



Solihull Local Safeguarding Children Board

Business Plan 1st July 2011 – 30th June 2012

Solihull Local Safeguarding Children Board strategic aims for 2011/14 are:-

1. To lead, listen to and advise on safeguarding issues for children and young people within Solihull
2. To use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull
3. To know the story of safeguarding issues for children and young people within Solihull.
4. To ensure effective governance arrangements are in place and understood in respect of the work of Solihull LSCB.

Underlying principles

- (i) This plan takes into account the requirements of Working Together (2010) Chapter 3 as well as local priorities. The plan is built on the premise that the LSCB functions include co-ordinating the measures that need to be in place in order for agencies to work together to safeguard children and young people, delivering inter-disciplinary safeguarding training as well as responding to all child deaths. The plan also recognises the LSCB as the 'local watchdog' with regard to how effective local arrangements are in terms of keeping children and young people safe from maltreatment and neglect.
- (ii) This plan is the responsibility of all the LSCB members who are equal partners in terms of the delivery of the plan.
- (iii) The plan will be monitored by the LSCB every quarter, progress will be reported annually to the Solihull Partnership Governing Board and be a public document; available via www.solihull.gov.uk/staysafe.
- (iv) This plan is the over-arching plan for the work that will be conducted by Solihull LSCB in 2011-12. Other plans may exist to support the delivery of actions contained in this plan or in response to a particular need. Any such plans will be regularly monitored by the LSCB.
- (v) There is inevitably synergy between the actions set out against each of the strategic aims and one action will usually support the achievements of one or more of the strategic aims.

1. To lead, listen to and advise on safeguarding issues for children and young people within Solihull

The LSCB is the strategic body responsible for influencing on safeguarding matters for children and young people. The LSCB will need to ensure both in its own work and in the work of partners that consideration is given to working across the whole spectrum of the Solihull community including children, young people, parents/carers, children and adult's workforce, Elected Members/Members of Accountable Bodies, Managers and Leaders within settings and agencies that work with children, young people and parents/carers.

The LSCB has agreed the following activities to support it to lead, listen to and advise on safeguarding issues for children and young people.

| ACTION | LEAD | TIMESCALE | OUTPUT | PROGRESS TO DATE | | INTENDED OUTCOME |
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| | | | | TIMESCALE | ACTION | |
| 1.1 Produce a clear set of recommendations in LSCB Annual Report that will focus activity to enhance the safety of children and young people and/or influence commissioning arrangements | Liz Murphy, Safeguarding Children Business Manager | Sept 11 | <ul style="list-style-type: none"> Written document detailing how LSCB has delivered its statutory functions, progress against last year's priorities and set of recommendations for future areas of work | | | Children and young people are safer because action is taken/services commissioned to improve the safety of children and young people based on local need. |
| 1.2 Influence the development of the Health and Well-Being board and local commissioning arrangements to ensure the integration of safeguarding in the new arrangements | Mark Rogers, LSCB Chairperson and Stephen Munday, Joint Director of Public Health | July 2011 – June 2012 | <ul style="list-style-type: none"> Work with SHA to support 'stress' test of new arrangements. Evidence safeguarding being actively considered in the development of Health and Well-being Board in Solihull | | | Children and young people are safer because safeguarding is embedded in local commissioning arrangements. |
| 1.3 Promote Chief Officer ownership of safeguarding in | Mark Rogers, LSCB Chairperson | June 2012 | <ul style="list-style-type: none"> Annual meeting between LSCB Chairperson and Chief | | | Children and young people are safer because |

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| organisations with a statutory duty to safeguard children and young people | | | Officer of statutory members of LSCB <ul style="list-style-type: none"> • Discussion of LSCB Annual Report at Senior Leadership/ governance or accountable body team within statutory members of LSCB • Future priorities set by partner agencies to improve the safety of children and young people | | | safeguarding activity is embedded in the priorities of statutory partners. |
| 1.4 Communicate with children, young people, parents/carers, children and adults workforce and wider community on key safeguarding priorities | Liz Murphy Safeguarding Children Business Manager | July 2011 - June 2012 | <ul style="list-style-type: none"> • Maintain LSCB website • Communication campaign(s) including with Adult Safeguarding Board as appropriate | | | Children and young people are safer because it is widely known and understood what to do if you are worried about a child/young person. |
| 1.5 Communicate with children's and adults workforce on safeguarding | Liz Murphy Safeguarding Children Business Manager | July 2011- June 2012 | <ul style="list-style-type: none"> • LSCB Newsletter • Maintain LSCB website • Continue to host Practitioners Forums | | | Children and young people are safer because it is widely known and understood what to do if you are worried about a child/young person. |
| 1.6 Act as a Responsible Authority under | Liz Murphy Safeguarding Children Business | July 2011 - June 2012 | <ul style="list-style-type: none"> • Review all licence applications | | | Children and young people are safeguarded in |

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| | Licensing Act 2003 for the licensing objective 'Protection of children from harm' | Manager | | <ul style="list-style-type: none"> Request for additional information as required Representations are made as required | | | licensed premises because conditions are in place to promote their safety. |
| 1.7 | Devise a child sexual exploitation strategy and action plan | Liz Murphy Safeguarding Children Business Manager | Sept 11 | <ul style="list-style-type: none"> Child Sexual Exploitation Strategy Action plan Regular meetings of Child Sexual Exploitation Steering group | | | Children and young people are safer because children and young people, parents/carers and the children's workforce are able to take steps to:- (a) prevent (b) respond to child sexual exploitation |
| 1.8 | Continue to develop capacity within the 3 rd Sector to safeguard children and young people | Teresa Scragg Commissioning Manager and Liz Murphy, Safeguarding Children Business Manager | July 11 – April 12 | <ul style="list-style-type: none"> Delivery of requirements of SLA between LSCB/ CYPTB and SUSTAiN | | | Children and young people are safer because there is an increase in safeguarding awareness and measures within the 3 rd Sector |
| 1.9 | Capture the experiences of parental attendance/engagement in child protection conferences | Paul Nash Safeguarding Officer and Julia Wise St Leger, Independent Reviewing Officer | Sept 11 – Jan 12 | <ul style="list-style-type: none"> Qualitative data provided and analysed Report to Practice and Procedures sub group | | | Children and young people are safer because parents/carers are better able to engage in processes to support them to meet the needs of their children |

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| <p>1.10 Conduct a review of the use of 'signs of safety' model within multi-agency child protection forums</p> | <p>Angela Whitford Development Officer and Sally Andrews LSCB Training and Development Officer</p> | <p>Dec 11 – March 12</p> | <ul style="list-style-type: none"> • Review completed including the views of front line staff • Report to Practice and Procedures sub group | | | <p>Children and young people are safe because there is a shared framework and language for analysing risk to children and young people in use across the Childrens workforce</p> |
| <p>1.11 Continue to work with Solihull Youth Council</p> | <p>Nicky Gilbert Youth Involvement and Democracy Co-ordinator and Liz Murphy Safeguarding Children Business Manager</p> | <p>July 11 - June 2012</p> | <ul style="list-style-type: none"> • Work plan in place and reported to LSCB • Two way working relationship | | | <p>Children and young people are safer because their views, experiences and solutions are used to inform the work of the LSCB</p> |
| <p>1.12 Promote an increased understanding of local safeguarding priorities amongst Elected Members</p> | <p>Cllr Ken Meeson, Leader of Solihull Council</p> | <p>Dec 11</p> | <ul style="list-style-type: none"> • Introduce an annual debate at Full Council | | | <p>Children and young people are safer because those elected to serve the local community can support the work of the LSCB in the community and influence action taken by the council with regard to promoting the safety of children and young people.</p> |

2. To use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull

The LSCB role regarding ensuring effective local arrangements to safeguard children and young people is set out in statutory guidance. The Munro Report considers the argument for the Government to require local authorities and statutory partners to secure the provision of effective early help services and set out their arrangements to develop and implement local early help for children, young people and their families in order to respond quickly when children develop problems. The Government has set out in its response to the Munro Report that the remit of LSCBs should be expanded to include monitoring the effectiveness of such services. Statutory guidance will be amended and the LSCB has considered the need to include early help services in its work programme for 2011-12.

The Munro Report also highlights that research has shown that multi-agency training is effective in helping professionals understand their respective roles and responsibilities, the procedures of each agency involved in safeguarding and promoting the welfare of children, and in developing a shared understanding of assessment and decision-making practices. Further, the opportunity to learn together is greatly valued: participants report increased confidence in working with colleagues from other agencies and greater mutual respect. For these reasons, the LSCB will continue to make multi-agency training available and will draw on the partnership nature of the Board itself to encourage participation. It is also important that the LSCB evaluates such training.

The LSCB has agreed the following activities to support it to use learning to influence safeguarding practice and improve outcomes for children and young people in Solihull.

| ACTION | LEAD | TIMESCALE | OUTPUT | PROGRESS TO DATE | | INTENDED OUTCOME |
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| | | | | TIMESCALE | ACTION | |
| 2.1 Agree an approach for reviewing and addressing any gaps in safeguarding provision in sport physical activity provision | Dave Turton Sports Development Manager | July 11 - June 2012 | <ul style="list-style-type: none"> • Mapping of sector • Action plan agreed • Action plan monitored • Reports to LSCB | | | Children and young people are safer because there is an increase in safeguarding awareness and measures within the sports sector |
| 2.2 Oversee the roll-out of the Graded Care Profile for use in cases of | Liz Murphy Safeguarding Children | July 11 - June 2012 | <ul style="list-style-type: none"> • Steering group established • Action plan agreed | | | Children and young people are safer because there is an |

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| neglect both within early help and child protection activity and contribute to NSPCC national evaluation project | Business Manager | | <ul style="list-style-type: none"> Action plan monitored Reports to Practice and Procedures sub group | | | agreed framework to identify and measure the needs of those children and young people at risk of/who are being neglected. |
| 2.3 Conduct 2 multi-agency audits in respect of: (a) LINCS (b) Children and young people with a Statement of Educational Needs | Paul Nash Safeguarding Officer | July 11 - June 2012 | <ul style="list-style-type: none"> Audits scoped Audits completed Learning Identified Learning disseminated | | | Children and young people are safer because learning is used to influence local practice |
| 2.4 Ensure a review of all child deaths to identify modifiable risk factors | Paul Nash Safeguarding Officer and Dara Lloyd, Manager, Child Death Review Process for Coventry, Solihull and Warwickshire. | July 11 - June 2012 | <ul style="list-style-type: none"> All child deaths notified to LSCB Data collated Review of all child deaths Contribution to sub regional analysis | | | Children and young people are safer because modifiable factors in relation to child death are identified and where appropriate action taken |
| 2.5 Conduct an audit of awareness of safeguarding measures across 3 rd Sector organisations | Paul Nash Safeguarding Officer and Karen Perry, PA to Safeguarding Children Business Manager and Administrator to LSCB | April 2012 | <ul style="list-style-type: none"> Audit commenced Audit Completed Audit Analysed Learning identified Learning used to inform LSCB work programme | | | Children and young people are safer because there is an increase in safeguarding awareness and plan to address any support needs in place |
| 2.6 Effectively conduct serious case reviews | Liz Murphy Safeguarding | July 11 - June 2012 | <ul style="list-style-type: none"> Reviews completed as required in statutory | | | Children and young people are safer |

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| and other case reviews as required | Children Business Manager | | <p>guidance</p> <ul style="list-style-type: none"> • Learning identified • Learning used to inform local practice and training | | | because learning is used to influence local practice |
| 2.7 Support the ongoing development of LSCB Board Members to enable them to deliver their role/understand local need | Liz Murphy Safeguarding Children Business Manager | July 11 - June 2012 | <ul style="list-style-type: none"> • Development sessions held for Board Members • Board Members contribute to LSCB meetings in a way that promotes quasi-independence of LSCB | | | Children and young people are safer because LSCB Board Members are supported to contribute to an effective LSCB. |
| 2.8 Deliver multi-agency training programme 2011-12 | Sally Andrews LSCB Training and Development Officer | July 11 - June 2012 | <ul style="list-style-type: none"> • Training calendar • Courses delivered | | | |
| 2.9 Develop and implement a system to evaluate the impact of training on practice | Sally Andrews LSCB Training and Development Officer | March 2012 | <ul style="list-style-type: none"> • Agreed model(s) to evaluate the impact of training on practice | | | Children and young people are safer because the effectiveness of training is measured and action taken, as required, to improve impact |
| 2.10 Host an annual conference to raise awareness of the issue of neglect across the children's workforce | Sally Andrews LSCB Training and Development Officer | Nov 11 | <ul style="list-style-type: none"> • Conference takes place • Evaluations indicate learning and networking | | | Children and young people are safer because the workforce has an increased understanding of the impact of |

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| | | | | | | neglect on children and young people |
| 2.11 Use feedback from front line staff and learning from audits as well as research to inform learning and development opportunities so as to influence practice | Sally Andrews LSCB Training and Development Officer | July 11 - June 2012 | <ul style="list-style-type: none"> Practitioners forum feedback considered in work of LSCB Learning from local audits used to inform LSCB training programme Learning from SCRs and research integral to LSCB training programs | | | Children and young people are safer because learning is used to influence local practice |
| 2.12 Explore the viability of a combined LSCB/SASB training sub group | Sally Andrews LSCB Training and Development Officer and Joan McHugh Safeguarding Adults Development Manager | Aug 11 | <ul style="list-style-type: none"> Review completed with clear recommendations Reported to relevant forums Action taken as required | | | Children and young people are safer because a forum exists to support the whole workforce to recognise and respond to child safeguarding concerns |

3. To know the story of safeguarding issues for children and young people within Solihull.

The LSCB needs to be proactive in identifying what is working well, what requires further exploration as well as monitoring areas that have previously been identified as a priority action by the LSCB. In order to do this, the LSCB needs to receive data that tells the story behind safeguarding in Solihull. The LSCB has agreed the following activities to support it to know the story of safeguarding issues for children and young people in Solihull.

| ACTION | LEAD | TIMESCALE | OUTPUT | PROGRESS TO DATE | | INTENDED OUTCOME |
|---|-----------------------------------|---------------------|---|------------------|--------|--|
| | | | | TIMESCALE | ACTION | |
| 3.1 Revise performance management framework including scorecard | Paul Nash Safeguarding Officer | Sept 11 – June 2012 | <ul style="list-style-type: none"> Framework devised and includes programme of | | | Children and young people are safer because a system |

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| | | | <p>measures that provide high level information about the functioning of the safeguarding system/the safety of children and young people</p> <ul style="list-style-type: none"> • Approved by LSCB • Data collected and monitored | | | exists to identify local safeguarding needs/issues | |
| 3.2 | Receive regular information about the quality of service provision and impact of service provision on improved outcomes for children and young people subject to child protection processes | Joslyn Young, Child Protection and Review Unit Team Manager | Nov 2011 – June 2012 | <ul style="list-style-type: none"> • CPRU Quality Assurance framework devised • Views of children, young people, families and professionals gathered • Data collated /analysed • Data report to LSCB | | | Children and young people are safer because the experiences of children, young people and families of service provision are used to inform local practice |
| 3.3 | As required, consider recommendation(s) and multi-agency actions from reports of internal investigations/ audits/ enquiries carried out by single agencies in order to promote whole system learning | All LSCB Agencies | July 11 - June 2012 | <ul style="list-style-type: none"> • LSCB agencies consider if/what information to share with LSCB • Information considered by LSCB and used to inform Boards work programme | | | Children and young people are safer because key learning opportunities are used to inform local practice |
| 3.4 | Receive reports on the following areas of safeguarding:- (i) SIB's | (i) Tina Russell Head of Children in Need Service | July 11 - June 2012 | <ul style="list-style-type: none"> • Previously identified priority areas of safeguarding activity report to LSCB | | | Children and young people are safer because action is taken in respect of |

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| <ul style="list-style-type: none"> (ii) Missing children and young people (iii) Domestic Abuse (iv) E-Safety | <ul style="list-style-type: none"> (ii) Tina Russell Head of Children in Need Service (iii) Melanie Lockey Head of Partnership Commissioning (iv) Steve Martin Chief Education Welfare Officer | | <ul style="list-style-type: none"> • Inter-agency issues identified/ • addressed • Reports used to inform LSCB work | | <p>local safeguarding priorities/issues</p> |
| <p>3.5 Devise a model for conducting multi-agency case file audits that supports the involvement of practitioners/ Managers</p> | <p>Paul Nash Safeguarding Officer</p> | <p>Dec 11 – June 2012</p> | <ul style="list-style-type: none"> • Methodology to conduct multi-agency case reviews agreed that involves front line staff/ Managers • Review carried out • Report to LSCB | | <p>Children and young people are safer because reflective learning opportunities are used to inform local practice</p> |
| <p>3.6 Commission single agency reports, as required, to support LSCB understand the responsiveness of the local safeguarding system</p> | <p>Mark Rogers LSCB Chairperson</p> | <p>July 11 - June 2012</p> | <ul style="list-style-type: none"> • Reports commissioned as required • Multi-agency issues identified/ addressed • Reports used to inform LSCB work | | <p>Children and young people are safer because a system exists to identify local safeguarding needs/issues</p> |

4. To ensure effective governance arrangements are in place and understood in respect of the work of LSCB.

The LSCB is a statutory body operating with a quasi-independent voice in local partnership arrangements and is tasked with ensuring there are effective local arrangements in place for agencies to work together to safeguard children and young people.

LSCB's are required to have membership drawn from local partner agencies actively involved in work to safeguard children and young people and in order to be effective, LSCBs also need to be able to influence other local strategic partnerships and leaders. Another important requirement is sufficient resources to deliver core statutory functions.

For these reasons, robust and effective governance arrangements are imperative to promote the LSCB to be an effective partnership body.

The LSCB has agreed the following activities to ensure effective governance arrangements are in place and understood in respect of its work.

| ACTION | LEAD | TIMESCALE | OUTPUT | PROGRESS TO DATE | | INTENDED OUTCOME |
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| | | | | TIMESCALE | ACTION | |
| 4.1 Produce an annual report setting out how LSCB discharges statutory duties | Liz Murphy Safeguarding Children Business Manager | Sept 11 | <ul style="list-style-type: none"> Written report Presented to SPGB/Scrutiny | | | Children and young people are safer because an effective LSCB is operating in Solihull |
| 4.2 Review LSCB governance arrangements; including chairing | Liz Murphy Safeguarding Children Business Manager | Oct 11 – March 12 | <ul style="list-style-type: none"> Review complete Revisions agreed as required | | | Children and young people are safer because LSCB is held to account for how it functions |
| 4.3 Maintain LSCB risk register | Liz Murphy Safeguarding Children Business Manager | July 11 - June 2012 | <ul style="list-style-type: none"> Risk register Regularly monitored by LSCB | | | Children and young people are safer because an effective LSCB is operating in Solihull |
| 4.4 Conduct self-evaluation of LSCB effectiveness | Liz Murphy (iv) Safeguarding Children | May 12 | <ul style="list-style-type: none"> Self audit tool completed Presented to LSCB & | | | Children and young people are safer because LSCB |

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| | Business Manager | | SPGB | | | reflects on its own work and is held to account for how it functions |
| 4.5 | Devise funding formula for LSCB Budget 12 -15 and secure sufficient financial capacity to deliver core functions | Mark Rogers LSCB Chairperson | Oct 11 – Mar 12 | <ul style="list-style-type: none"> Funding formula agreed by LSCB agencies Budget to support delivery of core functions Consider efficiencies that can be achieved from closer/integrated working with Adult Safeguarding Board | | Children and young people are safer because an effective LSCB is operating in Solihull |
| 4.6 | Review terms of reference of LSCB sub groups | Liz Murphy Safeguarding Children Business Manager | Feb 12 | <ul style="list-style-type: none"> Updated terms of reference | | Children and young people are safer because an effective LSCB is operating in Solihull |
| 4.7 | Review working arrangements between LSCB & CYPTB | Mark Rogers, LSCB Chairperson and Lesley Heale Director for Children's Services | Oct 11 – Mar 12 | <ul style="list-style-type: none"> Protocol which sets out distinct responsibilities between 2 boards how they work together and support and challenge each others work | | Children and young people are safer because there is clarity about how the LSCB & CYPTB work together to secure better outcomes |
| 4.8 | Monitor LSCB and sub group attendance at LSCB training events | Karen Perry, PA to Safeguarding Children Business Manager and | July 11 - June 2012 | <ul style="list-style-type: none"> Record of attendance Issues re; partner agency engagement addressed in a timely manner | | Children and young people are safer because an effective LSCB is operating in Solihull |

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| | Administrator to LSCB | | | | | and children's workforce are provided with learning and development opportunities | |
| 4.9 | Maintain a set of procedures to support the workforce to safeguard children and young people | Liz Murphy Safeguarding Children Business Manager | Jan 11 (1 st update post revising to Working Together 2010) | <ul style="list-style-type: none"> • Framework to support those who work with children/young people and families to identify harm , work together and understand each others role/responsibilities | | | Children and young people are safer because children and adults workforce have a framework to operate within to support them to work together to safeguard children and young people |
| 4.10 | Monitor action plans resulting from LSCB activity | Paul Nash Safeguarding Officer | July 11 - June 2012 | <ul style="list-style-type: none"> • Updates to LSCB • Evidence of completion available • Sign off by LSCB | | | Children and young people are safer because learning has been used to influence practice |