



Association of  
Independent  
L S C B Chairs

[www.lscbchairs.org.uk](http://www.lscbchairs.org.uk)

*ANNUAL REPORT 2014-5*

*and*

*BUSINESS OBJECTIVES 2015-6*





Association of  
Independent  
LSCB Chairs



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## ANNUAL REPORT April 2014 to March 2015

### Foreword – Dr David N Jones



I am pleased to be able to introduce this first comprehensive annual report of our Association. I believe that it includes substantial evidence confirming that we are a committed, active and effective association, drawing on the extensive knowledge and skills of our members and the real dedication of our small team of Advisers and staff. I am also conscious that we are publishing this report at a time of great unpredictability in services for children and families. The government has launched a Ministerial Task Force to review safeguarding and there is considerable apprehension about what the future might hold in the light of the Spending Review.

There is no doubt in my mind that the decision to take the risk of launching this association was prescient and wise and that there is an urgent need for the wisdom and experience of LSCB Chairs to be drawn together and heard in these national and local debates.

LSCB Chairs come from a range of backgrounds but all of us have long experience of children's services and child protection. Over recent years we have seen a steady increase in the number of children and young people being identified as causing concern or being at risk. The statistics show a steady increase in investigations where children are thought to be at risk and a slow increase in the number of young people coming into public care. At the same time we are witnessing unprecedented pressures on public budgets with threats of significant reductions in the very services of early help and prevention which are needed to reduce these trends. Schools are coping with more complex and more time consuming social problems with reducing capacity to get help from elsewhere. Many families are themselves under great stress. Whilst the vast majority of parents do their very best to care for their children – all the research shows that parents have the same aspirations for their children whatever their social background – research and experience around the world also show that financial pressures and parental stress increase the risk of abuse and neglect. From my 40 or more years of experience in this field, I approach the next few years with great apprehension and concern for the welfare of our children and young people.

In addition to these pressures, recent months have brought to public and professional attention the shocking scale of previously unrecognised problems, including child sexual exploitation, and trafficking of young people within our own country as well as across continents. Recent studies have shown that our country is not unique in facing this challenge. In many respects, our systems and responses are as effective as many and even better than most. However this is no cause for complacency. Our association is working with others to explore and promote more effective ways to respond to these challenges. LSCBs are also being called to monitor the effectiveness of the government's strategies to counter terrorism among young people, a new area of work for us. And the constant drip of media reports and

controversy around non-recent abuse of young people drains morale of those working in the front-line whilst generating real concern for the numbers of people affected.

These are all reasons why our network of the 100+ LSCB Chairs in England, alongside our colleagues in the rest of the UK, is so important.

Given the scale and complexity of safeguarding, the range of national and local stakeholders involved, the vulnerability of local Chairs and therefore their reasonable expectations of support and the high political and media profile of this work, it is disappointing that resources for the essential activities of the Association have been so hard to secure. LSCB Chairs occupy one of the most isolated and vulnerable roles in local services. Their experience should be gathered and valued and their own professional needs should be resourced. The gaps were very clear in the findings of the LGA research (2015). In comparison with similar national, chief officer and professional bodies, the Association has a minute budget and delivers well above its objective resource, thanks to the dedication of the directors, our representatives and our Advisers. We will continue to make the case for resources and for the survival of our Association.

It is customary to conclude with thanks and I do so with deep gratitude. Launching and sustaining an Association is always challenging but especially so in times of austerity. The directors commit large amounts of personal time to our professional activities out of a belief in our duty to families and commitment to meeting the needs of the most vulnerable children. It is only right to give special recognition to those who are standing down at the end of their term of office; their achievements are evident in the pages, which follow. We are also extremely grateful to our Advisers who have provided constant support and enthusiasm in the face of significant personal uncertainty, not least because of our precarious financial position. They have delivered more than we could reasonably have expected and our achievements would not be possible without them.

Finally, to our members I express my thanks for sticking with us, giving us feedback, challenging us when the directors appear to be on the wrong track and remaining committed to children, young people and their families. In difficult times it is sometimes hard to see the value of collective endeavours and long-term goals. I hope that in the year ahead the Association can provide more of the local support which many of you are saying you would value as well as a robust, confident and assertive voice in the national arena. Safeguarding and child protection work is always intellectually and emotionally challenging, frequently perplexing and sometimes very distressing. We all know that safeguarding children is essential and an honourable endeavour. I am pleased to make my personal contribution to that endeavour as I enter my second and final year as Chair of our Association. I thank you for your support and I trust that our activities will make a real difference to you, to the national debate and above all to the children and young people of our country.

**David N Jones**  
**Chair of the Association**  
**31 October 2015**

## Key Achievements 2014-15

The Association was founded in 2012 and has sustained a minimum of 95% of eligible LSCB Chairs in membership since its inception. This has been maintained through providing key benefits to members - producing information and advice to support Chairs, and acting as a national voice for Chairs. This summary highlights the main achievements; more detail is provided in the body of the report.

### Continuous Professional Development

- Provided an Annual Conference – creating a place where Chairs could network, share learning and receive current research and involving national keynote speakers.
- Formed a learning partnership with Research in Practice to provide CPD for all Chairs, in the first instance through planned webinars.
- Produced an Induction Toolkit to support new Chairs
- Published reports, submissions and guidance which support good practice and developed a web-based databank of examples of effective practice

### LSCB Effectiveness

- Designed “Top Tips” for Inspections
- Developed a Twitter feed to provide immediate news and updates
- Devised an ‘Overarching Effectiveness Framework’, linking ‘Working Together’, Ofsted outcomes and AILC’s Facets and Exemplars of Effectiveness.
- Increased the number of effectiveness exemplars shared amongst Chairs through the website from 30 to 90.
- Produced an analysis of Ofsted inspection findings on LSCBs - with a checklist of main themes, and comparisons of pre, and post Rotherham reports

### Serious Case Reviews

- Supported the development and operation of the SCR repository scheme, operated by the NSPCC, to share learning nationally
- Maintained the SCR Peer Support Scheme for use by Chairs in support of the local SCR process and providing support in submissions to the National Panel
- Attended two meetings and sustained dialogue with the National Panel of Independent Experts on SCRs and provided a formal response to their Annual Report
- Acted in role of critical friend in early stages of DfE funded LiPP project managed by NSPCC/SCIE



## **Policy and Public Affairs**

- Published a bi-monthly Newsletter, summarising national developments of relevance to LSCBs and their Chairs
- Supported a good response of 80% of Chairs to the LGA survey of LSCBs 2014-5.
- On behalf of LSCB Chairs, made submissions to government and responded to consultations on Child Sexual Exploitation, Working Together revisions, Ofsted inspection proposals, Reform of Probation, 'Children in Care and Missing' and 'Keeping Children Safe in Education'
- Established a national voice for LSCB Chairs, engaging with government departments and a range of stakeholders (such as LGA, ADCS, SOLACE, Ofsted, HMCI, CEOP, Children's Commissioner, ACPO/NPCC) and promoting their role and independence.
- Responded to enquiries from journalists about safeguarding arrangements and initiated 2 calls to 'Any Answers'.

## **Organisation and Finance**

- Achieved most of the planned objectives of all workstreams, ensuring successful completion of DfE grant objectives
- Sustained constructive dialogue with key national stakeholders, strengthening joint working and partnerships
- Implemented a membership subscription scheme for Chairs to increase independence and support priority activities
- Launched a partnership funding scheme for local partnerships offering defined benefits including access to the restricted pages of the website as well as support and CPD for Chairs
- Appointed a part-time Business Adviser and Policy Adviser, both working 3 days a week

## 1 Introduction – the Development of the Association

*“The conference was a ‘stimulating force’ in encouraging and supporting the role of the chair.”*  
Annual Conference evaluation, November 2014.

The Association of Independent LSCB Chairs (AIRC) is the national membership organisation for Independent Chairs of Local Safeguarding Children Boards (LSCBs). It was set up in 2012 with the aim of ensuring that the voice and substantial experience of Independent LSCB Chairs would be heard more effectively so as to improve the effectiveness of LSCBs and promote better outcomes for children and young people through the multi-agency child protection system. The primary focus of the Association is on safeguarding in England; Chairs from other parts of Great Britain are also welcome as members.

Chairs have a unique role as the only independent voice (together with the Lay Members) in the local safeguarding system. They have a professional duty to facilitate and drive improvements and to strengthen the identity and performance of LSCBs, thereby supporting statutory Board partners who share safeguarding duties under S.11 of the Children Act 2004.

AIRC’s membership during 2014-15 included 105 Independent LSCB Chairs operating across 146 LSCBs in England, and there is collaboration with colleagues from equivalent structures in Wales, Northern Ireland, the Channel Islands and the Isle of Man. Chairs come from a variety of professional backgrounds including police, social work, law, health and public administration.

Beginning as an informal network of LSCB Chairs following their commencement in statute with ‘Working Together’ 2010, the Association subsequently received a small amount of Government funding to enable the formalisation of the network. More secure funding - albeit on an annual basis - was then established by introducing individual Chair membership fees from 2014 and grant contributions from LSCB partnerships in 2015.

The year 2014-15 saw significant development across the work of the Association, during which the Board expanded its range of activities. The Board also worked diligently to obtain the resources necessary to sustain its existence, in the context of decreasing financial support from government.

This report was compiled by the Association’s Chair, with support from the Policy Adviser and Board. It is being sent to all Chairs, and is published and available to the public on AIRC’s website.



## 2 Governance

The Association was registered as a Private Company Limited by Guarantee in August 2012, under the Companies Act 2006 with a Memorandum of Articles approved as its Governing document.

The Board of Directors directs the work of the Association, sharing accountability for its activities, inspiring developments to further its objectives and contributing to the collective national leadership of Independent LSCB Chairs.

Under the leadership of the Chair, the Board of Directors has ultimate responsibility for directing the activity of the organisation, ensuring it is well run and delivering the outcomes for which it has been set up. Board Directors comprise the nine representatives elected by the regions and the Association Chair (elected by the Board after a call for nominations to all members). The Board met initially four times a year, increasing to monthly in the current year alternating physical and virtual meetings.

The Board is responsible for providing leadership to the organisation by:

- ❖ Setting the strategic direction to guide and direct the activities of the organisation;
- ❖ Ensuring the effective management of the organisation and its activities.

The Officer Group was formed in 2014 to support and monitor the implementation of the business plan, to monitor the financial position, and to supervise the staff. It comprises the Chair, Treasurer, Vice Chair and Policy Director (a new position agreed by the Board in Jan 2015).

Directors encourage membership of the Association and participation in activities by LSCB Chairs in their region.

A programme of meetings for LSCB Chairs was already established in some regions before the formation of the Association. The regional meetings are therefore important structures for supporting the objectives of the Association but are not seen in all regions as 'Association meetings'. The Association adopted the structure of the former nine government regions, but in some areas the meetings take place at sub-regional level. The regional structures provided a crucial network of support for Chairs.

The first full meeting of the elected Board of Directors took place on Monday 26<sup>th</sup> November 2012 and approved the roles within the Board structure based on a paper which set out the governance arrangements guided by the company law. The Board comprised members who were all active Independent LSCB Chairs, as stipulated in the Memorandum of Articles, and geographically located to represent one of the nine regions.



## The Board structure in 2014-15

### Officers Group

Chair	David N Jones
Vice Chair	David Sanders
Treasurer	Peter Worobec / Robert Lake (2014-2015)
Policy Director	Alex Walters (January 2015)

### Regional Directors

North East	Richard Burrows
North West	Edwina Harrison / Simon Westwood
Yorkshire and Humber	Rob Mayall
East of England	Peter Worobec / David Ashcroft
West Midlands	Amy Weir / Robert Lake
East Midlands	David N Jones and Christine Cassell
South West	Sally Halls
South East	Alex Walters
London	David Sanders

### Staff

A Business Manager was appointed in 2013 on secondment from a local authority. In June 2014 two part time advisers were appointed whose roles developed into the current Business Adviser and Policy Adviser. The advisers are accountable to the Board through the Chair; the Officer Group acts as the personnel committee.

### Financial Governance

The Board approves a budget and business plan and monitors financial performance, advised by the Honorary Treasurer and Officer Group. Payroll and similar transactions are managed by the Business Adviser and an Accountant. Members, including the Chair and Directors, undertaking approved activities on behalf of the Association, receive a daily compensation payment in lieu of earnings of £350.00. A Remuneration and Expenses Policy is kept under annual review. The policy is consistent with public service organisations and applies to Directors, Members who are undertaking agreed functions and Advisers. The Association complies with statutory regulations for small businesses, requiring the approval of accounts and submission of reports to Companies House.

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<sup>1</sup> Unless otherwise stated, where 2 names are listed for any position, the first stood down at the annual conference in November 2014 and the second served from that date. Others served for the full year April 2014 - March 2015.

### 3 Vision, Aims and Objectives

The **VISION** of the Association is **to improve safeguarding outcomes for children and young people through supporting and strengthening Independent LSCB Chairs and LSCB partnerships.**

The **AIMS** of the Association are;

- ❖ Improving effectiveness of LSCBs through challenge, shared learning and peer support
- ❖ Providing a forum through which the insights and views of Independent LSCB Chairs can be disseminated in order to improve the safeguarding of all children
- ❖ Acting as a national voice for Chairs, giving an informed response to government consultations and seeking to influence and respond to other national policy developments on LSCB related safeguarding issues
- ❖ Supporting professional development of LSCB Chairs to undertake their statutory role
- ❖ Enhancing the contribution of independence in the charring of LSCBs
- ❖ Leading on LSCB matters in partnership with other safeguarding organisations
- ❖ Strengthening the identity of LSCBs in local, regional and national governance structures

During the year 2014-5 the Board agreed that the most effective way of working towards the aims and objectives of the Association was to prioritise key areas, and conduct its business through four dedicated work streams:

1. Serious Case Reviews
2. LSCB effectiveness
3. Continuing Professional Development
4. Policy development and Public Affairs.

A Director was allocated to take the lead for each work stream and to co-ordinate activities with member networks, and where appropriate to commission pieces of work.

Responsibility for planning the sustainability of the Association and for organisational maintenance, including staffing matters, was undertaken by the Officer Group.



## 4 Continuous Professional Development

The Association held its third annual national conference on Monday 10th – Tuesday 11th November 2014 in London. This was well attended by Chairs representing most LSCBs. The theme of the conference was '**Improving the Safeguarding of Children: the Local Challenge in a Changing World**'. The purpose was to provide learning and opportunities for discussion amongst Chairs on selected topics, as well as to shape the future of the Association itself.

The conference offered a key opportunity for professional exchange between Chairs from across the country. The conference was exclusively for Independent LSCB Chairs at the time of the conference. The programme included:

- Children's Minister Edward Timpson on the Future of LSCB's.
- Ofsted on Inspections of LSCB's.
- The SCR National Panel on Implementing the Recommendations of the First Annual Report.
- Workshops on Child Sexual Exploitation, Female Genital Mutilation, Neglect, Young People's Voice, Serious Case Reviews, Learning from Ofsted, Sexual behaviour by young people, Effectiveness and Leadership in LSCB's.

The evaluation of the event by delegates was overwhelmingly positive.

### General comments

100% rated the quality of the content of the conference as very good or good

*Good balance between being 'talked to', and opportunity to talk with others. Right topics covered in the sessions and the workshops.*

*Content well balanced to raise issues in concise manner appropriate to timetable and generating questions for further enquiry.*

*The workshops in particular presented practice from which we could learn and develop and improve 'back at the ranch'.*

*The conference has re-energised me and left me with lots of questions to ask back in my LA. Has focussed my mind on some areas where I could be more effective.*

### Presentation style (including participation and responsiveness to questions)

96% rated this as very good or good.

*Presentations benefited from interaction of members and in particular workshops allowed for live exchange of experience and projects across LSCBs.*

*Good level of participation and discussion.*



#### **Likely impact on practice as LSCB Chair**

84% rated this as very high or high

*The conference was a 'stimulating force' in encouraging and supporting the role of the chair.*

*This will have an immediate and engaging impact on me as chair and my lead of my LSCB.*

*I left the conference with a long list of things to do and inspired to increase the Board's focus on the prevention agenda.*

#### **Feedback to improve the service provided by the Association of LSCB Chairs**

100% agreed the Association focussed on the right priorities  
i.e. Effectiveness, SCRs, CPD/Support for Chairs and Public Affairs

88% expressed interest in participating in CPD training provided by the Association, in particular concerning monitoring the effectiveness and impact of LSCBs, engaging local partners, induction, SCR management and sharing good practice

The feedback was incorporated into planning for the 2015 conference.

## **5 LSCB Effectiveness**

Four major achievements were met by the Association in terms of effectiveness during 2014-5. An Overarching Effectiveness Framework was created, LSCB Annual Reports were reviewed and a new template compiled, Ofsted inspections of LSCBs were analysed, and AILC assisted LSCBs to secure nearly £1million funding for innovation projects.

### **Overarching Effectiveness Framework**

In 2014 the Association published a suite of information identifying models of emerging practice from across the LSCB regions. The Effectiveness suite now includes;

1. The Association's 'Overarching Effectiveness Framework' which brings together for members, all in one place, and links;
  - The main LSCB requirements in 'Working Together',
  - The Association's Facets of Effectiveness, and some examples of these across LSCBs (the exemplars).
  - Ofsted's criteria for 'Good',
  - The LSCB areas, which have been judged by Ofsted as Good, and examples of their good practice.

2. A clear description of the main Facets of Effectiveness - Board Effectiveness, Quality Assurance, Working Together compliance and Key Safeguarding Risk Areas. These four categories were expanded during 2014-5 to include new categories such as Chair Effectiveness, Governance, FGM and EFM.
3. A list of LSCB exemplars, grouped into the four main Facet areas, and with reference to the sub facet headings (e.g. CSE as a sub facet, within the main facet of Key Safeguarding Risk Areas). There are links within this list which take members directly to specific exemplars.
4. Exemplars of effectiveness within LSCBs across the country- 70 of these as at October 2014.

All the information within the Effectiveness suite, including practice exemplars, can be accessed by members in [the private membership area](#).

## Review of LSCB Annual Reports

In 2013 the Association undertook an analysis of a sample of LSCB Annual Reports to ascertain and improve the consistency and quality. AILC decided to repeat this exercise, comparing the results to the previous analysis, with additional criteria and a list of what good practice in this respect might look like. In 2014-5 a sample of 24 recent Annual reports were reviewed in detail by the Association, across 20 main standards and 68 sub criteria. The findings were that overall there is good compliance – at an average of 68% compliance across all standards (aggregate mean average). Clear improvements were found since the previous 2013 review.

The AILC Effectiveness group planned this work in early 2015, completed the review and published the report and template later in the year 2015/16

Further findings from the Review of LSCB Annual Reports include high scoring areas such as; 100% of LSCBs identifying significant learning from case reviews, 83% providing clear Governance and Accountability arrangements, and low scoring areas such as; Equality matters - the contribution/impact on learning and priorities was clearly identified by only 21% of LSCBs.

AILC's recommendations for good LSCB Annual Reports included; a separate Annual Report for young people; Clear linkage/joining to LSCB Business Plans; differentiation between what the LSCB is directly accountable for and where it seeks to have influence; embedding of performance management, quality assurance and learning and improvement functions and how these result in actions designed for improvement.

## AILC review and analysis of Ofsted inspections of LSCBs

AILC commissioned **an independent analysis of Ofsted's reports of LSCB inspections**, showing the key role of LSCB Chairs in challenging and leading improvements and identifying the elements of effective safeguarding arrangements.

AILC's Review of Ofsted's Inspection reports suggest that Good LSCBs have:

- A strong culture of challenge that is the responsibility of all Board members

- Clear lines of accountability with other strategic partnerships
- Regular feedback from children and their families to evaluate impact
- Learning from audits, case reviews, and child death reviews
- Frontline practitioners providing feedback and involved in developing practice
- High quality multi agency safeguarding training
- Performance management and quality assurance frameworks linked into and informing all aspects of LSCB work.

## Innovation Projects

During the 2014 AILC Annual Conference, the Children's Minister Edward Timpson's speech referred to his wish for LSCBs to work more innovatively and to let him know how they wished to do this and if he could support them. This led to discussions in early 2015 between AILC's Policy Adviser and DfE on how to support LSCBs to work innovatively. Over a period of six months, a grant funding process was agreed whereby DfE would fund a set of LSCBs to work innovatively, and AILC would undertake a liaison and support role with LSCBs and DfE to help co-ordinate information and assist in the development of evaluation and learning across the projects.

50 LSCBs submitted proposals for innovative projects by April 2015, and by July the Minister decided to fund 10 of these, which amounted to over half a million pounds for LSCBs.

## 6 Serious Case Reviews

The Association has continued to support effective Serious Case Reviews through a range of activities:

- Board members have met with the National Panel on several occasions to reflect issues from chairs and to continue a dialogue around improving SCR processes, products and publication.
- Produced a formal response to the National Panel's first Annual Report.
- The Association has been represented on the Project Board and Alliance of the LiPP Project funded by the DfE and run by the NSPCC and SCIE. This has been as a critical friend role and by disseminating and supporting communication.
- Regional meetings have continued to discuss how Chairs and Business Managers can be better supported to deliver effective Learning through SCRs. The Eastern Region commissioned guidance and good practice materials and held a workshop for Chairs, Business Managers and others involved in SCRs in October. This identified a number of principles of good practice which will be available shortly.
- The Association has continued to support the Peer Review Scheme, encouraging Chairs to consult another Chair of their choice to provide critical feedback on aspects of local SCRs.

## 7 Policy and Public Affairs

During 2014/15 the Association increased and diversified its response to a range of policy developments:

- Published a bi-monthly Newsletter, summarising national developments of relevance to LSCBs and their Chairs and provided regular updates for LSCB Chairs in relation to national policy changes/consultations and new guidance including regular Member Briefings-e.g. in November 2014 on CSE related reports by HMIC, Ofsted and DCLG.
- Supported and facilitated a good response of 80% of Chairs to the LGA survey of LSCBs 2014-5.
- On behalf of LSCB Chairs, made formal submissions to government and responded to consultations on:
  - Child Sexual Exploitation in Rotherham – issues for government – House of Commons Select Committee on Communities and Local Government
  - Child Sexual Exploitation
  - Working Together revisions
  - Ofsted inspection proposals
  - Reform of Probation
  - ‘Children in Care and Missing’ guidance
  - ‘Keeping Children Safe in Education’ guidance
- Established a national voice for LSCB Chairs, engaging with government departments and a range of stakeholders (such as LGA, ADCS, SOLACE, Ofsted, HMIC, CEOP, Children’s Commissioner, ACPO/NPCC, Youth Justice Board).
- Responded to enquiries from journalists about safeguarding arrangements and initiated 2 calls to ‘Any Answers’.
- Supported the 9 Regions and regional meetings through advice and guidance when requested.

## 8 Organisation and Finance

The published accounts show that the Association in effect broke even during the year. Expenditure is divided between staff costs, director costs, running costs and projects. There is a formal process for reviewing bids for projects and it is the directors’ intention to increase the volume of commissioned work as resources and the context permits.

The Board prioritised the following financial matters in 2014-5:

- Initiating a membership subscription scheme to increase independence, provide a public demonstration of membership commitment and support core costs
- Securing government funding to support specific workstreams
- Initiating a local partnership contribution scheme, to increase independence and to support core costs
- Retaining the services of an effective and active Chair





- Securing Business Manager services
- Maintaining an active Board of Directors who would take on Officer functions, work stream leads and drive activity at regional level
- Securing the help and engagement of Members to provide expertise and support to the work streams

The Government provided start-up funding in 2012 to help establish the Association, it having previously been an informal network. It comprised £60,000 in the period September 2012 to March 2013, then £180,000 for April 2013 to March 2014, and £130,000 for April 2014 to March 2015. In the year following this report, the DfE awarded the Association £90,000 for specific projects from April 2015 to March 2016, being one quarter of the estimated costs for workstreams during the year. AILC therefore took the decision to request local LSCB partnership grant contributions. By the end of March 2015 over half the local partnerships agreed to contribute.

The 2014 LSCB annual conference was largely funded from the conference fee and sponsorship, which covered most of the costs.

There is comment elsewhere about the value for money delivered by the Association from a minute resource compared with many other equivalent chief officer and professional bodies. The range of activities undertaken during the year is well evidenced in this report, as is the very slender and precarious resource base. It seems probable that the Association will be able to make a small contribution to establishing a responsible reserve at the end of 2015-16, but only at the sacrifice of significant professional projects.



## Financial statement - Income & Expenditure for April 2014 – March 2015

### Income

DfE Grant 130,000

### Expenses

Directors' Salaries and Expenses 68,634

### Professional Services:

Commissioned Work 15,365

Professional Fees 2,324

Secondments/Adviser Support 59,165

Website 1,017

Payroll & Accounts 2,075

79,946

Conference Surplus/Deficit

Income 13,400

Expenditure 19,031

Deficit 5,631

Miscellaneous 1,745

(155,956)

### Other Income

Membership Subscriptions 24,461

Speakers Fees 1,126

Interest Receivable 24

25,611

Surplus (Loss) before Tax (345)

Corporation Tax Payable/Reclaim 69

Surplus(Loss) for the period (276)

## Business Objectives - April 2015 to March 2016

The Association has continued its focus on the four main workstreams of CPD, SCRs, LSCB Effectiveness and Policy/Public Affairs in 2015-6, supported by the endorsement of members in the 2014 conference. The Board continues to explore options to secure the future sustainability and independence of the Association and to generate income from new sources.

The Association responded positively to the Department for Education's initiative to offer funding for 'innovation projects' and accepted funding from the Department to assist dissemination of learning from the projects and to advise on their evaluation.

A survey of members in August 2015 helped to inform future priorities and provided a baseline for discussion at the 2015 annual conference.

### SUMMARY DESCRIPTION of AILC WORKSTREAM OBJECTIVES 2015-6

<b>Workstream / Board lead</b>	<b>OBJECTIVES for 2015-6</b>
<p><u>SCRs</u></p> <p>David Ashcroft Alex Walters David Jones</p>	<p style="text-align: center;"><b>DFE Grant Objective 2015-6</b></p> <p><b><u>SCRs</u></b></p> <p><b>Objective</b> Improving practice by promoting peer support, playing an active role in the Learning into Practice Project (DfE/NSPCC/SCIE), publishing guidance and engaging with the National Panel.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1. Encourage and co-ordinate peer support for chairs in discharging SCR responsibilities and assist chairs to satisfy the developing expectations on individual chairs for decision making, quality assurance and impact of serious case reviews.</li> <li>2. Contribute to the NSPCC/SCIE SCR project (LiPP) at strategic and implementation levels as a "critical friend".</li> <li>3. Continue regular engagement with the National Panel of Independent Experts on SCRs.</li> <li>4. Participate in the Advisory Panel on the Triennial SCR analysis 2011-14.</li> <li>5. Review the current partnership with NSPCC on the SCR repository.</li> <li>6. Continue to provide individual advice/guidance to LSCB Chairs around SCRs.</li> </ol>



<p><u>Effectiveness</u></p> <p>Richard Burrows Christine Cassell Rob Mayall</p>	<p><b>Dfe Grant Objective 2015-6</b> <b><u>“LSCB Improvement”</u></b></p> <p><b>Objective</b> Supporting improvement in the effectiveness of LSCBs by gathering and disseminating evidence of what works and what could be done better, including work on implementation with other national stakeholders. This includes the funding of an enhanced support and liaison role in respect of the DfE funded LSCB innovation projects.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"><li>1. The development of the “effectiveness” paradigm in 2015-6 to keep it up to date with national research and guidance, and development of the “Exemplar pool” – a resource available on line of “exemplars” put forward by members illustrating approaches and materials of how their LSCB has tackled the common themes and issues set within the Facets Framework. Updated regularly so that the examples being shared by the Association are relevant and topical, eg CSE, Challenge and Scrutiny by the Chair etc.</li><li>2. The Association undertaking a liaison and support role with DfE regarding LSCB innovation bids, following the Minister’s letter to LSCBs. This involves working together by DfE and the Association to co-ordinate the responses to innovation bids by LSCBs, and developing methods of capturing the learning from these projects.”</li></ol> <p><b>Annual Reports</b></p> <p><b>Objective</b> To support LSCBs to meet the enhanced requirements for annual reports in ‘Working Together 2015’, arising from the expectation that LSCBs should evaluate the effectiveness of local safeguarding arrangements including the better use of data and qualitative evaluation.</p> <p><b>Deliverable</b> Mapping and analysis of annual reports to produce core statistics, evidence of compliance/learning/ responsiveness and learning, so as to inform future promotion of exemplars, inform current dialogue and inform Association recommendations and advice to members.</p>
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<p><u>Public Affairs</u></p> <p>Alex Walters David Jones</p>	<p><b>2015-6 Objectives</b></p> <p>The Policy workstream involves four distinct objectives:</p> <ol style="list-style-type: none"><li>1. To act as the central conduit for communication between AILC members i.e. 146 LSCBs and 100 LSCB Chairs and all national stakeholders.</li><li>2. To act as the national voice for LSCBs and LSCB Chairs by co-ordinating and responding to national consultations/policy development and providing evidence to parliamentary enquiries and committees</li><li>3. To promote and share effective practice and learning through the 9 Regional networks, the AILC website, bi-monthly newsletters and briefings and the Annual National AILC Conference.</li><li>4. To represent LSCBs and LSCB Chairs at a range of policy meetings with key Government Departments i.e. DfE, DoH, DCLG, HO, Ministry of Justice and stakeholders i.e. LGA/ADCS/SOLACE/Ofsted</li></ol>
<p><u>CPD for Chairs</u></p> <p>Sally Halls, David Sanders</p>	<p><b>2015-6 Objectives</b></p> <ol style="list-style-type: none"><li>1. To deliver 3 webinars: the first will focus on partnerships and governance; the second on managing performance and quality assurance; the third on serious case reviews.</li><li>2. To promote a Joint National Conference with BASPCAN on Working Together 2015, July 1st 2015.</li><li>3. To organize the AILC Annual Conference on 9/10 November.</li></ol>



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