

CUMBRIA LSCB

CUMBRIA LOCAL SAFEGUARDING CHILDREN BOARD

BUSINESS PLAN 2014-2017

Table of Contents

Foreword from the Independent Chair.....3

Cumbria’s Context4

What is the LSCB.....4

Vision.....5

Objectives.....5

Core Business and Functions5

Planning Process6

Membership7

Governance and Subgroups8

Particular Interests9

The Plan.....10

Reporting Planner15

Foreword from the Independent Chair

I am delighted to have the opportunity to write this foreword to the 2014/17 Business plan as your new Independent Chair. I was very pleased to be offered the role, and feel privileged to have taken up the role as your Chair on 1st April 2014. I join the Board at a time of considerable activity for all the partners and there is an enthusiasm and willingness to make significant improvements to safeguarding in Cumbria.

In my first few weeks in the role, I have had the opportunity to meet very many of the partner agencies, and have been struck by how committed all partners are to improve safeguarding in Cumbria. This business plan describes the actions we plan to take over the next months and years to improve safeguarding. Whilst a lot of progress has been made, there remains much to do, and we want to significantly increase the pace of change within the Board.

My role as the Board Chair, along with all of your senior managers who attend the Board, have the job of making the conditions right to help you do your vital role of protecting our children. There is a significant commitment to improve our effectiveness, and I really am looking forward to working with you all. Thank you for all that you do, every day, to improve the lives of Cumbria's children and young people.



Gill Rigg

Cumbria's Context

Cumbria has a total population of over 499,000 (ONS: Mid-2011 Estimates). Over 20% (107,100) are aged between 0 and 19 years. Of these children and young people 2.7% are from minority ethnic groups. There are 1,243 children and young people who have English as a second language, with more than 50 languages spoken by pupils in Cumbria schools. The largest minority ethnic communities are Asian/Asian British.

A total of 28 wards, out of 168 in the county, have levels of child poverty above the national average with 14,630 (14.9%) of children in Cumbria living in poverty. Eight lower super output areas in Cumbria fall in the most deprived 3% in England, six of these are in Barrow in Furness.

What is the LSCB

In order to provide effective scrutiny The Local Safeguarding Children Board (LSCB) is an independent body as defined in Working Together 2013¹. It should not be subordinate to, nor subsumed within other local structures.

Through the Board structure the LSCB provides the strategic and operational direction of safeguarding and continuous monitoring of performance in Cumbria. The Board produces a Three-Year Business Plan and an Annual Report.

The Board provides funding for an Independent LSCB Chair who provides leadership to the Board via effective chairing of meetings and representation of the LSCB in the public domain.

¹ Working Together 2013 - https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/281368/Working_together_to_safeguard_children.pdf

Vision

The Vision for the LSCB was agreed in March 2014 and is the result of work undertaken by the Communication and Engagement Group with front-line staff from across the partnership:

‘We are working together to keep children and young people safe in Cumbria’

Objectives

Section 14 of the Children Act 2004 sets out the statutory objectives and functions of LSCBs as being:

- To coordinate what is done by each person or body represented on the board for the purpose of safeguarding and promoting the welfare of children in the area; and
- To ensure the effectiveness of what is done by each such person or body for those purposes

Core Business and Functions

The core business of the LSCB is to:

1. develop local multi-agency policies and procedures that promote and result in effective multi-agency working to safeguard and protect the children and young people of Cumbria.
2. monitor and evaluate the effectiveness of what is done by partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve
3. oversee and challenge partners in carrying out their safeguarding responsibilities under Section 11 of the Children Act 2004, to make sure that they are doing that work effectively
4. plan, co-ordinate, commission and evaluate multi-agency training.
5. promote effective multi-agency early help to identify and appropriately support children and their families.
6. monitor and evaluate the effectiveness of partner agencies individually and collectively and advise on ways to improve performance and quality.
7. undertake reviews of serious cases and child deaths, advise the Board and our stakeholders of the lessons to be learnt.
8. communicate effectively to our stakeholders regarding the need to safeguard and promote the welfare of children.

Planning Process

Welcome to the Cumbria Local Safeguarding Children Board (LSCB) Business Plan for the period 2014-2017.

The Plan takes place during a time of significant change with the embedding of the reforms to health and social care, the continuing reductions to public sector funding alongside the appointment of a new Independent Chair for the LSCB.

Children's Safeguarding Services in Cumbria has been judged inadequate by Ofsted and CQC. Plans are in place to address the recommendations in these reports (which are available on the [County Council's Website](#)²) resulting in the issuing of an [Improvement Notice](#)³ from the Department for Education and these plans are managed through The Safeguarding Improvement Board.

The plan has been developed using a self-assessment completed in February 2014 based on the Ofsted/CQC reports, the improvement Notice and the findings of a review undertaken in July 2013.

The LSCB has published a three-year Business Plan for the first time as the Board agreed that the programme of work would benefit from a longer-term planning process. The implementation of the plan will be reviewed by the Board quarterly which will allow both progress to be monitored and to quickly identify any delays or risks to implementation. A review of the full plan will take place annually to ensure the plan remains dynamic and current.

Cumbria has been developing an effective safeguarding board with strong partnership working arrangements and this will continue to be built on and strengthened during this period of change.

² <http://www.cumbria.gov.uk/childrenservices/strategyandcommissioning/csip/Default.asp>

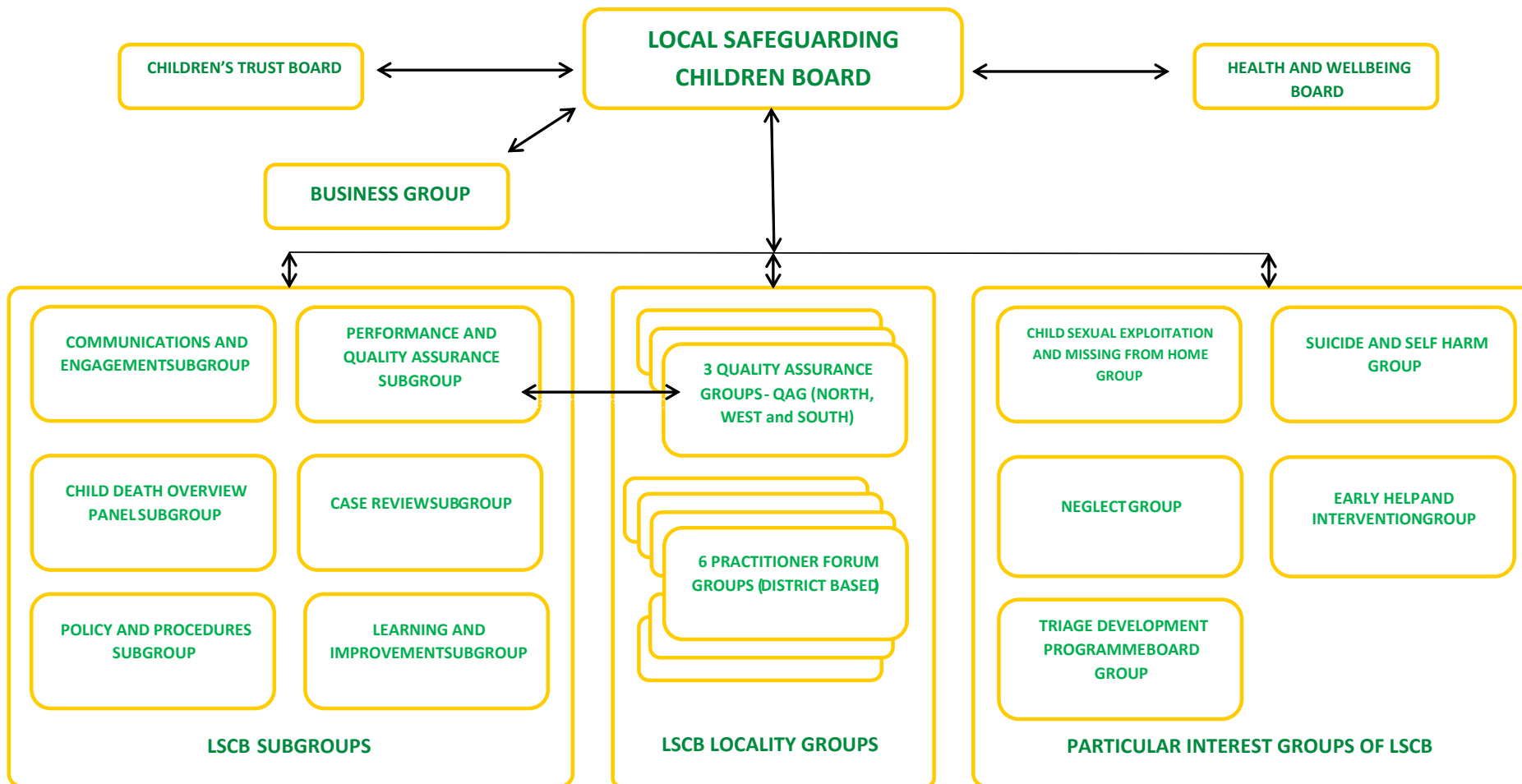
³ <http://www.cumbria.gov.uk/elibrary/Content/Internet/537/6374/6489/41682153256.pdf>

Membership

INDEPENDENT CHAIRPERSON					
Gill Rigg					
AGENCY	ROLE	NAME	AGENCY	ROLE	NAME
Barnardo's	Assistant Director (Children's Services)	Richard Simpson (Vice Chair)	Primary Head teachers Association	Head teacher	Claire Render Wendy Jacobs
CAFCASS, Cumbria	Service Manager	Ian Gopsill	Cumbria District /Borough Councils	Director of Policy and Resources	Debbie Storr
Children's Services, CCC	Acting Corporate Director	John Macilwraith	Cumbria Probation Trust	Director of Operations	Sarah Ward
Children's Services, CCC	Assistant Director – Children and Families	Lyn Burns	Cumbria & Lancashire Community Rehabilitation Company (CRC)	Assistant Chief Executive	Mike Craven
Cumbria Clinical Commissioning Group	Director for Children and Families	Eleanor Hodgson	Public Health	Director – Public Health	Colin Cox
Cumbria Clinical Commissioning Group	Lead GP	Amanda Boardman	Inspira	Chief Executive	Mark Bowman
Cumbria Clinical Commissioning Group	Designated Doctor for Safeguarding Children	Neela Shabde	NHS England	Executive Director of Nursing/Safeguarding lead	Moira Angel
Cumbria Clinical Commissioning Group	Designated Nurse for Safeguarding	Louise Mason-Lodge	NSPCC	Service Manager	Iain McKay
Cumbria Partnership NHS Foundation Trust	Deputy Director of Nursing, Patient Safety & Leadership	Sara Munro	Voluntary Sector representative	East Cumbria Family Support – Chief Officer	Pam Hutton
University Hospitals of Morecambe Bay	Deputy Director of Midwifery	Sascha Wells	Youth Offending Service	Senior Manager Targeted Youth Services	Deborah Royston
North Cumbria University Hospitals	Nurse Consultant - Paediatrics	Cath O'Kane	LSCB	Lay Member	John Greenwood
Cumbria Constabulary	Assistant Chief Constable	Michelle Skeer	LSCB	Lay Member	Jon Rush
Secondary Head teachers Association	Head teacher	Judith Greene			

OBSERVERS		
Elected Member - CCC	Portfolio holder for Children's Social Care	Cllr Anne Burns (Chair of CTB)
Safeguarding Adults Partnership	Safeguarding Adults Co-ordinator	Linda Mason
Cumbria LSCB	Senior Manager – LSCB and Improvement	Fiona Musgrave

Governance and Subgroups



Particular Interests

In addition to the core business and functions of the LSCB, we have decided, as a Board, to focus on some areas that require further or emerging focus and we have called these Particular Interests:

Early Help

It is vital that we have a clear articulation of our Early Help arrangements and that we focus significant effort on prevention as opposed to the incidence of abuse.

Suicide and Self-Harm

In addition to this being an area that demands our attention, two of our last three Serious Case Reviews featured the suicide of a young person.

Neglect

We are aware that the impact of neglect can be a hugely damaging for children and young people. Practitioners working with children and families where neglect is a factor have told us that they would welcome practice guidance to enable them to develop their knowledge and skills in this aspect of their practice.

Child Sexual Exploitation/Missing From Home

Child Sexual Exploitation can be a little known and underground activity which can take many forms from trafficking to use of social media. There is a clear link to the risk of CSE and children who go “Missing from Home”.

The Plan

The Board undertook a major review of its effectiveness in the summer of 2013. The CSCLB has agreed focus on a number of key areas over the coming months and years which have been developed using the outcomes of the review alongside local priority areas.

Theme		Action	Who	When	What we are trying to achieve
1. Leadership and Governance	1.1	Governance arrangements to be agreed between boards with clearly defined reporting structures (Health and Wellbeing Board, Children's Trust Board and Adult Safeguarding Board) in order to scrutinise local arrangements to safeguard and promote the welfare of children and to ensure strategies are effectively coordinated.	Chair	April 2014	Improved relationships with other partnership groups, boards and forum
	1.2	New member induction process to be introduced including buddy system and the production of a LSCB induction pack that defines roles and responsibilities in relation to the LSCB	LSCB Senior Manager	June 2014	Members of the Board are clear about their roles
	1.3	Develop a programme to review the learning and development needs of LSCB members and systematically address these through annual appraisal	Chair	July 2014	
	1.4	Review the membership of the Board to ensure that it fully meets the requirements of Working Together 2013	Chair	May 2014	
	1.5	Establish regular meetings between the Chair, the Chief Executive and key Members of the council to ensure the Chair is held to account	LSCB Senior Manager	May 2014	
	1.6	Establish a programme of one to one meetings between members of the LSCB and the Chair	Chair	May 2014	
	1.7	Secure the appointment of a second lay member, with a remit for Children and Young People	Chair	July 2014	The Board is effective at challenging and scrutinising to protect and promote the welfare of Children
	1.8	Develop a mechanism for ensuring that appropriate challenge takes place and is logged so that it can be evidenced	Chair	May 2014	
	1.9	Hold 2 six-monthly development sessions in order to ensure that members are working together to scrutinise and challenge local arrangements for safeguarding children (consider links to HWB and CTB)	LSCB Senior Manager	March 2015	
	1.10	Implement the LSCB Communication and Engagement Strategy	Communications and Engagement Subgroup	May 2014	Improved LSCB visibility and influence

Theme		Action	Who	When	What we are trying to achieve
	1.11	Further develop the Communications and Engagement Strategy to include the use of the views of Children and Young People to inform service improvement and training	Communications and Engagement Subgroup	May 2014	Improved LSCB services based on the views of CYP
	1.12	Commission third party supplier to provide the LSCB with all multi-agency policies and procedures	Policies and Procedures Subgroup	Oct 2014	Policies and procedures reflect current good practice and Working Together 2013
	1.13	Use established audit tool to undertake an annual internal review of the Board	LSCB Senior Manager	Annually	The Board is assured of its own effectiveness
	1.14	Commission a further review of the effectiveness of the LSCB and use this to review this Business Plan	LSCB Senior Manager	June 2014	
	1.15	Align the support to the LSCB to the needs of the business of the Partnership	LSCB Business Group	Sept 2014	The Board and the work of the Partnership is adequately and sustainably supported to work effectively
2. Quality Assurance and Performance Management	2.1	Review the Multi-Agency Performance Management and Quality Assurance Framework which is directly led by this plan and describes a review of the relevance of indicators annually	Performance Management and Quality Assurance Subgroup	May 2014	Improved Performance Management and Quality Assurance process across the partnership
	2.2	Agree and deliver a prioritised audit programme based on clearly defined factors, and implement an audit tool that measures practice and impact, not just process, in conjunction with frontline workers and service users	Performance Management and Quality Assurance Subgroup	March 2015	Improved Safeguarding Practice based on Quality Audit information
	2.3	Continue to undertake S11 audits on an annual basis, to be scrutinised by the LSCB and feedback to agencies and wider LSCB about themes, actions and issues	Policies and Procedures Subgroup	Annually	The Board is assured of the compliance of all agencies with their duties in relation to Section 11 of the Children Act 2004
	2.4	Establish a system for monitoring the implementation of recommendations from the section 11 audits	Policies and Procedures Subgroup	July 2014	

Theme		Action	Who	When	What we are trying to achieve
	2.5	Establish web based S11 survey to enable greater engagement and compliance for the audits in 2015	Policies and Procedures Subgroup	Feb 2015	
	2.6	Develop the final version of the LSCB self-assessment against the Ofsted Framework, together with the actions required for improvement. Establish management mechanisms through the LSCB PMQAG	LSCB Senior Manager	May 2015	The LSCB is ready for inspection
3. Early Help	3.1	Review and refresh the Threshold Framework document in line with the Early Help Strategy with the various levels of intervention clearly described and the types of services available outlined	Early Help Subgroup	June 2014	Thresholds are understood and used across the partnership
	3.2	Implement the Early Help Strategy with success measures reported to assure Board of its impact	Early Help Subgroup	July 2014	Early Help offer is appropriate and aligned to needs
	3.3	Develop the Cumbria Triage service, owned through the LSCB, into a Multi-Agency Safeguarding Hub (MASH)	LSCB Triage Programme Board	October 2014	Multi-Agency Safeguarding Hub is operating effectively resulting the identification of children who would benefit from early help
4. Developing the workforce	4.1	Review and refresh the local learning and improvement framework including a review of the current training programme	Learning and Improvement Subgroup	July 2014	Framework results in a workforce that is well informed and appropriately skilled
	4.2	Refresh/rebuild the repository of good practice on LSCB website, to include national learning, based on best practice from other LSCBs	Learning and Improvement Subgroup	September 2014	Improved practice based on good practice exemplars
	4.3	Develop and implement a shared training evaluation methodology to assess the impact of training on practice and quality assure LSCB training delivery	Learning and Improvement Subgroup	September 2014	Training is evaluated and the results used to continually improve the offer
5. Learning from Case Reviews	5.1	Review the framework to which reviews are conducted to ensure it is fit for purpose.	Case Review Subgroup	May 2014	Case reviews are conducted in line with statutory requirements
	5.2	Implement a model to carry out Serious Case Reviews (SCR) consistent with the principles of Working Together 2013, including participation from front-line practitioners	Case Review Subgroup	September 2014	

Theme		Action	Who	When	What we are trying to achieve
	5.3	Review and implement process to manage the actions from all case and practice reviews.	LSCB Senior Manager	June 2014	
	5.4	SMART action plans to be produced from practice reviews, case reviews and SCRs and the implementation of these plans to be monitored by the Business Group	Case Review Subgroup/ Business Group	Ongoing – following a review	Case reviews result in changes in practice
	5.5	Ensure that the lessons from SCRs are communicated to front-line managers and practitioners, through effective dissemination and on-going re-enforcement	Case Review Subgroup	Ongoing – following a review	Lessons are learned and practice improves
6. Learning from Child Deaths	6.1	Annual data/report for 2011, 2012 and 2013 to be provided to the LSCB, including an analysis of themes. 2011 annual report to be presented to the Board July 2014, 2012 annual report to be presented to the Board December 2014 and the 2013 annual report to be presented to the Board in March 2015	Child Death Overview Panel	Annually from 2014	Themes from all child deaths in Cumbria area identified and acted upon
	6.2	Monitor learning and actions through exception reporting to ensure there is a clear audit trail evidencing that the lessons from child deaths are translated into measurable actions	Child Death Overview Panel	Following each Annual Report	Themes from all child deaths in Cumbria area identified and acted upon
7. Child Sexual Exploitation and Missing from Home	7.1	Implement the new Chapter 12 (Child Sexual Exploitation) across the partnership	CSE/MFH Subgroup	May 2014	Chapter 12 is used and impacts begin to emerge
	7.2	Develop a Child Sexual Exploitation (CSE) Strategy (including risks to children placed in Cumbria from other LA) and Implementation Plan	CSE/MFH Subgroup	July 2014	A strategy that articulates Cumbria's commitment to CSE
	7.3	Develop the CSE/Missing from Home dataset based on the strategy – showing contextual, strategic and operational indicators	CSE/MFH Subgroup	July 2014	The LSCB is assured of the work to protect children at risk of going missing and of sexual exploitation
	7.4	Review Chapter 12 and related procedures to ensure multi-agency involvement in CSE	CSE/MFH Subgroup	May 2015	Chapter 12 is fit for purpose, based on 12 months use
	7.5	Deliver the CSE strategy including a dataset to measure success, a communications and training strategy	CSE/MFH Subgroup	September 2014	Increased awareness of CSE across the workforce

Theme		Action	Who	When	What we are trying to achieve
8. Neglect	8.1	Develop practice guidance based on the Practitioner workshop and national best practice	Neglect Subgroup	July 2014	LSCB workforce has a shared understanding of the issues surrounding neglect
	8.2	Review training offer to include identifying and working with children and families in which neglect is a factor	Learning and Improvement Subgroup	Sept 2014	Working with children and families in which neglect is a factor is reflected in all training offered through LSCB
9. Health and Wellbeing of Children	9.1	Review and evaluate the effectiveness of the Cumbria suicide prevention strategy with its progress to date	Performance Management and Quality Assurance Group	September 2014	Recognition of the response to young people at risk of suicide and self-harm and the high risk indicators that may present. (Risks/facts/myths)
	9.2	Review best practice regarding professionals keeping up to date with the changing environment that teenagers' operate within and publicise the results across the partnership	Performance Management and Quality Assurance Group	September 2014	Improved knowledge base of partners regarding the environment teenagers operate within
	9.3	Evaluate the arrangements for safeguarding children and young people within drug and alcohol treatment services in Cumbria	Performance Management and Quality Assurance Group	January 2015	LSCB is assured that services for CYP is appropriate

Reporting Planner

The table below details what is reported and when to ensure that the work of the Board is well-planned and timely.

What	Subgroup activity	What the Report will tell the Board	When reported to LSCB or subgroup(s)
Serious Case Review	Case Review Group report on work of the group to Cumbria LSCB SCR Action plan updates a standing item on LSCB meeting agenda	To assure the LSCB that cases are appropriately dealt with – SCR, Practice Review etc. That recommendations arising from the lessons learned from Serious Case Reviews are implemented and positively impact on the improvement of safeguarding and promoting the welfare of children	Bi-monthly to LSCB
Practice reviews	Actions from practice reviews are managed through the Business Planning Group – exceptions reported the LSCB.	To assure the Board that recommendations arising from the lessons learned from practice reviews are implemented and impact on the improvement of safeguarding of children	Update to LSCB as a standing agenda item Update to L&I group as a standing item Update to Policy and Procedures Group as a standing agenda item Update to Communications and Engagement Group as a standing agenda item
S.11 Audit	Policy and Procedure Sub Group in the first instance	To assure the Board that partner agencies are fulfilling their safeguarding children duties under Section 11 of the Children Act 2004	Rolling annual programme of reports on Action Plans to LSCB by partner agencies over 3 year cycle
Single Agency Data	PMQA as agenda items	To assure the Board that members are monitoring their own Safeguarding practice effectively, this function provides independent scrutiny of targets and performance.	Reports to LSCB by single agency as standing item and as and when requested
Multi Agency Audits	Commissioned and Monitored by PMQAG through the district QAGs	To assure the Board that key multi-agency child protection systems are functioning safely.	Reported to PMQA from each QAG. Exceptions reported to the LSCB. Annual report to LSCB (July).

What	Subgroup activity	What the Report will tell the Board	When reported to LSCB or subgroup(s)
LSCB Business Plan and Risk Log	PMQAG to monitor progress towards the plan, and assess the risk log making recommendations to the Board.	To update the Board regarding progress towards the delivery of the LSCB Business Plan actions. To raise issues with the Board at the earliest opportunity so that the Board can challenge and hold partners to account	Quarterly monitoring report of Business Plan – on exceptions and highlights basis. Risk Log to be available to every LSCB subgroup and Board Meeting.
Indicators	Quarterly report through scorecard and indicator set to the PMQA	To update the board quarterly, on areas of performance which the Board has identified as priorities for the year. Reports to the PMQA will identify any performance area which might be of concern to the Board, together with action being taken by the Agency.	3 monthly progress and annual report to LSCB. Annual report to Children’s Trust and Health and Wellbeing Board.
Other subgroups reports	All subgroups to provide regular updates	To assure the Board on areas of particular concern identified by the Board from activity within the subgroups	Progress reported at each LSCB meeting to drive forward planning
Child Death Review Data	Child Death Overview Panel to review every child death in the County	To regularly update the Board on numbers of preventable deaths of children and identify recommendations for action to reduce the number of preventable deaths	Annual full report to LSCB. Bi-monthly updates via CDOP sub group report to LSCB