



## HSCB BUSINESS PLAN 2017-19

This document sets out the strategic objectives for Herefordshire Safeguarding Children Board (HSCB) for 2017-19. It refreshes the strategic business plan (2016/18). These strategic priorities will inform the development of the business / action plans of the HSCB sub groups. The HSCB's multi-agency performance dataset, audit programme and other associated learning and improvement activity will enable the HSCB to evaluate the impact of this plan on improving practice and outcomes for children and young people in Herefordshire. The impact of the plan will be reported in the HSCB Annual Report 2017-18 and any further areas of improvement will also be identified.

Strategic Priorities	NEGLECT: Identification and response to childhood neglect.	CHILD SEXUAL EXPLOITATION: Identification, prevention and response to Child Sexual Exploitation/ children who go missing.	EFFECTIVE SAFEGUARDING: Ensure effective planning and intervention to improve the care, safety and wellbeing of children and reduce/eradicate actual or the risk of significant harm	EARLY HELP: The early help services effectively identify needs and concerns relating to children and families, and services address these needs through effective planning and interventions to enable families to function effectively and children's needs are met and they are supported to achieve their full potential.	Strong Leadership - Strong Partnership: The HSCB seeks assurance, challenges and support partner agencies in safeguarding children. The board ensures that lessons are learnt and improvements are made and embedded.
Key Outcomes	<p>Concerns about possible childhood neglect are identified early and interventions put in place to ensure children's needs are met and they are not at risk of, or experiencing, neglect.</p> <p>Where chronic cases of neglect are identified plans are put in place to protect children from further neglect.</p> <p>Consistent and timely response across agencies</p>	<p>The pathway for addressing concerns about cases of suspected CSE are clear.</p> <p>There is clear data relating to CSE: children experiencing and at risk of CSE, related factors including perpetrators, and children missing from home.</p> <p>There is good intelligence from practice to better understand the prevalence of CSE and inform responses.</p> <p>Children, families, the general public and professionals know about and understand CSE and</p>	<p>The process and decision making at the initial stages of the child protection process (strategy meetings/ section 47 investigations) comply with statutory guidance, and the decisions are consistent with the levels of need in Herefordshire.</p> <p>The child protection planning and review process (child protection conferences/ core groups) are truly multi-agency and consistent with guidance and procedures.</p>	<p>Effective decision making is taking place at the early stage of identification of needs, and appropriately directed to WISH, Early Triage (MAG) or referred to MASH (is this still the correct terminology?) so that children and their families receive effective help at the right time.</p> <p>Common Assessments are taking place within timescales and are effective in identifying needs of children and families and planning interventions (there is clear multi agency engagement in this process).</p>	<p>Full engagement by all partners in all the process of the HSCB: Attendance and representation, as agreed in terms of reference and constitution, at Board meetings; executive, sub groups and task and finish groups.</p> <p>Open and informed reporting to the HSCB from partner agencies on safeguarding responsibilities, strengths and areas for improvement. Involvement</p>

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	Innovative tools and approaches are put in place to support practitioners in assessing and understanding neglect and improving and better targeting work and interventions with families. With a clear focus of the impact of neglect on children and young people	<p>how to respond as appropriate.</p> <p>Return home interviews are of good quality and used at an individual and strategic level to tackle risks.</p> <p>Children who have experienced CSE receive appropriate post abuse support.</p> <p>Vulnerable children are effectively identified, safeguarded and supported</p>	<p>Child protection plans are effective in reducing/ eradicating the risk of significant harm to children.</p> <p>Children at risk of suffering significant harm are identified, safeguarded and wellbeing promoted</p>	Lead professionals are identified in each case deemed level 2 or 3 on the continuum of need.	<p>in audits and case reviews and provision of performance information as appropriate.</p> <p>HSCB leads the safeguarding agenda, challenges partners and commits to an approach that learns lessons and embeds good practice. The plans and work of the board is aimed to maintain the effectiveness of multi-agency work to safeguard and promote the welfare of children now and in the future.</p>

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## What will we do to deliver the five strategic priorities

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Policy and Procedures  (RAG)	Develop and implement a Childhood Neglect strategy  Particular focus on embedding an effective childhood neglect assessment tool: Graded Care Profile 2 (GCP2), and  GCP2 links with the Threshold / Levels of Need Guidance.	Review 'Children who abuse others' procedure and ensure appropriate guidance is available to practitioners within Herefordshire.	Maintain up to date LSCB procedures that align with regional arrangements, legislation and statutory guidance to inform the journey of the child through the child protection process.	Update of MARF and Threshold of need guidance  Particular regard should be given to how LSCB procedures address certain vulnerabilities in relation to children and young people's safety and well-being, for example children living with substance misuse, domestic abuse within the family, children with disabilities  HSCB procedures support the early help strategy.	Partner agencies to assure the HSCB that their staff are aware of and can access the multi-agency procedures, and that they have effective single agency safeguarding procedures and guidance in place,
Communications <b>NOTE: The HSCB link in with the "One Herefordshire Communication and Engagement Group"</b>	Deliver a launch event for the HSCB Childhood Neglect Strategy and associated changes to business practice.	Support ongoing local and national CSE awareness campaigns.	To inform about and promote multi-agency procedures and guidance, when they have been reviewed or updated.	Raise awareness of early help support available and appropriate referral routes,	Partner agencies can demonstrate that safeguarding messages are disseminated effectively through their organisations.  On receipt of information and briefings from HSCB (e.g. updates of procedures messages from audits, events etc.) agencies ensure this is fully disseminated in

					their organization.
<b>CSE and Missing</b>		Based on the latest CSE needs assessment and other reviews and audits revise the CSE/ missing strategy and develop a delivery plan for the strategy.  NOTE: The <b>CSE / missing</b> delivery plan details actions that the CSE / missing sub group should act upon as their business plan.	That there is assurance of the effectiveness of risk management planning in relation to individual children and young people at risk of CSE within risk management meetings. (linked to QA sub group)		
<b>Training and Workforce Development</b>	Deliver appropriate multi-agency neglect training, to include use of shared assessment tool (Graded Care Profile 2), and understanding of Levels of Need in relation to childhood neglect.  Evaluate the effectiveness of the training of an assessment tool and impact on practice.	Improve knowledge and understanding of CSE toolkit within agencies in Herefordshire through inclusion in the multi-agency CSE training,	When reviewing multi-agency safeguarding training, ensure that this reflects the most up to date procedures and guidance.  Ensure that training includes reference to procedures and guidance that supports practice in understanding the additional vulnerabilities of some children and young people.  Ensure that multi-agency training reflects learning from case reviews and audits.	Early Help Practitioners to attend HSCB training	Partner agencies can demonstrate effective single agency safeguarding training (This will be audited through section 11 audit), and that staff attend multi-agency safeguarding training as appropriate.
<b>Performance and Audit</b>	Through case audit and performance information, report on the use of the GCP2 assessment tool and the extent of the understanding of neglect between partner agencies.	Develop the quality of commentary accompanying the CSE scorecard. Through audit: Check the effectiveness of the response to previous CSE audit findings.  Understand the quality and	Routinely use multi-agency performance data to understand local safeguarding practice and audit: The application of LSCB thresholds, and;  The quality of child	Through audit, assess the quality, effectiveness and availability of early help support and interventions.  Early help services are recognizing and responding to early safeguarding concerns, reducing the risk of children	Partner agencies:  Provide performance information when requested in relation to safeguarding children that also includes a narrative analysis.  Provide clear and detailed

	<p>Case audits to pick up on findings from SCR/PLR's in relation to childhood neglect</p>	<p>availability of post abuse support to victims of CSE.</p> <p>Ensuring the quality and findings from intelligence relating to CSE and children who go missing (NOTE: some data will come from CSE Panel and RMM's).</p> <p>Identifying messages and lessons from case audits to improve practice</p>	<p>protection plans</p>	<p>Suffering significant harm.</p> <p>Early help staff are engaged in the GCP 2 training and are using the tool in practice.</p> <p>To review, analyze and then report to the Executive and Board in relation to performance data provided through early help services.</p>	<p>assurance reporting when requested that evidences that they are fulfilling their duties and responsibilities to safeguard and promote the welfare of children, identify any concerns and risks and what is being done to improve this.</p> <p>Engage fully in multi-agency case audits as identified.</p>
<p><b>Case Review (including child death reviews and serious case reviews)</b></p>	<p>Ensure the actions identified from previous SCR's and PLR's into childhood neglect cases are properly embedded within LSCB training (link to workforce development sub group) and, action plans are properly completed.</p>	<p>Identify opportunities to review Herefordshire partnership response to 'peer on peer' abuse and identify/disseminate any learning for partner agencies.</p>	<p>Ensure learning from SCR's and PLR's is appropriately used to improve the journey of the child through the child protection process.</p>	<p>Use Child Death Overview Panel learning to influence partnership activity to address modifiable risk factors to reduce the likelihood of future child deaths.</p>	<p>Partner agencies:</p> <p>Refer appropriately to the JCR cases that they think may fit the criteria for a case review.</p> <p>Respond in a timely manner to requests for information in relation JCR and CDOP</p> <p>Produce high quality IMR's when requested, and in a timely manner</p> <p>Engage fully in the case review process and lessons to learn and actions identified.</p>

**The Voice of the Child and Family:** in all areas of working with children and families the board wants to be assured that the voice of children and families is heard, recorded and taken account of in the provision of services.

<p><b>ALL sub groups as appropriate:</b></p> <p><b>Voice of the child/family</b></p>	<p>The evaluation of the GCP2 should include the views and experiences of children, young people and their families.</p>	<p>Secure qualitative feedback from victims of CSE and their families in relation to the services received/experience of agencies to inform improvement in service.</p>	<p>Receive feedback from children and young people who are subject to a child protection plan or who are looked after, to understand the effectiveness of the local safeguarding system.</p>	<p>Receive feedback from children, young people and their parents/carers about their experience of accessing and receiving early help (including Families First).</p>	<p>The HSCB will expect partner agencies to feed back to the board any views of children and families regarding services they have received, and what agencies have done as a result of this (this may be through sec 11 audits, assurance reporting or other mechanisms agreed by the board). HSCB multi-agency case audits; case reviews, and other HSCB activity where appropriate, will include analysis of the voice of the child / family.</p>
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In addition to the priorities noted above discussions at the HSCB Executive Group, following the HSCB development day agreed for an additional area to be included in the Boards Strategic plan, the topic being **Strong Leadership; Strong Partnership**, details of this are outlined below:

### **Strong Leadership- Strong Partnership:**

All partner agencies in Herefordshire have a duty to safeguard and promote the welfare of children and young people in their area. It is a given, through findings from enquiries, inspections and research, and outlined in “Working Together to Safeguard Children” (2015), that the best way of achieving this is through effective joint working. To fulfil the duties to monitor and ensure that joint working is effective we do this through the mechanism of the HSCB. For this reason all the HSCB partners wanted to be assured that this system was working as effectively as possible and there was full engagement in all the essential processes. The key outcomes and actions in this plan are designed to help us demonstrate **Strong Partnership**, which is an essential part of ensuring strong and effective working together to safeguard children and young people.