

Business Plan

2014-2015

Keeping children safe is everyone's responsibility

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Chairs Forward

The key role of the safeguarding Board is to promote effective multi agency working to ensure that children and young people are safe and able to thrive in a supportive environment.

This business plan sets out the key priorities for the Board over the next twelve months in order to help move towards this objective. There are great opportunities for developing new and more effective models of engaging with children and young people and their families and the TSCB will play its part in promoting closer work between all professionals and agencies to achieve this.

Introduction

This Business Plan outlines priority areas and associated action to be undertaken by Torbay Safeguarding Children Board during 2014-15. It draws together existing commitments as well as emerging priorities for the Board identified from the 2013-14 Annual Report and:

- Working Together 2013, Children Act 2004 and the Local Safeguarding Children Boards Regulations 2006
- TSCB Self Assessment
- The findings of Serious Case Reviews and Inspections
- Findings of multi agency audit activity
- Priorities identified by TSCB members

The Board is supported by a small Business Unit which is responsible for both coordinating the work of the Board and its subgroups and ensuring the TSCB is supported in making informed decisions.

The TSCB has five subgroups which take the lead on delivering the Business Plan:

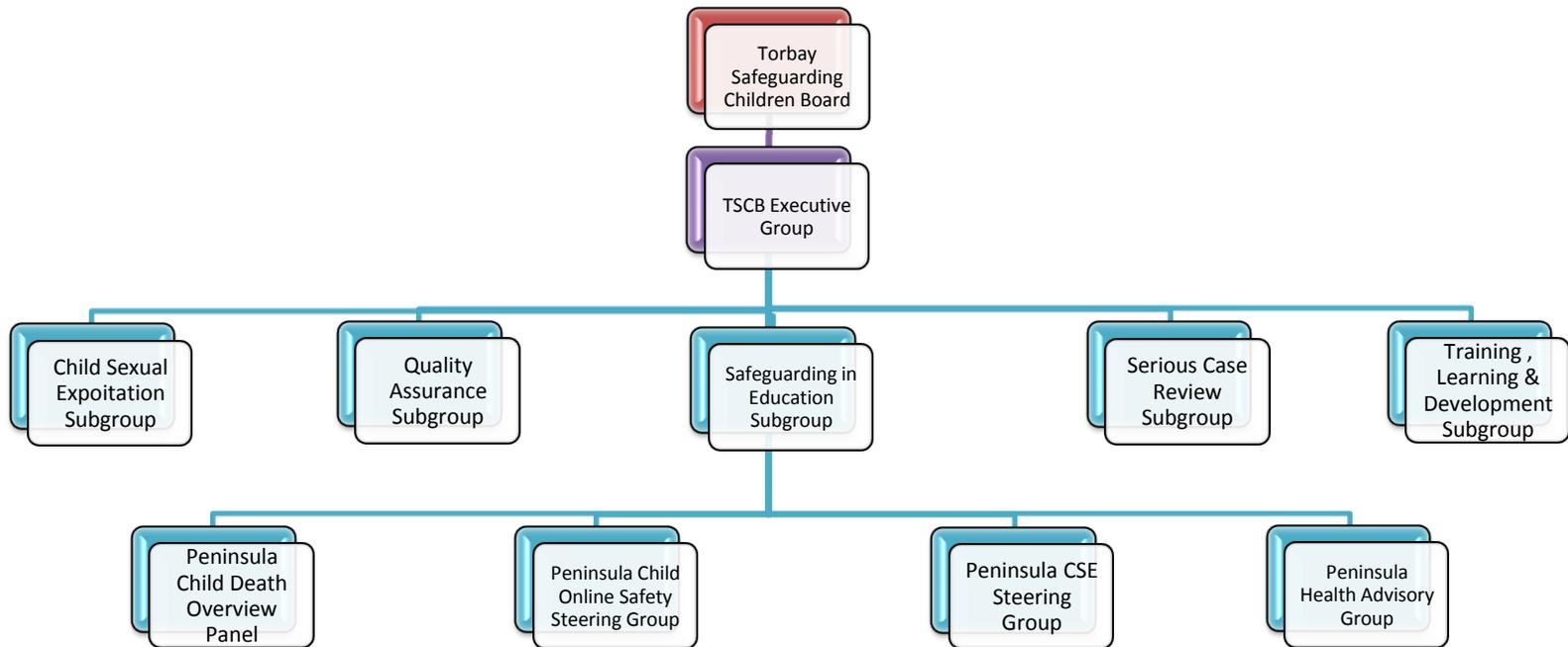
- Child Sexual Exploitation
- Quality Assurance
- Safeguarding in Education
- Serious Case Review
- Training, Learning & Development

Each subgroup has its own work plan for the forthcoming year, detailing its objectives and actions based on those contained within the business plan. In addition to the standing subgroups the Board has a 'Working Group' of multi-agency practitioners who come together as and when needed to follow up specific pieces of work tasked by the Board.

The TSCB also works closely with neighbouring LSCBs (Cornwall and the Isles of Scilly, Devon and Plymouth). Collectively the peninsula LSCBs have four steering groups:

- Child Death Overview Panel
- Child Sexual Exploitation Steering Group
- Online Safety Steering Group
- Health Advisory Group

TSCB Structure



Funding Arrangements

The TSCB is funded by contributions from its statutory partners. These contributions enable the Board to employ an Independent Chair, Business Manager and two Coordinators. The contributions also enable the TSCB to undertake key pieces of work including the development of multi-agency procedures.

The Budget for 2014-15 has been set at £123,981.00 with partner contributions agreed as follows:

Torbay Council £75,280.57

Torbay and Southern Devon Clinical Commissioning Group £28,673.02

Devon & Cornwall Police £13,861.30

Devon & Cornwall Probation £5,616.11

Progress against this plan will be reviewed and monitored by the Executive Group, with Chairs of the relevant subgroups reporting on progress against their actions to this group. Where necessary and appropriate the Executive Group will highlight areas of concern and good practice to the full Board meetings for further action.

Our Priorities

The TSCB has agreed the following priorities for 2014-15:

1. Listening to children, young people and their families

The Munro Review of Child Protection emphasises the importance of the quality of the relationship between the child and family and professionals and its impact on the effectiveness of help given. A key measure of the success of child protection systems is whether children are receiving effective help when they need it.

The audit work undertaken by the Board throughout 2012-13 has repeatedly demonstrated that the child's journey was difficult to follow, with limited evidence of the child's views across agencies records.

We will be looking to incorporate systematically into our performance data and other work of the Board the views of children, young people and parents in order that we are better able to improve the quality of multi professional practice and provide appropriate challenge where necessary.

2. Early Help

The Government's response to the Munro Review accepted the value of a local early help for safeguarding, and suggested a role for LSCBs in quality assuring early help plans. The development of an effective early help pathway was seen as a priority arising from a focus group of professionals facilitated by the safeguarding Board. This includes the development of a clear and robust de-escalation policy.

3. Multi agency partnership engagement

Serious Case Reviews in Torbay have identified that professionals have a tendency to work in isolation. In addition audits have demonstrated a lack of effective links between adult and children's services, a lack of

professional challenge amongst workers and concern around the effectiveness of multi-agency working in respect of child protection. In response the Board has introduced Best Practice Forums to provide partners with an opportunity to come together on a regular basis to build relationships and improve information sharing. In addition the Board will be promoting the introduction of the signs of safety model which will facilitate more effective sharing of risk and coming to clear multi agency agreements about appropriate action to take.

4. Looked after children

The numbers of looked after children in Torbay have risen by 67% since 2009 with a higher than average number of children having experienced more than one placement. At the end of March 2014 the number of children looked after in Torbay was 312. Looked after children are sometimes extremely vulnerable and the Board will look closely at their outcomes particularly in relation to children placed in residential settings, out of area and those who have a history of going missing and how all agencies are contributing to meeting their needs.

5. Neglect

Neglect is the most common reason for children to be subject to a child protection plan in Torbay (47% of plans at March 2014). Neglect has also featured in local Serious Case Reviews and was the subject of the Board's 2012 Annual Conference. At a whole population level the health outcomes for children and young people are poor by comparison to neighbouring authorities with higher levels of obesity and teenage pregnancy.

The Board has already introduced the Graded Care Profile, a tool for practitioners to measure neglect in 2013. Through targeted case auditing and also looking at other sources of data we will be looking in depth at how effective we are being in tackling neglect and promoting

timely intervention when there are concerns about the care provided for children and young people.

Action Plan

Priority 1: Listening to children, young people and their families				
Aim	Action Required	Time Scale	Desired Outcome	Subgroup Responsible
To ensure children, young people and their families have opportunities for their views and opinions to be heard in respect of their experience of safeguarding services	<p>Develop methods of consulting with children/families following their involvement in safeguarding processes</p> <p>Commissioners of services to ensure that there is regular feedback from service users</p> <p>Strengthen links between the TSCB and existing arrangements for consulting with children and young people</p> <p>Involve family members in audits/case reviews where possible</p> <p>TSCB performance reports to include 'child's voice' element</p>	April 2015	<p>Children and young people's needs are known</p> <p>Families are listened to when we examine practice</p> <p>The TSCB understands how children, young people and their families view the multi-agency safeguarding system</p> <p>The TSCB are able to reflect back and influence how services are developed</p> <p>The TSCB have a regular flow of information from children, young people and their families who have been involved in safeguarding services</p>	Quality Assurance Subgroup

Priority 2: Early help				
Aim	Action Required	Time Scale	Desired Outcome	Subgroup Responsible
To develop a framework for Early Help that supports multi-agency working	<p>Refresh the 'Child's Journey' threshold document to ensure it includes:</p> <ul style="list-style-type: none"> - the process for the early help assessment and the type and level of early help service to be provided, and - the criteria, including the level of need, for when a case should be referred to Children's Social Care for assessment and statutory services <p>Agencies to sign up to early help and implement the framework</p> <p>Raise awareness of early help tools and how to use them</p> <p>QA and performance reports provided to the TSCB</p>	April 2015	<p>Children & young people experience more responsive services at an earlier stage of need</p> <p>Working Together 2013 fully implemented</p>	TSCB Working Group / Early Help Strategic Group
Priority 2: Early help				

To continue to develop and deliver multi-agency safeguarding training	Training strategy to be approved by the TSCB Executive and work to be started on bringing this strategy to life i.e. policies, competency frameworks		Multi-agency workforce is sufficiently informed and skilled to provide Early Help	Training, Learning & Development Subgroup
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Priority 3: Multi agency partnership engagement

Aim	Action Required	Time Scale	Desired Outcome	Subgroup Responsible
To publish local protocols for assessment and professional involvement	<p>Develop a local protocol which sets out clear arrangements for how cases will be managed once a child is referred into local authority children's social care</p> <p>Publish information on the process for referring cases in and out of children's social care</p> <p>Update and re-issue the Childs Journey / TSCB Standards document</p>	April 2015	<p>Multi-agency workforce understands the process for escalating and de-escalating concerns</p> <p>Working Together 2013 fully implemented</p>	TSCB/Principal Social Worker
Provide opportunities for partner agencies to network	<p>Hold regular multi-agency Best Practice Forums</p> <p>Agree shadowing and secondment opportunities across the partnership</p> <p>Multi-agency training to be re-enforced within the TSCB</p>	April 2015	<p>Multi-agency workforce understands the roles and responsibilities of agencies</p> <p>Establish reciprocal arrangements for the induction of new staff</p> <p>Agencies share information and challenge one</p>	Training, Learning & Development Subgroup

Priority 3: Multi agency partnership engagement

	training, learning and development strategy		another	
Establish effective performance and quality assurance processes	<p>Undertake a minimum of 4 multi agency thematic audit exercises per annum</p> <p>Develop a communication plan to publicise the learning</p> <p>Review the TSCB key performance indicators and the process for monitoring performance</p>	September 2014	The TSCB are able to reflect back how services are safeguarding children	Quality Assurance Subgroup
Develop a family approach to safeguarding	<p>Develop clear protocols between adult and children's services</p> <p>Work with partners to implement the Signs of Safety model</p>	April 2015	<p>Effective joined up approach</p> <p>Consistent multi-agency working</p>	TSCB/Principal Social Worker

Priority 4: Looked after children

Aim	Action Required	Time Scale	Desired Outcome	Subgroup Responsible
<p>Ensure children looked after by the local authority are well supported and fulfil their potential</p>	<p>Monitor key information, including:</p> <ul style="list-style-type: none"> - Numbers of young people who go missing / return home interviews - Numbers of Young People vulnerable to CSE - Numbers of young people missing from education <p>Ensure commissioners demonstrate that effective safeguarding arrangements are in place</p>	<p>April 2015</p>	<p>The TSCB understands the needs and experiences of children and young people who are looked after</p> <p>Children and young people's placements are more stable</p>	<p>Quality Assurance Subgroup</p>
<p>Ensure children placed in Torbay by other local authorities have their needs met</p>	<p>Monitor how well children are progressing</p>	<p>April 2015</p>	<p>The TSCB understands the needs and experiences of children and young people who are looked after in Torbay</p>	<p>Quality Assurance Subgroup</p>

Priority 5: Neglect

Aim	Action Required	Time Scale	Desired Outcome	Subgroup Responsible
Develop an effective response to Neglect	<p>Develop and implement a neglect strategy</p> <p>Multi Agency Case File Audit (MACA) to review how effective tackling neglect is in Torbay</p> <p>Engage with the Health and Wellbeing Board to tackle the underlying causes of neglect</p>	April 2015	<p>Improved understanding of prevalence and patterns of neglect</p> <p>Children do not have to suffer extended periods of neglect before effective intervention is taken</p>	Quality Assurance Subgroup
To ensure the Graded Care Profile (GCP) is effectively utilised by lead professionals	<p>To develop:</p> <ul style="list-style-type: none"> - GCP i-learn modules to guide practitioners within the use of the tool. - Commission a Level 3 Emotional Abuse and Neglect Course. - Commission level 4 emotional abuse and neglect course to include Graded Care 	April 2015	<p>Families where there are factors which increase the risk of neglect are identified and early help is offered</p> <p>Multi-agency workforce utilise appropriate tools to measure neglect and avoid drift</p>	Training, Learning & Development Subgroup

Priority 4: Looked after children

	<p>Profile.</p> <ul style="list-style-type: none"> - Monitor the impact of GCP 			
<p>Run a public awareness campaign for parents, especially fathers about the fragility of babies and the dangers of shaking (SCR C40)</p>	<p>Implement the NSPCC's Preventing Non-accidental head injury (NAHI) programme.</p>	<p>April 2015</p>		<p>Training, Learning & Development Subgroup/Health and Wellbeing Board</p>