

## LSCBN Business Plan 2011-2012

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### Introduction

The LSCBN annual business plan for 2011 – 2012 sets out the LSCBN priorities for the coming year. The plan has been developed alongside the Children and Young People's Plan (CYPP) and contains 5 priorities, three of which are included in the CYPP. The remaining two have been developed in discussion with LSCBN committees and board members. The additional objectives relate to the need to focus the work of the board on particular vulnerable groups of children and young people, the need for which has been highlighted through the work of the LSCBN committees, areas of work identified in serious case reviews, the S11 audit, conducted by the board in 2010/11 and the Ofsted and CQC inspection of Safeguarding and Looked after Children Services which took place in March 2011. The fifth objective relates to the development of the board itself to improve the way in which it fulfils its statutory responsibilities enshrined in S11 Children Act 2004.

Safeguarding and promoting the welfare of children and young people is a high priority for Northamptonshire County Council and its partners in the LSCBN whose safeguarding priorities are expressed as follows:-

We will ensure children and young people in Northamptonshire are better safeguarded through:

- Improving the recognition and awareness within the general public, of child abuse and neglect so that they understand the risks to children and young people, and how they can help to minimise the impact of abuse and neglect;
- Improving the recognition and awareness within the workforce of all organisations of child abuse and neglect so that they better understand their roles and responsibilities in preventing and confronting child abuse and neglect, and;
- Promoting safe recruitment, management and supervision practices within all organisations to ensure that all staff are recruited, managed and trained to equip them fully to respond to the needs of children whose welfare needs to be safeguarded or who are in need of protection from harm.
- Prioritising the safety and wellbeing of the most vulnerable children and ensuring effective measures are in place to promote their safety.
- Ensuring the LSCB has effective structure, processes and resources in place to fulfil its responsibilities under S11 Children Act 2004 to monitor compliance of agencies responsibilities for safeguarding and to provide audit tools and practice standards by which to develop and maintain good practice.



The business plan will be monitored regularly by the Operational, Planning & Co-ordination Group and actions updated as part of business development sessions. Any new actions will be added subject to agreement by board members and regular reports received by the Executive Support Group on progress. This business plan will also monitor and evaluate the work and progress of related action plans which will be noted on this business plan with details contained and updated within the specific action plans.

***A note on objectives, outcomes and actions or 'outputs' and capacity***

*Within the 5 priorities there are a number of identified areas of activity. The plan expresses these as objectives, which the board aims to achieve, through a number of identified actions. The expected outcome column summarises how the board will be able to evidence that it is meeting the objective in whole or in part. Within the area of safeguarding practice, there is very little that can be deemed to be direct cause and effect and or where evidence can be measured in the purest numerical sense. In many cases therefore, the expected outcomes are proxy measures for final outcomes. In some cases, we do not yet have a baseline and therefore expected outcome is that a baseline will be set from which performance measures will be set for future monitoring. The LSCBN performance scorecard is newly revised and will be developing over the coming year within the work of the Quality Assurance Committee. Where numerical measures are appropriate and can be provided as evidence or outcome, these will be incorporated into the scorecard and cross referenced with the business plan. Where the evidence is qualitative rather than quantitative, there may be an audit at the most appropriate point to evidence impact. In some cases, those responsible for action are being tasked with devising the means by which impact will be evidenced and measured.*

*The Operational Planning and Coordination Group, which as been responsible for developing the plan, is mindful of capacity issues in all agencies. Therefore we need to ensure that we measure what matters and harness the work that is already ongoing within agencies rather than re-invent a new process or activity for LSCBN. For this reason, the business plan has many actions which involve LSCBN receiving reports of safeguarding business elsewhere, from which the board can assure itself of safeguarding arrangements across the area and inform priorities for 2012/13 and onwards for LSCBN, for the Children and Young People's Partnership and for any other partnership which has primary responsibility for commissioning or service delivery.*

The business plan will therefore form the basis of the LSCBN and its committees work programme for 2011/12. The business office will establish the monitoring and reporting mechanism through the operational planning and coordination group and will ensure that the LSCBN agenda accommodates reports arising from the various actions. Timescales may be adjusted for good reason, which can be reported through the business office.

**Maureen Phillips, Assistant Director Safeguarding and Children's Services, Northamptonshire County Council and Interim Chair of the Operational Planning and Coordination Group**

<b>LSCBN Strategic Priority 1:</b>	Improving the recognition and awareness within the general public, of child abuse and neglect so that they understand the risks to children and young people, and how they can help to minimise the impact of abuse and neglect;
<b>Other relevant plans:</b>	Children and Young People's Plan, Private Fostering,
<b>Priority Lead:</b>	<i>[to be advised– nominated member of executive support group]</i>

**Context:**

The board is responsible for 'communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done, and encouraging them to do so'. (Working Together 2010). This involves communicating and engaging with our key target groups (the local community, children and young people, parents and carers, voluntary and community organisations, board partners and statutory agencies) to seek to identify key safeguarding issues within the community and to evaluate and monitor systems, processes and practice to ensure they are working effectively to identify and protect children who are suffering, or are likely to suffer significant harm.

No.	Objective	Action	Action lead & Timescales	Expected Outcome	Progress / status
1.1	LSCBN has an effective communication strategy which results in the public and professionals better understanding the role of LSCBN and their role and responsibilities in safeguarding and protecting children and young people from harm and abuse.	<ul style="list-style-type: none"> <li>Review LSCBN business plan and agreed key priorities for communication of safeguarding priorities</li> </ul>	<b>Communications Committee and Business Office</b>  September 11	<ul style="list-style-type: none"> <li>Communication strategy in place and delivered</li> <li>Website developed and improved as tool to raise awareness</li> <li>Website 'hits' benchmarked and measured</li> </ul>	
		<ul style="list-style-type: none"> <li>Review the effectiveness of the LSCBN website in raising public awareness</li> </ul>	tba		
		<ul style="list-style-type: none"> <li>Develop costed proposals, using opportunities within individual agency marketing plans, and present to LSCBN Operational Planning and Coordination group</li> </ul>	October11		



No.	Objective	Action	Action lead & Timescales	Expected Outcome	Progress / status
		<ul style="list-style-type: none"> <li>Develop strategy and obtain board agreement</li> </ul>	December 11		
1.2	The voice of the general public is represented on the board through the appointment of Lay members who are able to actively engage in the work of the LSCBN.	<ul style="list-style-type: none"> <li>Research use of lay members elsewhere and report to Operational Planning and Coordination Group</li> </ul>	<b>Teresa DeVito</b> September 2011	<ul style="list-style-type: none"> <li>Lay members are appointed in accordance with WT 2010</li> <li>Lay members' engagement in the work of the board provides further opportunities to promote the board's safeguarding priorities.</li> </ul>	
		<ul style="list-style-type: none"> <li>Develop proposals for recruitment and seek board agreement</li> </ul>	Teresa DeVito and Operational Planning and Coordination Group September 2011		
		<ul style="list-style-type: none"> <li>Recruit and induct</li> </ul>	Oct – Nov 2011		
		<ul style="list-style-type: none"> <li>Review with Lay members ongoing training and support needs</li> </ul>	March 2012		
1.3	Clear processes are in place whereby the views and experiences of children and young people and their parents and carers are obtained, reported to, and acted on by the LSCBN.	<ul style="list-style-type: none"> <li>Audit consultation mechanisms already in place in partner organisations</li> </ul>	<b>Communications Committee</b> End September 2011	<ul style="list-style-type: none"> <li>Benchmark set following audit of consultation mechanisms</li> <li>Targets for increasing engagement devised and agreed with the Shadow Board</li> <li>Results are analysed and disseminated within agencies and provide clear evidence of</li> </ul>	
		<ul style="list-style-type: none"> <li>Consult the CYP Shadow Board on developing a communication and engagement strategy with CYP and carers, as part of the overall strategy</li> </ul>	End September 2011		
		<ul style="list-style-type: none"> <li>Develop LSCBN website to improve reach to children and young people</li> </ul>	tba End December 2011		
		<ul style="list-style-type: none"> <li>Devise communication &amp; engagement strategy and</li> </ul>	End December 2011		



No.	Objective	Action	Action lead & Timescales	Expected Outcome	Progress / status
		obtain LSCBN agreement		changes made or in progress as a result of consultation and engagement.	
1.4	Professionals, volunteers and the public are aware of private fostering statutory requirements with the result that reporting of private fostering arrangements to Children's Social Care increases and children within such arrangements are better safeguarded.	<ul style="list-style-type: none"> <li>Establish task and finish group to review current information available and state of knowledge about private fostering across agencies, including setting a benchmark based on current levels of reporting</li> <li>Develop communication &amp; marketing strategy</li> <li>Deliver communication and marketing strategy</li> <li>Report to LSCBN as required in Working Together 2010</li> </ul>	<p><b>Task and finish group</b> [lead to be advised] September 2011</p> <p>December 2011</p> <p>Jan to March 2012</p> <p>Teresa DeVito / Safeguarding Manager NCC February 2012 (for annual report)</p>	<ul style="list-style-type: none"> <li>Rate or reporting increases [data to be provided and targets set following benchmarking]</li> </ul>	

<b>LSCBN Strategic Priority 2:</b>	Improving the recognition and awareness within the workforce of all organisations of child abuse and neglect so that they better understand their roles and responsibilities in preventing and confronting child abuse and neglect.
<b>Other relevant action plans:</b>	Serious Case Review action plan – Tammy Nixon; Audit report of S17/47 from Child F action plan
<b>Executive Support Group Sponsor:</b>	<i>[to be advised]</i>

**Context:**

This priority relates to workforce support and development, including supporting partner agencies in workforce development to strengthen safeguarding practice in all agencies in Northamptonshire. In particular we wish to strengthen the board's engagement with and support to voluntary sector organisations which are not currently represented on the board. We also wish to ensure that lessons from serious case reviews, both nationally and locally are learned and embedded in changes in practice across Northamptonshire.

No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
2.1	Voluntary sector organisations are equipped and supported to understand and exercise their responsibilities to combat child abuse and neglect	<ul style="list-style-type: none"> <li>Establish voluntary sector representation on LSCBN</li> <li>Undertake a scoping exercise in relation to the voluntary sector and wider community groups, to establish with whom we need to be communicating and what policies and procedures they need to have in place</li> </ul>	Business manager (with AD Communities in NCC) September 11  Procedures and Professional Practice Committee  December 2011	<ul style="list-style-type: none"> <li>Effective channels of communication are established between the voluntary sector &amp; LSCBN</li> <li>LSCBN has evidence of what is required to better support the voluntary sector</li> <li>Standards and audit tools are in place from which a benchmark can be established for the voluntary</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"> <li>Develop and communicate a set of local LSCBN safeguarding standards and self audit tools that can be circulated to private and voluntary organisations operating locally.</li> </ul>	Procedures and Professional Practice Committee  March 2012	sector across Northamptonshire of their understanding of safeguarding and ability to respond	
2.2	The LSCBN has a comprehensive training and practice development strategy that is compliant with Working Together to Safeguard Children 2010 and is developed and accessed widely by all organisations and from which evidence is gained of more effective safeguarding practice.	<ul style="list-style-type: none"> <li>Complete and collate information from the training needs analysis (TNA)</li> <li>Review the information contained within the S11 audit of workforce development within individual agencies</li> <li>Revise the multi-agency L&amp;D programme in response to TNA, audit and new priorities within the business plan</li> <li>Deliver revised programme</li> <li>Audit practice in selected areas to evidence impact</li> </ul>	Chair of L&D committee July 2011  July 2011  September 2011  September to March 2012  Quality Assurance Committee April 2012 and beyond	<ul style="list-style-type: none"> <li>LSCBN priorities for workforce development are clearly evidenced through audit and TNA</li> <li>All agencies can evidence through S11 audit training based on common core skills and knowledge for the children's workforce</li> <li>Uptake of courses increases</li> <li>Delegate feedback evidences value of learning</li> <li>Multi-agency audit of practice evidences impact</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
2.3	Lessons from local and national serious case reviews are identified, disseminated and firmly embedded in practice across all relevant organisations in Northamptonshire.	<ul style="list-style-type: none"> <li>Develop case study materials to support learning in practitioner and manager briefings/ team meetings etc.</li> </ul>	Teresa DeVito & SCR Committee  July 2011 and ongoing	<ul style="list-style-type: none"> <li>Audit of practice evidences impact of learning</li> <li>Best practice is evidence</li> <li>Gaps are identified and evidenced</li> <li>Audit report sets targets for further performance management of key areas where appropriate</li> </ul>	
		<ul style="list-style-type: none"> <li>Produce a LSCBN newsletter(s) which summarises the learning identified from Serious Case Reviews</li> </ul>	July 2011 and ongoing		
		<ul style="list-style-type: none"> <li>Use LSCBN website as a mechanism for communicating key learning and messages</li> </ul>	July 2011 and ongoing		
		<ul style="list-style-type: none"> <li>Incorporate into LSCBN multi-agency training programme</li> </ul>	Sept 2011		
		<ul style="list-style-type: none"> <li>LSCBN multi-agency audit programme developed to evidence impact</li> </ul>	QA committee  Sept 2011 and beyond		



<b>LSCBN Strategic Priority 3:</b>	Promoting safe recruitment, management and supervision practices within all organisations to ensure that all staff are recruited, managed and supported to equip them fully to respond to the needs of children whose welfare needs to be safeguarded or who are in need of protection from harm.
<b>Other relevant action plans:</b>	Ofsted inspection of safeguarding and looked after children 2011, Care Quality Commission action plan 2011.
<b>Executive Support Group Sponsor:</b>	Jan Norman, Director of Nursing, NHS Milton Keynes and Northamptonshire Cluster

**Context:**

This priority relates to the LSCBN's responsibilities under S11 Children Act 2004 to monitor compliance of agencies with statutory responsibilities for safeguarding and also to provide non statutory partners with audit tools and quality standards by which to develop and maintain good practice. By achieving the objectives within this priority, all agencies will know their strengths and will evidence plans for addressing their safeguarding weaknesses within their agency. The S11 audit conducted during 2010/12 which will be reported to LSCBN in full in September 2011 will provide a clear baseline for safeguarding practice within agencies and specifically addresses safe recruitment, management and supervision practices.

No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
3.1	LSCBN is assured of safeguarding arrangements in schools and is able to identify what further monitoring, support and challenge is needed to strengthen arrangements where gaps are identified.	Carry out an audit of safeguarding within all schools, including independent, non-maintained and early years	Business office / business manager/Local Authority Designated Officers  April to September 2011	<ul style="list-style-type: none"> <li>• Baseline of safeguarding in schools established</li> <li>• LSCBN identified actions and performance measures by which improvements to safeguarding can be demonstrated</li> </ul>	
		Complete an overview report for the QA	Business manager September 2011		



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		committee, considering any actions or recommendations required.		arrangements in schools	
		Report to LSCBN	QA Committee November 2011		
3.2	The LSCBN has in place effective reporting and monitoring arrangements as required of the board and statutory agencies under S11 of the Children Act 2004, which include summary reports on compliance by statutory agencies following inspection and self or external evaluation.	<ul style="list-style-type: none"> <li>Review S11 audit responses and identify action to improve quality assurance of safeguarding practice by partner agencies</li> <li>Make recommendations to the board regarding action to be taken and further S11 audit as deemed appropriate to the findings</li> <li>Produce an LSCBN 'baseline', clarifying each agency's position regarding:               <ul style="list-style-type: none"> <li>➤ Setting quality standards</li> <li>➤ Ensuring standards are being achieved</li> <li>➤ Fostering continuous improvement</li> </ul> </li> </ul>	Business manager July 2011  Business manager September 2011  Business Manager July 2011	<ul style="list-style-type: none"> <li>A baseline is established whereby the board is able to evaluate and monitor performance of partner agencies</li> <li>Evidence is provided that agencies are applying the baseline standards through performance reporting</li> <li>Third sector organisations provide evidence of the quality of their safeguarding practice and the areas for development which require support from LSCBN</li> <li>The board is able to maintain an effective overview of performance and can evidence such through the performance scorecard, the forward plan, the audit plan and self or external</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"> <li>Review Section 11 audit tool format and content and extend S11 audit to Third Sector agencies</li> </ul>	QA Committee/ Business Manager/business office March 2012	evaluation. <ul style="list-style-type: none"> <li>Areas of good practice can be identified and extended.</li> </ul>	
<ul style="list-style-type: none"> <li>Produce and further develop a quarterly dataset by which LSCBN can effectively monitor performance</li> </ul>	QA Committee July 2011 and ongoing to March 2012				
<ul style="list-style-type: none"> <li>Develop a multi-agency audit programme as part of the quality assurance framework to evidence improvements to safeguarding in areas identified as priority through performance management, management reports or serious case reviews</li> </ul>	QA Committee and Business Office September 2011				
<ul style="list-style-type: none"> <li>Report to board on the performance management and audit framework for 2011/12</li> </ul>	QA Committee September 2011				
<ul style="list-style-type: none"> <li>Formal notification and reporting arrangements on</li> </ul>	Business office April 2011				



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		external inspections and evaluations to be built into the board forward plan.			
3.3	Safe recruitment, management and supervision arrangements within LSCBN partner organisations are effective and mechanisms are in place to evidence their effectiveness to the LSCBN.	<ul style="list-style-type: none"> <li>Complete a report to board on the findings of the S11 audit with regard to recruitment, supervision and management practice, paying particular reference to the extent to which the LSCBN practice standards for safe recruitment have been evidenced</li> </ul>	Business manager September 2011	<ul style="list-style-type: none"> <li>S11 audit gives clear evidence of effective practice and identified areas for improvement</li> <li>Supervision standards are in place and in use by partner agencies to evidence best practice</li> <li>Audit of supervision practice planned and/or conducted in year and evidences implementation of new standards</li> <li>Staff feel well supported through effective supervision as evidenced through staff surveyed within the multi-agency audit against the new standards</li> </ul>	
	<ul style="list-style-type: none"> <li>Make recommendations for further audit and action where indicated</li> </ul>	Business manager September 2011			
	<ul style="list-style-type: none"> <li>Develop multi agency standards for supervision, drawing on best practice within partner organisations and disseminate</li> </ul>	Supervision task and finish group led by: [tba]  December 2011			
	<ul style="list-style-type: none"> <li>Devise audit of supervision practice</li> </ul>	Supervision task and finish group			



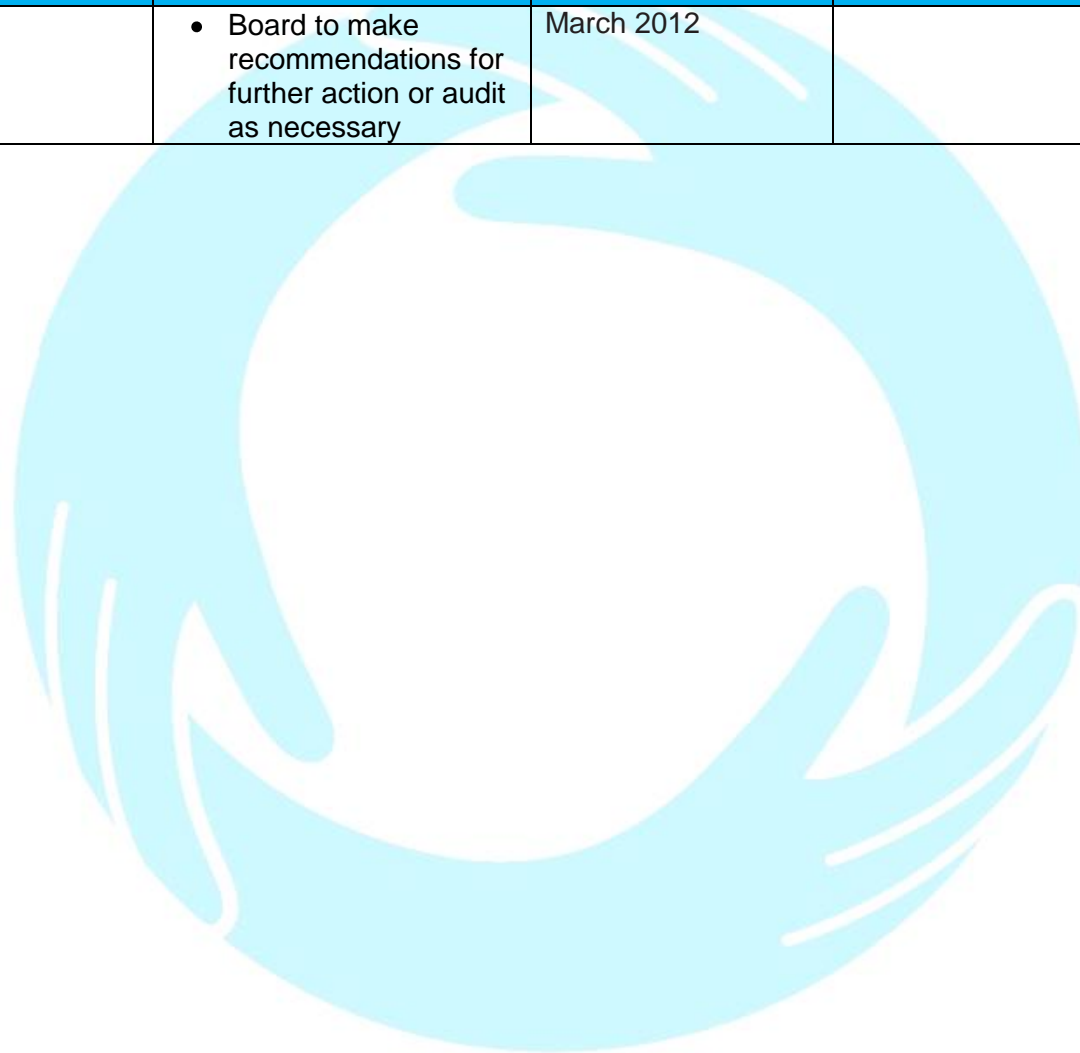
No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		and report to board for agreement as to when this should be conducted	March 2011		
3.4	Allegations against people who work with children are managed effectively in all partner agencies, in accordance with statutory guidance in Working Together 2010.	<ul style="list-style-type: none"> <li>The LSCBN to receive twice yearly reports from the Local Authority Designated Officer (LADO) providing and overview of allegations management and identifying lessons learned and making recommendations where appropriate for the LSCBN to take action</li> </ul>	LADO September 2011 & March 2012	<ul style="list-style-type: none"> <li>LADO develops performance data to be included in performance scorecard (timescales, process and standards of practice)</li> <li>LADO report evidences effective practice in allegations management which safeguards children and young people</li> <li>All agencies are aware of the role of the LADO as evidenced through S11 audit</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that the communication strategy of the LSCBN supports the work of the LADO in raising awareness of allegations management across all agencies</li> </ul>	LADO and Communication and Engagement Committee  December 2011			
	<ul style="list-style-type: none"> <li>Ensure that the workforce development strategy of the LSCBN</li> </ul>	LADO and Learning and Development Committee			



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		supports the work of the LADO through the provision of appropriate training	December 2011		
3.5	Safeguarding children and young people is fully reflected in the commissioning, management and delivery of services to adults such that adult services are effective within their particular service context in safeguarding children and young people.	<ul style="list-style-type: none"> <li>• Include within the communication strategy awareness raising amongst services to adults about what to do if they have a concern about a child or young person</li> <li>• Seek a report from the Children and Young People's Partnership joint commissioning board, the NHS Northamptonshire and the county council commissioning team on how safeguarding children and young people is assured within the commissioning arrangements for services to adults</li> </ul>	<p>December 2011, delivered by March 2012</p> <p>Vice chair of the board and/or chair of Operational Planning and Coordination Group</p> <p>December 2011 to March 2012</p>	<ul style="list-style-type: none"> <li>• Evidence from the awareness raising campaign of the number of organisations reached</li> <li>• Evidence from within the report from commissioners that commissioning and contracting arrangements for adult services ensure that safeguarding of children and young people is fully reflected in contracts and services standards</li> <li>• Benchmark set for further development within 2012/13 business plan</li> <li>• Adult services are working to a 'Think Family' approach which safeguards the welfare of children and young people</li> <li>• Work informs priority setting for 2012/13</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"><li>Board to make recommendations for further action or audit as necessary</li></ul>	March 2012		



<b>LSCBN Strategic Priority 4:</b>	Ensure that the most vulnerable children are safeguarded and that effective measures are in place to ensure their safety. Targeting services to vulnerable young people to safeguard and protect them; taking into account the impact of substance misuse (alcohol & drugs) bullying, prevention work in schools, children looked after, homelessness and domestic abuse
<b>Other relevant action plans:</b>	CYPP, Hidden Harm, NCC Outcome Plan, Corporate Parenting Board committee action plans,
<b>Executive Support Group Sponsor:</b>	Maureen Phillips, Assistant Director Safeguarding and Children's Services, Northamptonshire County Council

**Context:**

This priority relates to the need to improve our safeguarding and child protection response to children and young people with additional vulnerability. Priorities for Northamptonshire in this area have been identified through audit of practice and recent serious case reviews. In particular, we have identified the need to build on the improvements made in child protection practice with a fundamental change in the way families are assessed and plans are made. The new approach, 'Strengthening Families' will represent a major change for all practitioners involved in statutory child protection work and will require the commitment of all statutory agencies to implement.

The LSCBN is particularly mindful of the findings of the Ofsted inspection and the recent serious case review with regard to services and outcomes for care leavers and our response to vulnerable adolescents. As a result, the board plans to strengthen links with the Corporate Parenting Board and to strengthen scrutiny of the Corporate Parenting Strategy by which the Children and Young People's Partnership aims to improve outcomes for looked after children in Northamptonshire.

No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
4.1	Strategy meetings and section 47 investigations are conducted in accordance with Working Together 2010, the records of which provide clear actions and timescales for professionals and	<ul style="list-style-type: none"> <li>LSCBN to receive the report of the S47 audit and agree or amend recommendations for action</li> </ul>	Debbie Brayshaw, Independent Social Worker July 2011	<ul style="list-style-type: none"> <li>New procedures for S47 practice are fully compliant with WT 2010</li> <li>Minutes of strategy meetings</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
	lead where appropriate to effective child protection planning	<ul style="list-style-type: none"> <li>LSCBN mechanism established for monitoring implementation of the actions, and inserted into the forward plan</li> <li>Practice guidance and procedure to be reviewed and amended (Ofsted recommendation S2)</li> <li>Multi-agency launch of new procedure</li> <li>Conduct an audit of practice using NCC audit tool</li> <li>Report to LSCBN</li> </ul>	<p>Operational planning and Coordination Group August 2011</p> <p>Procedures and Professional Practice Committee September 2011</p> <p>Business office and Workforce Development staff September 2011</p> <p>Teresa DeVito/Safeguarding Manager NCC March/April 2012</p> <p>Teresa DeVito/Safeguarding Manager NCC May 2012</p>	<p>are distributed within set timescales</p> <ul style="list-style-type: none"> <li>Audit of minutes of strategy meetings evidences clear actions and timescales are being adhered to</li> </ul>	
4.2	Assessment, planning and intervention in families where children need protection from harm is effective in harnessing the strengths within families to protect children and intervenes effectively in a timely way when families are unable to protect.	<ul style="list-style-type: none"> <li>Receive report on the audit of core groups conducted by NRCS within the county council</li> <li>Receive a report on the project plan and project management</li> </ul>	<p>Teresa DeVito, Safeguarding Manager September 2011</p> <p>Teresa DeVito September 2011</p>	<ul style="list-style-type: none"> <li>All staff involved in child protection are better able to identify and assess risk factors and safeguard children and young people using the signs of safety and strengthening families framework</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<p>arrangements established jointly within the CYPP and LSCBN to implement the Strengthening Families Framework, securing the commitment within the board for implementation</p> <ul style="list-style-type: none"> <li>Receive progress reports on implementation, which includes performance measures and plans for audit of impact to be incorporated into the LSCBN business plan for 2012/13</li> </ul>	<p>Teresa DeVito November 2011 and March 2012</p>	<ul style="list-style-type: none"> <li>Child protection plans are SMART and focussed on outcomes</li> <li>Core groups are timely and evidence engagement of all relevant professionals</li> <li>Child protection plans are developed through core groups and provide more effective protection</li> <li>Child protection plans provide more timely intervention to secure permanence for children – either with their families or in alternative care</li> </ul>	
4.3	Adolescents who are vulnerable as a result of abuse and neglect or separation and loss in their childhood receive a response which recognises their vulnerability and engages them in a way which protects them from harm	<ul style="list-style-type: none"> <li>Complete the review of the deliberate self harm (DSH) pathway (Tammy Nixon SCR) and make recommendations to CYPPB and LSCBN to endorse changes to practice</li> <li>Revise procedures accordingly</li> </ul>	<p>Dr Jane Napier, Chair of Procedures and Professional Practice Committee &amp; DSH task and finish group  September 2011</p> <p>Procedures and Professional Practice Committee September 2011</p>	<ul style="list-style-type: none"> <li>New protocol agreed and implemented across agencies</li> <li>All professionals working with adolescents know how to respond to deliberate self harm to minimise risk of further incidents</li> <li>Adolescents are better protected through receiving a timely and effective response</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"> <li>Disseminate through a variety of means identified by the DSH working group to partner agencies, setting out key terms, definitions and thresholds for action by all agencies</li> </ul>	Dr Jane Napier, Chair of Procedures and Professional Practice Committee & DSH task and finish group September 2011	<ul style="list-style-type: none"> <li>to self harming</li> <li>Staff feel better equipped to deal with vulnerable adolescents</li> <li>Audit in 2012/13 evidences impact</li> </ul>	
		<ul style="list-style-type: none"> <li>Establish performance measures by which LSCBN is able to evidence improvements</li> </ul>	DSH task and finish group		
		<ul style="list-style-type: none"> <li>Incorporate multi-agency training in working with vulnerable adolescents in the LSCBN learning and development programme</li> </ul>	Learning and Development Committee September 2011		
4.4	Children missing from home, care and education receive an effective multi-agency response which protects them from harm and which engages all partners in a wider strategic response where particular groups of children are at risk of exploitation, sexual or	<ul style="list-style-type: none"> <li>LSCBN to receive a report from the SCR Committee on the Northamptonshire response to the Derby Serious Case Review following a survey of local practice and including</li> </ul>	Teresa DeVito, Chair SCR Committee September 2011	<ul style="list-style-type: none"> <li>Staff and carers are knowledgeable about the risks, and signs of child sexual exploitation (CSE), and their role in addressing this</li> <li>Serious incidents involving</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
	otherwise.	recommendations for action		CSE are effectively handled by agencies in Northamptonshire	
		<ul style="list-style-type: none"> <li>LSCBN to receive a report from the Young Runaways group which identifies numbers, trends and action being taken to protect children missing from home, care or education and recommendations for further action</li> </ul>	Chair of the Young Runaways Group November 2011	<ul style="list-style-type: none"> <li>Children and young people at risk of CSE are protected</li> </ul>	
		<ul style="list-style-type: none"> <li>Receive a report from CAN on CSE in Northamptonshire</li> </ul>	Service Manager, CAN Young People's Team November 2011		
		<ul style="list-style-type: none"> <li>Review and revise policy and procedures in relation to child sexual exploitation in line with national guidance</li> </ul>	Procedures and Professional Practice Committee December 2011		
		<ul style="list-style-type: none"> <li>Develop and deliver training to staff and foster carers on risks associated with missing young people</li> </ul>	December 2011		



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
4.5	The welfare of young people in custody is safeguarded and promoted whilst they are in custody and on their release to minimise the risk of re-offending and improve their life chances	<ul style="list-style-type: none"> <li>LSCBN to receive a report on the needs of young people in custody, how they are being met and what further action or development needs to happen in the light of local issues and national guidance</li> </ul>	Jon O'Byrne Youth Offending Service Manager  November 2011	<ul style="list-style-type: none"> <li>LSCBN is fully informed about the needs of young people in custody and is able to take decisions about what action it must take or must challenge others to take</li> <li>The welfare of young people in custody and on release is promoted with the result that fewer re-offend</li> </ul>	
		<ul style="list-style-type: none"> <li>LSCBN to consider recommendations of the above report and take action accordingly</li> </ul>	November 2011		
4.6	The particular safeguarding needs and vulnerability of children and young people with disabilities are addressed and LSCBN is assured that all agencies are responding appropriately to child protection concerns relating to disabled children.	<ul style="list-style-type: none"> <li>LSCBN to receive a report on safeguarding disabled children which evidences how agencies work together to protect in accordance with statutory guidance and which addresses the recommendations in Debbie Brayshaw's audit of S47 practice</li> </ul>	Alison Shipley, SEN and Disability Manager and Teresa DeVito, Safeguarding Manager January 2012	<ul style="list-style-type: none"> <li>LSCBN is assured of safeguarding arrangements for disabled children and young people in Northamptonshire</li> <li>LSCBN is able to identify further actions that may be necessary and to hold the Children's Trust to account for those actions</li> <li>Disabled children are better safeguarded</li> </ul>	
		<ul style="list-style-type: none"> <li>LSCBN to consider and agree further actions as necessary</li> </ul>	LSCBN January 2012 – April 2012		



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
4.7	Domestic Homicide is managed in accordance with national guidance within the context of a comprehensive multi-agency response to domestic violence	<ul style="list-style-type: none"> <li>LSCBN to receive an annual report on the effectiveness of arrangements to address domestic violence in Northamptonshire, and this to include implications of the Domestic Homicide guidance for local practice</li> </ul>	<p>Northamptonshire Police nominated officer</p> <p>March 2012</p>	<ul style="list-style-type: none"> <li>The LSCB is assured of arrangements to respond to domestic violence in Northamptonshire</li> <li>The LSCBN is able to identify further actions that may be necessary and to hold the Children's Trust to account for those actions</li> </ul>	
4.8	LSCBN is assured that children and young people are protected from the 'hidden harm' of parental alcohol and drug misuse and that actions are being taken within Northamptonshire to actively reduce risk of hidden harm'.	<ul style="list-style-type: none"> <li>LSCBN to receive a report from the DAAT on the self audit of 'Hidden Harm' and the associated action plan</li> </ul>	<p>Janet Doran, Assistant Director Communities, NCC and Lynn Jones, Prevention Commissioning Manager, Adult and Children's Services</p> <p>November 2011</p>	<ul style="list-style-type: none"> <li>The LSCB is assured of arrangements to respond to Hidden Harm in Northamptonshire</li> <li>The LSCBN is able to identify further actions that may be necessary and to hold the Children's Trust and DAAT to account for those actions</li> </ul>	
		<ul style="list-style-type: none"> <li>LSCBN to consider what further monitoring challenge and support may be required of the board and take action accordingly</li> </ul>	<p>November 2011</p>		
4.9	The LSCBN to seek assurance from the Corporate Parenting Board that the welfare of looked	<ul style="list-style-type: none"> <li>LSCBN chair to attend Corporate Parenting Board to present the</li> </ul>	<p>Janet Galley, Independent chair</p> <p>June 2011</p>	<ul style="list-style-type: none"> <li>The LSCB is assured of arrangements to improve</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
	after children in Northamptonshire is actively safeguarded to improve outcomes and minimise their vulnerability to harm and exploitation	<p>LSCBN Annual Report and establish a new relationship</p> <ul style="list-style-type: none"> <li>LSCBN to incorporate into its performance scorecard outcome data for looked after children</li> <li>LSCBN to receive the annual report of Corporate Parenting and the revised Corporate Parenting Strategy</li> <li>LSCBN to receive a report on the development of the care leaving service and outcomes for care leavers (Ofsted recommendation LAC3)</li> </ul>	<p>QA Committee July 2011</p> <p>Charlie MacNally Director of Adult and Children's Services September or November 2011</p> <p>Yashi Shah, Interim Corporate Parenting Manager Maureen Phillips, Assistant Director Safeguarding and Children's Services, NCC September 2011</p>	<p>outcomes for looked after children in Northamptonshire</p> <ul style="list-style-type: none"> <li>The LSCBN is able to identify further actions that may be necessary and to hold the Children's Trust and to account for those</li> <li>Outcomes for children in care improve and are evidenced within the 'corporate parenting dataset' and LSCBN scorecard</li> </ul>	
4.10	All staff working with children and young people respect and value issues of culture and heritage and have the knowledge, understanding and sensitivity to protect children and young people from BME communities and who are newly	<ul style="list-style-type: none"> <li>Specifically review outcome of S11 audit with regard to this area of practice and report to LSCBN</li> <li>LSCBN to receive a report on how Northamptonshire is</li> </ul>	<p>Business manager Sept 2011</p> <p>Service Manager SCLAS</p>	<ul style="list-style-type: none"> <li>The LSCB is assured of arrangements to improve outcomes for UASCs in Northamptonshire</li> <li>The LSCBN is able to identify further actions where deemed necessary and to</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
	arrived in the United Kingdom	meeting the needs of unaccompanied asylum seeking children	November 2011	<ul style="list-style-type: none"><li>hold the Children's Trust to account for those actions</li><li>Outcomes for children in need, whose heritage is other than white British, improve and are evidenced through the newly established Heritage Planning panels.</li></ul>	
		<ul style="list-style-type: none"><li>LSCBN to commission specific training to key staff on the needs of and services required for refugee and separated children and young people seeking asylum</li></ul>	L&D committee / Dec 2011		
		<ul style="list-style-type: none"><li>LSCBN to receive a report from NCC Children's Services on the implementation and impact of the Heritage Planning procedures, implemented in February/March 2011</li></ul>	Alison Shipley, SEN and Disability Manager  March 2012		

<b>LSCBN Strategic Priority 5:</b>	The LSCB has effective structure, processes and resources in place to fulfil its responsibilities under S11 Children Act 2004 to monitor compliance of agencies responsibilities for safeguarding and to provide audit tools and practice standards by which to develop and maintain good practice.
<b>Other relevant action plans:</b>	Ofsted and CQC inspection action plans; Corporate Parenting Strategy
<b>Executive Support Group Sponsor:</b>	Vice chair of the board

**Context:**

Chief executives need to evidence that they understand their agency's strengths and areas for development with regard to safeguarding practice and that through actions within their strategic and operational plans will address areas for development. The LSCBN needs to ensure that its structure and function are fit for purpose to provide the capacity and capability to monitor, challenge and support partner agencies in fulfilling their safeguarding responsibilities. Within this priority, the board seeks to ensure that it is meeting the Ofsted recommendation to strengthen the governance between the LSCBN and Children and Young People's Partnership Board to improve accountability and challenge and to ensure that it improves overall its effectiveness in safeguarding children and young people in Northamptonshire.

The LSCBN will ensure through this priority that it scrutinises and challenges the work of the CYPPB and constituent agencies in their responsibilities to improve outcomes for vulnerable groups of children and young people identified as a priority within the Joint Strategic Needs Assessment and for action within the Children and Young People's Plan.

No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
5.1	LSCBN structure and membership is fit for purpose in delivering the priorities identified within the business plan and operates within an agreed pooled budget within which efficiencies are delivered in 2011/12 and beyond.	<ul style="list-style-type: none"> <li>Appoint an LSCBN Vice Chair</li> <li>Finalise proposals for integration of the CYPPB and LSCBN and SOVA business office and present to LSCBN, SOVA and CYPPB</li> </ul>	<p>LSCBN October 2011</p> <p>Maureen Phillips, Assistant Director Safeguarding and Children's Services September 2011</p>	<ul style="list-style-type: none"> <li>Partners within LSCBN are fully engaged in improving safeguarding across the area</li> <li>The LSCBN has effective business arrangements to ensure that business is managed according to time-frames acceptable to the</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"> <li>Ensure that all business plan priorities and objectives have leadership at the right level within the board structure</li> </ul>	LSCBN July 2011	<ul style="list-style-type: none"> <li>Board And which enable the board to fulfil its statutory requirements within Working Together 2010.</li> <li>Scrutiny of safeguarding is strengthened across the area and evidenced in the annual report</li> </ul>	
		<ul style="list-style-type: none"> <li>Further develop the way in which LSCBN works through a board away day to review implementation of actions from October 2010 and to set further areas for development</li> </ul>	October/November 2011		
5.2	<p>Mechanisms are in place to ensure that LSCBN exercises effective governance of safeguarding through its relationships with other key partnerships, including:</p> <ul style="list-style-type: none"> <li>Safeguarding of Vulnerable Adults Board (SOVA)</li> <li>The Children and Young People's Partnership (Children's Trust)</li> <li>Northamptonshire Health and Wellbeing Board</li> <li>Northamptonshire DAAT</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that safeguarding priorities are reflected and delivered within the CYPP</li> </ul>	Chair of Operational Planning and Coordination Group and Business Manager July 2011	<ul style="list-style-type: none"> <li>Partnership plans evidence that partnership boards are clear about their safeguarding responsibilities and priorities</li> <li>Partnership business plans and learning and development plans reflect learning from cross cutting areas of safeguarding responsibility</li> <li>The LSCBN is able to evidence clear governance of safeguarding children and young people with regard to the work of the Health and Wellbeing Board</li> </ul>	
		<ul style="list-style-type: none"> <li>Report from the Children and Young People's Partnership Board is a standing item on the LSCBN agenda</li> </ul>	Business Manager September 2011		
		<ul style="list-style-type: none"> <li>LSCBN and SOVA to receive and comment on the annual report of each</li> </ul>	Board chairs September 2011		



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		<ul style="list-style-type: none"> <li>LSCBN and SOVA to ensure that items of common interest are presented to both boards</li> </ul>	Business office  June 2011 and ongoing		
		<ul style="list-style-type: none"> <li>LSCBN through an annual joint meeting and its annual report to inform development of safeguarding priorities within the Children and Young People's Plan</li> </ul>	Business office  December 2011/January 12		
		<ul style="list-style-type: none"> <li>LSCBN to receive a report on the development of the Health and Wellbeing Board and how safeguarding children priorities are being reflected in the role of the developing board</li> </ul>	Charlie MacNally, Director of Adult and Children's Services  January 2012		
		<ul style="list-style-type: none"> <li>LSCBN securely linked into new arrangements</li> </ul>	Charlie MacNally/Janet Galley	<ul style="list-style-type: none"> <li>Role and responsibilities of LSCBN understood in new partnership arrangements, and processes in place for LSCBN to contribute to developments</li> </ul>	
5.3	LSCBN has effective performance management and monitoring mechanisms in place which evidences that that	<ul style="list-style-type: none"> <li>Seek a report from the Children's Trust joint commissioning board, the NHS</li> </ul>	Vice chair of the board (included with action 3.5)	<ul style="list-style-type: none"> <li>LSCBN is assured of safeguarding within commissioned services</li> </ul>	



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
	safeguarding children and young people is central to the design, development and commissioning of services to children and that effective contract management to assure safeguarding is in place for all commissioned services	Northamptonshire and the county council commissioning team on how safeguarding children and young people is assured within the commissioning arrangements for services to adults	December 2011 to March 2012	<ul style="list-style-type: none"> <li>LSCBN is able to take action where weaknesses are identified</li> <li>LSCBN is able to further develop its performance monitoring function in 2012/13 based on any recommendations arising from this report</li> </ul>	
		<ul style="list-style-type: none"> <li>QA committee to review and make recommendations to the board for further action or audit as necessary</li> </ul>	QA Committee March 2012		
5.4	Lessons are learned holistically through thorough evaluation of safeguarding implications arising from Sudden Incidents Reports from Health and Serious Incidents Reports to the Youth Justice Board from YOS and Serious Case Reviews to Ofsted and individual management reviews.	<ul style="list-style-type: none"> <li>Develop a protocol whereby it is agreed that all such reports are presented to the SCR committee</li> </ul>	SCR committee September 2011	<ul style="list-style-type: none"> <li>All agencies will share learning and practice will be improved.</li> <li>Lessons will be incorporated into the development of safeguarding priorities for 2012/13 and reflected in relevant partnership plan</li> <li>Audit will evidence impact of learning and that children and young people are better safeguarded as a result</li> </ul>	
		<ul style="list-style-type: none"> <li>SCR committee to be empowered within the protocol by LSCBN to seek further information where deemed necessary to address safeguarding concerns</li> </ul>	SCR committee September 2011		
		<ul style="list-style-type: none"> <li>SCR to incorporate all lessons learned within</li> </ul>	SCR committee September 2011		



No	Objective	Action	Action lead & Timescales	Expected Outcome	Progress
		the regular update on 'SCR briefings'	and ongoing		
		<ul style="list-style-type: none"><li>Annual report of SCR committee to include an overview of its scrutiny of serious incident reports and individual management reviews</li></ul>	SCR committee March 2011		