The Barnet Safeguarding Board Improvement Plan

The purpose of the Improvement Plan is to ensure that the Barnet Safeguarding Board is able to demonstrate how it is effectively delivering its statutory duties as a safeguarding partnership. This Plan has been written in response to the Ofsted report 7th July 2017, LSCB Review May 2017 and the statutory duties as outlined in the Children's Act 2004 and in Working Together 2015, but with an eye to the implementation of the Children and Social Work Act 2017.

The Plan is currently in draft for two reasons. Firstly we need to consult with core partners on the breadth and depth of the response to the Ofsted report and LSCB review. Secondly the Plan needs to be reviewed and approved by Ofsted and the Department of Education.

The Plan (Annex 1) will serve as a framework to drive forward the strategic leadership of multiagency safeguarding activities and establishing a system wide approach to improvement so that the LSCB is able to monitor the effectiveness of local safeguarding arrangements.

The fundamental objectives of this Improvement Plan are:

- Leadership, management and governance arrangements will deliver strong, strategic local leadership that measurably improves outcomes for vulnerable children.
- Professional relationships between the partner organisations will mature and develop so that partners are able to hold each other to account.
- Accountabilities are embedded and will result in confident, regular evaluation and improvement in the quality of help, care and protection that is provided.

- Children, young people and families will clearly benefit from improvements that are made and the impact of their feedback is well evidenced.

- Effective and continuous learning improves professional practice.
- The views and experiences of children, young people and their families are at the centre of service design and influence development and strategic thinking.

The Plan responds directly to the improvement recommendations in the Ofsted report and in the LSCB review. As a consequence by June 2018 the BSCB will be recognised as being effective, ensuring the system works effectively for children and young people.

Measuring our success

Robust performance management is at the heart of any drive to secure continuous improvement and delivery of high quality services and monitoring and effectiveness of what is done by the Local Authority and Board partners, individually and collectively, to safeguard and promote the welfare of children

Underpinning the framework is the need to develop clear standards, representing required practice, for all aspects of the BSCBs output. Each standard should have associated specific criteria for meeting the standard.

Objectives and targets for improvement as a safeguarding partnership will be framed within an outcome based accountability approach, reporting performance, and using information to identify problems and taking decisions to solve them against quantity, quality and outcomes.

Quantity: What did we do?

What did we do to deliver the Board priorities? We will assess what we do through the following activities:

- Multi-agency safeguarding data presented in thematic scorecards – linked to priorities and the activities of the Board (LBB, statistical neighbours, national average) – Monthly (Annex 2)
- Multiagency training (quarterly).
- Trend analysis of safeguarding data – (annual)
- Board activity – (bi-annual)
    - Partners engaged and attendance at meetings
    - Communications – newsletters, professional networks

Quality: How well did we do?

We will utilise the following activities to understand how well we delivered the Board priorities:

Feedback

- Voice of children, young people and parents (quarterly)
- Voice of practitioners (quarterly)
- Escalations to LSCB Chair (annual)
- Complaints (annual)

Reflective learning and Improvements:

- Peer reviews (as agreed)
- Action from SCRs and CDOP (quarterly)
- External Inspection (monthly)

Audits

- Self -assessments – S11/S175 (annual)
- Practice weeks – observations and themed audits (quarterly)
- LADO, IRO and CPC, Private Fostering, Corporate Parenting (annual)

Outcomes: How will we know we've made an impact?

The key components to improving multi-agency safeguarding practice are to learn from experience through audits and reviews of our safeguarding practice through the mechanisms above, drive forward improvement actions and then to ensure that we embed learning in practice and evaluate the impact of that learning.

We will achieve this via an annual assessment of the following activities:

- Voice of practitioners – annual survey picking up information sharing, and staff awareness and understanding of neglect, CSE, FGM, DA, thresholds
- Voice of child – do they feel safe, what are the safeguarding concerns of our children and young people
- Safeguarding risk and needs analysis
- Training impact analysis
- CDOP and SCRs actions and impact evaluation – how well did we learn from our deep dives into child deaths and serious case reviews
- Complaints from service users and partners
- Annual reports across thematic priority areas
- Learning and Improvement analysis – what are our strengths, how well did we embed learning, what changes have been made and what improvements do we need to make

Together we will establish new ways of working to safeguard children.

Ofsted recommendation (OR), Comment (OC) or LSCB review (LR)	Improvement recommendations	Action	Milestones	Lead	Objective 4	Progress/ RAG
Objective 1:						
OC para 7 and LR	Governance needs to enable effective challenge and alignment across the borough wide strategic partnership arrangements	1. Implement the new governance and partnership structural arrangements for the LSCB 2. Develop and agree a constitution for the Board safeguarding partnership arrangements 3. Implement an OD programme for partners to ensure effective challenge and subsequently implementation of the improvement journey 4. Develop clear protocols across strategic partnerships - and ensure that strategic partners understand and can contribute to the priorities of the Board 5. Ensure financial capacity and partner contribution is sufficient to deliver the improvement programme 6. Challenge log in place 7. Risk register in place 8. Review of implementation of safeguarding policies and procedures across the partnership	1. May 2017 2.July 17 3. July 17 4. Aug 17 5. Sept 17 6. Sept 17 7. Sept 17 8. Oct 17	LSCB Chair and Partnership manager	a) increase in effectiveness of early help b) service users and practitioners report more effective partnership arrangements c) partners report tangible improvements how partners work together	
OC para 11, para 16 and LR	The business plan does not include specific actions on core statutory responsibilities, it covers a wide spectrum of activity, some of which lacks specific outcomes for children, and planning for delivery	1. Business plan clearly outlines how the Board will discharge its statutory duties 2. Plan approved and operational 3. Reporting demonstrates effectiveness of working arrangements on outcomes for children 4. Clear work plans are in place to support priorities with nominated leads, performance and outcomes scorecards 5. reporting monthly to executive group 6. All annual reports will demonstrate a comprehensive and robust analysis of the work undertaken on behalf of the Board and as part	1. July 17 2. Aug 17 3. Oct 17 4. July 17 5. Oct 17 6. Sept 17	transformation lead and LSCB Chair	1.Scorecards demonstrate improved outcomes 2. audit programme demonstrate improved experiences and progress of children 3. service user engagement identifies improved experiences	

		of the Board's work			
OR 5 and LR 2,4	Review the function of the child sexual exploitation and missing sub group and align this with other strategic fora to incorporate children at risk of youth violence and gang affiliation	1. Strategic planning group with police and children and family services to draw up a new approach to the partnership approach to adolescent risk 2. Multiagency workshops including young people to understand the current pathways, interventions, and improve our understanding of adolescent risks 3. Newly established strategic partnership group, strategy, profile, scorecard and audit programme designed and operational 4. Quarterly monitoring by the group with reports through to the executive group, leadership forum and LSCB 5. Quality assurance of cases to evaluate impact with recommendations circulated across the partnership 6. Six month review led by young people to explore impact on young people	1. July 17 2. Sept 17 3. Oct 17 4. Dec 17, March 18 5. June 18	Police chair for the group	1. earlier identification of risks - reduction in level 2 and 3 CSE, adolescences going into care or becoming known to police, 2. improved RHI and reduced repeat missing 3. young people report positive on line experiences and state on line 4. young people feel less concerned about serious youth violence 5. young people report a good understanding and awareness of Prevent
OC para 24	Deliver the recommendations from the LSCB review not listed elsewhere a) An effective business unit b) Communications c) Wider networks	1. A newly formed Business unit will provide greater capacity to the delivery of the safeguarding partnership	1. Oct 17	Transformation lead and LSCb Chair	1. partners report a better experience of engaging in the partnership
		1. A new communications plan will be operational and include newsletters, published reports through public forums 2. A new web site for the Board will go live and provide an interactive engagement on safeguarding	1. Oct 17 2. Oct 17	Transformation lead and LSCB Chair	1. Analytics demonstrate the engagement of partners and communities across the partnership 2. Improved outcomes are demonstrated through an improvement in the accuracy of contacts

				and referrals	
		1. Enable the wider network of professionals and the community to engage in safeguarding children, by formalising designated safeguarding leads networks for health and for education, VCS Community Together Network for VCS and faith groups and establish locality networks for multiagency frontline practitioners. 2. Support our communities to engage in safeguarding through locality networks	1. Sept 17 2. Nov 17	Transformation lead Partnership manager	1. Improved and earlier contacts and referrals. 2. Improved attendance by partners at team around the child, core groups and conferences 3. improved performance across all scorecards 4. practitioners identifying the impact of the networks in safeguarding arrangements

Objective 2

OC para 22	Ensure that all partners, including lay members, are able to engage effectively as part of the safeguarding partnership	1. Undertake an organisational development learning programme with partners to ensure that we are able to deliver our statuary duties. 2. The training and development programme will ensure it includes lay members, elected members alongside practitioners and managers from across the partnership	1. July 17	Transformation lead and LSCB Chair	1. partners can evidence how challenge is clearly evident across the system and drives improvement in children's outcomes - through case vignettes	
Objective 3						
OR 1	Ensure that a programme of quality assurance is established to monitor the quality of frontline practice across statutory work and early help	1. New quality assurance framework is operational. Quarterly monitoring and reporting by the partnership. 2. Schedule of quality assurance activity and multiagency safeguarding audits including statutory functions, early help and JTAI thematics are operational 3. Ensure protocols are in place for embedding and evaluating the impact of the learning and improvement programme across partner organisations – 6 month check 4. New performance data scorecards developed that are linked to core safeguarding priorities, with clearly identifiable analysis, monthly reporting and regular analysis of trends. 5. Partnership quality assurance analyst in post to ensure that data is relevant and up-to-date from across partners for reporting on monthly, quarterly and annual basis 6. Learning and Improvement group with Head of QA and performance from each partner - ensures the delivery of the learning and improvement framework and reports through to Executive Group 7. Clarity and evidence of challenge, governance and oversight within the Board governance arrangements	1. Sept 17 2. Oct 2017 3. Sept 17 4. Sept 17 5. August 17 6. Sept 17 7. December 17	transformation lead Partnership Manager	1. Performance scorecards will demonstrate progress within 6 months against all statutory and EH data 2. Quality of safeguarding practice across the partnership is evident in experience and progress of children	

OR 2 and LR	Ensure that all partner agencies and their staff are aware of thresholds for intervention	1.Design and Implement a thresholds evaluation programme that draws on wide partnership membership, first check point within 6 months 2. Evidence the impact of the threshold document through JTAI on MASH and EH, case tracking and performance scorecard 3. Report through to the Leadership Forum, LSCB and Executive Group 4. Implement a communications programme with community groups and practitioners. 5. Review the impact of the threshold document on a 6 month rolling basis	1. Sept 17 2. Oct 17, Feb 18 3. Dec 17, March 18 4. from Sept 17 5. Nov 17, March 18	partners	a) Scorecard - MASH data, repeat referrals within 12 months, b) JTAI results c) engagement sessions and evaluation with community groups and practitioners	
OR 3	Increase the scrutiny and challenge of practice for privately fostered children and raise awareness of the notification process	1. Undertake a deep dive into private fostering and identify recommendations through to the Leadership forum 2. Ensure multiagency awareness raising of private fostering- campaign through website 3. Case sampling of connected persons arrangements including for children with disabilities	1. January 2018 2. October 17 3. February 18	Partnership manager	a) numbers of private fostering arrangements b) survey of agencies and VCS on awareness of private fostering c) case sampling workshop identifies good case work in 75% of cases	
OC para 14 and LR	Ensure that the LA undertakes a section 11 audit alongside all partners listed in S13 of the Act.	1. Annual S11 and S175 audits undertaken 2. Challenge panels to address gaps and evaluate improvements	1. March 18 2. April-June 18	LSCB Chair and Partnership manager	1. partners report evidence of how statutory duties are being met by each agency 2. Outcomes for children across the scorecards clearly demonstrate improved trends	

OC para 21	Monitor the effectiveness of the implementation of the neglect strategy, training and implementation of the graded care profile 2	1. Undertake a JTAI on neglect as part of the Quality Assurance schedule 2. Ensure monthly reporting on the implementation of the neglect GCP2 and on the training programme	1. Oct 17, Feb 18 2. Oct 17	Partnership manager	1. Numbers of agencies undertaking GCPs as part of assessments 2. Reduction in repeat referrals for neglect	
Objective 5						
OR 4	Ensure that the effectiveness of multiagency safeguarding training is monitored and evaluated	1. Establish a learning and improvement sub group that combines quality, performance, learning and improvement. 2. A start and finish task group of training coordinators from across the partnership will design a new training plan, evaluation, and timescales for impact analysis. Clear contributions from partners. This will include the VCS organisation commissioned to deliver safeguarding training to the VCS and faith communities. 3. . This working group will be chaired by member of exec group and report through to the executive group 4. Online automated training system implemented through the new LSCB web site. On line evaluation via the website. 5. Training evaluation undertaken quarterly - impact tracked through performance and quality assurance activity	1. Sept 17 2. Oct 17 4. Oct 17 5. Jan 18	Partnership manager	a)Statutory services Scorecards and case audits identify improved use of thresholds, risk assessments, b) service user evaluation indicates that children have experienced improved and earlier support	
OC para 12 and LR	Ensure lessons from SCRs are embedded in front line practice and organisations	1. Executive group is commissioned by the LSCB Chair to form SCR review groups as they are required 2. Learning and improvement group details how recommendations from SCRs are being implemented and monitored. 3. Executive group reports to the leadership Forum and Board identifies how learning has been implemented and can be demonstrated 4. SCR Toolkit developed	1. Sept 17 4. Sept 17	LSCB Chair and Transformation Lead	1. practitioners focus group identifies lessons learnt and can identify vignettes for impact on children's experiences as a consequence of recommendations and subsequent learning forums	

OC para 13 and LR para 8	Ensure the CDOP annual report sets out the learning from deaths with modifiable factors	1. CDOP apply London CDOP procedures 2. CDOP annual report clearly reports learning and impact from learning 3. Planning for the transition into the new national CDOP arrangements	1.July 17 2. Sept 17 3. from Nov 17	Consultant in Public health - Children	1. partners report lessons are implemented and can be evidenced 2. practitioners report understanding and can evidence impact 3. demonstrable impact on outcomes related to thematic areas	
Objective 6						
OC para 20 and LR	Ensure that child's lived experience is understood including children living with domestic abuse	1. Ensure that children's experience and progress is understood through quality assurance procedures, analysed and drive improvement via the learning and Improvement framework 2. Refocus the engagement of Children, young people and families. Implement the service user engagement strategy across the partnership so that they are able to shape strategic priorities of the safeguarding partnership 3. A safeguarding annual conversation and new web site and social media campaigns led by young people will ensure the wider voice of children are heard. 4. Ensure that children's lived experiences influence the priorities of strategic partnerships in Barnet including the Community Safety Partnership Board through JTAI schedules 5. Making Safeguarding a priority in the UNICEF programme	1. Sept 17 2. Sept 17 3.Oct 17, June 18 4. Oct 17 5. Oct 17	Transformation Lead, Voice of the Child coordinator	1. Children and young people are actively engaged in their plans 2. Life story work demonstrates improved outcomes 3. Children and young people articulate their experience and progress in case work 4. Children and young people engaged in campaigns and in shaping our safeguarding priorities	

Performance Framework

General statistics – Annual report and Business plan

- Number of children under 19 and total of the population
- Number of children living in poverty
- Diversity
- Gender
- Number of children in care placed out of county and where
- Trend – 3 year Number of children in care, care leavers and age breakdown
- Trend Number of children on CPP and CIN
- Trends on CME and EHE – last 3 years

Core Data set (Please note these will be split into scorecards relevant to the Business Plan Priorities).

- Number of children and families engaged in early help
- Number of early help cases closed where outcomes were achieved
- Number of annual contacts to MASH
- Number and % of Contacts to referrals
- % re-referrals
- % of step downs to early help/% of step ups into social care
- Trends in contacts make from partners over the last 3 years
- Trends in contacts to referrals over the last three years
- Number of open CIN cases
- Number of private fostering arrangements
- Number of children electively home educated
- Number of young carers
- Numbers of young people managed by the 0-25 disabilities team
- Number, ethnicity and age of children missing education
- Number, ethnicity and age of children permanently excluded from education (and CIC)
- Number, ethnicity and age of children persistently absent from school
- Number of children receiving help from CAMHS at any one time

- Number of entries to A&E by unintentional or deliberate injury to children 0-17 – split self- harm and DAA
- Waiting times from referral to CAMHs assessment
- Number of children and young people at risk of CSE and levels 1-3
- Number of young people who went missing from home/number of episodes
- Number of young people who went missing from care/missing episodes
- Number of children and young people at risk of or involved in gangs/serious youth violence and offending
- Number of CF assessments completed by children's social care
- Children seen within timescales
- Average timeliness of assessments – number of days

- Number of child protection investigations
- Number of children on a child protection plan
- Duration on a child protection plan,
- Number of cases being managed with domestic abuse as the category of need
- Number of children being managed with neglect as the main category of need
- Number of repeat referrals (split under 12 months and over 12 months) for neglect
- Number of Graded Care profile assessments – and by agency
- % of ICPCs where core partners attended
- Number on CPP for 18months plus
- Number on CPP for second or subsequent time
- Number of repeat on CP plan – and trend over the last 3 years
- FGM – number of referrals
- Number of MARAC meetings involving children and young people living in families with domestic violence
- Public protection orders – trends over 3 year
- Serious sexual offences on children – recorded and detected- trends over 3 years
- Recorded assaults on children – trends over 3 years
- Training – numbers engaged per agency
- Number of allegations made against staff working with children and young people- annual
- Number of issues escalated to chair of safeguarding board – annual