting Service Manager; Chair LSCB
4.2	Provide the LSCB with a single agency audit at a minimum annually. The LSCB may choose to undertake a multi-agency audit if recorded as a 'worry' Completion: June 2017 Lead: ICS Audit Team
4.3	Review the pathway for private fostering assessments and ongoing monitoring within social care Completion: Sept 17 Lead: Head of ICS
5	Scrutinise multi-agency understanding of Female Genital Mutilation, including how agencies should respond in cases where it is suspected and to ensure that advice and expertise is available
5.1	Continue with the multi-agency training programme, updating it as appropriate Completion: April 17 Lead: Training Sub Group

5.2	Publish a learning brief following the review of a recent case of suspected FGM in South Gloucestershire (in which senior manager escalation was necessary to progress actions) Completion: May 17 Lead: Strategic Safeguarding Service Manager
5.3	Review the FGM guidance in light of the learning from review Completion: July 17 Lead: CSE Sub Group
6	To strengthen the remit of and response to the Quality Assurance Sub Group and their findings
6.1	Rewrite the TOR to ensure the remit and actions of the group are understood by both sub group members and the Board. The TOR should also include expectations of the Board and the sub group in considering the audit findings and any actions necessary. This to be reviewed at the Board Completion: May 17 Lead: Quality Assurance Sub Group
7	To continue to have oversight and scrutiny of: <ul style="list-style-type: none"> • Corporate parenting • FGM/honour based violence/forced marriage • Vinney Green Secure Unit • EDT • Elective home education/missing from education • CDOP • ART/MASH (and the application of the threshold matrix) • Children in detention after charge • Marac • Lado • Complaints • Children in secure and custody
7.1	To ensure annual reports are received in relation to the areas listed, that they are timely and are properly read and scrutinised by board members in order that meaningful feedback and challenge can be given Completion: March 18 Lead: All Board Members

STRATEGIC PRIORITY 5:

To ensure that the processes of the Board are rigorous and effective and are evaluated for their impact on outcomes for children

1	To take full account of the findings of the Alan Wood Review of LSCBs on behalf of the DfE and how these are represented in the Children's Bill
1.1	To develop an Avon and Somerset wide approach to the recommendations from the Children Bill Completion: March 18 Lead: LSCB Consortium
2	To build on the strategic relationships with other boards/committees to share the key priorities for safeguarding children and young people in South Gloucestershire.
2.1	To agree a strategic yearly theme to be shared across the boards and partnerships. For 2017-18 this theme to be Domestic Abuse Completion: March 18 Lead: LSCB Chair
2.2	To undertake a mapping exercise of all faith organisations represented in South Gloucestershire and who their child protection lead is. To promote the inclusion of faith groups to the Board via the website To discuss with the leads how best to support them and represent them and to ensure they are sighted on the South Gloucestershire safeguarding agenda Completion: December 17 Lead: Board Manager; SGS

	College Chaplain
3	To enable the Board to work in an efficient and purposeful way where there is shared responsibility and challenge and understanding of the member role
3.1	At the start of each Board meeting, review all open actions from previous meetings and take action regarding lack of progress or completion Completion: June 17 Lead: LSCB Chair
3.2	Ensure the business plan for 2017-18 is clear in identifying the impact the Board expects each action to have Completion: April 17 Lead: LSCB Chair
3.3	Maintain and review the challenge log at each Board meeting. Establish a Risk Register to monitor individual organisation and Board risks Completion: April 17 Lead: Board Manager
3.4	Approve the Board budget for 2017-18 Completion: April 17 Lead: Strategic Safeguarding Service Manager
3.5	Develop a member survey to include how Board information is disseminated to frontline practitioners and how it is checked that the information has reached them, use of the Resolution of Professional Differences Policy, auditing that appropriate policy and procedures are known and in use. Completion: Dec 17 Lead: Board Manager
3.6	A document containing a summary of key points from each Board meeting to be produced following each meeting that can be put on the website and shared with all staff. Completion: June 17 Lead: LSCB Chair; Board Manager
3.7	Each Board member will be asked at every Board meeting what messages they will be taking back to the organisations Completion: June 17 Lead: LSCB Chair
3.8	Recruitment process for new lay members to be reviewed, including looking at other LSCB's processes in order to maximise applications Completion: December 2017 Lead: Board Manager
4	Further review the multi-agency data set to ensure that it contains sufficient information to judge the effectiveness of services, particularly in relation to child protection practice
4.1	Review the performance report to ensure it is, overall, providing the LSCB with the information it needs to effectively judge effectiveness of services. More specifically the report will be revised to include: <ul style="list-style-type: none"> • a 3 year trend for all CP data • the child protection "journey" captured at key decision points, including timeliness and ratio (%) between decision points ie: <ul style="list-style-type: none"> • CP Referral • CP strategy • S47 (or specified alternative) • ICPC (or specified alternative) • CPP (or specified alternative) Completion: Sept 17 Lead: Executive Committee
4.2	The performance returns will be presented using a front cover template in signs of safety format and 'worries' will be subject to challenge and debate. Specific actions arising will be logged and tracked by the Board manager Completion: June 17 Lead: Board Manager
4.3	The performance report will include data section on private fostering Completion: June 17 Lead: Strategic Safeguarding Manager; Senior Data Analyst

4.4	In conjunction with the data set, the Board considers the learning from both multi-agency and single agency audits in relation to child protection practice. These audits to include an overall judgement and a SMART action plan Completion: July 17 Lead: Quality Assurance Sub Group
4.5	Establish a MASH data set as part of the performance report Completion: July 17 Lead: Senior Data Analyst
5	Strengthen the usefulness of the annual report by more closely evaluating what the Board has achieved against its key priorities
5.1	Strengthen the format of the annual report to include a clear focus and analysis of priority themes and impact on practice Completion: July 17 Lead: Board Manager
5.2	Include a review of progress against the business plan within the annual report Completion: July 17 Lead: Board Manager
5.3	Align sub group priorities to Board priorities with SMART action plans that are approved by the Board and reviewed during the course of the year Completion: July 17 Lead: Board Manager
6	To ensure the Board is a 'learning Board' that demonstrates professional curiosity
6.1	Undertake a multi-agency training needs analysis and ensure questionnaires and surveys are fully utilised to test the impact of training on participants before, immediately after and some months after the training and to look at how it has impacted on outcomes for children and young people Completion: July 17 Lead: Training Sub Group
6.2	To continue producing and disseminating the quarterly board newsletter with contributions from all organisations. New ideas for the newsletter to be shared with Catherine Boyce Completion: March 18 Lead: All Board Members
6.3	To fully embed arrangements for the serious case review reading group and to agree how this learning will be shared and used Completion: Dec 17 Lead: Board Manager
6.4	To undertake a review of learning for South Gloucestershire against the Triennial Review of SCRs Completion: Dec 17 Lead: Board Manager
7	To consider how the Board can consult with and receive feedback from member organisations' frontline practitioners
7.1	To develop a practitioner sub group/feedback group and/or practitioner LSCB champion in each organisation Completion: Sept 17 Lead: Executive Committee