



Bromley Safeguarding Children Board

Business Plan 2015-18

Five priority areas over three years:

- 1. Board resilience**
- 2. Service responses**
- 3. Community engagement**
- 4. Learning and improvement**
- 5. Responses to specific safeguarding concerns**

PRIORITY AREA 1: BOARD RESILIENCE				
What do we want to have achieved by 2018 or earlier?	Performance Measure (with year added)	Lead	Progress	Action for next year
1.1 Board members are confident of their roles and responsibilities (some overlap with 4.2 re ability to challenge)	2015/16 <ul style="list-style-type: none"> Board members confidence ascertained at Development Day Terms of Reference & membership of the Board and sub groups reviewed and strengthened Develop role and engagement of Lay Members Establish a Chairs Group, enables peer support 	LSCB Chair & Business Manager		
	2016/17 <ul style="list-style-type: none"> Enhance method of feedback and effective engagement of voluntary sector School representation strengthened and maintained at all levels of statutory education provision 			
	2017/18 Evidence via survey of Board Members and BSCB Review (including attendance)			
1.2 The Board has a consensus on a working statement on the purpose of the BSCB which will drive the Board's work and ensure effective engagement and working together across all partner agencies & roles.	2015/16 <ul style="list-style-type: none"> Statement agreed by all BSCB Members and published 	LSCB Chair & Business Manager		

PRIORITY AREA 1: BOARD RESILIENCE				
What do we want to have achieved by 2018 or earlier?	Performance Measure (with year added)	Lead	Progress	Action for next year
1.3 The Board has an effective system for scrutinising statutory agencies through Section 11 / 175 /157 audits	2015/16 <ul style="list-style-type: none"> Agency and schools engage with audits and action plans following Section 11/Section 175 Audit ; Board scrutinises evidence leading to continuous improvement 	QA&PM Chair & Business Manager		
NEW FOR 2016-17 1.4 OFSTED RECOMMENDATION: The LSCB should ensure that there is critical enquiry and challenge in relation to the core safeguarding activity undertaken by all agencies. OFSTED Improvement Plan: 3.2.1 Work and minutes of the Board will evidence where agencies have challenged data and performance to deliver key actions. 3.2.2 Set up a "Partnership Board" across the education landscape to focus on the vulnerable groups that could be missed. 3.2.3 Staff can evidence they escalate and challenge other agencies where there is disagreement about a child's safety and welfare and are confident to seek a resolution	Challenges and progress recorded in all areas by Board, but especially in services to vulnerable children. <ul style="list-style-type: none"> Terms of reference Clarity in a document around roles and responsibilities of the Board, and cross cutting responsibilities. Development of a data set to support. x % of staff in each partner agency states they are confident or very confident to escalate and challenge, as measured in bi-annual staff survey (to be developed)			

PRIORITY AREA 2: SERVICE RESPONSES				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
2.1 The process for the early help assessment and the type and level of early help services to be provided meets the needs of children and families	2015/16 <ul style="list-style-type: none"> The Board is confident that families have easy access to appropriate support at an early stage and before needs become more profound 	QA&PM Chair in conjunction with Early Help LA Lead and children	<ul style="list-style-type: none"> 	

PRIORITY AREA 2: SERVICE RESPONSES				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
	<p>2016/17</p> <ul style="list-style-type: none"> Practitioners are able and confident to address reluctance of some families with needs to engage with services Early help to include SEND and health visitors as they align closer to Children and Families Centres. <p>2017/18</p> <ul style="list-style-type: none"> Families whose needs vary can get easy access to services without having to renegotiate referral pathways 	and their families		
<p>2.2 All agencies are able to provide assurance that they have sufficient qualified and trained staff to meet demand and to manage need within approved thresholds</p> <p>NEW FOR 2016-17 Ofsted Improvement Plan (but not one of BSCB recommendations in Ofsted Review)</p> <p>3.6 The LSCB has a comprehensive multi-agency training programme</p>	<p>2016/17</p> <ul style="list-style-type: none"> Agency reports to Board demonstrate adequate staffing levels are being maintained Links to 4.3. <p>NEW for 2016-17 Ofsted Improvement Plan key actions:</p> <p>3.6.1 Research appropriate neglect tools available to the service including the NSPCC Graded Care Profile. Other options to be considered by Learning and Development with a paper to be presented at SMT</p> <p>3.6.2 Staff to receive training on assessing neglect.</p> <ul style="list-style-type: none"> All social workers will use the Graded Care Profile tool to improve the quality of assessments All social workers will receive refresher training on programmes available to families (caring for your child) <p>3.6.3 All parents of children on a plan where neglect is a feature are to be referred onto Caring for your Child programme. Uptake to be monitored and reported to SMT.</p> <p>3.6.4 Develop a specialist multi-agency programme of training and development events focused on CSE/Missing and Gangs.</p> <p>3.6.5 Arrange a multi-agency training session for managers to discuss strategy meeting standards and expectations.</p> <p>3.6.6 Health providers safeguarding training needs identified and programme of events arranged to deliver include a practice oversight group led by BCCG.</p>	Agency Leads	<ul style="list-style-type: none"> 	

PRIORITY AREA 2: SERVICE RESPONSES				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
2.3 Information sharing between agencies is effective to safeguard children's welfare	2016/17 <ul style="list-style-type: none"> • Good practice evidenced through single (including Section 11 audits) and multi-agency audits 	QA&PM and P&P Chair & Business Manager		
2.4 Schools continue to be aware of safeguarding risks and are held to account by the Board [overlap with new 1.4]	2016/17 <ul style="list-style-type: none"> • Evidence via Section 175 audits • Increase in Schools taking part in S175 audits • Increase in school staff attending Level 4/5 training courses (in addition to specific Designated Teacher courses) 	QA&PM Chair & Business Manager		•
2.5 There is an assured and timely response to all children who go missing to address any safeguarding issues Ofsted Improvement plan 3.4 The LSCB should ensure that multi-agency arrangements for the oversight of children missing and at risk of sexual exploitation are underpinned by effective information sharing, performance monitoring and action planning, and are strategically co-ordinated and monitored by the Board.	2016/17 <ul style="list-style-type: none"> • Evidence via data on children missing from school • Evidence from return interviews to improve knowledge of any common locations, trends and patterns NEW FOR 2016-17: <u>Improvement Plan key actions:</u> 3.4.1 BSCB receives and monitors quarterly reports on a range of issues to monitor and scrutinise work streams. To include: CSE; Missing from home, care or education...etc 3.4.2 BSCB QAPM group to undertake themed audits on each issue 3.4.3 MASE to hold a list of children and a dataset and to report trends and patterns to the Vulnerable Children's Group 3.4.5 Info from Vuln Ch Subgroup to help inform strategy and business plan for BSCB 3.4.6 BSCB Business Managers to contribute to CSE/Missing.Gangs working group, chaired by Dep Borough Commander	QA&PM and Vulnerable Children Chairs & Business Manager		•

PRIORITY AREA 2: SERVICE RESPONSES				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
	3.4.7 Vuln Ch Subgroup to provide challenge to slow moving actions 3.4.8 Host a multi-agency CSE Day for frontline staff to publicise CSE/Missing functions and protocol			
2.6 new for 2016-17 Ofsted Improvement Plan 3.5 The LSCB should ensure that the arrangements for children privately fostered comply with statutory guidance, and that they are safe and that their health and well-being are properly promoted.	3.5.1 High quality information on the numbers of children being privately fostered is presented to and scrutinised by Board; their identities are known to the relevant agencies and agencies are able to report their health, education and care needs are being met. Report to include percentage of foster carers with DBS. 3.5.2 BSCB to work with CSC to promote Private Fostering Awareness campaign	BSCB Business Manager with CSC and Health agencies	•	
PRIORITY AREA 3: COMMUNITY ENGAGEMENT				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action
3.1 The Board has an up to date profile of the community, including an understanding of cultural diversity and barriers to engagement in services by minority communities and how these can be overcome	2015/16 • Report to Board on profile of children and families in area 2016/17 • Programme of work to engage with main and minority communities to identify barriers to safeguarding children's welfare and how agencies can better facilitate best outcomes	QA&PM Chair & Business Manager	•	•
3.2 Young people are better informed of safeguarding issues and engaged in the design and delivery of the information Ofsted Improvement Plan 3.3 The LSCB should actively seek the views and opinions of children and young people, and engage them in a systematic manner in	2016-2018 • Consultation completed and new information service implemented Ofsted Improvement Plan 3.3.1 Develop an action plan/strategy to ensure that children	QA&PM Chair & Business Manager	•	•

PRIORITY AREA 3: COMMUNITY ENGAGEMENT				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action
order to ensure that it is aware of and benefits from their experiences	and young people's views are utilised and to include: - Developing a Safeguarding Children's Forum to champion and challenge the work of the Board - Review capacity to audit work being completed - Assess and give the Board reassurance - Ensure children and young people's views are used to inform service improvement			
3.3 Increase public awareness of safeguarding across diverse communities (overlaps with 3.1)	2015/16 • Safe Sleeping campaign with Public Health (see 3.4) 2016/2017 • The Board has a communication plan with an annual programme of initiatives for the public (to include campaign on sexual abuse)	QA&PM Chair, Comms Sub group & Business Manager	•	•
3.4 Increase public awareness of risks of co-sleeping with young babies	2015/2016 • Various mediums are used to communicate key messages to frontline staff and community	CDOP/Public Health	•	
3.5 The voice of the child (including disabled children) is informing and driving developments in policy and practice (Overlap with 3.2)	2016/2017 • Good practice evidenced through single (including Section 11 audits) and multi-agency audits 2017/2018 • Changes to policy and practice guidelines made due to learning from consultation with children and young people	QA&PM and P&P Chair & Business Manager	•	•

PRIORITY AREA 4: LEARNING & IMPROVEMENT				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
4.1 Learning through serious case reviews, learning reviews and audit work impacts on frontline practice to ensure children are protected from harm	<p>2015/16</p> <ul style="list-style-type: none"> Learning & Improvement Framework embedded <p>2016/17</p> <ul style="list-style-type: none"> Survey of staff evidences that the lessons from national (and any local) serious case reviews and audits are being widely disseminated and used in frontline practice 	LSCB Chair & Business Manager		•
<p>4.2 The Board has good oversight of risks in the system and can assess the performance of multi-agency child protection work</p> <p>Ofsted Improvement Plan 3.1: The LSCB should establish a performance dataset that ensures that it can measure progress against its key priorities.</p>	<p>2016/17</p> <ul style="list-style-type: none"> The Board has a reliable dataset and regular reports on audits, including relevant and timely narrative reports from managers <p>Improvement Plan 3.1.1 review BSCB Business Plan to meet statutory requirements 3.1.2 Create a revised multi-agency performance dataset, with greater focus on the Board’s Business Plan priorities and including all key factors - Board Performance Report to reflect the reality of services provided and identifies where services are and are not meeting standards 3.1.3 Timetable regular performance Report to Board</p>	QA&PM Chair & Business Manager	•	•
<p>4.3 A confident and skilled workforce in identifying (signs and symptoms) and responding to child abuse and neglect</p> <p>OVERLAP WITH 2.2 new Improvement Plan actions on neglect training/risk assessments.</p>	<p>2015/16</p> <ul style="list-style-type: none"> Evidence of continuous improvement via post-training evaluations <p>2016/17</p> <ul style="list-style-type: none"> Evidence through audits on neglect cases at referral, assessment, child protection plan and step down plan stages 	QA&PM Chair & Business Manager	•	•

PRIORITY AREA 4: LEARNING & IMPROVEMENT				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
4.4 A confident and skilled workforce in identifying (signs and symptoms) and responding to domestic abuse (DA)	<p>2015/16</p> <ul style="list-style-type: none"> Evidence of continuous improvement via post-training evaluations <p>2016/17</p> <ul style="list-style-type: none"> Evidence through audits on DA cases at referral, assessment, child protection plan and step down plan stages 	QA&PM Chair & Business Manager	•	•

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
<p>5.1 ORIGINAL: There is an increased awareness of emerging threats to children, for example through sexual exploitation, gangs, child trafficking, child mental health, radicalisation and female genital mutilation and appropriate policies and strategies to address those threats</p> <p>5.1 REVISED: There is an increased awareness of emerging threats to children including (i) child sexual exploitation/missing/gangs OVERLAP with 2.5 MISSING (ii) female genital mutilation and other harmful practices, (iii) radicalisation and appropriate strategies to address those threats</p> <p>Ofsted Improvement plan</p>	<p>2016/17</p> <ul style="list-style-type: none"> Strategic assessment of prevalence, effectiveness of responses and training/awareness raising completed Local CSE Strategy updated and sets out actions for next 3 years Evidence of the voice of the child informing and driving developments in policy and practice <p>NEW FOR 2016-17: <u>Improvement Plan actions:</u> 3.4.1 BSCB receives and monitors quarterly reports on a range of issues to monitor and scrutinise work streams. To include: CSE; Missing from home, care or education...etc 3.4.2 BSCB QAPM group to undertake themed audits on each issue 3.4.3 MASE to hold a list of children and a dataset and to report trends and patterns to the Vulnerable Children's Group 3.4.5 Info from Vuln Ch Subgroup to help inform strategy and business plan for BSCB 3.4.6 BSCB Business Managers to contribute to</p>	QA&PM, Vuln Children and P&P Chairs & Business Manager	•	

PRIORITY AREA 5: RESPONSES TO SPECIFIC SAFEGUARDING CONCERNS				
What do we want to have achieved by 2018 or earlier?	Performance Measure	Lead	Progress	Action for 2016-17
3.4 The LSCB should ensure that multi-agency arrangements for the oversight of children missing and at risk of sexual exploitation are underpinned by effective information sharing, performance monitoring and action planning, and are strategically co-ordinated and monitored by the Board. OVERLAPS WITH 2.5	CSE/Missing.Gangs working group, chaired by Dep Borough Commander 3.4.7 Vuln Ch Subgroup to provide challenge to slow moving actions 3.4.8 Host a multi-agency CSE Day for frontline staff to publicise CSE/Missing functions and protocol			
5.2 Reduce the impact of domestic abuse (DA) on children and their caring adults	<p>2016/17</p> <ul style="list-style-type: none"> • VAWG Strategy is embedded and local arrangements are effective (to include learning from local domestic homicide review) • Improved links between BSCB and VAWG Group/DA Forum <p>2017/18</p> <ul style="list-style-type: none"> • Evidence of best outcomes through audits on domestic abuse cases at referral, assessment, child protection plan and step down plan stages 	QA&PM Chair & Business Manager	•	•
5.3 Reduction in hospital admissions for self harm by young people	<p>2016/17</p> <ul style="list-style-type: none"> • Annual data report provided by Public Health together with identification of relationship between public health outcomes/improvement and services provided 	CDOP/Public Health	•	•