

CLIMBRIA LSCB
CLIMBRIA LOCAL SAFEGUARDING CHILDREN BOARD

BUSINESS PLAN

2018-21

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Introduction

Welcome to the 2018-21 Business plan.

The plan outlines the work of the current LSCB and its successor arrangements over the next three years. Cumbria LSCB has been on a continuous improvement journey over the past four years, and the plan describes our keen ambitions to continue to ensure Cumbria children and young people are safeguarded.

The LSCB partnership is strong and robust, with a clear sense of purpose and a commitment from all partners to improve services for Cumbria's children, young people and families. In my view, confirmed by my recent annual 1-1's with all Board members, the LSCB is continuing to work effectively and efficiently. The partnership is continuing to demonstrate the ability to respond swiftly and resiliently to changing circumstances. There is a sense of collective ownership, responsibility and leadership across the partnership.

The plan is informed by the views of our many partners through the staff survey, and the views of children and young people through our Young Perspective Board. The plan is also informed by the recent publication of Working Together 2018, which sets out the abolition of the currently constituted LSCB's by September 2019, to be replaced by a partnership led by the Local Authority, Police and Clinical Commissioning Groups (CCG's).

We are confident within Cumbria that there will be a smooth transition to the new arrangements, and the role of the Board is to ensure the ongoing improvements continue at a pace unaffected by the changes. We are planning to test our resilience and effectiveness through the Local Government Association's "multi-agency safeguarding peer support and planning offer" during the autumn to take advantage of a peer review team to take stock of where we are. It will also then inform our planning for the transitional arrangements. 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. Working Together 2018² requires LSCB arrangements to remain in place until new Safeguarding Arrangements come into force in September 2019.

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

¹ Working Together 2015 -

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

² Working Together 2018 –

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/722305/Working_Together_to_Safeguard_Children_-_Guide.pdf

Core Business and Functions

The core business of the LSCB is to:

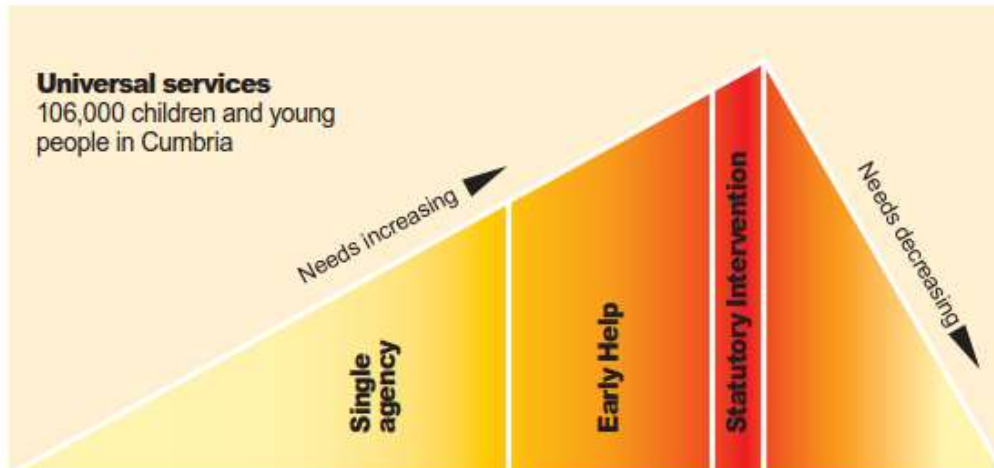
1. develop local multi-agency policies and procedures that promote and result in effective multi-agency working to safeguard and protect the children and young people of Cumbria.
2. monitor and evaluate the effectiveness of what is done by partners individually and collectively to safeguard and promote 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.

Children are clear about what they want from an effective safeguarding system. Working Together 2018 lists these as:

- **vigilance:** to have adults notice when things are troubling them
- **understanding and action:** to understand what is happening; to be heard and understood; and to have that understanding acted upon
- **stability:** to be able to develop an ongoing stable relationship of trust with those helping them
- **respect:** to be treated with the expectation that they are competent rather than not
- **information and engagement:** to be informed about and involved in procedures, decisions, concerns and plans
- **explanation:** to be informed of the outcome of assessments and decisions and reasons when their views have not met with a positive response
- **support:** to be provided with support in their own right as well as a member of their family
- **advocacy:** to be provided with advocacy to assist them in putting forward their views
- **protection:** to be protected against all forms of abuse and discrimination and the right to special protection and help if a refugee

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.



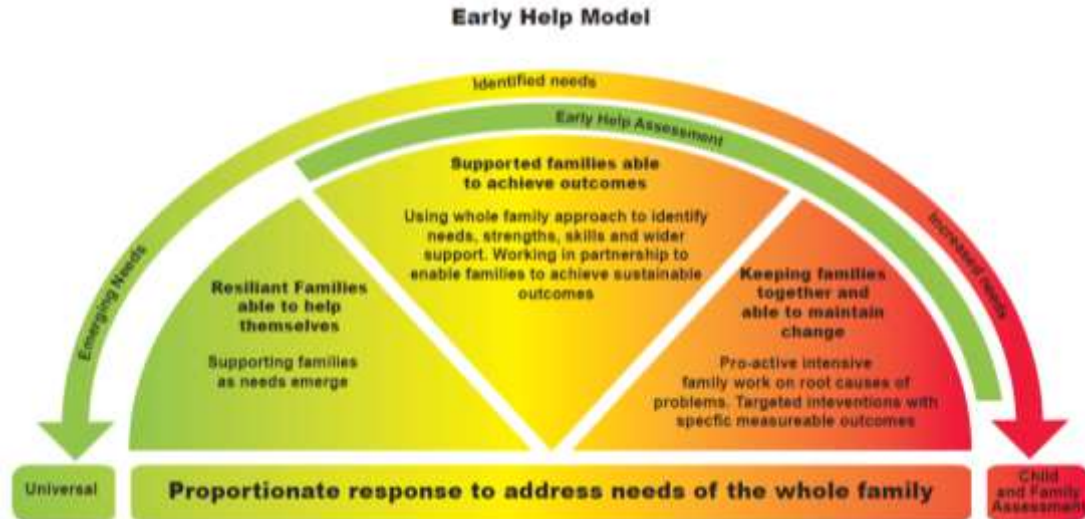
Early Help Assessment completed when there is an emerging need or when needs decrease and the work can step down.

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 helping to deliver the strategy.

An effective safeguarding system has Early Help at its vanguard and all partners play an important role. The data currently tells us that we have too many children at the statutory levels and the LSCB will take a stronger leadership role in ensuring Early Help panels are effective and furthermore that Early Help continues to work as part of the overall safeguarding system preventing escalation of need.

Membership

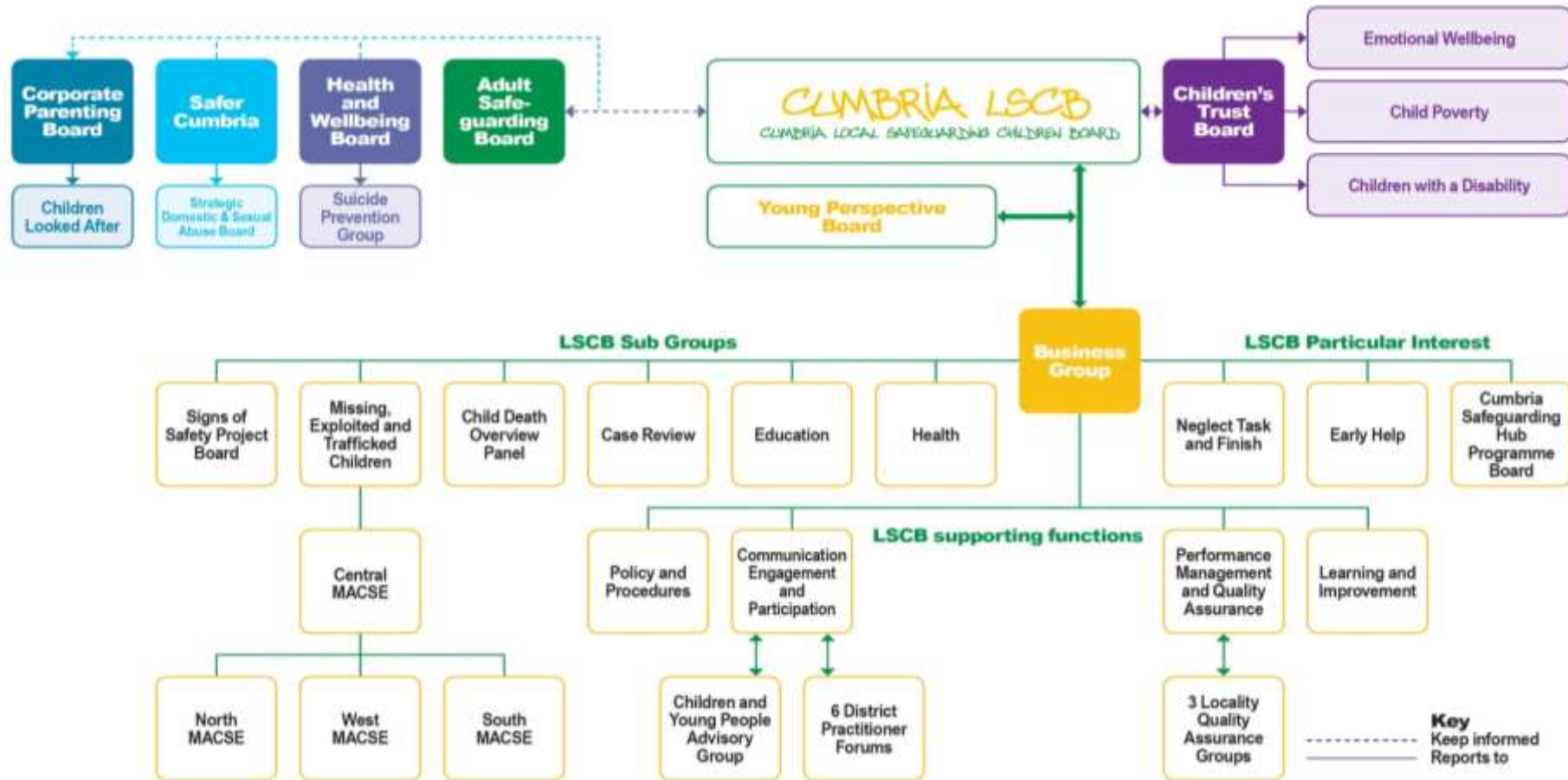
The LSCB is a partnership made up of senior officers from a number of key agencies that work in the Children's Sector. The agencies represented at the Board are:

Cumbria County Council, Children's Services
Cumbria Constabulary
North Cumbria Clinical Commissioning Group
Morecambe Bay Clinical Commissioning Group
Cumbria Partnership NHS Foundation Trust
University Hospitals of Morecambe Bay
North Cumbria University Hospitals
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 representatives
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; 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 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, to ensure that the LSCB can take a view about the impact of the safeguarding system on children and young people.
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 has experienced poor engagement following changes in chair and vice-chair. The group had representation from across all education sectors including independent schools, post 16 education. The Forum for Independent Schools and Children's Homes also report through this subgroup. The LSCB team has explored ways to revive this group in a way that is meaningful for all and secures engagement from the sector going forward. This has included conversations with Cumbria Alliance of System Leaders (CASL) and Local Alliance of System Leaders (LASL) colleagues.

The sub group was set up initially to:

1. Provide advice, information and support for schools, Education services Colleges, Work Based Learning providers and other educational establishments
2. Support schools to actively participate in supporting Early Help across the county
3. Monitor the safeguarding arrangements for Children in Our Care and Children that are home schooled
4. Ensure appropriate lines of communication and contributing to establishment based work relating to policy, practices, curriculum, recruitment and selection of staff, materials and resources
5. Monitor Governing Body responsibilities and involvement in safeguarding arrangements
6. To identify and disseminate good practice
7. To support the work of designated persons in educational establishments.
8. Collation of training figures and other key data to feed into the Learning and Improvement Sub Group and/or other Sub Groups as appropriate
9. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Going forward the group will be re-established and arrangements made to ensure it is accessible for those in the education sector.

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 LSCB
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.
2. Manage peer reviewing of single parts of the system to ensure 'whole system approach'
3. Use national guidelines, best practice while developing 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

Missing, Exploited and Trafficked (MET) Children Group

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 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
 - d. Use of tools (Neglect Practice Guidance)
 - e. Assessment of disguised compliance/non-compliance (Policy and Procedures/learning and Development leads)
3. Develop shared way of working
 - f. Use of tools (Neglect Practice Guidance)
 - g. Learning and Improvement Workshops (Learning and Development lead)
 - h. Sharing good practice (Practitioner For a/LSCB newsletter) Communications and Engagement lead)
 - i. Identify creative ways to bring the Voice of the Child into the work of the sub-group and the wider Board

Cumbria Signs of Safety Project Board

Vision

In Cumbria, Signs of Safety is about more children and young people remaining with families when the families have the potential to care for them safely.

Purpose of the Board

1. To steer implementation of the 5 year plan
2. To ensure strategic direction and commitment across partnerships linking the vision to LSCB and Children Trust Board Business Plan activity
3. To direct and oversee the SOS work streams including analysis of impact
4. To be accountable for SOS implementation including single agency response to their own staff development needs
5. To provide update reports to DMT and the LSCB as required
6. To champion and model the SOS ethos and practice across partnerships
7. To consider and plan for future sustainability including resource, finance and practice

Planning Process

This is the Cumbria Local Safeguarding Children Board (LSCB) Business Plan for the period 2018-21 and is a light touch refresh of the 3 year 2018-21 plan.

The LSCB agreed to have a shorter timescale for the current planning period, due to the changes in Working Together 2018 that was published on 29 June 2018 alongside Transitional Guidance. The LSCB will then undertake a LGA Peer Review in autumn 2018. A new Cumbria Safeguarding Children Plan will then be developed to move to the new arrangements – which much be implemented in September 2019.

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, 2016-17 and 2017-18.

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 2017 Ofsted inspection of Children’s Services did not include a specific review of the LSCB however there were some specific recommendations that impact on the work of the LSCB and these are included in this Business Plan.

LSCB Priorities 2018-21

The LSCB has three priority areas since 2017. These are:

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

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 and there are recommendations in the Ofsted Inspection Report from 2017. 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 2019	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	May 2019	
	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 2018	
	1.4	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	The Board is effective at challenging and scrutinising to protect and promote the welfare of Children
	1.6	Hold at least one development session for each LSCB Subgroup to review their work plan, TOR and national policy.	LSCB Team	July 2019	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 based on Working Together 2018 and to drive the move to new Safeguarding Arrangements for Cumbria.	LSCB Senior Manager	October 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
	1.8	Once the government’s review is complete and guidance is available The Board will hold an away day to reflect on the next stage of development	LSCB Business Group	March 2019	The Board is assured of its own effectiveness

Subgroup		Action	Who	When	What we are trying to achieve
	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 LSCB partners including 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	The LSCB is implementing the "Signs of Safety" model and all policy and training will reflect the methodology.	LSCB Business Group	October 2019	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	Ongoing	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 2018 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 commissioning of children's health services 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. This includes the Integrated Health and Social Care system proposed changes	LSCB	September 2019	
	1.15	The Business Group to lead on a review and relaunch of the Thresholds Guidance	LSCB Business Group	October 2018	CYP in Cumbria are in the right place in the system to meet their needs

Subgroup		Action	Who	When	What we are trying to achieve
	1.16	The Business Group seeks assurance from the partnership that they are committed to the approach that ensures that the voice of the child (their views, wishes and feelings) continually influences policy and practice	LSCB Business Group	March 2019	The child's voice is embedded in practice
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 208-19. 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 2019	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	Undertake a mapping of all performance indicators and review and redesign the LSCB Performance scorecard	Performance Management and Quality Assurance Subgroup	March 2019	The Board is effective at challenging and scrutinising to protect and promote the welfare of Children
3. Early Help	3.1	Develop implementation plan to deliver the strategy and deliver the plan	Early Help Subgroup	December 2017	Clear direction of travel with actions to enable implementation of the strategy across the partnership
	3.2	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.
	3.3	Contribute to the continued development of the 0-19 Children, young people and Family well-being model	Early Help Subgroup	March 2019	Contribute to successful development of the model and subsequent implementation.

Subgroup		Action	Who	When	What we are trying to achieve
4. Learning and Improvement	4.1	Update the training packages to reflect Signs of Safety model.	Learning and Improvement Subgroup	Ongoing	<p>Children and young people in Cumbria are in the right place in the system to meet their needs</p> <p>Staff will be more confident to support children and appropriately manage risk</p>
	4.2	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
	4.3	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 2019	Evidence of impact of learning and practice change

Subgroup		Action	Who	When	What we are trying to achieve
4. Learning and Improvement	4.4	<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. To include: <ul style="list-style-type: none"> ➤ adverse childhood experiences/ the impact of abuse and neglect on children who become parents. ➤ Care experienced children who become parents, complex family history, disguised compliance. 2) System demand (rise in CP numbers) To include: <ul style="list-style-type: none"> ➤ Consistency of practice (understanding of significant harm / thresholds / using a strength based approach. ➤ Managing risk and people's experience of the CP system and its impact (service user perspective) 	Learning and Improvement Subgroup	June 2019	Training is responsive to the SCR learning
	4.5	<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	September 2018	Training is appropriate, well-constructed and continually improves
	4.6	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
	4.7	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 2019	All practitioners have access to good quality training that improves their practice

Subgroup		Action	Who	When	What we are trying to achieve
	4.8	Develop the framework for multi-agency supervision	Learning and Improvement Subgroup	April 2019	All practitioners have access to supervision which supports reflective practice
5. Comms, Engagement & Participation	5.1	Provide ongoing support to the Young Perspective Board and the CYP forum.	Communications, Engagement and Participation Subgroup	April 2019	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.

Subgroup		Action	Who	When	What we are trying to achieve
	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 2019	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
	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 2019	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 2017-18 including identifying patterns or trends in local data and report this to the LSCB	Child Death Overview Panel	January 2019	Themes from all child deaths in Cumbria area identified and acted upon
8. Missing, Exploited and Trafficked Children	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	December 2018	Increased awareness of CSE across the workforce and Staff survey will show increased knowledge and confidence in dealing with CSE

Subgroup		Action	Who	When	What we are trying to achieve
	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 an audit of the effectiveness of multi-agency working in improving outcomes for children identified as at risk of CSE	CSE/MFH Subgroup	December 2018	The LSCB is assured of the work to Protect children at risk of going missing and of sexual exploitation
	8.4	Review of current processes and protocols in place between the police and social care regarding missing within the context of wider work being undertaken by the North West region.	CSE/MFH Subgroup	December 2018	Children who regularly go missing are appropriately identified, assessed and supported. RHI completed within 72 hour timescale improves
	8.5	CSE Working group to undertake a review of the CSE Assessment Tools	CSE/MFH Subgroup	September 2018	Current assessment tools which support practice
	8.6	Undertake a review of the effectiveness of the MACSE meetings and implement and identified learning	CSE/MFH Subgroup	January 2019	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	Support independent review of the partnership working within the Safeguarding Hub and the wider work regarding the 'Front Door'. 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.
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

Subgroup		Action	Who	When	What we are trying to achieve
	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 2018 & March 2019	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 2018	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	Continue to develop links with the FISCH and the PRUs	Education Subgroup	Ongoing	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	September 2018	Lessons are learnt and recommendations taken forward
	12.4	Ensure lessons are learnt from incidents and case reviews and implement	Health subgroup	September 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	Establish the role of 'Neglect Practice Champions' and hold an annual Neglect engagement event.	Communication, engagement and participation sub group.	October 2018 and ongoing	Workforce will feel confident Practitioners are more engaged with the work of the LSCB
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.	Strategic Domestic and Sexual Abuse Board	April 2019	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	Performance Management and Quality Assurance Subgroup	April 2019	LSCB is assured of the multi - agency response to Domestic Abuse

Subgroup		Action	Who	When	What we are trying to achieve
	14.3	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	Learning and Improvement Subgroup	Ongoing	Increased awareness of Domestic Abuse and practitioners will understand the response expected for children where Domestic Abuse is a factor
Signs of Safety	15.1	Establish an implementation plan for each service.	Signs of Safety Project Board	Aug 19	Signs of Safety methodology is reflected in all practice across services for children
	15.2	Effective implementation of the vision.		Aug 19	
	15.3	Establish practice lead across the partnership.		Aug 19	

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 (2018 from July 2018)
YOT	Youth Offending Team