

CLUMBRIA LSCB
CLUMBRIA LOCAL SAFEGUARDING CHILDREN BOARD

BUSINESS PLAN
2017-20

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Introduction

Welcome to the Cumbria LSCB Business plan for 2017-20 which is building on the previous business plan of 2016-19. This plan describes an ambitious but achievable plan for the continuing improvements to develop the safeguarding of Cumbria's children and young people over the next three years.

The Children and Social Work Act 2017 is now enacted and although no formal position has been reached, the DfE have been advised that given the LSCB partnership is working well, it is not envisaged there will be many changes. The new Working Together 2017 is unlikely to be published before the end of 2017, and will then be consulted on, with the three Safeguarding partners (the Local Authority, Health and the Police) having until the spring of 2019 to confirm their plan, and autumn of 2019 to implement it. At the time of writing, it is too soon to say what the final changes will look like, but the LSCB is in a strong position to respond as necessary. There are further changes to how SCR's will be undertaken, with some being centralised.

Within Cumbria, there have been six SCR's published since June 2016. There has been considerable focus on implementing the recommendations from the range of SCR's and ensuring that lessons are learned to continue the improvement journey.

The Board is committed to a continuous improvement journey, and is constantly ensuring that it, and the many dedicated staff in the constituent agencies, are constantly learning and developing to deliver improved safeguarding services. Only the best is good enough for Cumbria's children and young people.

Gill Rigg
Cumbria LSCB Independent Chair



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 2015¹. 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 and this Business Plan forms part of the combined Annual Report and Business Plan.

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

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.

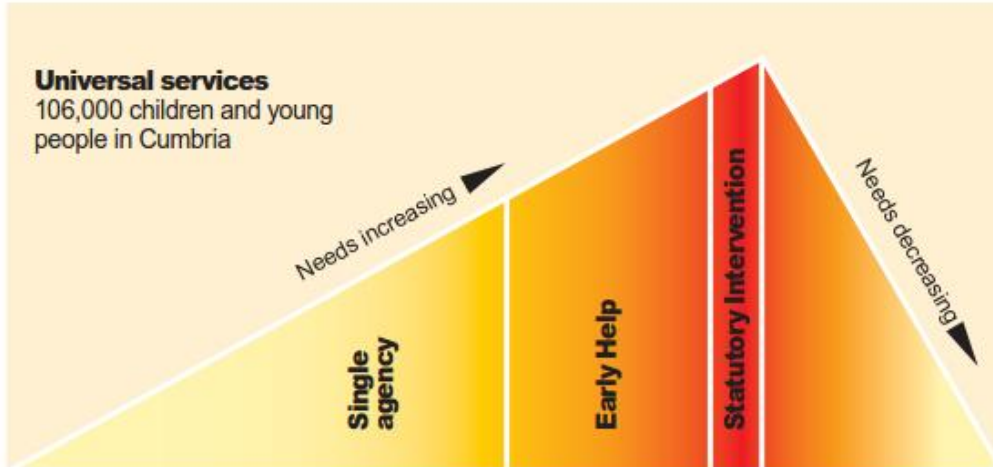
¹ Working Together 2015 -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

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.

Cumbria LSCB Thresholds

The LSCB monitors services for all children with particular focus on those children that are most vulnerable. Thresholds in Cumbria are described as a “wedge” and the diagram below shows how this is demonstrated in Practice.



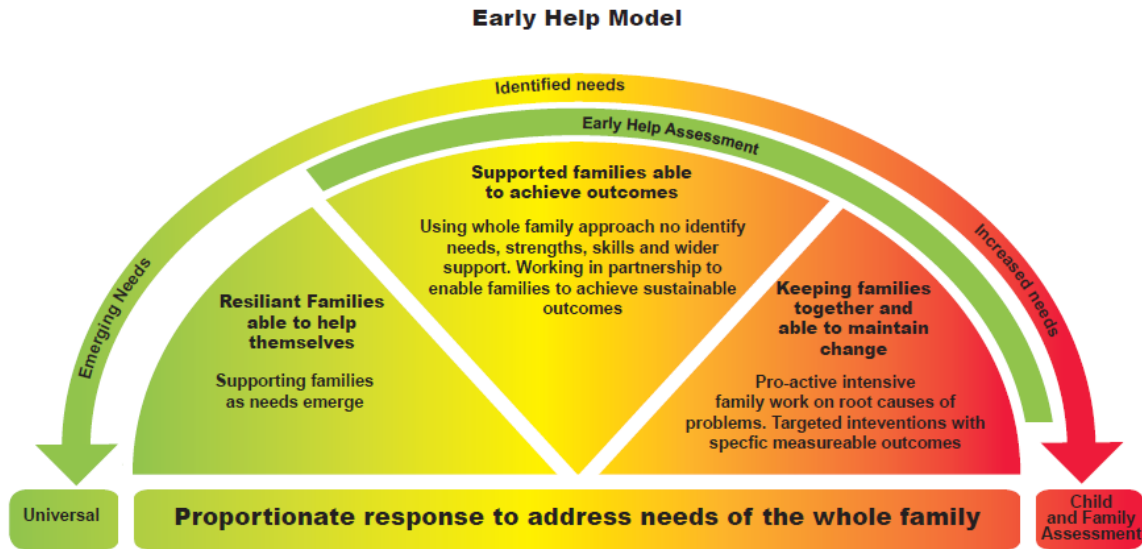
Early Help Assessment completed when there is an emerging need or when needs decrease and the work can step down.

Level of need	Level of support to meet need
Universal services	Universal services are available to all children and young people. The most easily identifiable universal services that children and families will access are primary health and education.
Single agency	This is the first level of intervention after universal services. It is a single setting/single agency response based on a dialogue with the child/family. The needs of a child or young person can be met by additional support from one agency.
Early help	A professional seeking advice and input from other agencies in order to meet a child's unmet needs. Discussion would first take place with the child/family to identify needs and agree outcomes and actions. Early Help Assessment (EHA) and plan of work would be initiated at this stage. Intervention is aimed at preventing escalation to statutory intervention. Evidence of an Early Help Assessment and intervention will help support a referral for statutory intervention if required at a later date.
Statutory Intervention	The highest level of multi-agency intervention. Statutory intervention takes place in response to complex needs, involving multi-agency specialists where the consequences of non-intervention could lead to serious harm. These children may be at risk of becoming looked after or subject to a Child Protection plan. This level also includes children with severe disabilities or complex learning difficulties. Contact with the County Safeguarding Hub is appropriate.

The LSCB focusses on those children in the “Early Help” and “Statutory Intervention” portions of the “Wedge”.

Early Help Model

In addition, the LSCB has developed an Early Help Strategy (for implementation over the coming 2-3 years) signed off in September 2017. Within this strategy is a new Early Help Model:



The Early Help model has been developed across the partnership to enable a proportionate response to presenting needs for the whole family. This way of working is supported by the Early Help Strategy 2017-2021, where our collective vision is that Early Help in Cumbria develops resilience and independence of families, by supporting them to build on their strengths and encourages them to identify their own solutions and take responsibility for their future.

An implementation plan is being developed to deliver the strategy.

Membership

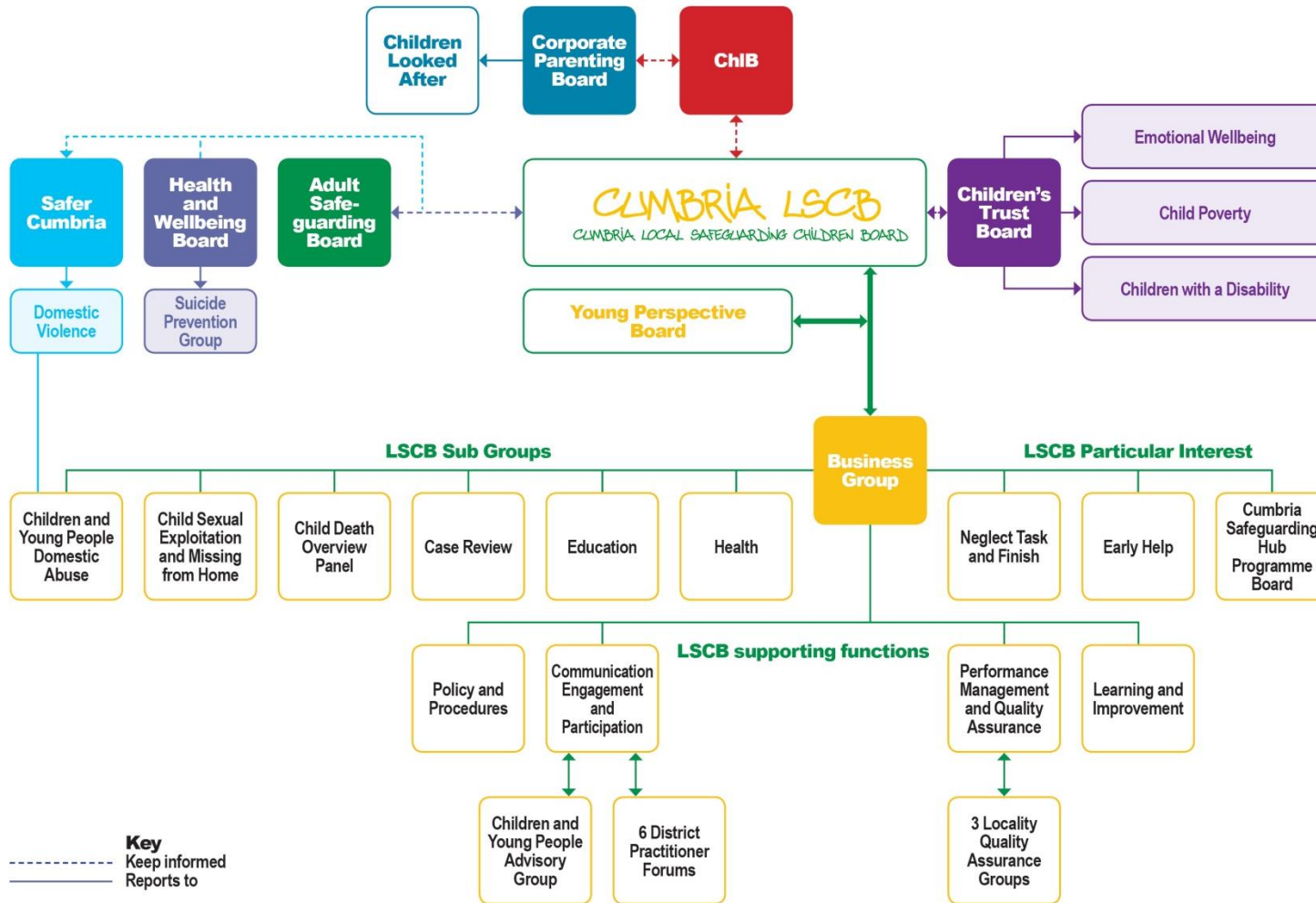
The LSCB is a partnership made up of senior officers from a number of key agencies that work in the Children's Sector. The agencies represented at the Board are:

Cumbria County Council, Children's Services
North Cumbria Clinical Commissioning Group
Morecambe Bay Clinical Commissioning Group
Cumbria Partnership NHS Foundation Trust
University Hospitals of Morecambe Bay
North Cumbria University Hospitals
Cumbria Constabulary
Secondary Head teachers Association
Primary Head teachers Association
Cumbria District/Borough Councils
National Probation Service
Cumbria & Lancashire Community Rehabilitation Company (CRC)
Public Health
NHS England
Voluntary Sector representative
Barnardo's
CAFCASS, Cumbria
Youth Offending Service
Lay Members

The work of the LSCB is done through a number of subgroups with representation from a much wider range of agencies than the ones listed above.

LSCB Structure

(CTB= Children's Trust Board; ChIB= Board; HWB=Health and Wellbeing Board)



Delivery

This 3 year Business Plan is aimed at delivering both the statutory requirements of the legislation governing the work of LSCBs, and the needs of local children and young people. How these needs are agreed is described in the Annual Report.

The Children's Improvement Board

The Children's Improvement Board (ChIB) was established following the inspection in Ofsted inspection judgement in 2013. It was refreshed following the 2015 inspection, and is now chaired by the Department for Education (DfE) Advisor.

The ChIB has oversight of the Children's Improvement Plan in response to the recommendations in the Ofsted Report and the requirements of the Direction Notice which was itself refreshed in February 2016 to reflect progress since the inspection. The Chair of the LSCB attends the ChIB and reports directly to the Minister on progress against the Safeguarding elements in the plan.

The ChIB will remain in place until such a time as the Minister is satisfied that it is no longer necessary.

The LSCB

This is the main Board for the LSCB constituted from across the partnership. It provides the strategic and operational direction of safeguarding and continuous challenge and monitoring of performance in Cumbria.

LSCB Subgroups

This 3 year Business Plan is aimed at delivering both the statutory requirements of the legislation governing the work of LSCBs, and the needs of local children and young people. How these needs are agreed is described in the Annual Report.

In order to manage this, set direction and monitor progress, the LSCB has established a number of subgroups that are accountable through the LSCB.

Business Group

This group has membership from across the partnership, every subgroup chair is a member, as well as the LSCB Vice-Chair and Chair, the group is chaired by the Chair of the LSCB.

The Business Group links the work of all the subgroups to ensure momentum and delivery of the work programmes – providing mutual support covering the operational processes and coordinates the work of sub-groups to deliver the Business Plan.

The group also oversees the development of the Self-Assessment, Annual Report and the delivery of the actions associated with any Serious Case Reviews.

Policy and Procedures

1. Revision of Policies in Line with Working Together 2015 reporting of major revisions and points of “tension” or disagreement to the Board
2. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Communication, Engagement and Participation

The Communications, Engagement and Participation group provides a cohesive voice for the partnership. It exists to provide the support, guidance, planning and delivery of communications and engagement activity for the LSCB sub groups and their stakeholders. The Communications, Engagement and Participation group will use the wider network offered by LSCB members to communicate and engage with the multi-agency partnership.

1. Raise the profile of the LSCB in Cumbria with key stakeholders and the public
2. To provide timely and relevant information about the work of the LSCB to key stakeholders
3. Provide engagement opportunities for effective communication with, and between, stakeholders
4. Create opportunities for children and young people to influence and inform the work of the LSCB and its decision making structures
5. To communicate key messages across the LSCB to influence and improve best practice and to ensure consistency

Case Review Group

1. Examine individual cases referred to the LSCB and decide if they meet the criteria for Serious Case Review (SCR) and make recommendations to the Chair of the LSCB
2. Commission and contribute to such SCR
3. Oversee Cumbria’s contribution to the SCR held in other LSCBs.
4. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Child Death Overview Panel (CDOP)

1. Critically examine all child deaths and ensure that significant cases are identified and the LSCB is able to take forward learning
2. Publish an Annual Report of themes and learning from child deaths.
3. Collate and oversee the national returns
4. Ensure full analysis of all Child Deaths to ensure learning from these cases is captured and absorbed
5. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Learning and Improvement

1. To develop and review a multi-agency learning and development programme within the context of local and national policies, research and practice developments

2. To ensure standards are set for single agency basic training/learning and evaluate and review single agency provision
3. To commission the design, planning, organisation and implementation of the training/learning programme based on LSCB priorities, learning from SCRs and reviews of child deaths
4. Monitor and evaluate the quality and effectiveness of the LSCB learning programme
5. Support, develop and monitor the LSCB trainers pool
6. To ensure oversight and information about individual agency training that links to the LSCB priorities and to consider which could be accessed by partner agencies.
7. To ensure that the learning from serious case reviews is communicated in single and multi-agency training.
8. To ensure that individual agencies focus on how staff in their organisations are achieving and maintaining their competencies in safeguarding using a range of learning opportunities

Performance Management/Quality Assurance

1. Collect, collate and analyse multi-agency performance data and report exceptions and areas of concern to the Board
2. Commission and analyse Section 11 Audits to ensure that agencies and organisations are operating in safe arrangements
3. Oversee and collate the findings from the LSCB staff Surveys – identifying areas of learning to incorporate into communications, learning and policies
4. Alongside the Board commission multi-agency Quality Assurance audits around areas of particular interest or concern
5. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board
6. Ensure data sets are fit for purpose and reviewed regularly to ensure they meet the LSCB priorities and outcomes are evidenced.

Education subgroup

The Education subgroup is chaired by a Primary Head teacher and the vice-chair is a Secondary Head teacher. There is representation from across all education sectors including independent schools, post 16 education. The Forum for Independent Schools and Children's Homes now report through this subgroup, offering this established group some further governance.

1. Provide advice, information and support for schools, Education services Colleges, Work Based Learning providers and other educational establishments
2. Monitor the safeguarding arrangements for Children in Our Care and Children that are home schooled
3. Ensure appropriate lines of communication and contributing to establishment based work relating to policy, practices, curriculum, recruitment and selection of staff, materials and resources
4. Monitor Governing Body responsibilities and involvement in safeguarding arrangements
5. To identify and disseminate good practice
6. To support the work of designated persons in educational establishments.

7. Collation of training figures and other key data to feed into the Learning and Improvement Sub Group and/or other Sub Groups as appropriate
8. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Health Subgroup

1. Delivery against the shared objectives of the multi-agency safeguarding arrangements outlined by the LSCB
2. Ensure the delivery of the agreed priorities that form the programme of work for the health economy including setting targets, looking at outcomes and monitoring performance including reporting to the Cumbria Local Safeguarding Children's Board
3. Ensure the effectiveness and resilience of the NHS Safeguarding system, through:
 - Monitoring training adherence
 - Ensuring that lessons from incidents and case reviews are learnt and implemented
 - Facilitating joint audit activities
 - Ensuring mutual support at times of stress (vacancies etc.)
 - Learning from all relevant audits including section 11
 - Identify key safeguarding issues for executive action relevant to the Health Safeguarding Executive Group and the LSCB
4. Lead on health aspects of inspection reviews; ensure inspection readiness (including self-assessment) across the health economy
5. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Safeguarding Hub Programme Board

The Safeguarding Hub Programme Board has the leading role in the development and performance of the Multi-agency Safeguarding Hub.

1. Set the strategic vision, operation model, deliverables and direction for the Safeguarding Hub and wider partnership working.
2. Manage peer reviewing of single parts of the system to ensure 'whole system approach' and continued partnership development.
3. Use national guidelines and best practice to inform the development of the service.

Early Help

1. Oversee the work required to embed an integrated multi agency approach for all partners working with children and families which focuses on early identification and early support and is based on the needs of the child in order to prevent escalation of need.
2. Coordinate the work of statutory partners in helping, protecting and caring for children in our local area and that there are mechanisms in place to monitor the effectiveness of those local arrangements.

3. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Child Sexual Exploitation (CSE)/Missing From Home

1. Identify and monitor performance data in relevant areas, making intelligent use of performance
2. Monitor the effectiveness of multi-agency working, including monitoring practices of agencies to ensure procedures are followed
3. Establish and maintain effective links with other strategic and service plans to prevent duplication
4. Identify relevant partnerships tackling associated issues and where there are gaps in provision in order to inform commissioning of services
5. Provide the LSCB with all information necessary for them to provide the annual report on the work of the child sexual exploitation sub group including information on how the work of this group has directly impacted on children
6. Establish and maintain links with the North West lead on child sexual exploitation
7. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Neglect Task and Finish Group

1. Develop a Shared understanding
 - a. Raising awareness of strategy and guidance (Practitioner Forums, newsletter, conference etc.) (Communications and Engagement lead)
 - b. Learning and Improvement Workshops (Learning and Development lead)
 - c. Use of data/indicators and shared audit; (Performance Group (PMQA lead)
2. Develop shared assessment
 - a. Use of tools (Neglect Practice Guidance)
 - b. Assessment of disguised compliance/non-compliance (Policy and Procedures/Learning and Development leads)
3. Develop shared way of working
 - a. Use of tools (Neglect Practice Guidance)
 - b. Learning and Improvement Workshops (Learning and Development lead)
 - c. Sharing good practice (Practitioner For a/LSCB newsletter) Communications and Engagement lead)
 - d. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Children and Young People's Domestic Abuse Group

As Domestic abuse remains a key priority for the LSCB, in 2017 it was agreed that the task group become a sub group of the LSCB and was renamed the Children and Young People's Domestic Abuse Sub Group. The group will work with the CLSCB and the Safer Cumbria Partnership to set the strategic direction for Domestic Abuse, with specific attention to the needs of children and young people in Cumbria living with, witnessing, or being perpetrators of Domestic Abuse to ensure that they are safeguarded.

1. Maintain a strategic overview of performance issues across the county.
2. Provide analysis and challenge performance across the county.
3. Report highlights and exception to the LSCB business group and the Safer Cumbria DA Ops Group.
4. Monitor the effectiveness of multi-agency working, including monitoring practices of agencies to ensure procedures are followed.
5. Coordinate the work of statutory partners in helping, protecting and caring for children in our local area and that there are mechanisms in place to monitor the effectiveness of those local arrangements.
6. Provide the LSCB with all the information necessary for them to provide an annual report on the work of the Domestic Abuse sub group including information on how the work of this group has directly impacted on children.

Planning Process

This is the Cumbria Local Safeguarding Children Board (LSCB) Business Plan for the period 2017-20.

The LSCB published a three-year Business Plan for the first time in 2014-17 as the Board agreed that the programme of work would benefit from a longer-term planning process. The implementation of the plan has been reviewed by the Board quarterly and progress has been included in the Annual Reports 2014-15, 2015-16 and 2016-17.

This 3 Year Business Plan has been based on the information in the Annual Reports (current performance, findings from Multi-Agency Audit, LSCB and CSE Self-Assessment, views from staff and children and young people, section 11 audits).

In addition, in March 2015, Ofsted conducted an Inspection of services for children in need of help and protection, children looked after and care leavers – that included a review of the LSCB. (Inspection date 3 March – 25 March 2015). The inspection concluded that the LSCB was “Requires Improvement”.

The [Report](#) also identified areas where further work was needed, noting particularly the need to strengthen the way partners respond to children at risk of sexual exploitation and those living in households where domestic abuse occurs.

The Annual Report 2016-17 shows how the LSCB has addressed the recommendations in the Ofsted report.

LSCB Peer Review

The LSCB commissioned a Peer Review of itself in April 2016 which identified a number of key strengths:

- ✓ The Cumbria LSCB has positive engagement from a wide-range partnership agencies: this was apparent at the focus group, and through the telephone interviews, the website and additional paperwork. This finding was powerfully triangulated through the data gathering process. Good relationships between key professionals and the Board team were highlighted by partners. This is particularly noteworthy as the Cumbria child welfare agencies have been subject to a high level of official and public scrutiny in the period leading up to the peer review.
- ✓ The Board is pro-active in delivering its objectives – it has strongly addressed the challenges raised by the last Ofsted review. In particular the issues around child sexual exploitation (CSE) and domestic abuse have been clearly addressed.
- ✓ The Board has demonstrated that it has credibility amongst partners and more widely. Its ability to contribute to improvement through the direct role it has in relation to the safeguarding Hub is noteworthy. Whilst this is an unusual arrangement it seems to be appropriate and responsive to the unique situation in Cumbria.

- ✓ Cumbria LSCB carries out its 'challenge' role to a high standard – examples were outlined by partners and clear evidence of this challenge and the outcomes were provided. A log of challenges is maintained.
- ✓ The Cumbria LSCB has a clear line of sight in relation to frontline practice – perhaps the central expectation from government and Ofsted. Data on this is gathered through case audits, the Section 11 audit, challenges to partners and from SCRs and other learning reviews.
- ✓ The Cumbria LSCB is perceived by all partners and Board members as being very well-organised and well-administered. This is noteworthy given the size of the county and the wide-range of groups that sit under the remit of the Board.
- ✓ The training and workforce development activity of the Cumbria LSCB is well-regarded and valued by partners. The organisation of this is a clear partnership activity which utilises the skills of partners well. Training opportunities are clearly outlined on the Board website.
- ✓ The practice of the current Chair of having annual 'one-to-one' sessions with Board members is a clear strength and should be continued. Posting the report on the Board website demonstrates appropriate openness and transparency.
- ✓ The practice of having dedicated health and education co-ordination groups works well and ensures that these two disparate sectors are full and active partners. Links with CCGs and GPs are strong and good practice in this area should be supported and continued. Schools, of all kinds, are clearly involved in, and informed about, safeguarding policy and practice.
- ✓ The voice and contribution of young people are clearly heard and responded to by the Board, although at the time of the peer review this was not fully reflected in the Board website.

The LSCB was very pleased to receive the report which also identified 5 recommendations that will be addressed in this Business Plan:

- ✓ The Board should continue doing all the things it is doing well at the moment: in particular the effective partnership work and strong strategic planning.
- ✓ The Board should forward plan for the period when the current burden of SCR preparation and dissemination is completed in order to take the next steps towards excellence.
- ✓ The Board should ensure that the website always fully reflects the high quality of its practice.
- ✓ The Board should consider holding an away day with an external facilitator to reflect on the next stage of development
- ✓ The Board should consider holding high profile, LCSB 'badged' one day events on key issues in order to raise awareness of the Board and improve feedback loops with the frontline.

A further Peer Review is planned for 2017-18 as under the new arrangements the LSCB will no longer be inspected by Ofsted.

LSCB Priorities 2017-20

The LSCB has had 9 priority areas since 2014. These were:

1. *Leadership and Governance*
2. *Quality Assurance and Performance Management*
3. *Early Help*
4. *Developing the workforce*
5. *Learning from Case Reviews*
6. *Learning from Child Deaths*
7. *Child Sexual Exploitation and Missing from Home*
8. *Emotional Health and Wellbeing of Children*
9. *Domestic Abuse*

The LSCB had a development day in July 2017 and agreed that the Board now need to show a more aspirational set of priorities and must be more “fleet of foot” going forward to ensure it is well-placed for the changes proposed in the Children’s Social Care Act that is likely to be implemented during the time of this plan. The development session undertook an activity on gap analysis and horizon scanning. This highlighted a number of themes, not currently covered in the LSCB Business Plan:

- Transition into adulthood
- Integration of commissioning and service delivery
- Planning for change – within the context of the Children and Social Work Act and ongoing austerity
- Demand Management

These themes will be embedded into the work of the Board in the 2017-2020 Business Plan.

Following work undertaken at the LSCB Development Session on 5 July 2017 the following **priorities** are proposed for the LSCB:

1. **Resilient Children and Young People**
2. **Excellent systems of Prevention and Protection**
3. **Well-developed and Supported Workforce**

These priorities and themes are dynamic and should represent the requirements of the board for the coming 12-24 months and will allow the Board to remain “fleet of foot”.

The Action Plan

The Board undertook major reviews of its effectiveness in 2013, 2014 and 2016. In addition the LSCB was reviewed by Ofsted as part of the inspection 2015. The actions for the next 18 months are included in the plan below. This will be managed and monitored through the LSCB Business Group.

Subgroup		Action	Who	When	What we are trying to achieve
1. LSCB and LSCB Business Group	1.1	Implement a programme to review the learning and development needs of LSCB members and systematically address these through annual appraisal	Chair	July 2018	Members of the Board are clear about their roles
	1.2	Conduct a programme of one to one discussions between members of the LSCB and the Chair to ensure they are supported and are taking appropriate actions in their role on the LSCB	Chair	March 2018	
	1.3	Review all of the Terms of Reference for all of the subgroups – based on this plan and the day-to-day operational requirements of the LSCB – include roles and responsibilities for the Subgroup Chair	LSCB Team	December 2017	
	1.4	Hold 1 development session 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	July 2018	The Board is effective at challenging and scrutinising to protect and promote the welfare of Children
	1.5	Review all of the work plans for all of the subgroups – based on this plan and the day-to-day operational requirements of the LSCB	LSCB Team	November 2018	
	1.6	Hold at least one development day for each LSCB Subgroup to review their work plan, TOR and national policy.	LSCB Team	July 2018	The LSCB is well-placed to continually improve and the work of the subgroups is suitably aligned
	1.7	The LSCB will commission a review of its effectiveness from the Local Government Association.	LSCB Senior Manager	April 2018	The LSCB is able to demonstrate a rigorous and transparent assessment of the performance and effectiveness of local services to safeguarding and promote the welfare of children

Subgroup		Action	Who	When	What we are trying to achieve
	1.8	Once the government's review is complete and guidance is being made available The Board will hold an away day with an external facilitator to reflect on the next stage of development	LSCB Business Group	July 2018	The Board is assured of its own effectiveness
	1.9	The LSCB to continue to monitor the delivery of improvements for Social Care, Health and Police services for children and young people in Cumbria through robust and timely reporting to the Board of progress by Children's Services, Cumbria Partnership Foundation Trust, and the Police in response to their relevant inspections (Ofsted, CQC and HMIC)	LSCB Business Group	Quarterly updates to the Business Group - ongoing	Assurances that improvements in services for children and young people are being delivered, appropriately managed and outcomes for CYP improve
	1.10	Cumbria Children's Services is implementing the "Signs of Safety" model for Social Care with regular reporting to the LSCB of progress. The LSCB is supporting this move and training and other learning is being rolled out.	LSCB Business Group	July 2018	Signs of Safety methodology is reflected in all practice across services for children
	1.11	The LSCB will continue to develop mechanisms to assure itself that the most vulnerable groups in Cumbria are supported and Safeguarded. Reporting regarding Asylum Seekers; Female Genital Mutilation; radicalisation or have been trafficked will continue.	LSCB	March 2020	All vulnerable groups are considered by the Board and these children are appropriately supported.
	1.12	Through good links with the Children's Trust Board (CTB), continue the LSCB oversight of CAMHS and the "whole system" approach to Emotional Wellbeing, specifically with regard to emotional resilience for CYP – 1/4ly reporting to be continued.	LSCB Business Group CTB	June 2018	The LSCB is assured of the work to improve the emotional resilience of CYP
	1.13	The LSCB will respond to the changes in Working Together 2017 into the effectiveness of LSCBs and ensure that the LSCB continues to develop in line with Government requirements, and the needs of local children.	LSCB Business Group	Autumn 2019	The LSCB is fit for purpose and continues to be an effective mechanism to improve safeguarding practice in Cumbria
	1.14	The LSCB will continue to monitor the changing landscape for health commissioning and delivery to ensure that children in Cumbria are not disadvantaged by shifts in strategic responsibility and that services remain focused on the most vulnerable.	LSCB	September 2018	

Subgroup		Action	Who	When	What we are trying to achieve
2. Quality Assurance and Performance Management	2.1	Deliver Quality Assurance programme based on clearly defined factors in conjunction with frontline workers and service users	Performance Management and Quality Assurance Subgroup	July 2020	Improved Safeguarding Practice based on Quality Audit information
	2.2	Conduct the programme of S11 audits for 2017-18. The findings are to be scrutinised by the LSCB and feedback to agencies and wider LSCB about themes, actions and issues	Performance Management and Quality Assurance Subgroup	July 2018	The Board is assured of the compliance of all agencies with their duties in relation to Section 11 of the Children Act 2004
	2.3	The LSCB Young People's Advisory Forum to be engaged in the next round of Audits to provide their perspective.	Performance Management and Quality Assurance Subgroup	March 2018	The views of CYP are reflected in the audits, improving the perspective
3. Early Help	3.1	Develop and publish the Early Help Strategy	Early Help Subgroup	December 2017	Multi-agency Early Help Strategy with clear vision for the Early Help offer in Cumbria with Commissioning linked to identified outcomes
	3.2	Develop implementation plan to deliver the strategy and deliver the plan	Early Help Subgroup	March 2018	Clear direction of travel with actions to enable implementation of the strategy across the partnership
	3.3	Continue to develop the Early Help Panels and associated use of Early Help Plans	Early Help Subgroup	Ongoing	Increased effective use of EH Panels resulting in appropriate use of EH Plans and an increase in EHAs recorded as closed, with an associated outcome.

Subgroup		Action	Who	When	What we are trying to achieve
4. Learning and Improvement	4.1	Demonstrate the impact of training through publishing a repository of impact evaluations on the LSCB website.	Learning and Improvement Subgroup	November 2017	Improved practice based on good practice exemplars
	4.2	Refresh the Safeguarding Responsibilities, Threshold Guidance and Referral Process Safeguarding and Child Protection Working Together to Safeguard Children (formerly level 3) training packages and support the training pool to deliver them. Update the training packages to reflect Signs of Safety model. Develop a new 'neglect' training package and support the training pool to deliver.	Learning and Improvement Subgroup	January 2018 and ongoing	Children and young people in Cumbria are in the right place in the system to meet their needs Staff will be more confident to support children and appropriately manage risk
	4.3	Continue to develop and support the training pool through the offer of 3 trainer development days a year.	Learning and Improvement Subgroup	Ongoing	All trainers will be confident to provide the training and evaluation will show increased satisfaction with training
	4.4	Provide the LSCB with Impact evaluation of training on an annual basis in order to measure the effectiveness of training.	Learning and Improvement Subgroup	April 2018	Training is responsive to the SCR learning

Subgroup		Action	Who	When	What we are trying to achieve
4. Learning and Improvement	4.5	<p>The Board will identify, disseminate and embed lessons from SCR's and Practice reviews using the Learning and Improvement Framework.</p> <p>Communicate the lessons from SCR's and Practice reviews to front-line managers and LSCB Business practitioners, through effective dissemination and on-going evaluation, deliver 2 key learning events:</p> <ol style="list-style-type: none"> 1) Families who are difficult to engage including teens ... this will draw on the learning from SCR's on: care experienced young people who become parents, complex family history, disguised compliance. 2) Learning from practice – to cover thresholds, managing risk, outcome focussed plans, information sharing 	Learning and Improvement Subgroup	July 2018	Training is responsive to the SCR learning
	4.6	<p>Monitor and evaluate the quality and effectiveness of the LSCB learning programme</p> <p>Following the Kirkpatrick model, undertake an impact evaluation of the Neglect training to determine what effect it has had on practice.</p>	Learning and Improvement Subgroup	August 2018	Training is appropriate, well-constructed and continually improves
	4.7	Promote the External training quality standard mark to LSCB partners.	Learning and Improvement Subgroup	Ongoing	Cumbria LSCB is assured that there is sufficient good quality training for agencies to purchase that is compliant with the requirements of the LSCB
	4.8	Support LSCB agencies to evidence how they as individual agencies support their staff in achieving and maintaining their safeguarding competences using the range of Multi-agency learning opportunities.	Learning and Improvement Subgroup	April 2018	All practitioners have access to good quality training that improves their practice

Subgroup		Action	Who	When	What we are trying to achieve
5. Comms, Engagement & Participation	5.1	Provide ongoing support to the Young Perspective Board and the CYP forum. Young Perspective Board to deliver a forum on Domestic Abuse, considering the impact on children and young people.	Communications, Engagement and Participation Subgroup	May 2018	The LSCB will develop a good understanding of the impact of Domestic Abuse on children and young people through the experiences of young people.
	5.2	Raise awareness of Private Fostering via targeted communication	Communications, Engagement and Participation Subgroup	Ongoing	Increased notifications of Private Fostering arrangement with children appropriately supported
	5.3	Oversight of the Practitioner Forums to ensure two-way communication between the Board and the front-line.	Communications, Engagement and Participation Subgroup	Ongoing	Workforce will feel confident Practitioners are more engaged with the work of the LSCB
	5.4	Communicate key messages across the LSCB to influence and improve best practice. Provide timely and relevant information about the work of the LSCB to key stakeholders via the LSCB newsletter and the 5 minute briefings.	Communications, Engagement and Participation Subgroup	Ongoing	Workforce will feel confident Practitioners are more engaged with the work of the LSCB
6. Case Reviews	6.1	<ul style="list-style-type: none"> Deliver the joint SCR Action Plan for all of the published SCR and Practice Reviews. Deliver the actions from the SCR Action Plan Report progress to the LSCB and Business Group 	LSCB Business Group	As per actions in the Plan – ongoing	Case reviews result in changes in practice and they are conducted in line with statutory requirements and the actions that are generated as a result are implemented in a timely way.
	6.2	Improve the links with the Adult Case Reviews, in particular to pick up learning from Domestic Homicide Reviews (DHR) where learning for services for children are a feature.	Case Review Subgroup	January 2018	Improvement in services for children – as a result of DHR – are identified and acted upon
	6.3	Ensure that the lessons from SCRs are communicated to front-line managers and practitioners, through effective dissemination and on-going re-enforcement	LSCB Business Group	Ongoing – following a review	Lessons are learned and practice improves

Subgroup		Action	Who	When	What we are trying to achieve
	6.4	The LSCB will conduct 3 workshops/conference as required to raise the profile of the lessons in the SCR that have been published. These will also pick up learning points from the Practitioner Survey, the Section 11 Audits and the Multi-agency Audits.	Learning and Improvement Subgroup (linked to 4.5)	March 2019	Lessons are learned and practice improves
7. Child Deaths	7.1	The LSCB Child Death Overview Panel (CDOP) will respond to the Alan Wood Review into the effectiveness of LSCBs and CDOPs and ensure that the LSCB continues to develop in line with Government requirements, and the needs of local children.	Child Death Overview Panel	March 2018	The LSCB CDOP is fit for purpose and continues to be an effective mechanism to improve safeguarding practice in Cumbria
	7.2	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	LSCB Business Group	Following each Annual Report	Themes from all child deaths in Cumbria area identified and acted upon
	7.3	Complete the CDOP annual report for children whose deaths were reviewed in 2016-17 including identifying patterns or trends in local data and report this to the LSCB	Child Death Overview Panel	March 2018	Themes from all child deaths in Cumbria area identified and acted upon
8. Child Sexual Exploitation and Missing from Home	8.1	Ensure that an appropriate level of training on CSE is available to professionals working in Cumbria alongside a proactive approach to those professionals accessing that training. Additionally development and delivery of specialist CSE training provided for appropriate professionals working with children at risk of CSE	CSE/MFH Subgroup	July 2018	Increased awareness of CSE across the workforce and Staff survey will show increased knowledge and confidence in dealing with CSE
	8.2	Undertake a refresh of the CSE Strategy and action plan	CSE/MFH Subgroup	November 2018	The LSCB is assured of the work to protect children at risk of going missing and of sexual exploitation
	8.3	Complete gap analysis of service provision around CSE and develop an action plan to address any identified gap	CSE/MFH Subgroup	December 2017	Children YP and their families who are victims of CSE have a range of suitable Services and support to help them

Subgroup		Action	Who	When	What we are trying to achieve
	8.4	Complete an audit of the effectiveness of multi-agency working in improving outcomes for children identified as at risk of CSE	CSE/MFH Subgroup	November 2017	The LSCB is assured of the work to Protect children at risk of going missing and of sexual exploitation
	8.5	Take a targeted approach to improving return home interview systems and processes, implementing a pilot period of cover for initiating RHIs across weekends. Following on from this undertake a thematic look at return home interviews to develop learning and responses based on these	CSE/MFH Subgroup	March 2018	Children who regularly go missing are appropriately identified, assessed and supported. RHI completed within 72 hour timescale improves
	8.6	CSE Working group to undertake a review of the CSE Assessment Tools	CSE/MFH Subgroup	January 2018	Current assessment tools which support practice
	8.7	Undertake a review of the CSE Oversight Group and opportunities for a district based response – implement any changes	CSE/MFH Subgroup	January 2018	Children who are at risk of sexual exploitation are safeguarded
9. Hub Programme Board	9.1	Continue to monitor and report on the effectiveness of the SG Hub's internal operation to provide a timely response for contacts received	Hub programme Board	Ongoing	LSCB is assured of the multi-agency safeguarding hub response to protect children
	9.2	Lead and develop work with the wider LSCB partnership to effectively implement Cumbria's Threshold Policy and associated Procedures	Hub programme Board	October 2018	LSCB is assured of the wider multi-agency response to appropriate use of the Threshold Guidance preventing escalation where possible to statutory intervention
	9.3	Support an independent review of the partnership working within the Safeguarding Hub. Develop and deliver an action plan to implement any recommendations	Hub programme Board	March 2019	LSCB is assured of the continuous development of the multi-agency safeguarding hub responding to emerging trends and partnership feedback.

Subgroup		Action	Who	When	What we are trying to achieve
10. Policy & Procedures	10.1	Undertake a bi-annual review of the LSCBs policies and procedures to take account of local and national priorities & guidance.	Policy & Procedures	Annually - August and February	Current policies and procedures which support consistent practice
	10.2	Deliver twice yearly workshops at the practitioner forums to raise awareness of policies and procedures and to consult with practitioners to inform new or revised procedure developments.	Policy & Procedures	November 2017 & March 2018	Multi-agency practitioners are engaged in the revision of all policies and procedures to ensure that each document supports and complements frontline practice
11. Education	11.1	Review the Terms of Reference and Membership of the Education sub-group to ensure better links across the education system including CASL, CASH and PHA.	Education Subgroup	December 2017	Increase engagement and better enable joined up working
	11.2	Develop the work plan for the Education sub-group to enable the group to support the LSCB in ensuring that education settings and providers exercise their functions with a view to safeguarding and promoting the welfare of children. Deliver the plan.	Education Subgroup	March 2019	Effective sub group with detailed work plan able to provide the LSCB with assurances
	11.3	Strengthen links with the FISCH and the PRUs	Education Subgroup	March 2018	Increased engagement with the LSCB
12. Health	12.1	Quarterly, receive 'voice of the child' agenda items and good practice	Health subgroup	Quarterly ongoing	Voice of the Child is heard
	12.2	Ensure the effectiveness and resilience of the NHS safeguarding system through training, mutual support and sustainability, supervision, multi-agency working and information sharing	Health subgroup	February 2018	Effective and resilient systems

Subgroup		Action	Who	When	What we are trying to achieve
	12.3	Review supervision arrangements and systems of support using the signs of safety three columns mapping and scaling tool	Health subgroup	July 2018	Lessons are learnt and recommendations taken forward
	12.4	Ensure lessons are learnt from incidents and case reviews and implement	Health subgroup	June 2018	
	12.5	Review information sharing arrangements using the signs of safety three columns mapping and scaling tool	Health subgroup	July 2018	
	12.6	Share and disseminate learning from regulatory activity	Health subgroup	July 2018	
	12.7	Complete joint audit, topic to be determined from activity completed as part of 12.2-12.5	Health subgroup	July 2018	Learning from audits and highlighting good practice
13. Neglect	13.1	Effective implementation of the Strategy, policy and guidance	Neglect sub group	April 2018	LSCB is assured of the multi - agency response to Neglect.
	13.2	Complete an audit of the effectiveness of multi-agency working in improving outcomes for children identified as at risk of Neglect.	Performance Management and Quality Assurance Subgroup	December 2017	
	13.2	Report on the impact of the Neglect strategy in an Annual report to LSCB	Neglect sub group	April 2018	
	13.3	Roll out Graded Care Profile as key tool across the partnership	Neglect sub group	Ongoing	Use of evidenced based tools embedded within practice
	13.4	Establish the role of 'Neglect Practice Champions' and hold an annual Neglect engagement event.	Neglect sub group	October 2018 and ongoing	Workforce will feel confident Practitioners are more engaged with the work of the LSCB

Subgroup		Action	Who	When	What we are trying to achieve
14. Domestic Abuse	14.1	Undertake a refresh of the Domestic Abuse (Safer Cumbria) Strategy and action plan ensuring it has an appropriate 'child focussed' response.	Children and Young People's Domestic Abuse Sub Group	April 2018	Children who live in households where domestic abuse is a factor will be supported through appropriate services.
	14.2	Complete an audit of the effectiveness of multi-agency working in improving outcomes for children identified as at risk of Domestic Abuse	Children and Young People's Domestic Abuse Sub Group	August 2018	LSCB is assured of the multi - agency response to Domestic Abuse
	14.3	Hold a Domestic Abuse summit to raise awareness of the impact on children and highlight to practitioners what services are available in Cumbria.	Children and Young People's Domestic Abuse Sub Group	April 2018	Increased awareness of Domestic Abuse and practitioners will understand the response expected for children where Domestic Abuse is a factor
	14.4	Embed the use of the Barnardo's Risk Assessment tool through a 'train the trainer' programme for practitioners.	Children and Young People's Domestic Abuse Sub Group	January 2018 and ongoing	Increased awareness of Domestic Abuse and practitioners will understand the response expected for children where Domestic Abuse is a factor
	14.5	Train professionals to aid a consistent understanding of how Domestic Abuse affects children and to give practitioners the confidence to respond appropriately. Update and further develop training on domestic abuse and sexual assault/ abuse for professionals within the LSCB	Children and Young People's Domestic Abuse Sub Group	Ongoing	

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 Business Group meetings agenda – exceptions reported the LSCB.	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	Twice a year Quarterly to LSCB Business Group. <ul style="list-style-type: none"> Update to LSCB as part of the LSCB Business Report as appropriate Update to LSCB as required Update to L&I group as required Update to Policy and Procedures Group as required Update to Communications and Engagement Group
Practice reviews	Actions from practice reviews are managed through the LSCB Business 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	Quarterly to LSCB Business Group. <ul style="list-style-type: none"> Update to LSCB as part of the LSCB Business Report as appropriate Update to L&I group as required Update to Policy and Procedures Group as required Update to Communications and Engagement Group as required
S.11 Audit	Performance and Quality Assurance 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	Annual Report on S.11 compliance and themes to be presented to the LSCB every March.
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 – as part of the Annual Report.
Single/ Multi Agency Data	PMQAG as part of the Performance report	To assure the Board that members are monitoring their own Safeguarding practice effectively, this function provides	Reports to LSCB by single agency and multi-agency performance report and scorecard

What	Subgroup activity	What the Report will tell the Board	When reported to LSCB or subgroup(s)
		independent scrutiny of targets and performance.	PMQAG report to the LSCB Annually (July)
Multi Agency Audits	Commissioned and Monitored by PMQAG through the district QAGs	To assure the Board that key multi-agency systems are functioning safely.	Reported to PMQAG as a composite report following the audit activity – every other PMQAG meeting (3 audits per year). Action plans reported to the LSCB Business Group quarterly. Exceptions reported to the LSCB. PMQAG Annual report to LSCB every July.
LSCB Business Plan	LSCB Business Group	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 to the LSCB Business Group – and Update to LSCB as part of the LSCB Business Report as appropriate
LSCB Staff Survey	Annual survey	To provide the Board with feedback from practitioners in Cumbria. Results used to develop recommendations, lessons and an action plan	Annual report to LSCB All subgroups receive findings and action plan
Safeguarding Section 11 Audit	Annual Audit of agencies	The Board is assured of the compliance of all agencies with their duties in relation to Section 11 of the Children Act 2004	PMQAG Annual report to LSCB every May
Other subgroups	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 and management – rolling programme based on need.
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 - November. Bi-monthly updates via CDOP sub group report to LSCB
Channel Panel	Report from Cumbria's Channel Panel	To regularly update the Board on the activity on the Channel panel to deliver the PREVENT agenda	Annual full report to the LSCB – January.
Domestic Abuse	Report from Safer Cumbria	To assure LSCB of progress for children	The PMQAG will receive a range of performance and quality assurance indicators quarterly. Bi-annual report to the LSCB
Children Looked After	Report from the County Council and partners through the Corporate Parenting Board	To assure the LSCB that the welfare of children looked after is appropriately promoted	The PMQAG will receive a range of performance and quality assurance indicators quarterly. Bi-annual report to the LSCB

What	Subgroup activity	What the Report will tell the Board	When reported to LSCB or subgroup(s)
Children With a Disability	Report from the County Council/ CTB subgroup	To assure the welfare and safeguarding of this vulnerable group for Children and Young People	The PMQAG will receive a range of performance information quarterly. Annual report to the LSCB

Glossary

ABE	Achieving Best Evidence
CAMHS	Children & Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CDOP	Child Death Overview Panel
ChIB	Children's Improvement Board
CHOC	Cumbria Health on Call
CiCC	Children in Care Council
CLA	Children Looked After
CP	Child Protection
CSAB	Cumbria Safeguarding Adults Board
CSE	Child Sexual Exploitation
CTB	Cumbria Children's Trust Board
CQC	Care Quality Commission
CYP	Children and Young People
DA	Domestic Abuse
DBS	Disclosure and Barring Service
DfE	Department for Education
EHA	Early Help Assessment (Common Assessment Framework – CAF)
HWB	Health and Well-being Board
ICS	Integrated Children's System (ICT)
JSNA	Joint Strategic Needs Analysis
LA	Local Authority
LADO	Local Authority Designated Officer
L&I	Learning and Improvement
LSCB	Cumbria Local Safeguarding Children Board
MARAC	Multi Agency Risk Assessment Conference
MFH	Missing from Home
PCC	Police & Crime Commissioner
PMQAG	Performance Management & Quality Assurance Group
PMQAF	Performance Management & Quality Assurance Framework
PPU	Public Protection Unit
QAG	Quality Assurance Group
RHI	Return Home Interview
SA	Cumbria Strategic Assessment
SARC	Sexual Assault Referral Centre
SCP	Safer Cumbria Partnership
SCR	Serious Case Review
ToR	Terms of Reference
WT	Working Together 2015
YOT	Youth Offending Team