



## FLINTSHIRE & WREXHAM LSCB STRATEGIC PLAN 2011-14

### VISION

*‘Through a co-ordinated partnership approach - safeguard, protect and promote the welfare of children and young people in Flintshire and Wrexham’*

# **CONTENTS**

<b>1. INTRODUCTION</b>	<b>Page 2</b>
<b>2. VISION AND VALUES</b>	<b>Page 2</b>
<b>3. FUNCTIONS</b>	<b>Page 3</b>
<b>4. PLANNING METHODOLOGY</b>	<b>Page 4</b>
<b>5. OUTCOME, INDICATORS AND PRIORITIES</b>	<b>Page 5</b>
<b>6. DELIVERING ON PRIORITIES</b>	<b>Page 6</b>
<b>7. MEASURING &amp; REPORTING FWLSCB PERFORMANCE</b>	<b>Page 6</b>
<b>8. KEY LINKS</b>	<b>Page 8</b>
<b>APPENDIX 1 - ANNUAL BUSINESS PLAN 2011/12</b>	<b>Page 9</b>
<b>APPENDIX 2 - FWLSCB INTRA-BOARD COMMUNICATION AND REPORTING STRUCTURE</b>	<b>Page 16</b>

## 1. INTRODUCTION

Flintshire and Wrexham LSCB (FWLSCB) merged into one single Board in April 2011 and is pleased to publish its first joint strategic plan. The primary benefits expected from the joint FWLSCB are:

- an improved and expanded knowledge and experience base from a wider range of professionals;
- increased opportunities for joint learning and sharing of best practice, to improve consistency and sustainability of good practice across all agencies working to safeguard children and young people;
- efficient and effective business arrangements which make the best use of available financial and human resources across the range of member agencies

LSCBs are the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that local authority area, and for ensuring the effectiveness of what they do. The statutory objectives of all LSCBs are to:

- ***co-ordinate what is done by each person and body represented on the Board for the purposes of safeguarding and promoting the welfare of children;***
- ***ensure the effectiveness of what is done by each such person or body for those purposes.***

Safeguarding and promoting the welfare of children is defined in statutory guidance (*Safeguarding Children: Working Together under the Children Act 2004*) as:

- Protecting children from abuse and neglect;
  - Preventing impairment of their health or development; and
  - Ensuring that they receive safe and effective care; .....
- ...so as to enable them to have optimum life chances.

The primary focus of the FWLSCB is the protection of children and young people from abuse and neglect. In addition to this the Board has a wider remit under the banner of 'Safeguarding and Promoting the Welfare of Children and Young People' as defined above. The monitoring activities of the Board will include a focus on the following vulnerable groups:

- Children subject to a child protection plan,
- Children in need
- Children who are looked after
- Privately fostered children
- Child deaths
- Children receiving a service from the Integrated Family Support Service
- Children who are victims of crime

A key driver behind the FWLSCB strategic plan is the requirements on LSCBs set out within the Children Act 2004 'Part 3', and associated regulations and guidance. FWLSCB aim to contribute to the achievement of the Welsh Assembly Government's seven core aims for children and young people in Wales, in particular Core Aim three '*All children and young people enjoy the best possible health, **are free from abuse, victimisation and exploitation***'. In view of this the FWLSCB strategic and associated business plan (appendix a) has been developed taking into consideration the content of 'Core Aim Three' within each local authority area's statutory Children and Young People Plan (*Our Joint Plan in Wrexham*) and the views of children and young people across Flintshire and Wrexham provided in relation to this Core Aim, (*as collected by the Children and Young People's Framework Partnerships*).

FWLSCB undertook a 'Results Based Accountability' planning approach to agree its outcome, priorities and 2011-12 business plan, all of which have been influenced by key drivers noted above, the agreed functions of the FWLSCB, the previous business plans from each Board and the standards incorporated within the Welsh Assembly Government LSCB Self Assessment and Improvement Tool. (*See section 4*).

## 2. FWLSCB VISION AND VALUES

The vision of FWLSCB is:

***'Through a co-ordinated partnership approach - safeguard, protect and promote the welfare of children and young people in Flintshire and Wrexham'***

We aim to promote the following principles and values in delivering our vision and in all of our work:

- Safeguarding is a shared responsibility and is most effective through the sharing of information, collaboration, understanding and developing positive and constructive relationships between agencies and professionals.
- Safeguarding children is a responsibility shared throughout the community and therefore effective multi-agency working and community engagement is vital to the positive discharge of this responsibility.
- The safety, welfare and interest of the child is paramount.
- Working in partnership with children, young people and their families to achieve the best possible outcomes.
- Continuous improvement in inter-agency working and the safeguarding of children and young people is dependent upon active challenging, monitoring, listening and learning.
- Multi-agency training and policy guidance support good inter-agency working and a joint understanding.
- All children and young people should be treated equally regardless of age, gender, sexuality, race, religion, ethnicity, disability or background.

### 3. FWLSCB FUNCTIONS

The key functions of LSCBs are set out in statutory guidance – ‘Safeguarding Children: Working Together under the Children Act 2004’. FWLSCB have localised these statutory functions as follows and structured priorities using these functions as a framework for action:

- To establish robust governance arrangements to ensure strong and constructive relationships, good understanding and the sustainability of the Board cooperating with other LSCBs and Partnerships as appropriate (\*SAIT v6 (WAG Self Assessment and Improvement Tool) – Standards 1, 2, 3, 4, 5, 6, 8, 12, 13, 14, 21).
- To promote and raise awareness of the need to safeguard and promote the welfare of children across Flintshire and Wrexham (\*SAIT v6 – Standards 15, 17, 18).
- To ensure effective safeguarding policies and procedures are in place to support the work of professionals (\*SAIT v6 – Standards 9, 10, 18).
- To ensure lessons are learned from research, and practice within Flintshire and Wrexham across agencies (Special Case Reviews and Cases of Special Interest) ensuring the dissemination of information about best practice (\*SAIT v6 – Standards 7, 8, 10, 11, 18).
- To ensure staff working with children and young people receive appropriate training to assist in safeguarding and promoting the welfare of children (\*SAIT v6 – Standards 16, 18).
- To establish effective performance and quality assurance processes for the LSCB (\*SAIT v6 – Standards 7, 8, 10, 19, 20, 21).
- To promote the involvement of and consultation with children, young people, parents and carers (\*SAIT v6 – Standards 15, 17, 20, 21).

*\* Each function noted above has been cross referenced to the elements of the SAIT to which it is relevant and therefore contributes to. The SAIT is a tool used by LSCBs across Wales to undertake a self assessment of performance. It draws on the literature and the authors’ (Tony Morrison and Jan Howarth) experience of key factors that contribute to effective multidisciplinary partnerships. The tool consists of a number of standards against which LSCBs self assess.*

## 4. PLANNING METHODOLOGY

FWLSCB has used the principles of the Results Based Accountability (RBA) planning methodology to formulate this strategic, and associated, 2011/12 business plan.

### WHAT IS RBA AND HOW DOES IT WORK?

RBA is a disciplined way of embedding outcome based decision making into planning, delivery and accountability for partnerships and projects. It is a way of thinking and taking action that aims to improve the quality of life in communities, and improve the performance of services and agencies. RBA starts with 'ends' (a whole population outcome – what we aim to ultimately achieve) and works backward step by step to 'means' (priorities and business plan - what we will do to help us to get there). It is important that we are clear on the definitions of RBA terminology:

<b>OUTCOME</b>	This is defined as a ' <i>condition of well being</i> ' for people in a place. It is ultimately what we aspire to achieve as a multi-agency partnership. FWLSCB recognises that it is not the only contributor to the achievement of the <i>Outcome</i> ; rather it is through the work of a range of agencies and a range of partnerships that <i>Outcomes</i> are achieved.
<b>INDICATORS</b>	<i>Indicators</i> are used to help to measure success in the achievement of an <i>Outcome</i> . They are described as broad indicators as they are a result of the work of more than one agency and/or partnership. FWLSCB have chosen a range of <i>Indicators</i> against which it will judge the achievement of the <i>Outcome</i> and to inform its future work and priorities.
<b>PERFORMANCE MEASURES</b>	<i>Performance Measures</i> measure of how well a program, agency or service system is working. As the LSCB is not considered to be a 'provider of services' the chosen performance measures aim to reflect how well the Board is doing in respect of its agreed priorities which aim to contribute to the achievement of the <i>Outcome</i> .

Members of the FWLSCB Executive Group worked alongside business support and key performance staff in identifying its *Outcome*, the *Broad Indicators it wished to monitor*, priorities, actions and *Performance Measures* and the Board welcomed the involvement of the Association of Voluntary Organisations in Wrexham in facilitating the RBA workshop.

Judgements made by the group were informed by legislative guidance, the views of children and young people across Wrexham and Flintshire gathered as part of the consultation undertaken to inform the Flintshire Children and Young People Plan 2011-14 and the Wrexham 'Our Joint Plan' 2011-14, the content of the individual Wrexham and Flintshire business plans and SAITs and the broad range of knowledge and experience within the group. We welcomed comments on our strategic plan from the range of professionals represented on the FWLSCB and a number of other key statutory partnerships which exist across Flintshire and Wrexham.

## 5. FWLSCB OUTCOME, INDICATORS AND PRIORITIES

### POPULATION: ALL CHILDREN AND YOUNG PEOPLE IN WREXHAM AND FLINTSHIRE OUTCOME: CHILDREN AND YOUNG PEOPLE ARE SAFE FROM HARM:

Protected from abuse and neglect

Health and development (physical, intellectual, emotional, social, behavioural) is not impaired

Safe and effective care

#### BROAD OUTCOME INDICATORS:

<ul style="list-style-type: none"> <li>▪ No. of SCR as a result of child death</li> <li>▪ No. of SCR as a result of serious injuries</li> <li>▪ No. of Private Fostering notifications/ enquiries</li> <li>▪ No/% of CYP surveyed who say they feel safe at home</li> <li>▪ No Children on Child Protection Register (age, gender, time, category, status)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secondary Fixed Term Exclusions 5 days or fewer</li> <li>▪ No. Children as Victims of Crime</li> <li>▪ Immunisation rates - pre-school children</li> <li>▪ No/% of CYP surveyed who say they feel safe at school</li> <li>▪ No/% of CYP surveyed who say they feel safe outside in the day</li> <li>▪ No/% of CYP surveyed who say they feel safe outside in the evening</li> <li>▪ No. Children killed or seriously injured in road accidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ No. Private Fostering Arrangements (which began in the year 1<sup>st</sup> April-31March)</li> <li>▪ No.% of looked after children placement disruption meetings which took place in the year where actions identified were completed in timescale</li> </ul>
---	--	--

#### HOW FWLSCB WILL CONTRIBUTE TO THE OUTCOME:

<b>1. Ensure robust LSCB Governance &amp; Strong Relationships</b>	<b>2. Promote &amp; Raise Awareness of the need to Safeguard Children and Young People</b>	<b>3. Ensure effective Policies &amp; Procedures are in place to support the work of professionals</b>	<b>4. Learn and share lessons from Research and practice</b>	<b>5. Provide effective Multi-agency Training</b>	<b>6. Ensure effective Performance Monitoring &amp; Quality Assurance</b>	<b>7. Ensure involvement of Children, Young People, Parents &amp; Carers in our work</b>
--	--	--	--	---	---	--

#### OUR PRIORITIES FOR 2011/14

<p>Develop strong constructive relationships with other Partnerships with regards to safeguarding activity</p> <p>Ensure the business planning process of the Board is informed by a self assessment of performance, findings from audits, SCRs and the views of a wide range of stakeholders</p> <p>Ensure the LSCB is supported by effective Chairing and sub-group arrangements</p>	<p>Enable Professionals, CYP, Parents and Carers and members of the public to:</p> <ul style="list-style-type: none"> <li>▪ have access to useful information and guidance on Safeguarding matters</li> <li>▪ contact the LSCB directly</li> </ul> <p>Work with other partnerships to provide C&amp;YP and Parents with supportive and useful information on 'keeping children safe'</p> <p>Support C&amp;YP and families to understand and be involved, as appropriate, in the CP Process including their right to complain and/or make an appeal</p>	<p>Ensure FWLSCB have in place/adopt policies, procedures and guidance which support local multi-agency safeguarding activity and are in line with WT and ensure appropriate dissemination</p> <p>Contribute to and respond to consultations on the development of local, regional and national safeguarding policies, procedures and guidance ensuring they are fit for local purpose</p>	<p>Ensure a robust process for reviewing and learning from serious case reviews which leads to service improvements</p> <p>Ensure the LSCB receives an analysis of activity on</p> <ul style="list-style-type: none"> <li>▪ Children on the Register</li> <li>▪ Referrals to children's social care</li> <li>▪ Child deaths</li> <li>▪ Private Fostering</li> </ul> <p>&amp; learns from findings and shares with relevant partners and partnerships</p>	<p>Provide an active &amp; effective multi-agency training and development programme that meets local needs and the requirements of Working Together</p>	<p>Establish a shared agreement &amp; understanding of what good multi-agency assessment, intervention, planning and review practice looks like</p> <p>Ensure effective processes are in place which monitor performance, quality assure and identify good practice and recommendations for change with a view to improving safeguarding practice locally</p> <p>The Board holds member agencies to account with regard to safeguarding activity</p>	<p>Ensure Children, Young People, Parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB</p>
--	--	--	--	--	--	---

## 6. DELIVERING ON PRIORITIES

**Safeguarding children and young people is everyone's responsibility and everyone's business.** FWLSCB aims to build strong and constructive relationships with the other key partnerships across Flintshire and Wrexham, namely the Local Service Boards, Community Safety Partnerships, Health Social Care and Wellbeing Partnerships and the Children and Young People Framework Partnerships. The Board recognises that achievement of the 'Safe from Harm' outcome (*section 5*) is only possible through collaboration with a range of agencies and partnerships that contribute to safeguarding children and young people and this is reflected within the Boards priorities and business plan.

FWLSCB will develop an annual business plan (appendix a) to deliver on agreed priorities. To support the implementation of the business plan the Board have developed a robust structure consisting of members from a range of agencies and services whose work involves children and young people. Each group within the structure are provided with a specific purpose and allocated tasks within the plan. FWLSCB groups are supported through consistent chairing arrangements, clear terms of reference and role remits and a supportive communication and reporting structure (appendix b).

## 7. MEASURING & REPORTING FWLSCB PERFORMANCE

Section 5 of this strategic plan sets out the broad indicators of success in measuring achievement against the 'Safe from Harm' outcome. FWLSCB recognise that it is not the only contributor to the achievement of the outcome; rather it is through the work of a range of agencies and a range of partnerships that population outcomes are achieved. The Board will monitor performance on these indicators annually which will, alongside the monitoring activities detailed throughout its business plan (*Section 28 audits, Case File Audits, development of member agency annual performance reporting etc etc*), support it in informing future priorities and actions.

The Board have developed a range of performance measures which aim to reflect how well it is doing and where possible identify the difference it is making in respect of its priorities and associated actions. The Board will also undertake an annual self assessment using the LSCB SAIT to support it in measuring performance and identifying areas for development. The performance measures are included in the business plan (appendix a), some of the key performance measures are identified below:

PRIORITIES 2011-14	KEY PERFORMANCE MEASURES / MILESTONES
<p>Develop strong constructive relationships with other Partnerships with regards to safeguarding activity</p> <p>Ensure the business planning process of the Board is informed by a self assessment of performance, findings from audits, SCRs and the views of a wide range of stakeholders</p> <p>Ensure the LSCB is supported by effective Chairing and sub-groups arrangements</p>	<ul style="list-style-type: none"> <li>▪ #!% business plan consultation responses that inform the LSCB Priorities/Business Plan 2012/13</li> <li>▪ % Partnerships communicating with the FWLSCB on their contribution to wider safeguarding agenda</li> <li>▪ #!% of chairing arrangements judged good/ excellent in respect of leadership and support for group members</li> <li>▪ #!% of sub-groups members reviewed by group Chair to be contributing effectively to the work of the Board in line with their role remit.</li> </ul>
<p>Enable Professionals, CYP, Parents and Carers and members of the public to:</p> <ul style="list-style-type: none"> <li>▪ have access to useful information and guidance on Safeguarding matters</li> <li>▪ contact the LSCB directly</li> </ul> <p>Work with other partnerships to provide C&amp;YP and Parents with supportive and useful information on 'keeping children safe'</p> <p>Support C&amp;YP and families to understand and be involved, as appropriate, in the CP Process including their right to complain and/or make an appeal</p>	<ul style="list-style-type: none"> <li>▪ #!% of postcards received from professionals, Children and Young People, Parents/Carers</li> <li>▪ #!% LSCB conference attendees' line managers confirm the information gained has informed attendees practice (8 weeks later)</li> <li>▪ #!% of agencies attending Child Protection conference</li> <li>▪ #!% agencies provide written reports to Child Protection conference</li> <li>▪ #!% initial and review conferences completed in timescale</li> <li>▪ #!% of members of the public (citizens panel), operational staff, parents and CYP surveyed who know and understand the purpose of the LSCB and who to contact if they are worried about a child.</li> </ul>

PRIORITIES 2011-14	KEY PERFORMANCE MEASURE
<p>Ensure FWLSCB have in place/adopt policies, procedures and guidance which support local multi-agency safeguarding activity and are in line with 'Working Together' guidance and ensure appropriate dissemination</p> <p>Contribute to and respond to consultations on the development of local, regional and national safeguarding policies, procedures and guidance ensuring they are fit for local purpose</p>	<ul style="list-style-type: none"> <li>▪ #/ % agencies confirm appropriate dissemination and implementation of policies, procedures and guidance ratified by the LSCB</li> <li>▪ #/ % of LSCB members confirming understanding of their role in dissemination and implementation of policies, procedures and guidance</li> <li>▪ LSCB Safe Recruitment and Supervision Guiding Principles implemented by the each Joint Board in North Wales</li> <li>▪ #/ % of professionals attending Threshold Criteria training confirm a good understanding of thresholds for intervention for making a referral to children's social care</li> </ul>
<p>Ensure a robust process for reviewing and learning from serious case reviews which leads to service improvements</p> <p>Ensure the FWLSCB receives an analysis of activity on</p> <ul style="list-style-type: none"> <li>▪ Children on the Register</li> <li>▪ Referrals to children's social care</li> <li>▪ Child deaths</li> <li>▪ Private Fostering</li> </ul> <p>&amp; learns from findings and shares with relevant partners and partnerships</p>	<ul style="list-style-type: none"> <li>▪ #/ % of Serious Case Reviews (SCR) carried out in the year resulting in changes to practice</li> <li>▪ #/ % professionals attending SCR workshop confirming they have learned lessons that will inform their practice</li> <li>▪ # recommendations on changes to practice, following annual analysis of children on the CPR, agreed by the Board and implemented</li> <li>▪ #/ % Cases of Special Interest (CSIs) which identify planned outcomes for children are achieved</li> <li>▪ #/ % of CSIs which identify involvement of child/young person</li> <li>▪ #/ % of CSIs which identify regular visits to the child</li> <li>▪ #/ % of CSIs identifying good multiagency working</li> </ul>
<p>Provide an active &amp; effective multi-agency training and development programme that meets local needs and the requirements of Working Together</p>	<ul style="list-style-type: none"> <li>▪ #/ % attendees evaluate course as meeting their training needs</li> <li>▪ #/ % attendees line managers that confirm attendance at training has informed the attendees practice (8 weeks later)</li> <li>▪ #. training courses/workshops developed/amended in relation to findings from SCRs, Case of Special Interest, LSCB Audits, National, Regional, Local Developments</li> <li>▪ #o/ % of agencies receiving CSE training provided through the LSCB</li> </ul>
<p>Establish a shared agreement &amp; understanding of what good multi-agency assessment, intervention, planning and review practice looks like</p> <p>Ensure effective processes are in place which monitor performance, quality assure and identify good practice and recommendations for change with a view to improving safeguarding practice locally</p> <p>The Board holds member agencies to account with regard to safeguarding activity</p>	<ul style="list-style-type: none"> <li>▪ #/ % SAIT standards scoring 2/3</li> <li>▪ #/ % agencies compliant with Section 28 audit - Safe recruitment, Child Protection Training, Safeguarding Procedures and Senior Mgt commitment to importance of Safeguarding and Promoting Welfare</li> <li>▪ #/ % of audits which identify involvement of child/young person</li> <li>▪ #/ % audits which identify planned outcomes for children are achieved</li> </ul>
<p>Ensure Children, Young People, Parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB</p>	<ul style="list-style-type: none"> <li>▪ #. CYP views that inform the priorities set by the LSCB</li> <li>▪ #/ % CYP involved in the design and content of LSCB information and guidance for parents, carers, professionals, CYP and members of the public</li> <li>▪ #. of Parents views that inform the priorities set by the LSCB</li> <li>▪ #/ % key safeguarding posts recruited to in the year which involved children and young people in the recruitment and selection process</li> </ul>



## **7. MEASURING & REPORTING FWLSCB PERFORMANCE (contd)**

Progress against the actions within the FWLSCB annual business plan will be reported by the Chair of each group, or responsible individual, to the FWLSCB Development Group on a quarterly basis through the FWLSCB 'Headline Document'. The FWLSCB Development Group has responsibility for monitoring the implementation of the business plan, ensuring the early identification of any barriers to progress in partnership with subgroup Chairs, and providing support in the management of arising issues. The Headline Document will also be fed into the FWLSCB Executive Board through the Development Group Chair. Each FWLSCB sub-group is also required to provide an annual report of progress to the Development Group.

To further support sub-groups, regular meetings will be arranged between the Development Group Chair, sub-group Chairs and the LSCB Business Manager to ensure the implementation of the business plan remains on track and the early identification of any presenting issues.

An annual report on the implementation of the business plan will be presented to the Development Group and LSCB Executive Group. The FWLSCB will also produce an annual report which will be presented by the Chair to the Member Boards in each statutory organisation represented on the LSCB. The FWLSCB annual report will also be published and provided to each member agency and all relevant partnerships in each local authority area.

## **8. KEY LINKS**

The Board recognises that achievement of the 'Safe from Harm' outcome is a shared responsibility and is only possible through the collaboration of a range of agencies and Partnerships that contribute to safeguarding children and young people. A key priority for the FWLSCB is to develop strong, constructive relationships with other Partnerships with regards to safeguarding activity and it aims to work towards this in its first year as a joint entity in relation to the Local Service Boards, Children and Young People Framework Partnerships, Community Safety Partnerships, and Health Social Care and Well-being Partnerships across Wrexham and Flintshire with a view to agreeing formal two-way communication, reporting and safeguarding accountability relationships. To support this area of work the FWLSCB has identified, from its Executive Group membership, an 'LSCB Champion' on each of the other key partnerships to support two-way communication on key issues.

The FWLSCB anticipates that through the implementation of its business plan and progress made on its priorities it will contribute to a number of relevant safeguarding and promoting the welfare of children and young people priorities set out with the ACRF in each local authority area, and within the strategic plans of each area's Local Service Board, Community Safety Partnership, Health Social Care and Wellbeing and Children and Young People Framework Partnership.

The Joint Board aims to build on its relationships with all agencies, voluntary organisations and statutory partnerships in respect of the broader safeguarding agenda and looks forward to working together to continuously improve the safeguarding of children and young people across Flintshire and Wrexham.

## APPENDIX A - FWLSCB BUSINESS PLAN 2011-12

<b>1. Establish robust governance arrangements to ensure strong and constructive relationships, good understanding and the sustainability of the Board cooperating with other LSCBs and Partnerships as appropriate (SAIT v6 – St 1, 2, 3, 4, 5, 6, 8, 12, 13, 14, 21).</b>				
<b>FWLSCB PRIORITIES</b>	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PERFORMANCE MEASURES/ MILE STONES</b>
<p><b>Develop strong constructive relationships with other Partnerships with regards to safeguarding activity</b></p> <p><b>Ensure the business planning process of the Board is informed by a self assessment of performance, findings from audits, SCRs and the views of a wide range of stakeholders</b></p> <p><b>Ensure the LSCB is supported by effective Chairing and sub-groups arrangements</b></p>	1a) Business Plan 2012/13 informed by LSCB members, other partnerships, CYP and parents and LSCB Budget drafted.	BM/PPG Group	Feb 2012	1a) Business Plan is informed by views of wide range of stakeholders
	1b) Discuss and agree communication, reporting and safeguarding accountability relationships between LSCB and other partnerships	BM/LSCB Chair	Dec 2011	1a) #/% business plan consultation responses that inform the LSCB Priorities/Business Plan 2012/13 1b) % of Partnerships which LSCB has formal agreement with in respect of communication, reporting and safeguarding accountability
	1c) Undertake a review of merged Board arrangements	BM/LSCB Chair	Mar 2012	1b) Formal communication and reporting mechanisms in place between LSCB and other partnerships in respect of safeguarding work
	1d) Undertake a review of the effectiveness of sub-groups including contribution of members against the role remits	BM/Chairs of Sub-Groups	Dec 2011	1b) % Partnerships communicating with the FWLSCB on their contribution to wider safeguarding agenda
	1e) Undertake a review of the Chairing arrangements across each group of the LSCB	BM/Chairs of Sub-Groups	Mar 2012	1c) Review of merged arrangement highlights progress and areas for development included in the LSCB Business Plan 2012/13
	1f) LSCB receives regular reports on the delivery and progress of IFSS	IFSS Head of Service	Quarterly	1d) #/% attendance across all LSCB groups 1d) #/% of sub-groups members reviewed by group Chair to be contributing effectively to the work of the Board, in line with their role remit. 1e) #/% of chairing arrangements judged to be good/excellent in respect of leadership and support for group members
<b>2. Promote and raise awareness of the need to safeguard and promote the welfare of children across Flintshire and Wrexham (SAIT v6 – St 15, 17, 18)</b>				
<p><b>Enable Professionals, CYP, Parents and Carers and members of the public to:</b></p> <ul style="list-style-type: none"> <li>▪ have access to useful information and guidance on Safeguarding matters</li> <li>▪ contact the LSCB directly</li> </ul> <p><b>Work with other partnerships to provide C&amp;YP and Parents with supportive and useful information on keeping safe</b></p> <p><b>Support C&amp;YP and families to understand and be involved, as appropriate, in the CP Process including their right to complain and/or make an appeal</b></p>	2a) Disseminate the Postcard System across all agencies, parent groups and include on relevant young peoples websites	PAR Group	Quarterly	2a) Quarterly postcard system email reminders sent to LSCB members 2a) #/% of postcards received from professionals
	2b) Review and maintain revised LSCB website/s ensuring availability of information and guidance for all stakeholders	PAR Group	Annually Sept	2a) #/% of postcards received from Children and Young People 2a) #/% of postcards received from Parents/Carers 2a) #/% of issues raised through postcards resolved by the Board 2a) Changes to policy or practice as a result of postcards received
	2c) Include article from LSCB in 'Connect' and 'Your Community-Your Council' to raise public awareness of the LSCB	PAR Group	Twice yearly	2b&c) #. of website hits
	2d) Progress work on agreeing an LSCB page in the NYAS 6 monthly newsletter	PAR Group	July 2011	2e) #. attended LSCB conference by agency 2e) #/% of LSCB conference evaluations that rate quality as good/excellent
	2e) Organise an annual conference on safeguarding – topic to reflect the findings of LSCB audits in re to multi-disciplinary practice, (including SCRs and Cases of Special Interest)	Training Group	Oct/Nov 2011	2e) #/% LSCB conference attendees line managers confirm the information gained has informed attendees practice (8 weeks later)

**2. Promote and raise awareness of the need to safeguard and promote the welfare of children across Flintshire and Wrexham (SAIT v6 – St 15, 17, 18)**

FWLSCB PRIORITIES	ACTIONS	WHO	WHEN	PERFORMANCE MEASURES / MILESTONES
<p><b>Enable Professionals, CYP, Parents and Carers and members of the public to:</b></p> <ul style="list-style-type: none"> <li>▪ have access to useful information and guidance on Safeguarding matters</li> <li>▪ contact the LSCB directly</li> </ul> <p><b>Work with other partnerships to provide C&amp;YP and Parents with supportive and useful information on keeping safe</b></p> <p><b>Support C&amp;YP and families to understand and be involved, as appropriate, in the CP Process including their right to complain and/or make an appeal</b></p>	2f) Work in partnership with CYPFWP, HSCWBP and CSP to draft and disseminate self-help information for C&YP on crime, affects of substance misuse, bullying, road safety, CEOP and for Parents on keeping young children safe at home	BM/PAR Group	Dec 2011	2f) Leaflets produced in partnership 2f) Leaflets content consulted on by CYP and Parents  2g&h) #/% of agencies attending conference 2g&h) #.1% agencies provide written reports to CP conference 2g&h) #/% initial and review conferences completed in timescale
	2g) Draft an LSCB guidance leaflet for all professionals attending child protection conferences clearly outlining responsibilities	BM/ PPG Group	Sep 2011	2h) #/% of Children attending CP conference 2h) #/% of Parents attending CP conference 2g&h) #/%. of complaints/appeals against child protection registration a) received and b) considered by the LSCB
	2h) Scope and review all LSCB information leaflets & conference consultation documents for C&YP to ensure they are streamlined and that Professionals, C&YP & families are provided with clear & accurate information which is accessible and promotes engagement in both Wrexham and Flintshire.	PAR/ Wxm ISROs Rep/ Fshire SG Mgr	Nov 2011	All) #/% of members of the public (citizens panel), operational staff, parents and CYP surveyed who know and understand the purpose of the LSCB and who to contact if they are worried about a child or young person
	2i) Draft a 'Young Persons' and 'Parents' briefing on the FWLSCB and disseminate to a wide range of established groups and appropriate web pages	PAR Group	July 2011	
	2j) Develop an operational staff questionnaire to establish knowledge and understanding of the role of the FWLSCB and survey staff across each agency and Vol. Orgs	PAR Group	Dec/ Jan 2011/12	
	2k) Undertake consultation with a range of young people and parent groups to establish their knowledge and awareness of the role of the FWLSCB and whether young people feel safe	PAR Group	Jan 2012	
	2l) Undertake consultation through the relevant citizens panels to establish public awareness of the FWLSCB and its role and who to contact if worried about a child or young person	PAR Group	Jan 2012	

**3. Ensure effective safeguarding policies and procedures are in place to support the work of professionals (SAIT v6 –St 9, 10, 18)**

<p><b>Ensure FWLSCB have in place/adopt policies, procedures and guidance which support local multi-agency safeguarding activity and are in line with 'Working Together' guidance and ensure appropriate dissemination</b></p>	3a) Develop a FWLSCB protocol on CP Conferences and present to the Board for ratification ( <i>including attendance, quorum, including children and family members and gaining their views, role of advocates and criteria for excluding parents in exceptional circumstances, decision making process for registration and handing complaints about the functioning of the conference</i> ).	BM/ PPG Group	Sep 2011	3a) LSCB CP Conferences Protocol drafted and agreed 3a) #/% of agencies attending conference 3a) #.1% agencies provide written reports to conference 3a) #/% of children attending conference 3a) #/% of Parents attending conference 3a) #/% initial and review conferences completed in timescale All) #/% agencies confirm appropriate dissemination and implementation of policies, procedures and guidance ratified by the LSCB (Sec 28)
--	---	---------------	----------	---

**3. Ensure effective safeguarding policies and procedures are in place to support the work of professionals (SAIT v6 –St 9, 10, 18)**

FWLSCB PRIORITIES	ACTIONS	WHO	WHEN	PERFORMANCE MEASURES / MILESTONES
<p><b>Ensure FWLSCB have in place/adopt policies, procedures and guidance which support local multi-agency safeguarding activity and are in line with WT and ensure appropriate dissemination</b></p> <p><b>Contribute to and respond to consultations on the development of local, regional and national safeguarding policies, procedures and guidance ensuring they are fit for local purpose</b></p>	3b) Identify outstanding LSCB policies, protocols, flowcharts created as single Boards and review to ensure they meet the needs of the joint Board, obtaining ratification from the FWLSCB and disseminating to all Board members.	PPG Group	Sep 2011	3All) #/% agencies confirm appropriate dissemination and implementation of policies, procedures and guidance ratified by the LSCB (Sec 28)
	3c) Review the implementation of the LSCB policy on development & formal adoption of policy, protocol and guidance (including dissemination and implementation of policy, procedures and guidance ratified by the LSCB).	PPG Group	Nov 2011	3c) #/% of LSCB members confirming understanding of their role in relation to the dissemination and implementation of policies, procedures and guidance ratified by the LSCB
	3d) Provide a response on behalf of the FWLSCB to local, national and regional policy procedure and guidance	PPG Group	As required	3d) #/% of consultation responses to National and Local draft policy provided within timescale
	3e) Draft, consult on and obtain agreement from the Board on local policy, procedure and guidance as requested by the Board	PPG Group	As required	3e) #/% of local LSCB policy/guidance documents ratified by the Board to support safeguarding practice
	3f) Complete the draft LSCB Safe Recruitment and Supervision Guiding Principles document and provide to the NWSCFPPG	PPG Group	May 2011	3f) LSCB Safe Recruitment and Supervision Guiding Principles document consulted on across North Wales and implemented by the each Joint Board.
	3g) Review the NW Inter-agency Information Sharing Protocol and Child Sexual Exploitation (CSE) Guidance to ensure they meet local needs across Wrexham and Flintshire	PPG Group	Nov 2011	3h) #/% of professionals attending Threshold Criteria training who confirm a good understanding of thresholds for intervention for making a referral to children's social care
	3h) Review policies/protocols on thresholds for intervention (annually) and ensure these are disseminated and training is provided across all agencies (on reviewed Wrexham criteria in 2011 and on both areas criteria's in 2012)	PPG Group & Training Officer	Jan 2012 (review)	3i) #. of investigations held on allegations of the abuse of children by professionals/staff members (Part 4's) by agency
	3i) Respond to work from the AWCPPRG on All Wales guidance on handling Allegations of the abuse of children by professionals / staff members and discuss local implications	PPG Group	Nov 2011	
	3j) Draft, consult, and obtain agreement from the Board on an LSCB recommended example Child Protection Policy to support organisations in developing their own	PPG Group	Nov 2011	

**4. To learn lessons from research, and practice within Flintshire and Wrexham across agencies (SCRs and Cases of Special Interest) ensuring the dissemination of information about best practice (SAIT v6 – St 7, 8, 10, 11, 18)**

<p><b>Ensure a robust process for reviewing and learning from serious case reviews which leads to service improvements</b></p>	4a) Identify, discuss and respond to new issues that result from government initiatives and national, regional or local events	LSCB Dev Group	Each meeting	4a) #/% of LSCB Dev Group minutes confirming national, regional and/or local events have received 1)discussion and 2)action
--	--	----------------	--------------	---



**4. To learn lessons from research, and practice within Flintshire and Wrexham across agencies (SCRs and Cases of Special Interest) ensuring the dissemination of information about best practice (SAIT v6 – St 7, 8, 10, 11, 18)**

FWLSCB PRIORITIES	ACTIONS	WHO	WHEN	PERFORMANCE MEASURES / MILESTONES
<p><b>Ensure a robust process for reviewing and learning from serious case reviews (SCRs) which leads to service improvements</b></p> <p><b>Ensure the LSCB receives an analysis of activity on</b></p> <ul style="list-style-type: none"> <li>▪ Children on the Register</li> <li>▪ Referrals to children's social care</li> <li>▪ Child deaths</li> <li>▪ Private Fostering</li> </ul> <p><b>learns from findings and shares with relevant partners and partnerships</b></p>	4b) Establish a SCR panel as required and carry out reviews in accordance with guidance in WT	SCR Group	As required	4b-f) #/% of SCRs carried out in timescale
	4c) Draft and monitor the implementation of the SCR action plan created following each SCR	SCR Group	As required	4b-f) #/% of SCR action plans completed in timescale
	4d) Ensure robust dissemination of recommendations, good practice and lessons to be learned from SCRs to all relevant practitioners and managers and hold LSCB workshops to support dissemination of this information	SCR Group & Training Officer	As required	4b-f) #/% of SCRs carried out in the year resulting in changes to practice
	4e) Audit SCR overview reports to identify trends/patterns in relation to identifying specific groups of children known to be at risk and present to the Board	SCR Group	Dec 2011	4b-f) #/% professionals attending SCR workshop confirming they have learned lessons that will inform their practice
	4f) Draft an LSCB protocol outlining the standards to which all those contributing to a SCR should operate incl. any externally commissioned reviewers	PPG Group	Oct 2011	4b-f) #/% agencies confirming that lessons learned from SCRs have been disseminated to all relevant staff
	4g) Commission and manage agreed research into referrals rec'd in Wrexham and Flintshire and present a report including recommendations to the Board	PQAA Group	July/Aug 2011	4g) #. recommendations for action following research into referrals agreed by the Board and implemented
	4h) Carry out an annual analysis of children on the CPR in relation to re-referrals and re-registrations to identify any significant trends that may require changes to practice and provide a report on this with recommendations for action to the Board	PQAA Group	Nov 2011	4h) #. recommendations on changes to practice following annual analysis of children on the CPR agreed by the Board and implemented
	4i) Provide an annual analysis report to the Board on child deaths in each area to include findings from national research into child deaths and comparator information	PHW Designated Nurse	Dec 2011 (TBC)	4h) #/% children subject to CP Conference who become looked after
	4j) Provide an annual report to the Board on Private fostering to include Wrexham & Flintshire	HOSSG (WCBC) & PR (FCC)	Dec 2011	4j) #/% private fostering notifications/enquiries received in each LA area
	4k) Convene a task-and-finish group to consider cases of special interest (CSI) identified by members of partner agencies (2-4 per year) and submit reports to the Development Group following each case highlighting lessons to be learned, examples of good practice and recommendations for action.	PQAA Sub-Group	2-4 per year	4j) #/% of private fostering arrangements in each LA area
4i) Provide an annual report to the Board on the findings of cases of special interest including implementation of action plans, identification of good practice and amendments to current practice.	PQAA Sub-Group	Feb 2012	4k, i) 2-4 CSIs undertaken and reports provided to the Development Group and Board	

**5. Ensure staff working with children and young people receive appropriate training to assist in safeguarding and promoting the welfare of children (SAIT v6 – St 16, 18)**

FWLSCB PRIORITIES	ACTIONS	WHO	WHEN	PERFORMANCE MEASURES / MILESTONES
<b>Provide an active &amp; effective multi-agency training and development programme that meets local needs and the requirements of Working Together</b>	5a) Establish a database to identify those requiring and receiving multi-agency LSCB training	Training Officer /Admin	July 2011	5All) # attended each training course 5All) # agencies represented on each training course 5All) #/% attendees evaluate course as good/excellent 5All) #/% attendees evaluate course as meeting their training needs 5All) #/% of attendee confirm they have learned something new as a result of the course 5All) #/% attendees line managers that confirm attendance at training has informed the attendees practice (8 weeks later)  5d) # training courses/workshops developed/amended in relation to findings from SCRs, Case of Special Interest, LSCB Audits, National, Regional, Local Developments  5e) #/% of agencies receiving CSE training provided through the LSCB
	5b) Develop an LSCB training feedback system to capture attendees immediate evaluations and future impact on practice (at 8 weeks)	Training Officer/ BM	July 2011	
	5c) Undertake a needs analysis of training requirements and evaluation of training provision to inform the review and revision of the training programme for those who work with or have regular access to children across Wrexham and Flintshire.	Training Group	Nov/Dec 2011	
	5d) Develop a training strategy and annual programme ensuring they are informed by the evaluation of previous provision, outcomes of SCRs, Cases of Special Interest and LSCB audits, a needs analysis and the outcomes of the work of all LSCB groups.	Training Group	Jan 2012	
	5e) Deliver the agreed training programme to include training on reviewed eligibility criteria and CSE.	Training Group	April-Mar 2012	
	5f) Review the implementation of the LSCB training programme and present a report to the Board	Training Group	Feb 2012	
	5g) Develop LSCB training quality standards on which LSCB and individual agency training can be bench marked	Training Group	Sept 2011	
	5h) Develop a training pool from the range of agencies represented on training sub-group to support the implementation of the LSCB training plan	Training Group	Sept 2011	

**6. To establish effective performance and quality assurance processes for the LSCB (SAIT v6 – St 7, 8, 10, 19, 20, 21)**

<b>Establish a shared agreement &amp; understanding of what good multi-agency assessment, intervention, planning and review practice looks like</b>	6a) Develop an LSCB set of standards that reflect good multi-agency APIR practice use as the basis of audit activity undertaken by the LSCB	PQAA Sub	Sep 2011	6a) LSCB Standards on good multi-agency APIR practice agreed and disseminated to operational managers and practitioners in each agency 6b) Audit tool, using agreed standards of good multi-agency APIR practice, agreed and used for cases of special interest and case file audits 6c) #/% SAIT standards scoring 2/3 6c) SAIT completed, priorities identified and outcomes reported to LSCB and included in the LSCB Business Plan
	6b) Review process for Cases of Special Interest to include the development of an audit tool that is in line with the Boards shared understanding of what good multi-agency practice looks like (a) and the criteria for undertaking a review	PQAA Sub	Sep 2011	
	6c) Undertake SAIT event, draft and present a report including recommendations for action to the Board	BM/ Training Officer	Oct/Nov 2011	

<b>6. To establish effective performance and quality assurance process for the LSCB</b> (SAIT v6 – St 7, 8, 10, 19, 20, 21)				
<b>FWLSCB PRIORITIES</b>	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PERFORMANCE MEASURES</b>
<p><b>Establish a shared agreement &amp; understanding of what good multi-agency assessment, intervention, planning and review practice looks like</b></p> <p><b>Ensure effective processes are in place which monitor performance, quality assure and identify good practice and recommendations for change with a view to improving safeguarding practice locally</b></p> <p><b>The Board holds member agencies to account with regard to safeguarding activity</b></p>	6d) Develop a reporting template to enable each agency to provide annual reports on individual agency performance to the LSCB (to include safeguarding priorities, key areas of progress/achievements in respect of these priorities, remaining challenges/issues, significant issues for the LSCB, impact of agencies work on outcomes for CYP) to accompany Sec 28 audit responses.	BM	May 2011	6f) #/% agencies compliant with Section 28 audit - Safe recruitment 6f) #/% agencies compliant with Section 28 audit – Child Protection Training 6f) #/% agencies compliant with Section 28 audit – Safeguarding Procedures 6f) #/% agencies compliant with Section 28 audit – Senior Mgt commitment to importance of Safeguarding and promoting welfare
	6e) Annual individual agency performance reports provided to the LSCB PQAA Group	PQAA to coordinate	June 2011	6g, h, i) 2-4 audits undertaken and reports provided to the Board 6g) #/% of audit actions complete within timescale 6g) Incidence of amendments to practice following audits
	6f) Each agency to undertake an annual Section 28 audit (to be completed end June) and an analysis report on Section 28 audit responses and the content of the agency annual performance reports, with recommendations for action presented to the Board (Sept)	PQAA to coordinate and provide report	Sept 2011	6g i) #/% of audits identifying good multiagency working 6g) #/% of audits which identify child focused outcomes within children's plans 6g) #/% of audits which identify involvement of child/young person
	6g) Undertake case file audits from each area (dip sample of 2 cases per area, 2-4 times per year) for children who have received a core assessment and those subject to a CP plan to identify standard of multi-agency practice and ensure the outcomes identified are child focused	PQAA Sub-Group	2-4 per year	6g) #/% of audits which identify regular visits to the child 6g) #/% of audits which identify involvement of parent/carer
	6h) Present report to the Development Group following each case file audit highlighting good practice and recommendations for development.	PQAA Sub-Group	Following each audit	6g) #/% audits which identify planned outcomes for children are achieved 6g) #/% audits whose outcomes led to a change to policy and practice
	6i) Present annual report to the Board on the findings of case file audits including implementation of action plans, identification of good practice and amendments to current practice	PQAA Sub-Group	Feb 2012	6j) #/% agreed multi-agency performance measures judged to be 'on-track' (tbc)
	6j) Present annual report to the Board on agreed multi-agency performance measures	PQAA Sub-Group	Nov 2011	
	6k) Carry out an annual review of progress in meeting business plan targets and present a report to the Board	BM	March 2012	
	6j) Undertake an analysis of CSSIW inspection report on registered children's homes in Wrexham and Flintshire and report relevant identified issues to the LSCB	BM	Nov 2011	
<b>7. Promote the involvement of and consultation with children, young people, parents and carers</b> (SAIT v6 – St 15, 17, 20, 21)				
<b>Ensure Children, Young People, Parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB</b>	7a) Undertake research to inform the establishment of a Flintshire & Wrexham Junior LSCB whose membership includes Looked After Children, Children and Young People in receipt of Social Services and Youth Justice Services, Care Leavers, Children and Young People from minority ethnic groups and Children and Young People with disabilities to support the Board in actively consulting on the development and review of its work	PAR Group	Dec 2011	7a, c) # CYP views that inform the priorities set by the LSCB 7a, c) #/% CYP attending and contributing to Junior LSCB meetings 7a, c) #/% CYP involved in the design and content of LSCB information and guidance for parents, carers, professionals, CYP and members of the public

<b>7. Promote the involvement of and consultation with children, young people, parents and carers (SAIT v6 – St 15, 17, 20, 21)</b>				
<b>FWLSCB PRIORITIES</b>	<b>ACTIONS</b>	<b>WHO</b>	<b>WHEN</b>	<b>PERFORMANCE MEASURES</b>
<b>Ensure Children, Young People, Parents and Carers are consulted with, listened to and involved in the development and review of the work of the LSCB</b>	7b) Scope and identify parents/carers groups across Flintshire & Wrexham with whom the LSCB may consult with on the development and review of its work	PAR Group	Nov 2011	7a, c) # CYP views that inform the priorities set by the LSCB 7a, c) #/% CYP attending and contributing to Junior LSCB meetings
	7c) Review and revise the communication strategy and agree a programme of consultation with children, young people parents and carers to inform the work of the LSCB	PAR Group	Sept 2011	7a, c) #/% CYP involved in the design and content of LSCB information and guidance for parents, carers, professionals, CYP and members of the public 7b, c) #/% Parents views that inform the priorities set by the LSCB
	7d) Draft and agree an LSCB member agency agreement on the Involvement of children and young people in the recruitment and selection of key safeguarding posts within LSCB member organisations	PAR Group	Dec 2011	7d) #/% key safeguarding posts recruited to in the year which involved children and young people in the recruitment and selection process
	7e) Draft and consult on 3 key questions to establish the views of children and young people (in receipt of a social care service at CIN, LAC & CP reviews) to provide qualitative information on outcomes for these children	PQAA & PAR Grp	Sept 2011	7e) Measure to be established following agreement on questions to be asked



APPENDIX 2 – FWLSCB INTRA-BOARD COMMUNICATION AND REPORTING STRUCTURE

