



Business Plan 2016 - 2019

Somerset Safeguarding Children Board

Somerset Safeguarding Children Board (SSCB) has a statutory responsibility to co-ordinate local arrangements to safeguard and promote the welfare of children, and to make sure that they are working properly and well.

The Business Plan 16/19 aims to enable the Board in:

- meeting its statutory responsibilities and duties as set out in Working Together 2013 in order to safeguard Children and Young People.
- playing its part in fulfilling the vision set out in Somerset's children and young people's plan that ***Somerset children and young people are safe, healthy, happy, are ambitious for their future and develop skills for life. (CYPP 2016/19)***

The activities outlined in this plan will form the basis of the Board's work and its sub committees for the period 2016-2019

The Development of this plan

The priorities in this plan have been identified as a result of:

- improvement areas identified through inspections and through quality and performance reviews
- evaluation of the SSCB business plan 2015/16
- themes from Serious Case Reviews and other Learning Reviews
- national and Local priorities
- issues emerging from practice, identified by those working with children, young people and their families in Somerset
- issues raised by Somerset Children, Young People and their families

All SSCB constituent agencies have contributed to the priorities identified for inclusion in this plan

SSCB alignment with the Somerset Children and Young Peoples plan (CYPP)

Key features of the SSCB business plan align with the CYPP and are underpinned by partnership commitment to ***'Prevention'***, ***'Think Family'*** approaches to practice, ***Collaboration*** and multiagency partnership, ***Integrated*** approaches.

SSCB agreed priorities for 2016-19 are that:

- 1) Children and families receive good quality and timely multi-agency help to keep children safe and promote their wellbeing.**
- 2) Children are safeguarded through effective multi-agency partnership working.**
- 3) Children who are experiencing or at risk of neglect are identified and safeguarded.**
- 4) Children who are at risk of, or subject to, sexual exploitation and abuse (including children missing [from home, school or education]) are identified and safeguarded.**

*(*SSCB agreed actions against the above priorities relate to action planned for 2016/17)*

SSCB Priority 1	Children and families receive good quality and timely multi-agency help to keep children safe and promote their wellbeing
<i>Outcome - What difference do we want to make?</i>	
<i>What we will do...</i>	Ensure agencies continue to strengthen and embed effective Early Help
Quality measures <ul style="list-style-type: none"> <input type="checkbox"/> Early Help strategy is purposefully driven, well understood and applied by all partners <input type="checkbox"/> Well co-ordinated Early Help offer to Children and families <input type="checkbox"/> Effective decision making at the early stage of identification of needs by single agencies and across the partnership <input type="checkbox"/> Appropriate referrals to children social care are made within timescales that are consistently right to achieve good outcomes for children <input type="checkbox"/> Clear multiagency engagement in EH process (including training of staff) <input type="checkbox"/> Lead professionals are clearly identifiable in cases deemed L2 or L 3 of the effective support to families threshold guidance <input type="checkbox"/> Reduction in (inappropriate) referrals processed through to Somerset Direct / the children's first response team in social care. <input type="checkbox"/> QA Data and feedback from agencies that evidence Early help is well understood and applied across all agencies <input type="checkbox"/> Increase in evidence of improved outcomes for children and factors that impact on their care improving., (a reduction in re referral rate for children's social care and an increase in early Help assessments where targeted intervention at an early stage for families is evident) 	
How we will measure success <ul style="list-style-type: none"> <input type="checkbox"/> % of Early Help workforce that feel confident in the identification of need for vulnerable groups 	
The actions we will undertake to realise this priority are...	
Embed the use of the recently published "Effective Support for Children and Families" through a series of events	
Increase take-up of multi-agency training across the board and opportunities for professional development in order to further embed Early Intervention/effective support guidance and Early Help as a concept across the partnership	
Ensure compliance with minimum training standards of designated leads and professionals who require L3 training for their role (as set out in NHS Intercollegiate guidance 2014 and WT requirements 2015) Ensure appropriate multiagency input into specialist training areas at Level 3 for safeguarding and designated safeguarding leads.	
Implement QA of training programme	
Ensure that the learning from SCRs and other case reviews underpin all training and is effectively cascaded	
Assess impact of Early Help	
Assess compliance with step up step down	

Increase Education (All Schools and Early years setting) engagement in embedding effective Early Help
Conduct Education workforce training needs analysis around Early Help

SSCB Priority 2	Children are safeguarded through multiagency partnership working
Outcome - What difference do we want to make?	
What we will do...	Ensure Quality Safeguarding across all agencies, so that Children are safeguarded and protected through effective partnership working
Quality measure <ul style="list-style-type: none"> <input type="checkbox"/> Consistent and effective contributions to CP conferences and core group meetings by all partners, especially police <input type="checkbox"/> Compliance with Working Together 2015 to ensure effective participation for all agencies in Child protection strategy meetings and process as well as section 47 investigations) <input type="checkbox"/> Child protection plans are effective in reducing/ and resolving the risk of significant harm to children without delay <input type="checkbox"/> Experiences and views of children are evident in plans and case records , children’s views are heard and harnessed to improve future work <input type="checkbox"/> Child protection conferences, core groups occur within required timescale and all plans are focused on achieving positive outcomes for the child. 	
How we will measure success <ul style="list-style-type: none"> <input type="checkbox"/> Child protective strategy meetings and section 47 investigations happen without delay <input type="checkbox"/> Strategy meetings and section 47 investigations involve more than two professional agencies <input type="checkbox"/> Strategy meetings involve those professionals who know the child and family (particularly schools staff and health visiting) <input type="checkbox"/> %age of ICPCs held within 15 days <input type="checkbox"/> %age of core groups that meet within 10 days since ICPC <input type="checkbox"/> The first Core group after the ICPC is chaired by the receiving social work team manager to ensure the robust implementation of the CP plan <input type="checkbox"/> %age of reviews held within 6 months of ICPC <input type="checkbox"/> Duration of children on a child protection plan <input type="checkbox"/> Number of repeat child protection referrals within 12 months <input type="checkbox"/> % of Children subject to CP plan that results in Public Law Outline process taking place <input type="checkbox"/> % of Child protection plans that result in legal proceedings <input type="checkbox"/> Number of changes in allocated social worker within the life of a child protection case. 	
The actions we will undertake to realise this priority are...	
CDOP to identify lessons / themes that contributed to child deaths, produce quarterly partnership bulletin	
Board to secure qualitative understanding of performance and practice issues through engagement with staff at MAPIGS, Board of practitioners group, quarterly CPC observations, ‘go and see’ visits to practice and participation in, a ‘ Safeguarding Conversation ’ with key workers involved in either a Child Protection or a Child in Need case.	

SSCB multiagency audit groups to audit the contribution to and quality of engagement with child protection processes
Ensure strategic and consistent Education engagement in delivery of SSCB priority 2
Design and implement online section 157/175 (schools Safeguarding Audit/Governor Safeguarding return questionnaire) for all schools / FE colleges
Develop range of tools to evaluate the impact of training, and evidence difference made and how this improves practice
Ensure multiagency commitment and input to the planning, content and delivery of quality safeguarding training

SSCB Priority 3	Children who are experiencing or at risk of neglect are identified and safeguarded
Outcome - What difference do we want to make?	
What we will do...	Safeguard children who are suffering or at risk of neglect. (to include strategies for hidden harm, domestic abuse, FGM/adult mental health/Substance misuse)
Quality measure <ul style="list-style-type: none"> <input type="checkbox"/> Practitioners understand the concept of ‘think family’, are alert to the effects of adult behaviours on children and young people and know how to take action to respond appropriately. <input type="checkbox"/> Experiences and views of children are evident and inform the development of sustainable support and preventative services for children and young <input type="checkbox"/> Early indications of neglect are recognized and proactive intervention by all agencies particularly EH is mobilized without delay <input type="checkbox"/> Disguised compliance of families is recognized by professionals and significant reduction in ‘start again ‘ EH plans are achieved, this is based on good practice in the use of Chronologies to inform planning and intervention. . <input type="checkbox"/> For chronic situations in case work , proactive planning is undertaken through the robust use of good chronological information gathering to inform action and evidenced based intervention plans put in place, avoiding further harm 	
How we will measure success	
The actions we will undertake to realise this priority are...	
Conduct and evaluate DA screening pilot to risk assess domestic abuse referrals	
Co-ordinate and deliver training and learning events to include lessons from serious case reviews	

Develop and promote a 'think family' protocol to achieve an holistic approach to safeguarding and eradicating the potential for hidden harm
Assess impact of interventions for hidden harm +Identification of: -vulnerable children, -where risky behaviours have negative impact
Implement improved data set for CME, EHE, SEN (to also highlight neglect)
Embed the use and awareness of the SSCB Effective Support for Children and families guidance
Assess the effectiveness of EHA in identification of neglect / CP
QA and Assess the effectiveness of multi-agency training for frontline professionals on: Neglect; impact of neglect; children living with vulnerable adults; in order to inform plans for effective intervention.

SSCB Priority 4	Children who are at risk of, or subject to, sexual exploitation and abuse (including children missing [from home, care or education) are identified and safeguarded.
Outcome - What difference do we want to make?	
What we will do...	Strengthen the partnership arrangements and monitor the effectiveness of partnership working to provide effective responses to children who experience exploitation and abuse (including those missing from home, care or education).
Quality measures	
<ul style="list-style-type: none"> <input type="checkbox"/> Quality based multi-agency scorecard information is used to assist in tracking children's experiences and this information is used to inform practice. <input type="checkbox"/> There is a robust quality assurance CSE practice monitoring panel (built on the existing multi-agency panel for missing children) with a quality assurance panel auditing the multi-agency response to children who have experienced exploitation. This in turn informs good practice. <input type="checkbox"/> Strategic ownership of CSE is a priority area within each agency and across the partnership evidenced through the dissemination of information from strategic leads enabling the development of effective and responsive operational services. <input type="checkbox"/> Strengthened CP practice for children at risk of, and who experience, exploitation or abuse by developing a more robust performance framework for CSC. This assists understanding in how children move through the different stages of exploitation, to better understand how CSE is reduced and apply that understanding/knowledge to practice. <input type="checkbox"/> Targeted, preventative multi-agency intervention within schools to raise awareness amongst children and young people in order to develop safer communities. <input type="checkbox"/> The positive participation of children and young people informs the development of sustainable services for children and young people. <input type="checkbox"/> A public awareness campaign is developed and delivered in conjunction with ASC to heighten public, parent/carer and children and young people's awareness of CSE <input type="checkbox"/> Working alongside the community safety partnership in order to understand offender profiling within the community and associated risks to children and young people 	

<p>How we will measure success</p> <p>As awareness and understanding of CSE develops the SSCB will expect to see:</p> <ul style="list-style-type: none"> <input type="checkbox"/> A quality based multi-agency scorecard developed and implemented <input type="checkbox"/> A rise in cases of known CSE; convictions and disruptions initially, with an anticipated reduction of cases in the future due to heightened awareness of practitioners, children and young people, parents/carers and the public <input type="checkbox"/> Reduction in the numbers of children going missing and numbers of repeat missing episodes <input type="checkbox"/> Return home interviews take place in all cases, consistent with the guidance and procedures <input type="checkbox"/> Services are dynamic and reactive to the requirements of children and young people
<p>The actions we will undertake to realise this priority are...</p>
<p>Develop Quality based multi-agency dataset</p>
<p>Implement CSE practice monitoring panel (building on multi-agency panel for Children missing)</p>
<p>Evaluation of CSE baseline survey and follow up survey</p>
<p>Identify multi-agency champion practitioner groups to deliver targeted, preventative, interventions in schools using a “patch based approach”.</p>
<p>Train the trainer CSE events targeted at multiagency practitioners and schools</p>
<p>Deliver multi-agency practitioner conference - themed Child Sexual Exploitation</p>
<p>Implement communications and awareness raising campaign for CSE / Missing</p>
<p>Victim Identification Scheme pilot project – Decide on a regional model across ASC to understand offender profile & network hotspot (post pilot in Oct 17)</p>

<p>Priority 5: SSCB Board effectiveness: To ensure that the SSCB is effective and supported by a sustainable business Unit</p>	
<p>Outcome – What difference do we want to make? Raise awareness of safeguarding amongst practitioners and the wider community to reduce impact of risk to the safety and wellbeing of children and young people.</p>	
<p>What we will do...</p>	<p>To continue to build upon the effectiveness of the SSCB, its sub groups and the SSCB business unit.</p>

<p>How we will measure success Partners attend and are purposefully engaged in the workings of the board and its sub groups; Training has impact and there is evidence of improved outcomes for children; Compliance in S11 reporting from all partners, board demonstrates effectiveness through challenge and accountability and embedding lessons learnt from audit activity and from training. We will use data monitoring; case audits; feedback from young people</p>
<p>The actions we will undertake to realise this priority are...</p>
<p>Implement Board to board protocol</p>
<p>*Refresh and Implement SSCB constitution</p>
<p>Map Voice of the Child work across all partners - Establish shadow SSCB board and ensure Systematic approaches to Secure voice of the child</p>
<p>Carry out 1 x Board development event</p>
<p>Annual appraisal of community and board members and development of board member induction and development programme</p>
<p>*Establish comms group. Implement full communications plan with programme of targeted comms for CSE / abuse / private fostering</p>
<p>Development and launch of new SSCB website / twitter / newsletter</p>
<p>*Evidence Impact of training offer. Devise clear evidence of impact pathways and learning and improvement framework to ensure dissemination of learning and evidence of impact</p>
<p>Annual learning and development audit to be carried out to highlight training taking place, evaluation and impact. (To include FGM,EM/BI/HBV/MS/trafficking/PREVENT duty, radicalisation and extremism)</p>
<p>SSCB Board to commit partnership resources to utilise expert trainers / leads/packages to meet needs of workforce</p>
<p>Revise and Implement SSCB QA Framework / programme of audits</p>
<p>Implement and QA Full section 11 audit, to include Somerset challenge event</p>
<p>QA and delivery of Multi-agency training programme / delivery of MAPIGS evaluated</p>

SSCB to respond to Wood report recommendations

Implement recommendations from Essex diagnostic

(mapped to Ofsted Improvement requirements: SCC Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the local safeguarding children board1 Inspection date: 20 January 2015 – 11 February 2015 - Report published: 27 March 2015; p42)

(*as recommended by Essex diagnostic)

Throughout 2016/19 the SSCB will also seek reporting on assurances/ risks in the following areas:

Safeguarding area	Expectations
Looked after children	Looked after children reviews, including health; education; care leavers, take place within timescales set out by guidance and procedures; The views of children are evident in care planning and views taken account and influence planning. The numbers of children in care in Somerset are not at odds with national average/ statistical neighbours; But particular attention is paid to the successes of our Children looked after in comparison to the success of all children within Somerset .
Female Genital mutilation (FGM)	There is a clear strategy in place to support identification of and response to cases of FGM, The workforce and particularly managers are fully versed on how to comply with this strategy in view of the future challenges facing Somerset with the distribution of unaccompanied children
Radicalisation	Awareness of radicalisation is through mediums such as PREVENT training takes place across the authority, particularly in education Channel meetings take place in response to any referrals of concern of radicalisation, and plans and actions reduce the risks of radicalisation
Health Services assurance reporting	CCG/NHS report to the SSCB on any inspections/ reviews/ audits relating to safeguarding children, and progress on any action plans drawn up from the findings
Public Protection Assurance reporting	Police/ Probation and the Community Rehabilitation Company (NPS/CRC), YOT report to the Board on any inspections/ reviews/ audits relating to safeguarding children, and progress on any action plans drawn up from the findings. To include MAPPA/MARAC
Education assurance reporting	The Board to receive reports regarding children missing from education, and children home educated, being assured regarding plans to respond to any trends or concerns.
Child death Reviews	The Board will receive an annual report regarding child deaths in Somerset, and any recommendations/ lessons learnt.
Serious Case Reviews and other case reviews that SSCB identify should take place	These case reviews are completed within timescale and reported to the Board with clear recommendations and actions for improvements. Actions are tracked and included in future auditing in order to close the learning loop.
Private Fostering	Awareness raising/ identification of circumstances that may be private fostering; reporting on the number of private fostering arrangements and assessments/ reviews carried out within timescale.
Adult Factors that impact upon the safety and wellbeing of children	To receive reports and information on the extent of Domestic Abuse/ substance misuse/ mental ill health among those caring for children, how this is impacting upon children, and partner agency responses
Workforce	To receive reports and information from the LADO around workforce issues, allegations management and any recommendations / lessons learnt To receive annual IRO report, an annual Child Protection Co-coordinators report so as to inform the board on themes and trends in CP work across Somerset .

SSCB reporting Cycle (and forward plan)

The reporting cycle that accompanies this business plan sets out the expectations for when the performance information, data and other reports should be made available to the Board. Alongside the performance score cards there will also be data and qualitative information from:

- Single agency audit activity, findings, analysis and actions
- Schedule of multi-agency case audits based on the SSCB priority areas

- ❑ Board members observations of Child Protection Case Conferences (reviews)
- ❑ Board members visits to front line services
- ❑ Board member engagement with practitioners
- ❑ Audit of agencies responsibilities under Sec 11 Children act 2004, Sec 175; 157 Education Act 2002

All the sub groups of the SSCB will identify plans to progress the priority areas of the Board to improve outcomes for children and keep them safe. The Quality and Performance sub group of the SSCB will take the lead on identifying issues and progress based on the SSCB performance scorecard / data provided from partner agencies; agency assurance reporting; case auditing; findings from Sec 11 audits and progress in actions as a response. This, and other sub groups of the SSCB, will identify any risks / assurances in reports to the SSCB Business Planning Group.

This will enable the Board to receive clear reporting from the Business Planning Group to enable the Board to consider risk areas and progress, and the direction/ expectations of the multi-agency partnership working to develop and improve to meet the needs of children in Somerset and keep them safe.

SSCB Reporting Cycle

