

City & Hackney Safeguarding Children Board Business Plan 2012-2014

City & Hackney Safeguarding Children Board agreed a shared vision and statement of principles in September 2011. In order to measure the degree to which we are meeting these principles, the Board has used a set of standards drawn from the LSCB Self Assessment & Audit Tool (SAIT) developed by Tony Morrison and Jan Horwath¹ and recommended by both the Social Care Institute for Excellence (SCIE) and the Centre for Excellence and Outcomes in Children and Young People's Services (C4EO). The Board has then drawn on this self assessment to inform its business planning and has mapped the relevant standards across into the business plan. The agreed strategic objectives that underpin our Business Plan remain the same.

Board Vision & Statement of Principles

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Business Plan 2012 – 2014 mapped against SAIT

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Statement of Principles mapped against SAIT

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¹ www.c4eo.org.uk/themes/safeguarding/files/safeguarding_briefing_2.pdf

City & Hackney Safeguarding Children Board Business Plan 2012-2014

The Board Vision

“We want children and young people in City and Hackney to thrive and we will work together to create the safest possible environment for them to do so”

Statement of Principles

1. At the core of the City & Hackney Safeguarding Children Board’s safeguarding and child protection work is the desire to understand the quality of a child’s experience of local services, learn from individual experiences and to have a positive impact upon young lives
2. In this context the Board will be influential on behalf all vulnerable children, young people and their families
3. CHSCB members are accountable to each other for the effective working of the Board and accountable for the promotion of CHSCB interests within their own organisations
4. Our work is characterised by an attitude of constructive challenge. We are never complacent but constantly push ourselves to achieve the best for children, young people and their families
5. We will champion a learning culture within our organisations and seek evidence and assurance that practice has improved as a result of this
6. We will fulfil our statutory responsibilities by making best use of our pooled resources

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* = revised milestone for 2012/14

No.	Strategic objective	Milestones	Lead person or group	Timescale for completion
1	Good governance with meaningful performance indicators that hold agencies to account for their safeguarding responsibilities	<ul style="list-style-type: none"> The Board continues to have the backing of all agencies for a budget that supports its business despite a context of shrinking budgets (SAIT Standard 14) The CHSCB business planning process is informed by self assessment against recognised standards for good multi-agency working (SAIT Standards 1, 2 & 8)* The Board delivers an Annual Report that provides a realistic assessment of the effectiveness of local safeguarding practice and the challenges for the multi-agency partnership. (SAIT Standard 19, 20, 21)* The role of the CHSCB in relation to other strategic partnership Boards is further refined, implemented and reviewed (SAIT Standard 4)* The Executive Group and sub-committees are accountable to the Board and operating within clear terms of reference* (SAIT Standard 13) Executive members are accountable for the functioning of the Group - to the independent Chair and to each other. As a consequence the group embodies a culture of constructive and open challenge. (SAIT Standards 6, 13) A robust process of audit against s.11 Children Act is in place. The Board 	<p>Finance Sub-committee</p> <p>Independent Chair Executive Group</p> <p>All member agencies</p> <p>Independent Chair Executive Group</p> <p>Independent Chair Executive Group/Chairs</p> <p>Independent Chair Executive Group/Chairs</p> <p>Independent Chair QA sub-committee</p>	<p>March 2012</p> <p>April 2012</p> <p>July 2012</p> <p>March 2014</p> <p>March 2013</p> <p>Ongoing</p> <p>March 2013</p>

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No.	Strategic objective	Milestones	Lead person or group	Timescale for completion
		supplements this with annual 'deep dive' audits against particular elements of the s.11 duty* (SAIT Standard 7)		
2	Service-users views inform all our work	<ul style="list-style-type: none"> We actively consult with children, young people and parents/carers in order to inform our work (SAIT Standard 8, 15)* 	Quality Assurance Sub-committee	Ongoing
		<ul style="list-style-type: none"> We can demonstrate improvements to the outcomes for children receiving child protection services (SAIT Standard 20)* 	Quality Assurance Sub-committee	March 2014
		<ul style="list-style-type: none"> We have a strong professional relationship with the local community that continually builds awareness of safeguarding children. We are appropriately reactive to issues. (SAIT Standard 17)* 	CHSCB Community Partnership Advisor CVS	Ongoing
3	A programme of learning and reflection is in place to ensure the highest level of practice across agencies - including safer	<ul style="list-style-type: none"> The Board sees evidence that each agency is delivering safeguarding training to an appropriate standard to all those that require it (SAIT Standard 16) 	Training and Development Sub-committee	March 2013
		<ul style="list-style-type: none"> The Board better understands the way different sectors use the multi-agency training and endorse changes to the programme to reflect their differing needs. (SAIT Standard 16) 	Training and Development Sub-committee	March 2013
		<ul style="list-style-type: none"> The Board makes better use of training data to evaluate whether and how it is improving how we work together as a partnership to safeguard 	Training and	

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No.	Strategic objective	Milestones	Lead person or group	Timescale for completion
4	recruitment.	<p>children. (SAIT Standard 16)*</p> <ul style="list-style-type: none"> • Each agency provides the Board with evidence that it is meeting its safer recruitment responsibilities and the requirements of the Independent Safeguarding Authority (SAIT Standard 10) • The Board draws on systemic models of review to assess where and how systems are impacting upon practice (SAIT Standard 19)* 	<p>Development Sub-committee</p> <p>All member agencies</p> <p>Quality Assurance Sub-Committee SCR sub committee</p>	<p>March 2013</p> <p>March 2013</p> <p>March 2014</p>
	Agency representatives are accountable to the Board on behalf of their agency and at the same time carry out their shared responsibility with other members.	<ul style="list-style-type: none"> • Chair continues the regular programme of meetings with the Chief Executive of partner agencies and their representatives, in turn these people alert the Chair to any safeguarding issues within their organisation. (SAIT Standard 7, 12) • Membership of the Board and sub-committees is appropriate to local need and statutory obligation (SAIT Standard 5)* • Member agencies have a shared understanding of the local thresholds in relation to risk and safeguarding. (SAIT Standard 9) • Sub-committee chairs demonstrate that they are providing effective leadership and steer to their areas of responsibility. (SAIT Standard 13) 	<p>Independent Chair</p> <p>Independent Chair/Executive</p> <p>All member agencies</p> <p>All sub-committee chairs</p>	<p>On-going</p> <p>March 2013</p> <p>Ongoing</p> <p>March 2013</p> <p>March 2013</p>

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No.	Strategic objective	Milestones	Lead person or group	Timescale for completion
		<ul style="list-style-type: none"> Agency representatives on the Board ensure the appropriate agency member attends and takes an active role in the Board's sub-committees. (SAIT Standard 6) 	All member agencies	
5	<p>The Board actively seeks out information and makes the best use of it and acts upon it where appropriate to improve safeguarding practice.</p>	<ul style="list-style-type: none"> The Board knows about the quality of practice and ensures that information is meaningfully gathered in a way that furthers knowledge about safeguarding practice generally and in relation to agreed areas for priority focus (SAIT Standard 9, 19)* Themes and learning from the Child Death Overview Panel are reported annually to the Board. The Board to ensure that partner agencies act on recommendations appropriately. (SAIT Standard 19) Serious Case Reviews are of a high standard and recognised as such by external regulators (SAIT Standard 11) The Board satisfies itself that Serious Case Reviews improve practice and that all recommendations are progressed within appropriate timescales (SAIT Standard 11)* Learning from all forms of practice review and feedback from practitioners informs our programme of case audit and review and the content of our multi-agency training (SAIT Standard 11)* 	<p>Quality Assurance Sub-committee</p> <p>Child Death Overview Panel and Independent Chair</p> <p>Serious Case Review Sub-committee</p> <p>Serious Case Review Sub-committee / Quality Assurance Sub-committee / Training & Development Sub-Committee</p>	<p>March 2014</p> <p>March 2013</p> <p>March 2013</p> <p>Ongoing</p> <p>Ongoing</p>

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No.	Strategic objective	Milestones	Lead person or group	Timescale for completion
6	The Board stays close to practice.	<ul style="list-style-type: none"> • The Board Executive gains direct experience of frontline practice through a programme of shadowing and observation (SAIT Standard 18)* • The work of the Board is communicated regularly and effectively to frontline staff. (SAIT Standard 8, 18)* • Independent Chair and Directors of Children's Services continue their rolling programme of membership reviews to ensure the Board and its sub-committees have members who can help deliver its objectives. (SAIT Standard 5, 18) • Board members know what the practice challenges are, particularly those that might not become apparent through Serious Case Reviews and that these issues are tackled regardless. (SAIT Standard 17, 18) 	<p>Executive Group</p> <p>Executive Group/all members and CHSCB support staff</p> <p>Independent Chair and Directors of Children's Services</p> <p>All sub-committees</p>	<p>March 2013</p> <p>March 2013</p> <p>Ongoing</p> <p>March 2011</p>

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Statement of Principles mapped against Self Assessment & Improvement Tool (SAIT) Standards

At the core of the City & Hackney Safeguarding Children Board's work is the desire to understand the quality of a child's experience of local services, learn from individual experiences and to have a positive impact upon young lives

- SAIT STANDARD 2: The Board has specific objectives which aim to improve the safety for specific groups of children
- SAIT STANDARD 19: The Board knows about the quality of practice and actively works to improve this
- SAIT STANDARD 20: The Board can demonstrate improvements to the outcomes for children and young people receiving child protection (*and early help*) services
- SAIT STANDARD 15: The Board actively consults with children, young people and parents/carers in the development and review of its work
- SAIT STANDARD 18: The Board actively promotes feedback to and from frontline staff about safeguarding policy and practice

The Board will be influential on behalf all vulnerable children, young people and their families

- SAIT STANDARD 21: The Board can show how its own work and work with other partnerships improves safety for *all* children
- SAIT STANDARD 4: The independent identity of the LSCB as a statutory body is recognised
- SAIT STANDARD 17: The Board is active in informing all members of the community of the role they can play to make their community safer

CHSCB members are accountable to each other for the effective working of the Board and accountable for the promotion of CHSCB interests within their own organisations

- SAIT STANDARD 5: The membership of the Board is compliant with *Working Together to Safeguard Children*
- SAIT STANDARD 1: The Board has a clear and shared understanding about which elements of safeguarding it is accountable for and for which it is holding others to account
- SAIT STANDARD 3: The members have negotiated a terms of reference for the LSCB
- SAIT STANDARD 6: The LSCB specifies the responsibilities, knowledge requirements and accountabilities of the individuals who sit on the Board
- SAIT STANDARD 7: The Board holds member agencies to account with regard to safeguarding activity

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SAIT STANDARD 13: The Board has effective sub-groups to deliver its work plan

Our work is characterised by an attitude of constructive challenge. We are never complacent but constantly push ourselves to achieve the best for children, young people and their families

SAIT STANDARD 8: The Board has a business planning, reviewing and improvement system linked to specific objectives and improving cooperation and effectiveness

SAIT STANDARD 9: The Board has developed systems for ensuring governance of multi-disciplinary practice

SAIT STANDARD 12: Board members are clear about the role, responsibilities and reporting arrangements of the Chair

SAIT STANDARD 10: The Board has developed systems to ensure safe recruitment in all member agencies

We will champion a learning culture within our organisations and seek evidence and assurance that practice has improved as a result of this

SAIT STANDARD 16: The Board has an active multi-agency training & development programme that meets the requirements of *Working Together*

SAIT STANDARD 11: The Board has a robust process for reviewing and learning from SCRs (*and other forms of case review*) which leads to service improvements

We will fulfil our statutory responsibilities by making best use of our pooled resources

SAIT STANDARD 14: The Board has identified both its required resources in the light of the work programme and dedicated staffing requirements and negotiated a funding mechanism