

## Corporate Safeguarding Improvement Plan

<p><b>Purpose and Description</b></p> <p><b>Corporate Safeguarding Improvement Plan</b></p>	<p><b>Work Stream</b></p> <p><b>Project Sponsor: Carole Burgoyne</b></p>	<p><b>Project Manager:</b></p> <p><b>Joint Management – Debbie Butcher Siobhan Wallace</b></p>
<p>The strategic aim and purpose of this plan is to ensure safeguarding processes, policy and procedures are owned and embedded across all Council departments and commissioned services, so that children, young people and vulnerable adults are effectively safeguarded by all staff and the commissioned agencies that work with them.</p> <p>The Corporate Safeguarding and Improvement Plan will be owned &amp; led by elected Members, Cabinet Members and DCS, the Leaders of the Council, the Chief Executive, the Plymouth Safeguarding Children’s Board (PSCB) &amp; Plymouth Safeguarding Adults’ Board (PSAB), who have a statutory role in ensuring the delivery of safeguarding outcomes contained within the plan.</p> <p>We will do this by adopting the following <b>core safeguarding principles</b>, applicable across the work of the Council and commissioned services:</p> <ul style="list-style-type: none"> <li>• The safety and wellbeing of all children &amp; young people and vulnerable adults and the recognition of the diversity of their needs, is at the centre of everything we do;</li> <li>• All children, young people and vulnerable adults have the right to live their lives free from physical, sexual and emotional abuse, neglect, exploitation, domestic abuse and oppression;</li> <li>• Safeguarding is everybody’s business and all council employees have a duty to ensure service users are protected from harm;</li> <li>• All children, young people and vulnerable adults have a right to confidentiality. However, we will ensure information is shared appropriately and swiftly where there is a safeguarding issue, in line with Working Together 2013 &amp; “No Secrets” Guidance 2010;</li> <li>• The Council will take lead agency responsibility for safeguarding within the multi-agency partnership, including a role in promoting public awareness;</li> <li>• We will strive to be a values-led, learning organisation, and to adopt and promote best practice in all we do, by working to the following <b>key safeguarding priorities</b>:</li> </ul> <ol style="list-style-type: none"> <li>1. Working collaboratively with the PSCB &amp; PSAB, we will provide joint leadership in co-ordinating, ensuring and promoting safeguarding outcomes across the multi-agency partnerships, and within council and commissioned services, including</li> </ol>		

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- promoting public awareness of safeguarding issues;
2. We will ensure all Council staff and Members fully understand their roles and responsibilities in relation to safeguarding, and are equipped to fulfil these, including an understanding of when and how to escalate concerns where necessary;
  3. We will be proactive in responding to new national initiatives and guidance, and to lessons learned from Serious Case Reviews and Domestic Homicide Reviews;
  4. We will ensure providers' and commissioned services' contracts clearly reflect expected standards and practice, and are in line with National Care Standards, Winterbourne View, and Francis Report recommendations etc.;
  5. We will embed robust quality assurance arrangements, so that we can be confident of evidence-based safeguarding interventions that have a measurable impact on the lives of children, young people and vulnerable adults;
  6. We will develop a comprehensive prevention and early intervention strategy to promote the wellbeing of children, young people and vulnerable adults, and to ensure any safeguarding issues are addressed at the earliest opportunity.

Deliverables	CSC/ ASC	Timescale	Actions	RO	AO	Progress
<b>Priority 1: Leadership</b>						
1.1 Review and clarify governance arrangements between the Council and PSCB, PSAB and the Health & Wellbeing Board, in line with WT13 and national guidance and recommendations.	CSC		Action: Childrens and Adults Safeguarding Boards to provide minutes to evidence review on track and/or completed.	AB/JG	SW	Action is completed by CEX through appraisal of Independent Chair
	ASC			DS/JG	DB	Report to CMT January 14
1.2 Disseminate Childrens Safeguarding threshold document to Adult Social Care staff and to external stakeholders which covers responsibilities for safeguarding and service provision for families to staff and partner agencies.	CSC	August 2013	Previous Threshold Documentation has now been reviewed and new document developed. To be approved by Childrens Safeguarding Board in Dec 2013.	AB	SW	Reviewed and updated document agreed at PSCB Exec and awaiting approval by PSCB 06/12/13 Safeguarding Adults Board January 17 <sup>th</sup> 2014

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<b>1.3</b> Ensure the Leader of the Council, The Cabinet members for Children and Adults, the Chief Executive and CMT are all equipped to, and fulfil their leadership responsibilities for safeguarding children, young people and vulnerable adults. Including ensuring that all relevant policies, procedures and practice are robust.	CSC	September 2013	Develop ½ day training programme for Cabinet Members and CMT and roll out training programme. Democratic Support to facilitate and ensure programme is built into future induction for Members.	AB	SW	Training programme for Cabinet Members has been developed and is scheduled for 7 <sup>th</sup> January  Training programme has been completed by ASC  Training programme to be rolled out to CMT and SMT January 2014	
	ASC			DS	DB		
<b>1.4</b> Review the current infrastructure for safeguarding children, young people and vulnerable adults, including the administration and co-ordination of LADO and vulnerable adult alerts, identifying areas for unification between children & adult social care	CSC	January 2014	Examine potential for efficiencies and realign.	AB	SW	Review of business management support to both Boards to commence January 2014.  Review of LADO Business Manager role	
	ASC			DS	DB		
<b>1.5</b> Develop a SMART plan for continuous professional development in order to embed safeguarding	CSC	September 2013	Officers designated. Lead officers in Children and ASC & to develop plan for approval.	AB	SW	Comprehensive single agency training plan in place and impact	

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practice, ensure staff retention and minimise organisational risk.						evaluated and monitored by Professional Development service manager	
	ASC			DS	PF	Workforce development plan in place	
<b>1.6</b> The Council will contribute to, and shape, the National Policy through its role within ADASS / ADCSS Sector-led improvement and wider relationship with CCG.	CSC	Ongoing	Ongoing work to support national programmes.	CB	AB	Safeguarding Managers linked into ADASS / ADCSS work streams.  Peer Challenge on Child protection planning being sought for January through Regional ADCS Network	
	ASC		Peer Challenge in Adult Social Care to commence December 2013	CB	DS	Peer Challenge Implementation Plan in place	
<b>Priority 2: Equipping All Staff and Members</b>							
<b>2.1.1</b> Review and publish core principles, policies & procedures for safeguarding children and young people, including	CSC	July 2013	Tri.x implemented in children's services.	AB	SW	Completed	

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arrangements for transition, informed by the range of new and revised statutory guidance. Policy and procedures for transitions in place.				DS	DB	Completed	
<b>2.1.2</b> Review and publish Multi-Agency policies and procedures in respect of Adults at Risk.	ASC	November 2013	Tri.x project commissioned in adults services.	DS	DB	Completed. Tri.X launch November 2013. New web page for Safeguarding Adults went live November 2013.	
<b>2.2</b> Produce and publish a Plymouth City Council safeguarding training plan with appropriate monitoring arrangements across childrens and adults services.	CSC		Currently Safeguarding training strategies are separate and therefore we will align into one strategy - Child Protection training.  Safeguarding training is available to all PCC staff via Boards	AB	SW	Needs of members and CMT met as per 1.3 above.  Reviewed banding of PSCB Training and written guidance to support managers in identifying and accessing appropriate levels of training for staff across PCC is now contained within the Learning & Improvement framework.  Review of single agency training	

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						plans is being collated and details will sit underneath PCC training strategy.	
	ASC	30 <sup>th</sup> January 2014		DS	DB	Training strategy in place but needs review in line with revised policy and procedures. This has commenced.	
<b>2.3</b> Review PCC induction and training to ensure all front-facing staff recognise a safeguarding concern and know what to do as a result.  Establish and implement a plan for relevant Public Health staff to receive training.	PCC		All staff joining PCC given "Safer Working" leaflet and Safer Working info reinforced as one of 3 key pieces of info via buddying workshops and included within induction log	HR OD team		Complete	
	PCC / Public Health		Processes to ensure Safeguarding is addressed in induction and transfer of public health staff, and CPD requirements are being routinely met to be reviewed.		Gary Wallace	Training public health staff has not started	

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	CSC		Detailed single agency induction package addresses Safeguarding concerns. Raft of single agency training and access to PSCB safeguarding training ensures safeguarding is understood as core business.		SW	Ongoing	
	ASC	November 2013	All front line adult social have completed rolling programme of child protection training.  Adult Protection Investigator training has commenced.		DB	Child Protection training and Adult Protection Investigator training is on track and rolling programme in place.	
2.4 Produce and publish good practice guidance in relation to safer recruitment and good practice safeguarding policies for organisations working with families, children and vulnerable adults.	CSC	October 2013	Tailor and utilise existing LADO guidance for all independent sector care providers	AB		Safer recruitment guidance available for all agencies. Leaflets reviewed and published on PSCB website.	
	ASC	January 2014		DS	DB	Safer recruitment guidance and support now available through Quality Improvement and Assurance Team.	

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<b>Priority 3: Being Responsive</b>							
<p><b>3.1</b> Produce and publish corporate guidelines for the safe use of the Internet and mobile communication technologies by staff, children, young people and vulnerable adults. This includes guidance for the assessment of risk and harmful behaviours online.</p>	CSC	September 2013	<p>ICT and Information security policies in place.</p> <p>PSCB offers a monthly training day for assessment of risks to children and young people, and protection of online professionals, available to all PCC staff.</p> <p>The SW Peninsula LSCBs Child Online Safety Group is working towards a generic guidance booklet for practitioners Target Date April 2014. Target date will be met.</p>	AB/JG	TS	<p>Regional work stream in place</p> <p>Report to CMT – awaiting confirmation of date.</p> <p>Ongoing work is to adopt corporate guidance for the interface between employee/service user online contact and networking (such as <i>Facebook</i>), advise on Departmental requirements for Acceptable Use Policies (AUPs), &amp; to produce guidance to assist the understanding of risks and dangerous online behaviours for children and vulnerable adults.</p>	
	ASC		<p>Work stream to include tailored package of training for vulnerable adults.</p>	DS/JG	DB	<p>Adults programme to be aligned to this work stream - January 2014</p>	



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<p><b>3.2</b> Review current service provision for children &amp; young people at risk of child sexual exploitation, and staff training requirements &amp; lead on developing a multi-agency strategy for Plymouth.</p>	CSC	July 2013	<p>AB/PSCB Peninsular M&amp;CSE Group          MACSE has been reviewed in light of learning from Operation global and is chaired by HoS with a full implementation plan; leading on developing city wide strategy and service.</p>	AB/JG	<p>Completed review of provision and MACSE leading on developing a co-ordinated offer for therapeutic support via BASE/CAMHS/ NSPCC</p> <p>PCC staff attended 2 conferences plus follow up seminars on CSE. A new, custom-written CSE multi-agency training course has been written and is under test for full roll-out to all partner agencies by the PSCB from April 2014.</p> <p>Missing Persons officer sited within A&amp;A.</p> <p>REACH team - Creation of a multi-agency specialist team hosted by the Integrated Youth Service, ensuring the early identification</p>	
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						and mapping of children and young people vulnerable to CSE.	
	ASC			DS	DB	Covered in Safeguarding Adults Training.	
<b>3.3 Domestic Abuse Strategy</b> <ul style="list-style-type: none"> <li>Implement all recommendations in the Domestic Abuse Strategy;</li> <li>Raise awareness of signs of DA through enhanced training, including DASH risk assessment and adherence to the Best Practice guide for DA for frontline workers.</li> </ul>	CSC	September 2013	Commissioning specialist training aligned to strategy and roll out	KL		Completed.	
			Fully implement the 2 new commissioned DA victim support services	FF		Completed: Both services commenced on 1.12.13	
	ASC		Ensure all members of PDAP have internal HR policies	DP		PCC now has one for employees; others members on-going	
			Agree new MARAC protocol	EC & SW		Protocol being finalised	

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			<p>Provide Community Perpetrator Programmes</p> <p>All ASC frontline staff to attend DASH risk assessment training</p>	SW & DB		<p>Community perpetrator programmes delivered; evaluation being carried out now to inform future provision.</p> <p>148 staff trained on 1 day awareness raising, 29 fully trained DASH risk assessors</p>	
<b>Priority 4: Commissioning Standards in relation to Children's and Adults' Commissioned Services</b>							
<p>4.1 Publish good practice safeguarding policies and procedures, and ensure externally commissioned services understand contractual requirements.</p> <p>All contracts reflect specific safeguarding clauses and whistleblowing policies and procedures in commissioned services, in relation to children and adults.</p>	JC & ASC	August 2013		DS		Completed	
	CSC		<p>Contracts including the jointly commissioned framework contract for children's placements, commissioned with Peninsula partner authorities, and services commissioned jointly with the NEW Devon CCG, include specific clauses relating to safeguarding and whistleblowing and</p>	AB/FF		<p>Completed</p> <p>Implementation of safeguarding is tested in evaluations and in contract monitoring and site visits, as well as during specific investigation visits, or in action plans to address concerns about service</p>	

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			these clauses have recently been reviewed.			<p>delivery.</p> <p>Provider forums are regularly held and service improvement themes have been identified jointly with Ofsted.4 events have been held in 2013 and areas such as CSE and positive behaviour support have been addressed. Key providers have attended the recent PSCB conferences on CSE</p>	
<p><b>4.2</b> Review commissioning plans, and undertake the changes required by the statutory guidance “Working Together 2013”, Frances Report, and Winterbourne View recommendations for children and adults, and future implementation of the Health &amp; Social Care Bill.</p>	CSC	Report to CMT	Internal audits of Children’s and Adults commissioning have concluded that contracting and commissioning arrangements are compliant and robust.	AB / PSCB		<p>Complete</p> <p>For example the internal audit of Children’s Independent Placements (October 2013), reviewed placements &amp; concluded that internal controls are of a good standard.</p>	

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	ASC		Winterbourne View Action plan in place – safeguarding policies.			Devon Audit Team to audit all safeguarding procedures in January 2014 Compliance against Care Bill recommendations to be developed and actioned through SAB by 31 <sup>st</sup> March 2014.	
<b>4.3</b> Ensure service improvement plans are put in place for commissioned organisations not meeting standards.	CSC		Service improvement plans are put in place for any independently commissioned service where standards are not being met. Ofsted opinions and the outcomes of safeguarding strategy meetings are monitored on a daily basis. If there are serious concerns a system is in place to quickly share information across the Peninsula using either an advisory note or a formal suspension so that new placements are not made and all existing placements are reviewed with CSC. If improvements are not	AB/FF		Complete  Currently out of 140 sites on the Peninsula list 12 are suspended and so on-going investigations are taking place jointly with Peninsula partner authorities Senior staff within all 5 local authorities are involved in quality assuring this work.	

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			made further contractual action is taken.				
	JC & ASC	Audit completed August 2013		DS	DB	In Place - Evidence through QAIT (Quality Assurance & Improvement Team)	
<b>Priority 5: Quality Assurance</b>							
5.1.1 CMT to complete annual review of Corporate Safeguarding Improvement Plan	CSC	June 2014		TL/CB	AB	<b>Not Started</b> First review June 2014  Proposal that this is brought forward to April 2014	
5.1.2 Quarterly Safeguarding monitoring meetings to be held between the Leader, Portfolio Holders for Adult and Children, Chief Executive, Director of People and Assistant Directors for Adult and Children's Social Care	ASC	June 2013		TL/CB	DS	In Place	
5.2 Review & where needed write Operational Policy to ensure that the quality assurance and audit systems reflect safeguarding outcomes across the Council; disseminate	CSC	August 2013	Progressed via PSCB LAPP subgroup- PSCB seeking assurance re single agency auditing and QA across PCC through this work	AB	PSCB / ASC	Audit tool and process developed and in pilot- 3 <sup>rd</sup> & 4 <sup>th</sup> tier managers undertaking monthly	

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<p>learning from Serious Case Reviews, and Domestic Homicide Reviews; and monitor impact.</p>			<p>stream.</p>		<p>audits alongside front line workers from December.</p> <p>Deep dive audit requested from Torbay Jan 2014</p> <p>Frontline staff and managers across PCC participate in Multi-agency case audits facilitated from PSCB.</p> <p>Learning from Serious case reviews and domestic homicides disseminated via PSCB training, poster campaigns, PSCB website, CSC single agency training and staff briefings. Content of training regularly updated. Impact of training monitored through feedback and evaluations.</p>	
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	ASC	November 2013	Within current resources	DS	PSAB	Completed  November 2013 Adult Social Care	
5.3 Monitoring and review arrangement of all contracts and individual commissioning arrangements are in place	CSC		Quality assurance mechanisms are in place to ensure that the safeguarding policies and procedures for independently commissioned services are regularly reviewed. Contract monitoring meetings are regularly held with providers and safeguarding issues are discussed and any concerns addressed.	AB/FF		Complete  All Peninsula placement providers are site visited annually and mechanisms have been developed that ensure that feedback from CSC and other key staff is collected on a regular basis.	
	JC & ASC		Tendering cycle will ensure strategic review of commissioning plans and all contracts will be reviewed annually.	DS	DB		
5.4 Establish an escalation and risk management plan for services that are not meeting quality standards and where there is significant risk to the health and wellbeing of children	CSC		Escalation and risk management procedures are in place to ensure that where serious concerns are identified a system is in	AB/FF		Completed	



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and vulnerable adults who use those services.			<p>place to quickly share information across peninsular partnership. This procedure is quality assured and signed off by senior managers across the Peninsula authorities.</p> <p>ADs are informed if concerns are escalated within the Peninsula so that they can brief the relevant portfolio holders and the Safeguarding Board as appropriate.</p>					
	ASC	June 2013	<p>Milestone 1 – Identify lead officer for Quality Surveillance Group</p> <p>Milestone 2 - Identify early warning mechanisms and reporting policy.</p>	DS	DB / CMc / JCP	Completed Joint Commissioning represented at Local Quality Surveillance Group. Process built into safeguarding policies and procedures		
<b>Priority 6: Early Intervention &amp; Prevention</b>								
<b>6.1</b> Ensure the timely implementation of Early	CSC	June 2013	The Early Intervention and Prevention Strategy	AB	SW	On track		

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<p>Intervention and Prevention Strategy and Programme Plan for Children and Families across the partnership and including Directorates and commissioned services.</p>			<p>is delivered through a programme plan monitored by a partnership sub-group of the Children and Young Peoples Partnership.</p>		<p>Good progress has been made, achievements include; recognition as one of 20 Pioneer Places by the Early Intervention Foundation, delivery of the Families with a Future Programme, development and delivery of an Integrated Early Childhood Service, workforce development and strengthening the links between GPs and Head Teachers. Challenges for the next quarter are; development of a robust process and coordination of support when children and families exit from specialist services, continue to improve performance from all services supporting children, young people and family's mental</p>	
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						health, a focus on Speech, Language & Communication and continue to expand our commitment to an Early Help Assessment in line with the requirements of WT13	
<b>6.2</b> Review the VARM (Vulnerable Adults Risk Management Meeting) Policy and Procedures and publish strategy.	ASC		All policies and procedures for safeguard adults have been reviewed and published safeguard adults prevention strategy to be developed in 2014 - this will be a new piece of work	DS	DB	Completed	
<span style="color: green;">■ Completed</span> <span style="color: orange;">■ In progress</span> <span style="color: blue;">■ Not yet commenced</span>							
<b>Quality</b>							
<b>Risk Log</b>							
<b>Key Risks</b>			<b>Mitigating Actions</b>				
<ul style="list-style-type: none"> <li>Increase in safeguarding referrals and child protection plans to CSC and rise in numbers of vulnerable adults with more complex needs. Delays in recruitment and increased demand means current staffing levels become insufficient</li> </ul>			<ul style="list-style-type: none"> <li>Critical to maintain on-going recruitment and retention at current levels</li> </ul>				

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<ul style="list-style-type: none"> <li>• Introduction of training strategy and Staff Survey reflects poor confidence levels in safeguarding vulnerable adults and children.</li> </ul>	<ul style="list-style-type: none"> <li>• All front line staff across Housing and Adult Social Care will have refresher Child Protection Training by Sept 2013;</li> <li>• Investigator training to commence autumn 2013.</li> </ul>	Completed	
<ul style="list-style-type: none"> <li>• Review of Adults Multi-Agency Policies and Procedures delayed.</li> </ul>	<ul style="list-style-type: none"> <li>• SAB to monitor and escalate to lead organisations;</li> <li>• Appointment of Safeguarding Adults Manager.</li> </ul>	Recruitment completed New procedures in place	
<ul style="list-style-type: none"> <li>• CAF process not embedded in ASC front line staff</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Social Care front line staff to access CAF training June 2013;</li> <li>• Adult Social Care Inspection project plan in place.</li> </ul>	Training being rolled out and quality assurance system in development	
<ul style="list-style-type: none"> <li>• Absence of Safeguarding Policy and procedure in commissioned services</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Reviews to focus on safeguarding policy;</li> <li>• Outcomes to be reported into CCG and LAT;</li> <li>• Remedial actions to be taken by commissioners, including service improvement plans.</li> </ul>	Completed actions against this risk.	
<ul style="list-style-type: none"> <li>• Delay in implementation of a Quality Assurance Process.</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioned work stream in place to further develop Safeguarding Dashboards, to incorporate children's service provision.</li> </ul>	Health safeguarding dashboards in place	
<ul style="list-style-type: none"> <li>• Induction and training across front line staff does not include safeguarding training</li> </ul>	<ul style="list-style-type: none"> <li>• Early engagement of HR via CMT.</li> </ul>	On Track –training strategy in place	

### **Governance**

1. This Corporate Safeguarding Plan will be signed off by CMT and elected members for Children and young People, Public Health and Adult Social Care. With six monthly updates.
2. In delivering to this plan, we will work collaboratively with the PSCB & PSAB, who hold the statutory responsibility for ensuring safeguarding outcomes across the multi-agency partnership.
3. Lead officer in relation to Joint Commissioning Partnership – Craig McArdle
4. Lead Officers in relation to PSCB Tony Staunton. Lead officer in relation to PSAB is Debbie Butcher