

The Royal Borough of Kingston upon Thames



Local Safeguarding Children's Board

Improvement Plan 2009 - 2010

Kingston LSCB Improvement Plan 2009-2010



1 Introduction

This Improvement plan should be read in conjunction with the *Annual Report on Arrangements for Safeguarding Children and Young People*, June 2009.

The Kingston LSCB was established by statute in April 2006 with a clear remit to coordinate, and ensure the effectiveness of, action by partner agencies to improve the safeguarding of children and young people in Kingston. The board brings together representatives from key agencies and designated professionals to jointly plan and scrutinise services to safeguard children.

The following agencies are represented on the LSCB which meets four times a year:

- Learning and Children's Services
- Housing
- Legal Services
- Kingston Primary Care Trust
- Kingston Hospital Trust
- SW London and St Georges Mental Health Trust
- Connexions
- Metropolitan Police
- Probation Service
- CAFCASS
- Voluntary Sector
- Faith Groups

There are 8 sub groups aligned with the LSCB functions detailed in *Working Together to Safeguard Children*. However there is no separate planning and commissioning group and a new e-safety group had its Term's of Reference approved by the board in September 2008.

- Serious case Reviews
- Monitoring and Evaluation
- Domestic Violence
- Child Death review
- Communications and awareness

- Policy and Procedures
- Training
- E- Safety

The sub groups have agreed Terms of Reference and work plans currently linked to the Board's three year business plan 2007-2010.

Following a recent serious case review it has been proposed that a Quality assurance sub group is set up and this will also have a commissioning function.

The board participated in a series of review processes in early 2009 and these are outlined in section 2. The areas identified in for development or improvement are shown in tabular form as action points in section three and form the improvement plan for 2009-2010

2 Reviews of the Kingston LSCB

A number of factors prompted the board to undertake a review of its effectiveness in early 2009

Development and Challenge Tool and Stocktake

Following an early national review of LSCB functioning in 2006, the DCSF commissioned the Office of Public Management (OPM) to devise a Challenge and Development Tool to be used on a voluntary basis. This was published in July 2008 and was intended to focus on effective governance as a starting point for establishing effective relationships, clear accountability and transparency of operation and purpose.

However, in response to the case of baby Peter in Haringey, in the autumn of 2008 the government announced a wider ranging national LSCB stocktake which, in addition to issues of Governance and accountability, was also intended to examine:

- How effectively partners were engaged and working together*
- How effectively are LSCB s exercising there statutory duties and ensuring that partners are meeting theirs? Does a shift towards earlier prevention and universal safeguarding jeopardise the core work on child protection?*
- Whether LSCBs have performance measures in place to assess the impact of their actions on outcomes for children.*

In response to both of these initiatives, Kingston LSCB held a Challenge and Development day on 04 February 2009. The workshop was facilitated by Paul Lloyd of the OPM and twenty-three board members reviewed current practice then split into smaller groups to look at specific issues. A number of priorities were identified for the board to address:

- Ensure there is a clearer focus on outcomes for safeguarding children
- Develop clearer KPIs to assess and evaluate the outcomes
- Connect learning and practice so that quality standards are assured
- Induct and develop the roles of LSCB members
- Improve the marketing, communication and profile of the LSCB
- Improve user engagement so that the voice of children and the views of families have greater impact on practice
- Balance the universal and targeted work so that there is greater impact on children's safety and well being through earlier intervention

These priorities are incorporated into the action plan in section 3 of this plan.

IDeA Peer Review

To provide further external scrutiny of safeguarding arrangements, Kingston volunteered to be a pilot for a new peer review process carried out by the IDeA in March 2009. As part of the process, the LSCB undertook a self evaluation questionnaire and an audit group undertook a case file mapping exercise. The external Peer Review Team, made up of a lead member from another authority and officers from other local authorities as well as representatives from the IDeA, reviewed our documents (policies and procedures) and undertook interviews and visits, particularly looking at:

- Legislation and policy*
- Resources and accountability*
- Leadership and Learning*
- Effective practice*
- Performance evaluation and monitoring*
- LSCB and working together*

Following this process, the Peer Review Team commented on the good practice that is taking place but also identified a number of areas for improvement.

- Draw up a strategic plan for improving safeguarding outcomes with partners and the LSCB, using the local joint data set from all agencies

- Take steps to improve our evaluation of the impact of interventions designed to improve safeguarding, eg our programme of training and raising awareness around domestic violence, and the early intervention and prevention strategy
- Develop a more strategic audit programme so that there is improved understanding of the reality “on the ground” and more detailed risk assessment of the issues affecting the protection and safeguarding of children
- Improve the engagement of adult services and mental health services in safeguarding arrangements
- Develop clearer working arrangements between the Children’s Trust Board and the LSCB
- Ensure the Council carries out more regular scrutiny of safeguarding arrangements
- Review the engagement of PCT health in children’s safeguarding to reflect both PCT commissioning and all health provider service responsibilities
- Review arrangements and capacity to undertake serious case reviews

These tasks are incorporated into the action plan in section 3 with agreed timescales, outcomes and identified lead officers.

The Laming Review: The Protection of Children in England: A Progress Report (March 2009)

In his review of Safeguarding in England, Lord Laming made 58 recommendations. Most of these are for central government to implement but a number relate directly to the work of local authorities and partner agencies. Kingston’s response is detailed in section 32 of the Annual Report. The following points are drawn from that report and are incorporated into the work plan in Section 3

- The Children and Young People’s Plan provides the Local Authority with key information regarding those in need, those with additional needs and those in need of protection. The LSCB has recognised the need to collate more multi-agency based needs assessment
- The LSCB together with the QA Framework will receive performance information on the quality of assessments and management of risk.
- The LSCB is planning to develop a Lead Child Protection Training Group to ensure the sharing and development of best practice within their own organisations.
- The LSCB is going to review its chairing arrangements within the next 6 months.
- In future the LSCB will provide an annual report on the effectiveness of safeguarding to the Trust Board and the Executive annually and no later than June 2010.

Section 3

Source key

C&D = Challenge and development day

PR = Peer review

LR = Laming review

Objectives	Source	Time Scale	Outcomes	Lead Officer working with development officer
<p>1. Ensure there is a clearer focus on outcomes for safeguarding children and young people</p>	<p>C&D</p>	<p>September 2009</p>	<p>1.1 An LSCB Business plan which will be based on a more comprehensive and clear statement of desired outcomes for children and young people. Combine with 8.1 – 8.2 below</p> <p>1.2 Ensure there is good preparation for Ofsted annual unannounced visits and three yearly inspections, with evidence of effective practice and improved outcomes, which meet all the requirements of the inspection framework</p> <p>1.3 Ensure the QA framework for safeguarding evidences and reports regularly on the quality of practice and the achievement of improved outcomes for children and young people</p>	<p>Chair Policy & Procedure Group</p> <p>Service Director Prevention and Safeguarding, and Strategic Manager Safeguarding Service</p>
<p>2. Develop clearer KPIs to assess and evaluate the outcomes</p>	<p>C&D</p>	<p>December 2009</p>	<p>2.1 Establish clear set of priorities and outcome measures for the work of the LSCB, which will be</p>	<p>LSCB Chair, and Chair Monitoring & Evaluation</p>

			<p>monitored and reported on regularly.</p> <p>2.2 Report to each LSCB meeting on all relevant national and local performance indicators with commentary and trends. Gaps in information will be identified. The report should take account of work being undertaken by the pan London dataset group and new government guidance on KPIs. Dovetail with work on 7.1 -7.3 below.</p>	Group
3. Connect Learning and Practice so that quality standards are assured	C&D	Training Plan 2010-11	<p>3.1 Ensure training plan is based on identified needs</p> <p>3.2 Training Plan to report on post-training evaluation with practitioners to demonstrate sustained change / improvement in practice.</p> <p>3.3 Produce an annual evaluation of the impact of training on improving outcomes and on strengthening the quality of safeguarding practice.</p>	Chair Training Group
4. Clarify and develop the roles of board members	C&D PR LR	September 2009	<p>4.1 Review the LSCB chairing arrangements and implement new government guidance and protocols</p> <p>4.2 Develop an Induction programme for new members.</p> <p>4.2 Develop a "Job description" for members</p>	<p>LSCB and Strategic Director learning and Children's Services</p> <p>Chair Policy and Procedure and Development Officer</p>

			<p>clarifying expectations.</p> <p>4.3 Ensure the Register of members will include more detail than just job title – include expertise they bring to the board and role they play in the work of the board.</p>	
<p>5. Improve the marketing, communication and profile of the LSCB</p>	<p>C&D</p> <p>PR</p>	<p>September 2009</p>	<p>5.1 Clarify what the Board wants to say about itself to professionals and service users and the general public.</p> <p>5.2 Communications Plan will set out clear objectives based on above.</p> <p>5.3 Review Terms of reference and membership of Communications and Awareness group to include engagement see 6.1 – 6.2</p> <p>5.4 Outcomes of reviews and inspections are published and distributed quickly to target groups using LSCB website as appropriate</p> <p>5.5 Produce a brief summary of the board’s improvement plan and key outcomes for wide circulation</p>	<p>LSCB</p> <p>Chair Communications and Awareness</p>
<p>6. Improve user engagement so that the voice of children and the views of families have greater impact on practice</p>	<p>C&D</p> <p>PR</p>	<p>September 2009</p>	<p>6.1 Develop user engagement plan outlining how the board will engage children, young people and communities in setting standards, making decisions about service delivery and monitoring</p>	<p>Chair Communications and Awareness + Participation officer</p>

			<p>outcomes.</p> <p>6.2 Formulate PI to measure engagement</p> <p>6.3 Include in the Annual Report a section on evaluating the impact of engagement on improved practice and service delivery.</p>	
<p>7. Balance universal and targeted work so that there is greater impact on children’s safety and well being through earlier intervention</p>	<p>C&D LR</p>	<p>December 2009</p>	<p>7.1 Develop PI set (or commentary on current PIs) which shows interrelationship between universal and targeted work.</p> <p>7.2 Develop or collate a more multi-agency based needs assessment</p> <p>7.3 Identify key priorities for earlier intervention, with both universal and targeted groups, and monitor progress against agreed outcomes. Ensure the progress is reported in the Annual Report.</p>	<p>LSCB</p> <p>Chair Monitoring and Evaluation</p>
<p>8. Draw up a strategic plan for improving safeguarding outcomes with partners and the LSCB using the local joint data set from all agencies</p>	<p>PR</p>	<p>September 2009</p>	<p>8.1 Develop a strategic Framework for Policy/ services/ needs and interventions and incorporate into Business plan 1.1</p> <p>8.2 Business strategy and plan to clearly state Board’s vision for safeguarding</p> <p>8.3 Establish clear set of priorities and outcome measures for the work of the LSCB, which will be monitored and reported on regularly.</p>	<p>Chair Policy & Procedure</p> <p>LSCB and Chair of Board</p>

<p>9. Take steps to improve our evaluation of the impact of interventions designed to improve safeguarding, eg our programme of training and raising awareness around domestic violence and the early intervention and prevention strategy</p>	<p>PR LR</p>	<p>December 2009</p>	<p>9.1 Business Plan to include prevention strategy demonstrating that it is based on comprehensive needs assessment. The plan needs to articulate clearly that Interventions need to be evidence based.</p> <p>9.2 The Business Plan will set out our strategy for measuring the impact of interventions ensuring that what we do works well</p> <p>9.2 Demonstrate that Domestic Violence interventions are evidence based and have clear impact.</p> <p>9.3 The LSCB will receive performance information on the quality of assessments and management of risk</p>	<p>Chair Monitoring & Evaluation</p> <p>Chair Domestic Violence group</p>
<p>10. Develop a more strategic audit programme so that there is improved understanding of the reality “on the ground” and more detailed risk assessment of the issues affecting the protection and safeguarding of children</p>	<p>PR</p>	<p>December 2009</p>	<p>10.1 Business Plan to demonstrate that it is based on an improved multi-agency and risk based audit programme</p> <p>10.2 Ensure the strategic audit programme will be based on KPI work in 2.1 above</p> <p>10.3 Establish Quality Assurance sub group and clear framework for QA</p>	<p>Chair Monitoring & Evaluation</p>
<p>11. Improve the engagement of adult services and mental health services in safeguarding</p>	<p>PR</p>	<p>September 2009</p>	<p>11.1 Business plan will demonstrate full engagement of mental health and adult services</p> <p>11.2 Protocols for Mental Health and other adult</p>	<p>Chair Policy & Procedure</p>

arrangements			services to be reviewed and developed	
<p>12. Develop clearer working arrangements between the children's Trust Board and the LSCB</p>	<p>PR LR</p>	<p>December 2009</p>	<p>12.1 Business plan to clarify relationship between Children's Trust and LSCB particularly in terms of accountability and challenge.</p> <p>12.2 Prepare an annual report for the Children's Trust on the effectiveness of safeguarding in Kingston (no later than July 2010)</p> <p>12.3 Report to include commentary on changes in NHS agencies and how this affects safeguarding.</p> <p>12.4 Report will need to support development of strategic safeguarding role within PCT. Engage PCT as commissioner and provider</p>	<p>Chair Policy & procedure</p>
<p>13. Ensure the council carries out more regular scrutiny of safeguarding arrangements</p>	<p>PR</p>	<p>Annually</p>	<p>13.1 Prepare regular annual report to Council Executive on safeguarding arrangements.</p> <p>13.2 Board to actively monitor workforce issues and caseloads, particularly Social Workers and Health Visitors and include commentary in Annual report to Trust.</p> <p>13.3 Ensure there is quarterly reporting to Lead Member and other Elected Members, and the Children's Trust, on performance and quality of safeguarding arrangements</p> <p>13.4 Produce an annual self assessment of safeguarding arrangements which is scrutinised by Elected Members and which is available to</p>	<p>LSCB Chair and Strategic Director Learning and Children's Services</p> <p>Quality assurance group</p> <p>Chair Training sub group</p> <p>Service Director, Prevention and Safeguarding, Chair of the LSCB</p>

			Ofsted for annual unannounced visits	
14. Review the engagement of the PCT in children's safeguarding to reflect both commissioning and provider service responsibilities	PR	September 2009	<p>14.1 Policy and procedure to ensure that referrers get quick consistent feedback.</p> <p>14.2 Produce newly clarified responsibilities and protocols which outline the PCT commissioning and provider service roles in safeguarding arrangements</p>	<p>Chair Policy and Procedure</p> <p>Deputy Chair, LSCB</p>
15. Review arrangements and capacity to undertake serious case reviews	PR	September 2009	<p>15.1 Report to Board on the capacity to undertake SCR in a multidisciplinary forum linked to joint learning</p> <p>15.2 Implement new government guidance on SCRs, which ensures independence in the process and produces clear recommendations that impact on improved safeguarding practice</p> <p>15.3 Ensure satisfactory adherence to Ofsted criteria for effective reviews</p>	<p>Chair Serious Case Review sub group</p>
16. Establish a lead Child Protection Training Group	LR	December 2009	16.1 Group members are in place to share practice and procedures within their own organisation	Chair Training Group