

Conwy & Denbighshire LSCB: Annual Report 2011-12



1. Chair's introduction

- 1.1 The Local Safeguarding Children Board (LSCB) across Conwy & Denbighshire has a crucial role to play in ensuring children's welfare is safeguarded and, as necessary, children are protected from significant harm
- 1.2 The LSCB holds to account partner agencies and partnerships in delivering the safeguarding and child protection agendas. It sets standards for performance and monitors their effectiveness.
- 1.3 I would like to compliment those involved in safeguarding children in this area for their efforts and expertise in ensuring children's welfare. Agencies across the two Counties strive to deliver services and responses that ensure that children are kept safe, and where possible this is within their natural family, however on occasion it is necessary to take action in order to ensure the children are protected.

2. Summary

- 2.1 This report provides a brief overview of the functioning of the Conwy and Denbighshire Local Safeguarding Children Board (LSCB), including its governance and financial arrangements. The report also provides a summary of the LSCB's key priorities for 2011-12, and its achievements against those priorities. Finally, the challenges remaining for 2012-13 and the LSCB's priorities for that year are outlined.

3. Key priorities 2011-12

- 3.1 Partners' annual reports to the LSCB were a valuable tool for raising issues with the Board, and these, alongside the results of the annual self-assessment process, informed the LSCB's priorities for 2011-12. Following consultation, where partners ranked what they thought the most important issues for the LSCB to address, the following priorities were identified for 2011-12:
 - a. Through early intervention, to prevent families where the parents/carers have drug & alcohol, mental health or domestic violence problems escalating from safeguarding concerns to child protection issues.
 - b. To ensure that the results of mapping work on vulnerable families are shared with partners; and to also ensure that the services that are planned in response to those results are shaped from a safeguarding perspective.
 - c. Through early intervention, to prevent children exhibiting inappropriate sexualised behaviour becoming perpetrators of sexual offences.

- d. To ensure that the direction, work and review of the LSCB is informed by consultation and participation with children, young people, their parents and carers.

3.2 Actions were allocated to the LSCB's various task groups and included in the 2011-12 business plan. Information about the progress the LSCB has made against its business can be found in section 7 of this report.

4. Governance and Accountability Arrangements

- 4.1 Current membership of the LSCB meets or exceeds the membership prescribed for LSCBs in the Welsh Statutory Instrument 2006 No. 1705 (W.167). Additional, non-prescribed members reflect local issues in Conwy and Denbighshire, and include, for example, representatives from CAF/CASS and the NSPCC. In addition to the prescribed and recommended members of the Board, the two Lead Elected Members for Children's Services from Conwy and Denbighshire sit on the Board.
- 4.2 In 2009-10, the LSCB Board set itself a target of 75% attendance at Board meetings. The Board's attendance rate for both 2010-11 and 2011-12 has now been calculated to include just the statutory representatives, and to also include deputies. Calculated in this way, attendance for 2010-11 was 74%, and for 2011-12, was 73%.
- 4.3 The structure of the LSCB remained stable during 2011-12, and is shown at Appendix 1. The Board's statutory partners are represented on the sub-groups, in addition to good support from voluntary and non-statutory agencies. For the LSCB's subgroups, attendance has remained fairly static compared to 2010-11, with statutory agencies achieving an average attendance rate of 60% in 2010-11, and 62% in 2011-12. Attendance by agency is shown in the table below.

Table 1: Attendance at LSCB sub-groups by agency (ranked by percentage attendance)

2011-12 attendance Statutory Agency	No. of representatives	Possible attendances	Actual attendances	Percentage attendance
PHW	1	15	12	80%
CCBC C&FS	10	59	45	76%
NW Police	4	29	21	72%
YJS	3	16	11	69%
CCBC Youth Service	2	11	7	64%
DCC C&FS	10	47	28	60%
BCUHB	11	77	44	57%
CCBC Ed	2	27	14	52%
Wales Probation	2	7	2	29%
DCC Ed	1	12	3	25%
Total		300	187	62%

4.4 The LSCB holds its partners to account via:

- An annual audit against the requirements of section 28 of the Children Act 2004
- An annual report on their safeguarding activities. A summary of the issues raised via these annual reports can be found at Appendix 4.

- An agreed set of safeguarding performance indicators. The end of year position on these indicators can be found at Appendix 3.

The Board considers the information provided via these mechanisms and takes action as appropriate.

5 Financial arrangements

5.1 The LSCB adopted a revised, reduced budget for 2011-12, in recognition of the financial constraints on partner agencies. The revised budget included just enough to cover the costs of the Business Manager, part-time administrative support, and the delivery of the Training Programme. The Chair wrote to partners in October 2012, requesting that they set aside the amount requested for this and future years, in order to give some stability to the LSCB. The level of contribution requested from each partner was calculated using the formula developed during 2010-11. Table 2, below shows the percentage contribution and the amount requested from each partner for 2011-12.

Table 2: Partners' Contributions to the LSCB.

LSCB Partner	Percentage contribution 2011-12	Requested Financial Contribution 2011-12
Denbighshire Social Services	12.50%	£7,633
Denbighshire Education	12.50%	£7,633
Conwy Social Services	12.50%	£7,633
Conwy Education	12.50%	£7,633
Betsi Cadwaladr Local UHB	36%	£21,982
North Wales Police	11%	£6,714
Probation	3%	£1,832
Total	100%	£61,060

5.2 All agencies contributed the amount requested apart from Wales Probation. Wales Probation advised the LSCB that their level of contribution was set nationally at a payment equating to 2.5% of our actual budget up to a ceiling of £2,500, and that they were unable to pay more than £1,527. This meant that Wales Probation's contribution to the LSCB was £305 less than requested.

5.2 In return for their contribution, partners received:-

- assurance of the quality of safeguarding practice through multi-agency audits,
- regular performance information
- the driving through of the business plan, reflecting partners' priorities
- the delivery of a multi-agency training programme. Partners were not charged for places on these training courses from 2011/12.
- Information on the activities/challenges within individual agencies in Conwy & Denbighshire in fulfilling safeguarding responsibilities as well as joint performance information
- Collective opportunity to influence and develop policies, procedures and practice
- Collective opportunity to ensure coordinated responses, for Conwy & Denbighshire, to safeguarding issues arising in Wales and across the UK

5.3 The LSCB closed the year with an underspend of £5,777. The underspend was mainly due to having used balances brought over from 2010-11 to fund the training programme (including some of the costs of the conference), and lower than budgeted expenditure on

salaries. Expenditure on salaries was less than expected as the post of administrative assistant was vacant for six months. The costs of the Child 3C Serious Case Review were met from the money originally set aside for the training programme, instead of using the contingency fund, which remained untouched. The underspend was carried over into 2012-13. Table 3 summarises the 2011-12 budget outturn.

Table 3: 2011-12 Budget and outturn

Fund	2011-12 Budget	Actual expenditure	Balance 31 March 2012	Commitments 2012-13	Balance to carry forward
	£	£		£	£
General fund	60,755 ¹	51,159	9,596cr	1,395	8,201 cr
Training fund	8,437	7,743	694 cr	3,118	2,424 db
		Balance	10,288	4,513	5,777 cr
Contingency fund	39,719	0		0	39,719 cr

¹The budget was set at £61,060 but Wales Probation contributed £305 less than requested.

6 Key areas of progress/achievement

6.1. Training

6.1.1 A Training Needs Analysis was conducted in January 2011. The exercise identified a need for training on Inappropriate Sexualised Behaviour, and also on Children living in Families with Domestic Violence, Drug or Alcohol, or Mental Health problems. In response to the needs analysis, and in recognition of the LSCB's priorities, two large events on 'Inappropriate Sexualised Behaviour' were delivered to wide audiences in September 2011 and March 2012. An event on 'Compromised Parenting' has been carried over into the 2012-13 Training Programme.

6.1.2 Table 4 shows that the LSCB continued to support safeguarding training in the Voluntary Sector, with 30% of attendees on our training events coming from this area. However, it can also be seen some statutory partners are poorly represented in the overall attendance figures.

Table 4: LSCB Training Courses and Attendance by Agency

Training Course	BCUHB	CCBC - CFS	CCBS - Ed	DCC - CFS	DCC - Ed	Voluntary	Probation	YJS	NW Police	CCBC Youth	Private School	Totals
Child Protection (6 courses)	0	39	3	17	1	81	2	3	0	1	1	148
Inappropriate Sexualised Behaviour	67	19	11	26	9	29	2	13	0	1	2	179
Legal Training	20	7	2	0	6	8	0	0	0	0	1	44
LSCB Annual Conference	23	11	32	7	2	29	0	2	4	1	4	115
Totals	110	76	48	50	18	147	4	18	4	3	8	486
Percentage	23%	15%	9%	10%	4%	30%	1%	4%	1%	1%	2%	100%

- 6.1.3 Although 486 people attended the training events, only 295 evaluation forms were available to collate. The LSCB's first conference evaluation was qualitative rather than quantitative, and therefore, this is not included in the evaluation figures. The evaluation form asks how beneficial the course was, and the available evaluation forms show that 91% of respondents found the LSCB's training courses useful or very useful.
- 6.1.4 During 2011-12, the LSCB began to work towards creating a picture of all staff in the area for whom safeguarding training is relevant, and who have had single-agency training. All partner agencies were asked to provide information to the LSCB, and the results of the exercise are shown in Table 5, below. However, no response was received from both Counties' Housing Services, or from Denbighshire Education and Youth Services; therefore these services are not represented in Table 5. In addition, of those agencies that did respond, there is recognition that, in some cases, not all training has been captured.

Table 5: Safeguarding Staff and Training

Staff Category	Code	Number of staff where safeguarding training is relevant	Single agency training places delivered
In regular contact with children & young people	A	5,530	1,503
Work regularly with children & young people	B	7,063	1,893
With particular responsibility for safeguarding children & young people	C	1,987	45
Combined groups B&C	B&C	40	112
	Total	14,620	3,553

- 6.1.5 The information gathered through this exercise will begin to provide the LSCB with the information it needs to assess whether single and multi-agency training is meeting the needs of those working in the area. Discussions on creating a database to manage this information also got underway during the year.

6.2 Audit and Quality Assurance

- 6.2.1 The LSCB conducted its second annual audit against Section 28 of the Children Act (2004). Partners were asked to complete the audit and identify areas for action. The 2011-12 audit has not yet been completed as not all responses have been received. In part, this is due to the pan-North Wales organisations' legitimate concern that they do not complete three different audits. For this reason, the Three North Wales LSCBs have worked together to agree a common format for the Section 28 audit, and from 2013, the timing of the exercise will be co-ordinated.
- 6.2.2 An audit of core groups was undertaken during 2011-12. The focus of the audit was to look at the quality of the core group work undertaken between the initial case conference and the first review conference, and to check whether the LSCB's practice guidelines on Core Groups were followed consistently. The findings were reported to the Practice Development Group and a task group is taking forward the work on the areas identified for improvement.

6.2.3 An internal management review was undertaken by Denbighshire's Children Services, following the arrest and subsequent conviction of both parents in a family where the children were neglected. The review recommended that an audit of re-registrations be undertaken, and this was completed during 2011-12 by Conwy and Denbighshire Children's Safeguarding Officers. The results of the audit were reported to the LSCB's Strategic Management Group, which has asked the Practice Development Group to consider the findings in depth, and devise a an action plan to address the areas for improvement.

6.3 Practice Development

6.3.1 Following an audit of referrals in 2012-11, the Practice Development Group developed a presentation for agencies to use to improve the quality of their referrals to Children's Services.

6.3.2 The 'Framework for Analysis', a tool for referring agencies to use when they are concerned about a child, was developed in Conwy and spread across the LSCB area with training support.

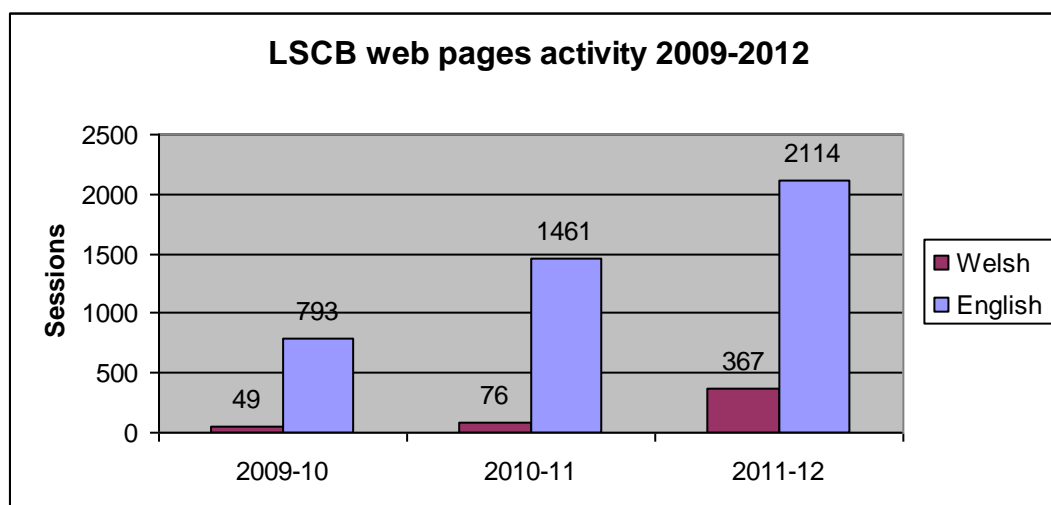
6.3.3 Task groups on Inappropriate Sexualised Behaviour (ISB) and Domestic Abuse provided the Strategic Management Group with first reports on provision for children affected by these issues. Both task groups are continuing into 2012-13.

6.3.4 It is the Practice Development Group's role to consider performance information from partners, and identify and address and practice issues highlighted by the information. During 2011-12, partners have continued to improve the quality and quantity of performance information they provide, thus allowing the group to fulfil its role more effectively.

6.4 Communications and Consultation

6.4.1 The LSCB's webpages were updated to contain separate sections for professionals, parents/carers, and children & young people. There was a 45% increase in the number of website sessions during 2011-12 compared to 2010-11, and usage has been increasingly steadily since 2009-10. Chart 1, below, illustrates this increasing usage.

Chart 1: LSCB web pages user sessions



- 6.4.2 Several press articles were produced, and articles were included in the NYAS newsletter, & Denbighshire local paper The LSCB launched its own Facebook page during the year, and this received enough 'likes' to create its own Facebook website.
- 6.4.3 The LSCB's first conference, featuring two highly regarded speakers and several workshops, took place as planned. Feedback has been very positive
- 6.4.4 A joint Conwy & Denbighshire Children and Young People's Partnership / Voluntary Sector Council and LSCB 'Safeguarding in the Voluntary Sector' event took place on 6th March 2012. In addition to informing attendees about the LSCB, the event also provided an opportunity to consult with the voluntary sector on its safeguarding concerns. The event was well attended and received positive feedback.
- 6.4.3 Conwy conducted a new programme of consultation with families on the register during the year, and Denbighshire CYPP funded a consultant to conduct consultation with families on the register in Denbighshire. The Communication and Consultation sub-group considered the results of both Denbighshire & Conwy CYPPs' consultation exercises, increasing the ties between the partnerships, and the understanding of children's safeguarding concerns. A questionnaire on the wider safeguarding agenda has since been jointly developed by the LSCB and CYPP. The questionnaire will be used in schools during 2012-13.
- 6.4.4 Eighteen teams have been consulted, including teams from the local authorities, Health, Police and the Voluntary/third sector. The results from any consultation exercises that took place before October 2011 were fed in to the LSCB's business planning away day.
- 6.4.5 One 'post-it/ share-it' was received during the year. The post-it drew the LSCB's attention to good practice between social workers and midwives at Glan Clwyd Hospital.

6.5 Serious Case Reviews (SCRs)

- 6.5.1 The LSCB Serious Case review sub-committee has manages the Serious Case Review process and monitors any action plans arising. Relevant Internal Management Reviews (IMRs) are also brought to the sub-committee and action plans arising from IMRs are also monitored. During the year, it was also agreed that a new process for 'Cases of Special Interest' would be introduced, looking at cases which do not meet the criteria for SCRs.
- 6.5.2 During 2011-12:
- A Serious Case Review relating to the possible ingestion of methadone by a two-day-old baby (Child 3C) was concluded during the year. No failure of multi-agency working was found, but an action plan to improve practice was agreed. All but one of the actions from the action plan have been completed. Work is on-going on the remaining action; to review the formats of reports to child protection conferences.
 - One review was begun during the year; the subject of which is the suicide of a young person (Child 4D). The Child 4D review met the criteria for a Serious Case Review, but is being conducted as a pilot for the Welsh Government's proposed Child Practice Review Process.

6.6 The Child Death Review Panel

- 6.6.1 Four Panel meetings were held to discuss the deaths of children within Conwy and Denbighshire in the year April 2011 to March 2012. A total of 20 deaths were discussed. The suicide of a young person is the subject of a Serious Case Review, although the review is being

conducted as a pilot for the Welsh Government's new Child Practice Review process. No safeguarding concerns were identified in respect of any of the other children.

Table 6: Children discussed at Child Death Review Panel 2011

Cause of Death	Number	Comments
Extreme Prematurity (less than 30 weeks)	7	
Infection	1	Meningitis
Terminal illness	4	
Severe congenital abnormality	2	
Accident	1	Fall from a height
Road Traffic Accident	3	Includes two siblings passengers in the same car
Suicide	1	The subject of a SCR / Child Practice Review
Unexpected death (other)	1	
Total	20	

7. Progress against the Business Plan

7.1.1 The Business Plan End of Year Update is attached at Appendix 1 to this report. Table 7 shows the number and percentage of actions completed/ slightly behind schedule/ where no progress has been made at the end of the year, and compares 2011-12 performance with that of previous years.

Table 7: Progress against the Business Plan

RAG status	Status	2009-10 Business Plan		2010-11 Business plan		2011-12 Business plan	
		Number of actions	Percentage of actions	Number of actions	Percentage of actions	Number of actions	Percentage of actions
Green	Completed	27	43%	23	79%	26	84%
Amber	In progress/ slightly behind schedule	15	28%	5	17%	4	13%
Red	No progress / significantly behind schedule	17	29%	1	4%	1	3%
Total		58	100%	29	100%	31	100%

7.1.2 Actions that were not completed during the year were:

- The Overarching Safeguarding Policy has not been reviewed with partners
- A complaints policy has been developed but is being re-drafted in a simpler form
- Training courses on 'Compromised Parenting' and 'Learning from Serious Case Reviews' did not take place and have been carried forward to 2012-13.
- The database of staff needing multi-disciplinary training has been started but needs further work before it becomes useful

No progress was made towards re-establishing the adult/child mental health interface meetings, which have faltered due to poor attendance.

7.1.3 All incomplete actions have been carried over for continued attention during 2012-13.

8. LSCB effectiveness

8.1 The Board undertook its annual self-assessment in October 2011, using the Welsh Assembly's approved Self Assessment and Improvement Tool (SAIT) for LSCBs. The tool assesses performance against five dimensions:

- establishing the Board's strategic direction;
- establishing effective governance;
- building capacity;
- delivering outputs; and
- improving safeguarding outcomes for children.

Within the SAIT's dimensions are 21 standards, and each standard has graded bands of achievement, from 0 to 3. The LSCB scores itself according to which band it falls into, allocating a fractional score, as relevant, if a band is partially achieved.

8.2 The 2011-12 overall score against the SAIT is shown in Table 8, below, compared to previous years. Changes in scores against the standards were as follows:

- In 16 of the 21 standards, the LSCB showed an improved score compared to 2010.
- Three standards scored the same as in 2010: business planning, safe recruitment and training.
- Two standards were scored lower than in 2010: resources and informing the community

Table 8: Self Assessment and Improvement Tool Scores

	2009	2010	2011
Total Score	23	33.25	41.5
Percentage of standards band 2 or above	10%	38%	67%
How confident do you feel about the prospects for the LSCB to become more effective? (group response)	Not recorded	Moderately	Moderately

9 Risk

9.1 The Board keeps its risk register under regular review, and a revised register was agreed at the end of 2011-12. Three new risks were added:

- The risk that poor co-ordination of sub-groups and lack of clarity over key tasks/ the outcomes sought hinders progress
- The risk that the Board is unable to demonstrate improved outcomes for children
- The risk that progress against the LSCB's business plan is disrupted as the regional integration and collaboration agenda diverts LSCB time from its core activities and delivery of its business plan

Controls are in place to manage all risks.

9.2 The risk that a Serious Case Review finds failure of multi-agency working has been on the LSCB's Risk Register since the register began. This risk remains critical due to the

serious nature of the effects such a failure could have, and the continuing possibility that despite best efforts, there is always the possibility that such an event could happen.

10 Priorities for 2012-13

10.1 Priorities for 2012-13 were discussed at the LSCB's Away Day, taking into account:

- issues raised via partners' and partnerships' annual reports to the LSCB,
- the results of the SAIT exercise (para 8) and of the Section 28 audit (para 6.2.1),
- staff consultation,
- and issues raised by representatives on the day.

Housing and Education were not represented at the Away Day.

10.2 An on-the-spot voting exercise took place, with four issues receiving the most votes and being agreed upon by the group as the priorities for the LSCB for 2012-13. Subsequent discussions resulted in two priorities from 2011-12 being carried forward into 2012-13. Priorities for 2012-13 are shown below:

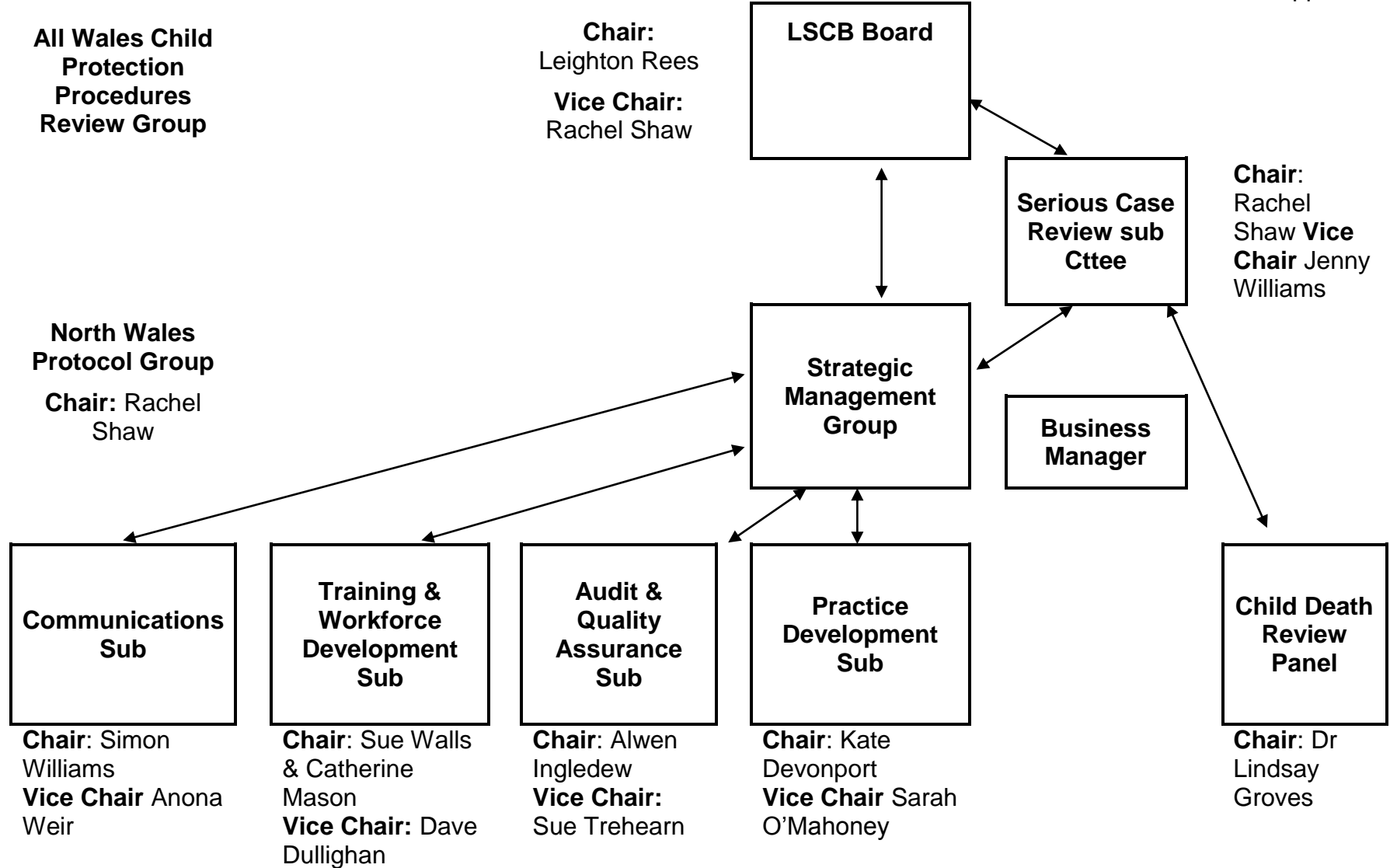
- Inappropriate Sexualised behaviour -, to prevent children exhibiting inappropriate sexualised behaviour becoming perpetrators of sexual offences, and ensure that children at risk of harm are protected
- Safe employment – to ensure organisations within the LSCB area meet best practice standards in safe employment
- Thresholds – to establish clear and agreed thresholds for intervention which are widely understood and accepted across the LSCB area.
- Partnerships – to ensure that partnerships with safeguarding responsibilities work together to safeguard children

And, continuing from 2011-12

- To prevent families where the parents/carers have drug & alcohol, mental health or domestic violence problems escalating from safeguarding concerns to child protection issues
- To ensure that the direction, work and review of the LSCB is informed by consultation and participation with children, young people, their parents and carers

10.3 The LSCB's priorities have directed the LSCB's 2012-13 business plan.

LSCB STRUCTURE 2011-12



Issues Raised via Partners' and Partnerships' Annual Reports to the LSCB

Partners'/ Partnerships' Issues/ priorities reported before October 2011: included in discussions for 2012-13 business plan

Key issues arising from partners' annual reports to LSCB

- Young people in custody
- Sexually harmful behaviour
- young people who pose a risk to other young children
- Young people in education who have committed sexual offences
- High rate of re-referrals to Children's Social Services
- Thresholds for intervention higher – impact on ESW service
- The need to improve core assessment quality & activity
- Awareness of & adherence to LSCB protocols
- Better joint working to deliver against shared priorities
- Police Protection Orders – 'central' district disparity
- CRB checks for school governors
- The effects of poor parental mental health on children
- Poor parental mental health that does not meet the threshold for MH services
- Pressure on housing for homeless families
- Registered Social Landlords: safeguarding awareness and promotion
- Bubble of debt in housing market which may cause pressures for all

Key issues arising from partnerships' annual reports to LSCB

- Childhood injuries
- Sexual Health
- How best to ensure a strong connection and accountability with the LSCB

Partners'/ Partnerships' Issues/ priorities reported in December and May
(The May meeting was the re-scheduled March/ end of year Board meeting)

Conwy CYPP

- Develop a service profile around child protection recruitment specifically on the voluntary sector
- Develop a 'Safeguarding Strategy a Guide for Volunteers'.
- Raise awareness of child protection through a 'Learning Exchange' event, provide a networking opportunity for organisations and promote the 'Safeguarding Strategy a Guide for Volunteers'.
- Priority Area 20.2 - Vulnerable young people within our communities have access to appropriate care and support to enable them to live independently and safely.
- Priority Area 22 - Children and young people in Conwy are free from accidents and injuries.

Denbighshire Big Plan:

- Reduce childhood injuries
- Raise awareness of abuse and neglect and
- reduce the risk of injury and death of
- vulnerable people
- Effectively tackle domestic abuse
- Prevent escalation to child protection issues
- Shape safeguarding service planning

NSPCC

- those who experience neglect
- physical abuse in high-risk families (those families with violent adults, alcohol and drug abuse and mental health issues)
- those who experience sexual abuse
- children under the age of one
- disabled children
- children from certain black and minority ethnic (BME) communities
- looked after children.
- create and deliver the services that are most effective at protecting children
- provide advice and support for adults and professionals worried about a child
- work with organisations to ensure they effectively protect children – and challenge those who do not
- campaign for changes to legislation, policy and practice in order to keep children safe.

Education:

- The challenge to deliver safeguarding training to diverse groups: School governors, school crossing patrols, contacted services, etc.
- Difficulties regarding CRB checks, changes to the process, and the use of the Chief Constable's discretion
- Continuing concern regarding parents whose mental health affects their parenting capacity.

NW Police: multi-agency work on

- The prevention of sexual offences against children and young persons.
- Reducing the number of occasions that children go missing from home or care and to prevent children being victims of child sexual exploitation
- Reporting and acting upon domestic abuse.

Wales Probation

- Domestic Violence and its affect on children
- Internet offending
- Offenders with substance misuse problems and their capacity to care for their children
- Protection and safeguarding of children of offenders, fo all offenders who have contact with children, not just those who have convictions against children

Conwy Children & Family Services

- Improve the identification of vulnerable and at risk children
- Improve early preventative service intervention
- Ensure children remain safely or are rehabilitated safely with their families
- Continued development of case management and decision making skills

Denbighshire Children & Family Services

- Vulnerable families provide stability and safe care for their children
- Looked after children are provided with permanent, stable, secure and loving families and become independent adults
- Vulnerable children are protected
- Children with complex additional needs are enabled to live stable, secure and inclusive family lives

Table 1: Multi-agency working: Child Protection Performance Indicators									
REF	Description	Frequency	Wales average 2010-11	Conwy			Denbighshire		
			%	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
SCC10	The percentage of referrals that are re-referrals within 12 months	Annual	28.61	20.6%	18.6%	13.9%	37.5%	38.8%	19.6%
SCC14	The percentage of initial CP conferences due held within 15 working days of the strategy discussion	Quarterly	84.99	81.18%	86.3%	89.2%	66.4%	73.2%	98.1%
SCC15	The percentage of initial core group meetings held within 10 working days of the initial CP conference	Quarterly	77.35	87.5%	95.7%	90.3%	85.2%	86.2%	89.1%
SCC34	The percentage of child protection reviews carried out within statutory timescales during the year.	Quarterly	96.89	99.41%	97.8%	100%	98%	100%	100%

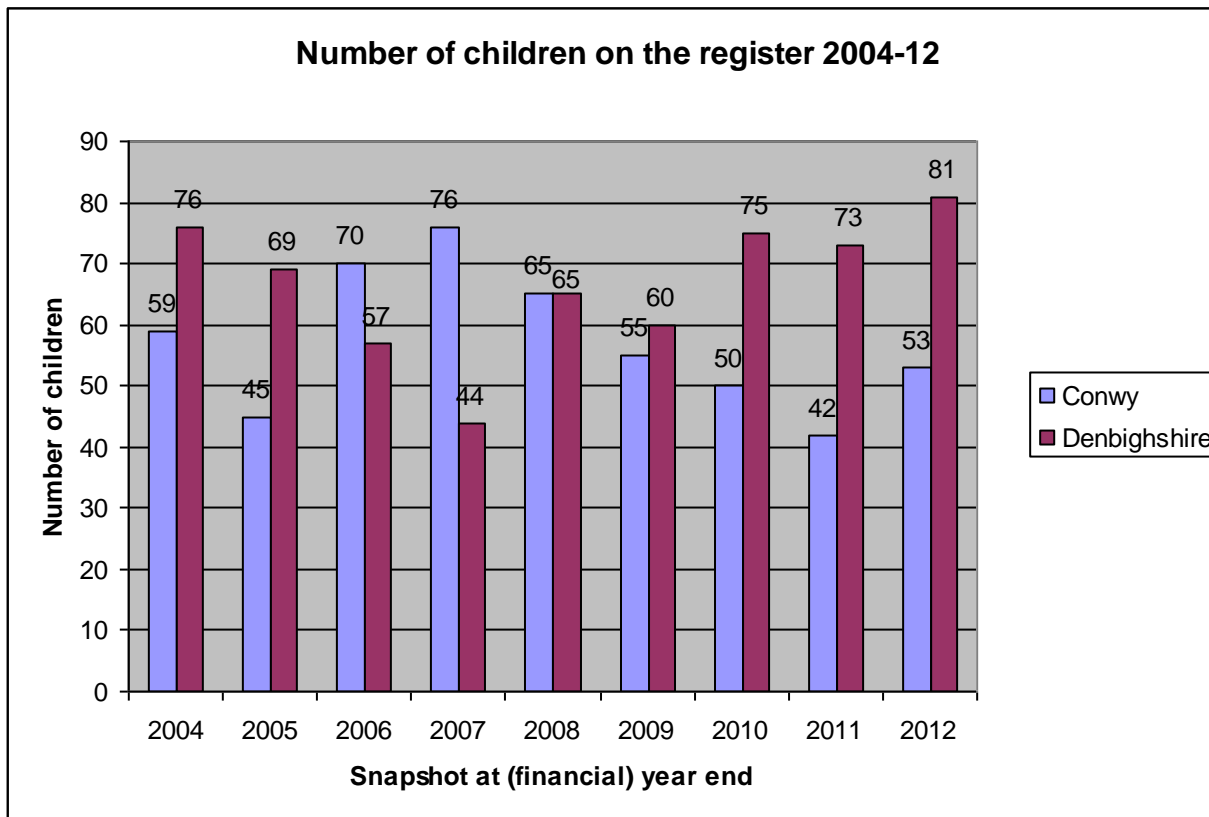


Table 3: Partners' Performance Indicators/ data. Children's Social Services									
				Conwy			Denbighshire		
REF	Description	Frequency	Wales average 2010-11	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
SCC06	The percentage of referrals on which a decision was made within 1 working day (cumulative)	Quarterly	95.4%	59%	96.1%	96.8%	94.5%	95.5%	98.4%
SCC 013 ai	The percentage of open cases of children on the CP register with an allocated social worker	Quarterly	99.69%	100%	100%	100%	100%	100%	100%
	Total number of additions to the Child Protection Register during the year who had previously been on the register	Annual	n/a		10	19		23	21

Table 4: Partners' Performance Indicators/ data. Youth Justice Service									
REF	Description	Reporting Frequency	Wales average 2009-10	NW Average 2009-10	April – June 2011	July- sept 2011	Oct-Dec 2011	Jan- march 2012	Annual cumulative 2011-12
YJS1	Number of children in custody	quarterly	112	21	1	4	8	2	15
YJS 1a	Custody rate: young people receiving a conviction in court who are sentenced to custody	quarterly	Wales average 2010-11 5.6%	NW average 2010-11 3.6%	2.2%	6.8%	15.4%	2.4%	9.26%
YJS2a	Number of children who pose a risk to other children: Category of risk a)Sexual	quarterly	Not yet published	Not yet published	2	2	2	3	3
YJS2b	Number of children who pose a risk to other children Category of risk Violence towards peers	quarterly			8	10	10	10	10
YJS2c	Number of children who pose a risk to other children_Category of risk Neglect of a baby	quarterly			0	0	0	0	0
YJS2d	Total number of children who pose a risk to other children	quarterly			8	10	10	10	10

	Table 5a: DA Crimes - Victims Aged 10-17	Per 1000	DA NC - Victims Aged 10-17	Per 1000	SSO Victims Aged 17 & Under	Per 1000	VAP Victims Aged 17 & Under	Per 1000	*PPO Per 1000
% Change	-6.0%		-25.7%		8.3%		-0.4%		-51.4%

Data on missing children will be available from 2012-13.

**These data refer to the number of occurrences with a PPO*

Table 5b Police Protection Orders

**These data refer to the number of occurrences with a PPO, and not the total number of PPOs. A breakdown is provided below:*

Area	LA	PPO Events	PPO Persons
Western	ANGLESEY	17	1
	GWYNEDD	10	1
	Western Total	27	2
Central	CONWY	18	0
	DENBIGHSHIRE	8	1
	Central Total	26	1
Eastern	FLINTSHIRE	15	2
	WREXHAM	8	6
	Eastern Total	23	8
Force Total		76	11

Notes:

*For Victims Aged 10-17 years per 1000 population, the 10-17 population has been applied
 For Victims Aged 17 & Under per 1000 population, the 17 & Under population has been applied
 For PPO per 1000 population, the entire population has been applied
 Population data acquired from Stats Wales, and are Mid-Year Estimates for 2010*

Table 6: Partners' Performance Indicators/ data. BCUHB				
REF	Description	Reporting Frequency	2011-12	
BCU1	Immunisation rates – pre-school children	Quarterly	See below	
BCU 2	Number of referrals to MARAC from Emergency Departments	tbc	East	76
			Central	53
			West	73

Betsi Cadwaladr UHB Summary - COVER101

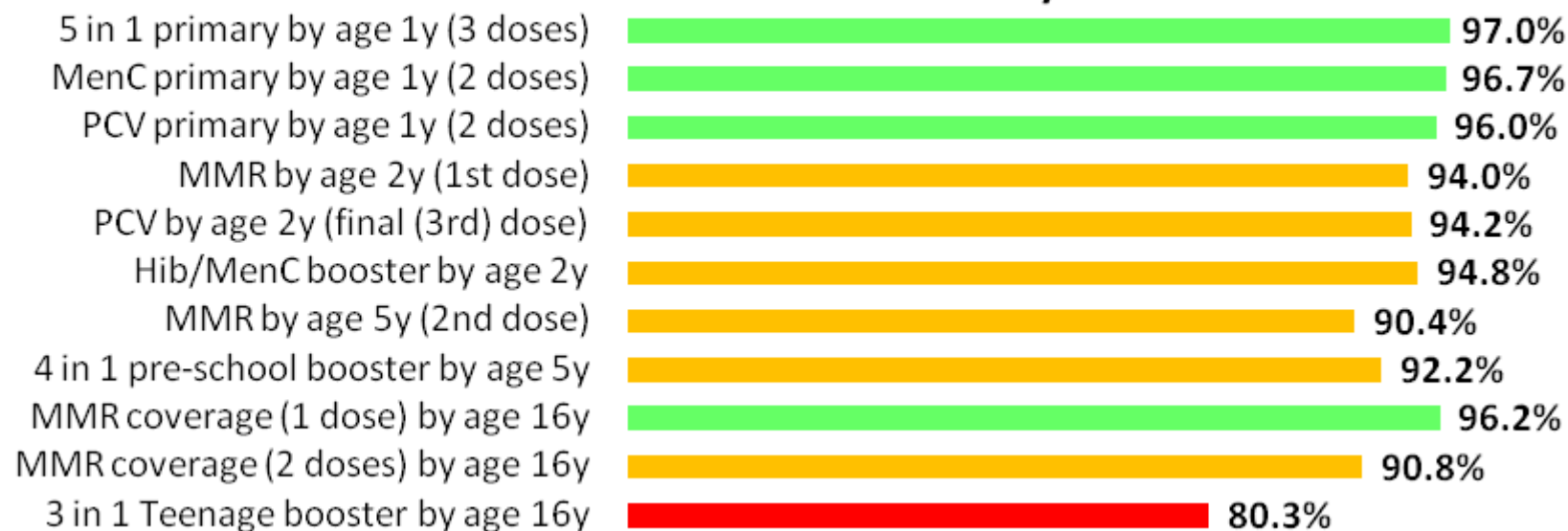


Table 7: Partners' Performance Indicators/ data Wales Probation (including MAPPA)						
REF	Description DRAFT INDICATORS	Reporting Frequency	Wales/ UK average 2009-10 Number & (percentage of offenders)	Wales 2011-12 Number & (percentage of offenders)	Conwy & Denbighshire 2010-11 Number & (percentage of offenders)	Conwy & Denbighshire 2011-12 Number & (percentage of offenders)
WP1	Attendance by invited agencies at level 2 & 3 meetings, where the offender is under 18 years of age	Quarterly	Not available	Not available	93%	90%
WP2 (R2.1) ¹	Offenders, now or on release, likely to live with, or have frequent contact with, any child who is on the child protection register or is being looked after by the local authority.	Quarterly	1506 (8%)	1514 (9%)	104 (9%)	117 (10%)
WP3 (R2.2)	Offenders where there are any concerns in relation to children.	Quarterly	4666 (26%)	4767 (29%)	327 (28%)	383 (34%)
WP4	Offenders with a very high or high level of risk to children in the community	Quarterly	677 (4%)	686 (5%)	50 (5%)	48 (5%)
WP5 (R11.4)	Offenders disqualified from working with children	Quarterly	711 (4%)	729 (4%)	48 (4%)	55 (5%)
WP7 (r11.5)	Offender with a conviction against a child	Quarterly		1365 (12%) ²	Not yet available	114 (14%)
WP8 (R11.6)	Offenders presenting an ongoing risk to children	Quarterly		1755 (15%)	Not yet available	182 (22%)
WP9 (R7.1a)	Offenders presenting a risk to identifiable children	Quarterly	3526 (20%)	3621 (22%)	242 (21%)	274 (24%)
WP10 (R7.1b)	Offenders involved in a situation where there are identifiable children who are considered to be at risk from others	Quarterly	1,119 (6%)	1,157 (7%)	76 (7%)	82 (7%)
WP11	The number of offenders with children registered (current) with social services	Quarterly	Not available	Not yet available	Not yet available	260
WP12 (R7.3)	Child protection conferences or 'looked after children' reviews held	Quarterly	1504 (8%)	1489 (9%)	96 (8%)	93 (8%)

Partners' & Multi-Agency Performance Data and indicators 2011-12

¹Numbers in brackets refer to Probation's reference ²Due to problems extracting data, the figures for this indicator are for the period Apr- Dec only.

Table 8 : Partners' Performance Indicators/ data MARAC			
REF	Description	2010-11	2011-12
MARAC 1a	The number of children living with domestic violence in cases referred to the MARAC: Conwy	284	232
MARAC 1b	The number of children living with domestic violence in cases referred to the MARAC: Denbighshire	283	282
Total		567	514

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
1	SAIT Standard 1 - The Board has a clear and shared understanding about which elements of safeguarding it is accountable for and for which it is holding others to account				
1a	Implement and review the Overarching Safeguarding Strategy for Conwy & Denbighshire (SMG 1) *	SMG members / partnership link members	SMG / Partnership Lead Members	The policy has now been taken to the relevant partnerships' Boards. Review of the policy has been hampered by difficulties getting senior representatives from the relevant partnerships together. The review of the policy will now take place in 2012-13.	AMBER
1b	Further develop the annual report template. Revision to address the promotion of organisational understanding and ownership of the agency's contribution to the work of the LSCB (SAIT 3), and to strengthen arrangements for partners' reporting of their internal audit programme and findings (SAIT 19) (SMG2)	BM time	BM / Audit sub	Revised template now in use	GREEN
2	SAIT Standard 2 - The LSCB has specific objectives which aim to improve the quality of safety for specific groups of children				
2a	Further develop actions to take forward the priorities for 2011-12. (SMG3)	SMG/ sub-groups/ link members	SMG/ BM	Actions have been taken forward via the Practice Development and Training sub-groups.	GREEN

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
2ai	Develop improved multi-agency skills to deal with cases of inappropriate sexualised behaviour Priority 3 (PD 5)	YJS CAMHS BCUHB NW Police DCC CCBC	Practice Development sub	<p>A training event on Inappropriate Sexualised Behaviour took place on 30th September 2011, and a further event on 16th March 2012, which concentrated on inappropriate behaviour in the under 12s.</p> <p>A task group was set up, and this has reported to SMG, in addition to contributing to the review of the All Wales Procedure on Inappropriate Sexualised Behaviour.</p> <p>Following the report to SMG, the task group will continue during 2012-13, and report to SMG on gaps, services and models for the provision of services.</p>	GREEN
2aii	Work through the Adult/Child Mental Health interface meetings to look at cases where there have been low level mental health concerns, to inform a re-write of the mental health protocol and improved multi-agency practice. Priority 1 (PD6)	DCC CCBC BCUHB	Practice Development sub	<p>The first draft of the revised Mental Health Protocol has been produced. This is currently with the North Wales Protocols Group, and the final draft will be circulated for consultation when it is ready.</p> <p>The Strategic Interface meetings have faltered due to poor attendance. The matter is now being dealt with by the Heads of Service.</p>	RED

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
2aiii	Scope the multi-agency response to domestic violence via MARAC with a view to improving the effectiveness of preventing escalation to Child Protection Priority 1 (PD7)	DV CoOrdinator CCBC	Practice Development sub	<p>Agencies have been encouraged to refer cases in to the MARAC, and the practice development group will receive feedback from the DV CoOrdinator on this issue.</p> <p>A task group of the Practice Development group put a report to SMG which recommended that a strategic approach is needed to commission and deliver resources to children to ameliorate the impact of living with domestic abuse.</p> <p>The LSCB is now working with the Strategic MARAC to map existing services and develop a model of DV services for the future.</p>	GREEN
2av	Board to consider results from mapping exercises in Conwy & Denbighshire and ensure resulting services are planned from a safeguarding perspective Priority 2 (SMG 9)	Conwy CBC & Denbighshire CC staff time	Practice Development sub	<p>The results were considered by the Board on 26th of September</p> <p>The LSCB will ask the CYPPs to update the Board on how Families First / the Integrated Family support Service is supporting vulnerable families.</p>	GREEN

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
3	SAIT Standard 3 - The members have negotiated the terms of reference for the LSCB Standard 6 -The LSCB specifies the responsibilities, knowledge requirements and accountabilities of individual members who sit on the Board Standard 12 - LSCB members are clear about the roles, responsibilities and reporting arrangements of the chair				
3	Introduce an appraisal process for Board Members and the Chair. Ensure business manager's appraisal is informed by LSCB members (SMG 4)	BM time	BM /SMG	A draft appraisal process has been discussed by SMG. SMG did not consider the appraisal process to be suitable for the Board at this time.	GREEN
4	SAIT Standard 4 - The independent identity of the LSCB as a statutory body is recognised Standard 17 - The Board is active in informing all members of the community of the role they can play to make their community safer				
4	Deliver the communications programme, to include a safeguarding public awareness strategy and programme of events, and to include all relevant partnerships (C&C 1)	Agency reps on comms sub	Communications & Consultation sub	A 'stock' of press releases has been generated. Articles have been published in the County Voice and in the NYAS newsletter. A poster has been produced, which was widely distributed to partner agencies at the LSCB's first annual conference	GREEN
5	SAIT Standard 9 - The LSCB has developed systems for ensuring governance of multi-disciplinary practice				
5a	Implement the Framework for Analysis across the LSCB (PD3)	Conwy CBC, Training sub group	Practice Development & Training sub	Framework For Analysis training has been delivered to all agencies involved in child welfare (apart from the police) across Conwy. To date, 3 sessions have been delivered to Denbighshire Social Workers in Children and Family Services and it has been agreed to deliver a further session in May to their partner agencies	GREEN

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status	
5b	Improve the quality of referrals via agency action plans (PD2)	All agencies /Practice Development	Audit sub	<p>Members of the Practice Development Group have been asked to develop action plans to improve referrals, and to give a progress report against them to the group. A task group has met and developed a 'Making an Effective Referral' presentation which has been delivered to the PD Subgroup</p> <p>Other agencies now need to take responsibility for the support and training they give to their staff and for quality assuring the referrals they make.</p>	GREEN	
5c	Develop a protocol & escalation process for evaluating compliance/ non-compliance with LSCB policies (A&QA1)	Business Manager, audit sub group	Audit sub group	A protocol and escalation process have been developed. Completed	GREEN	
6	SAIT Standard 10 - The LSCB has developed systems to ensure safe recruitment in all member agencies					

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
6a	Develop a safe recruitment strategy including standards for safe recruitment. Strategy to include vulnerable staff on the edges of organisations, e.g. taxi drivers (PD1)	Human Resources staff PD rep staff	Practice Development sub	The Pembrokeshire inspection has highlighted CRB checks and other considerations so this area of the Practice Development work plan is now being dealt with corporately. Conwy and Denbighshire LEA's reported to the LSCB Executive Board in December on their response to the Pembrokeshire report. A joint Conwy & Denbighshire CYPP/ VSC/ LSCB 'Safeguarding in the Voluntary Sector' event took place on 6th March 2012. The event focussed on safe employment. Training for Licensing has taken place Following the Board's away day in October, an action to set up a task group on safe employment next year has been included in the LSCBs work plan	GREEN
6b	Review the management of allegations against professionals (PD4)	CCBC & DCC social services Recommendations may have further resource implications	Practice Development sub	An audit of cases across Conwy & Denbighshire has been completed and the detailed results reported to SMG. Work on this issue is underway on an all Wales basis.	GREEN
6c	Extend the CRB checks from Board members to sub-group members (SMG 5)	BM time	BM	CRB checks have been requested and the results reported to SMG.	GREEN
7	Standard 11 - The LSCB has a robust process for reviewing and learning from serious case reviews (SCRs) which leads to improvements				

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
7	Improve the speed at which lessons from SCRs are learnt & training delivered (SCR 1)	SCR sub member time	SCR sub	Following the away-day, the Serious Case Review Sub-Committee will now be responsible for examining Cases of Special Interest (CSI). A draft methodology for the CSI has been produced to be considered at the SCR meeting of 2nd December 2011. The LSCB has acted as a pilot for the new WG methodology for Concise Reviews, which are one of the approaches that are being proposed to replace Serious Case Reviews	GREEN
8	Standard 13 - The Board has effective sub-groups to deliver its work plan				
8	Develop links with CYPP and other partnerships' sub-groups (SMG 6)	BM time	BM	A joint Conwy & Denbighshire CYPP/ VSC/ LSCB 'Safeguarding in the Voluntary Sector' event took place on 6th March 2012. A safeguarding questionnaire to be used in schools has been developed in liaison with both CYPPs The LSCB's training programme and uptake figures have been reported to Conwy CYPP's Core Aim Group 3.	GREEN
9	Standard 15 - The Board actively consults with both children, young people and parents/carers in the development and review of its work Standard 8 - The LSCB has a business planning, review and improvement system linked to achieving its specific objectives and improving the cooperation and effectiveness of the Board				

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
9a	Develop an LSCB policy statement on complaints and strategy for dealing with them (C&C 2)	C&C sub member time	Communications & Consultation sub	The complaints policy has been considered by SMG and will be re-drafted to reflect the discussion.	AMBER
9b	Develop the public face of the web pages (C&C 3)	BM/ CCBC web support / NW Police PR	Communications & Consultation sub	A Facebook page has been developed, and has received enough 'likes' to create its own Facebook website. The webpages now have separate sections for parents/carers; children & young people; and professionals Website usage has increased by 45% compared to 2010-11.	GREEN
9c	Review the results of existing consultation exercises to inform actions to improve the quality of safety for LSCB priority groups of children Priority 4 (C&C 4)	Comms sub member time	Communications & Consultation sub	The Communications sub group have considered Conwy's 2008 consultation with families on the CP register Conwy's consultation with Looked After Children was reported to the sub-group in November Conwy began a new programme of consultation with families on the register during the year, and this remains on-going. Denbighshire CYPP is funding a consultant to conduct consultation with families on the register in Denbighshire.	GREEN

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
9d	Use the results/ opportunities from existing participation /consultation mechanisms to inform its work on the wider safeguarding agenda Priority 4 (C&C 5)	Comms sub member time	Communications & Consultation sub	The findings from consultation conducted by both Counties' Children and Young People's Partnerships have been considered by the group. A questionnaire on the wider safeguarding agenda has been jointly developed by the LSCB and both CYPPs for use in schools during 2012-13	GREEN
10	Standard 16 - The LSCB has an active multi-agency training and development programme that meets the requirements of Working Together				
10a	Deliver the agreed Training Strategy and programme (T&WD 2)	Trainers time, venue costs £5k Speaker costs £? Administrative time 2 to 3 days per course	Training sub	The Introduction to Child Protection Courses took place as planned, and an updated course has been running since November. The Inappropriate Sexualised Behaviour event was over-subscribed and took place on in September 2011: a further event, focussing on behaviour in the under 12's took place in March 2012. The Training event on Compromised Parenting has been carried forward to 2012-13	AMBER
10b	Establish a database to identify those needing multi-disciplinary training (T&WD 3)	Administrative time	LSCB admin	The Training Needs Analysis was sent to partners on 25th November 2011. Information supplied in response to the Training needs analysis has provided the basis for the information database.	AMBER

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
10c	Report to SMG / the Board on Safeguarding Training across Conwy & Denbighshire, including through partners, e.g. Llandrillo college (T&WD 1)	Training sub group and all partners	Training sub group	The Training Needs analysis was sent out to partners before Christmas, but some partners have not been able to provide the information requested until recently. The report will now go to the next Board meeting	GREEN
11	Standard 18 - The LSCB actively promotes feedback to and from frontline staff about safeguarding policy and practice				
11a	Deliver the planned Workshop/conference for stakeholders & frontline staff (C&C 6)	Comms sub member time	Communication & Consultation sub & Training sub	The conference took place and feed back has been very positive.	GREEN
11b	Communicate with, support & involve frontline staff via a programme of monthly meetings (C&C 8)	BM time	BM	Eighteen teams have been consulted, including teams from the local authorities, Health, Police and the Voluntary/third sector. The results from the consultation were fed in to the business planning away day in October 2011	GREEN
12	Standard 19 - The LSCB knows about the quality of practice and actively works to improve this				
12a	Deliver schedule of multi-agency audits (A&QA 2)	Audit sub group members' time	Audit sub-group	Multi-agency audits of referrals and of core Groups have taken place, and action plans have been developed to address areas for improvement. . SMG have considered a summary of Part IV investigations, where there have been allegations against a professional. The Section 28 audit went ahead as planned.	GREEN

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
12b	Review and address s28 audit findings (A&QA 3)	Audit sub, Practice dev. Sub member time	Audit sub, Practice Development sub	All agencies have had their s28 audits returned with comments. The in-depth review of s28 audit findings will be carried forward to 2011-13, and focus on safe employment	GREEN
13	Standard 20 - The LSCB can demonstrate improvements to the outcomes for children receiving child protection services				
13a	Audit sub group to receive regular reports from agencies on the results of their audits and the related action plans (A&QA 4)	Audit sub member time	Audit sub	The results of the following audits have fed back to the audit sub-group: Denbighshire children & Family Services' s case file audit Conwy Children & Family Services' Child Protection audit Re-registration audit Part 1Vs Education QA exercise	GREEN
13b	Further develop the core data set to include key data from partner agencies, and outcome focussed indicators, once the desired outcomes have been agreed. (SMG 7)	Business manager, member agencies	BM	The Partner's data set has been further developed, with Health and MARAC data now available. A discussion document on outcome indicators was considered by SMG in late 2011, but it was considered that further work need to be done on the 2011-12 priorities before outcome indicators could be useful.	GREEN
14	Standard 21 - The LSCB can show how its own work and work with other partnerships is improving safety for all children				

LSCB Business Plan 2011-12

Annex 1, Appendix 4

SAIT Ref	Action and timescale	Resources	By whom	Progress	RAG status
14	With other partnerships, develop common programmes of work in support of overarching safeguarding priorities (eg Communications, Participation of CYP and families) (SMG 8)	b) Existing: Board and Partnership Lead Member time	SMG/ BM	LSCB Training information is now reported to the CAG3 group of Conwy CYPP. A joint CYPP and LSCB event for the Voluntary sector was delivered on 6th March 2012. A joint CYPP / LSCB safeguarding questionnaire has been developed for use in schools.	GREEN
A&QA – Audit & Quality Assurance C&C – communications & Consultation PD – Practice Development			SCR – Serious Case Review SMG – Strategic Management Group T&WD – Training & Workforce Development		

No	RISK	Risk Owner	Impact / consequence	SCORE without controls	Controls to manage risk	SCORE with controls
1	The risk that a Serious Case Review finds failure of multi-agency working	LSCB Board Board Executive Lead from each agency	Possible avoidable serious harm to child. Loss of reputation for agencies involved. Damaged public trust.	C1	<ul style="list-style-type: none"> • Single and Multi-agency audits • Staff training & LSCB multi-agency training • Communication and promotion of policies and procedures • Holding agencies to account for their safeguarding activities • Cases of Special Interest procedure 	C1
2	The risk that the Board fails to hold member agencies to account, and the functioning and effectiveness of the LSCB is jeopardised by partners' unreliable commitment / excessive dependence on one or two partners	LSCB Board	<p>Failure in a member agency affects the reputation of the LSCB and all its members. The LSCB fails in its statutory duty. Loss of reputation and public confidence. A child suffers avoidable significant harm.</p> <p>Multi-agency perspectives on issues is not achieved. Protocols and procedures are not suitable for all agencies, and may not be followed. Training courses do not meet all agencies requirements. Children and Families may not receive the services and support they need because practitioners do not know about services and procedures, or because they are not as good as they could have been with multi-agency input.</p>	B2	<ul style="list-style-type: none"> • Partners' annual reports to the Board • Section 28 audit • Annual SAIT exercise • Trust and challenge • Monitoring of attendance at LSCB meetings 	C2

LSCB Business Plan 2011-12

Annex 1, Appendix 5

No	RISK	Risk Owner	Impact / consequence	SCORE without controls	Controls to manage risk	SCORE with controls
3	The risk that the Board is unable to agree the relative roles and responsibilities of the various partnerships with safeguarding responsibilities, and the risk that this is exacerbated by the different arrangements for the CYPP in the two counties	LSCB Board / Board members with partnership liaison responsibilities	There are gaps in the safeguarding children agenda, as partnerships assume other partnerships are responsible for the missing area of service/policy. There is overlap in service/ policy and resources are wasted. Practitioners and the public are confused about where to go and who is responsible for what. Opportunities for shared projects are missed. Poor inspection results.	B2	<ul style="list-style-type: none"> • Partnerships' annual report to the Board • Implementation and review of the Overarching Safeguarding Policy • Joint projects with other strategic partnerships 	C3
4	The risk that Partners are unable to agree a permanent budget to support the work plan.	LSCB Board	The objectives in the work plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. The business plan, attendance, the budget, etc. are not monitored and fall behind. SAIT standards are not met. Training courses are not delivered.	B2	<ul style="list-style-type: none"> • Early identification and notification of the LSCB's required budget • Report (2010) showing research and basis for formula used for calculating partners' contributions. 	C2
5	The LSCB is unable to demonstrate progress	LSCB Board	The objectives in the work plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. SAIT scores remain static. Progress takes place but there are no mechanisms in place to demonstrate this. Poor inspection findings	C2	<ul style="list-style-type: none"> • Sub-groups report to SMG every 2 months • Quarterly reports to the Board against the Business Plan • Performance indicators monitored over time 	D2

LSCB Business Plan 2011-12

Annex 1, Appendix 5

No	RISK	Risk Owner	Impact / consequence	SCORE without controls	Controls to manage risk	SCORE with controls
6	The risk that poor co-ordination of sub-groups and lack of clarity over key tasks/ the outcomes sought hinders progress (new)	SMG	The LSCB's business plan is not delivered. Training courses do not take place, or training does not meet the Board's requirements. Audits are not conducted and the Board does not know about the quality of practice. People remain ignorant of the Board and its role, and safeguarding is not promoted in the community. Good practice is not shared, opportunities for improving practice are missed.	C2	<ul style="list-style-type: none"> Sub-groups report on progress against their workplans to SMG every 2 months Sub-group Chairs report issues for clarification or direction to SMG every 2 months 	D2
7	The risk that public spending cuts reduce agencies' ability to respond to child protection and safeguarding cases	LSCB statutory agencies	A child suffers avoidable significant harm. Failure in a member agency affects the reputation of the LSCB and its member agencies.	C1	<ul style="list-style-type: none"> Standing item on the Board agenda Regular updates from agencies to Practice Development Group. 	D1
8	The Board is unable to demonstrate improved outcomes for children (new)	Board	The changes that the LSCB makes do not have a positive effect on children's lives, but the LSCB does not know this because it has no mechanisms for demonstrating improved outcomes. The Board continues acting ineffectively. Or the changes made by the LSCB do have a positive effect on the lives of children, but the LSCB is unable to demonstrate this. Poor inspection results. Poor SAIT scores.	B3	<ul style="list-style-type: none"> Performance information is reported regularly to the Board and to the Practice Development Group 	C3

LSCB Business Plan 2011-12





Annex 1, Appendix 5

No	RISK	Risk Owner	Impact / consequence	SCORE without controls	Controls to manage risk	SCORE with controls
9	The risk that progress against the LSCB's business plan is disrupted as the regional integration and collaboration agenda diverts LSCB time from its core activities and delivery of its business plan. (new)	Board	The objectives in the business plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. SAIT scores remain static. Poor inspection findings	B2	<ul style="list-style-type: none"> Move at a pace that we can deliver and that does not cause disruption to the core business. 	C2

Risk Assessment Criteria

LIKELIHOOD	Event is almost certain to occur in most circumstances	>70%	Almost Certain	A					
	Event likely to occur in most circumstances	30-70%	Likely	B					
	Event will possibly occur at some time	10-30%	Possible	C					
	Event unlikely and may occur at some time	1-10%	Unlikely	D					
	Event rare and may occur only in exceptional circumstances	<1%	Rare	E					
					5	4	3	2	1
					Very Low	Low	Medium	High	Very High
Service Performance	Minor errors or disruption	Some disruption to activities / customers	Disruption to core activities / customers	Significant disruption to core activities. Key targets missed	Unable to delivery core activities. Strategic aims compromised				
Reputation	Trust recoverable with little effort or cost	Trust recoverable at modest cost with resource allocation within budgets	Trust recovery demands cost authorisation beyond existing budgets	Trust recoverable at considerable cost and management attention	Trust severely damaged and full recovery questionable and costly				
Financial Cost (£)	<£50k	£50k - £250k	£250k - £1m	£1m - £5 m	>£5m				

Corporate Risk Severity Key

	Minor	Risk easily managed locally – no need to involve management
	Moderate	Risk containable at service level – senior management and SLT may need to be kept informed
	Major	Intervention by SLT and / or CET with Cabinet involvement
	Critical	Significant CET and Cabinet intervention



Conwy & Denbighshire LSCB Business Plan 2012-13

Priorities 2012-13

- 1 Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected
- 2 The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff
- 3 A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection
- 4 Children are safer because partnerships with safeguarding responsibilities work together to safeguard children

And, continuing from 2011-12

5. Children experiencing difficulties due to their parents'/carers' drug & alcohol, mental health or domestic violence problems are identified so that concerns do not escalate from safeguarding to child protection issues
6. To ensure that the direction, work and review of the LSCB is informed by consultation and participation with children, young people, their parents and carers

KEY to subgroup abbreviations

A&QA – Audit & quality Assurance subgroup

C&C – communications & Consultation subgroup

PD – Practice Development subgroup

SCR – Serious Case Review sub-committee

SMG – Strategic Management Group

T&WD – Training and Workforce Development subgroup

**LSCB Business Plan 2012-13 First Quarter Update
Business Plan summary, July 2012**

Annex 2

RAG status	Status	June 2011-12 update		July 2012-13 update	
		Number of actions	Percentage of actions	Number of actions	Percentage of actions
Green	Completed	0	0%	0	0%
Amber	In progress/ slightly behind schedule	14	45%	6	32%
Red	No progress / significantly behind schedule	0	0	4	21%
Not yet due	Not yet scheduled to start	17	55%	9	47%
Total		31	100%	19	100%

LSCB Business Plan 2012-13 First Quarter Update

Annex 2

Priority 1 - Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected. SAIT standard 2.

Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
1a	<p>The LSCB resources a task group which will consider current provision for children exhibiting Inappropriate Sexualised Behaviour, and to develop a model for future provision</p> <p>By April 2012, a revived task group is established.</p> <p>Report to Board by December 2012,</p> <p>March 2013, actions included in LSCB partner agencies' annual reports.</p>	<p>Youth Justice Service / CAMHS plus other representatives</p> <p>PD subgroup*</p>	<p>Nominations to the task group have been slow, and the task group has not met.</p> <p>The March Practice Development Group meeting was cancelled due to the meeting room being double-booked.</p>	<p>RED</p>

Priority 1 - Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected. SAIT standard 2.

Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
1b	<p>The LSCB ensures that children at risk of harm from ISB from other children are protected.</p> <p>From July 2012, partnerships with safeguarding responsibilities inform the Board what actions they are taking to help all children protect themselves from ISB via their annual reports</p>	<p>CYPP link Board Members HSCWB link Board Members</p>	<p>The CSP report to the Board July 2012 contains the following relevant references:</p> <ul style="list-style-type: none"> • Teenage Relationship & Sexual Violence: Partnership working between the CSP and Ysgol Emrys Ap Iwan. The School drama group produce and deliver educational plays based on sexual crime to help raise awareness amongst their peers. Currently working with local Youth media group to produce Welsh Language version with the potential to incl in future SLO education within schools. • Reduce offending amongst under 18s • Management of the night time economy • Controlling the night-time economy, ensuring that the insidious supply of alcohol to those already drunk, and that all the risk associated with 'binge drinking culture are mitigated accordingly • School Community Police Officer : Continuous engagement within Schools. As part of the core programme, Officers deliver sessions to all pupils on the impact of anti-social behaviour and crime. 	AMBER

Priority 2- The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff. SAIT standard 10				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
2a	<p>The LSCB monitors partner agencies' procedures for safe recruitment and employment</p> <p>By July 2012, the Board is provided with information arising from in-depth consideration of partners' s28 audit responses around safe recruitment which allows the Board to be assured that procedures are in place and complied with, or that action plans are in place.</p>	A &QA sub-group	The Section 28 audit has not yet been completed,. Responses are still awaited from NW Police, and Housing in Conwy and Denbighshire.	RED

Priority 2- The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff. SAIT standard 10

Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
2b	<p>The LSCB resources a task group which will identify best practice in safe recruitment and employment , including commissioned/ contracted services</p> <p>By April 2012, a task group on safe employment is set up</p> <p>By December 2012, , the Board is provided with the information it needs to be able to make recommendations on improving safe recruitment and working practice (to include Part IVs) .</p> <p>By March 2013, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations</p>	<p>Safe employment task group Practice Development subgroup</p>	<p>Nominations to the task group have been slow, and the task group has not met</p> <p>The March Practice Development Group meeting was cancelled due to the meeting room being double-booked.</p>	<p>RED</p>

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Annex 2

Priority 2- The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff. SAIT standard 10

Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
2c	<p>The LSCB works with the C&YP Partnerships to improve safe employment practices in the voluntary sector</p> <p>From September 2012, via their annual reports, the C&YP partnerships inform the Board about the actions they are taking to help the voluntary sector improve its recruitment and employment /volunteering practices.</p>	<p>CYPP link Board Members CYPP co-ordinators</p>	<p>Reports are not yet due.</p>	<p>Not Yet Due</p>

Priority 3 - A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection SAIT standard 2 & 21				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
3a	<p>The LSCB resources a task group which will identify thresholds and access to different tiers of services (universal, targeted, statutory SSD) and the actions needed to develop a common understanding of them</p> <ul style="list-style-type: none"> • By April 2012, the task group is established. • By September 2012, the Board is provided with the information it needs to be able to make recommendations on developing a common understanding of thresholds • By December 2012, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations. 	<p>Julie Moss / Denbighshire C&FS Practice Development subgroup</p>	<p>Work undertaken in Denbighshire is now ready for sharing across both Counties.</p> <p>The March Practice Development Group meeting was cancelled due to the meeting room being double-booked. This has delayed the establishment of the task group.</p>	AMBER

Priority 3 - A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection
SAIT standard 2 & 21

Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
3b	<p>The LSCB ensures that there are mechanisms in place to identify and support vulnerable families, children in need, and children in need of protection</p> <p>By March 2013, the Children & Young Peoples' Partnerships, via their annual reports or another mechanism, will have reported on how Families First / IFSS is supporting vulnerable families and helping to identify children in need of protection</p>	Board link CYPP members	Reports are not yet due.	Not Yet Due

Priority 4 - Children are safer because partnerships with safeguarding responsibilities work together to safeguard children SAIT standard 21				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
4a	<p>The LSCB brings together key people from partnerships with safeguarding responsibilities, and including Adult Services, from both counties to discuss safeguarding issues.</p> <ul style="list-style-type: none"> • By June 2012 the meeting is arranged • By December 2012, the Board is provided with the information it needs to make recommendations on how partnerships can work together to safeguard children • Partnerships with safeguarding responsibilities report to the LSCB on their safeguarding activities via the annual rolling programme • By March 2013, partnerships' annual reports begin to include information on what they are doing to respond to the Board's recommendations. • The LSCB's annual report will include details on the collaborative joint events and common programmes of action undertaken with other Partnerships with safeguarding responsibilities 	LSCB Board	The meeting date has been set for 7 th September 2012.	AMBER

Priority 5 Children experiencing difficulties due to their parents'/carers' drug & alcohol, mental health or domestic violence problems are identified so that concerns do not escalate from safeguarding to child protection issues SAIT standard 2				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
5a	<p>The LSCB works with/ via the MARAC Steering Group to map current provision for domestic abuse, and develop a model for future provision</p> <p>By December 2012, , the Board is provided with the information it needs to make recommendations to improve provision for domestic abuse.</p> <p>By March 2013, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations</p>	<p>S Williams Practice Development sub-group</p>	<p>Closer ties have been established between the MARAC and the LSCB</p>	Not Yet Due
5b	<p>The LSCB ensures that staff are aware of, and confident in using the revised NW Mental Health and Substance Abuse Protocol.</p> <p>By March 2013, the Board is provided with the information it needs to assess the awareness and confidence of staff in using the revised NW Mental Health and substance Abuse Protocol.</p>	<p>Practice Development subgroup / Communications & Consultation sub-group Training sub-group</p>	<p>The revised Mental Health Protocol has not yet been finalised.</p>	Not Yet Due

PRIORITY 6 - TO ENSURE THAT THE DIRECTION, WORK AND REVIEW OF THE LSCB IS INFORMED BY CONSULTATION AND PARTICIPATION WITH CHILDREN, YOUNG PEOPLE, THEIR PARENTS AND CARERS(SAIT standards 8 & 15)				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
6a	<p>To review the results of consultation exercises with children and families who have been through the child protection process</p> <p>By September 2012, the results of consultation are reported to the Board.</p> <p>Issues concerning C&YP are taken into account when developing the LSCB's 2013-14 business plan.</p> <p>By December 2012, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations</p>	Communications & Consultation sub-group	<p>Consultation in Conwy is almost completed. The next step will be to report the findings to the Children & Family Services Management Team.</p> <p>Families have been identified for consultation with children on the child protection register in Denbighshire</p>	Not Yet Due
6b	<p>To work with the C&YP partnerships to consult with children on the wider safeguarding agenda</p> <p>By September 2012, the Board will have sufficient information about the issues of concern to C&YP, their parents and carers to make recommendations that begin to address those issues</p>	Communications & Consultation sub-group	A draft questionnaire has been produced for use in schools	Not Yet Due

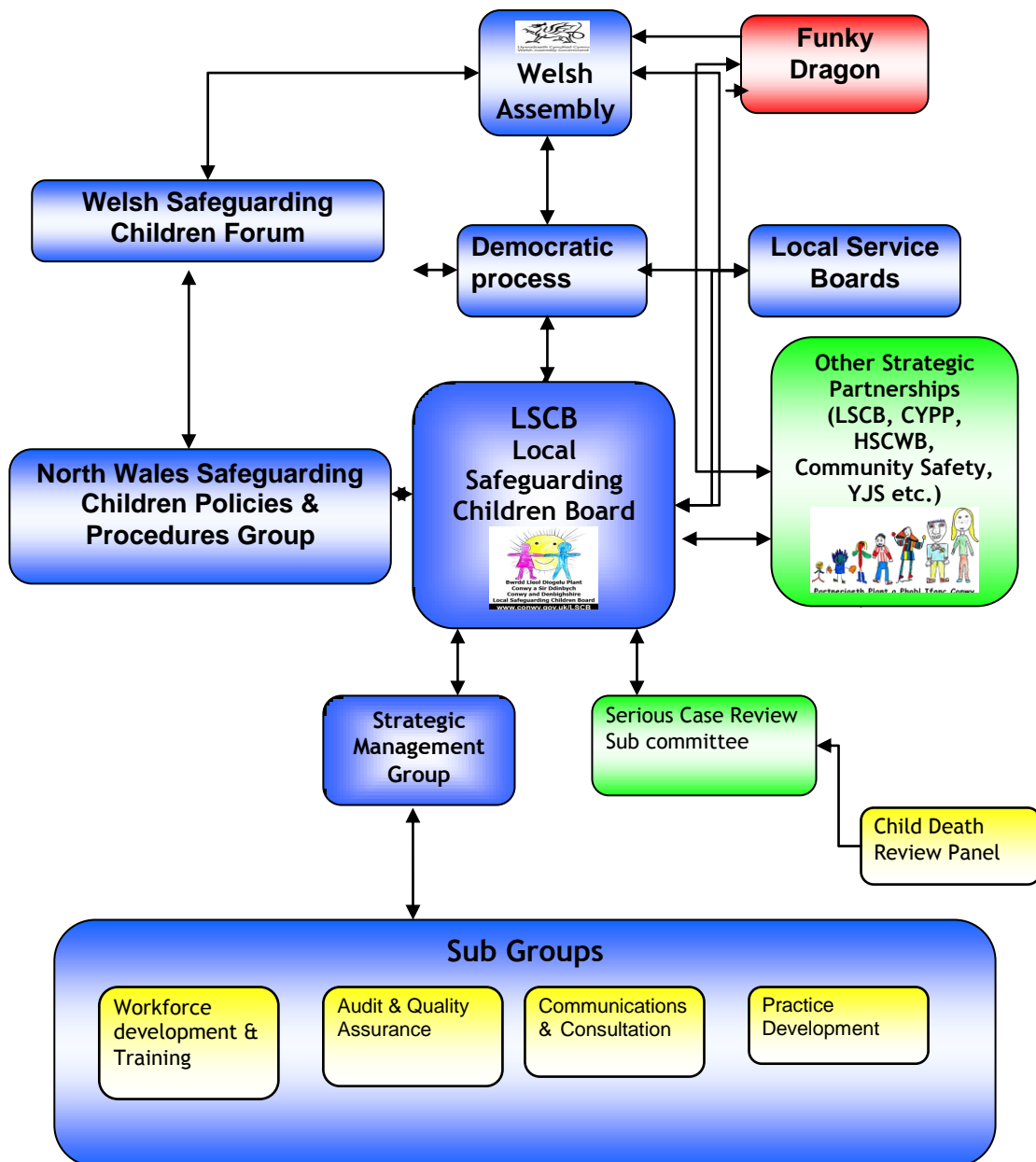
7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
7a	<p>The Board is assured that its members fulfil their duties under s28 of the Children Act 2004. (SAIT standard 7)</p> <p>By July 2012, the Board is provided with the information it needs to form a judgement on whether the s28 audit process gives the LSCB the assurance it needs that partners are fulfilling their duties</p> <p>The Board receives an annual report from each partner agency which outlines the agency's safeguarding priorities and any remaining challenges and issues, plus the contribution they have made to the LSCB's priorities.</p>	<p>Audit sub / the Board</p> <p>Audit sub-group</p> <p>All LSCB partner agencies represented on the Board</p>	The Section 28 audit has not yet been completed,. Responses are still awaited from NW Police, and Housing in Conwy and Denbighshire	RED
7b	<p>The Board is assured that policies and procedures are being implemented in practice. (SAIT standard 19)</p> <p>The Board is kept informed of any significant issues arising from multi-agency audits.</p>	Audit sub / the Board		Not Yet Due
7c	The Board is active in informing all members of the community of the role they can play in making their	Communication sub-group	A revised poster has been produced for wide distribution	Not Yet Due

7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
	<p>community safer. (SAIT standard 17)</p> <p>By December 2012, the Board is provided with the information it needs to allow Board members to make a judgement on how well the community is informed about their role in making their community safer</p>			
7d	<p>The LSCB actively promotes feedback to and from frontline staff about safeguarding policy and practice. (SAIT standard 18)</p> <p>By December 2012, the Board is provided with the information it needs to make a judgement on how well this objective has been achieved</p> <p>By March 2013 the LSCB's annual conference has been delivered</p>	<p>Communication sub-group</p> <p>£2.5k</p>	Feedback from the LSCB's conference is being collated	Not Yet Due
6e	<p>Key training/learning events are identified and delivered for all levels of staff</p> <p>By May 2012, the Board is provided with the information it needs to</p>	Training sub-group	The Board considered the Training Annual Report and Training Strategy at its meeting on 24 th May 2012	AMBER

7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS				
Ref	ACTIONS & MILESTONES	RESOURCES	PROGRESS	STATUS
	determine whether the LSCB's training programme meets the requirements of working together. The LSCB's 2012-13 Training programme is delivered	£7.5k		
6f	The LSCB has a robust process for learning The Board is regularly updated on any reviews underway, progress against action plans, and learning	Serious Case Review Sub-committee, PD , C& C subgroups	The Board considered the action plan update at its meeting on 24 th May 2012	AMBER
6g	Areas for collaboration and integration with the other NW LSCBs are identified and progressed. The WG is satisfied with the progress made towards integration and collaboration.	LSCB Chair and Vice Chair	The Board considered a report on North Wales Integration and Collaboration at its meeting on 24 th May 2012	AMBER

Annex 3 - LSCB Structure/Information flow chart

Local Safeguarding Children's Board Structure/Information Flow Diagram



Annex 4 - Glossary

BCUHB – Betsi Cadwaladr University Local Health Board

BM – the LSCB's Business Manager

CP / Child Protection Child Protection is a part of safeguarding and promoting welfare. This refers to the activity which is undertaken to protect specific children who are suffering or are at risk of suffering significant harm as a result of abuse or neglect.

Children A child is anyone who has not yet reached their 18th birthday. 'Children' therefore means 'children and young people' throughout. The fact that a child has become sixteen years of age, is living independently, is in Further Education, is a member of the armed forces, is in hospital, is in prison or a young offenders institution does not change their status or their entitlement to services or protection under the Children Act 1989.

CRB – Criminal Records Bureau check

CYPP /CYPSP – Children and Young People's Partnership / Children and Young People's Strategic Partnership.

LSCB (*Local Safeguarding Children Board*)

CSSIW Care and Social Services Inspectorate Wales.

CSP Community Safety Partnership

MAPPA (*Multi Agency Public Protection Arrangements*)

MARAC (*Multi Agency Risk Assessment Conference*)

Partnerships Term used to describe structures e.g. Health and Well Being, Children and Young People's Partnerships, Community Safety Partnerships.

POVA Protection of Vulnerable Adults.

SAIT Self Assessment and Improvement Tool for LSCBs

SCR / SCR sub - Serious Case Review / Serious Case Review sub-committee

SMG – the LSCB's Strategic Management Group