

Keeping children safer

The Cambridgeshire Local Safeguarding Children Board 3 year strategic plan

September 2009

Foreword

I took over as Cambridgeshire's independent chair from Jane Held in September 2009. Jane was appointed as interim chair at the beginning of 2009 and this plan reflects the dynamism and renewed sense of purpose that she brought to the Board, as well as the huge contribution from both the LSCB team and partners. It is a privilege to take over as chair and I look forward to working with partners over the next three years.

The purpose of this three year strategic plan is to set the overarching framework for the work of the Board thus ensuring that we are able to meet the many demands placed upon us and to respond to those we are as yet unaware of.

Felicity Schofield
Chair of Cambridgeshire Safeguarding Children Board

This three year plan signals a step change in the work of the LSCB. To reinforce our commitment to Children it is crucial that we set a strategic direction that will guide the Board's overall approach to safeguarding over the next three years. Having confidence in our ability to keep children and young people safe depends on having a robust framework. Working effectively together will enhance our capacity to improve the quality of childhood in Cambridgeshire and our collective efforts to share information and take decisive action to keep children safe. This plan provides us with a clear direction to do that.

18 September 2009

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Final Document Ratified by LSCB Executive Board 24.09.09

Gordon Jeyes
Executive Director of Children's Services, Cambridgeshire County Council

Our vision

We are “**Creating a safer Cambridgeshire for children through collaboration, co-ordination and challenge**”.

Our values

We are:

- **Child** and family **focussed**
- **Calm** in our approach
- **Authoritative** about our knowledge
- **Clear** about our purpose
- **Transparent** in what we do
- **Collaborative** in the way we work
- **Constructive** in our approach
- **Rigorous** about our practice

Our purpose

Cambridgeshire Local Safeguarding Children Board exists to safeguard children and young people, promote wellbeing and protect those who are at risk in Cambridgeshire.

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Background

The Cambridgeshire Local Safeguarding Children's Board (LSCB) is responsible for providing the strategic direction and operating framework that is needed to ensure that all those agencies, partnerships and organisations working with, supporting and providing services to children, young people, their families and their communities in Cambridgeshire focus on their responsibilities with regard to the safeguarding of children and young people.

Whilst a focus on strategic issues can be viewed as a distraction from the urgent day to day business of safeguarding children, without coherent planning such day to day activity can be ineffective. Good planning is an essential requirement, if services are to be developed to meet the needs of children, young people and families, if resources, assets and the workforce are to be deployed to best effect, and if all partners are to focus on achieving the best possible local outcomes.

The purpose of this plan is to set out how we propose to manage our strategic and business planning and what our priorities are in order to guide the Cambridgeshire LSCB in its work over the next 3 years. It has been prepared in the context of national concerns about systems, processes and practice that are designed to keep children safe.

Context

These concerns arise from the death of 'Baby P' in the London Borough of Haringey. He died following systematic failures in that area where previously serious failures had been identified following the death of another child, Victoria Climbié. These failures have seriously undermined public confidence in safeguarding processes and it is vital that public confidence is restored and children are kept safer. It has also presented unprecedented challenges to staff working to safeguard children particularly social workers and health staff. It has reinforced the importance of paying attention to the accountability and responsibility held by LSCB's and by those individuals and organisations involved in safeguarding children.

In response to Government requirements, Cambridgeshire LSCB undertook a stock-take of the safeguarding arrangements in Cambridgeshire. The stock take looked at the outcomes of a wide range of reviews, audits and self assessments. An independent overview of the results of the stock take then was done, which concluded that

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“there is a great deal of very good work going on in Cambridgeshire but to develop a system that is as near excellent as it is possible to be and that will give the public confidence the LSCB should take note of and act upon the strategic priorities identified.”

The stock take resulted in the identification of 8 areas of focus if we are to achieve our vision

- Developing the vision and values of the LSCB *(An LSCB that is passionate about safeguarding)*
- Review the LSCB’s structure and ensure that the organisation is fully representative *(an LSCB that is fit for purpose)*
- Strengthen the LSCB’s Governance systems and create an explicit accountability framework *(an LSCB that takes responsibility)*
- Developing a focus on the way things are done as well as what is done *(An LSCB that delivers)*
- Develop comprehensive management information, performance management and quality assurance systems *(an LSCB that can tell the story)*
- Focus on improving frontline practice and measuring the impact *(An LSCB that cares about doing the job well)*
- Create a comprehensive approach to workforce development *(An LSCB that recognises the workforce are the solution)*
- Reviewing the infrastructure, and the systems that support it *(An LSCB that is business like)*

Cambridgeshire LSCB will take every possible step to ensure that the problems that are evident elsewhere do and could not occur in our County. This plan sets out our priorities for action to do just that.

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Our Priorities

1. An LSCB that is passionate about safeguarding (and can deliver the vision and purpose)
2. An LSCB that is fit for purpose and cares about doing the job well
3. An LSCB that takes responsibility and is business like
4. An LSCB that can tell the story, by developing comprehensive management information, performance management and quality assurance systems
5. An LSCB that recognises that the work force are the solution to safeguarding children

How we will deliver the plan

There is a lot to do to deliver the strategic plan. In order to manage an efficient, effective and co-ordinated process the LSCB has adopted a programme approach to the task. The Business Committee (or its equivalent after the LSCB restructure is completed) will act as the Programme Board for the Business Plan.

Delivering each strategic priority is the responsibility of a programme lead, supported by a programme group who will be responsible for delivering a programme of activity (the objectives and the tasks) over the three years. Some priorities can be allocated to existing LSCB sub-committees, acting as the programme group. Others will require new leads and new small programme groups. Each priority will be delivered through a number of projects. This will also provide the framework for monitoring delivery of the business plan, with a RAG rating report against each task, submitted to the Executive at each of its meetings.

The annual business plan is built up from the strategic plan. In year 1 it identifies a range of activities and actions that are already in progress and to which the LSCB is committed as well as detailed business plans to help deliver the programme group's individual projects

The strategic plan is the basis for the annual report to the LSCB and the Council, and the first annual report will be presented in March 2010, reporting on the activity of the LSCB, its performance and the progress made in delivering the strategic priorities

Our strategic Plan 2009-2012

Strategic priority 1

An LSCB that is passionate about safeguarding (and can deliver the vision and purpose)

Project outcomes: All partner agencies are confident in the LSCB ability to improve outcomes for children.

Project Lead: LSCB Chair

Priority 1 Objective 1

Develop strong leadership to lead the new strategy through

Priority 1 Objective 1 - Project Tasks

- Appoint a new independent chair who can demonstrate strong, dynamic and passionate leadership
- Produce a memorandum of understanding with all partners, outlining clearly the responsibilities, expectations and conduct of Board Members, to be signed by chief officers
- Produce guidance on the work of the Board and support the induction of new members of the Board
- Develop a programme of training for Children's Champions

Priority 1 Objective 1 - Outcome

A strongly led, effective, dynamic LSCB which can demonstrate real improvements in safeguarding children

Priority 1 Objective 2

Enhance credibility in the wider arena of children's services and with all our stakeholders through:

Priority 1 Objective 2 - Project Tasks

- A series of stakeholder events, sessions across the county
- Seek the active engagement of a range of stakeholders in particular
 - *The Community, Voluntary and Independent sector*
 - *Faith groups*
 - *Schools and school associations*
 - *Housing services and providers*
 - *The general public*
- Working in partnership with The Children's Trust to develop a stakeholder engagement strategy that involves children, young people, families and communities

Priority 1 Objective 2 – Outcome

widespread ownership of their responsibility for safeguarding across all those communities, organisations and agencies who work with children

Priority 1 Objective 3

Establish a framework for communication

Priority 1 Objective 3 – Project tasks

- Revise and update the web site
- Develop a media strategy
- Revise and republish all public information material
- Identify gaps in future communication needs and find solutions to fill them

Priority 1 Objective 3 – Outcome excellent communication and messages that have widespread impact – helping to safeguard children
<u>Strategic priority two</u> Create an LSCB that is fit for purpose and cares about doing the job well: Project outcome: The LSCB works efficiently with partner agencies to safeguard children Project lead: LSCB Chair
Priority 2 Objective 1 Commission and undertake a review of the LSCB structure
Priority 2 Objective 1 - Project Tasks <ul style="list-style-type: none">• Review the structure and membership of the LSCB in, line with WT (2009)• Review the business units current accommodation and establish proper facilities for the unit• Establish a proper budget setting process and agree a revised funding formula for the LSCB• Review Terms of Reference for each of the sub-groups

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- Clarify and establish the relationship between the Children's Trust and the LSCB
- Clarify and refresh the relationship between the LSCB, CDOP and the SCR Panel
- Review the membership of the LSCB and ensure compliance with *working together* (2009)

Priority 2 Objective 1 – Outcome

An effective, well organised, cost effective LSCB, that supports partners to deliver real changes in safeguarding children

Priority 2 Objective 2

Create a policy development and strategic planning function.

Priority 2 Objective 2 – Project Tasks

- Develop a commissioning approach
- Establish an annual business planning process and produce an annual report
- Align the planning process for The Trust and CDOP with the LSCB's process

Priority 2 Objective 2 – Outcome

coherent strategies to safeguard children that make the best use of resources and which fit into the strategic and business planning cycles of partners

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Priority 2 Objective 3

Review and restructure the SCR framework, structure and processes

Priority 2 Objective 3 – Project Tasks

- Agree business case for and establish a budget for SCR's
- Appoint an independent chair
- Establish a set of commissioning standards for Overview authors
- Agree a methodology for undertaking Reviews
- Revise guidance on SCR's
- Establish framework for monitoring the implementation of learning and reviewing the impact of that learning
- Apply learning and identify key themes for improving outcomes
- Establish systems to monitor actions (6 months, 12 month, and 18 months down the line).
- Establish an training and Development plan for the Overview Authors and the Individual Management Report Authors

Priority 2 Objective 3 – Outcome

The identification of what can really be learnt from what goes wrong, and ways to ensure that learning is used well

Strategic Priority 3

An LSCB that is Business like.

Project Outcomes: The LSCB has effective management structures in place and runs efficiently.

Project lead: Head of Safety and Standards Unit

Priority 3 Objective 1

Improve systems and processes within the Business unit

Priority 3 Objective 1 – Project Tasks

- Review electronic and hard copy filing and archiving systems
- Review workloads and task requirements
- Ensure effective financial administrative systems are in place
- Establish best ways to support SCR, CDOP and Communication requirements
- Review message taking and internal communication practice
- Review and establish standards of practice
- Review standard communication and circulation/distribution lists
- Ensure effective business timetabling arrangements
- Review forward planning and agenda preparation arrangements
- Re-engineer any other business processes as required

Priority 3 Objective 1 – Outcome

an efficient administrative business unit, valued by stakeholders

Strategic priority 4

An LSCB that can tell the story, by developing comprehensive management information, performance management and quality assurance systems.

Project Outcomes: The LSCB will develop regular reports reflecting any changes in local guidance.

Project Lead: Head of Safeguarding and standards Unit

Priority 4 Objective

Create an LSCB performance frame work

Priority 4 Objective 1 – Project Tasks

- Develop a Management Information System for the LSCB
- Create a shared QA frame work
- Develop a shared, risk management system at Executive level
- Utilise the Strategic Needs Analysis Process with CYPSP (Children's Trust) and use data to inform action.
- Introduce a Section 11 audit tool and regular audits of all agencies and providers
- Develop a shared Risk Matrix at Executive board level.

Priority 4 Objective 1 – Outcome

Performance and Quality Assurance information which demonstrates how well we are safeguarding children and which helps us to manage our business better

Strategic Priority 5

An LSCB that recognises that the workforce are the solution

Project Outcomes: The Children's work forces are trained effectively and are able to work competently and with confidence.

Project lead: Head of Professional Development

Priority 5 Objective

Ensure that the LSCB contributes to and is part of the Children's Trust Workforce strategy

Priority 5 Objective 1 – Project Tasks

- Undertake workforce analysis and develop good data on workforce requirements
- Develop an effective training needs analysis
- Understand challenges for partners of effective recruitment and retention and contribute to ways to improve it
- Provide ongoing data on the impact of workloads on safeguarding practice to partners
- Contribute to common core, and multi-agency training developments
- Review and establish clear links between the annual training plan and the commissioning of training and the LSCB strategic and business plan requirements
- Review the ways in which the outcomes of SCR's and audit and quality assurance programmes feed into, inform and are supported by the training programme
- Ensure that partner agency training and workforce development programmes reflect and fit into the LSCB training and workforce development programme

Priority 5 Objective 1 – Outcome

A well trained and confident, workforce across all partners who see safeguarding as a central part of their daily role

LSCB Business Plan 2009-10

Work ongoing	Timescale	Lead officer/Sub-group
<p>1.Procedures, Policies and Practice</p> <ul style="list-style-type: none"> • LD Protocol • Safeguarding Disabled Children 	<p>December 2009</p>	<p>The Parenting Forum for The Learning Disabilities Partnership</p>
<p>2. National strategy on Missing children</p> <ul style="list-style-type: none"> • Safeguarding Children from Sexual Exploitation • Honour based Violence • Handling cases of forced marriage • Children missing from Care/ home • Unaccompanied Asylum Seekers • Female Genital Mutilation 	<p>Part of a 3 year development plan</p>	<p>The Policy, Procedures and Practice Sub-Group/ QEG</p>

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<p>3. Implementation of the Statutory Guidance</p> <ul style="list-style-type: none"> • Vetting and Barring Scheme for all agencies • Safer Working Practices • Establish a comprehensive list of NSO in all partner agencies 	<p>Part of a 3 year developing plan</p> <p>December 2009</p> <p>December 2009</p> <p>December 2009</p>	<p>All Agencies monitored by the LSCB/</p> <p>Safer Employment Sub-Group</p> <p>Safer Employment Sub-Group</p> <p>Safer Employment Sub-Group</p>
<p>4. Quality and Assurance</p> <ul style="list-style-type: none"> • Quarterly CP report is disseminated to partner agencies • The development of a countywide data set • Annual section 11 self audits • Audit of core groups, to include quoracy and service user perspective • Develop a performance management frame work 	<p>Quarterly</p> <p>December 2009</p> <p>Annual Audit- Sept 2010-2011</p> <p>December 2009</p> <p>December 2009</p>	<p>QEG</p> <p>QEG</p> <p>QEG</p> <p>QEG</p> <p>QEG</p>

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<p>5. Communication and information</p> <ul style="list-style-type: none"> • Continue to produce a Quarterly News letter • Up Date LSCB Publication • Up Date The LSCB Web site 	<p>Quarterly</p> <p>December 2009</p> <p>December 2009</p>	<p>Communication Sub-Group/Business Unit</p> <p>LSCB Business Unit</p> <p>Communication Sub-group</p>

<p>6. Child Death Overview Panel</p> <ul style="list-style-type: none"> • Produce an annual Report to be presented to the Executive Board in March 2009 • Provide the Executive Board with a quarterly up date 	<p>May 2009</p> <p>6 monthly</p>	<p>Chair of the CDOP</p> <p>Chair of the CDOP</p>
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<ul style="list-style-type: none"> • Contribute to PSA 13 (3) & (4) • Disseminate specific lessons learnt to partner agencies 	<p>Annual</p>	<p>CDOP</p> <p>CDOP/ Workforce Development Sub-Group</p>
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<p>7. SCR Panel</p> <ul style="list-style-type: none"> • Review Guidance on the SCR process • Agree a methodology for undertaking SCR • Establish a set of commissioning 	<p>October 2009</p> <p>October 2009</p>	<p>Chair of the SCR/ LSCB Business Manager/ SCR panel members</p> <p>Chair of the SCR/ LSCB Business Manager/ SCR panel members</p> <p>Chair of the SCR/ LSCB Business</p>
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<p>Standards for Overview Authors</p> <ul style="list-style-type: none"> Establish a framework for monitoring the implementation of learning and reviewing the impact of that learning 	<p>October 2009</p> <p>October 2009</p>	<p>Manager/ SCR panel members</p> <p>Chair of the SCR/ LSCB Business Manager/ SCR panel members</p>
<p>8. Other planned work</p> <ul style="list-style-type: none"> Develop a share Risk Matrix Undertake a review of the LSCB infrastructure Produce and Annual business planning process and produce an annual report Continue to develop a work force planning strategy 	<p>September 2009</p> <p>October 2009</p> <p>March 2010</p>	<p>All Partner Agencies/ Executive board</p> <p>External Commissioner/Business Unit/ LSCB Chair</p> <p>LSCB Chair/LSCB Business Manager</p> <p>Training Manager</p>

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2008-09 Cambridgeshire LSCB Work Plan – Final report

<i>a) Developing <u>policies and procedures</u> for safeguarding and promoting the welfare of children in the area of the authority,</i>				
<i>NB In Cambridgeshire, This includes creating opportunities for enhancing inter-agency practice and ensuring that all agencies take a part in the safeguarding agenda</i>				
Following Procedures to be reviewed:				
Action required to meet function	By Who (person/ sub-group)	By when?	Source where action identified	Progress
Review the initial assessment of children and young people who display sexually harmful behaviour.	This can be done by the AIMS steering group.	New time frame April 2009		Green
Review LD protocol and issue guidance (from SCR workshop) to include DoH guidance	PPP . The LD Parenting forum will do this piece of work if they are formally requested to do it from the Cambridgeshire LSCB	New time frame April 2009	SCR workshop on Adults with LD has taken place	Green
Safeguarding Disabled children guidance	PPP. Awaiting endorsement	September 2008	Carry over 07-08	Amber

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Substance (including alcohol) misuse strategy – including joint protocol with Addaction regarding parental misuse, tie in with YP Substance misuse group	PPP	September 2008	National Drugs strategy Safe Sensible Social From DAAT – agreed Exec Comm Dec 2007	Red Seek clarification regarding the role of the LSCB
Priority for the PPP group” Missing” children	PPP. Sponsor Paula South	March 2009	National strategy. SCC ASCC priority	Green
Working with hostile families	PPP 2009	March 2009	Carry over 07-08	Green
Develop practice in safeguarding in different faith communities	PPP. Ask Executive Board how they want to take this forward	March 2009-		Amber
Develop good practice re Migrant families	PPP. As above	2009-10?	Carry over	Amber
Develop ‘near-misses’ case reviewing processes at area level, to respond to local inter-agency practice issues	ASCCs	March 2009	Chairs April 2008	Green

<u>Training</u>				
Action required to meet function	By Who (person/ sub-group)	By when?	Source where action identified	Progress

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Single and inter agency priorities for training to be identified	Training and Development strategy group	June 2008	Chairs April 2008	Green
Review how LSCB competencies are being used across agencies	Validation and Monitoring	March 2009	CWS LSCB priorities	Amber
Identify and set in motion a process to monitor single and inter-agency action plans in relation to training recommendations from SCRs and management reviews	Training and development strategy group	March 2009	Chairs April 208	Amber
Review effectiveness of practitioners' research group	Validation and Monitoring	March 2009	Exec 18.03.08	Green

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<i>v) Safety and welfare of children who are privately fostered</i>				
Action required to meet function	By Who (person/ sub-group)	By when?	Source where action identified	Progress
Review of the private fostering procedures (as mentioned)	PPP, OCYPS Fostering and Adoption policy manager	September 2008	Chairs April 2008	Green

<i>Communicating to people 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</i>				
Action required to meet function	By Who (person/ sub-group)	By when?	Source where action identified	Progress
Reviewing existing LSCB publications to ensure they are accessible to all communities in Cambridgeshire	C and I	March 2009	Comms strategy April 2008 C & I priority	Green

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Monitoring and evaluating the effectiveness of what is done by the LA and Board partners, individually and collectively, to safeguard and promote the welfare of children and advise them on ways to improve

Action required to meet function	By Who (person/sub-group)	By when?	Source where action identified	Progress
Develop countywide data set regarding safeguarding where trends can be reported and acted upon. Ongoing performance review	QEG / ASCC	July 2008	Carry over	Green
Interagency audit of core groups, to include quoracy and service user perspectives.	QEG	March 2009	Exec Board Dec 2007 QEG priority	Amber

Collecting and analysing information about the deaths of all children in their area with a view to identifying:

- i) any matters of concern affecting the safety and welfare of children in the area of the authority, including any case giving rise to the need for a serious case review***
- ii) any general public health or safety concerns arising from deaths of children.***

AND

- f) Putting in place procedures for ensuring that there is a coordinated response by the authority, their Board partners and other relevant people to an unexpected death of a child.***

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Action required to meet function	By Who (person/sub-group)	By when?	Source where action identified	Progress
Establish system for notification – agreeing on data and format	CDOP	July 2008	CDOP TOR	Green
Establish process for reporting lessons learnt and making recommendations to change practice and prevent child death	CDOP, LSCB exec board	Dec 2008	Wt 2006	Amber
Review the findings from the forthcoming Child Death	CDOP	Dec 2008	Staying Safe Action Plan DCFS	Green

G) Undertaking reviews of cases where abuse or neglect of a child is known or suspected, a child has died or been seriously harmed, and there is cause for concern as to the way in which the authority, their Board partners or other relevant people have worked together to safeguard the child

Action required to meet function	By Who (person/sub-group)	By when?	Source where action identified	<u>Progress</u>
Complete ongoing SCRS, subject to criminal proceedings, implementing new SCR process	SCRCP	Subject to criminal proceedings	.	Green

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<i>Additional work area for executive/ business committee: The functioning of Cambridgeshire LSCB, including implementation of key theme</i>				
Action required to meet priority area	By Who (person/ sub-group)	By when?	Source where action identified	Progress
Review of structure of LSCB	Chairs and Business Manager	Dec 2008	BC 17.10.07, LSCB priority review	Red
Budget for next three years	Chairs and BM	Dec 2008		Red
Developing role of voluntary sector in LSCB	BM	Ongoing	B.C 13.05.08	Amber
Adopting and working with Living Sport in implementing Sport Standards for Safeguarding	BM	March 2009	BC 13.05.08	Amber
Encouraging on-going participation of children and young people in safeguarding agenda	BM	Ongoing		Green
Developing processes for links between ASCCs and the LSCB committees	Chairs and ASCC's	Dec 2008	ECF ASCC priority	Amber

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2009-10: So that work does not get lost – the below is a list of tasks which may not be completed in 2008-9, but will need to appear on the next year’s work plan. This should be reviewed and updated regularly by the Business Manager

Action required to meet priority area	By Who (person/ sub-group)	By when?	Source where action identified	Progress
Develop best practice sexual abuse guide and best practice practitioners in sexual abuse cases	Chairs group to initiate	2009-10	Chairs Exec 18.03.08	
To ensure safeguarding embedded in training to support the Children’s Workforce Strategy	Training and development strategy group	2009-10	T and D group	Green

LSCB Sub groups priorities for the business plan 2009-2010

PPP

1. Redrafting procedures as necessary after new Working Together is published
2. Missing Children.
3. Disseminating procedures.

Training and Development Strategy Group and Validation and Monitoring Group

1. Completing the training and development strategy.
2. Ensuring that the training and development needs of the SCR s are addressed by agencies in appropriate and timely ways, and with the desired impact.
3. Open validation to all and operate validation panels.
4. Audit content of courses for evidence base on equality and diversity.

QEG

1. Following the Audit of Supervision- To present proposals for a multi agency training course on supervision of staff involved in safeguarding children.
2. To establish a coherent and comprehensive set of performance indicators and produce regular reports.
3. To extend the section 11 Reporting Process to all relevant agencies in Cambridgeshire and monitor their progress against the 8 key standards.

Safe Employment Group

1. Widen participation in the safe employment agenda to all embrace statutory agencies who work with children in Cambridgeshire, and organisations in the 3rd sector.
2. Building on the self-audit exercise, to develop and monitor the adoption and implementation and key safe employment standards across partnership agencies.
3. Ensure all agencies are aware of and are supported to comply with the introduction of those aspects of the safeguarding vulnerable person Act which concerns safe employment practice and the reporting of concerns about staff.

SCR Panel

1. Review, restructure the SCR frame work structure and process
2. Develop a clear system for notifying Ofsted of Serious Child Care incidence
3. Establish a feed back loop from SCR Panel and CDOP to inform future planning
4. Establish the relationship between LSCB, CDOP and SCR Panel
5. Design an effective monitoring process

Communications and Information Group

1. Develop a set of web based manuals
2. Review the web site
3. Develop an effective media strategy

CDOP

1. Continue to ensure that we collect data as required and consider how this is relevant in the local contexts across Cambridgeshire and Peterborough, and how national trends and research may influence this. This will contribute to PSA 13 (3) the reduction of hospital admissions caused by unintentional and deliberate injuries to children and young people, and PSA 13 (4) to identify preventable child deaths.

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2. Ensure that specific learning issues from a child's death are shared appropriately when we can affect practice, to promote better outcomes in the future.
3. Continue to build on the development of the role of CDOP within the professional network and the interfaces with other LSCB functions
4. Continue to develop a more meaningful engagement with parents and learn from their experiences
5. Ensure operational procedures are reviewed annually to ensure they remain fit for purpose.
6. Evaluate professional performance of professionals dealing with child deaths in order to learn from practice.
7. Devise and deliver a training plan for professionals working with child death.

Area Committees will continue their work as before while the re-structure process takes place

18 September 2009

Helen Chrystal/Jane Held/Felicity Schofield

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