

Bradford Safeguarding Children Board Local Safeguarding Arrangements Plan 2016-18

Vision Statement

Bradford Safeguarding Children Board is committed to improving the welfare and protection of all children and young people in the Bradford District. The Bradford Safeguarding Children Board will agree strong and effective safeguarding arrangements to ensure that all children receive the highest quality service at the right time and at the right level thereby promoting their welfare and reducing harm.

Introduction

Welcome to Bradford Safeguarding Children Board's Safeguarding Plan. This action plan sets out the partnership's improvement priorities for 2016 to 2018. These have been based on safeguarding themes emerging from local circumstances; BSCB and national serious case reviews; audit activity and challenge panels; learning from national developments, and changes in guidance, regulation and the law.

The Board will monitor the progress of the actions set out in the plan and use evidence to assess the impact measured in terms of improvement to the care and protection of children in the District. Where expectations are not met the Board will agree remedial actions, which it will also monitor.

Bradford Safeguarding Children Board was judged as "good" at the last Ofsted inspection and our aspiration is to demonstrate the traits of an outstanding board by the time of the next one.

An outstanding Board is one that is:

- Highly influential in co-ordinating and improving the care and protection of children
- Demonstrating that the evaluation of performance is effective and assists the partnership in understanding what difference services are making and where they need to improve.
- Promoting the development of a skilled workforce equipped to carry out their roles and responsibilities. This requires a learning and improvement framework that is able to respond to emerging multi-agency training needs, evaluate the effectiveness of the multi-agency offer, and plan for the future of learning across the Partnership.

Through the Board's accountability framework, actions arising from the plan will be overseen at both the strategic and operational levels of the Board and its sub group structure. The framework will ensure that partners hold one another to account effectively, drive the improvements through the workflow of the Board, and ensure that its core functions are met in the safeguarding of children in the Bradford District.

The plan reflects the complexity of safeguarding in Bradford. The plan focuses on the three key areas of responsibility that drive the 'core business' of the partnership. Each area of the plan is formulated to ensure the Board that in the process of driving improvement, the care and protection of children is the foremost consideration. The plan also acknowledges that while a substantial number of children are safeguarded by the core activity of partners, some children have an elevated vulnerability to harm through a range of high risk issues.

We expect understanding to grow about the nature of the abuse of children through female genital mutilation and forced marriage, and in the exploitation of children through online grooming, sexual abuse, trafficking and radicalisation. The Board will use intelligence led problem solving techniques to gain an understanding of the scale of the problem and to ensure that safeguarding responses are effectively targeted and proportionate.

To ensure that safeguarding arrangements remain responsive to a climate of changing expectations for the Board, the current governance arrangements will be replaced by a formal accountability framework. The framework will lead the improvements around performance management and learning and improvement activities. The change will improve communication about the progress of work taking place under the plan, using multi-media opportunities to disseminate learning across the wider safeguarding landscape in Bradford. We will strive to establish a culture of constructive challenge that builds trust and respect within the partnership and ensures a collective accountability across the system. A further element of the plan is to reinforce strategic relationships with other accountable bodies which have overlapping responsibilities for improving outcomes for children.

BSCB Accountability Framework:

The Bradford Safeguarding Partnership meets as a Board to Lead on Safeguarding Arrangements across the District – ensuring that the Board fulfils its statutory functions and objectives

- * The Business Unit of the Board is responsible for ensuring the effective planning and co-ordination of the work streams and the business of the Board.
- * To manage the challenge/risk log and ensure it is updated as required.
- * The BU is responsible for the delivery of multi-agency learning and development events.
- * The BU is responsible for the website and the communication of multi-agency messages and briefings across the partnership

- * The subgroups of the BSCB have identified action plans based on the business priorities of the Board and report their progress back to the Business Planning Group.
- * The sub groups remain responsive to emerging issues and risks and report these back to the business planning group.
- * Where appropriate, the sub group will send a challenge to a partner agency or sub group for an assurance report to address the risk or concern raised and inform the BPG of the action taken and the outcome.

- * The Business planning group oversees and drives the business priorities of the BSCB through the sub group structure and reports progress back to the Board.
- * The BPG remains responsive to emerging issues and risks, challenges organisations and sub groups on issues of concern, and holds them to account for the effectiveness of their performance and reports progress back to the board.
- * The BPG holds the Challenge/Risk Log for the Board, monitors progress on the issues raised and presents a quarterly outcome report to the Board.
- * The BPG oversees the flow of communication between the sub groups and the Board, and from the Board to the sub groups.

Bradford Safeguarding Children Board oversees local safeguarding arrangements through a partnership of responsible agencies and organisations across the statutory and voluntary sectors

See appendix 1 for details of the relationships between the Board, other partnerships, and its sub-groups

Bradford Safeguarding Children Board: Led by an Independent Chair

Membership: Senior leads from partner agencies

Accountability: Members have a level of authority that enables them to take strategic decisions on behalf of their agency or organisation. They are accountable to the Board for ensuring that children in the Bradford district are effectively safeguarded.

Purpose:

- To contribute to the decision making of the Board in making local safeguarding arrangements
- To be responsible for taking agreed actions and learning back into their own organisations and agencies and ensuring that they are adopted or implemented
- To ensure that the work identified in the BSCB Business Plan is undertaken effectively in their agency or organisation
- To provide scrutiny to the challenge/risk log and ensure that progress is monitored and risks diminished
- To constructively challenge and hold to account partner agencies and organisations whose safeguarding performance is of concern
- To approve or challenge the work of the business planning group and sub groups through the reporting process.
- To ensure that their agency or organisation contributes to the business planning process and annual report
- To attend and be fully prepared for the agenda of each Board meeting and contribute purposefully to the business of the day
- To ensure that a delegate of sufficient seniority will attend in the event of the member being unable to be present.

The Business Planning Group (BPG) is the driving mechanism that ensures the effective application of the Business Plan across the sub groups, leading to effective local safeguarding arrangements in the Bradford district

BSCB Business planning Group: Chair - Independent Chair of the Board

Members: Chairs of the BSCB sub groups and other invited members:

Accountability: Members are authorised to approve action plans for each sub group under the BSCB Business Plan, monitor the progress of the activity and sign off completed actions through the reporting structure; communicate the progress of work throughout the Board through the dissemination of summaries and minutes and are accountable to the Board for their contribution to the Business planning group purpose.

Purpose:

- To scrutinise and monitor work being undertaken by the BSCB sub groups to ensure they fulfil the activity assigned to them, and to communicate about progress on those activities
- To constructively challenge and hold to account sub groups on their progress under their action plans
- Through a quarterly report, make recommendations to the Board on completed actions and seek ratification for the sign off of action plans.
- To ensure that all learning and improvement arising from serious case reviews, multi-agency challenge panels and audits is processed into practice, policies and procedures through the sub groups, and is implemented within their own organisations
- To bring to the Board's attention issues of risk or challenge that requires the Board's attention through a challenge/risk log
- To monitor and oversee the challenge/risk log, monitor progress and raise alerts to the Board where risks persist or responses are ineffective
- To bring to the Board's attention changes to law, guidance or research that requires a multi-agency response to address changes to practice, policy or procedures
- To attend and be fully prepared for the agenda of each BPG meeting and contribute effectively to the business of the day
- To ensure that a delegate of sufficient seniority will attend in the event of the member being unable to be present.

The sub groups are the forums for the activity of the Board in pursuit of its priorities and business plan

BSCB sub groups:

Membership: Representatives from across the partnership that have sufficient authority to agree to take actions forward in their own organisations

Accountability: Members are accountable for the activity assigned to them through the sub group process and for ensuring that work is completed

Purpose:

- To fulfil the activity assigned to the sub group under the BSCB Business Plan or subsequent tasks set by the BPG or the Board
- To ensure that all learning and improvement arising from serious case reviews, multi-agency challenge panels and audits is processed into practice, policies and procedures and implemented within their own organisations
- To bring to the BPG's attention issues of risk or challenge that requires the Board's attention
- If necessary, to send a challenge to a partner agency or sub group for an assurance report to address the risk or concern raised and inform the BPG of the action taken and the outcome
- To bring to the BPG's attention changes to law, guidance or research that requires a multi-agency response to address changes to practice, policy or procedures
- To produce a quarterly summary report for the BPG on the work undertaken by the sub group
- To be fully prepared for the agenda of each sub group meeting and contribute effectively to the business of the day
- To ensure that a delegate of sufficient seniority will attend in the event of the member being unable to be present

Priorities of the Bradford Safeguarding Children Board 2016 – 2018

“Strong and Effective Safeguarding Arrangements”

Ensure that the care and protection of all children in the Bradford District remains the highest priority while delivering the improvement programme:

- Scrutinise, challenge and evaluate the use and impact of the Threshold Document on decision making in Bradford.
- Evaluate and challenge multi-agency safeguarding performance on neglect.
- Ensure that safeguarding practice meets the needs of children living in homes where there is domestic abuse
- Ensure that the therapeutic needs of children who have suffered abuse or neglect are met through a range of services.

By ensuring we have strong and effective safeguarding arrangements and a collective accountability across the system the Board will improve outcomes and reduce the harm to children in the district:

- Demonstrate that decisions are informed by the wishes and feelings of the children of Bradford.
- Develop a communication strategy.
- Develop a culture of constructive challenge and openness within the accountability framework.
- Ensure that learning from challenge, audit and case reviews is disseminated effectively across the partnership.
- Work with communities and children to raise awareness of safeguarding risks and seek their engagement in identifying effective responses.

The high level risks experienced by marginalised and/or highly vulnerable children are understood and targeted through intelligence led problem solving, and receive a proportionate multi-agency response:

- Online Safety - grooming, sexting and cyber bullying.
- Grooming and exploitation of children through gangs, radicalisation, sexual abuse and trafficking.
- Prevention and disruption strategies to address the perpetration of abuse and exploitation
- Motivation of children who go missing
- Misuse of substances
- Female genital mutilation
- Forced marriage
- Disabled children

Ensure that the care and protection of all children in the Bradford District remains the highest priority while delivering the improvement programme

	2016-2018 Outcomes				Targets and Timelines	Evidence / Evaluation of Impact	Responsibility
1.1	Through the scrutiny and challenge process the partnership will be assured of the effectiveness of the early identification of children whose welfare is being adversely affected by their carers.	*	*	*	Quarterly challenge panels note an increasing number of good and fewer inadequate cases	Challenge Panels will test and report on the implementation of the threshold guidance (including decisions by Children's Social Care to take no further action on referrals) and the effectiveness of the process through which agencies can escalate their concerns if necessary.	PMAE sub group
1.2	The BSCB neglect strategy will drive the improvements in practice around children living in neglectful families.	*	*	*	January 2017: 60 neglect cases will be reviewed in CSS as part of the QA process. Children subject to neglect challenge panel 27 th April 2017	Evidence of progress on action plans arising from: 1. The neglect audit and challenge panel. 2. Evaluation of the impact of the neglect training courses.	1. PMAE sub group 2. L&D sub group
1.3	The Board is assured that effective risk assessment arrangements are in place for children living in households where there is domestic abuse / violence.	*	*	*	October 2016 challenge panel on children experiencing domestic abuse	Evidence of progress on action plans arising from: 1. Outcome report of case audit on domestic abuse referrals. 2. Outcome report of challenge panel on domestic abuse	1. PMAE sub group 2. JTAI self-assessment group
1.4	A map of therapeutic services for young people at risk of CSE is available to professionals to support the making of decisions and referrals.	*			A task and finish group will begin work on this in December 2016	Record of the T&F group and a completed map of therapeutic services and evidence of its dissemination.	CSE sub group

By ensuring we have strong and effective safeguarding arrangements and a collective accountability across the system the Board will improve outcomes and reduce the harm to children in the district

	2016-2018 Outcomes				Targets and Timelines	Evidence / Evaluation of Impact	Responsibility
2.1	The Board will routinely demonstrate whether and how its decisions are informed by the wishes and feelings of the children of Bradford.	*	*	*	Report to June 2017 Board meeting	<p>The PMAE sub-group will produce a proposed methodology for achieving this and present this to the Board for approval.</p> <p>Subsequently checks and audits will demonstrate compliance and impact.</p>	<p>PMAE Sub Group</p> <p>All sub-groups and main Board</p>
2.2	The partnership will adopt and implement a Communication Strategy to guide its dissemination of have access to news, learning and development briefings etc.		*		February 2017	<p>1. Communication Strategy in place.</p> <p>2. Website upgraded and maintained</p> <p>3. The Board will have an active twitter account</p>	BSCB Business Unit
2.3	The Board will receive bi-monthly summaries and yearly assurance reports from each sub group on the progress made, risks and challenges identified and where necessary the Board will issue challenges for non-compliance through the Boards escalation policy.		*		<p>Summary reports will be issued 15 working days after the sub group</p> <p>Yearly assurance reports will be produced two weeks prior to the final Board meeting of the year.</p>	<p>Sub group summary reports</p> <p>Yearly assurance report</p> <p>Board minutes</p> <p>Risk/challenge log</p>	<p>All sub groups</p> <p>BSCB Board</p>

2016-2018 Outcomes					Targets and Timelines	Evidence / Evaluation of Impact	Responsibility
2.4	The Board will develop a methodology for seeking assurance that the learning from reviews, audits and panels has been fully disseminated and implemented across the partnership.		*		Report to June 2017 Board meeting	Approval and implementation of the proposed methodology	L&D sub group
2.5	The Board will be subject to scrutiny and challenge from the Diversity Advisory Group on the Board's work with local communities.	*	*	*	Bi-monthly summaries from the DAG to the Board	DAG sub group minutes	DAG sub group

The high level risks experienced by marginalised and/or highly vulnerable children are understood and targeted through intelligence led problem solving, and receive a proportionate multi-agency response

The needs of particularly vulnerable groups will – from time-to-time – require specific attention. Recent years have seen new understanding of the scale and nature of certain issues such as Child Sexual Exploitation, Forced Marriage or Female Genital Mutilation. Current areas of interest are listed in the right hand box on page 7. Planning to meet such needs is vital but not necessarily amenable to the tabular layout on the preceding pages.

This is because the Board and its Sub-Groups will pay attention to such subjects through processes that are, in effect, “business as usual”. However, they are subject to continual improvement and their methods may be amended in due course, so that they remain as fit for purpose as is possible. Such developments include:

- Ensuring that the dataset used by the PMAE group captures the key indicators of risk to children and the response to it by agencies. Although consistency in the contents of the scorecards allows for monitoring of trends over time, the choice of data items and the way they are collected and analysed is subject to continual improvement. The dataset may need amending from time to time to ensure their alignment with changing priorities and emerging issues. PMAE will continue to keep this under review.
- Similarly policies, procedures and protocols need to be monitored to ensure they drive and assist the most effective response to risk. Amendments may be needed in the light of such things as changes to statute and regulation, messages from research, learning from SCRs, section 11 returns and other processes. Some of this work will be carried out at regional level through the West Yorkshire Consortium but it will all be overseen by the SAPP sub-group.
- The L&D sub-group will ensure that there is sufficient and suitable multi-agency training. The training plan needs to address the changing needs of the workforce and developments in practice. Therefore it too needs to be dynamic.

The Board will ensure that the work of the sub-groups provides evidence of improved multi-agency attention to the needs of the groups highlighted on page 7