



**Local Safeguarding
Children Board
Leicestershire and Rutland**

Annual Report

2010/2011

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**Leicestershire and Rutland
LSCB Business Plan 2010-2011**

Appendix A

**Leicestershire and Rutland
LSCB Business Plan 2011-2012**

Appendix B

1. Chair's Foreword

I am pleased to be able to introduce the second annual report of the Leicestershire and Rutland Local Safeguarding Children Board (LSCB). A great deal of work and energy from its members has gone into making it a successful year.

The past twelve months has seen achievements which include the establishment of the Safeguarding Effectiveness Subgroup and its resultant work; a self evaluation of the board with positive results; publication of two serious case reviews and a successful learning event based on these. This report provides details of these achievements and others.

The past twelve months have seen significant progress in consolidating changes to the LSCB following the disaggregation from Leicester City and now faces more change as a result of the new policy direction from the coalition government elected last May. A major review of safeguarding was commissioned and was conducted by Professor Eileen Munro. The final report was published. The report indicated that the role of LSCB's should be strengthened. The government's response to the report is available here:

<http://www.education.gov.uk/munroreview/downloads/GovernmentResponsetoMunro.pdf>

This gives the Board an opportunity to continue a positive approach to its activities at a time of uncertainty for some of its partner agencies.

The major challenge for the next twelve months will be ensuring effective safeguarding during the financial crisis facing public services which has led to changes in the way services are delivered. The major structural changes in the NHS will lead to changes in personnel including Board membership and these changes need to be effected smoothly.

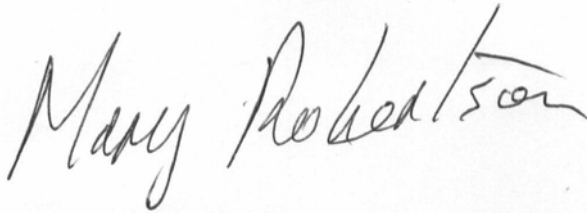
The Board has worked together to identify priorities for the next twelve months and these are:

1. To ensure the safety of children in need of safeguarding through effective monitoring systems.
2. Establish a one year project to focus on the safety of babies and infants (this is a response to national and local research identifying particular risks).
3. Think Family/Think Community - Strengthen multi agency working to prevent harm and abuse.

We have agreed to work together with the Safeguarding Adults Board to develop a joint business unit which will bring efficiencies to both Boards as well as provide the backdrop for close working of the two boards whose interests overlap considerably. I believe this will lead the way to better safeguarding of both adults and children in Leicestershire and Rutland. The safeguarding effectiveness subgroup and the

serious case review subgroup of each board will merge to ensure maximum learning across organisations working with both adults and children.

Safeguarding children is a fundamental priority for us all. Everyone has a contribution to make. The board has a key function to coordinate agencies and to ensure the effectiveness of their safeguarding and I would like to thank the staff in the business unit whose dedication keeps us on track. I would also like to take this opportunity to say a big thank you to all the frontline staff, social workers, police officers, health visitors, care workers, teachers, school staff, voluntary sector workers and countless other professionals, volunteers and neighbours who are involved in safeguarding the children of our area. The board will continue its endeavours to provide a context in which they can be supported to effectively carry out their important tasks.

A handwritten signature in black ink that reads "Mary Robertson". The signature is written in a cursive style with a large initial 'M' and a long, sweeping underline.

Mary Robertson

**Independent Chair - Leicestershire and Rutland
Local Safeguarding Children Board 2010 - 2011**

2. Introduction

The purpose of this Annual Report is to:

- Provide an outline of the LSCB's main activity and achievements during 2010 -11.
- Provide an assessment of the effectiveness of safeguarding activity in Leicestershire and Rutland.
- Provide the general public, practitioners and main stakeholders with an overview of how well children in Leicestershire & Rutland are protected.

The Leicester, Leicestershire and Rutland Local Safeguarding Children Board was formally established in April 2006 in response to the requirements of the Children Act 2004 and its accompanying guidance 'Working Together to Safeguard Children'. The Board formally disaggregated into two Boards the Leicester Safeguarding Children Board (SCB) and the Leicestershire & Rutland Local Safeguarding Children Board (LSCB) in 2009.

The scope and role of LSCB encompasses the broader remit of safeguarding and prevention in addition to child protection. The Leicestershire & Rutland LSCB also has a role in contributing to the commissioning, planning and delivery of children's services through the Children and Young People's Plan and Children's Trust arrangements.

This report is the Annual Review of the work of the Leicestershire & Rutland LSCB for the business year 2010 -2011. The report fulfils the requirements of the 'Apprenticeship, Skills, Children and Learning Act 2009' for LSCB's to produce and publish an annual report on the effectiveness of safeguarding in the local area and to ensure that the local Children's Trust Board receives a copy.

This report covers a number of key areas including reporting on:

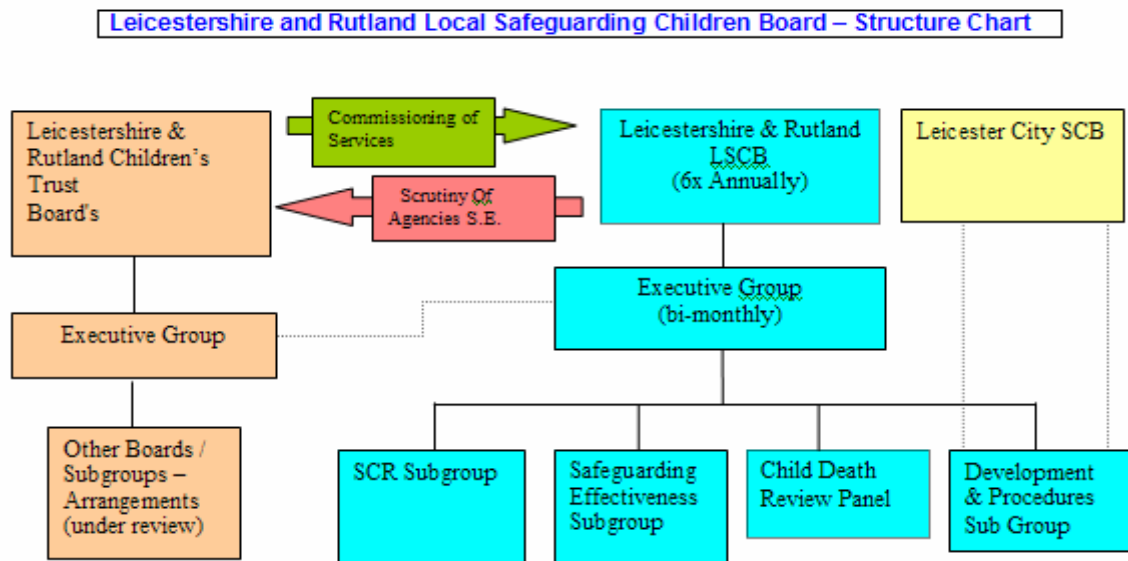
The co-ordination of what is done by each person or agency represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority;

and

The LSCB ensuring the effectiveness of what is done by each such person or agency for that purpose.

3. Structure of the LSCB

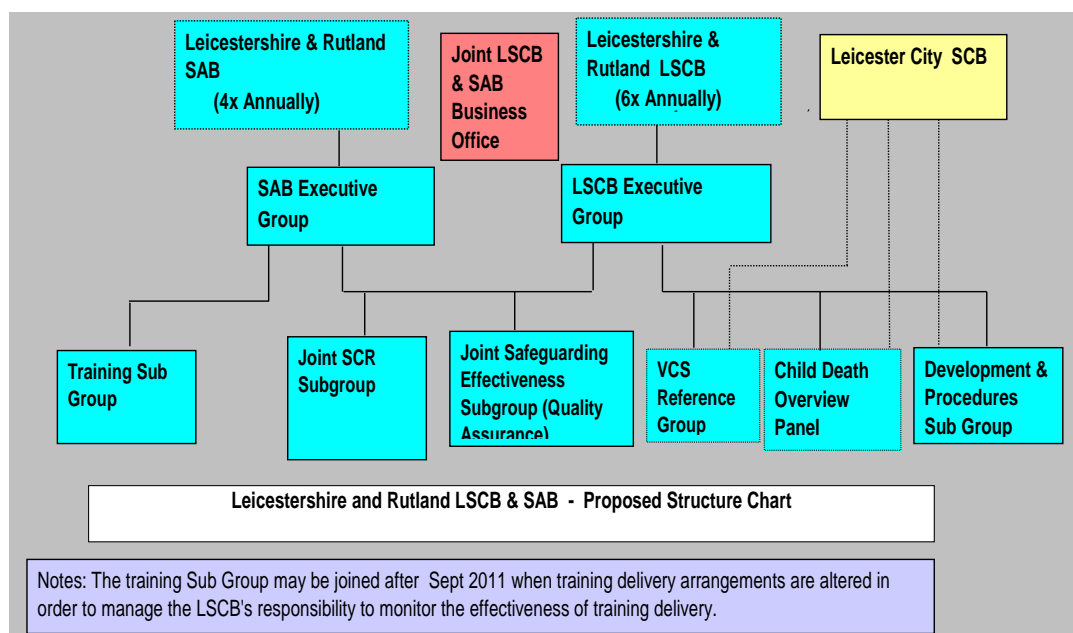
The current structure of the LSCB is shown below:



The LSCB has agreed to work more closely in future with the Safeguarding Adults Board (SAB). This process involves the amalgamation of the two Business support offices into one and the joining of some of the subgroups.

We are confident that this will increase efficiency and focus the two Boards on the whole family approach to Safeguarding.

The proposed structure of the joint LSCB and SAB is shown below.



Leicestershire & Rutland LSCB Membership March 2011

Chair and Vice Chairs

Mary Robertson	Independent Chair LSCB
Walter McCulloch	Vice Chair LSCB, Assistant Director, Specialist Services, Children & Young People's Service Leicestershire County Council
Steven Attwood	Vice Chair LSCB, Assistant Director, Services for People Rutland County Council

Representing Leicestershire County Council

Gareth I Williams	Director of Children & Young People's Service
Frances Craven	Assistant Director, Targeted Services, Children & Young People's Service
Chris Nerini	Head of Safeguarding, Children & Young People's Service
Sue Disley	Assistant Director, Personal Care & Support, Adults & Communities

Representing Rutland County Council

Carol Chambers	Deputy Chief Executive and Strategic Director of Services for People
Jill Haigh	Head of Service, Stronger Communities

Legal Adviser to Leicestershire & Rutland LSCB

Lauren Haslam	Assistant Head of Legal Services Leicestershire County Council
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Representing the Health Community

NHS Leicestershire County and Rutland & NHS Leicester City PCT (Commissioners of Services)

Sharon Robson	Associate Director of Quality (Clinical Governance)
Pamela Palmer	Designated Lead (Safeguarding)
Dr Sudhir Sethi	Consultant Paediatrician, Designated Doctor for Child Protection, Specialist Children's Service

University Hospitals of Leicester - (Provider of Services)

Carole Ribbins	Director of Nursing / Deputy DIPaC
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Leicestershire Partnership Trust - (Provider of Services)

Jackie Ardley Executive Lead for Safeguarding
Representative for Children's Community Health
Service

East Midlands Strategic Health Services

Jane Appleby Lead Children, CAMHS and Safeguarding
(Children & Adults)

East Midlands Ambulance Service NHS Trust

Louise De Groot Clinical Quality Manager
Leicestershire and Rutland Division

Representing Leicestershire Constabulary

Peter Jackson Detective Chief Inspector Safeguarding

Representing Leicestershire Youth Offending Service

Wendy Poynton Head of Youth Offending Service

Representing Leicestershire & Rutland Probation Trust

Colin Pinfold Director,
Leicestershire & Rutland Local Delivery Unit

**Representing Leicester, Leicestershire & Rutland
Child Death Overview Panel**

Lisa Hydes Child Death Review Manager

Representing the Education Community

Leicestershire

Jane Sharp Head Teacher Representative
St Denys Church of England Infant School
Sue Foreman Assistant Principal Corporate Services
Loughborough College

Rutland

Sharon Milner Head Teacher, Brooke Hill Primary School
Rutland Schools Representative

Representing the Voluntary Sector

Wendy Brickett CYP Projects Manager
Deputy Chair VCS Safeguarding Reference Group

Representing NSPCC

Rama Ramakrishnan Service Manager

Representing Other Agencies

Howard Robinson Director and Assistant Chief Fire Officer
Leicestershire Fire & Rescue Service
Rosemary Beard Chief Executive
Connexions Leicester Shire
Steve Atkinson Chief Executive,
Hinckley & Bosworth Borough Council
Representing Leicestershire District Councils
Neville Hall Head of Service, CAF/CASS
Meena Evans Crown Advocate, Crown Prosecution Service

Councillors - Participating Observers

Ivan Ould Portfolio Holder for CYPS
Rutland County Council
Designated Lead Member
Leicestershire County Council

LSCB Officers

Chris Tew Board Manager
Sue North Training Co-ordinator
Jane Phillips Practice & Performance Review Officer

4. Budget 2010 - 2011

Income from LSCB funding agencies

Health	55,760
Leicester City SCB	50,000
Miscellaneous income	2,094
Probation, CAFCASS	16,656
Leicestershire Constabulary	43,945
Rutland Local Authority	52,250
Leicestershire Local Authority	123,390
	344,094

The income from Leicester City was to fund the provision of multi agency training provided by the Leicestershire & Rutland LSCB to the Leicester City SCB

5 Co-ordinating local work to safeguard and promote the welfare of children

The LSCB Executive Group.

The Executive Group is a smaller group of LSCB members who have delegated authority from the LSCB to progress key pieces of work on behalf of the main Board. The group is chaired by the Board chair Mary Robertson and meets bi monthly a few weeks before the main Board meeting to receive and discuss reports that are being prepared for the main LSCB meeting.

Development and Procedures Subgroup.

The Development and Procedures Subgroup are a joint group with the Leicester Safeguarding Children Board. The group has been concentrating on resolving issues that effect Leicester City, Leicestershire and Rutland. These include managing the project to update the joint LSCB procedures and the future direction of training delivery. The group receives and manages the work of development start and finish groups on behalf of the Board. The group is jointly chaired by the heads of safeguarding from the two Boards.

Safeguarding Training

The Leicestershire and Rutland training programme 1st April 2010 to 31st March 2011 contained core events which were compliant with the learning outcomes detailed in the LSCB Training Strategy 2010-2012 and the training materials were developed to meet the needs of practitioners and managers from the statutory, private and independent sectors.

Between 1st April 2010 and 31st March 2011 43 one or two day training events were offered in various locations throughout Leicestershire and Rutland with 1097 confirmed places. Participants attended from a range of statutory, private, voluntary and independent organisations. The training continued to be well evaluated at the

end of each course with the impact on practice being assessed through a 6 month follow up questionnaire.

To assist the LSCB in undertaking its scrutiny role in relation to single agency training and in line with the strategic approach, that level 2 training should be provided on a single agency basis, the trainer's accreditation process continued. Single agency trainers were invited to attend one of 3 level 2 material familiarisation days. This was followed by attendees receiving ongoing support and assessment through the observation of their training delivery.

Throughout 2010 – 2011 Leicester Safeguarding Children Board continued to commission inter-agency core safeguarding children training from Leicestershire and Rutland LSCB.

In November 2010 the LSCB held a conference entitled 'Moving Forward – Developing Practice' the target audience was front line staff and managers from LSCB member organisations. The conference was developed with the aim of achieving the following outcomes:-

- To become aware of the issues highlighted through national and local serious case reviews.
- To discuss how this can influence local practice.
- To consider methods of implementing good safeguarding practice.

By the end of the event delegates had identified a number of practice issues which they felt would contribute to the effective safeguarding of children on an inter-agency basis. These issues were subsequently developed into an action plan to be taken forward by the relevant LSCB subgroups.

Looking towards the future, the LSCB have taken the decision that with effect from September 2011 they will cease to be a provider of inter-agency training and a strategic approach to facilitate this change is being developed.

Safeguarding Effectiveness Subgroup

The SEG is a subgroup of the Leicestershire and Rutland LSCB and membership is comprised from the partner agencies. In the 2009-2010 Business Plan a programme of work for the SEG was identified which would progress work in the following areas:

- Collecting and understanding performance data collected from each agency on a regular basis to monitor how effective they are in various aspects of safeguarding children.
- Undertaking audits of how agencies managed individual cases to try to learn from the way they interacted and worked together.
- Undertaking detailed reviews of key business areas across agencies.
- Multi agency audits that look across all areas of safeguarding. These are known as Section 11 audits from Section 11 of the Children Act (2004).
- Ensuring that the learning obtained from local serious case reviews are incorporated into the day to day practice within agencies.

- Ensuring the learning from other cases of significant interest is incorporated into practice within agencies.

At the beginning of 2010-2011 financial year the safeguarding agenda was further developed to establish a performance regime where the reporting on safeguarding effectiveness across agencies became a regular feature of Board meetings. A greater emphasis was put on the use of the core data set as the standard reporting mechanism and Leicestershire Children's Social Care, Rutland Social Services, Children's and Families Team and the Leicestershire Constabulary have used this format to report on their individual performance. Agencies recognised quickly that some core data was not currently measured and work was undertaken as a priority to cover these areas. Health organisations reported against regional markers of good practice and it is reported that local providers are all compliant with this template.

From May 2010 the SEG decided to use small Task and Finish Groups (T&FG) to take on specific pieces of work. From May onwards members of a T&FG began planning for a Multi Agency Case File Audit where they, together with the Independent Review Officers, looked at a random sample of Section 17 child in need cases which hadn't been escalated to a Section 47 child protection enquiry. Agencies were asked to respond to very specific questions in relation to the appropriateness and quality of referrals, the quality of information sharing processes and the decision making involved in the progression and management of that case and whether this had been pitched at an appropriate level. This piece of work provided some very valuable learning and was a very positive step forward in monitoring the effectiveness of an area of business that had not previously been scrutinised.

In November 2010 the SEG reported on the findings of a piece of work that had looked specifically at referrals into the reasons why the numbers of referrals to Children's Social Care duty teams in Leicestershire and Rutland had significantly increased. What was particularly striking was the increase in referrals from the Police and it was predicted that if that trend continued throughout the year there would be an overall increase of 227%. Comparisons were made with our statistical neighbours and causal factors explored. An analysis of this showed that the media reporting of high profile cases including Baby Peter had clearly generated more anxiety and increased both public and professional awareness. Other factors were also revealed:

- Local authorities had become more cautious and lowered thresholds.
- The implementation of the CAF had increased referrals.
- The increase in the promotion of safeguarding awareness training.
- The increase in Looked After Children and the rise in care applications.
- Increases in the referrals for 16/17 year olds arising out of the Southwark Judgement.
- The economic downturn.
- Increases in domestic abuse.
- Increases in the formal responses to LADO.

- Increases in parental mental health issues, substance misuse, self harm and gang culture.
- The population increase.

This piece of work was well received by partner agencies of the Board since it highlighted the percentage increase of referrals from their agency and showed the impact this was having upon resources.

In February 2011 a S11 Audit was undertaken in line with fulfilling the statutory requirements of Working Together (2010) and the Children Act (2004) The S11 duty means that key people and bodies must make arrangements to ensure two things. Firstly, that the Board's functions are discharged having regard to the need to safeguard and promote the welfare of children, and secondly, that any services contracted out by the Board to others are provided having regard to that need.

Members of the SEG had agreed that the audit would be undertaken in two halves. Firstly, specific performance questions would be asked of senior representatives of our partner agencies who are members of the Leicestershire and Rutland LSCB. Then, secondly, the audit would be rolled out later in the year to frontline staff to check their understanding of safeguarding systems in place within their agency. The SEG can report that the first part of the survey has been completed and the findings analysed and shortly will progress the second part of the audit.

To further assist the LSCB in undertaking its scrutiny role the SEG has been devising a methodology to gain assurances from all of our partner agencies that the recommendations arising out of Serious Case Reviews are enabling learning and becoming embedded into the work of the practitioners. This work is expected to reach fruition in our next financial year and will continue to be a regularly featured piece of work for the SEG.

A further development needs to be noted since the Leicestershire and Rutland LSCB and Safeguarding Adults Board (SAB) had agreed that options for joint working should be explored to see whether it was viable to merge the LSCB SEG Subgroup and the SAB QA Subgroup. Both Boards felt this would provide a consistent local approach and maximise available resources. This work is now well underway and it is expected that this merger will take place early on in the 2010-2011 financial year.

Voluntary Community Sector (VCS) Safeguarding Reference Group

The VCS Safeguarding Reference Group came into being in June 2009 with a core group of individuals from the sector committed to taking the work forward. The purpose of the Reference Group was to act as a conduit of communication between the LSCB and the VCS in Leicester, Leicestershire and Rutland, to be proactive in engaging and facilitating the involvement of the VCS, and supporting the input and influence of the sector in the work of the LSCB.

The VCS Safeguarding Reference Group is unique, certainly within the East Midlands region and has also been identified nationally through the 'Safenetwork' website as a model of good practice. It is felt that the continued functioning of the group and its opportunity to report into the Safeguarding Boards to be extremely important both for the sector and the LSCB's.

The group is strongly committed to the principle that safeguarding for children and young people is a cross-sector, multi-agency responsibility and feels that it can continue to play a crucial role in acting as a bridge for the sector and the LSCB.

Child Death Overview Process (CDOP)

The Child Death Overview Process is a subgroup of the Leicester City SCB and Leicestershire and Rutland LSCB. The process has been established within Leicester, Leicestershire and Rutland since 1st February 2009.

Although an officer of the boards the post of the Child Death Overview Manager is currently hosted by Leicestershire Partnership Trust (LPT). The Child Death Overview Manager reports to both boards at agreed timescales within the year.

The last twelve months has seen a number of developments within the CDOP process:

- Multi agency training has taken place and was well received with positive feedback from all those agencies who attended.
- Alterations have been made to the Sudden & Unexpected Death In Childhood (SUDIC), Doctor and Named Nurse rotas and services are now conducted within office hours (Monday – Friday 9am – 5pm excluding bank holidays).
- A review is to be undertaken looking at 14 identified elements within the CDOP process; ranging from time taken from notification to cases being reviewed at panel, to how information is fed back and disseminated within agencies.
- There is continued work with partner agencies in developing policies looking at how families who have lost a child are supported.
- Further multi agency and single agency events are planned.

Serious Case Review (SCR) Subgroup

The SCR Subgroup manages the Serious Case Review Process for the Leicestershire and Rutland LSCB. Membership of this group comprises senior representatives of the LSCB's partner agencies who meet monthly. One role is for members to consider a case and make a recommendation as to whether a review should be undertaken when a child has died or been significantly harmed. If the

Independent Chair agrees the thresholds are met for a SCR to be undertaken a panel is formed, comprising representatives and an independent chair and overview report writer. The prime purpose of a SCR is for agencies to review their involvement with a particular family and learn lessons to improve the way in which they work both individually and collectively.

In March 2010 HM Government issued new statutory guidance in the form of 'Working Together to Safeguard Children'. This document sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people in accordance with the Children Act (1989) and the Children Act (2004). The SCR Subgroup has revised the SCR process to ensure that any new SCR review will conform to these requirements. One notable change is that the entire SCR Overview Report will now be published rather than the previous requirement for an Executive Summary.

Not all cases examined by the SCR Subgroup meet the thresholds for a Serious Case Review; as laid out in Working Together (2010), yet we knew from the initial trawling of agency information such cases could yield valuable learning. The SCR Subgroup therefore tasked the LSCB Business Office with developing an alternative type of review which would elicit the learning from cases and directly involve the frontline practitioners who had been involved with a family whose child had been significantly harmed or died. The rationale was that involving staff meant not only would they contribute to the learning but also embed the learning into their practice. This new, alternative model is called the Significant Incident Learning Process (SILP) and in November 2010 the first case was reviewed and the second commenced in January 2011. The contribution and feedback from frontline staff involved to date has been extremely positive and the SILP process is proving to be a very useful review tool for agencies to examine systems and practice.

A Master Action Plan has been developed by the SCR Subgroup to ensure that both the single and multi agency recommendations from each SCR and SILP are listed and monitored. These actions are only signed off as completed when an agency has provided adequate evidence to show what actions have been taken. As an additional method for demonstrating performance and effectiveness the SCR Subgroup have tasked the Safeguarding Effectiveness Group (SEG) with devising an audit method to gain assurances that frontline staff not only have knowledge of the cases that have been reviewed but have been taken on board the learning and embedded this into practice. The SEG are expected to commence and continue this work during 2011-2012

The SCR Subgroup, as one of its roles, examines the trends arising from both local and national SCRS. Findings from the Biennial Studies (Brandon et al 2003-2009) and current research continues to inform us that despite the intense work by agencies involved in a SCR very similar recommendations are arising repeatedly which can be sectioned into themes. What has particularly concerned the SCR Subgroup is that:

- Babies under 12 months continued to feature as the subject child in 45%, almost half, of the SCRs undertaken nationally.
- Babies, even in child protection cases, continue to face acute risk despite a host of recommendations and systemic changes.

- Very similar concerns are emerging within the culture of the families of these babies, including drug and alcohol use, domestic abuse, mental health issues, learning difficulties, young and non compliant parents.
- The same practice issues are emerging repeatedly, including start again syndrome, stuck practice, a prevailing rule of optimism, delays and poor decision making.

The SCR Subgroup have carefully considered how to improve the outcomes for babies and in January 2011 the Chair presented a paper to the LSCB proposing the adoption of a theme of 'Safeguarding and Babies with a number of recommendations as to the direction of work required. The Board has agreed and tasked the SCR Subgroup with the progression of this work for the next financial year 2011-2012.

Another focus for the SCR Subgroup over 2010-2011 has been the strategic developments in preparing for the publication of the SCRs and SILPs completed that have been undertaken, particularly with the heightened media activity, following the death of Baby Peter in Haringey. The SCR Subgroup has established a multi agency Publication Group and an individual Task and Finish Small Publication Group for each case where a core membership of people work closely with communications colleagues to ensure that each case is dealt with effectively. A media checklist has been introduced to ensure that everyone involved in this process is clear about individual roles and responsibilities and at the completion stage an anonymised Executive Summary, presenting the learning, is published on the Leicestershire and Rutland LSCB website. SCR cases remain on the website for a six month period and after this time paper copies are available upon request from the LSCB Business Office.

Child Sexual Exploitation Project (CSE).

The joint Leicester, Leicestershire & Rutland Child Sexual Exploitation Project has now completed its second year and a lot of work has been completed that enhances professionals understanding of Child Sexual Exploitation and how to combat such abuse of Children and Young People.

The LSCB procedures relating to CSE have recently been re-written by the Project Manager and a small team of Child Care professionals from the LSCB agencies. The new procedures are being launched on the LSCB website alongside other CSE documents and resources. These will include identification and referral mechanisms and also information in relation to signposting to support services in Leicester, Leicestershire & Rutland.

Multi agency practice guidance documents have been designed and accompany the LSCB procedures providing practitioners with more detailed information in relation to prevention, identification, and providing meaningful interventions and positive outcomes for children and young people that are at risk of or vulnerable to or involved in CSE.

Training workshops are being designed and delivered by the Project Manager in partnership with a training and development officer from Leicestershire County Council. These workshops are aimed at all relevant multi agency practitioners in Leicester, Leicestershire & Rutland that have responsibility for safeguarding children and young people. The workshops will be delivered from July 2011 onwards.

Two voluntary agencies are providing CSE awareness training to staff in Leicester City and Leicestershire & Rutland.

Leicestershire Constabulary is delivering mandatory training 'Managing People at Risk' for all police officers and all Police Community Support Officers, and some senior officers and managers. The project manager is in consultation with the Training and Development team to ensure that CSE is covered in this training with specific content including case studies and reference to newly developed procedures and processes.

Multi agency awareness raising posters and leaflets have been designed. When agreed by key stakeholders they will be distributed to further raise awareness and provide support and information.

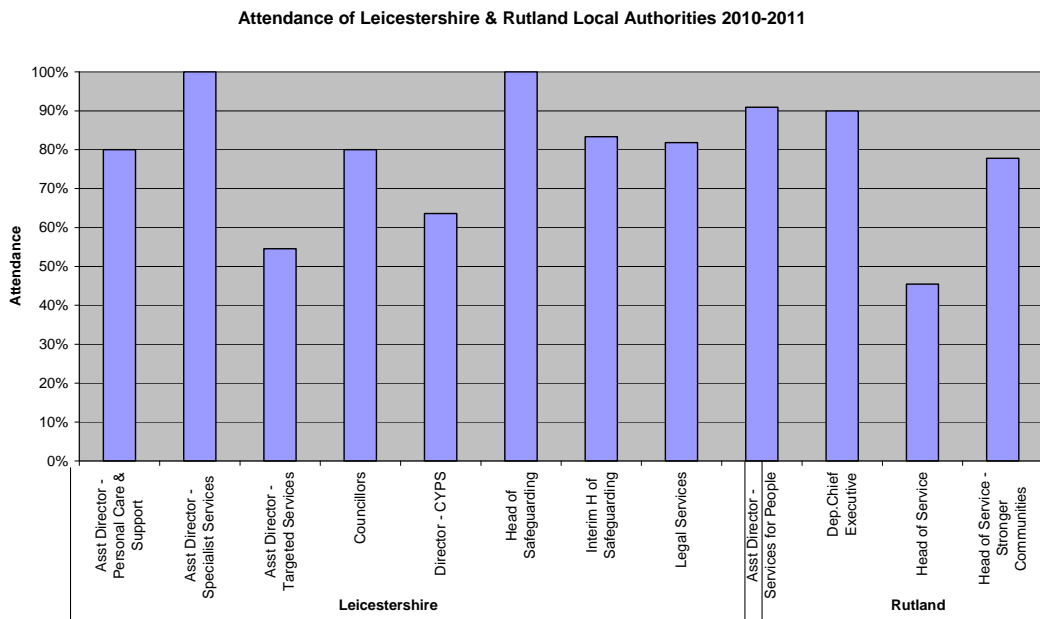
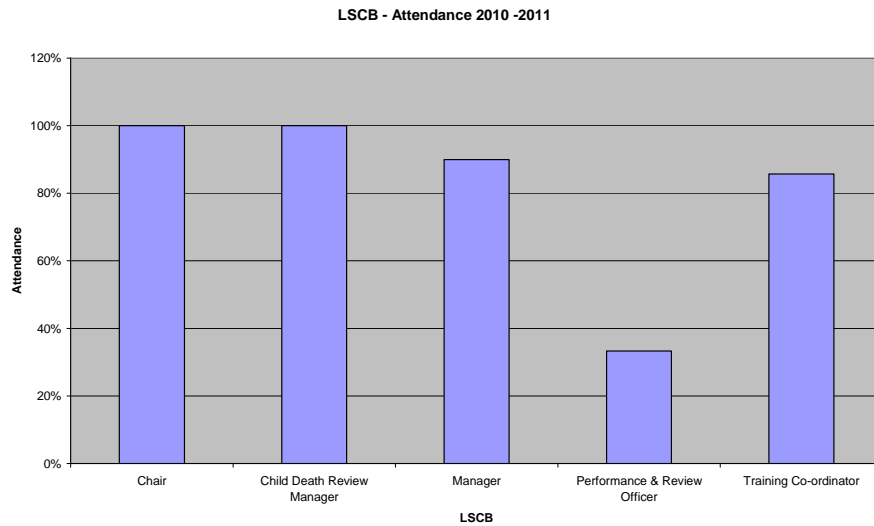
6. Monitoring the effectiveness of local work to safeguard and promote the welfare of children.

Section 11 audit

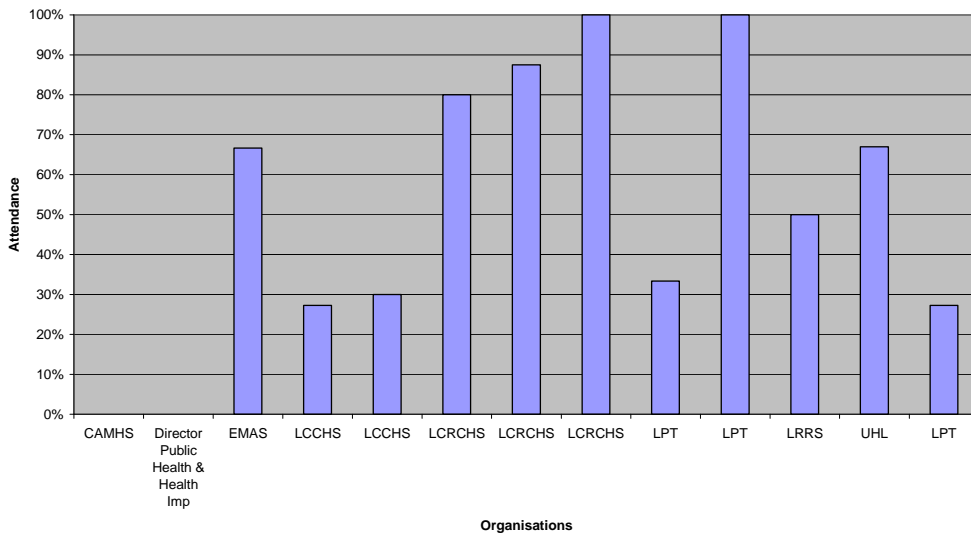
The LSCB has undertaken an audit of its partner agencies safeguarding effectiveness. This is known as a Section 11 audit which reflects the arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004. Twenty six agencies provided responses to the results which have been circulated to the member agencies who responded along with an action plan for them to record and report to the Safeguarding Effectiveness Group on progress against those areas which they reported were not fully compliant.

LSCB agency attendance

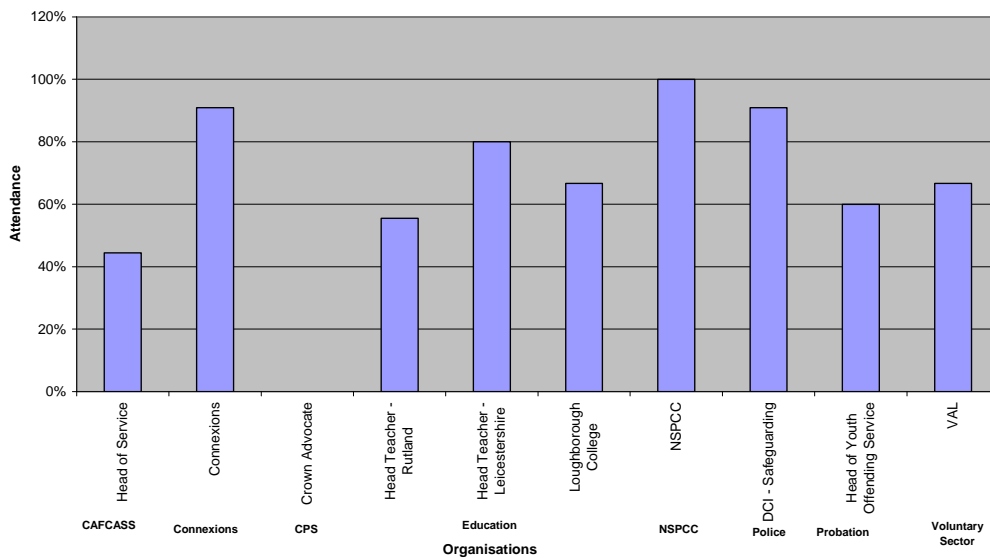
The LSCB also has recently undertaken a further audit of agency attendance at Board meetings. The results of these are shown below:



LSCB Attendance - Health Organisations



Other Organisations



LSCB Effectiveness

The LSCB conducted a self assessment in September 2010 the results of which were used as a basis for the business plan. The challenge and improvement tool devised by central government and based on research by Loughborough University was used to conduct this review.

The Tool reflects the six key principles of good governance:

- LSCB purpose and intended outcomes;
- LSCB strategic and operational performance including clear functions, roles and relationships with other partnerships;

- LSCB values and behaviour;
- Decision-making and managing risk;
- Developing capacity and capability of LSCB;
- Engaging stakeholders and ensuring accountability

A questionnaire was sent to all Board members and the responses collated. Board members were asked to respond to a set of statements and rate them on a 6 point scale from "Strongly Agree" to "Strongly disagree"

- The first statement is "Good Governance means reflecting on the LSCB's purpose and its intended outcomes"

Overall people were satisfied that the LSCB does well on this. Comments included the suggestion that this could be more "alive" if Board papers identified which objective it relates to. There was general understanding about the need to demonstrate value for money.

In response the business plan has now been structured to reflect the objectives of the Board and improvements have been made in the way budget reports are prepared and presented.

- The second is "The Board performs effectively in clearly defined functions and roles."

There was agreement that the LSCB performs effectively in this dimension. On balance the decision making process was felt to be clear but members wanted clarity on the management of dissent. Engagement of the LSCB with Children and families was identified as an area for development. This has been progressed in Rutland and arrangements have now been made in Leicestershire for this to happen.

- The third is "The LSCB promotes its values and demonstrates good governance."

The majority of responses indicated that this was achieved.

- The fourth is "The LSCB takes informed transparent decisions and manages risk"

There was a mixed response to this statement with a number of people stating they didn't know if this was achieved. The Safeguarding Effectiveness sub group have progressed the issue of risk satisfactorily and arrangements made for subgroups to report to the board and thus improving transparency.

- The fifth is "The LSCB Develops the Capacity and capability to be effective"

The majority of responses were positive but a suggestion was made that L&R LSCB benchmark itself against other Boards.

- The final statement is "The LSCB engages stakeholders and makes accountability real."

This was shown as an area for improvement but not identified as a priority for this year.

Leicestershire County Council commissioned an independent review of the Board conducted during May 2011 and this will inform the ongoing work and priorities of the Board.

Local Authority Safeguarding Activity.

The two local authority areas of Leicestershire and Rutland have continued to collaborate to safeguard and promote the welfare of children and young people living in their area.

Nationally every local authority is required to record and report information in relation to child protection activity. Leicestershire and Rutland individually are diverse in relation to their geography and demography.

Due to the installation of a new IT system Leicestershire County Council, for the purposes of this annual report are only able to include data from the last six months of the previous years safeguarding activity.

7 Leicestershire and Rutland LSCB Business Plans

The resulted Leicestershire and Rutland LSCB business plan for 2010 – 2011 is shown at Appendix 'A'

The new Leicestershire and Rutland business plan for 2011 – 2012 is shown at Appendix 'B'.

Appendix A
**Leicestershire and Rutland Local Safeguarding Children Board
 Business Plan 2010 - 2011**

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
H	1. Restructure the LSCB business office staffing and office arrangements in order to meet the challenges of effectively supporting the Leicestershire & Rutland LSCB.	To ensure that the business office is able to effectively support the LSCB and its subgroups.		The project must be complete within the funding allowed within the 2010 - 2011 LSCB budget	Head of Safeguarding and LSCB Manager	Complete by 1st July 2010	The project was completed with all Subgroups up and running by July 2011. There has been continuing development of the new Board throughout the year and the Business processes to support it. The changes were made within the LSCB budget.
H	2. Revisit the LSCB Training Strategy in the light of the changing needs of the member agencies and the new Chapter 4 of Working Together	To ensure the LSCB training strategy is suitable for the delivery of training following the implementation of the 2011 C&YP plan		Within LSCB Business Office allocated budget	Sue North. Training co-ordinator LSCB Business Office and Jennifer Penfold Leicestershire LA	Complete by 1 st July 2010	The start and finish group completed its work and reported to the LSCB with a preferred option for the future delivery of training. A training strategy has been subsequently produced and adopted by the LSCB. The various methods of delivery for different levels of training from September 2011 are now being developed.

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
H	3. When the new version of Working Together to Safeguard Children is released update LSCB procedures	All LSCB procedures are compliant with Working Together		Within LSCB Business Office allocated budget	LSCB Manager along with Leicester City Council counterpart	Within three months of Working Together being finalised	This project has taken longer than hoped however this is due to the LSCB deciding to engage in a major rewrite of all LSCB procedures and to engage an outside company to manage the ongoing procedures. There has been extensive local consultation on the rewrite and the new procedures will be published in June 2011.
H	4. Establish the Safeguarding Effectiveness Group 5. Develop performance framework	Performance framework in place for the LSCB with clear audited evidence strategy to demonstrate effectiveness.		Within LSCB allocated budget	Safeguarding Effectiveness Group Audit and Performance Officer LSCB	Group to be set up by April 2010 Performance framework starting from April 2010 and further developed throughout the year.	The Safeguarding Effectiveness group is now established and is now planning to merge with the Safeguarding Adults Board Safeguarding Effectiveness Group. The subgroup has undertaken a number of key pieces of work including a Section 11 audit and some themed work which resulted in case file audits.
M	6. Implement E Safety Strategy	Children accessing internet services and using mobile technologies are better informed and safeguarded.	NI 69 Stay Safe plan Leicestershire's (anti-bullying)	Within LSCB allocated budget	Development & Procedures Subgroup	December 2010	The E safety strategy is in place in Leicestershire and progress is monitored at regular meetings. Across the LSCB the E safety procedures have been updated. Rutland has embedded the strategy across schools. There is input with foster carers including the highlighting of safety measures and there will be a further initiative this year to promote further awareness.

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
M	<p>7. Identify leads for CUSAB in all major agencies</p> <p>8. Audit to be completed to identify services provided to victims</p> <p>9. Start and Finish group to improve services</p>	<p>Children who use sexually abusive behaviour are better identified and protective & supportive services are provided.</p> <p>Incidents of sexually abusive behaviour by children are reduced</p> <p>Risks are assessed and managed</p>		Within LSCB allocated budget	<p>Safeguarding Effectiveness Group</p> <p>Leads in all major agencies</p>	Ongoing throughout business year	<p>The LSCB CUSAB procedures have been updated. Due to other commitments during the year no cross LSCB start and finish group has been established during the year. Further consideration will be given to the need for further work by the Development & Procedures subgroup during 2011 – 2012</p> <p>Rutland has a robust response to CUSAB in place which is dealt with on a case by case basis.</p>

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
M	<p>10. 'Cord Blind' Safety Project to be implemented locally</p> <p>11. Potential links with Child Accident prevention trust to extend to a National campaign.</p> <p>12. Paracetamol Awareness Campaign to be launched in response to local incidents</p>	<p>The number of Children injured or killed through accidents is reduced</p>	<p>Leicestershire & Rutland Stay Safe plan</p> <p>NI 47</p>	<p>Within LSCB CDOP allocated budget</p>	<p>CDOP working group</p>	<p>Ongoing throughout business year. (monitoring may be longer term due to low numbers of local deaths)</p>	<p>10. CDOP to continue to review the work that was implemented and will monitor cases to ascertain if further work is required.</p> <p>11. As part of the work that is being undertaken in the Safeguarding babies task and finish group – contact is being made with CAPT.</p> <p>12. Following a review that was undertaken by medicines management CDOP were advised not to progress any further with this work.</p>
M	<p>13. Develop further links with the Safeguarding Adults structures and the 'Think Family' agenda</p>	<p>Improve the safeguarding of:</p> <p>Children in situations of domestic abuse</p>	<p>NI 32</p>	<p>Funding to be identified for the merger of the SAB & LSCB Business Offices</p>	<p>Development Subgroup</p> <p>LSCB Business Office</p>	<p>Ongoing throughout the year subject to individual milestones for key pieces of work</p>	<p>The think family protocol and key practice guidance was incorporated into the LSCB procedures and practice guidance in 2010. These are being updated again for the new procedures. The links between the Safeguarding Adults Board and the Local Safeguarding Children Board are continuing to develop with joint</p>

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
	<p>14. Develop a closer working relationship with the new Safeguarding Adults Board in Leicestershire & Rutland</p> <p>15. Support the work of agencies who are specialising in these areas of support for families.</p> <p>16. Implement the protocols and guidance produced on behalf of the LSCB</p>	<p>Children with parents/carers who are drug or alcohol users</p> <p>Children whose parents have mental health issues or learning disabilities.</p> <p>Children who's parents have learning disabilities</p>	NI 59				SCR and Safeguarding Effectiveness subgroups planned. The LSCB has agreed that the Businesses offices will merge in 2011. This reflects the approach taken by a number of the major LSCB agencies who have joint safeguarding posts and directorates in place.
M	17. Continue to develop the processes that prevent, identify and provide meaningful interventions	Ensuring that Fewer children and young people are sexually exploited and the needs of children and		Funding identified and in place for further two years	CSE Project Group	Two years of original three year remaining.	The Child Sexual Exploitation chapter of the LSCB procedures have being re-written and the project manager has advised on the content of the chapter. We are awaiting publication of this chapter, which will be launched alongside other CSE docs/resources

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
	<p>and more positive outcomes for children & young people abused through sexual exploitation and/or trafficking.</p> <p>18. Awareness training and resources to be available for service users and practitioners.</p> <p>19. Project steering group to report to each LSCB on a quarterly basis.</p>	<p>young people who are sexually exploited are better met.</p>					<p>A 40 page multi agency practice guidance doc has been produced that will accompany the LSCB chapter 5.7, providing practitioners with more detailed information in relation to prevention, identification, and providing meaningful interventions and positive outcomes for Children & young people.</p> <p>A new Police force policy and procedures will be written for CSE in the coming months,</p> <p>Training workshops are being designed for multi agency practitioners in LLR to be delivered from July onwards; these will incorporate the launch of the ongoing work in relation to procedures/guidance/tools/resources etc.</p> <p>Multi agency awareness raising posters/leaflets have been designed,</p>
H	<p>20. Completion of SCR action plans by individual action plan owners.</p> <p>21. The</p>	<p>Ensure that the learning from Serious Case Reviews and other cases of significant interest are implemented in the day to day</p>		<p>From within existing LSCB and Agency budgets.</p>	<p>SCR Sub</p>	<p>Ongoing throughout business year.</p>	<p>All the outstanding actions from Serious case reviews have been completed during 2010. This was work led by the Serious Case Review Subgroup.</p> <p>The theme of safeguarding Babies has been adopted by the LSCB as a year long project for 2010 -2011. A number of events highlighting</p>

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
	<p>continuation of developing themes from SCR's.</p> <p>22. The input into individual agencies of the learning from SCR's and the propagation of the learning to staff within agencies.</p>	working of partner agencies.					themes from Serious case reviews were held during the year
M	23. Monitor the effectiveness of the Anti Bullying strategy	<p>Support the work of the Leicestershire & Rutland LA's to increase the numbers of children and young people accessing anti-bullying support</p> <p>Fewer children in Leicestershire & Rutland are subject of bullying</p>	Leicestershire & Rutland Stay Safe plan	From within existing LSCB and Agency budgets.	Support to Leicestershire & Rutland Children's Trust Boards	Ongoing throughout business year.	<p>Leicestershire:</p> <p>Beyond Bullying Award - Pilot 2010-2011 19 schools are currently involved in the pilot & are working towards completing the award.</p> <p>As schools move onto the enhancement model of healthy schools they will have the opportunity to achieve an anti-bullying award as part of their work in becoming an 'Enhanced Healthy School.'</p> <p>The 'Beyond-Bullying Award' is an important new way for schools to gain accreditation & recognition for it's achievements in developing an</p>

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
							<p>effective whole school approach to anti-bullying and embedding good practice.</p> <p>Training A range of courses have been delivered: Dealing with Racist Incidents & racist bullying Cyber-bullying - staff training Cyber-bullying & E-safety parent presentations Anti-Bullying Policy & Practice</p> <p>A range of support has been provided to schools in response to requests/need</p> <p>Ongoing development of the website to provide information, advice & resources: www.beyondbullying.com</p> <p>Anti-Bullying Week 15th-19th November 2010 'Taking Action Together'</p> <p>Schools across the County organised a range of activities to raise awareness & celebrate good practice. Awards were presented to Anti-Bullying Stars, nominated for the difference they make in their school. Resources for assemblies & activities provided to schools & assemblies also delivered through out the week by team members.</p>

Priority	Activity	Outcome	Link to other plans or PI's	Funding / Cost	Person / Team Responsible	Timescale	End of Year Progress
							<p>Advice Leaflets Leaflets produced re: Peer Support Schemes Cyber-bullying (easy read)</p> <p>Rutland: The anti bullying strategy is embedded across schools/ youth settings. This will be one of priorities for new Early Years team.</p>

LEICESTERSHIRE & RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD OBJECTIVES

OBJECTIVE 1 - SAFEGUARDING – To Safeguard & promote the welfare of children.

- **Develop monitoring systems that allow the Board to understand trends in Safeguarding activity and identify gaps.**
- **Establish a new training strategy that allows the delivery of training to be commissioned by the Leicestershire & Rutland Children Trust Boards.**
- **Incorporate learning from single and multi-agency investigations into the work of agencies and the LSCB.**
- **The Board is assured that Member organisations have robust Safeguarding arrangements.**

OBJECTIVE 2 – LSCB ONE YEAR THEME, BABIES & INFANTS – Focus the effort of the Boards partner agencies to better Safeguard Babies & Infants who continue to remain at acute risk in Child Protection cases.

- **Gain a better understanding of the issues to enable the reshaping of practice in order to reduce the risk.**
- **Develop strategies to improve the quality of supervision and enable challenge and escalation where required.**
- **Increase the involvement of operational staff in learning events to ensure lessons are embedded in practice**

OBJECTIVE 3 – THINK FAMILY/THINK COMMUNITY – Strengthen multi agency working to prevent harm and abuse.

- **To understand the Board links with the wider Safeguarding community – Adults, Domestic Violence, Community Safety, Leicester City Safeguarding Children Board**
- **Develop communication pathway to and from the Safeguarding Board**
- **Agree areas of joint working across adult & children service areas.**

OBJECTIVE 4 – FINANCE & BOARD MANAGEMENT – To ensure that the LSCB planning for 2011/12 takes note of resources needed to fund the work of the Board

- **Develop robust finance monitoring systems.**
- **Ensure a Safe and cost effective amalgamation of LSCB & SAB business processes and subgroup structures.**

LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – EXECUTIVE GROUP

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Transfer the responsibility for LSCB training to a new delivery model	LSCB Children's Trust Boards	Chapter 4	To have the new training strategy agreed by the LSCB Joint Start & finish group with the City to agree a training delivery plan	A safe transition to the new training delivery plan. Freeing LSCB resources to monitor the effectiveness of both single agency & multi agency training and allowing agencies to integrate LSCB Safeguarding Training into their currently delivered training To work to integrate adult Safeguarding training into the process	Strategy agreed March 2011 Children Trust Board to agree an agency delivery plan by June 2011 Implementation by September 2011	Amount available to support ongoing training delivery to be identified in the joint LSCB /SAB budget	Start and finish group	Agencies to identify ongoing development funding to deliver training

OBJECTIVE 2

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
<p>Develop and implement the LSCB one year - Theme Safeguarding & Babies in child protection cases.</p>	Walter McCulloch	<p>No applicable references in WT 2010.</p> <p>Babies are a focus in the research of Professor Harriet Ward and the Biennial Studies of Serious Case Reviews (2003-2010)</p>	<p>Ensure that identified themes in relation to safeguarding babies from recent reviews are incorporated into LSCB core business</p>	<p>To reduce the numbers of babies in child protection cases being significantly harmed or dying.</p>	<p>Introduced in April 2011 and to continue as a theme throughout 2011-2012</p>	<p>From existing LSCB budgets</p>	<p>Task and Finish Group established to progress the work.</p> <p>LSCB Subgroups and partner agencies to progress work identified.</p>	

OBJECTIVE 3

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Participation of Children in the LSCB	LSCB Chair	Chapter 2 Page 42 Para 2.11	Effective communication pathways in place between the LSCB and children's groups in both Leicestershire and Rutland	Listen to and consult children on safeguarding issues ensuring their views and opinions are taken into account when setting LSCB objectives	Develop ongoing consultation processes in Leicestershire & Rutland throughout the year	From existing LSCB budgets		

OBJECTIVE 4

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Management and Administration of the LSCB	Chris Tew (Board Manager)	Chapter 3 Page 87 Para 3.1	Co-ordinate the work of the Board and its sub-groups	Ensure the Board has the structure and information available to it to be able to be effective in safeguarding children	Throughout 2011-2012	Existing LSCB budget	Safeguarding Adults Board Leicestershire & Rutland Children's Trust Boards	
Development of joint SAB / LSCB Business Office processes	Chris Nerini & Chris Tew		Amalgamate Budgets, staff, office structures and business processes.	Ensure a safe and cost effective amalgamation of LSCB and SAB business processes and Subgroup structures	Throughout 2011-2012 until completion of SAB / LSCB amalgamation	Existing LSCB budget	Safeguarding Adults Board	Existing SAB budget

**LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD –
SAFEGUARDING EFFECTIVENESS GROUP**

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Undertake Section 11 audits on behalf of the LSCB	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Review Safeguarding standards across all LSCB agencies Provide a yearly report to the CTB(s)	Ensure the LSCB and individual agencies are aware of their current Safeguarding Effectiveness and how to improve their performance	Produce a report on the effectiveness of agencies for the CTB in 2011	£200 for audit management software	Stay Safe outcome Children & Young Peoples Plan	
Core Data Set	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Provide early indicators of areas of work that require further scrutiny To highlight identified issues to the Board	Ensure the LSCB and individual agencies are aware of their current Safeguarding Effectiveness and how to improve their performance	Throughout 2011-2012	From existing LSCB budgets	Stay Safe outcome Children & Young Peoples Plan	

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Case File Monitoring activity	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Reality checks of cases that are dealt with across member agencies to ensure procedure is embedded in practice.	Children are safeguarded effectively in line with agreed procedures	Throughout 2011-2012	From existing LSCB budgets		
Reality checking of the implementation of SCR actions	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Ensure all LSCB actions from SCR & SILP actions are completed within agreed timescales	Issues highlighted for improvement are implemented and embedded in agency practice.	Throughout 2011-2012	From existing LSCB budgets		
Receive Effectiveness reports from agencies that are produced for other purposes	Chris Nerini (Subgroup chair)	Chapter 3 Page 88 Para 3.8	Ensure a wide range of inspection reports are considered by the LSCB Duplication of requests for data is avoided.	The LSCB has access to a wide range of reports from agencies that could have implications for multi agency working.	Throughout 2011-2012	From existing LSCB budgets		Executive Group Development & Procedures Subgr Safeguarding Adults Board

LEICESTER CITY SAFEGUARDING CHILDREN BOARD, LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – CHILD DEATH OVERVIEW PANEL

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Reviews of Child Deaths	Cath Pritchard (Panel chair) on behalf of Leicester City, Leicestershire & Rutland	Chapter 7 Pages 208 - 231	Review information to determine whether child deaths are preventable Collation and dissemination of data	To work towards reducing Child deaths.	Throughout 2011 -2012	£30,000 from Area Based grant. Manager & admin hosted by LCCHS		

LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD - SERIOUS CASE REVIEW SUBGROUP

OBJECTIVE 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Reviewing Serious Incidents	Walter McCulloch (Subgroup chair)	Chapter 8 Pages 233 - 256	<p>Consider appropriate responses to reports of serious incidents</p> <p>Progress case review processes. Manage the publication process of case reviews</p>	To ensure the learning from serious incidents are embedded in the practice of agencies	Throughout 2011 - 2012	£20K for LSCB	Reviews of Child Deaths	

LEICESTER CITY SAFEGUARDING CHILDREN BOARD, LEICESTERSHIRE AND RUTLAND LOCAL SAFEGUARDING CHILDREN BOARD – DEVELOPMENT & PROCEDURES SUBGROUP

OBJECTIVE – 1								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Child Sexual Exploitation/ Trafficking	Caroline Tote (Subgroup chair on behalf of Leicester City, Leicestershire and Rutland)	Chapter 6 Pages 191 and 204	Co-ordinate the implementation of the CSE action plan within the work of all agencies	To reduce the number of Children and young people who are the subject of Sexual Exploitation.	Throughout 2011 -2012. Third year of the project.	Project manager and admin hosted by Leicestershire Police		
Self Harm by Children & young People	Chris Nerini		By establishing a multi agency start & finish group ensure all agencies are working in a co-ordinated way	To reduce instances of self harm and suicide in children & Young People	Throughout 2011 -2012	From existing LSCB budgets		

OBJECTIVE 3

Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Safe Transfer of information	Peter Jackson (Start & Finish Group chair)		Co-ordinate the implementation a system to exchange sensitive information securely	The safe and secure transfer of sensitive information between member agencies and individuals undertaking key work for the Board.	Implementation by July 2011	£15,000		£15,000 from the City LSCB £15,000 from Health commissioners.
Developing LSCB Procedures	Chris Nerini (Joint subgroup chair)	Chapter 3 Page 90 Para 3.13	Develop safeguarding policies and procedures Agree the content of these across the agencies Ensure their easy access and dissemination	To ensure that professionals and members of the public have ready access to the LSCB procedures.	Live by June 2011 and then ongoing updating of the procedures	£4,150 during the first 18 months	Commonality of procedures across local authority borders	Working with the City LSCB who are matching funding.

LSCB VOLUNTARY & COMMUNITY SECTOR (VCS) REFERENCE GROUP

OBJECTIVE 3								
Action	Lead Organisation / Officer	Working Together ref. (where applicable)	Outputs Intended	Outcomes Sought	Key Milestones & Dates	LSCB Budget allocation	Other aligned work streams	Links with Other Delivery Groups or funding sources
Enhance awareness of the LSCB among VCS agencies	Wendy Brickett (on behalf of VCS reference group)		Ensure that VCS agency staff understand the LSCB role and the need to Safeguard children and young people within LSCB procedures and guidance.	Children are better safeguarded by a wider range of professionals outside the statutory sector	Ongoing monitoring by the VCS reference group	From existing LSCB and VCS budgets		
Increase the numbers of VCS staff/volunteers attending CYP Safeguarding Training	Wendy Brickett (on behalf of the VCS reference group)		More VCS staff and volunteers attend safeguarding training	The awareness of safeguarding is raised among members of the VCS sector	Throughout 2011-2012. Review in September 2011 when the delivery of training methods change	No fixed amount for VCS. However the LSCB will be funding the training from it's budget until Sept 2011	Training delivery project	