

WAKEFIELD & DISTRICT
safeguarding
children board

Wakefield and District Safeguarding Children Board

Business Plan 2011/12

Introduction

This Business Plan for 2011/12 is designed to support the Wakefield and District Safeguarding Children Board in achieving its aims in the forthcoming year.

The Business Plan has four parts:

- The Vision of the Safeguarding Children Board
- The Statement of Intent
- Five strategic objectives
- The detailed Work Plan for the next year

The Vision

The Vision of the Wakefield and District Safeguarding Children Board is the overall purpose of the Safeguarding Children Board in Wakefield, and captures the aims of the Safeguarding Children Board in a single statement.

The Vision of the Wakefield and District Safeguarding Children Board is:

Children and young people in the Wakefield district will be safe and will feel safe within their homes, schools and communities

Statement of Intent

The Wakefield and District Safeguarding Children Board will provide strong and effective leadership in order to co-ordinate and ensure effectiveness of the work done by agencies for the purpose of safeguarding and promoting the welfare of children and young people. We aim to ensure that:

- **Children and young people in Wakefield are safe from maltreatment, neglect, violence, exploitation and sexual abuse.**
- **Children and young people in Wakefield are safe from accidental injury and death.**
- **Children and young people in Wakefield are safe from discrimination and bullying**
- **Children and young people in Wakefield are safe from crime and anti-social behaviour**
- **Children and young people in Wakefield grow up in environments where they have security, stability and care.**

The Wakefield and District Safeguarding Children Board believes that everyone is responsible for safeguarding and promoting the welfare of children. We will achieve our vision by:

- **Working with agencies to improve safeguarding practice**
- **Monitoring and where necessary challenging the performance of agencies in relation to safeguarding**
- **Developing and implementing effective policies, guidance and procedures.**

- **Carrying out effective Serious Case Reviews and effectively learning from all child deaths.**
- **Providing high quality multi-agency training to the children’s workforce.**
- **Promoting awareness of safeguarding within agencies and in the wider community.**

Strategic Objectives

The LSCB has agreed the following strategic objectives that sum up the key objectives for the next three years and which will assist in achieving our vision. These objectives encompass all areas of LSCB business and are as follows:

- Improving the quality and consistency of safeguarding practice
- Safeguarding specific vulnerable groups of children
- Learning from child deaths and other serious cases
- Governance (links with Children’s Trust, LSCB membership etc)
- Communication and engagement with partners, children and young people, parents and carers

Twelve Month Work-plan

This is, in effect, a SMART Action Plan for the coming year, with each sub-objective, and the actions required to achieve it, being held under the most relevant strategic objective.

The Role of the LSCB sub-committees

The Wakefield and District Safeguarding Children Board has four sub-committees that co-ordinate or implement the work that the Safeguarding Children Board has chosen to undertake. The sub-committees are as follows:

- Quality and Review Sub-Committee
- Performance Sub-Committee
- Training Sub-Committee
- Child Death Overview Panel

Each is chaired by an LSCB member and formally reports to the Safeguarding Children Board at every meeting.

Each action within the Business Plan is “owned” by the relevant sub-committee, which will be responsible, through its Chair, for driving progress, monitoring implementation and reporting to the LSCB. Relevant actions will be incorporated into the work plan for each sub-committee.

Following ratification of the Business Plan by the LSCB, each sub-committee will be required to produce its own Work Plan for the forthcoming year, detailing its objectives and actions based on those contained within the Business Plan.

Governance

The LSCB will receive reports from each sub-committee at every LSCB meeting, detailing progress in relation to those aspects of the Business Plan that are owned by each sub-committee. This will enable the LSCB to monitor implementation of the plans for the year and to assess its performance. The LSCB Chair will regularly meet with sub-committee chairs as an “Executive Group” to monitor progress on work plans and to agree changes or additions.

The Business Plan will be published on the LSCB website, shared with all LSCB agencies and also shared with the Children and Young People's Partnership Board who will be key consultees in its development and implementation.

The LSCB has a duty to act in good faith and develop local partnerships conducive with achieving the vision set out in this business plan.

The LSCB will develop its governance framework in line with sub committees, holding them to account for the development of work-plans aligned to this business plan; provision of assurance and ongoing risk assessment.

The LSCB has satisfied itself that the right people with the necessary experience and support are leading the sub committees and will bring these people together to act as an executive advisory group with influence on the formal LSCB agenda.

At each meeting the sub committee chair will report on progress with work plans, the nature of that report being around assurance that the necessary skills and resources exist to deliver the plans and that delivery will have the correct measurable outcome. Any deviation from plan should be reported to the WDSCB Business Manager who will advise on risk assessment. The outcome of that assessment should be captured on the LSCB risk register.

As a public body, the LSCB will publish via its website, attendance at the Board and sub committee meetings.

Financial Arrangements

The Safeguarding Children Board is funded by contributions from its statutory members. These contributions enable the Safeguarding Children Board to employ an Independent Chair and a small team of staff (WDSCB Business Manager, Training Officer, Child Death Review and Performance Co-ordinator and admin support) and also enable the Safeguarding Children Board to deliver multi-agency training, develop multi-agency procedures etc.

No elements of the Business Plan require additional funding.

Consultation with Children and Young People

In 2010, the Safeguarding Children Board identified the need for its work to be more influenced by the voices of children and young people. We have now begun to work with the Children in Care Council to begin to consult with them, as a means of supporting our strategic planning. Elements of the Business Plan that have been influenced by children and young people are highlighted.

Strategic Objective 1:

The Wakefield and District Safeguarding Children Board (WDSCB) will promote the safety and wellbeing of children and young people by improving the quality of safeguarding practice in all agencies

Sub-objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date
The Safeguarding Children Board will seek assurance from agencies in relation to the need to keep safeguarding a priority despite agency changes, funding challenges etc.	<ul style="list-style-type: none"> ➤ Scrutiny and challenge via an improved S11 review process ➤ Agency updates to be added to LSCB agenda as a routine item enabling challenge etc. ➤ Agencies will be required to directly inform LSCB of any implications for safeguarding practice of internal changes ➤ The Safeguarding Children Board will seek assurance that all commissioning frameworks for services for children and their families incorporate safeguarding to an adequate level. ➤ The Safeguarding Children Board will consider options available to ensure that across the LSCB services are targeted and remain a priority for the most vulnerable children. 	<p>LSCB Chair</p> <p>LSCB Chair</p> <p>Safeguarding Children Board Chair & WDSCB Business Manager</p> <p>LSCB Chair and WDSCB Business Manager</p> <p>LSCB Chair</p>	<p>LSCB</p> <p>LSCB</p> <p>LSCB and LSCB Executive Group</p> <p>LSCB</p> <p>LSCB</p>	<p>4.7.11</p> <p>30.3.12</p> <p>30.3.12</p> <p>30.3.12</p> <p>30.3.12</p>	
The Safeguarding Children Board will work to strengthen partnership	<ul style="list-style-type: none"> ➤ To actively consider the options available for future co-location or integration of safeguarding services 	Safeguarding and Family Support Directorate, WY Police and NHS	LSCB	4.7.11	

<p>working at an operational and strategic level.</p>	<p>across children's social care, police and health providers.</p> <ul style="list-style-type: none"> ➤ Continued delivery of joint learning opportunities ➤ Continued and improved multi-agency review of cases 	<p>Wakefield District LSCB Members</p> <p>LSCB Chair</p> <p>LSCB Training Officer and WDSCB Business Manager</p> <p>Chair of Quality and Review Sub-Committee and WDSCB Business Manager</p>	<p>Training Sub-Committee</p> <p>Quality and Review Sub-Committee</p>	<p>30.3.12</p> <p>30.3.12</p>	
<p>The children's workforce in Wakefield will be supported by provision of relevant and high-quality single and multi-agency safeguarding training that aims to create a shared language and understanding of the different contributions we all make to safeguarding</p>	<ul style="list-style-type: none"> ➤ Deliver a twelve month programme of multi agency training included within a published brochure ➤ To aim to achieve no course evaluations of less than "satisfactory" in relation to course content or delivery ➤ To develop new mechanisms for the evaluation of the effectiveness of LSCB training ➤ To deliver single agency training wherever possible ➤ To continue to contribute to the learning of WY Police in relation to aspects of partnership working e.g. Strategy Discussion, S47 etc. 	<p>LSCB Training Officer</p> <p>LSCB Training Officer</p> <p>LSCB Training Officer</p> <p>LSCB Training Officer & WDSCB Business Manager</p> <p>WDSCB Business Manager</p>	<p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p>	<p>30.3.12</p> <p>30.3.12</p> <p>30.9.11</p> <p>30.3.12</p> <p>30.3.12</p>	

	<ul style="list-style-type: none"> ➤ Training Challenge Event to be undertaken in September 2011 to enable agencies to assure the LSCB that appropriate training is available to their staff ➤ Continue to develop and enhance the LSCB Multi-Agency Training Programme by undertaking an LSCB-wide Training Needs Audit ➤ Publish a new LSCB Training Programme at the start of the 2012 year, promoting accessibility ➤ Increased take-up of LSCB online course by adult providers e.g. adult social care staff ➤ Deliver a series of planned, multi-agency briefings on the findings of local and national Serious Case Reviews 	<p>Chair of Training Sub-Committee</p> <p>LSCB Training Officer</p> <p>WDSCB Business Manager</p> <p>WDSCB Business Manager & WASB Business Manager</p> <p>WDSCB Business Manager</p>	<p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p> <p>Training Sub-Committee</p>	<p>30.9.11</p> <p>30.9.11</p> <p>31.1.12</p> <p>30.3.12</p> <p>30.3.12</p>	
<p>The Safeguarding Children Board will promote good safeguarding practice by developing and implementing a strengthened system of multi-agency audit of safeguarding practice within agencies and by addressing areas of</p>	<ul style="list-style-type: none"> ➤ The LSCB will consider ways of strengthening the S11 process. ➤ To have implemented a mechanism for the sharing of agency audits related to safeguarding, enabling the LSCB to exercise it's duty of scrutiny and challenge. This to be published and timetabled via Quality and Review Sub-Committee. 	<p>LSCB Chair</p> <p>Chair of Quality and Review Sub-Committee</p>	<p>Quality and Review Sub-Committee</p> <p>Quality and Review Sub-Committee</p>	<p>4.7.11</p> <p>30.3.12</p>	

practice that require attention					
The Safeguarding Children Board will ensure that practitioners are aware of and are fully utilising high quality multi-agency safeguarding procedures	➤ Procedures will be reviewed twice a year by LSCB representatives of the WY Consortium.	WDSCB Business Manager	Quality and Review Sub-Committee	30.3.12	
	➤ Procedures will be a standing agenda item at Quality and Review Sub-Committee meetings, enabling LSCB agencies to identify where revisions are required.	Chair of Quality and Review Sub-Committee	Quality and Review Sub-Committee	30.3.12	
	➤ All procedural revisions will be scrutinised and ratified by the Quality and Review Sub-Committee before publication.	Chair of Quality and Review Sub-Committee	Quality and Review Sub-Committee	30.3.12	
	➤ The LSCB will support agencies in developing their internal safeguarding procedures as required.	WDSCB Business Manager	Quality and Review Sub-Committee	30.3.12	
The Safeguarding Children Board will routinely monitor and where necessary challenge the performance of agencies in relation to safeguarding	➤ The LSCB will challenge agencies in relation to the implementation of actions arising from safeguarding inspections	LSCB Chair	LSCB and Quality and Review Sub-Committee	30.3.12	
	➤ Production of twice yearly Performance Management Report	WDSCB Business Manager	Performance Management sub-committee	31.1.12	
	➤ Enhancement/development of this mechanism as indicated in report from Autumn 2010	WDSCB Business Manager	Performance Management sub-committee	30.3.12	
	➤ The Safeguarding Children Board	Chair of Performance	Performance Management	30.3.12	

	will undertake additional audits of performance where this is indicated via the Performance Management Report or any other factor	Management Sub-Committee	Sub-Committee		
The Safeguarding Children Board will routinely monitor and where necessary challenge the performance of agencies and the LADO in relation to the management of allegations against people who work with children	<ul style="list-style-type: none"> ➤ The LSCB will receive bi-annual reports from the LADO detailing activity for inclusion in the Performance Management report. ➤ Each LSCB agency must formally notify the LSCB and LADO of it's Named Senior Officers ➤ The LSCB will support the LADO in relation to the provision of training and other methods of awareness-raising. 	LADO	Performance Management sub-committee	31.1.12	
		WDSCB Business Manager	Performance Management sub-committee	31.10.11	
		LSCB Training Officer	Training Sub-Committee	30.3.12	

Strategic Objective 2:

The Wakefield and District Safeguarding Children Board will promote the safety and wellbeing of specific groups of vulnerable children and young people.

Sub-objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date
The Safeguarding Children Board will seek assurance in relation to the safeguarding of children at risk of sexual exploitation in the district. Action will be taken where necessary	<ul style="list-style-type: none"> ➤ Task Group to be constituted to analyse the extent of agency involvement with child sexual exploitation and to scrutinise the degree to which children at risk of child sexual exploitation are safeguarded 	Chair of Quality and Review Sub-Committee	Quality and Review Sub-Committee	1.7.11	

<p>The Safeguarding Children Board will develop and implement a multi-agency protocol relating to the response to injury to non-ambulant babies</p>	<ul style="list-style-type: none"> ➤ Task Group to be convened to develop draft protocol for approval by LSCB. 	<p>WDSCB Business Manager</p>	<p>Quality and Review Sub-Committee</p>	<p>1.7.11</p>	
<p>The LSCB will effectively exercise it's role as Responsible Authority under the Licensing Act 2003 and Gambling Act 2005</p>	<ul style="list-style-type: none"> ➤ To scrutinise all relevant applications made to WMDC to ensure that children are safeguarded ➤ To liaise with LSCB agencies to gather information where premises are a cause for concern ➤ To provide a bi-annual report to the LSCB via the WDSCB Business Manager detailing licensing activity with relevance to safeguarding ➤ To develop guidance and publicity for prospective applicants 	<p>WDSCB Business Manager</p>	<p>LSCB</p> <p>LSCB</p> <p>LSCB</p> <p>LSCB</p>	<p>30.3.12</p>	
<p>To contribute to the safety of young people within the youth justice system</p>	<ul style="list-style-type: none"> ➤ Learning from YJB Serious Incident Reviews to be reported to the Quality and Review Sub-Committee to enable learning to be shared across all LSCB agencies ➤ Continued scrutiny of progress on actions agreed following YOT inspection in 2010 ➤ Learning from HMIP and HMP Inspections where issues of safeguarding are addressed 	<p>YDSS Manager HMP and YOI New Hall Governor</p> <p>YDSS Manager</p> <p>HMP and YOI New Hall Governor</p>	<p>Quality and Review Sub-Committee</p> <p>Quality and Review Sub-Committee & LSCB</p> <p>Quality and Review Sub-Committee</p>	<p>30.3.12</p>	

<p>The Safeguarding Children Board will ensure that the welfare of children in the Looked After Children system is safeguarded</p>	<ul style="list-style-type: none"> ➤ Effective challenge to YOT in relation to aspects of the Inspection findings and Action Plan that relate to the number of Looked After Children in the justice system ➤ Develop a mechanism for inclusion of data on children missing from foster care into the bi-annual Performance Management report 	<p>Chair of Quality and Review Sub-Committee and Chair of LSCB</p> <p>Chair of Performance Management Sub-Committee</p>	<p>Quality and Review Sub-Committee</p> <p>Performance Management Sub-Committee</p>		
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Strategic Objective 3:

The Wakefield and District Safeguarding Children Board will promote the safety and wellbeing of children and young people in the Wakefield District by effectively learning from all child deaths, Serious Case Reviews and “near misses”

Sub-objective	Actions required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date
<p>The Safeguarding Children Board will continue to improve our processes for undertaking and learning from Serious Case Reviews conducted in Wakefield and in other local authority areas.</p>	<ul style="list-style-type: none"> ➤ Develop a rigorous method to seek assurance (with evidence) from agencies of the implementation of Serious Case Review actions and improvements in practice ➤ Support/challenge agencies in strengthening their own internal governance around implementation of Serious Case Review actions ➤ To support agencies in the dissemination of learning from Serious Case Reviews both in Wakefield and other areas ➤ To routinely consider the findings of 	<p>Chair of Quality and Review Sub-Committee</p> <p>Chair of Quality and Review Sub-Committee & WDSCB Business Manager</p> <p>WDSCB Business Manager</p> <p>Chair of Quality and</p>	<p>Quality and Review Sub-Committee</p> <p>Quality and Review Sub-Committee and LSCB Executive Group</p> <p>Quality and Review Sub-Committee</p> <p>Quality and Review Sub-</p>	<p>30.9.11</p> <p>30.9.11</p> <p>30.3.12</p> <p>30.3.12</p>	

	Serious Case Reviews undertaken in different areas following publication of Executive Summary	Review Sub-Committee, WDSCB Business Manager	Committee, LSCB		
Review CDOP processes to ensure an efficient and effective system for the reviewing of child deaths	➤ Review of processes	Chair of CD sub-committee	Child Death Subcommittee	30.9.12	
Implement the learning that has been identified via the CDOP process in Wakefield	<ul style="list-style-type: none"> ➤ Implement the recommendations in the annual CDOP Report “Child Deaths in Wakefield” ➤ Develop a strengthened reporting method to further strengthen the Local Safeguarding Children Board’s learning from all cases discussed at CDOP. 	<p>CDOP Chair, WDSCB Business Manager</p> <p>WDSCB Business Manager and CDOP Chair</p>	<p>CDOP</p> <p>CDOP</p>	<p>30.3.12</p> <p>31.7.11</p>	
To implement an agreed mechanism for reviewing cases of concern that do not meet the criteria for Serious Case Review	➤ Procedural document to be ratified by LSCB	WDSCB Business Manager	Quality and Review Sub-Committee	31.7.11	

Strategic Objective 4:
The Wakefield and District Safeguarding Children Board will have a robust system of governance and will be compliant with all guidance in relation to membership, attendance etc.

Sub-objectives	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date
Continue to maintain and strengthen the link between the LSCB and other partnerships in the district.	➤ Annual Report to the Children’s Trust	WDSCB Business Manager	LSCB	30.9.11	
	➤ LSCB consultation on CYP Plan	WDSCB Business Manager	Children and Young People's Partnership Board	30.3.12	
	➤ Sharing of LSCB minutes with Children and Young People's Partnership Board	WDSCB Business Manager	LSCB	30.3.12	
	➤ Children and Young People's Partnership Board consultation on LSCB Business Plan	WDSCB Business Manager	LSCB	11.4.11	
	➤ Attendance at Children and Young People's Partnership Board by LSCB Chair to present Business Plan, Annual report etc.	LSCB Chair	LSCB	30.9.11	
	➤ Strengthen link with Community Safety Partnership and seek assurance from the CSP e.g. in relation to child sexual exploitation, domestic violence etc.	LSCB Chair	LSCB	31.10.11	

<p>Ensure that LSCB membership is fully compliant with all guidance (Laming 52)</p>	<ul style="list-style-type: none"> ➤ Annual review of LSCB membership ➤ Conclude process of recruiting lay members ➤ Conclude process of recruiting Head Teacher representation ➤ To maintain the system of annual member review ➤ Implement system of annual review of sub-committee members and their contribution to the sub-committee 	<p>LSCB Chair</p> <p>WDSCB Business Manager</p> <p>WDSCB Business Manager</p> <p>LSCB Chair</p> <p>Sub-committee Chairs</p>	<p>LSCB</p> <p>LSCB</p> <p>LSCB</p> <p>LSCB</p> <p>LSCB</p>	<p>9.1.12</p> <p>1.6.11</p> <p>1.6.11</p> <p>30.3.12</p> <p>30.3.12</p>	
<p>Ensure that sub-committee attendance/representation improves in 2011/12</p>	<ul style="list-style-type: none"> ➤ All LSCB members to ensure that sub-committee representation is appropriate and that representatives are able to commit ➤ Attendance to be reported to LSCB 	<p>LSCB Members</p> <p>WDSCB Business Manager and sub-committee Chairs</p>	<p>LSCB</p> <p>LSCB</p>	<p>4.7.11</p> <p>30.3.12</p>	

Strategic Objective 5:

The Wakefield and District Safeguarding Children Board will effectively communicate, consult and engage with it's partners, the children's workforce and the public

Sub-objectives	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date
Strengthen communications between LSCB and the children's workforce and the public	➤ Issue LSCB newsletters and policy briefings to the whole workforce	WDSCB Business Manager	LSCB	30.3.12	
	➤ Make improvements to LSCB website promoting access by children and young people/parents and carers	WDSCB Business Manager	LSCB	30.3.12	
	➤ Issue regular Performance bulletins to all LSCB agencies	WDSCB Business Manager	Quality and Review Sub-Committee	30.3.12	
	➤ Ensure that all information for the public has been scrutinised by a panel of members of the public before publication	WDSCB Business Manager	Quality and Review Sub-Committee	30.3.12	
Continue to strengthen the degree to which the plans and decisions made by the LSCB are influenced by children and young people in the district	➤ Continued consultation with Children in Care Council	WDSCB Business Manager	LSCB	30.3.12	
	➤ Total Respect Training for LSCB Members	WDSCB Business Manager	LSCB	31.7.11	
Ensure that children and young people have a voice within the Child Protection Conference system and that their wishes and feelings are taken into account when Child Protection Plans are developed.	➤ Monitoring of the work being undertaken within Family Services in relation to inclusion & Child Protection Conferences. This work is being undertaken by the Safeguarding Coordinator in consultation with the Child Protection Conference Chairs.	WMDC Safeguarding Coordinator	Quality and Review Sub-Committee	30.9.11	

