

# **Bolton Safeguarding Children Board**

- **Annual Report 2009 - 2010**
- **Strategic Business Plan 2010 - 2013**



## **A welcome from our Chair ...**

Welcome to the Annual Report and Business Plan of Bolton Safeguarding Children Board (BSCB). As the recently appointed Chair of the Board and the first Independent Chair, I am looking forward to working with all partners and further developing safeguarding in Bolton.

Over the last year, the board has continued its efforts to continually improve the way organisations across Bolton work together to safeguard children. There have been some challenges, not least as the board has been without the support of some key staff. This has had some impact on our capacity to develop our wider remit. Even with these challenges members and their organisations have remained committed to the safeguarding agenda ensuring that children are safe in Bolton.

In this years annual report you will find some of the boards achievements in the last year and the priorities for the coming few years.

We have identified the need to select and recruit lay members, to further develop and improve our quality assurance processes, to ensure our safeguarding training programme meets the needs of the workforce and to raise awareness in two key areas; Private Fostering and Safe Sleeping.

Finally I would like to take this opportunity to thank workers from all organisations for their continued commitment to the board - without their support we would not be able to achieve our objectives and keep children safe in Bolton.

**Mike Tarver**  
Independent Chair  
Bolton Safeguarding Children Board

# A bit about Bolton Safeguarding Children Board

## What do we do?

The Children Act 2004 required all local authority areas to establish a Local Safeguarding Children Board (LSCB). LSCB's are inter-agency partnerships with statutory responsibilities to co-ordinate local arrangements to safeguard and promote the welfare of children and to make sure that they are working effectively.

LSCB functions include:

- Developing policies and procedures for safeguarding and promoting the welfare of children.
- Making communities and organisations aware of their responsibility to safeguard and promote the welfare of children and support them in doing this.
- Co-ordinating and evaluating inter-agency training and evaluating single agency training to safeguard and promote the welfare of children.
- Monitoring and evaluating the effectiveness of the board and its partners in carrying out these legal duties.
- Contributing to local planning for children and their families.
- Undertaking Serious Case Reviews and advising the board and its partners on lessons to be learned.

In Bolton we began the transitional work to a Safeguarding Board in November 2004 and established our board in spring 2005. Bolton Safeguarding Children Board brings together each of the main organisations that work with children and families in the borough, with the aim of ensuring we work together to keep children safe. Over the past year we have continued to work hard to maintain a strong and robust infrastructure in order to meet our priorities.

This year the board has seen some changes in relation to its governance and organisation. In particular:

- A new Independent Chair has been appointed.
- The board has welcomed new members from statutory and non-statutory organisations.

For the coming years clear priorities have emerged in relation to:

- Increasing the awareness and recognition of Private Fostering Arrangements (arrangements where children under 16, or 18 if the child is disabled, are looked after by someone other than a relative) and further developing guidance and training on this aspect of safeguarding.
- Re-developing our local 'Safe Sleeping' campaign to reduce the number of infants dying where co-sleeping was a factor.
- Reviewing our policies and guidance in response to changes in national guidance and re-launching those as part of the re-development of the BSCB website.
- Further developing and improving the safeguarding information available for scrutiny by the board and our quality assurance frameworks.

- Resourcing the work of the board in a challenging financial climate.
- Continuing to develop our relationships with relevant strategic partnerships across Bolton and how the board can provide constructive challenge in respect of how those partnerships contribute to safeguarding children.
- Recruiting 'lay members' to further develop the boards links with the community and offer additional challenge.

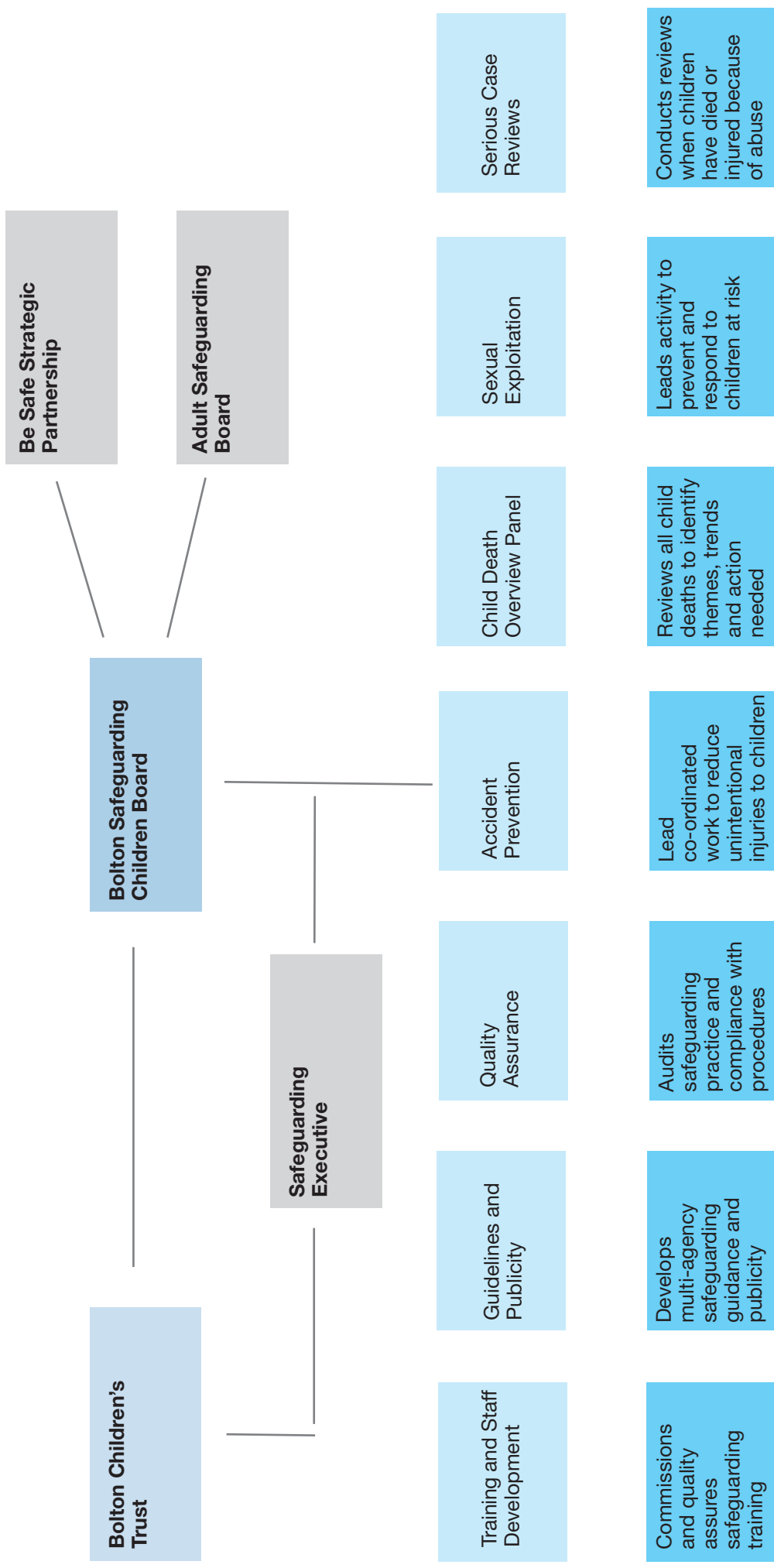
**If you have any comments about the board's work, the Annual Report or wish to find out more you can contact BSCB on:**

**Bolton Safeguarding Children Board  
3rd Floor  
Paderborn House  
Civic Centre  
Bolton  
BL1 1UA**

**Tel: 01204 337479**

**Email: [boltonsafeguardingchildren@bolton.gov.uk](mailto:boltonsafeguardingchildren@bolton.gov.uk)**

# Board structure and main functions of each working group



## Achievements

Outlined below are some of our achievements in the past 12 months that have contributed to improving safeguarding children in the area:

- Continued to deliver the multi-agency training programme with the support and dedication of the multi-agency training pool. In the past year 55 courses have been delivered to 831 workers, including; Keeping Children Safe, Forced Marriage and Safeguarding Children, Domestic Abuse and Safeguarding Children. 29 courses were cancelled over the year either as a consequence of the training post being vacant or insufficient delegates registered.
- Developed and delivered a safeguarding training programme available to all school staff - a total of 2800 staff from Bolton's 126 schools attended the sessions increasing their skills and knowledge in recognising and responding to indicators of child abuse.
- Developed and delivered a safeguarding programme to designated staff in schools – 67 designated staff attended this training between January and March 2010.
- Supported the development of the Designated Staff Handbook for staff in schools.
- Developed and implemented comprehensive practice guidance for Serious Case Reviews. This resulted in Ofsted evaluating the most recent Serious Case Review as 'Good.'
- Reviewed and redesigned multi-agency audit tools.
- Developed and implemented a quarterly reporting template.
- Supported targeted work to raise awareness about sexual exploitation and disrupt/prosecute perpetrators of sexual exploitation.
- Promoted consistent information in Children's Centres across Bolton.
- Engaged Children's Centres and other partners in promoting Child Safety Week.

## BSCB Priorities 2010 - 2013

We have identified a number of priorities for the coming three years for each area of our work:

### Training and Staff Development

- Revise and update course materials to reflect current practice, in particular supporting the board's priority to raise awareness about Private Fostering Arrangements (this is when a child under 16 is cared for by someone who is not a close relative) and promoting safe sleeping practice for infants under one.
- Further develop multi-agency training pool membership, including recruiting new members and developing the skills and knowledge base of training pool members.
- Continue to develop the quality assurance function of the Staff Development Group including reviewing the quality of the multi-agency training delivered, a framework for evaluating the impact of training on practice and reviewing the framework for standards in single agency training.

- Further develop the multi-agency training programme to deliver flexible learning.
- Support the development and delivery of further training to designated staff in schools and the roll out of a training strategy for school staff.
- Improve levels of attendance at courses to ensure maximum use of resources and learning opportunities.

### **Guidelines**

- Develop a rolling programme of safeguarding articles for inclusion in staff newsletters and local media.
- Redevelop the board's website.
- Review and update all current guidance to ensure compliance with Working Together to Safeguard Children 2010.
- Develop and support the implementation of the Private Fostering Action Plan, taking a lead in reviewing current guidance and publicity materials.
- Contribute to the board's Safe Sleeping campaign.
- Redevelop the Members Pack and review the relationship with Bolton Children Trust, or equivalent partnership.

### **Quality Assurance**

- Develop and implement a quarterly safeguarding report, bringing together information and data that will help us to make sure agencies are working to keep children safe.
- Undertake a Section 11 audit of member organisations. This is to look at how well members of the board and other organisations in Bolton who work with children follow local and national guidance to keep children safe.
- Audit compliance with Managing Allegations procedure. This audit looks at how well members of the board and other organisations in Bolton make sure their workers are safe to work with children and take action when any concerns are raised about their workers.
- Carry out a quarterly audit of Child Protection Plans to make sure workers from all services are working together to keep children safe. The findings and recommendations from the audit are reported to the board to improve the way we work together to keep children safe.
- Support the development of the Common Assessment Framework Quality Group.

### **Accident Prevention**

- Review the Accident Prevention Strategy and the work being taken to reduce the number of accidental injuries to children.
- Use our current knowledge to target the identified areas in Bolton and make better use of the resources we have.
- Continue to improve data collection and analysis to deliver targeted campaigns and work.

## Child Death Review Processes

- Evaluate the work of the Rapid Response Team in child deaths occurring in Bolton, Salford and Wigan.
- Ensure appropriate support to staff in undertaking work in relation to child deaths.
- Maintain relationships with other panels and agencies in the region to share learning, knowledge and skills.
- Lead and develop a shared Safe Sleeping campaign with Salford and Wigan to reduce the instance of infant deaths where sleeping practice is an issue.

## Sexual Exploitation

- Finalise and implement the Sexual Exploitation Strategy for Bolton.
- Continue to support the development of Exit; Bolton's Sexual Exploitation service.
- Work with police colleagues to improve prevention and disruption activity.

## Serious Case Reviews

The board has not commissioned any Serious Case Reviews in the period between 1 April 2009 and 31 March 2010.

In February 2010 the board published an Executive Summary relating to Child A and Child B. The case focussed on the lessons to be learned following the tragic death of the children's mother who was a victim of domestic abuse.

This Serious Case Review was evaluated by Ofsted and was rated 'Good.' All the recommendations emerging from the Serious Case Review were accepted by the board and an action plan was developed in response. 12 of the 13 recommendations have been completed and signed off by the board. We continue to monitor the remaining action which relates to the final completion of all Bolton Individual Management Reviews. There is a clear timescale in place for this action to be completed.

## Partnership Safeguarding Issues

The reports from the working groups and analysis of our data highlight a number of key issues for consideration by other partnerships in the local area, in particular the Children's Trust and the Community Safety partnership. These issues are:

- **Domestic Abuse.** Improving our data analysis in this area and in particular the relationship between domestic abuse and those children who are the subject of a Child Protection Plan or Common Assessment Framework (CAF) processes. The board should be satisfied that the strategic approaches and the interventions used to address domestic abuse take satisfactory account of the need to safeguard and promote the welfare of children.
- **Sexual Abuse.** From 2006 to 2010 the number of children being the subject of a plan for sexual abuse has dropped by 27%. We would like all partnerships to ensure workers and volunteers are fully aware of what sexual abuse is, and know how to recognise and respond to abuse of this nature.

- **Private Fostering.** Increasing the awareness, recognition and response to private fostering arrangements is a key priority for the board in the coming three years. The board would wish to seek assurance from all partnerships that awareness raising is undertaken with workers and volunteers who either directly, or indirectly, provide services to children and young people.
- **Safe Sleeping.** The board is about to undertake a significant campaign to reduce the number of incidents where infants die and co-sleeping is a factor. This is a significant safeguarding issue for Bolton and we would like to ensure the commitment for all partner agencies and partnerships in their aim of embedding the key messages to workers, volunteers and the public.
- **Multi-agency Training.** Non-attendance at courses has been an issue in the last year. Board members would wish to satisfy themselves that the incidence of non-attendance is reduced, that workers are maximising their learning opportunities, and that training is making a difference to the knowledge and skills base for those responsible for safeguarding children.

# Bolton Safeguarding Children Board

Strategic Business Plan 2010 - 2013



## Business Plan 2010 - 2013

The development of the business plan has been shaped and influenced not only by our statutory requirements to keep children safe, but also by local planning and needs analysis. In particular, information from the Joint Strategic Needs Assessment, the Community Strategy Bolton: Our Vision 2007-2017 and findings from case audits. Although the business plan is focused on the Staying Safe outcome; through its contributions to the strategic plans it will make a significant contribution to the other outcomes – Being Healthy, Enjoying and Achieving, Making a Positive Contribution and Achieving Economic Wellbeing.

### Our objectives

For the coming year we have developed six strategic objectives based on the principles of:

- 1 Consistently delivering robust inter-agency policies and procedures, compliant with national legislation and guidance, to keep children safe.
- 2 Having a safe, skilled and effective workforce to identify and respond to children and families needs.
- 3 Monitoring and reviewing progress against the targets set out in the 'Stay Safe' element of Bolton Children and Young People's Plan.
- 4 Learning lessons from all case reviews and childcare audits to improve the way we work together and inform local safeguarding need.
- 5 Providing relevant information about keeping safe is available to workers, carers, children and young people.
- 6 Ensuring the views and experience of children, young people and their families about child protection systems and safeguarding services are sought and influence future service development.

### A final word...

Bolton Safeguarding Children Board wants to make sure that all children in Bolton are safe from harm. If you are worried that a child may be being abused or neglected then please take action. In an emergency call 999 or you can contact your local Referral and Assessment Social Work Team on the numbers below:

**North Bolton:** Astley Bridge, Bradshaw, Brightmet, Bromley Cross, Tonge Moor  
**01204 337400**

**South Bolton:** Burnden, Daubhill, Farnworth, Harper Green, Kearsley, Little Lever  
**01204 337729 or 01204 337730**

**West Bolton:** Blackrod, Deane Cum Heaton, Halliwell, Derby, Smithills, Hulton Park, Horwich, Westhoughton **01942 634625**

**Remember - your call could save a child's life**

**Children and Young People Plan Aim:** children and young people are protected from harm and neglect, feel safe in their communities and grow up able to look after themselves

**Safeguarding Board Strategic Aim:** to co-ordinate local work to ensure children are safe from abuse and neglect, accidental injury, crime and anti-social behaviour, bullying and discrimination

<b>Strategic objective</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Lead</b>	<b>Output</b>	<b>Outcome</b>
To continue to develop and deliver inter-agency policies and procedures to keep children safe	Develop a programme to review the existing LSCB policy and guidance to ensure compliance with Working Together and other relevant guidance	May 2010 - January 2011	Guidelines and Publicity Working Group	Programme developed by May 2010 and completed by January 2011	Workers have access to comprehensive guidance to support them to safeguard children
	Identify and respond to gaps in safeguarding policy and guidance identified in review, including lessons learned from Serious Case Reviews and findings from single and/or multi-agency audits	March 2011			Workers are aware of their roles and responsibilities to safeguard and promote the welfare of children
	Redevelop e-safety group, strategy and action plan	March 2011		E-safety group terms of reference and strategy endorsed by BSCB	Children and their parents or carers receive support in accordance with multi-agency procedures and good practice
	Review and further develop the BSCB website	December 2010 and December 2013		Topical website	
	Ensure links are made with Pan-Manchester policy and guidance, contributing to this as required	July 2010 and July 2013			
	Develop and implement a BSCB action plan for Private Fostering Arrangements	September 2010		Action plan, publicity material and increased notifications	
	Contribute to the action plan and awareness raising for Safe Sleeping	November 2010		Publicity materials and guidance	
	Develop and further embed strategies to address Children and Young People missing from home/care and those at risk of Sexual Exploitation	December 2010			

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To provide relevant information about keeping children safe to workers, parents, carers, children and the public	Develop a rolling programme of safeguarding articles for inclusion in staff newsletters and local media publications	May 2010 - 2012	Guidelines and Publicity Working Group	Five articles produced each year	Workers, parents, carers and the public have access to a range of information about keeping children safe and who can offer support
	Co-ordinated programme of events for Child Safety Week and follow up public awareness event	June and August 2010 - 2012	Accident Prevention Group	Annual Child Safety Week Events	Children and young people have access to information about keeping themselves safe and who to contact if they are worried
	Review and update 'Learning to Live with Your Teenager'	April 2012		New edition published	
	Explore the re-commissioning of Life Channel	December 2010			
	Develop a programme of safeguarding sessions/seminars to identified community groups to include issues of private fostering, safe sleeping etc	August 2010 - 2012		Minimum of four sessions delivered per annum	
	Host Safeguarding Board Stakeholder Event	November 2010 - 2012		Annual conference event	
	Further develop the parents/carers and children/young people section of BSCB website	December 2010 and December 2013		Topical website	

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To have a safe, skilled workforce who can identify and respond to children, parents and carers needs	Multi-agency training programme co-ordinated, delivered and reviewed	April 2010 - 2012	Staff Development Working Group	Annual training and needs audit delivered and evaluated	Workers across all sectors, including the voluntary, independent and faith community have access to training to promote their knowledge and understanding of safeguarding children
	Undertake multi-agency safeguarding needs assessment and contribute to relevant single agency training needs audits	April 2010 - 2012	Quality Assurance Group		
	Quarterly report from Local Authority Designated Officer (LADO) in relation to allegations against those in a position of trust and any identified themes	July 2010	Safeguarding Executive	Reporting template and quarterly reports	
	Re-develop multi-agency training strategy	January 2011		Revised training strategy	Organisations are compliant with safe recruitment requirements
	Safe recruitment audit undertaken	November 2010, and November 2012		Findings and recommendations reported to board	Children, their parents and carers will have their needs identified and addressed by a skilled and competent workforce
	Deliver a rolling safeguarding training programme of lunchtime learning	Sessions delivered from 2010 - 2012		Minimum of five lunchtime sessions delivered per annum	

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<b>Strategic objective</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Lead</b>	<b>Output</b>	<b>Outcome</b>
To ensure the views and experience of children, young people, parents and carers about child protection systems and safeguarding services are sought and influence future service development	Review the implementation and impact of the children and young people's conference workbook	December 2010	Quality Assurance Working Group	Report completed and recommendations made	Increased number of children and young people participating in their conference
	Conduct annual child protection user survey	February 2011 and 2012		Survey tool and report completed and recommendations made	Children, parents and carers contribute to the development of services
To review the effectiveness of child death review functions	Thematic review of child protection complaints and user survey feedback from single agencies	March 2011 and 2012		Database of known forums and programme for making contact	Children and young people contribute to Identifying and Responding to Safeguarding Issues
	Identify relevant forums to attend and seek views of safeguarding from children/young people, parents and carers	January 2011		Monitor attendance of Bolton CDOP members	Themes and issues from child deaths are identified and preventative action can be taken to minimise the risk of further child deaths
To review the effectiveness of child death review functions	Ensure continued representation on Bolton, Salford and Wigan Child Death Overview Panel (CDOP)	Attendance of Bolton members at scheduled meetings	Safeguarding Executive	Report at BSCB meeting and minutes	Lessons learned from Serious Case Reviews are identified and embedded systematically into practice
	Chair of Bolton Salford and Wigan CDOP to attend BSCB and report on emerging themes and trends	June 2010, January and June 2011 - 2012		Report and recommendations to BSCB	
	Thematic review of Bolton Serious Case Reviews (SCR) from 2003 to present is completed, recommending further action as required	January 2013 August 2010 - 2012		Action plan monitoring report	
	Action plan for most recent SCR is completed and signed off by BSCB	April and December 2010		Revised guidance issued	
	BSCB guidance for conducting SCR's is compliant with Working Together 2010	August 2010			

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Strategic objective	Key tasks	Timescale	Lead	Output	Outcome
To monitor and evaluate the effectiveness of Bolton Safeguarding Children Board, its delivery of functions, its relationships with other strategic partnerships and its members in	Review the implementation of Framework for Action and thresholds for intervention at all levels of need	January 2011	Bolton Safeguarding Children Board	Findings from review and recommendations for practice	Children Board scrutinises and reviews the effectiveness of its work
	Develop with support from Be Safe partnership and Childrens Trust an understanding of current issues and responses in relation to young people and gangs in Bolton and young people and violent extremism	March 2011		Profile of young people and gangs completed and the extent to which violent extremism is an issue for Bolton	Bolton Safeguarding Children can identify areas of good safeguarding practice and areas for development and future needs
undertaking their safeguarding responsibilities	Review and further develop BSCB members core information pack, including the terms of reference, the constitution, members agreement, members annual appraisal etc	December 2010 and 2012		BSCB members handbook developed	Members of Bolton Safeguarding Children Board understand their roles and responsibilities and the work of the board
	Review and further develop the reporting mechanisms between BSCB and the Childrens Trust, including agreement for sharing information and process for challenge and scrutiny	April 2011		Memorandum of understanding or equivalent developed between BSCB and Children's Trust	Relationships and lines of accountability and challenge are transparent
	Develop the role of lay member to BSCB	March 2011		Lay member roles, responsibilities and expectations agreed by BSCB  Two lay members recruited Bolton Safeguarding	Bolton Safeguarding Children Board further improves relationships with community groups, provides challenge from a community perspective and further improves

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<b>Strategic objective</b>	<b>Key tasks</b>	<b>Timescale</b>	<b>Lead</b>	<b>Output</b>	<b>Outcome</b>
To monitor and evaluate the effectiveness of Bolton Safeguarding Children Board, its delivery of functions, its relationships with other strategic partnerships and its members in undertaking their safeguarding responsibilities	Further develop BSCB meetings to include thematic discussions in relation to domestic abuse, substance misuse etc and use of case studies	November 2010	Bolton Safeguarding Children Board	Findings and recommendations reported to BSCB	Bolton Safeguarding Children Board scrutinises and reviews the effectiveness of its work
	Review Section 11 Audit tool and complete Section 11 Audit	February 2011 and 2013	Quality Assurance Working Group	Quality assurance processes agreed and transparent	Bolton Safeguarding Children can identify areas of good
	Develop an agreed quality assurance framework for BSCB, including two multi-agency audit per annum	October 2010		Two multi-agency safeguarding audits completed each year	safeguarding practice and areas for development and future needs
	Annual report template develop in accordance with requirements of Working Together 2010	July 2010		Template agreed and annual report completed	
	BSCB development sessions	December 2010 - 2012		Event held	