



STRATEGIC PLAN (2007 – 2011)

1. INTRODUCTION

Welcome to the current LSCB Business Plan 2007-2011. The original Business Plan (2007-10) has been extended for a further year up until 2011, with a view to refresh with a new three year plan in 2011.

2. THE VISION

Bradford Safeguarding Children Board (BSCB) believes that every child and young person should be able to grow up safe from maltreatment, neglect, accidental injury/death, and bullying. We will try to ensure that every child within the Bradford District is safe, well cared for, and fulfils their potential.

In addition, BSCB supports the vision for children and young people agreed from wide consultation by the Children and Young People's Strategic Partnership:

"We will work together to make sure that every child and young person enjoys living in the District and achieves as much as they can as they grow up and develop. We will do our best to make the District a place where children and young people from all communities and background have opportunities to improve and enjoy their lives."

Government legislation (the Children Act 2004) sets out five "high level outcomes" for children in the Every Child Matters strategy. These five outcomes are:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well being

If we are to achieve our Vision for the children and young people of the Bradford District, the activity of organisations, parents and carers must support these five outcomes. All of these outcomes are interdependent, and failure to achieve any one of them makes it less likely that the others will be achieved.

3. STAY SAFE: THE INTENT OF BRADFORD SAFEGUARDING CHILDREN BOARD

Ensuring that children and young people stay safe is fundamental to the success of the Every Child Matters strategy. Within the District, Bradford Safeguarding Children Board leads on the Stay Safe Outcome.

Bradford Safeguarding Children Board has consulted and agreed upon a set of principles for how it will work and support children, their families, and organisations that work with them. By applying these principles, we aim to ensure that children and young people in the District stay safe. These principles are set out in the “Statement of Intent “ :

“The Bradford Safeguarding Children Board will work towards keeping children in Bradford, under the age of 18 years, safe from harm. We will strive to make sure that every child in Bradford feels secure, well cared for, and able to reach their full potential. We will support all staff to help families and carers achieve this.

The Bradford Safeguarding Children Board will make sure that all people who work with children, and their families and carers know how important it is to keep all children in Bradford safe.

The Bradford Safeguarding Board will help all staff and professionals to work together and know the rules about keeping children safe. They will understand the importance of listening to children, especially when children are worried about themselves or others.

The Bradford Safeguarding Children Board will work to reduce all the kinds of harm that children can suffer, including abuse, bullying and discrimination and avoidable injuries and deaths.

The Bradford Safeguarding Children Board will seek the views of children and the people who care for them in order for Bradford to become a place where all children feel safe and valued.”

4. VALUES

Bradford Safeguarding Children Board and its partners will ensure that all work with children and families in the District is guided by the following values:

- The safety, needs, welfare, and the rights of children are paramount whatever their circumstances;
- Children have the right to be protected from abuse, neglect and exploitation;
- Children's views should be taken seriously and acted upon in so far as they do not undermine any child's welfare;
- The welfare of children will usually be promoted through their parents exercising "parental responsibility", and positive parenting will be promoted;
- Wherever possible all agencies should work in partnership with parents when providing services to families;
- Bradford Safeguarding Children Board will seek the views of children and parents about its plans and the services of its partner agencies;
- Bradford Safeguarding Children Board and its partner agencies recognise and value the diversity of the population of the Bradford District in terms of race, culture and faith, as well as gender, disability and sexual orientation.

5. OUR AIMS

In order to achieve the outcome that children and young people within the Bradford district stay safe, there are aims to be achieved by Bradford Children and Young People's Partnership to ensure every child and young person meets the five Every Child Matters Outcomes. In Spring 2007, Bradford Safeguarding Children Board reviewed these aims and agreed to lead work within the Bradford District on the following:

- That children and young people are safe from mal treatment, neglect, violence and sexual exploitation;
- That children and young people are safe from accidental injury and death;
- That children and young people are safe from bullying and discrimination;
- That children and young people have security, stability and are cared for.

By focusing on these aims, Bradford Safeguarding Children Board and partner agencies will support children and young people's parents, carers and families to provide safe homes and stability.

In developing the priorities for the Bradford Safeguarding Children Board for the period from 2007 to 2011, we have focussed on these aims and on legislation and statutory guidance as set out in the new "Working Together to Safeguard Children: a guide to inter-agency working to safeguard and promote the welfare of children." (2010). This includes new regulations regarding Children's Trust arrangements. We have also listened to what young people have told us through a peer led consultation process, and drawn on the outcomes of audits and needs analysis.

6. DUTIES PLACED ON BRADFORD SAFEGUARDING CHILDREN BOARD

The Bradford Safeguarding Children Board is the statutory inter-agency body within the District with responsibility for:

- Coordinating the work completed by the various agencies to safeguard children and promote their welfare, and
- Ensuring this work is carried out effectively.

The Children Act 2004 places a duty on the Children Services Authority to establish local Safeguarding Children Boards and sets out the Agencies that will be "Board Partners" on the LSCB. The Act also places a duty for the Authority and Board Partners to cooperate with each other. Further guidance for the LSCB is set out in Working Together to Safeguarding Children (2010). This defines the LSCB as "the key statutory mechanism for agreeing how the relevant organisations..... will cooperate to safeguard and promote the welfare of children and ensuring the effectiveness of what they do.

Working Together to Safeguard Children (2010) sets out LSCB requirements and regulations and clarifies arrangements with the Children's Trust. This plan will take into account these and ensure duties are acted upon.

Safeguarding and promoting the welfare of children within this strategic plan means:

1. Protecting children from mal-treatment
2. Preventing the impairment of children's health or development
3. Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
4. Undertaking to role so as to enable those children to have optimum life chances and enter adulthood successfully.

The scope of this role falls into three broad areas of activity:

Activity that affects all children and aims to identify and prevent mal-treatment or impairment of health or development, and ensure children are growing up in circumstances consistent with safe and effective care. For example:-

- Mechanisms to identify abuse and neglect whenever they occur
- Work to increase understanding of safeguarding children issues in the professional wider community, promoting the message that safeguarding is everybody's responsibility.
- Work to ensure that organisations working, or in contact with children, operate recruitment and human resource practices that take account of the need to safeguard and promote the welfare of children.
- Monitoring the effectiveness of organisations' implementation of their duties under Section 11 of the Children Act 2004 (arrangement to safeguard and promote the welfare of children).
- Ensuring children know who they can contact when they have concerns about their own or others safety and welfare.
- Ensuring that adults know who they can contact if they have a concern about a child or young person.
- Ensuring that adults and staff working with children recognise the impact of bullying on the welfare, health and development of the bullied child, and the perpetrator of the bullying.

Proactive work pertains to target particular groups, for example:

- Developing and evaluating thresholds and procedures for work with children and families where a child has been identified as "in need" under the Children Act 1989, but where the

child is not suffering or at risk of suffering significant harm. This includes considering implementation of Common Assessment Framework (CAF).

- Work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population, for example, children living away from home, children who have run away from home, children in custody or disabled children.

Responsive work to protect children who are suffering, or at risk of suffering harm including:

- Children abused and neglected within families, including those experiencing compromised parenting, for example as a consequence of domestic violence or substance misuse
- Children abused outside families by adults known to them
- Children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home.
- Children abused by strangers
- Children abused by other young people
- Young perpetrators of abuse; and
- Children abused through prostitution and sexual exploitation

7. ACCOUNTABILITY AND GOVERNANCE OF BRADFORD SAFEGUARDING CHILDREN BOARD

Although Bradford Safeguarding Children Board's role includes coordinating and ensuring the effectiveness of work done by member organisations to safeguard and promote the welfare of children and young people, it is not accountable for the operational work. This remains with the individual organisations and services. BSCB does not have the power to direct other organisations.

8. MEMBERSHIP

The Bradford Safeguarding Children Board will reflect Working Together (2010) guidance in relation to ensuring that it is the authoritative voice for safeguarding children in the Bradford District. Working Together requires named board members to be designated at a strategic level to:

- Speak for their organisation with authority.
- Commit their organisation on policy and practice matters.
- Hold their organisation to account.

New requirements within Working Together (2010) specify LSCB membership should include two lay members representing the local community and also schools to be represented on the LSCB. Meeting these requirements are key priorities for BSCB in 2010-11.

9. THE CURRENT MEMBERS OF BSCB ARE AS FOLLOWS:-

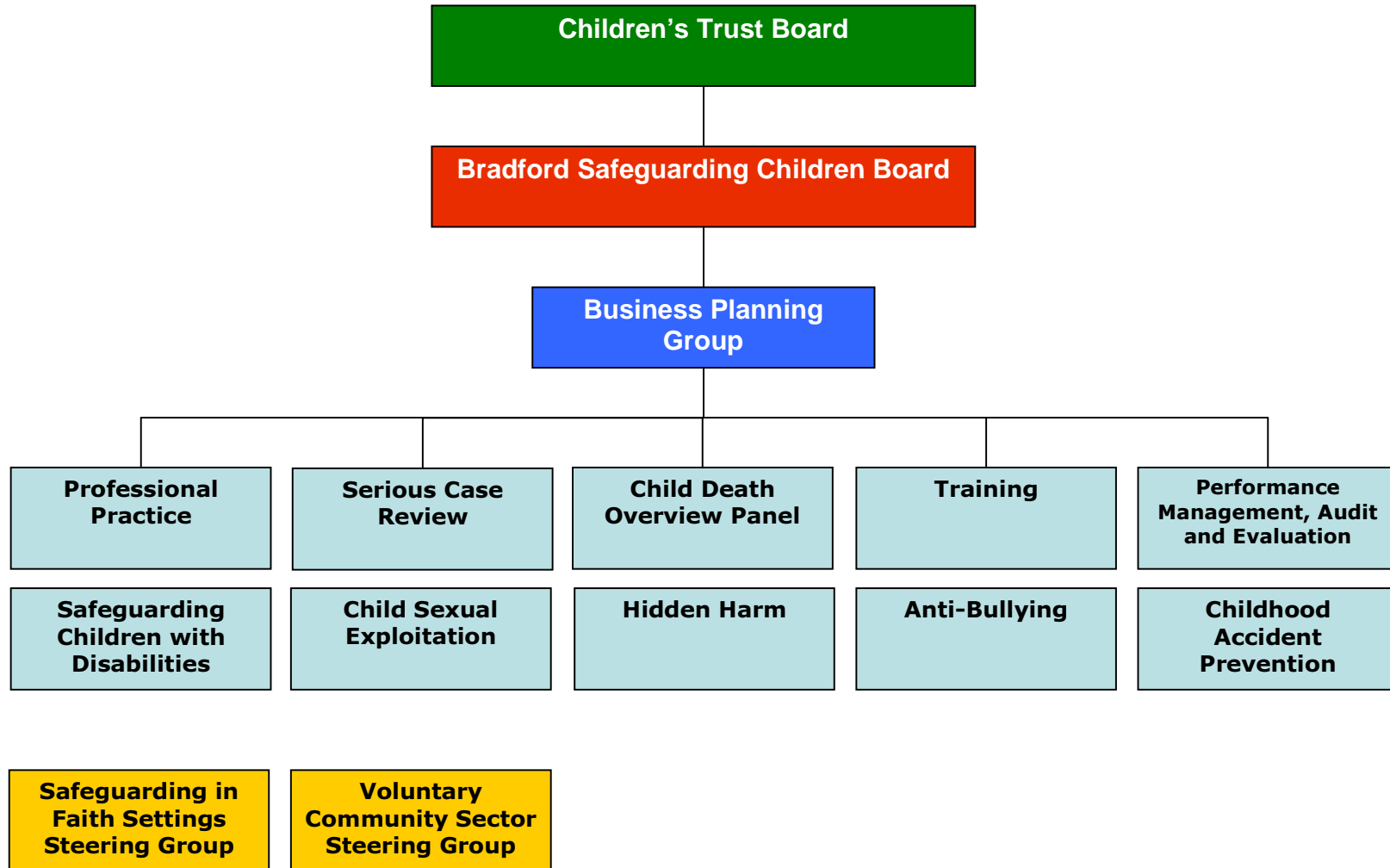
Name	Agency
Professor Nick Frost	Independent Chair
Jo Coombs (Vice Chair)	Director of Nursing and Patient Care, Bradford & Airedale tPCT
Kath Tunstall	Strategic Director of Services to Children & Young People, Bradford Council
Julie Jenkins	Assistant Director, Children's Social Care, Department of Services to Children and Young People, Bradford Council
Fred Bascombe	Service Manager – Assessment & Care Management, Adult Services, Bradford Council
Dave Benn	Children's Services Manager, Barnardo's VCS Representative
Sue Colman	Assistant Director – Learning Services, Department of Services to Children and Young People, Bradford Council
Superintendent Steve Cotter	West Yorkshire Police
Bridget Fletcher	Director of Nursing, Airedale General Hospital
Jane Knight	Service Manager, CAF/CASS
Stuart McPherson	Area Manager, West Yorkshire Probation Board
Nicola Lees	Director of Nursing and Strategy, Bradford District Care Trust
Paul O'Hara	Bradford District Youth Offending Team Manager, Department of Services to Children and Young People, Bradford Council
DCI Marianne Huison	West Yorkshire Police
Nancy O'Neill	Chief Operating Officer for Provider Services, Bradford & Airedale tPCT

Janette Reynolds	General Manager, Women's and Children's Services, Bradford Teaching Hospitals
Sharda Parthasarathi	Children's Service Manager, NSPCC
Mike Vigurs	Strategic Manager Behaviour and Attendance, Education Bradford
Chris Whiley	Assistant Director, Localities, Department of Services to Children and Young People, Bradford Council
David Yates	Partnership Director, Learning Services, Bradford Council

The following people are **advisors** to the Board:-

Sue Fadipe	Interim LSCB Manager
Barbara Cox	Designated Nurse for Safeguarding, Bradford & Airedale tPCT
Catherine Davies	Legal Advisor, Legal & Democratic Services
Dr Ruth Skelton	Designated Doctor, NHS Bradford and Airedale
Dr Kate Ward	Designated Doctor, NHS Bradford and Airedale

10. BRADFORD SAFEGUARDING CHILDREN BOARD STRUCTURE



11. BRADFORD SAFEGUARDING CHILDREN BOARD SUB-GROUPS

The work of the Bradford Safeguarding Children Board has been divided between ten sub groups. The Chairs of each of these sub groups sit on the Board. Each sub group meets bi-monthly and provides reports on its activity to the Board.

The sub groups are:

1. The **Professional Practice sub group** which is responsible for ensuring that appropriate Inter agency procedures are developed and maintained, supporting individual agencies in developing a common understanding of thresholds, processes and safeguarding procedures, and considering in depth and providing analysis of professional issues.

Chair: Sharda Parthasarathi

Key Achievements 2009/10
Amended and approved Voluntary Community Sector Safeguarding Handbook on behalf of BSCB
Produced Child Protection policies and procedures for Bradford's Child Residential establishments
Reviewed and amended Forced Marriages procedures

2. **Training sub group**; responsible for ensuring the delivery of accessible inter agency training which supports the principles of working together and creates an ethos with values collaborative working with other professionals and ensuring that the interests of Bradford Safeguarding Children Board are represented within the Safeguarding Children E-Academy initiative.

Chair: Chris Whiley

Key Achievements
Continued development of a detailed inter-agency safeguarding training strategic framework based on statutory guidance, practice developments and local training needs analysis.
Developed inter-agency safeguarding training informed by local practice issues, audits of practice and recommendations of Serious Case Reviews.
Ensured that inter-agency safeguarding training was delivered/ commissioned within the context of the Strategic Framework for Training.
Ensured full BSCB participation in “Safeguarding Children e-Academy”.
Continued to develop and deliver training regarding Serious Case Review processes.

3. **Child Sexual Exploitation sub group**; is responsible for reviewing and maintaining protocols and procedures relating to safeguarding children at risk of sexual exploitation supporting training in this area, developing information for professionals, young people and their carers, and encouraging research within and between agencies involved in this area of work.

Chair: David Yates

Key Achievements
Launch of e-learning training ‘safeguarding children from sexual exploitation’ for practitioners
CSE Champions network established
Commenced review of multi agency working

4. **Performance Management Audit and Evaluation sub group**; responsible for ensuring the collection, preparation and reporting of performance management data, providing reports to the Board regarding the effectiveness of the work of each Board partner, and to ensure that safeguarding and promoting the welfare of children’s activity within the District meets requirements.

Chair: Julie Jenkins

Key Achievements 2009/10
Established multi-agency performance reporting
Safeguarding Needs analysis completed (awaiting publication)
Inter-agency audit of cases, learning and improvement

5. **Serious Case Review sub group**; monitors the progress of action plans for BSCB and its partner agencies formulated in response to recommendations of serious case review reports. Provides reports to the Safeguarding Board detailing requests for serious case reviews, recommendations for serious case reviews and progress on action plans. Works with Professional Practice and Training sub groups to ensure that lessons from serious case reviews are applied and developed through procedures and training.

Chair: Dr Kate Ward

Key Achievements 2009/10
Ensured inter-agency safeguarding training is informed by local practice issues, audits of practice and recommendations of Serious Case Reviews.
From December 2009 conducted and implemented Serious Case Reviews and other case reviews as required within Working Together to Safeguard Children 2010. This included amending relevant SCR processes and procedures. Also ensured Serious Case Reviews informed professional practice as appropriate.
Monitored Action Plans from last three Serious Case Reviews. This included identifying and collating themes with a view to further audit in 2010-11.
Conducted IMR training.

6. **Childhood Injury Prevention sub group**; responsible for receiving and analysing information relating to injuries and deaths of children arising from accidents within the home, public spaces, and road traffic collisions; working with partners to identify gaps

in initiatives to reduce injuries to children, and working with partners to raise awareness of risks to children and young people from accidents in the home, public spaces and road traffic collisions.

Chair: Paul O'Hara

Key Achievements 2009/10
The implementation of the targeted District Wide Home Safety Equipment scheme - delivered to 1967 families since August 2009.
Audit of in car safety within children's services and subsequent review of the guidance and policy for in car safety and delivery of new rolling training through the Workforce Development Unit.
Injury Minimisation programme offered to all Primary Schools (including Pupil Referral Units and Special Needs) and delivered to 2986 year six children

7. **Hidden Harm Sub-Group**; responsible for reporting to the BSCB on the development and implementation of effective systems across organisations to support the identification of children at risk of harm from parents / carers who are substance mis-users.

Chair: Nancy O'Neill

Key Achievements 2009/10 (from Hidden Harm Action Plan)
Safeguarding the welfare of the children of drug misusing parents identified as a priority by the Partnership and explicitly addressed in the local needs assessment and annual treatment planning processes.
The implementation of jointly agreed safeguarding protocols and procedures reviewed by the Partnership, the LSCB and CYPSP.
Specific referral protocols and pathways have agreed and implemented between maternity, safeguarding and treatment services

8. **Safeguarding Disabled Children and Young People Sub-Group**; ensures safeguarding and promoting the welfare of disabled children and young people. Determines that the needs of disabled children and young people are accounted for in the work of the Board Sub-Groups and BSCB plan.

Chair: Dave Benn

Key Achievements 2009/10
Reviewed DCSF safeguarding disabled children – practice guidance (August 2009)
Worked with BSCB Training Sub Group regarding audit of safeguarding disabled children training – including established links with Interagency Workforce Group
Worked with BSCB Performance Management, Audit and Evaluation Sub Group. Outcome and recommendations from audit used to identify management information gaps regarding disabled children. Safeguarding Need analysis now used by Safeguarding Disabled Children Sub Group as part of both groups.
Sex and Relationships Education research completed.

9. **Anti-Bullying Sub-Group**; ensures that BSCB works with partners to ensure the profile of anti-bullying work is raised across the district and children and young people are actively involved in shaping the anti-bullying agenda. Also ensures agencies that work with children and young people will have in place policies and procedures that actively seek to prevent the occurrence of bullying, as well as measures to ensure incidents of bullying are responded to in accordance with their agencies protocols.

Chair: Mike Vigurs

Key Achievements 2009/10
Safer schools partnership established, providing a robust and immediate response to cases of serious bullying.
Roll-out of Targeted Mental Health Schools initiative
Anti bullying workshop took (4th November 09) involving a broad range of professionals

involved in anti-bullying programmes.

The annual Primary SEAL conference (Social emotional aspects of learning) took place in October 09 including the launch of the 'Being Buddies' DVD
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10. **Child Death Overview Panel**

Working Together to Safeguard Children (2010) Chapter 7 requires LSCBs have established processes in place for reviewing all child deaths in the LSCB area(s). The guidance sets out two interrelated processes for reviewing child deaths (either of which can trigger a Serious Case Review (SCR) :

- a. rapid response by a group of key professionals who come together for the purpose of enquiring into and evaluating each unexpected death of a child
- b. an overview of all child deaths up to the age of 18 years (excluding both those babies who are still unborn and planned terminations of pregnancy carried out within the law) in the LSCB area(s), undertaken by a panel.

Interim Chair: Barbara Cox

Key Achievements 2009/10

Designated Nurse for Safeguarding appointed as Chair of the CDOP on an interim basis to cover arrangements.

Lay/Faith Representative appointed as a member of the Panel.
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Improved links with Child Injury Prevention Sub-Group

Business Planning Group

The Chairs of each Sub-Group meet on a bi-monthly basis and the remit of this group is to co-ordinate the work of BSCB sub groups to support the BSCB business plan, in particular to ensure a co-ordinated approach to issues that cut across two or more sub groups.

12. PRIMARY OUTCOMES 2007 – 2011

The Work Plan shows how we intend to achieve our primary objectives. From time to time the Work Plan will require updates and additions.

Outcomes:

- To ensure that at the end of this plan the number of children within the Bradford District who are maltreated, neglected, or experience violence or sexual exploitation correctly identified and have a suitable child protection plan and that inter-agency arrangements for identifying, assessing, and supporting such children have improved.
- To ensure that at the end of this plan the number of child casualties resulting from: accidents within the home; in public spaces; and road traffic collisions have reduced.
- To ensure that at the end of this plan more children in the Bradford District will report that they feel safe.
- To ensure that all staff working with children and families in the Bradford District understand their obligations in respect of vulnerable children and safeguarding and understand thresholds for intervention.
- To ensure that staff in agencies working primarily with adults recognise their responsibility for safeguarding and promoting the welfare of children, where those adults are parents or carers.
- To ensure that parents and carers have access to information to assist them in keeping their children safe.
- To ensure that children and young people in the Bradford District have access to appropriate information and services to assist them in feeling safe.

- To maintain, review and update local inter agency child protection guidelines and procedures for intervention to safeguard and protect children.
- To deliver, commission and promote effective training in safeguarding and welfare promotion for all staff and volunteers who work with children and families
- To act upon any identified significant issues arising from audits and serious case reviews and to ensure actions from serious case reviews are met and evidenced with outcomes identified.
- To ensure adequate funding, appointments to key posts and sound management of BSCB resources.
- To further develop effective inter agency partnership working to support the most vulnerable children, particularly those where parental capacity to care is compromised due to exposure to violence, substance misuse or parental ill health or disability.
- To ensure that all agencies have in place safe recruitment checks for directly delivered and contracted services to children and families, and that the Board and all agencies have effective arrangements for the management of allegations against staff, carers and volunteers.
- Implement the statutory guidance requirements in Working Together to safeguard children (2010).
- Monitor the effectiveness of organisations' implementation of their duties under Section 11 of the Children Act 2004 (arrangement to safeguard and promote the welfare of children).