



Safeguarding
Adults Board
LEICESTERSHIRE & RUTLAND

ANNUAL REPORT 2011/12

LEICESTERSHIRE AND RUTLAND SAFEGUARDING ADULTS BOARD

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Leicestershire & Rutland Safeguarding Children
And Adults Board – Business Plan 2012/15

1 FOREWORD – Paul Burnett, Independent Chair, Safeguarding Adults Board

I am pleased to present the Annual Report of the Leicestershire and Rutland Safeguarding Adults Board for 2011/12.

I was delighted to be appointed as the second Independent Chair of the Board in February 2012 and would first wish to extend my thanks to the previous independent chair, Robert Nisbet for his commitment and achievements in leading the Board.

The purpose of the Annual Report is to set out the work that has been undertaken in 2011/12, to highlight the achievements and progress made against the Business Plan for the year, to outline other activities that have flowed from national and local developments within the year and to identify the remaining challenges and work priorities for the future.

A great deal of progress has been made in addressing the key business plan objectives that were set out in the SAB Business Plan for 2011/12. This has included: a range of initiatives to enhance the safety of adults that may be in need of safeguarding particularly in relation to collaborative work between key agencies; improvements in communications and engagement both with service users and with partner agencies within the Board; improving the effectiveness of the Board itself; developing a 'Think Family', 'Think Community' approach to safeguarding work.

The last of these objectives has led to a decision to more closely align the work of the SAB with the Leicestershire and Rutland Local Safeguarding Children Board (LSCB) and this alignment has been a key focus in the latter part of the year. The result has been that we now have one independent chair for each Board, joint meetings and a combined Executive Group and some merged sub-groups.

The Board does, however, remain a distinct entity to ensure that the focus on adult safeguarding remains strong and that the gains made from cross-cutting work with the children's board are not, in any sense, at the expense of a clear and robust endeavour to ensure adults in the two counties are safe. Securing an appropriate balance between these two strands of activity remains a key priority.

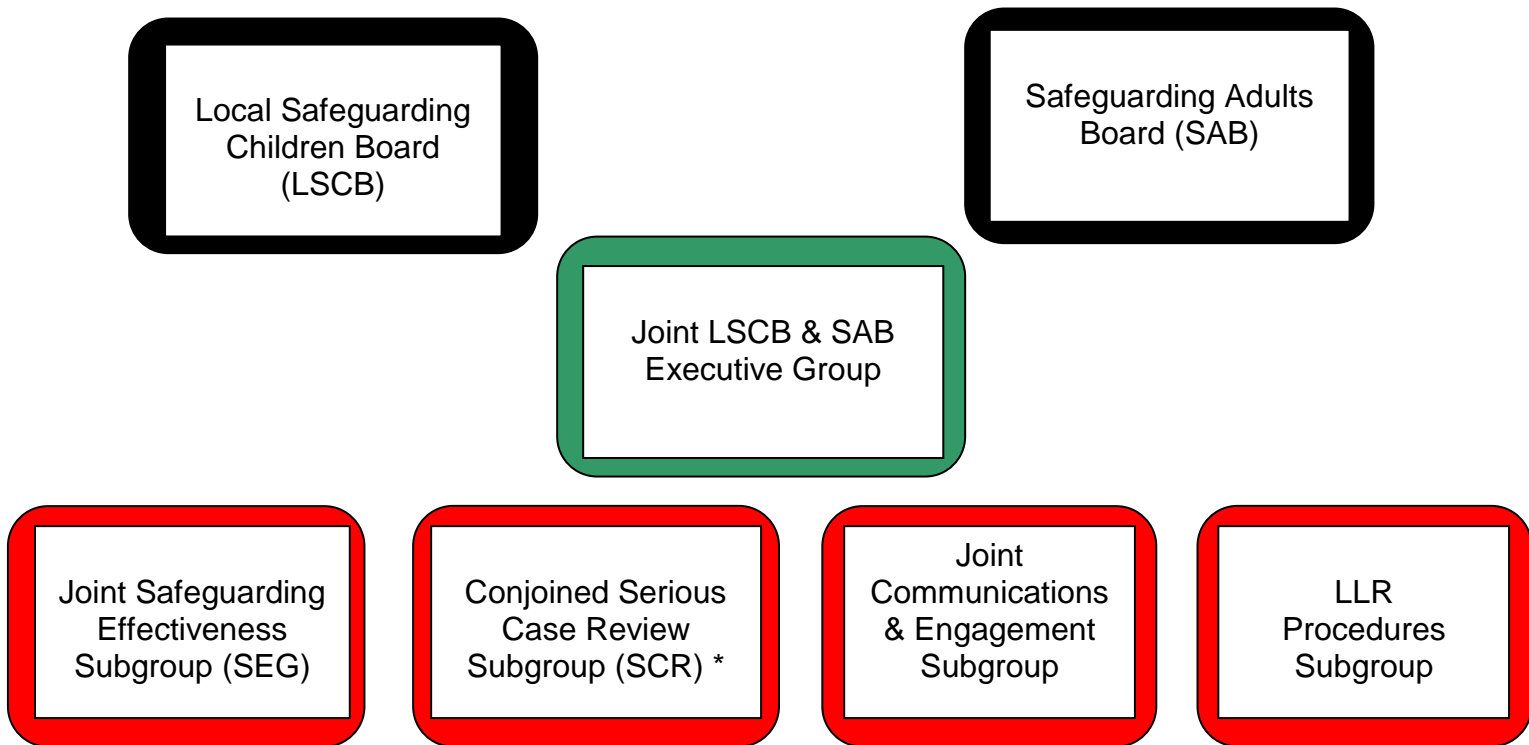
The achievements secured by the Board during 2011/12 have taken place at a time of significant change at both national and local levels. Government is now considering placing adult safeguarding boards on a statutory basis. In part this is a response to a number of high profile cases such as Winterbourne View that have been the subject of intense media focus. At local level most agencies have been preparing for significant change and working within a challenging financial climate. The SAB has, for example, been engaged in planning for the major changes in the health sector and the transitions to the new CCG arrangements that will come into place in April 2013.

Despite the rapidly changing environment within which we are working, partners on the Board have retained their firm commitment to the safeguarding agenda and to doing everything possible to prevent adults suffering abuse and neglect and ensuring that lessons learned from past cases are reflected in service development and delivery.

I would wish to record my thanks to all members of the Board and the agencies that they represent for their continued commitment, enthusiasm and support. I am confident that this level of engagement places us in a strong position to meet future challenges and to ensure that we continue to improve our performance to ensure the people of Leicestershire and Rutland are safe and free from harm.

Paul Burnett
Independent Chair
Leicestershire and Rutland Safeguarding Adults Board

2 BOARD STRUCTURE



NB: * The conjoined SCR Subgroup holds separate meetings with a combined section to deal with joint issues.
Each Subgroup has 'task and finish' groups to progress key work streams.

SAFEGUARDING ADULTS BOARD

Independent Chair- Paul Burnett

Meets quarterly, with representation from:

Leicestershire County Council (LCC) representatives from Adult Social Care, Children & Young Peoples Service, Trading Standards, Community Safety, Adult Education and Legal Services
Rutland County Council Peoples Directorate
Leicestershire Partnership NHS Trust (LPT)
University Hospitals of Leicester (UHL)
NHS Leicester, Leicestershire & Rutland Primary Care Trust Cluster
Melton Mowbray Borough Council (for District Councils)
Voluntary Sector Providers represented by Vista and LAMP
Leicestershire and Rutland Probation Service
Independent Sector represented by EMCARE and Hinckley Care Support
Leicestershire Police
Leicestershire Fire and Rescue Service
East Midlands Ambulance Service NHS Trust

The main purpose of the Board is to ensure that all partner agencies work consistently to promote and uphold the three main concepts within Safeguarding work of protection, justice and empowerment. Within this, the Board has strong links to the Leicestershire and Rutland Local Safeguarding Children Board, and Community Safety Partnership arrangements, as well as other Safeguarding Adults Boards within the region

SAFEGUARDING ADULTS / CHILDREN JOINT EXECUTIVE GROUP

Independent Chair –Paul Burnett

Meets monthly, with representation from:

Leicestershire County Council (LCC) Adults and Communities
Rutland County Council Peoples Directorate
Leicestershire Partnership NHS Trust (LPT)
NHS Leicester, Leicestershire & Rutland Primary Care Trust Cluster
University Hospitals of Leicester (UHL)
Voluntary and Community Sector Providers
Leicestershire Police

The purpose of the Executive is to drive the work of the Board, oversee the work of the Subgroups and support the Board's budget responsibility.

JOINT ADULT & CHILDREN SAFEGUARDING EFFECTIVENESS GROUP (SEG)

Co-Chairs: Chris Nerini, Head of Safeguarding, Children and Young Peoples Service, Leicestershire County Council LCC.
Pamela Palmer, Designated Lead - Safeguarding [Children & Adults] NHS Leicestershire County & Rutland.

Meets monthly, with representation from:

Leicestershire County Council (LCC) representatives from Adults and Communities
Children & Young Peoples Service, LCC
Rutland County Council Peoples Directorate
Leicestershire Partnership NHS Trust (LPT)
University Hospitals of Leicester (UHL)
NHS Leicester, Leicestershire & Rutland Primary Care Trust Cluster
Independent Sector
Leicestershire Police
Voluntary Sector Providers

The purpose of the SEG is to provide assurance to the LSCB and SAB that work on safeguarding in a multi-agency context is robust and effective and achieves better outcomes for children, young people and adults in need of safeguarding.

Ensure that children and young people and adults in need of safeguarding have effective and safe care with a positive experience of services.

SAFEGUARDING ADULTS SERIOUS CASE REVIEW SUBGROUP

Chair- Heather Pick Assistant Director Leicestershire County Council Personal Care and Support.

Meets monthly, with representation from

Leicestershire County Council (LCC) representatives from Adults and Communities,
Rutland County Council Peoples Directorate

Leicestershire Partnership NHS Trust (LPT)

University Hospitals of Leicester (UHL)

NHS Leicester, Leicestershire & Rutland Primary Care Trust Cluster

Leicestershire Police

The purpose of the Serious Case Review (SCR) Subgroup is to ensure that Serious Case Review requests are managed in line with agreed SCR protocol and that recommendations are made to the Chair of the Safeguarding Adults Board to ensure that lessons learnt from the Case Review Process are disseminated, actioned and reviewed as appropriate.

3 NATIONAL CONTEXT

There have been a number of national developments in relation to Safeguarding Adults during 2011/12

Formal national guidance on arrangements for protecting vulnerable adults from abuse is currently set out in **No Secrets** (Department of Health, 2000) and the Association of Directors of Social Services (now ADASS) national framework of 11 Standards for good practice, which was published in 2005. This guidance provides a clear message that the responsibility for protecting vulnerable adults is one that is led by the local authority and shared across the statutory, independent and voluntary sectors, facilitated by the creation of a: 'framework for action within which all responsible agencies work together to ensure a coherent policy ... and a consistent and effective response to any circumstances giving ground for concern or formal complaints or expressions of anxiety.' The guidance further states that the primary aim should always be to '*... prevent abuse where possible.*'

Law Commission Recommendations - May 2011

The Law Commission published in May 2011 the final results of its comprehensive review of adult social care legislation. This recommended a number of significant changes to the legal framework for protecting adults at risk/vulnerable adults, which are expected to be reflected in the forthcoming Care and Support Bill. The Commission recommended that new legislation should:

- Clearly indicate that local social services authorities have the lead co-ordinating responsibility for safeguarding;
- Place a duty on local social services authorities to investigate adult protection cases, or cause an investigation to be made by other agencies, in individual cases;
- Place adult safeguarding boards on a statutory footing.

The Law Commission also recommended that the duty to investigate would apply to an adult at risk, rather than vulnerable adult.

An adult at risk to be defined through four elements:

- (i) The person must appear to have health or social care needs, including carers (irrespective of whether or not those needs are being met by services)
- (ii) The person must appear to be at risk of harm, rather than significant harm set out in the existing statutory guidance
- (iii) The person must appear to be unable to safeguard themselves from harm as a direct result of their health or social care needs

- (iv) The local authority must believe it is necessary to make enquiries. This may be the case because, for example, other less restrictive courses of action (such as a community care assessment) will not remove or reduce the harm and abuse.

Harm would be defined in the statute as including but not limited to:

- Ill treatment (including sexual abuse, exploitation and forms of ill treatment which are not physical) the impairment of health (physical or mental) or development (physical, intellectual, emotional, social or behavioural);
- Self-harm and neglect;
- Unlawful conduct which adversely affects property, rights or interests (for example, financial abuse)

The Law Commission recommended the new statute would give local authorities the lead role in establishing and maintaining adult safeguarding boards. The statute would specify the following functions for these boards:

- To keep under review the procedures and practices of public bodies which relate to safeguarding adults;
- To give information or advice, or make proposals, to any public body on the exercise of functions which relate to safeguarding adults;
- To improve the skills and knowledge of professionals who have responsibilities relating to safeguarding adults, and produce a report every two years on the exercise of the board's functions.

Statement on Government Policy - May 2011

Shortly after the Law Commission report, the Government published a statement of its policy on adult safeguarding. Key points included:

- Confirmation that “The Government intends to seek to legislate for Safeguarding Adults Boards (SABs) making existing Boards statutory, while maintaining their freedom to operate in locally flexible ways”
- Confirmation that “No Secrets” will remain as statutory guidance until at least 2013. The Government policy statement also included a statement of principles, which it suggests agencies can use “to benchmark existing adult safeguarding arrangements to see how far they support this aim and to measure future improvements”. The principles are:
 - **Empowerment** - Presumption of person led decisions and informed consent.
 - **Protection** - Support and representation for those in greatest need.
 - **Prevention** - It is better to take action before harm occurs.

- **Proportionality** – Proportionate and least intrusive response appropriate to the risk presented
- **Partnership** - Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- **Accountability** - Accountability and transparency in delivering safeguarding

ADASS Standards for adult safeguarding - October 2011

In October 2011 the Association of Directors of Adult Social Services (ADASS) published recommended standards against which to assess adult safeguarding services. These standards are grouped in four themes:

- a) Outcomes for and the experiences of people who use services;
- b) Leadership strategy and commissioning;
- c) Service delivery, effective practice and performance and resources management;
- d) Working together (including the role and performance of the Safeguarding Board).

White Paper - July 2012

The White Paper *Caring for our future: reforming care and support*, confirmed earlier intentions to legislate and to ensure that all agencies work together at a local level to prevent abuse. As now under best practice guidance, local authorities, have responsibility for convening a statutory Safeguarding Adults Board, with core membership from the police and NHS organisations. These partners should decide which other key local organisations should be invited to join the Board. Member agencies should work collaboratively with the community, including local Healthwatch, to publish a strategic plan setting out priorities and outcomes. The Board should publish an annual report on the exercise of its functions and its success in achieving its strategic plan and outcomes.

The Local Safeguarding Children Board and the Safeguarding Adults Board should understand each other's roles and responsibilities and work collaboratively on shared concerns.

The White Paper also announced the intention to consult specifically on whether a new power should be created for local authorities to access and see a person who may be at risk of abuse or neglect, in cases where the local authority may not otherwise be able to carry out a safeguarding enquiry.

National events, reports and serious case reviews 2011-12

A Panorama programme in May 2011 showed shocking mistreatment of residents with learning disabilities in Winterbourne View, a private hospital operated by Castlebeck Care. One of the consequences of this is that the Care Quality Commission (CQC) reviewed and significantly changed its inspection regime and

process for future years. South Gloucestershire Council published their serious case review in July 2012. See link below:

<http://www.southglos.gov.uk/NR/exeres/DDE51D39-E8AC-4343-8DDA-7F08B03CBA10>

Between March and June 2011 CQC planned and delivered a series of 100 unannounced inspections of acute NHS hospitals in England, looking at standards of dignity and nutrition on wards caring for elderly people resulting in a report of their findings published in October 2011. They found a significant number to be noncompliant with improvements required in relation to patients' privacy, communication with patients and improved provision of meals.

In September 2011 the Equalities and Human Rights Commission published 'Hidden in Plain Sight' the final report of their inquiry into disability-related harassment. The report highlights that harassment is a commonplace experience for disabled people, but that a culture of disbelief and systemic institutional failures prevents it from being tackled effectively. The report includes 10 cases of disabled adults who have died or been seriously injured, including Michael Gilbert (Adult A), where authorities failed to protect the vulnerable adult

In November 2011 the Equalities and Human Rights Commission published a report from an inquiry they undertook into the home care system in England and identified disturbing evidence that poor treatment of many older people was breaching their human rights and that too many are struggling to voice their concerns about their care or be listened to about what kind of support they want.

In February 2012 the NHS Commission on Improving Dignity in Care was established following the publication in February 2011 of the Care and Compassion report which was produced by the Parliamentary and Health Service Ombudsman, Ann Abraham, which exposed failures in the care of older people. The draft report set out ten key recommendations for hospitals and ten key recommendations for care homes to help them tackle the underlying causes of undignified care. February 2012 saw Mencap produce a follow up report to their 2007 "Death By Indifference" report titled "Death by Indifference: 74 deaths and counting – A progress report 5 years on". This report accuses the NHS of causing or contributing to the deaths of at least 74 patients with learning disabilities because of poor care that reveals enduring "institutional discrimination" among doctors and nurses

Disclosure and Barring Service Commences 1st December 2012

On 1st December 2012 the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) will merge into the Disclosure and Barring Service (DBS).

This new organisation will provide a joined up, seamless service to combine the criminal records and barring functions.

Further legislative changes will come into force during 2013 and 2014. These details will be published on the forthcoming DBS website.

From 10 September 2012 changes to disclosure and barring services have been introduced which will affect employers and other organisations working with vulnerable groups, including children.

These changes include amendments to the definitions of regulated activity with vulnerable groups including children. Controlled activity; planned - but not implemented - registration and continuous monitoring have all been abolished.

Other important changes include:

- The ISA can only bar a person from working in regulated activity if it believes the person is, has been or might in the future, engage in regulated activity. The only exception to this is where a person is convicted or cautioned of a relevant (automatic barring) offence and is not eligible to submit representations against their inclusion in a barred list.
- Where a person is cautioned or convicted of a relevant (automatic barring) offence with the right to make representations, the ISA will ask the person to submit any representations **before** making a final decision.
- Local Authorities, Keepers of Registers and Supervisory Authorities will have a **power** to refer to the ISA rather than a **duty**.
- The ISA has additional duties and powers to share information with professional bodies such as the General Medical Council, the Care Quality Commission etc. and other organisations.

4 EAST MIDLANDS REGIONAL PICTURE

The East Midlands Safeguarding & Dignity Board seeks through partnership working with all agencies involved in the protection of adults at risk to inform quality improvements and efficiencies for local services through combining the resources and knowledge in the region. EMASB is hosted by Derby City Council, & funded through the East Midlands Joint Improvement Partnership. The board is chaired by Cath Roff, Strategic Director, Adults and Housing for Derby City Council.

“Safeguarding vulnerable adults is one of the most important things we do. Through collaborative working in the East Midlands, we are continuously striving to improve the knowledge and skills of all our practitioners”.

Cath Roff.

Aims for in 2011/12:

- Develop our services appropriately to meet both opportunity & changing needs in adult safeguarding practice & delivery
- Build financial efficiency & service capacity to maximise positive outcomes & impact for local safeguarding services & across agencies.
- To promote inclusion & diversity.
- To support services in benchmarking & auditing of their safeguarding services.
- To support regional & locality board members implement strategy, direct control, scrutinise & evaluate its affairs, conduct & delivery.

What has been achieved

1. The Quality Assurance Programme.

- Thresholds.
- Benchmarking.
- Self Neglect - part of a criteria for adult safeguarding or not?

Working with operational staff from each locality in the region to revisit the range of criteria, thresholds etc. used to inform whether a concern is a safeguarding matter of not and to give consideration as to the benefits or otherwise of a pan regional policy & procedures, similar to the ones used across all London boroughs & more recently in the West Midlands.

2. Development of EMASB Trading Arm for Dissemination of Existing Tools & Income Generation.

On the web site www.el4c.org there is up & running the two MCA e-learning tools. One for primary care services & recently joined by a tool for social care services.

Both these tools have been widely acclaimed for supporting learning & also as a quick access guide to key information on the MCA & the DoLS. Most noticeable is the access now given to them by the iESE. iESE is the local government's national transformation social enterprise. With decreasing budgets and increasing demands from residents, local authorities continue to look for ways of transforming their services. & the EMASB plays a part in achieving this. We have now commissioned **Capacity Care CIC**, who developed the MCA e-learning tools for us, to place two additional tools on the web site utilising work undertaken this year. The 'Tool Kit' to support Serious Case Reviews (SCR's) and Significant Incident Learning Process [SILPS] plus the 'Experts by Experience' programmes. Leicestershire & Rutland have played a significant & commendable part in the successful delivery of these projects.

We are aiming that the new tools based on the programmes will be easily accessible & to use. Importantly, they will support services to use many of the templates, guidance etc., that improve efficiency in delivery of services and of having a quality product. Front line staff in health & social care have supported the work.

The EMASB wishes to continue to support free access & use of the tools for organisations in the East Midlands. Noting that many other agencies & individuals outside of the region also use them, which we encourage, there will be in the near future a small charge made for the use of.

3. Knowledge & Information acquisition for dissemination across the East Midlands through web based system 'BaseCamp', workshops & current forums.

The EMASB 'BaseCamp' has become recognised as an important source of information for both health & social care communities. By tapping into a wide source of information, from the Health Services Journal, Local Government Lawyer, various knowledge communities & a few blog sites information is available on a wide range of subjects linked to improving health & social care services.

The format for distribution of this information through 'BaseCamp' has been transformed from bombarding members e-mail inboxes, to now publishing a 'jam packed' weekly bulletin. There is also a 'BaseCamp filing cabinet' for a large range of published reports, guidance etc.

4. Promoting of ‘Think Family’ in relation to knowledge & understanding of joint working in children & adult protection.

The EMASB have recently commenced work on this programme & have linked this with the Home Office’s ‘**Multi Agency Safeguarding Support Project**’, This national programme will be using a questionnaire & visits to selected localities in the region to identify good quality local practice. Through analysing the trends in safeguarding work both in children’s & adult services, the resources used and outcomes achieved, the project seeks to assist local agencies improve multi-agency working.

5. Conferences & Workshop Programmes.

Eighty Five people attended the EMASB conference ‘*Raising the Bar in Good Practice for Protecting Adults at Risk*’ held at the PERA Conference Centre, Melton Mowbray on the 24th February. With 95% of those attending evaluating the conference as ‘excellent’, praise & thanks must also go to the those agencies & their personnel who facilitated workshops & contributed ideas to the conference. Planning.

Noticeable as a highly commended workshop, was Leicestershire & Rutland’s presentation on the ‘*Significant Incident learning Process*’ {SILPS}. The Leicestershire & Rutland Adult Safeguarding Board have been both generous & highly committed in hosting this project, building on the previous work they undertook for the EMASB on Serious Case Reviews. The project demonstrates the quality outcomes & efficiencies’ that can be achieved in using SILPS.

The EMASB would like to thank Mick O’Connell, Director of Adult and Communities at Leicestershire County Council for his support in enabling Leicestershire to host the project & Helen Pearson at The Leicestershire and Rutland Safeguarding Adults Board who over sighted the day to day project implementation, working alongside the two companies who were commissioned to undertake the detailed work, the Ann Craft Trust & CarebyDesign.

5 BUSINESS PLAN REVIEW

Objective 1: SAFETY: To enhance the safety of adults who may be in need of safeguarding

- 1. Develop robust monitoring systems that allow the Board to understand trends in safeguarding activity and identify gaps.**
- 2. To develop a method of responding to identified risks/trends and ensure single and multi-agency actions are robustly progressed**

The Board has devoted a significant amount of time to developing a quality assurance and performance management framework that will enable it to test its own impact and to ensure that it is clear about what is working well and what needs to be improved to secure the effective safeguarding of adults and to evaluate collective partnership working.

In early 2012 the Board agreed that this framework should be based around four key quadrants: quantitative data from both individual partner agencies and multi-agency contexts; qualitative data from audits including the Safeguarding Adults Assessment (based on the Section 11 process used by the LSCB) and targeted audits in areas of work that have been identified as priorities for improvement; engagement with service users; engagement with front-line staff. The latter two are covered in the section of this Annual Report focusing on Communications and Engagement.

With regard to quantitative performance data the Board has now drawn up a draft performance scorecard that will form the basis of our core performance monitoring during 2012/13. The scorecard comprises a range of indicators that enable the Board to establish a broad overview of safeguarding activity both within adult social care and across other partner agencies. In addition the scorecard aims to provide performance overviews in relation to other key Board functions and Business Plan priorities such as training and workforce development. In all cases the data is presented separately for Leicestershire and Rutland.

The areas currently featured in the scorecard are:

- The number of safeguarding alerts
- The number of safeguarding referrals
- The number of safeguarding investigations
- The volume of different types of abuse reported
- Repeat safeguarding referrals
- The source of safeguarding referrals
- The number of adult protection plans

In addition to this core data there is data being collected on Training and Development and safeguarding arrangements in partner agencies.

It is intended that the Performance Scorecard will be further developed during 2012/13 as set out in the Business Plan for 2012/15 that is attached as an appendix to this Annual Report.

With regard to qualitative audit the SAB has carried out, during 2011/12, a Safeguarding Adults Compliance Audit across all the agencies that are members of the Board. The design of the audit was based on the Section 11 audit model that is used by LSCBs and aims to test agency compliance against a range of safeguarding standards and measures. Whilst this audit unlike the Section 11 survey conducted by the LSCB is not mandatory the ADASS standard 1.24 requires that:

‘There is an annual review by the partnership of the progress of work within each partner organisation, within an agreed framework’.

The questions are therefore based on the ADASS Standards and correlate with Strategic Health Authority audit questions.

The method used was an online survey which asked thirty five questions of senior managers within the SAB statutory member agencies.

There were two types of response for the majority of questions.

- The first requested a simple statement as to whether the agency was fully, partly or not compliant with a particular aspect of Safeguarding Effectiveness.
- The second part requested evidence of this answer.

Ten partner agencies responded. Some agencies stated they were fully compliant with all the areas covered by the questions, some reported partial compliance and some felt they were not compliant in some areas.

As a result one of three letters were sent to Chief Executives in the agencies that completed the audit. These letters asked Chief Executives to confirm their agencies responses to the audit.

The letters sent to the agencies are shown in the table below.

Name of Organisation	Self-assessment of Compliance
EMAS	Partial compliance
PCT	Partial compliance
LCC Adults	Partial & Non Compliance
Adult Education	Partial & Non Compliance
UHL	Partial & Non Compliance
Rutland LCC	Partial Compliance
Leicestershire Police	Full Compliance
LPT	Full Compliance
Probation	Partial compliance
CYPS	Full Compliance

From the agency responses there were certain key areas that were highlighted as needing further investigation

These included the question that asked:

‘Do you have sufficient individuals with the skills, knowledge and capacity required to produce an Individual Management Review? ’

‘Do you have clear internal protocols for reporting and recording safeguarding adults concerns? ’

‘Do service users and carers participate in the development of safeguarding policy and practice? ’

‘Is information on Safeguarding available and accessible to service users, carers and members of the public?’

‘Does your organisation have an annual audit programme that includes safeguarding responsibilities?’

Where some organisations have recognised that they have partial compliance and non-compliance they have been asked to formulate action plans where they self-assessed as partially or non-compliant with standards. All agencies have confirmed that these have been drawn up and the Board has set increases in levels of compliance as a key target for 2012/13.

As previously agreed this audit of the perceptions of agencies own performance will be followed up by Part 2 ‘reality check’ around key parts of the audit.

Part 2 will include front line staff from both the statutory and independent sector.

It is intended to further extend qualitative data collection through the implementation of a multi-agency audit process during 2012/13.

3 Establish an effective training strategy

As part of the disaggregation process of the Leicestershire and Rutland and Leicester City Boards separate training strategies were agreed. Both strategies however have continued to use the same competency framework. Training on the new strategy began in September 2011 and a review of progress in consultation with the City is planned for November 2012.

Further information can be found in the Training Section of this report

4. Incorporate learning from single and multi-agency investigations, SCR and SILPs into the work of the Board.

The SAB has been regularly briefed and updated on the progress made with SCR and SILPs and with the implementation of recommendations once they are completed. Feedback from the SCR Sub-Group is a standing item on Board and Executive Group meetings to enable this information flow to be consistent and robust. The Safeguarding Effectiveness Group (SEG) is responsible for overseeing the implementation of SCR and SILP recommendations and each Board and Executive Group meeting similarly receives a report from the SEG to apprise it of progress and impact in implementing such recommendations for improvement.

Section 7 of this report provides a detailed exposition of the work undertaken by the SCR Sub-Group during 2011/12 and provides further evidence of the ways in which the learning from reviews is incorporated into the work of the Board and the steps the Board takes to further disseminate this learning. Some key developments to note at this stage of the report are:

- Focusing on improving practice in areas arising from recommendations from SCR/SILPs undertaken in Leicestershire and Rutland including:
 - ensuring appropriate communication methods are used
 - ensuring issues of vulnerability are recorded
 - raising awareness of the vulnerability to abuse of learning disabled adults
 - agencies should be clear as to when and for what purpose an assessment under the Mental Capacity Act (2005) is required and what their role is.
- Responding to recommendations from reviews undertaken elsewhere, including those arising from the Winterbourne View and Arden Vale reviews;
- Implementing learning arising from the East Midlands Joint Improvement Partnership SCR project.

More detailed information on all these developments is set out in Section 7 below.

5 The Board is assured that Member organisations have robust and safe commissioning and contracting arrangements

There is a number of ways in which this priority has been progressed in 2011/12.

First, it has been a key area of discussion in the Board to determine the role to be played by the SAB in scrutinising and challenging commissioning and contracting arrangements and the ways in which it can then undertake its functions and assure itself of effectiveness.

Second, the Safeguarding Adult Compliance Audit provided information about partner agencies approaches and performance in relation to safeguarding in commissioning and contracting.

Third, the work undertaken in response to Winterbourne View and Arden Vale and the expectations placed on agencies to respond to the recommendations arising from these reviews has addressed a number of issues relating to the commissioning and contracting of services to adults.

There is further work to be done in this area in 2012/13 and this is outlined in the Business Plan at Appendix A.

Objective 2: Empowerment – To empower people who may be at risk of abuse and harm to be safe

A decision was taken in early January 2012 that the two safeguarding boards should establish a joint Communications and Engagement Sub-Group to drive forward actions in relation to this priority. The priorities agreed were:

- The development of adult safeguarding communications and engagement strategies covering service users, agencies within the Board and the wider community supporting the vision that ‘Safeguarding is Everyone’s Business’
- Securing means by which adults can influence planning, service delivery models and service developments
- Enable residents in the two counties to be instrumental in the safeguarding of vulnerable adults as a result of raising public awareness of safeguarding and how to respond to concerns that may be identified
- Raising the profile of the Board within the community and with front-line staff in partner agencies.

The work of the group had just begun towards the end of the 2011/12 and will be continued throughout 2012/13 as set out in the Business Plan at Appendix 1.

There have been a number of activities undertaken to raise awareness of safeguarding during the year including the development of a cyber safety leaflet that has been widely distributed to those supporting adult with learning disability, older people and adult learners. In addition there was the Keep Safe Places in Leicestershire initiative.

Also Board Officers have attended and made presentations to Voluntary Sector Care Providers Forum, VCS Transformation Forum, Leicestershire Keep Safe Group and Adult Education and FE College Safeguarding Group.

Objective 3: Think Family/Think Community – strengthen multi-agency working to prevent harm and abuse

This objective had been identified as a priority in the light of recommendations from serious case reviews and other learning processes together with a range of audit and other information particularly in relation to domestic violence, drug and alcohol abuse and crime. Subsequent to the implementation of the Business Plan this area of work also became a focus of the Review of the LSCB carried out in the early summer of 2011. This review included consideration of the need to better co-ordinate work across children and adult services as well as ensuring improved co-ordination between the two safeguarding boards and other partnerships including: the Children's Trust/Children's Commissioning Board; Community Safety Partnerships and; the Health and Well-Being Board. The closer alignment of the LSCB and SAB and the merging of a number of sub-groups have been key outcomes from this work.

In addition the SAB has engaged in developments such as the 'Troubled Families' initiative (in Leicestershire this is now referred to as the 'Supporting Leicestershire Families Programme') and with the 'Think Family' project that was initiated by LPT in the spring of 2012.

Significant progress has been made in addressing the links between the safeguarding boards for adults and children and the impact of the 'Think Family' concept on safeguarding practice.

In response to this objective and the recommendations of the Flack Review of the LSCB, a Joint Development Day was held in July 2011 involving members of both the SAB and the LSCB at which the relationship between the two Boards and their impact on services across children and adult services and in family contexts were examined. A range of recommendations about the future relationship between the two Boards arose from this event and subsequent changes have included:

- The appointment of a joint-chair of the two boards (effective from February 2012)
- Alignment of the LSCB and SAB meetings enabling the Boards to meet consecutively with a joint-session between to address shared issues;
- Alignment of the business plans for the two boards including a cross-cutting section focused on areas of shared interest and priority;
- The creation of a joint-Executive Group to secure co-ordination of business, plan joint business meetings and oversee the implementation of decisions made in joint meetings of the Boards;
- The integration of some Subgroups for example: serious case review Subgroup; communications and engagement Subgroup;
- An integrated business office supporting both boards.

It is important to emphasise that the two Boards remain distinct entities reflecting the differing statutory bases on which they operate and the fact that there remains specific and distinct business in each. However, the new arrangements have provided the opportunity to streamline meetings arrangements, reduce the overall

time required of members (particularly those that attend both Boards), avoid the duplication of papers and discussion on shared issues and secure efficiencies in support arrangements. Most importantly the new arrangements have enabled the identification of shared objectives and priorities for the Business Plan 2012/15 and a focus on key policy development areas such as 'Troubled Families'. The areas of shared priority identified by the Boards are set out in the Business Plan 2012/15 which forms appendix B to this Annual Report.

Work has similarly taken place to develop closer links between the SAB and other partnerships in the area. Cross-partnership developments include:

- Consideration of the relationship between the LSCB and the Health and Well-Being Boards in Leicestershire and Rutland. Discussions have been held with both about the inter-face between the bodies and any protocol that may need to be developed to support their relationship.
- Closer working between the SAB and the community safety partnership arrangements across the two counties. Steps have been taken to ensure co-ordination between the annual business plans of these bodies and the SAB now has representation from the community safety partnerships to sustain inter-communication across the boards throughout the year. A key development has been the agreements reached between the Boards for the SAB/LSCB Business Office to support the undertaking of Domestic Homicide Reviews.
- There continues to be close working between the Leicestershire and Rutland and Leicester City. Clearly this is important both in terms of the fact that adults move between the authorities but also because a number of partner agencies work across all three local authority areas. The Independent Chairs of both boards meet regularly specifically to identify and act on issues of shared priority. A Joint Policy and Procedures Subgroup has been set up to respond to changes in the practice both nationally and locally.

Objective 4: Finance and Board Management

4.1 Develop robust finance monitoring systems

4.2 Ensure a safe and cost effective amalgamation of the LSCB and SAB business processes and sub-group structures

The achievement of these priorities has been delivered through the steps taken to better align the work of the SAB and the LSCB that is set out in further detail in the Section 2 of this report.

The Business Office supporting the two Boards was brought together in the summer of 2011 and has operated as an integrated unit since that point. This new structure has facilitated more efficient and effective ways of supporting the two Boards. As set out above the changes have similarly aligned meetings of both the Boards and some of their sub-groups thus reducing the number of times partners are expected to

attend meetings and streamlining agendas to deal with cross-cutting issues in a joint session.

At the point that the two Board aligned steps were taken to align the budget management of Board resources. Whilst the Boards' budgets remain distinct, cross-cutting support costs such as the Independent Chair and Business Office are shared costs – and indeed members of the Adult Safeguarding Board agreed to increase financial contributions to facilitate the appointment of a joint independent chair.

The new arrangements have similarly improved the scrutiny and monitoring of expenditure. SAB operated within its budget for 2011/12 and, as will be seen in Section 10 carried forward an underspend that is committed to priorities in the 2012/13 business plan

6 SAFEGUARDING ADULT ACTIVITY IN LEICESTERSHIRE AND RUTLAND 2011/12

The information contained in the following tables is drawn from data collected for the NHS Information Centre Abuse of Vulnerable Adults (AVA) returns by Leicestershire and Rutland County Councils and Safeguarding Investigations undertaken by university Hospitals of Leicester and Leicestershire Partnership Trust as per the Leicester Leicestershire and Rutland Multi Agency Policy and Procedures

Key Points

- There were a total of 1303 referrals (leading to investigation) compared to 2010/11 this is a 29.5% increase.
- Of the 1303 referrals, 78% were where location of alleged abuse was in a residential health care or provider setting
- 74% related to people of 65 and over
- increase of 10% on last years figures of physical assaults between service users

The reason for the increase in referrals is likely to be due to the greater awareness, within the partnership and wider community regarding abuse of adults in need of safeguarding. As a result more cases were placed under the Multi-Agency Safeguarding Adults Policy and Procedures.

Over the last year awareness of institutional abuse has developed a far higher profile both locally and nationally with a significant number of these referrals being made by whistle-blowers, often staff who work at the homes.

Whilst it is positive that staff are increasingly aware of whistle blowing procedures, it should also be noted that a number of these investigations are unsubstantiated and often underlying dynamics involved (e.g. staff member may have been recently dismissed etc.).

There have also been a significant number of investigations where poor care is tipping into safeguarding. Common examples are when a service user has had a high number of falls, resulting in a serious injury, and the provider has taken no steps to reduce risk, inadequate pressure care which results in hospital admission, unmonitored nutrition/fluid intake resulting in dehydration/weight loss and at times hospital admission and medication errors or unsafe moving and handling practices with serious/potentially serious consequences. Often the initial referral may be regarding one issue, and then when the investigation begins other concerns emerge, or relatives contact with concerns etc. There can also be similar themes in homes owned by some of the larger providers, and the Safeguarding workers work closely in partnership with Compliance in addressing these issues.

The pattern of referrals suggests that the restructuring of the care pathway within the Adults and Communities Department may be a relevant factor but further work will be required to establish whether there are any other issues relating to the application of threshold criteria within the CSC and/or localities or recording practice/data capture which may have impacted on this.

Table 1 Local Authority Referral numbers and Health led investigations

Table 1 - Referral Rates: Year on Year increase

	2009-2010	2010/2011	2011/12	% change from 2010/11
Leicestershire	536	927	1199	29.3%
Rutland	38	66	76	15.2%
Health (UHL + LPT)	37	13	UHL 16 LPT 12 28	115.3%
TOTAL	611	1006	1303	29.5%

Table 2 - Proportion of Referrals by service user group (2011-12 only)

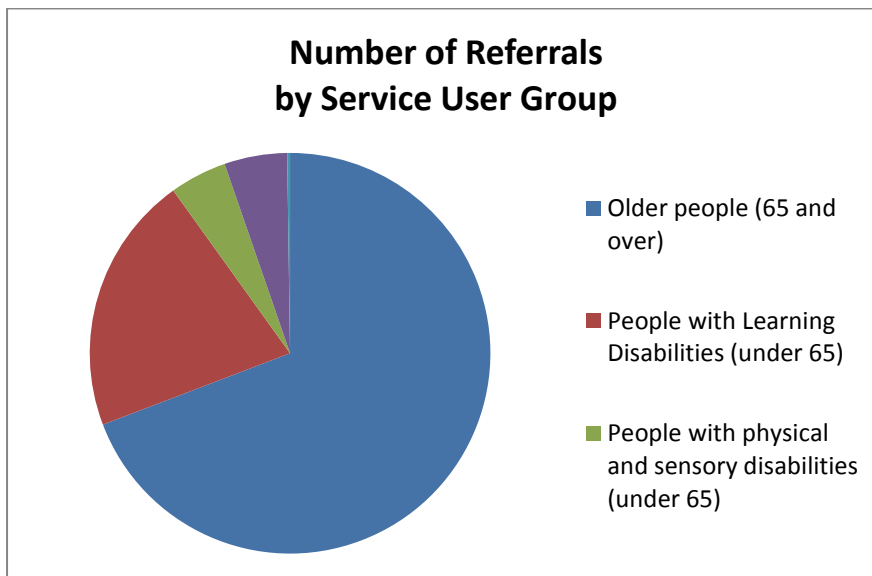


Table 3 - Proportion of Referrals by gender and age band (2011-12 only)

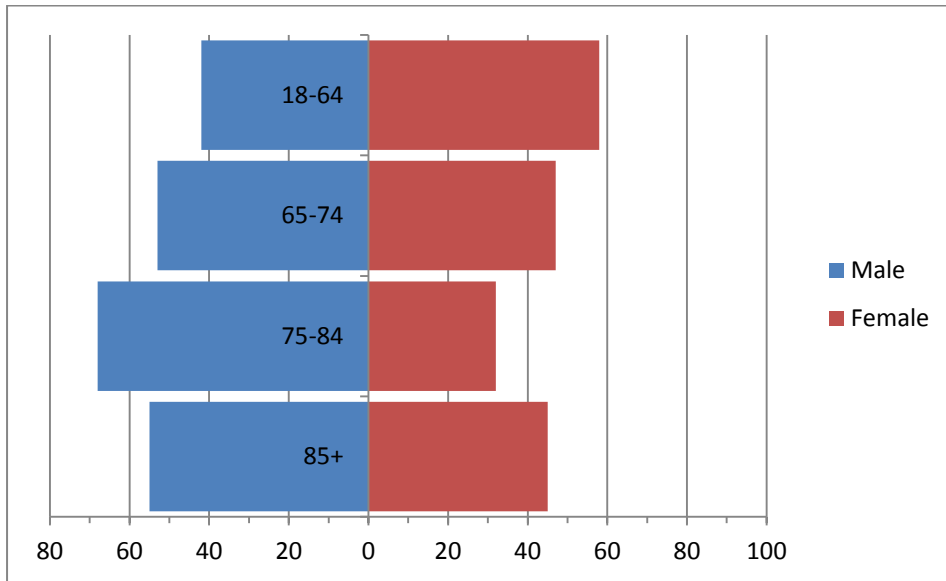


Table 4 - Proportion of Referrals by ethnicity (2011-12 only) – All Referrals

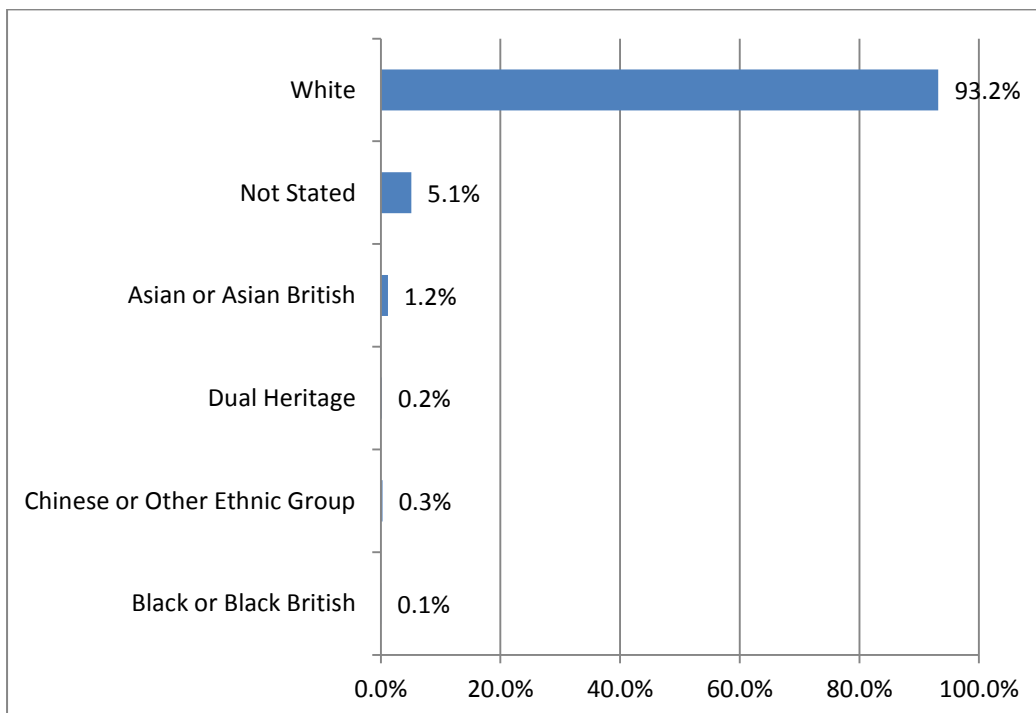


Table 5 - Proportion of Referrals by source of referral

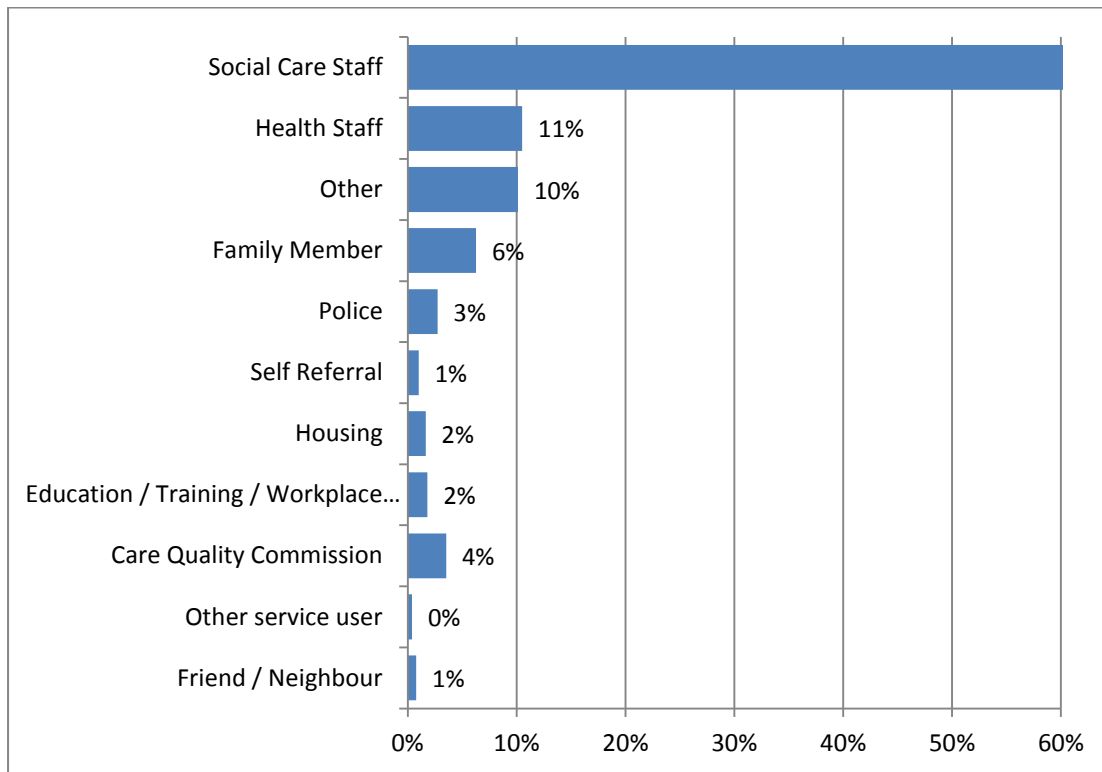


Table 6 - Proportion of Referrals by location of alleged abuse

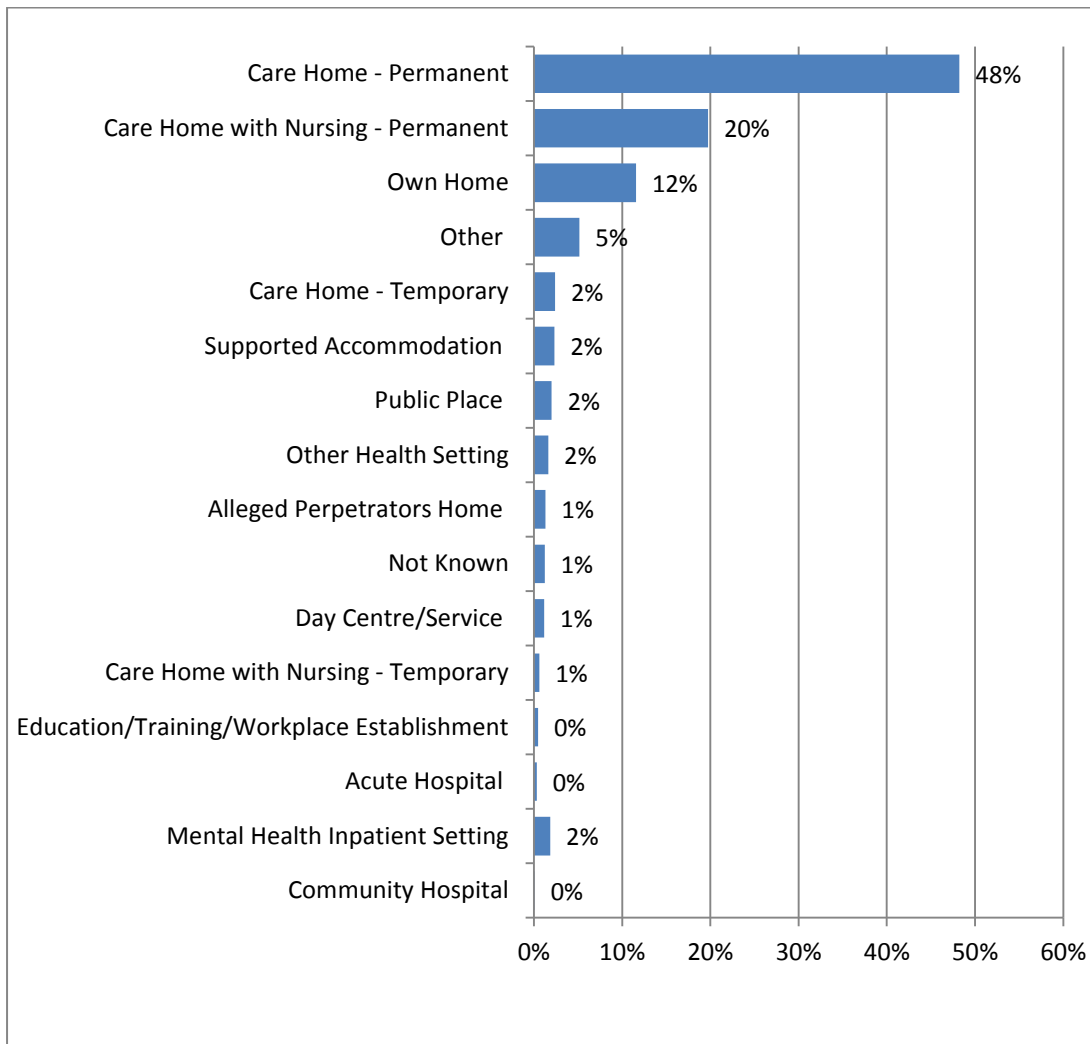


Table 7 - Proportion of Referrals by nature of alleged abuse

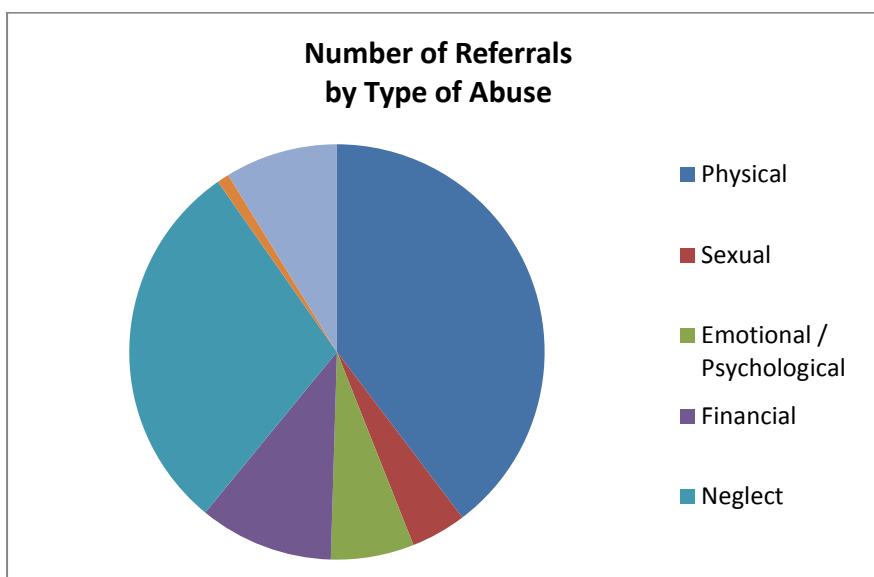


Table 8 - Proportion of Referrals by relationship of alleged perpetrator to vulnerable adult

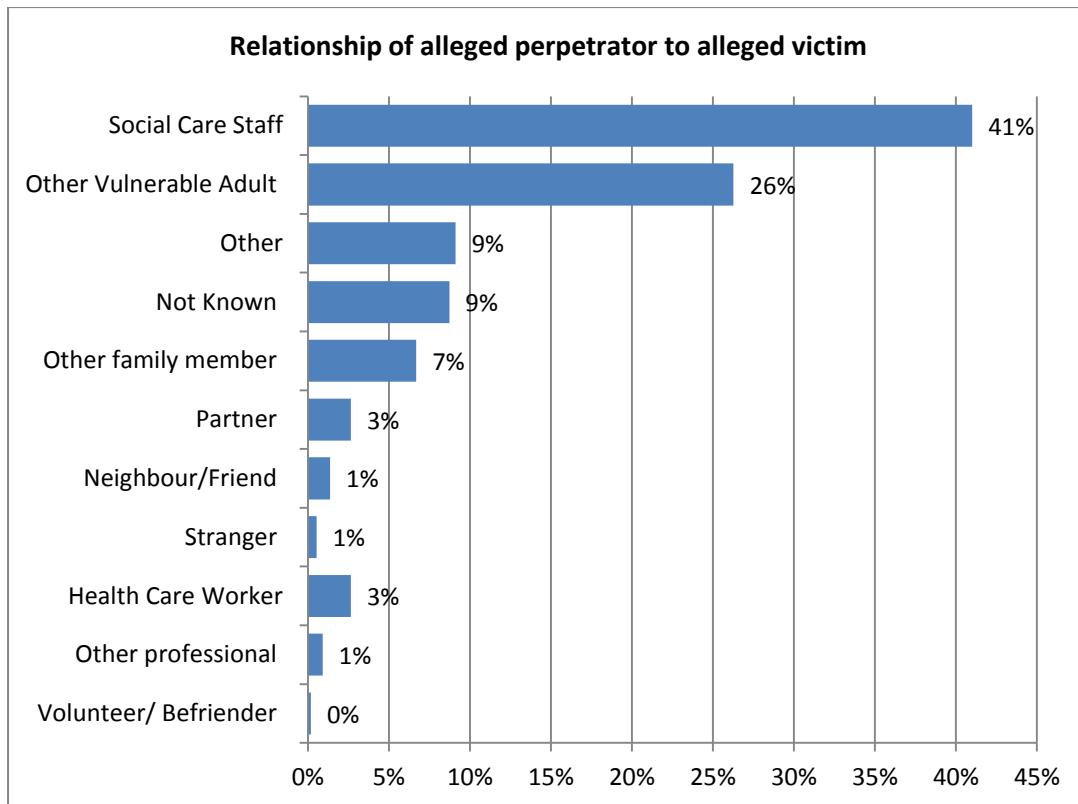


Table 9 - Proportion of Referrals by outcome of investigation for the alleged victim

Outcome of Completed Referral	Number of referrals
Vulnerable Adult removed from property or service	0
Civil Action	0
Guardianship/Use of Mental Health act	0
Review of Self-Directed Support (IB)	0
Referral to MARAC	1
Application to Court of Protection	1
Referral to advocacy scheme	4
Referral to Counselling /Training	3
Application to change appointee-ship	2
Management of access to finances	16
Restriction/management of access to alleged perpetrator	87
Moved to increase / Different Care	51
Community Care Assessment and Services	47
Other	246
No Further Action	361
Increased Monitoring	273
TOTAL	1092

Table 10 - Proportion of Referrals by outcome of investigation for the alleged perpetrator, organisation or service

Outcome for Alleged Perpetrator / Organisation / Service	Number of referrals
Continued Monitoring	487
No Further Action	247
Action by Contract Compliance	158
Management of access to the Vulnerable Adult	85
Removal from property or Service	67
Not Known	63
Police Action	62
Disciplinary Action	62
Counselling/Training/Treatment	55
Exoneration	26
Action By Care Quality Commission	26
Community Care Assessment	17
Criminal Prosecution / Formal Caution	14
Referred to PoVA List /ISA**	7
Referral to Registration Body	3
Action under Mental Health Act	2
Referral to MAPPA	1
Referral to Court Mandated Treatment	0
Total	1382

7 SUBGROUP UPDATES 2011/12

The board has a number of standing Subgroups which are established in order to progress key pieces of work.

These include:

LSCB (Children's) and SAB (Adult's) SCR Subgroups joint Business

These Subgroups undertake the important function of commissioning Serious Case Reviews when a vulnerable child or adult dies and abuse or neglect is directly connected to the death. There have been a number of significant developments for the subgroups who reported separately in the previous Annual Reports (2010-2011). In December 2011 the Boards, having examined the merits of joint models of working, had tasked their respective SCR Subgroups with looking at the potential for a merger because clearly there are a number of cross over responsibilities, and recurring themes particularly in relation to Serious Case Reviews.

Following a meeting of all members of both Subgroups there was support for a conjoined meeting model comprising separate children's and adults sections with a middle section when all members from both sections would attend together. This was recommended to the Independent Chair and subsequently both the children's and adult's Boards ratified this recommendation and in March 2012 the first Conjoined SCR Subgroups meeting was convened.

New meeting arrangements:

The meeting now has three distinct parts for the LSCB children's business, for the joint section and for the SAB (Adult) business. Largely the separate business sections operate as they have done previously, but the activities of the additional joint section of the meetings have been the development area. This part, sharing membership from both the LSCB and SAB sections of the meeting and a wealth of expertise in relation to both children's and adult's services, is already proving to be an excellent forum for a 'Think Family' focus. The commitment of both groups to bringing additional benefit from this approach has begun to prove itself.

Alternative review arrangements:

As well as using this joint forum for discussion of the SCRs which have a child and adult element, enabling early learning to be understood and shared with effectively with a much larger audience including frontline practitioners, work has progressed in relation to the Significant Incident Learning Process (SILP). This is an alternative model locally developed, for reviews allowed for in recent regulation set down by Government. SILPs are a particularly effective way to conduct a review of a case because the frontline staff, who were directly involved with a family prior to an incident, contribute directly to the learning and then are able to embed this into their practice with a very clear understanding of why this is important. Members of the joint meeting are currently reviewing this model to produce a more consistent

approach across Leicestershire, Rutland and our colleagues in Leicester City and a more standardised approach will be rolled out later in the business year.

This group has also been fundamental in devising a draft process to review Domestic Homicide Review (DHR) cases in line with the statutory requirements of the Home Office. The Community Safety Partnership (CSP) Groups are contributing to this process development and it is expected that this procedure will be finalised mid 2012-2013.

Publication arrangements:

The LSCB/SAB SCR Subgroup Publication Group convenes quarterly to consider the publication arrangements for any current cases and liaises with the Leicester City Safeguarding Children and Adult Boards to ensure planning takes account of any of their reviews. Small Publication Groups are established when any specific cases are nearing completion to ensure that communications colleagues are involved and each case is dealt with effectively. The media checklist means that everyone involved in this process is clear about individual roles and responsibilities. When a SCR is completed and the Government submission process finalised the LSCB/SAB Subgroup makes arrangements for the Business Office to publish a case on the relevant website. Two such children's cases have been published during the scoping period for this Annual Report. The LSCB and SAB Subgroup will then decide on the best method for the dissemination of learning from the reviews to frontline staff.

Working with the Coroner

A final item to report upon has been the decision to work closely with the Coroner's Office with the hope that sharing information more effectively, through our review reports, will help to reduce the timescales for the completion of reviews awaiting outcomes from the coronial process. This we hope will have a positive outcome for families whose child has been subject to a review. This work is now well underway and expected to be finalised and ratified by the Board mid 2012-2013.

Safeguarding Adult SCR Business

The purpose of the Safeguarding Adults Serious Case Review Subgroup is:

- To ensure that Review requests are managed in line with agreed SCR and Significant Incident Learning Process (SILP) protocols
- To make recommendations to the Chair of the Safeguarding Adults Board
- To ensure that learning from the Case Review Process is disseminated, in the most effective way
- To request evidence of action taken on the review recommendations
- To ensure learning from both regional and national reviews is shared.

Serious Case Reviews (SCR) and Significant Incident Learning Process (SILPs) 2011-2012.

During the period April 2011 to March 2012 the subgroup have overseen the completion of an SCR and a SILP, a second SILP is coming to a conclusion.

Unlike Childrens SCRs there is currently no statutory duty to undertake adult reviews or to publish findings however the Safeguarding Adults Board are committed to this process of learning.

Both the SCR and SILP have highlighted issues in supporting and protecting adults with learning disabilities, specifically:

- Ensuring appropriate communication methods are used
- Ensuring issues of vulnerability are recorded
- Raising awareness of the vulnerability to abuse of learning disabled adults
- Agencies should be clear as to when and for what purpose an assessment under the Mental Capacity Act (2005) is required and what their role is.

Learning from these reviews has been disseminated through single agency training, staff bulletins, and changes to recording practice. The LSCB/SAB Learning bulletin which is available to all staff across the partnership will also include a reminder regarding duties under the Mental Capacity Act (2005).

National Review - Winterbourne View and Arden Vale

In September 2011 following the appalling abuse uncovered by the BBC Panorama team at Winterbourne View a private hospital for adults with learning disabilities and owned by Castlebeck Care the Department of Health set up a review to establish the facts and bring forward actions to improve care and outcomes of people with learning disabilities or autism.

In February 2012 Paul Burstow the Minister for Care Services wrote to Health and Local Authorities asking them to work together to assure themselves that they are continuing to take all action needed to improve outcomes for people with learning disabilities in preparation for the outcomes of the final report into the events at Winterbourne View, which will be published in the autumn 21012

Solihull Council conducted a large scale investigation into abuse at Arden Vale also owned by Castle Beck Care and recommendations resulting from a review of this case were shared with local authorities and PCTs who had placements there

The Safeguarding Adults Board has sought assurance from the local authorities and PCT that recommendations had been acted upon.

The SCR subgroup will proactively respond to any recommendations from the final DH report and the Independent Serious Case Review undertaken by Gloucester Safeguarding Adults Board due to be published in August 2012

East Midlands Joint Improvement Partnership Safeguarding and Dignity Board - Serious Case Review Project

The aim of the project was the development of a framework for multi – agency case reviews which could be used across the region using best practice principles and practice.

Phase One

A review of Serious Case Reviews undertaken in the East Midlands focused on how they were commissioned, associated costs, and the impact on Safeguarding Adults practice

This work was completed in April 2012 and revealed that there was not a standardized approach to undertaking and learning lessons from SCRs, standards of both reports and inter agency working across the region varied.

Phase one recommended a new model with four levels of review processes: SCR, SILP, Peer Reviews and Individual Agency Reviews, which represent different ways of reviewing cases according to the circumstances, and requiring varying levels of independence.

Phase Two

Phase two of this project undertaken during 2011-2012 involved two parts

Part One - the undertaking and reviewing of a SILP, Leicestershire County Council agreed to act as host project and the Ann Craft Trust were commissioned to develop, facilitate a pilot and evaluate the SILP process. This involved:

- Facilitating a 'live' pilot Significant Incident Learning Process involving key agencies, their operational staff and their managers to examine the case
- Providing an evaluation of the process and learning outcomes achieved through the above exercise.
- Producing an analysis of costs in the delivery of the new model using the SILP approach.

Part Two – Care by Design were commissioned to produce a ***Quality Assurance Framework Tool Kit*** to:

- Assist local Safeguarding Adults Boards in the commissioning of independent SCR/SILP reports.
- Promote efficiency, effectiveness and economy in the management, conduct and delivery of an SCR/SILP
- Detail a cost benefit analysis to evidence whether having such a framework in place improves efficiency in the commissioning & delivery of SCR's,/SILP's and reduces costs for local areas

Outcome

Both parts of Phase two have been successfully completed with learning from the SILP process being fed back to the East Midlands Board and into our local SILP congruency process outlined in the report on the work of the conjoined section of the meeting.

The 'tool kit' contains useful templates and guidance to aid the process of undertaking an SCR or SILP and has been piloted in two East Midlands authorities and will shortly be placed on the East Midlands Joint Improvement Partnership Safeguarding and Dignity Board web site.

SAFEGUARDING EFFECTIVENESS GROUP (SEG).

The Safeguarding Effectiveness group is a joint Subgroup of both the Local Safeguarding Children Board and the Safeguarding Adults Board. The purpose in holding a conjoined meeting / group is to ensure that those partner agencies who work across both the adult and children's service provision are facilitated to address common issues.

The group aims to lead on the monitoring of practice across partner agencies and seeks to identify whether the required actions following national or local recommendations have been implemented and to assess the impact and effectiveness of such recommendations and changes. The key areas for monitoring include:

- **The effectiveness of recommendations from Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs).**
- **Effectiveness of Training**
- **Effectiveness of organisations' implementation of their duties in relation to safeguarding**
- **The effectiveness of joint working across children's and adult's services of the whole family / think family approach, and the**
- **Development of a core data set for the Joint SEG Group.**

This work is progressed by:

- Collecting and understanding performance data collected from each agency on a regular basis to monitor how effective they are in various aspects of Safeguarding Adults.
- Undertaking audits of how agencies managed individual cases to try to learn from the way they interacted and worked together.
- Undertaking detailed reviews of key business areas across agencies.
- Multi agency audits that look across all areas of Safeguarding. These are known as Compliance audits.
- Ensuring that the learning obtained from local Serious Case Reviews and SILP's are incorporated into the day to day practice within agencies.
- Ensuring the learning from other cases of significant interest is incorporated into practice within agencies

To monitor organisational effectiveness and compliance with their legal duties a self-evaluation tool was designed and circulated to all members of the main Safeguarding Adult Board. All members completed the survey and returned responses, the majority of organisations / services declared full compliance with their statutory duties, those where any partial compliance was noted were challenged to ensure that action was taken to improve compliance. A follow-up audit is planned to test the understanding of compliance levels with those staff or volunteers who work directly with children.

Information to be regularly submitted for scrutiny has been agreed as part of the balanced scorecard approach the purpose of this is to give members of the Board a regular overview of performance within core partner agencies.

The information collated through the range of audits and the balance scorecard is used to support the business plan for the future, and to identify priority work areas.

The SEG met for a total of nine times throughout the year.

JOINT PROCEDURES GROUP. LEICESTER, LEICESTERSHIRE & RUTLAND

The joint procedures subgroup was convened in December 2011 and met on a further two occasions before the end of March 2012. The group has the following purpose and responsibilities:

Purpose

The Safeguarding Adults Boards of Leicester City, Leicestershire and Rutland has established a joint Procedures and Practice Subgroup to drive the development of Procedures and Practice Guidance,

Responsibilities

To drive the development of Procedures and Practice Guidance, within safeguarding by identifying, scoping and developing new initiatives in response to:

- Government publications
- New research findings
- Recommendations from serious case reviews and other reviews/audits of practice
- Significant issues raised about the operation of current practice.

The Subgroup will take specific responsibility for:

- The production and revision of procedures and practice guidance
- Drafting of joint Safeguarding Adult board responses to consultation documents where it is considered necessary.
- Overseeing the work of any joint task and finish group established to support a particular area of practice.
- The production and revision of the Leicester, Leicestershire & Rutland procedures and practice guidance.

During the period covered within this report, the main agenda items discussed included the multi agency referral form for Adult Social Care services and the Vulnerable Adult Risk Management or 'VARM' process and it's potential benefits for Leicester City, Leicestershire and Rutland. These are large projects to implement jointly and are likely to take a period of months to plan and deliver

8 PARTNER AGENCIES – UPDATE ON WORK CARRIED OUT IN 2011/12

LEICESTERSHIRE COUNTY COUNCIL ADULTS AND COMMUNITIES

Leicestershire County Council established a dedicated Safeguarding adult's team in June 2011 to respond to safeguarding allegations in residential care settings. The team are located and line managed alongside the Residential review team to give consistency of approach and sharing of best practice in recognising abuse and neglect.

Contract Compliance and Safeguarding teams work closely together and have developed good multi agency relationships. The Quality improvement team (QuIT) has been developed to work with independent sector providers to improve the quality of care provision and assist providers in the implementation of action plans following safeguarding investigations.

The Leicestershire County Council Safeguarding Governance Group oversees quality and performance in relation to safeguarding processes and practice in Leicestershire .An annual audit of case files is undertaken and resulting learning actions are identified to inform our Departmental training plans and service improvement priorities

Within Workforce Development a new post for Safeguarding Adults was created to widen the scope and develop the skills of the local authority not just adult Social Care through:

- Team Briefings and Training Audit
- Development of a Council wide Safeguarding Adults workforce development plan for implementation from April 2012.
- Development of Safeguarding Children and Adults E Learning (to be launched in Summer 2012)
- Involvement in the Personal Assistant Accreditation Scheme delivered by Leicestershire County Council
- Development of a Training Manual, Investigator and Managing the Process Courses with the Leicestershire and Rutland Safeguarding Board and the Ann Craft Trust.
- Support to Leicestershire Social Care Development Group in commissioning and evaluating the Trainers Alert Training (TAT) for provider staff.
- Continued contribution to the Safeguarding Adult Board Trainers Network.

- All Local Authority residential homes received Safeguarding and Deprivation of Liberty briefings.
- Supporting partners within the private sector by offering Safeguarding Adults training as part of their protection plans

Leicestershire County Council has a strong commitment to the safeguarding of adults from abuse in Leicestershire. Senior officers are involved in the multi agency governance groups as vice chair of the Executive group and chair of the Serious Case Review Subgroup. Leicestershire County Council also have active membership of the East Midlands Joint Improvement Partnership Safeguarding and Dignity Group.

LEICESTERSHIRE ADULT LEARNING SERVICE

Leicestershire Adult Learning Service (LALS) has responded to actions arising from Significant Incident Learning Process (SILP) and ensured pathways to children services are also evident in all communications.

Learners with learning disabilities who helped develop the “cyber bullying” leaflets also had an input on e-Safety via the Police and continued work on safeguarding.

Several staff working within Family Learning have also attended e-Safety training to support parents within home settings.

LALS is currently working with one deaf tutor in developing his IT skills in order that he can mentor deaf adults and in particular look at e-Safety via the voluntary sector.

The development of ‘safeguarding champions’ within each curriculum area has just begun, to widen responsibility and embed further in the significantly part time workforce.

RUTLAND COUNTY COUNCIL

Revised Safeguarding Adults Operational Guidance is now in place to support RCC staff implement the Multi-Agency Safeguarding Adult Policy and Procedures. Briefing workshops have been provided for Adult Social Care staff.

All of RCC’s Safeguarding Adult Data has now been captured electronically on the Adult Social Care case management system RAISE. This has led to improvements in the performance management of Safeguarding Adults work locally.

September 2011 saw RCC deliver Safeguarding Adults Alerter training, a function which previously was the responsibility of the Safeguarding Adults Board. By the end of March 2012 a total of 77 members of staff from all service areas had attended the Alerter Training. RCC also took over responsibility for the delivery of Referrers

training with training dates arranged throughout the rest of 2012. The year 2011/12 also saw the development of a Safeguarding Adults Workforce Development Plan which maps out the training needs of the Local Authority and which will be implemented in the new financial year. Reinforcing that safeguarding is everybody's business.

In 2011/12 Rutland continued to be an active contributor to the Safeguarding Adults Board and the various Subgroups. 2011/12 saw Rutland take the lead on the development of the Multi-agency Safeguarding Adults Case File Audit Tool and become active members of the newly created SAB Development and Procedures Subgroup. Rutland will continue to work with our partner agencies into the year 2012/13 with particular focus on policy and procedural developments as well as strengthening governance arrangements through the work of the Safeguarding Effectiveness Group.

NHS LEICESTER, LEICESTERSHIRE & RUTLAND PRIMARY CARE TRUST CLUSTER

The Safeguarding Team has ensured that the organisation has met its statutory responsibilities and contributed to effective local partnership arrangements for both children and adult safeguarding.

The Safeguarding Team are now actively involved with the Clinical Commissioning Groups lead officers to ensure the safe transition of safeguarding responsibilities from the LLR Cluster to the three CCG's in due course.

The Health and Social Care Bill has completed its route through Parliament. As a result we will be entering a period of transition with the statutory responsibilities (from April 2013) for safeguarding passing from the LLR PCT Cluster to the three Clinical Commissioning Groups within Leicester, Leicestershire and Rutland.

Within the next few months the National Commissioning Board (NCB) will be established and it is currently understood that this board will have overall lead for safeguarding policy, standards & assurance. The NCB will appoint someone with responsibilities for safeguarding.

Department of Health Safeguarding Adult Assurance Framework (SAAF)

In the summer of 2011 the Department of Health launched a self assessment assurance framework relating to the health service arrangements to safeguard adults at risk of abuse and neglect. This tool was non-compulsory, however across the east Midlands all health services agreed to complete the tool and submit the results to the SHA for scrutiny.

The results have identified areas for further development and progress and have been incorporated into the work-plan for the safeguarding team.

Completion of the SAAF will continue during 2012/13, with submissions required by the end of July 2012 for validation. This will allow the safeguarding team to work

together with the developing CCGs to capture both the current position and progress future plans.

Quality Schedules

All services contracted through the PCT Cluster were required to provide information to support evidence of compliance with safeguarding arrangements against set 'quality schedules'. The elements included within the quality schedules require health service providers to demonstrate compliance with statutory safeguarding requirements, as well as against national guidance.

Quarterly reports were required throughout the year. These reports were then scrutinised, and where applicable challenged by the PCT specialist safeguarding team. There were no significant developmental areas identified, and no breaches of statutory obligations.

Awareness raising & Training

The safeguarding team are continuing to work closely with commissioning bodies to ensure that all health service staff including independent practitioner's such as General Practitioners recognise their responsibilities and are supported to deliver these. To support this the PCT Cluster has led on the development of specific e-learning packages relating to ensuring the safety of adults at risk of abuse. The training programmes have been devised to be adaptable for use across the whole health economy. Whilst we recognise that e-learning is not always the most accessible and effective method of training, it is designed to provide additional availability of training.

The regional network has developed specific 'prompt cards' to support workers decisions and judgements in cases where concerns are noted. To ensure that these were widely available to all staff members across the health and social care community the PCT purchased additional copies for distribution. In addition electronic versions of these have been made available through the Safeguarding Adult Boards' website.

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

University Hospitals of Leicester is the main provider of acute health services across Leicester, Leicestershire and Rutland. We are a large organisation that is committed to "Caring at its best"; part of this commitment has been to adopt robust arrangements to safeguard people receiving care from us.

Over the past year, the main focus of the Trusts activity has been to support frontline staff in the management of safeguarding cases, and to continue to make improvements to the experience of people who use our service. Our most important priority is to ensure people within our care have a positive experience, are positively supported where they are experiencing abuse, to ensure this stops.

This has been achieved through providing a consistent message to staff about their role and responsibility in safeguarding, through a peer support network for safeguarding leads and maintaining robust governance arrangements.

We have also created an electronic adult safeguarding database, to improve efficiency and better monitor the progress of safeguarding cases

We have also worked with health partners to create a new e learning safeguarding training package for staff working within the NHS locally resulting in 84% of staff being up to date with in- house training,

The Trusts safeguarding arrangements are monitored by the Care Quality Commission, Midlands and East NHS, Leicester City Adult Safeguarding Board, Leicestershire and Rutland Adult Safeguarding Board and Leicestershire and Rutland NHS. During the past year the Trust received two planned safeguarding inspection visits and one unplanned. The most recent visit was conducted by the Care Quality Commission who undertook a two day unannounced visit, and declared the Trust fully compliant with its safeguarding arrangements.

The Trust continues to make improvements to our safeguarding service and will shortly embark on a major campaign to raise local awareness of mental capacity, DoLs and consent, as part of our on going commitment to provide Care at its best

LEICESTERSHIRE PARTNERSHIP TRUST

In April 2011, Leicestershire Partnership Trust adopted Leicester City Community Health Services (LCCHS) and Leicestershire & Rutland Community Health Services (LCRCHS). The trust has following the organisational changes restructured and co-located the adult safeguarding named nurse team at Lakeside; improving the co-ordination and delivery of safeguarding support to frontline staff. The trust have harmonised our safeguarding policies and guidance and the incident reporting arrangements to provide a consistent response to practice across our services. Much work has already been done to disseminate and train people on the new procedures and raise the profile of the newly formed adult safeguarding team across the trust. In addition during 2011/12 a trust wide Safeguarding Education and Training Strategy for both children and adult safeguarding programmes was approved. 94.2% of staff across LPT has received basic awareness of children, adult safeguarding and working with domestic violence within their core mandatory training within the previous 3 years.

To request a copy of the LPT safeguarding adults annual report please contact Alison Mellor on 0116 295 7261.

LEICESTERSHIRE POLICE

With regards training of police officers and support staff the force have identified an officer from each Local Policing Unit (LPU) to attend the Safeguarding Adults Investigators Course. The aim is that these officers will have the enhanced training and knowledge to become a Vulnerability Single Point of Contact (SPOC) for the LPUs. It is expected that these SPOC's will then spread best practice and knowledge amongst colleagues.

Two presentations have been given to the Contact Management Training Centre to enhance the knowledge of vulnerability to call takers. They are now aware of what vulnerability is and what the force definition of being "at risk" is and the work that the Comprehensive Referral Desk (CRD) do to reduce both. In addition the force are conducting a telephone survey with people who have reported "vulnerability" incidents to the police in an attempt to see if we are reducing vulnerability and "making a difference". A similar survey of police officers around their perceptions prior to, during and after attending vulnerability incidents to see if it correlates with the views/perceptions of the victims.

A monthly presentation is given on the NHS training days which consists of between 105/120 NHS staff. This is to inform them of the police CRD process and where we are going with regards safeguarding and vulnerability.

Work has recently been undertaken on repeat vulnerability reports in an attempt to reduce the on-going risks to those people who come to our attention on a regular basis. This includes improving data quality around those people who are vulnerable with mental health, self harm/suicide issues and those who are missing from home and to identify those people who are in that "revolving door" situation.

Another piece of work is with the Integrated Offender Management Team to reduce vulnerability in those people are also serial offenders. The thinking is that if people were less vulnerable their offending might reduce.

EAST MIDLANDS AMBULANCE SERVICE

East Midlands Ambulance Service NHS Trust (EMAS) continues to prioritise safeguarding. Our approach to safeguarding is based on promoting dignity, rights and respect, helping all people to feel safe and making sure safeguarding is everyone's business. Over the past 2 years the commitment of EMAS to the Safeguarding agenda has continued to gain momentum, energy and commitment from Board to frontline. This can be evidenced by the development of structures to support staff, provide information and monitor activity. There are key projects underway and on-going developments with the Referral Process, Learning Disabilities, Dementia and Domestic Violence which have received recognition and are being used as best practice. EMAS received a commendation in the innovation category of the National Emergency Services Award for the work around the Learning Disability agenda.

The purpose of the report is to inform the Trust Board and Local Safeguarding Boards of Safeguarding Activities which took place from April 2011 to March 2012. This second EMAS Safeguarding Annual Report demonstrates that our staff recognise their safeguarding responsibilities and respond effectively to concerns. This is validated through audit analysis and referral activity. The report also evidences that the Trust has reviewed and applied lessons learned arising from untoward local and national safeguarding events. Our Safeguarding Annual Report brings together Safeguarding, Mental Capacity, Learning Disability, Dementia and Dignity in Care. This is the approach adopted by EMAS to promote a holistic 'Think Family' approach to Safeguarding work ensuring that the needs of the individuals and their families are considered.

During 2011-2012 there have been a number of key achievements in relation to safeguarding:

- ☑ 90% of staff have received safeguarding education for the second consecutive year. 2011/12 focused around the 'Think Family' agenda. We have a workforce that has the knowledge, skills and experience to appropriately safeguard patients and the public thereby improving patient safety and staff well being
- ☑ The on-going development of the Learning Disability agenda. There is continuous and progressive stakeholder engagement with much focus on the equality delivery scheme, ensuring there are reasonable adjustments for our service users.
- ☑ Positive review and feedback from the SHA, PCT and LSCB assessment frameworks demonstrating compliance with both national requirement and local arrangements for safeguarding adults and children.
- ☑ Safeguarding progress and achievements have been showcased at regional events such as the East Midlands Safeguarding Celebration Event in March 2012 and the SHA Launch of the Learning Disability Toolkit in December 2011

Going forward the Trust must be vigilant about the evolving safeguarding agenda; early identification and effective information sharing is key to ensuring EMAS remains compliant and reacts appropriately to safeguarding our patients. Alongside education delivery, the Trust has an active communication plan, governance

framework and strong leadership to ensure the safeguarding agenda continues to be integral to patient safety and high quality care at EMAS.

9 MULTI-AGENCY TRAINING 2011/12

There was less face-to-face multi-agency delivery in the new programme although the programme based on the multi-agency competency framework (available here: http://www.leics.gov.uk/safeguarding_adults_comp_framework.doc).

The emphasis for the Board was on supporting staff to deliver Alerter and Referrer training in-house.

ALERTERS (competencies 1-8):

The Training for Alerter Trainers (TAT) course supports organisations to deliver a standard 'Alerter' training course to their staff. This is administered by the Leicestershire Social Care Development Group (LSCGD)

Three TAT courses have been run for 60 participants

A Training Manual containing various methods by which organisations can provide Alerter training was developed by the Ann Craft Trust and launched through briefings across Leicestershire and Rutland and through the Trainers Network

REFERRERS (competencies 9-16):

The Training Manual containing various methods by which organisations can provide Referrers training in-house was developed as outlined above.

INVESTIGATORS (competencies 17 – 29):

The Safeguarding Adults Board commissioned the development and delivery of this training programme to be delivered on a multi agency basis.

Six two day courses have run this year the evaluation of the courses will begin in November 2012

MANAGING THE PROCESS (competencies 30-33):

As above three one day courses were commissioned and will be evaluated in November 2012

TRAINERS NETWORK

The Trainers Network is open to staff from the Statutory Voluntary and Community Sector who deliver Safeguarding Adults Training within their organisations. The Network aims to support staff to deliver development opportunities by providing information on both national and local issue and sharing creative methods of training.

The Network has met on two occasions this year with attendance of over 50 people.

Keeping clients and service users safe and well is not just about the Leicester, Leicestershire and Rutland Safeguarding Adults: Multi-agency Policy and Procedure, or any training associated with it.

Keeping people safe is about delivering quality care, and this is done through ensuring best practice is carried out in every aspect of care and service delivery.

A wide range of learning and development opportunities were made available to support organisations to keep service users safe and treating them with dignity and respect at all times.

LEICESTERSHIRE SOCIAL CARE DEVELOPMENT GROUP (LSCDG):

The objective of the LSCDG is to improve the knowledge, skills and competence of the workforce in social care organisations across the private and voluntary sectors. Its purpose is to provide a management forum that will oversee the practical workforce development activities and the training programme for adult social care organisations in the private and voluntary sector that meet the priorities agreed by the Sub Regional Workforce Group, where there are shared or joint outcomes in the Integrated Local Adult Workforce Strategies (InLAWS) for Leicester, Leicestershire and Rutland.

The LSCDG offered the following courses:

Moving and Handling – Train the Trainer and Updates

Supporting Medication – courses for Domiciliary Care Workers, Domiciliary Managers, Residential Care Workers and Residential Managers

Dementia – courses for Residential and Domiciliary Staff

Mental Capacity Act – courses for Care Workers and Managers

Safeguarding Adults – Training for Alerters Trainers (TAT)

Leicestershire Social Care Development Group (LSCDG)

Phone: 0116 305 7438 or email: lscdg@leics.gov.uk

10 FINANCIAL STATEMENT 2011/12

Safeguarding Adults Board – Budget April 2011 – March 2012

Expenditure

Commissioning Adult Training	£ 6,880.00
Training expenses	£ 1,370.00
Non Staffing costs	£ 6,850.83
Staffing costs	£ 36,681.45
Serious Case Reviews and SILPS	£ 6,041.00
Added to reserve account	£ 42,039.00
Total Expenditure	£ 99,862.28

Income

LCC	-£ 44,888.00
Rutland CC	-£ 8,205.00
East Midlands Joint Improvement Partnership	-£ 6,944.00
Leicestershire PCT	-£ 15,930.00
Leicestershire NHS Trust	-£ 7,965.00
UHL NHS	-£ 7,965.00
Police Authority	-£ 7,965.00
Total income	-£ 99,862.00

11 LOOKING FORWARD 2012/13

The new SAB Business Plan, published in April 2012, is the first integrated Business Plan produced by the Leicestershire and Rutland Safeguarding Boards for children and adults and it aims to support our joint commitment to keeping our communities safe.

It sets out the strategic priorities for the two Boards over the next three years and is set out in full in Appendix 1.

It is likely that we will need to add to the activities that are set out in the current plan particularly in light of the likely changes to Safeguarding Adult Board statutory status.

Many partners and stakeholders were involved in the creation of the Business Plan. The Plan will be delivered at a time of significant change at national and local levels. The content is designed to reflect and respond to these influences including:

- National reviews of the roles of LSCB's and SAB's;
- Recommendations from inspections that have taken place in the two counties;
- The outcomes of Serious Case Reviews – at both national and local levels;
- The outcomes of key national reviews such as that relating to Winterbourne View;
- Evaluations of our performance against our Business Plans in 2011/12
- Analysis of need in Leicestershire and Rutland;
- Priorities for action emerging from our own Quality Assurance and Performance Management arrangements;
- The views of stakeholders including the outcomes of engagement activities;
- Best practice reports issued by Ofsted, ADCS and ADASS

We have identified 5 key priorities for our work over the next three years.

- Improving the effectiveness of the two Boards
- Improving the operational effectiveness of both individual agencies and partnership working in support of the safeguarding and welfare of children, young people, adults and communities;
- Strengthening quality assurance and performance management
- Improving communication and engagement
- Developing cross-cutting approaches to support families and communities with complex needs.

This Business Plan sets out the actions we will take to address these objectives with the overall aim of better safeguarding the children, adults and communities of Leicestershire and Rutland.

The Plan will be implemented during a period of major challenge. Many agencies in the LSCB / SAB partnerships are under-going major organisational and structural change whilst facing reductions in budgets. In addition we will be developing new strategic arrangements such as the creation of Health and Well-Being Boards and new approaches to commissioning and providing services.

Safeguarding is everyone's business. Never has it been more critical for SAB's to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan (Appendix A) is intended to set a clear framework within which this leadership can be delivered.

Appendix A

Leicestershire and Rutland Safeguarding Adults and Local Safeguarding Children Boards

Business Plan 2012/15

Introduction

Leicestershire and Rutland Local Safeguarding Children Board (LSCB) and Safeguarding Adults Board (SAB) are committed to safeguarding and promoting the welfare of all people in the two counties.

This is the first integrated Business Plan produced by the Leicestershire and Rutland Safeguarding Boards for children and adults and it aims to support our commitment to keeping our communities safe.

2011 saw a major review of our safeguarding board arrangements. We decided to retain two Boards but to better integrate their work. As a result we now have:

- One chair for both LSCB and SAB
- Hold Board meetings on the same day
- A single Executive Group
- A number of integrated Subgroups
- An integrated budget
- A single business office support to the two Boards.

In addition we have agreed to create a single Business Plan setting out the key strategic priorities for the two Boards over the next three years and this is set out in this document.

Many partners and stakeholders have been involved in the creation of this Business Plan and I thank everyone for the time and commitment they have put in to building it. It sets out our key objectives for 2012/15 together with the actions that we will take to deliver these objectives. Most importantly it aims to deliver improvements in the way we safeguard and promote the welfare of children, adults and communities across Leicestershire and Rutland.

The Plan will be delivered at a time of significant change at national and local levels. The content is designed to reflect and respond to these influences including:

- National reviews of the roles of LSCB's and SAB's – including the implementation of the Munro Review;
- Recommendations from inspections that have taken place in the two counties;
- The outcomes of Serious Case Reviews –at both national and local levels;
- Evaluations of our performance against our Business Plans in 2011/12
- Analysis of need in Leicestershire and Rutland;
- Priorities for action emerging from our own Quality Assurance and Performance Management arrangements;
- The views of stakeholders including the outcomes of engagement activities;
- Best practice reports issued by Ofsted, ADCS and ADASS

We have identified 5 key priorities for our work over the next three years.

- Improving the effectiveness of the two Boards
- Improving the operational effectiveness of both individual agencies and partnership working in support of the safeguarding and welfare of children, young people, adults and communities;
- Strengthening quality assurance and performance management
- Improving communication and engagement
- Developing cross-cutting approaches to support families and communities with complex needs.

This Business Plan sets out the actions we will take to address these objectives with the overall aim of better safeguarding the children, adults and communities of Leicestershire and Rutland.

The Plan will be implemented during a period of major challenge. Many agencies in the LSCB / SAB partnerships are under-going major organisational and structural change whilst facing reductions in budgets. In addition we are developing new strategic arrangements such as the creation of Health and Well-Being Boards and new approaches to commissioning and providing services.

Safeguarding is everyone's business. Never has it been more critical for LSCB's and SAB's to show strong, robust and effective leadership in securing the safeguarding and well-being of our communities. This Business Plan is intended to set a clear framework within which this leadership can be delivered. The collaborative support of all agencies is essential to securing the impact this Business Plan seeks.

I commend the Plan to all partners and look forward to your support in achieving our goals.

A handwritten signature in black ink, reading "P. R. Burnett". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Paul Burnett
Independent Chair
Leicestershire and Rutland LSCB and SAB

Safeguarding Adults Board

Strategic Priority One:	To improve the effectiveness of the Safeguarding Adults Board (SAB)
Other associated partnerships and / or strategic plans:	<ul style="list-style-type: none"> • Individual member agencies business plans • Health and Wellbeing Board commissioning strategy
Priority lead:	The Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.1	To develop a Quality Assurance and Performance Framework that includes: performance data to evaluate impact; a programme of multi-agency audits; service user feedback;	Develop a balanced scorecard for the SAB Develop a SAB Engagement	Chairs of the joint SEG Chair of Communications &	The production of a Balanced scorecard that will inform the Board on a regular basis of good performance and those areas of agency performance that may need intervention. Completion of the programme of multi-agency audits. An engagement strategy is in place which includes the	Scorecard in place and being used by August 2012 Programme of audits completed with analysis and issues for Board consideration by March 2013.

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	engagement with the front-line	<p>Strategy which includes the voluntary and independent sector and service users.</p> <p>To ensure that Front-line staff are aware and engaged with the work of the SAB by involving operational staff in task & finish groups where appropriate and there is a two way information sharing and learning communications process</p> <p>Further develop single and multi-agency safeguarding audits (details to</p>	<p>Engagement Subgroup</p> <p>Chairs of the joint SEG</p> <p>Chairs of the joint SEG</p>	<p>voluntary and independent sector and service users. Engagement has taken place and there is evidence that the views of users have influenced change</p> <p>There are processes in place to ensure the involvement of staff and its effectiveness can be demonstrated to the SEG.</p>	<p>2012</p> <p>2012</p> <p>2012</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		be agreed by SEG)			
1.2	The Board is assured that Member organisations have robust and safe commissioning and contracting arrangements	<p>Ensure the safeguarding adults Audit tool requires relevant information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>All partner agencies take part in the annual safeguarding adults audit and respond in a timely way to SCR Action Plans</p>	Chief Officers and Lead Councillors	<p>Clear evidence of increased % of compliance in the safeguarding audit responses to audit.</p> <p>Agencies who were previously partially compliant in the 2011 safeguarding audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p>	<p>Safeguarding audit required for:</p> <p>2012</p> <p>2013</p> <p>2014</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.3	The Board is assured that resources are efficiently and effectively deployed to support the Business Plan.	<p>Review investment methods.</p> <p>Review methods for staff deployment. Review the funding formula for agency contributions</p> <p>Further develop the methods for projection, monitoring and expenditure to ensure</p>	LSCB & SAB Business Manager	Clear evidence that the work of the Board is managed within the allocated budget.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.4	Ensure that all business plans of partner agencies contain direct references to the safeguarding effectiveness objectives contained within the SAB Business Plan.	<p>Chief Officers to undertake checks and to ensure the business plans within their own agency contains appropriate cross reference and relevance to the SAB Business Plan.</p> <p>Chief Officers ensure that any safeguarding issues identified within their agency are resolved appropriately to ensure staff are aware of any changes.</p>	SAB Independent Chair. Lead Councillors for Leicestershire & Rutland.	<p>The SAB, and the Health and Wellbeing Board are able to report continuity within separate business plans.</p> <p>SAB audits and single agency Audits will demonstrate clear compliance with safeguarding effectiveness requirements.</p>	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.5	Ensure that all service providers of all partner agencies, regardless of their agency status, are clear they have the same safeguarding responsibilities for vulnerable adults (<i>e.g. voluntary sector and private organisations etc</i>).	<p>Develop a SAB Engagement Strategy which includes the voluntary and independent sector and service providers.</p> <p>Consider whether all elements of the Engagement Strategy can be used in a revised form of the safeguarding Audit for 2012 or whether this needs to be a separate audit tool.</p> <p>SAB partners ensure all relevant staff are clear about any new guidance or</p>	<p>LSCB & SAB Independent Chair,</p> <p>Chair of Communications & Engagement Subgroup</p> <p>LSCB & SAB Business Manager, LSCB & SAB Officers.</p>	A clear Engagement Strategy tool is in place to be able to inform SAB audits.	2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		changes.			
1.6	Be assured that all service providers within partner agencies, regardless of status are delivering effective safeguarding provision for adults in need of safeguarding	The SAB will conduct a safeguarding audit to ensure objective 1.5 has been met.	LSCB Independent Chair, Business Manager SAB Officers.	Evidence will be provided to demonstrate to the public what we have done to make vulnerable adults safer .	2012/15.

Safeguarding Adults Board

Strategic Priority Two:	Ensure the Operational Effectiveness of the Safeguarding Adults Partner Agencies
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.1	Clarify the scope of the SAB in terms of both universal/early intervention safeguarding practice and safeguarding of vulnerable adults	Further develop positive and two way links between the SAB and other agency work streams working on improving universal/early intervention including the new Police integrated referral desk, the families with complex needs	Chair of the Executive Group	Redefine the scope of the SAB in the constitution document following the new government guidance on the work of SAB	2012/13

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.2	Incorporate learning from single and multi-agency investigations, including Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs), into the work of agencies and the SAB	<p>Further develop strategies to ensure that practice is adjusted where required to reduce significant harm to children.</p> <p>Further develop guidance for high quality supervision and ensure that challenge and escalation occurs when required in safeguarding practice.</p>	SCR Subgroup Chair plus relevant Chief Officers.	Evidence to demonstrate that the learning from these reviews has influenced practice and reduced significant harm to vulnerable adults	2012
2.3	Ensure Practice and Procedural Guidance is fit for purpose in light of the scope of the SAB (2.1 above) (possible change to definition)	Revise the guidance and adjust systems and practice accordingly.	SAB Independent Chair. Chairs of the SAB Subgroups	<p>A workable guidance document which up to date and is freely available for professionals and the public to use.</p> <p>Increased levels of compliance in the annual Adult Safeguarding Audit</p>	2013

Safeguarding Adults Board

Strategic Priority Three:	Quality Assurance and Performance
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chairs of the Safeguarding Effectiveness Subgroup. (SEG)

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.1	Develop robust monitoring systems that allow the Board to understand trends in Adult Safeguarding activity and identify gaps.	<p>Extending the work of the Safeguarding Effectiveness Group (SEG)</p> <p>Develop the content of the core data set in the Balance Score Card and Quality Assurance Framework</p>	Joint chairs of SEG.	<p>Clear evidence to show the SAB that effective safeguarding arrangements are in place</p> <p>Improved safeguarding outcomes for adults as indicated in the SAB Scorecard</p>	2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.2	Secure an effective training and development strategy that enables managers and staff to effectively implement safeguarding and ensure that training is effective	Develop a training effectiveness strategy and a strategy to ensure the effectiveness of training.	SAB Independent Chair and Executive Group Joint chairs of SEG.	Clear evidence to show the SAB that effective training arrangements are in place and properly evaluated Number of staff receiving safeguarding training Develop processes to measure the quality and impact of delivered safeguarding training Measure the quality and impact of delivered safeguarding development and training	2012 / 2013 / 2014. 2012 / 2013 / 2014 2012 2012 / 2013 / 2014
3.3	Seek assurances through audits of the impact upon intervention in vulnerable adults lives.	Case audits to be undertaken: Details of audit programme for 2012 -13 to be agreed by the SEG	Joint chairs of SEG.	Evidence of the completion of audits and the evidence of changes in policy and practice that are implemented within agencies as a result of identifying issues.	2012 / 2013 / 2014.
3.4	Assurance that safeguarding is integral to the Commissioning process	Ensure the safeguarding adults Audit tool requires relevant	Chief Officers and Lead Councillors	Clear evidence of increased % of compliance in responses to audit. Agencies who were previously partially compliant in the 2011	Safeguarding audit required for: 2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		<p>information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>All partner agencies take part in the annual safeguarding adults audit and respond in a timely way to SCR Action Plans</p> <p>Clarify the relationship between the SAB and the Health and Well-Being Boards in Leicestershire and Rutland.</p>		<p>audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p> <p>The introduction of a protocol between the SAB & the Health & Well-being boards that clearly states the responsibilities of each group.</p>	<p>2013</p> <p>2014</p>

Safeguarding Adults Board

Strategic Priority Four:	Communication and Engagement Develop a Communication and Engagement Strategy
Other relevant plans:	<ul style="list-style-type: none"> • Agencies own Engagement and involvement strategies
Priority lead:	Joint LSCB & SAB Communications and Engagement Subgroup chair

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.1	Develop an adult safeguarding engagement strategy that secures the involvement of service recipients	Establish a work stream through the communications and engagement subgroup.	Chair of the Communications and Engagement Subgroup	Clear evidence that vulnerable adults are involved in the work of the SAB	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.2	Gain assurances that residents within Leicestershire and Rutland are instrumental in the safeguarding of vulnerable adults	<p>Establish membership and chairing arrangements for a new Communications & Engagement Subgroup.</p> <p>The new Communications & Engagement Subgroup will design a media strategy to raise public awareness of safeguarding being everybody's business.</p> <p>Devise further strategies to show how the SAB is instrumental in influencing the safeguarding of vulnerable adults</p>	Chair of the Communications and Engagement Subgroup	<p>Evidence to show:</p> <p>A greater awareness by the general public of the need for safeguarding vulnerable adults</p> <p>An increased number of contacts from the general public relating to safeguarding.</p> <p>Other local and national bodies implement policies and practices proposed by the SAB</p> <p>Receive national recognition for good/outstanding practice</p>	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.3	To develop more effective communications pathways with managers and staff in constituent agencies	SAB Independent Chair to provide a report to the Communications & Engagement Subgroup to initiate work.	Chair of the Communications and Engagement Subgroup	The policies and decisions of the SAB are reflected in operational activity.	2012
4.4	The profile of the SAB is raised	Work to produce a new SAB logo and independent website to raise the profile of the SAB with agencies and the public	Chair of the Communications and Engagement Subgroup	Date from site statistics to show that the website is being used by both professionals and the public	2012

Safeguarding Adults Board (Joint priority with the Safeguarding Children Board)

Strategic Priority Five :	Family and Community – Strengthen Multi Agency Working to prevent harm and abuse
Other relevant plans:	<ul style="list-style-type: none"> • VCS reference group action plan 2012/13 • Families with complex needs project (Leicestershire) • Individual agencies Business plan • Health & Wellbeing Board • Children Trust arrangements business plans • Leicester City SCB & SAB business plans
Priority lead:	Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
5.1	To have clarity regarding the extent to which safeguarding is addressed within specific priority areas: -domestic violence -adult mental	Work with and those projects and initiatives that are addressing these priority issues Including: Families with complex needs project	SAB Independent Chair and Executive Group	The integration of the Safeguarding Boards and member agencies within the work of the projects and initiatives that are addressing these priority issues The identification of any gaps in service provision within specific priority areas	2012 / 2015

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	health - drugs and alcohol - child sexual exploitation	(Leicestershire) Implement a set of practice and procedures to underpin relationship between children and adult services – and the community safety team. Implement the actions set out in the DfE CSE Action Plan issued in November 2011.		Successful implementation of the actions set out in the DfE CSE Action Plan issued in November 2011. Clear understanding of the prevalence of CSE and an appropriate plan of action to address needs presented by audit of evidence. Clear set of practice and procedures in place to underpin relationship between children and adult services – and the community safety team.	
5.2	Develop communication pathway to and from the Safeguarding Board	Ensuring the Board constitution & TOR's reflect the agreed governance structure. Further develop the relationships with JAG's and Community Safety	Independent Chair. Joint Executive Group & Communications and Engagement Subgroup.	Greater public knowledge of the Safeguarding Boards Involvement of Children, Young people and adult service users in the work of the safeguarding Boards Effective communication with key partnerships, senior	Establish the Communications and Engagement Subgroup and embed the engagement strategy - 2012 Develop a communications strategy 2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		<p>groups.</p> <p>To put in place an information and communication plan that enables effective relationships between the Safeguarding Boards and:</p> <ul style="list-style-type: none"> • other key strategic bodies such as HWB, Children's Trust/CCG, CSP • Partner agencies – particularly senior leaders • Front line staff • Service users and communities of Leicestershire and Rutland 		<p>leaders, front line staff and service users.</p>	<p>Ensure the Communications and Engagement strategies are used in the Safeguarding Boards business 2012/15</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
		<p>resources are in place to support DHRs – both financial, human resource and ‘in kind’ capacity</p> <p>To put in place an evaluation process to test the effectiveness of the arrangements in Year 1.</p>			

Local Safeguarding Children Board

Strategic Priority One:	Improving the effectiveness of the Local Safeguarding Children Board
Other relevant plans:	<ul style="list-style-type: none"> • Individual member agencies business plans • Health and Wellbeing Board commissioning strategy
Priority lead:	The Independent Chair of the LSCB & SAB

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
1.1	The Board is assured that Member organisations have robust Safeguarding arrangements both individually and in partnership with the LSCB.	<p>Ensure the S11 Audit tool requires relevant information which assesses the quality and effectiveness of safeguarding performance within all partner agencies.</p> <p>Further develop single and multi-agency safeguarding audits</p> <p>Continue to develop</p>	Chief Officers and Lead Councillors	<p>Clear evidence of increased % of compliance in S11 responses to audit.</p> <p>Agencies who were previously partially compliant in the 2011 S11 Audit are able to demonstrate full compliance for safeguarding effectiveness.</p> <p>Clear evidence of performance from partner agencies (quantity & quality).</p>	<p>S11 audit required for:</p> <p>2012</p> <p>2013</p> <p>2014</p>

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	Be assured that partner agencies are all engaged with children and young people.	the core data set within the Balanced Score Card. All partner agencies take part in the annual S11 Audit and respond in a timely way to SCR Action Plans			
1.2	The Board is assured that resources are efficiently and effectively deployed to support the Business Plan.	Review investment methods. Review methods for staff deployment. Review the funding formula for agency contributions Further develop the methods for projection, monitoring and expenditure	LSCB Business Manager	Clear evidence that the work of the Board is managed within the allocated budget.	2012/15
1.3	Ensure that all business plans of partner agencies	Chief Officers to undertake checks and to ensure the business plans within	LSCB Independent Chair. Lead Councillors for Leicestershire &	The LSCB, the Children's Trusts and the Children's Health and Wellbeing Board are able to	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	contain direct relevance to the safeguarding effectiveness objectives contained within the LSCB Business Plan.	<p>their own agency contains appropriate cross reference and relevance to the LSCB Business Plan.</p> <p>Chief Officers ensure that any safeguarding issues identified within their agency are resolved appropriately to ensure staff are aware of any changes.</p>	Rutland.	<p>report continuity within separate business plans.</p> <p>LSCB audits and single agency Audits will demonstrate clear compliance with safeguarding effectiveness requirements.</p>	
1.4	Ensure that all service providers of all partner agencies, regardless of their agency status, are clear they have the same safeguarding responsibilities for children and	<p>Combine the findings and recommendations from the Flack report and the Performance Framework to develop an LSCB Engagement Strategy.</p> <p>Consider whether all elements of the Engagement Strategy</p>	LSCB Independent Chair & LSCB Business Manager, LSCB Officers.	A clear Engagement Strategy tool is in place to be able to inform LSCB audits.	2012

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	young people (e.g. academies, voluntary sector and private organisations etc).	can be used in a revised form of the S11 Audit for 2012 or whether this needs to be a separate audit tool? LSCB partners ensure all relevant staff are clear about any new guidance or changes.			
1.5	Be assured that all service providers within partner agencies, regardless of status are delivering effective safeguarding provision for children & young people.	The LSCB will conduct an audit to ensure objective 1.4 has been met.	LSCB Independent Chair, Joint Chairs of the SAB Business Manager LSCB Officers.	Evidence will be provided to demonstrate to the public what we have done to make Children & Young People safer. The LSCB & SAB Balanced Scorecard will be the mechanism used to manage this process.	2012 / 2013 / 2014.

Local Safeguarding Children Board

Strategic Priority Two:	Ensure the Operational Effectiveness of the Local Safeguarding Children Partner Agencies
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chair of the Development and Procedures Subgroup.

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
Early Help					
2.1	Reduce the number of children and young people that are referred into child protection by improving the quality and impact of early help (Including response to Munro)	To monitor the number of CAFs undertaken, the multi-agency engagement in both CAF assessment and CAF implementation and the impact of CAF interventions in terms of impact on safeguarding outcomes for children and young people		<p>Increase in number of CAFs</p> <p>Engagement of all appropriate agencies in CAF assessment and implementation – TAFs and TACs</p> <p>Reduction in the number of children and young people referred into child protection due to positive impact of CAF and other Early Help interventions</p> <p>Evidence of an increase in CAF's from the Balanced scorecard</p>	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
Child Protection					
2.2	Incorporate learning from single and multi-agency investigations, including Serious Case Reviews (SCRs) and Significant Incident Learning Processes (SILPs), into the work of agencies and the LSCB.	<p>Further develop strategies to ensure that practice is adjusted where required to reduce significant harm to children.</p> <p>Further develop guidance for high quality supervision and ensure that challenge and escalation occurs when required in safeguarding practice.</p>	SCR Subgroup Chair plus relevant Chief Officers.	Evidence to demonstrate that the learning from these reviews has influenced practice and reduced significant harm to children.	2012
2.3	To seek assurances that work undertaken in relation to safeguarding babies, who continue to remain at acute risk in Child Protection cases has had impact.	<p>Continue to involve operational staff in learning events to ensure there will be on-going evidence of the impact of the learning received.</p> <p>Audit this work to see what impact is created.</p>	<p>Chair of the SCR Subgroup</p> <p>Business Office in preparing events for operational staff.</p>	Clear evidence to demonstrate improved practices for safeguarding babies.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.4	To be assured that all recommendations and action plans arising from Leicestershire and Rutland SCR and SILPs have been responded to within regulatory inspections.	<p>SCR Agency representatives will continue to ensure actions arising from recommendations are completed within their agency.</p> <p>SCR Subgroup will continue to only sign off fully completed actions and then pass these (per case) to the SEG for further checks (see 3.1)</p> <p>Chief Officers and DCS will provide assurances</p>	<p>SCR Subgroup Chair and LSCB Independent Chair.</p> <p>Chief Officers and DCS</p>	Clear evidence provided that recommendations have informed practice.	2012/15
2.5	Ensure action is taken in response to the Munro Review as it impacts on child protection	Revise the work of Munro and adjust systems and practice accordingly.	LSCB Independent Chair. Chairs of LSCB Subgroups	Evidence of implementation of the new working together document.	2012/13 (Dependent on the publication of the New Working Together document)

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.6	To reduce the number of cases requiring CPPs and Care.	By focusing on increasing the number of cases stepped down from Child Protection Plans (CPP) into early help and universal services. By ensuring there is rigorous planning and action in core and strategy groups, more rigorous performance management of CPPs	Heads of Safeguarding in the Local authorities	Evidence of a reduction in cases being managed by CPP Evidence from audits that there is rigorous planning in place resulting from core and strategy groups Decrease in the number of CCP from Balanced scorecard.	2012/15
Children in Care					
2.7	To reduce the percentage of children looked after at period end with three or more placements during the year.	Reported in monthly performance report. From 01.04.2012 In Leicestershire all children who have 2 placement moves will be targeted and tracked to ensure support is provided to maintain placement stability and risk of 3 rd move is reduced.	Heads of Children in care in the relevant local authorities	Balanced scorecard monitoring by the LSCB SEG	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
2.8	To increase the number of looked after children cases which were reviewed within required timescales	The introduction of a more robust agreement process for delays monitored by the operations manager Safeguarding & improvement unit	Head Of Safeguarding in relevant authorities.	Balanced scorecard monitoring by the LSCB SEG	2012/15
2.9	To increase the stability of placements of looked after children in care for at least 2.5 years have remained in same placement for last 2 years.	The introduction of a Permanence policy, a panel and tracking process in April 2012 in Leicestershire will prioritise the importance of securing and sustaining permanence in care (as well as securing legal permanence).	Heads of Children in care in the relevant local authorities	Balanced scorecard monitoring by the LSCB SEG	2012/15

Local Safeguarding Children Board

Strategic Priority Three:	Quality Assurance and Performance
Other relevant plans:	<ul style="list-style-type: none"> Individual member agencies business plans
Priority lead:	Chairs of the Safeguarding Effectiveness Subgroup. (SEG)

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.1	Seek assurances that partner agencies have robust Safeguarding arrangements both individually and in partnership with the LSCB.	<p>Extending the work of the Safeguarding Effectiveness Group (SEG)</p> <p>Further develop the content of the core data set in the Balance Score Card and Quality Assurance Framework</p>	Joint chairs of SEG.	Clear evidence to show the LSCB that effective safeguarding arrangements are in place	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
3.2	Quality assuring the link between training and the effectiveness of practice.	Incorporate the 6 levels of training into the Balanced Score Card. Seek evidence of effectiveness through the quality assurance framework	Joint chairs of SEG.	Evidence to show the new arrangements for the delivery of multi-agency training are established. Evidence to show the quantity and quality of training delivered monitored by the SEG and utilising the Balanced Scorecard.	2012/15
3.3	Seek assurances through audits of the impact upon intervention in children's lives.	Case audits to be undertaken: <ul style="list-style-type: none"> • CAFs • Step up to and down from child protection plan • Referrals • 2nd and subsequent Child Protection plans • Child Protection strategy discussions 	Joint chairs of SEG.	Results of case audits are presented to the SEG and there is clear evidence of service improvements as a result Increase in CAF's, monitoring of referrals, decrease the number of CP plans, Increase the number of CP strategy discussions	2012/14

Local Safeguarding Children Board

Strategic Priority Four:	Communication and Engagement. Develop a Communication and Engagement Strategy
Other relevant plans:	<ul style="list-style-type: none"> Agencies own Engagement and involvement strategies
Priority lead:	Joint LSCB & SAB Communications and Engagement Subgroup chair

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.1	Develop a CYP engagement strategy that secures the involvement of service recipients by promoting the voice of young people.	Establish a work stream through the communications and engagement subgroup.	Chair of the Communications and Engagement Subgroup	Clear evidence that young people are engaged	2012
4.2	Gain assurances that residents within Leicestershire and Rutland are	Establish membership and chairing arrangements for a new Communications		Evidence to show: A greater awareness by the general public of the need for safeguarding children.	2012/15

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
	instrumental in the safeguarding of children and babies.	<p>& Engagement Subgroup.</p> <p>The new Communications & Engagement Subgroup will design a media strategy to raise public awareness of safeguarding being everybody's business.</p> <p>Devise further strategies to show how the LSCB is instrumental in influencing the safeguarding of children.</p>		<p>An increased number of referrals from the general public.</p> <p>Other local and national bodies implement policies and practices proposed by this LSCB.</p> <p>Receive national recognition for good/outstanding practice</p>	

No	What do we want to achieve?	How are we going to do it?	Who will lead on this?	How will we know what we have achieved?	When are we going to do this and how are we doing so far?
4.3	To develop more effective communications with managers and staff in constituent agencies	LSCB Independent Chair to provide a report to the Communications & Engagement Subgroup to initiate work.		The policies and decisions of the LSCB are reflected in operational activity.	2012/15

Local Safeguarding Children Board (Joint priority with the Safeguarding Adult Board)

Strategic Priority Five :

Family and Community- Strengthen Multi-Agency Working to prevent harm and abuse

Please see the joint LSCB & SAB action plan on above

Glossary for the Business plan

LSCB - Local Safeguarding Children Board

SAB - Safeguarding Adults Board

SEG – Safeguarding Effectiveness Group

SCR - Serious Case Review

SILP – Significant Incident Learning Process

CYP – Children & Young Person

CAF – Common Assessment Framework

CPP – Child Protection Plans

LLR – Leicester, Leicestershire & Rutland

L&R – Leicestershire & Rutland

DHR – Domestic Homicide Review

DCS – Director of Children Services

TAF – Team Around the Family

TAC – Team Around the Child

CSP – Community Safety Partnership

HWB – Health & Well Being Board

JAG – Joint Action Group