

# **Manchester Safeguarding Children Board Business Plan 2015-17**

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MANCHESTER SAFEGUARDING  
CHILDREN BOARD

[www.manchesterscb.org.uk](http://www.manchesterscb.org.uk)

## *Our vision*

***“Every child and young person in Manchester should be able to grow up safe; free from abuse, neglect or crime; allowing them to enjoy a happy and healthy childhood and fulfil their potential.”***

## **Role of the Business Plan**

The Manchester Safeguarding Children Board Business Plan sets the strategic direction for the MSCB and its partners. The Business Plan also reinforces the specific role of the MSCB to lead, challenge and support learning. The business plan identifies three strategic business priorities and two strategic outcomes and is clear about roles and accountability.

## **A new approach**

The MSCB has agreed a new approach for 2015-2017. Our Business Plan is more focused on the specific role and remit of the MSCB to ensure that the welfare of children is safeguarded and protected, as set out in Working Together (2013) and the Children Act 2004.

Our Plan emphasises the role of the MSCB in leading the safeguarding agenda, in challenging the work of partner organisations, and in committing to an approach which learns lessons, embeds good practice and which is continually influenced by the views of children and young people. We are determined to move to a way of working, which emphasises the collective role of the MSCB membership, alongside the individual roles of each organisation.

Our <b>strategic business priorities</b> for 2015-2017 are <b>Leadership, Challenge and Learning</b>
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## **Leadership**

- We will drive collective leadership, collective improvement and collective responsibility to ensure children and young people are safe.
- We will facilitate the shared understanding of how safe children in Manchester are; and evidence how we, as a Board working with our partner agencies, are ensuring improved outcomes for children and young people.
- We will challenge and promote improvement; and support this with policies, procedures and standards for all organisations to adopt.

## **Challenge**

- We will seek assurance from all agencies that they fulfil their requirements to have effective systems, processes and policies through Section 11 audits.
- We will seek to ensure that all agencies provide evidence of the work that they are undertaking to improve outcomes overall and also in relation to specific areas of business.
- We will undertake audits and specific case mapping exercises to understand how effectively the whole system is working and make sure that the child is always the focus.
- We will challenge practice through focused inquiries or investigations into particular issues on the basis of evidence, practitioner experience and the views of children and young people.

## **Learning**

It is the responsibility of agencies to ensure all their staff have the correct skills and knowledge to be effective. The MSCB will work with all agencies to ensure:

- the highest standards of learning and development are achieved;
- all practitioners have the skills and knowledge to be effective;
- we learn and disseminate lessons from a range of reviews including Serious Case Reviews; and
- we listen to the voice of children and young people and use what we hear to inform best practice.

Our <b>strategic outcomes</b> for 2015-2017 are:
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We will prioritise our work plans against our strategic outcomes, which are derived from what we know about our populations and the range and quality of services available to them.

**Preventing harm and promoting welfare** - by this we mean ensuring that the agencies responsible for children in Manchester are doing all they can to ensure children in Manchester can live happy, healthy and productive lives.

**Protecting vulnerable children** - by this we mean ensuring that services provided by agencies are targeted, responsive and efficient for those children who are already vulnerable; and where necessary that they are doing all they can to achieve the best outcomes for these children, and reduce the risks and challenges they face. This includes understanding, and if necessary challenging, the outcomes.

**Priorities for 2015**

In each year of the MSCB's two year Business Plan, we will identify and deliver key actions around our three strategic priorities and two strategic outcomes.

To **deliver** our **strategic business priorities** for 2015 we will achieve the following:

**Leadership:**

- Renew the understanding of the Board of its responsibilities and requirement for commitment.
- Ensure our new Business Planning approach is understood and endorsed by senior leaders across the city.
- Use our new quality assurance and performance improvement framework as the basis for tackling entrenched issues and driving change to demonstrate the leadership role of the MSCB.

**Challenge:**

- Implement a new audit programme to address the biggest challenges where we need a partnership response:
  - Undertake multi-agency audits to ensure that partners are fulfilling their statutory obligations.
  - Undertake Section 11 audits to ensure individual agencies have processes and procedures in place to the required standard.
- Utilise the QA & Performance Improvement Framework to identify areas of concern and seek improvement plans.

**Learning:**

- Publish SCRs in a timely manner and continue to disseminate and implement the learning.
- Compile the views of children and young people into a single learning document.
- Continue to develop the multi agency Training Programme and understand the impact of learning and development on practice.
- Learn from, and change, practice as a result of audits undertaken.

To **deliver** our **strategic outcomes** for 2015 we will achieve the following:

**Preventing harm and promoting welfare:**

- Seek assurance that the recommendations from Ofsted and other professional bodies are being implemented.
- Communicate to persons and bodies in Manchester the need to safeguard and promote the welfare of children and raise their awareness of how this can best be done.
- Ensure the children's workforce is trained to recognise early signs of need.
- Ensure we have effective preventative and early help in place to deal with issues quickly.
- Work to promote public health by preventing harm from smoking, drugs and alcohol and obesity.

**Protecting vulnerable children:**

- Continue to focus on how effective agencies in Manchester are at tackling CSE and children missing from home or care.
- Work with agencies to reduce the number of children on CP plans based on a detailed assessment of trends.
- Understand why Manchester has such high levels of neglect in CP and require our agencies to implement our neglect strategy.
- Undertake specific work to understand the risks faced by our population and use this to develop and deliver multi agency training programmes and policies and procedures.

<b>MSCB challenge role</b>
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**We will place a bigger focus on the challenge role of the MSCB in 2015-2017.** This will include both support and scrutiny of the Ofsted Improvement Plan and other multi agency initiatives across the partnership arena, for example the development of the MASH.

We will improve and develop our capacity to monitor multi agency performance and outcomes to identify key issues to ensure children are safe; the primary tool for this will be our Quality Assurance and Performance Improvement Framework.

We are introducing a new approach to strategic challenge in this business plan: we will establish MSCB audits with a specific focus around a theme that is timed and accountable. The audits will draw together data, views of children and young people, frontline views and case audits. The audit will then report back to the MSCB and make recommendations for the future. We will use local and national data, SCRs, and audit findings in conjunction with consultation with frontline practitioners and children/young people to determine themes for our audit programme.

We anticipate undertaking 4-5 focused audits each year however areas for consideration may be added to this list throughout 2015 if our data, our practitioners or our children and young people alert us to additional areas of concern.

**Manchester Safeguarding Children Board 2015-2017: Plan on a page**

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<b>Manchester Challenges</b>	<b>Outcome &amp; Business priorities</b>	<b>Multi agency Objectives for 2015-17</b>	<b>Multi agency Actions in 2015-16</b>
Increase in the number of children/ YP subject to Child Protection Plans  Higher number of Looked After Children	Protecting vulnerable children	Ensuring that services are targeted, responsive and efficient for those children/ YP who are already vulnerable, and where we need to make sure that we are doing all we can to achieve the best outcomes for these children / YP, and reduce the risks and challenges they face.	<ul style="list-style-type: none"> <li>Continue to focus on CSE and children missing from home or care.</li> <li>Understand causes and work to reduce the number of children on CP plans or who are Looked After.</li> <li>Develop and implement a neglect strategy.</li> <li>Review and refresh our approach to vulnerable adolescents.</li> </ul>
Increase in the numbers of unborn and young babies subject to CP Plans	Preventing harm	Ensuring that we do all we can to ensure children/ YP in Manchester can live happy, healthy and productive lives, including continuing access to universal services, public health programmes, schools and other preventative and early intervention support.	<ul style="list-style-type: none"> <li>Assess the effectiveness of early help being provided to children and families.</li> <li>Support the implementation of the recommendations from the Independent CSE Review.</li> <li>Review and develop our approach to the children of offenders.</li> </ul>
Significance of neglect and poverty  Impact of budget cuts and fewer resources for our partners	Leadership	<ul style="list-style-type: none"> <li>Collective leadership across all agencies.</li> <li>Data and analysis to improve understanding.</li> <li>Collective improvement and collective responsibility.</li> <li>Policies, procedures and standards across all organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver and evidence MSCB business plan priorities.</li> <li>Carry out risk analysis to drive priorities.</li> <li>Support Ofsted Improvement Plan actions.</li> <li>Use multi agency data to inform priorities.</li> </ul>
Pressure to perform, including post -inspection improvement	Challenge	<p>Effective systems, processes and policies through Section 11 audits</p> <ul style="list-style-type: none"> <li>Evidence of impact</li> <li>Audits of practice</li> <li>Case studies</li> </ul>	<ul style="list-style-type: none"> <li>Scrutinise Ofsted Improvement Plan outcomes.</li> <li>Undertake Section 11 and multi-agency themed audits.</li> <li>Embed the QA &amp; Performance Improvement Framework.</li> </ul>
National policy and media driven priorities and focus	Learning	<ul style="list-style-type: none"> <li>Skills and knowledge to be effective.</li> <li>Learning from SCR and other reviews.</li> <li>Views of children / YP used to inform best practice.</li> </ul>	<ul style="list-style-type: none"> <li>Publish SCRs and share learning</li> <li>Continue to develop the Training Programme.</li> <li>Learn from, and change, practice as a result of audits undertaken.</li> </ul>