

LSCB Business Plan 2011 – 2014

1. Introduction

Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) for their area.

This Business Plan was developed in 2011 in order to provide a strategic framework for partner agencies to maintain a focus on their responsibilities to safeguard and promote the wellbeing of all children and young people. It has been agreed that the Business Plan will be rolled over for a further year until 2014 as the key priorities remain unchanged.

These priorities were agreed by partners in the Community Safety Partnership and the Children and Young People's Partnership in 2011, and are reflected in their strategic plans, as it is the intention of all partners to work together to achieve common priorities

Consultation with the LSCB Executive and the LSCB Forum has ratified the decision to extend the plan for a further year, and as a result of this consultation a further two priority areas have been added to the Business Plan:

- Child Sexual Exploitation
- Early Help

2. Statutory objectives and functions of LSCBs

Section 14 of the Children Act 2004 sets out the objectives of the LSCBs which are:

- To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area.
- Ensure the effectiveness of what is done by each such person or body for those purposes.

3. Progress Made During 2011 / 12

The progress made against the priorities and core business of the LSCB is detailed in the LSCB Annual Report. A summary version and a full version of this report can be accessed on the LSCB website. Work is underway to complete the annual report for 2012 /13 and this will be published in the autumn.

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4. Core Priorities for the LSCB

The publication of Working Together to Safeguard Children 2013 specifies the core functions of the LSCB, these are:

- 1 (a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority including policies and procedures in relation to:
 - The actions to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention.
 - Training of persons who work with children or in services affecting the safety and welfare of children.
 - Recruitment and supervision of persons with children.
 - Investigation of allegations concerning persons who work with children.
 - Safety and welfare of children who are privately fostered.
 - Cooperation with neighbouring children's services authorities and their Board partners.
- (b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising the awareness of how this can best be done and encouraging them to do so.
- (c) Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.
- (d) Participating in the planning of services for children in the area of the authority.
- (e) Undertaking reviews of serious cases and advising the authority and Board partners on lessons to be learned

Regulation 2 (2) relates to the LSCB Serious Case Reviews function.

Regulation 6 relates to the LSCB Child Death functions.

5. Local Priorities for the LSCB

To ensure the LSCB is able to deliver its core business as identified in Working Together 2013, the LSCB has five core business objectives:

- Maximise the effectiveness of arrangements to safeguard and protect children and young people
- Ensure clear governance arrangements are in place for safeguarding children and young people
- Oversee Serious Case Reviews [SCR's] and ensure learning and actions are implemented as a result

- To ensure we have a safe workforce and that single-agency and multi-agency training is effective.
- To raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.

6. Targeted Priorities

In addition to the delivery of core priorities the LSCB has identified five targeted priorities on which to focus in the coming year, which will enable the LSCB to maintain effective oversight of the work of partner agencies. These targeted priorities are:

TP 1

Reduce incidences of domestic abuse and the impact this has on children, young people and families.

TP 2

Reduce the impact of substance and alcohol misuse on children, young people and families.

TP 3

Develop and understanding of neglect and the impact this has on children, young people and families.

TP 4

Develop and implement the framework for early help, and monitor the impact of this on children, young people and families

TP 5

To work with partner agencies to develop a strategy for the coordination of and provision of support to young people at risk of child sexual exploitation.

7. How will these priorities be supported?

The **LSCB Executive** meets six times a year on a bi-monthly basis, it is responsible for:

- Ensuring compliance with the statutory functions required of the LSCBs in Working Together to Safeguard Children 2013.
- Monitoring progress against the Business Plan.
- Scrutinising and challenging sub group activity.
- Monitoring Serious Case Review and Individual Management Review action plans.
- Receiving and commenting annual reports on safeguarding activity.
- Agreeing and managing the Partnership Forum agenda.

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- Developing the use of shared resources across partner agencies to enable the LSCB to carry out its duties and propose efficiencies.

The LSCB **Partnership Forum** meets three times a year and is intended to focus on:

- Discussion areas that are brought to the partnerships attention because of excellence or concerns.
- Sharing information and informing all partners on strategic developments.
- Considering national and local initiatives and associated learning.
- Disseminating information on 'lessons learned'.
- Communication of safeguarding 'messages' effectively and enthusiastically within their own agency and in multi-agency settings.
- Participating in a rolling programme of workshops designed to extend members knowledge and understanding of specific issues to inform strategic governance and prepare for Announced Inspection.

The **LSCB Sub Groups** report directly to the Executive. The primary function Of the sub-groups is to undertake activity to meet the priorities identified in the business plan.

All sub-groups have terms of reference, which are approved by the Executive, and reviewed annually.

Each sub-group will report twice a year on:

- Progress against LSCB business plan priorities.
- Challenges or risks that the LSCB needs to be aware of;
- Decisions required of the LSCB.

A list of sub-groups is attached as annex 1

The Independent Chair will work closely with all LSCB partners, and plays a key role in holding all agencies to account. The Independent Chair provides an effective link between the LSCB and a range of regional and national strategic activity and developments.

The **Business Manager** will support the Chair in the ongoing management of the Executive, and Forum business activity. The Business Manager will also support the Chairs of the various sub-groups, providing advice, guidance and undertaking tasks and activities as relevant.

The Independent Chair, Business Manager, Board and Forum Members and Sub-Group Chairs have a collective responsibility to ensure they are able to represent the LSCB priorities within the range of roles and responsibilities they hold in their respective agencies, and to ensure that where relevant priorities and actions should be joined up with strategic priorities and actions of key partnership plans to secure joint working and more effective use of resources.

8. Resourcing the Business Plan Priorities

The resourcing of the LSCB is undertaken in a number of different ways:

- Financial contribution: Key statutory partners make a contribution to the LSCB budget which is agreed on an annual basis.
- Providing staffing resource to attend LSCB meetings, to Chair sub-groups and to participate as members of groups / meetings.

Action Plan to support delivery of the Business Plan in 2013 /14.

1	To ensure the LSCB is able to deliver its core business as identified in Working Together 2013.
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1.1 Maximise the effectiveness of arrangements to safeguard and protect children and young people			
	Action	Lead Group / Officer	Outcome
1.1.a	<p>Ensure there is a robust process in place for multi-agency audit and case review.</p> <ul style="list-style-type: none"> Review terms of reference for the QSCR Group. Develop action plan for 2013 /14. Report to LSCB 6 monthly. 	LSCB Business Manager / QSCR Group	<ul style="list-style-type: none"> Assurance of effective safeguarding practice and implementation of child protection policies and procedures. Identification of areas for development in Child Protection practice Understand and share learning to inform future practice
1.1.b	<p>To develop an effective framework to measure outcomes and impact of the work of the LSCB.</p> <ul style="list-style-type: none"> Undertake a self-assessment exercise to determine current position statement for LSCB. To implement a monitoring and evaluation framework to report on the progress of the LSCB in the Annual reporting process. To produce an Annual Report on the effectiveness of the LSCB. 	LSCB Business Manager / LSCB Chair	<ul style="list-style-type: none"> The LSCB will be able to provide evidence of the impact it has on ensuring an effective safeguarding and child protection framework. An Annual Report to give a clear account of the work undertaken, and its impact on safeguarding practice. Annual Report informs the key priorities within the Children and Young People’s Plan and other key plans and strategy documents.

1.1.c	<p>To review the Section 11 Toolkit, and ensure it reflects the new Working Together guidance.</p> <ul style="list-style-type: none"> To review the progress made against the statutory S11 returns made in 2012. To work with the VCS Sector to implement S11 requirements as defined in Working Together. 	<p>Section 11 Panels QSCR Group</p> <p>LSCB Business Manager</p>	<ul style="list-style-type: none"> The S11 process will provide a robust framework to enable the LSCB to determine the effectiveness of partner organisations in safeguarding, and will provide the organisations with the framework needed for further development / improvement in safeguarding practice.
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1.2	Ensure clear governance arrangements are in place for safeguarding children and young people		
	Action	Lead Group / Officer	Outcome
1.2.a	<p>A clear reporting process and framework to the LSCB by partner agencies will be implemented.</p> <ul style="list-style-type: none"> Sub - group chairs to submit progress / highlight reports to the LSCB at least twice a year. A programme of annual reporting on key areas of safeguarding activity to be revised and implemented, to include for example CDOP, MAPPA, MARAC, Complaints, IRO etc. Data set to be revised to ensure it is providing evidence of performance against key safeguarding indicators. 	<p>Sub - group chairs</p> <p>Partner agencies</p> <p>LSCB Business Manager</p>	<ul style="list-style-type: none"> LSCB is informed of activity being undertaken which supports the overarching priority. LSCB remains informed of the work of the sub-groups, and has an opportunity to contribute / comment on and steer key areas of development / improvement.
1.2.b	<p>Revision of the LSCB Terms of Reference.</p> <ul style="list-style-type: none"> To revise the TOR to ensure they reflect the revised Working together Guidance. 	<p>LSCB Chair / LSCB Business Manager</p>	<ul style="list-style-type: none"> Terms of Reference reflect the roles and responsibilities as determined in the revised Working Together Guidance.

1.2.c	<p>To ensure Lay Members are supported and effective in their role.</p> <ul style="list-style-type: none"> Review the Lay Members role and contribution to the LSCB and ensure that appropriate support is provided. 	LSCB Chair / LSCB Business Manager	<ul style="list-style-type: none"> Lay Members will provide an effective role in informing and challenging the discussions and decision making of the LSCB.
1.2.d	<p>To engage with the LSCB in developing a new Business Plan for 2014.</p> <ul style="list-style-type: none"> Plan and deliver a business planning day for LSCB members to ensure they are engaged and involved planning priorities for the new Business Plan. 	LSCB Chair / LSCB Business Manager	<ul style="list-style-type: none"> LSCB Members are involved in planning and decision making

1.3	Oversee Serious Case Reviews [SCR`s] and partnership reviews; and ensure learning and actions are implemented as a result		
	Action	Lead Group / Officer	Outcome
1.3.a	<p>Oversee and monitor the implementation of Serious Case Review Process.</p> <ul style="list-style-type: none"> Review terms of reference for the SCR sub-group in light of the revised Working Together Guidance. Sub – Group to continue to meet bi-monthly and to develop a framework for the way in which cases are reported for consideration. 	SCR Sub Group Chair LSCB Business Manager	<ul style="list-style-type: none"> Serious Case Review will take place in accordance with the relevant guidance in Working Together. Effective process in place for notification of cases, and for reporting to the SCR sub-group.
1.3.b	<p>Ensure that learning from the SCR process is disseminated effectively.</p>	LSCB Business Manager	<ul style="list-style-type: none"> Learning from the SCR will inform ongoing practice

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	<ul style="list-style-type: none"> • Shared with the children’s workforce in the most efficient and effective manner • Monitored through quality assurance processes to ensure that workforce understanding and confidence and subsequent support to children is improved as a direct result of the learning. 		<p>and policy development.</p> <ul style="list-style-type: none"> • Multi-agency working will improve as a result of improved learning and policy development. • Safeguarding practice will improve as a result of improved learning.
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1.4	To ensure we have a safe workforce and safeguarding training is delivered and monitored.		
	Action	Lead Group / Officer	Outcome
1.4.a	<p>To ensure that there is effective training programme in place.</p> <ul style="list-style-type: none"> • Monitor and review the implementation of the revised group 1-3 training programme. • To review the impact of safer workforce training on agency practice. 	LSCB Training sub Group	<ul style="list-style-type: none"> • LSCB will be able to determine whether the training is being delivered within agreed framework. • New programme will meet the training needs of partner agencies. • LSCB will be able to determine whether the training is informing safer workforce practice and whether minimum standards are being met.
1.4.b	<p>Develop systems to monitor the impact and effectiveness of training.</p> <ul style="list-style-type: none"> • Introduce a framework to monitor the impact of training on workforce competence & confidence and support to children and families. 	LSCB Training Sub Group Children’s Workforce Strategy Group	<ul style="list-style-type: none"> • LSCB will have assurance that training is sufficient and meeting the needs of the workforce.

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1.4.c	<p>Ensure that the role of LADO is known and understood across the workforce.</p> <ul style="list-style-type: none"> Members of the workforce will understand their own roles and responsibilities in relation to the conduct of staff for whom they are responsible. Members of the workforce will have a clear understanding of the role of the LADO and will understand the procedure for dealing with allegations against the workforce. 	LSCB Executive Children’s Workforce Strategy Group	<ul style="list-style-type: none"> Senior officers in partner agencies will be identified as first contact with enquiries of workforce allegations. LADO role will be clear and understood by all partner agencies Policy and procedure will be clear and understood by all partner agencies. Cue card will be a tool that all members of the workforce will have access to.
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1.5	<p>To raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.</p>		
	Action	Lead Group / Officer	Outcome
1.5.a	<p>To ensure all partner agencies have a clear understanding of the roles and responsibilities of the LSCB, and that there are mechanisms in place to raise awareness across the workforce and the community where relevant.</p> <ul style="list-style-type: none"> To plan and deliver an annual LSCB conference in partnership with others where relevant and appropriate. To deliver a newsletter at least three times a year for partners and stakeholders on the 	Raising Awareness Group	<ul style="list-style-type: none"> Conference identifies and addresses a key theme/s. The conference targets and attracts a significant number of partners and stakeholders and raises awareness of key issues. Material distributed to partners and stakeholders will ensure partners and stakeholders remain informed of activity, developments and key safeguarding messages.

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	<p>work of the LSCB during the year.</p> <ul style="list-style-type: none"> To develop and distribute a range of tools and materials to aide partners and stakeholders in their safeguarding roles and responsibilities for example distribution of cur card, development of leaflets with key safeguarding messages. 		
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TARGETED PRIORITIES

	<p>TO MAINTAIN EFFECTIVE OVERSIGHT OF THE WORK OF PARTNER AGENCIES TO:</p> <p>TP 1. Reduce incidences of domestic abuse and the impact this has on children, young people and families.</p> <p>TP 2. Reduce the impact of substance and alcohol misuse on children, young people and families.</p> <p>TP 3. Develop and understanding of neglect and the impact this has on children, young people and families.</p> <p>TP 4. Develop and implement the framework for early help, and monitor the impact of this on children, young people and families</p>
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	Action	Lead Group / Officer	Outcome
TP 1.1	To implement the Domestic Abuse Strategy and action plan	Community Safety Partnership – Domestic Abuse Sub-Group.	A reduction in the incidences of domestic abuse.
TP 1.2	To receive and comment on a regular report from the Domestic Abuse Sub-Group regarding the actions taken and progress made	LSCB Executive	LSCB will maintain oversight of the work of the Domestic Abuse Sub-Group, and will provide appropriate support and challenge to the process.
TP 2.1	To implement actions as identified by the Drug and Alcohol Sub – Group, informed by the DAAT Needs Analysis	Community Safety Partnership – Drug and Alcohol Sub –Group.	A full range of substance misuse services are commissioned and delivered in Bracknell Forest according to identified needs.

TP 2.2	To receive and comment on a regular report from the Drug and Alcohol Sub-Group regarding the actions taken and progress made	LSCB Executive	LSCB will maintain oversight of the work of the Drug and Alcohol Sub –Group and will provide appropriate support and challenge to the process.
TP 3.1	LSCB Annual Conference in 2013 to be held on the subject of Neglect and its impact on children, young people and families	LSCB Business Manager	A wide range of partner agencies will have an opportunity to hear key information and research on neglect from key note speakers, and will be able to participate in a range of workshops on neglect.
TP 3.2	Develop a booklet with accompanying materials to support practitioners in their understanding of neglect, and in identifying indicators of neglect in children and young people. Roll out to practitioners through CAF training programme.	Neglect Task Group Early Intervention Group	Practitioners will have access to information to assist them in their assessment of children, particularly at a lower threshold of need.
TP 4.1	To receive and comment on the Annual report on the CAF, and the Early Intervention Hub.	LSCB Executive	LSCB will maintain oversight of the work of the CAF and Early Intervention Hub, and will be able to provide appropriate support and challenge to the process.
TP 4.2	To receive and comment on the review of the Children and Young People’s Plan, and associated plans and strategies.	LSCB Executive	LSCB will have the opportunity to contribute to the planning and review process, and through the LSCB Annual Report provide structured challenge and recommendations for the CYP Plan .

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TP 5	To work with partner agencies to develop a strategy for the coordination of and provision of support to young people at risk of child sexual exploitation.
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	Action	Lead Group / Officer	Outcome
TP 5.1	Convene a multi-agency CSE Sub - Group to develop the LSCB strategy and action plan	Head of Youth Offending Service	BF LSCB have a CSE strategy in place to oversee and coordinate work across agencies to protect children from CSE
TP 5.2	Ensure that work plan for other related LSCB Sub - Groups e.g E safety, Raising awareness includes actions to address CSE	CSE Sub –Group	Work is cross cutting and integrated within the LSCB
TP 5.3	Report from CSE subgroup 2x per year	CSE Sub – Group Chair	LSCB has strategic oversight of progress of work being done across the partnership to address CSE

N.B – List of sub groups to be added