



# Bromley Safeguarding Children Board Business Plan 2013-2014 Version 2 – March 2013

## Introduction

Bromley Safeguarding Children Board set out a 3 year business plan in 2011 to capture all key aspects of its work to improve multi-agency working to safeguard children and young people and to track its implementation and outcomes. Much has been achieved since then including:

- Delivery of an online learning portal for safeguarding children training
- Establishing strategies for safeguarding disabled children and young people who are at risk or who have been sexually exploited.
- A protocol to support the safe re-housing of young people who are affected by gang activity
- Raising the profile of neglect in Bromley

In November 2012, The Board agreed that a more detailed Annual Business Plan should be presented. Further work on the expression of outcomes within the plan was desirable in keeping with national developments in child protection. A revised Business Plan has been created to reflect this position.

The new plan takes account of the Professor Eileen Munro review of child protection and in particular how LSCB expedite their work to understand the impact of their work on outcomes for children. Bromley SCB welcomes this focus and the need to strengthen challenge within the local network of agencies and the need for on going in depth monitoring and evaluation.

This Business Plan is written in anticipation of revisions to government statutory guidance on Learning and Improvement within Working Together to Safeguarding Children and Young People. The consultation document set out an enhanced role for LSCBs in monitoring quality and effectiveness of safeguarding and child protection. LSCBs are expected to have accurate knowledge of the quality of safeguarding practice in their area. They are responsible for conducting and ensuring that the partnership understand, learn lessons from reviews and audits and that it oversees the implementation of improvements. Boards must have management oversight of child deaths reviews, management and case reviews, single and multi-agency audits, as well as serious case reviews. Learning should be published and disseminated by LSCBs and the impact assessed. Together with a training analysis and a comprehensive core training offer; regular monitoring of service performance; an understanding of organisational impact on individual professional performance; and sharing best practice the Board must drive improvement.

The Business Plan is divided into 5 work area themes.

- Leadership & Accountability - holding agencies to account and the Board having a strong strategic leadership on safeguarding
- Improve Safeguarding through Effective Communication – the role of promoting safeguarding and also good interagency working
- Monitoring & Quality Assurance
- Improving Outcomes for Children and Young People who have been Harmed or Abused or at Risk of Harm
- Listening to Children and Young People & improving outcomes

| Area 1   |  | Strategic leadership and accountability   |  |   |                      |
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| Description  |  |   |  |   |                      |
| <p>The main function of the Board is to hold agencies to account, scrutinising their arrangements and services to protect children from harm or abuse and prevent further harm/abuse. This requires a Board structure to facilitate this approach, supported by a multi-agency performance framework providing transparent information and feedback to agencies about the effectiveness of their individual and joint safeguarding practice.</p> |  |   |  |   |                      |
| Ref  | Action Summary   | Outcomes  | Milestones   | Lead & Completion Date  | Current Status (RAG) |
| 1.1  | Section 11 agency self assessments of safeguarding undertaken on a rolling basis and risk and issues addressed by Board. | Board provides effective scrutiny and challenge to ensure agency safeguarding arrangements are in place and work effectively to safeguarding children.  | <ul style="list-style-type: none"> <li>Section 11 Audit Schedule agreed by QA&amp;PM – Mar 2013</li> <li>Agencies complete Section 11 Audits – every QA &amp; PM Ctte</li> <li>QA&amp;PM scrutinise audits at bi-monthly meetings - various</li> </ul> | <p>BSCB Business Manager<br/>QA &amp; PM Ctte</p> <p>Throughout 2013-14</p> |                      |
| 1.2  | Board to receive, comment and evaluate as appropriate Annual Reports from statutory agencies and from voluntary sector   | Board members show strategic leadership through reviewing key statutory reports and plans and ensuring agencies are held to account for activities and outcomes. Strong partnership with voluntary sector in Bromley.   | <ul style="list-style-type: none"> <li>Schedule of Agency Annual Reports agreed at QA&amp;PM – Mar 2013</li> <li>Board to scrutinise agencies Annual Reports – by Sept 2013</li> </ul>   | <p>All agencies</p> <p>Ongoing 2013-14</p>                                  |                      |
| 1.3  | Develop BSCB Annual Report 2012-13   | The Board is transparent and held to account by agencies and publically through publication of an annual report which reports on the joint work undertaken, its implementation and the impact on outcomes for children young people and what is to happen next. | <ul style="list-style-type: none"> <li>First draft of annual report completed – May 2013</li> <li>Annual Report considered by Board – Jun 2013</li> <li>Publication of Annual Report – Jul 2013</li> </ul>   | <p>Business Manager</p> <p>July 2013</p>                                    |                      |

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| 1.4 | The Board reviews Inspection Report Action Plans/ Partnership Plans to ensure management oversight of agency safeguarding practice.              | Board show strategic leadership and engagement through reviewing inspection reports, actions plans and partnership plans and ensuring agencies are held to account for activities and outcomes in relation to children's safeguarding.   | <ul style="list-style-type: none"> <li>Schedule of agency inspection reports agreed at QA&amp;PM - Mar 2013</li> <li>Inspection Reports/ Action Plans considered by Board/ QA&amp;PM as appropriate</li> </ul>                                       | All agencies<br><br>Throughout 2013-4             |                                       |
| 1.5 | Review Board structure to ensure it is fit for purpose for effective safeguarding leadership and to drive improvements in practice and outcomes. | Partner agencies work together to safeguard children and young people at a fuller range of levels. Safeguarding risks and issues are minimised through regular monitoring and managing risk and issues jointly across the partnership.   | <ul style="list-style-type: none"> <li>Structure discussed at Awayday – Nov 2012</li> <li>Partners informed of new structure – Jan 2013</li> <li>Revised structure in place and functioning effectively – Mar 2013</li> </ul>                        | Business Manager<br><br>March 2013                | Agreed by Executive. Due January 2013 |
| 1.6 | Lay Membership of BSCB reviewed taking into account requirements in new Working Together to Safeguard Children 2013.                             | Key community & voluntary groups and its leaders are engaged fully in the work of the BSCB and play a part in the strategic direction and promotion of safeguarding in Bromley. Children attending voluntary /community groups are appropriately safeguarded because arrangements are in place.  | <ul style="list-style-type: none"> <li>QA&amp; PM to review requirements of lay members – May 2013</li> <li>Review of lay membership completed – July 2013</li> <li>Ensure lay members are supported to discharge their duties – Aug 2013</li> </ul> | Business Manager<br><br>Aug 2013                  |                                       |
| 1.7 | Develop a training strategy for 2013-14 focusing on training priorities.   | Children & Young people who present with a safeguarding concern are protected by professionals, who know what to do to safeguard them. This is achieved through Board setting the parameters of training to support local priorities, improve practice and joint working. This is delivered through a core multi agency core training programme. | <ul style="list-style-type: none"> <li>Draft training strategy – Mar 2013</li> <li>Training strategy to be considered by Training Committee – Mar 2013</li> </ul>  | Business Manager<br>L&D Manager<br><br>April 2013 |                                       |
| 1.8 | Single Agency Safeguarding Training Plans considered by Board  | Enhanced staff confidence and awareness of safeguarding leading to better protection of children through robust Single Agency Training. Training addresses any issues raised in  | <ul style="list-style-type: none"> <li>Agency training plans collated – March 2013</li> </ul>  | All agencies                                      |                                       |

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|  |  | SCRs/Case Reviews, audits, national or local concerns. |  | March 2013 |  |
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| Area 2  |   | Improve safeguarding through effective communication   |  |  |                      |
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| Description   |   |  |  |  |                      |
| <p>The Board has a statutory duty under Working Together 2010 to promote safeguarding and child protection locally to prevent harm and abuse to children and young people. It has a responsibility to share key safeguarding and child protection messages with local partners and the public harm or abuse and prevent further harm/abuse.</p> |   |  |  |  |                      |
| Ref   | Action Summary  | Outcomes   | Milestones   | Lead & Completion Date   | Current Status (RAG) |
| 2.1   | Ensure BSCB website is an effective safeguarding information hub to share key safeguarding messages & learning with agencies in Bromley | Local agencies know about local safeguarding practice issues, training, where to obtain policies and procedures, information and key messages.   | <ul style="list-style-type: none"> <li>Research other websites – Apr 2013</li> <li>Review content of BSCB website – May 2013</li> <li>Update &amp; re-design BSCB website – July 2013</li> </ul> | Business Manager<br><br>July 2013  |                      |
| 2.2   | Safeguarding information and messages communicated regularly to partnership including promotion of BSCB protocols and guidance.         | Local agencies safeguarding practice is improved through being kept up to date with safeguarding information and key messages from the BSCB.   | <ul style="list-style-type: none"> <li>Regular newsletter developed and disseminated through Safeguarding Network – Mar 2013 / Jun 2013 / Sep 2013 / Dec 2013</li> </ul>                         | Business Manager<br><br>March 2013<br>June 2013<br>September 2013<br>December 2013 |                      |
| 2.3   | Scheduled communication events run by the BSCB to promote safeguarding and disseminate safeguarding messages locally                    | More children are safeguarded through improved awareness and through better multi agency working. Networking between agencies is enhanced through briefings. Practitioners informed of improvements. |  | Business Manager<br><br>Agreed dates throughout year                               |                      |

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| 2.4 | Annual Safeguarding Conference will be held on a key local/regional/national safeguarding issue.   | Evaluation indicates enhanced awareness and practice among professionals on the key safeguarding message addressed by the conference.   | <ul style="list-style-type: none"> <li>• Conference Key issue agreed – Mar 2013</li> <li>• Conference Working Group set up – Mar 2013</li> <li>• Conference arrangements put in place – Mar – Oct 2013</li> <li>• Conference Held – Nov 2013</li> </ul> | Business Manager<br><br>November 2013  |                           |
| 2.5 | Safeguarding Network will assist in communicating safeguarding priorities to frontline staff and will have improved contact with other agencies                            | Section 11 agency assessment shows that agencies are aware of local safeguarding priorities and demonstrate improved contact with other agencies.   |   | Business Manager<br><br>December 2013  |                           |
| 2.6 | Arrange briefings on Working Together 2013 and revised London Child Protection Procedures.   | Professionals from across the multi-agency partnership are fully aware of the revised procedures to protect children from further harm or abuse and know how to apply the procedures within Bromley and in London.    |   | HOS – Quality Assurance & Safeguarding<br><br>Business Manager<br><br>May 2013 | Awaiting revised guidance |
| 2.7 | Ensure all agencies are aware of information sharing guidelines to enable information between partners to be shared effectively and securely in a timely and robust manner | All professional who work with children know how and when to share information with other professionals to keep children safe. There is effective sharing of information between partners in a timely and robust way. | <ul style="list-style-type: none"> <li>• Ensure information sharing guidelines are incorporated into core multi-agency training – Apr 2013</li> <li>• Review information sharing guidelines in light of Caldicott Review – May 2013</li> </ul>          | Business Manager<br><br>July 2013  |                           |

| Area 3  |  | Monitoring & Quality Assurance   |  |  |  |
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| <b>Description</b>  |  |  |  |  |  |
| The Munro review of Child Protection challenged LSCBs to demonstrate how their work improved outcomes for children and young people and to ensure that LSCBs know how their work impacts on the outcomes for children. Changes to the Ofsted Inspection Framework and to statutory guidance Working Together (due in 2013) support this. In order to hold agencies to account fully for their safeguarding and child protection activities, all boards must have a robust performance management and quality assurance framework. |  |  |  |  |  |
| Ref   | Action Summary   | Outcomes   | Milestones   | Lead & Completion Date   | Current Status (RAG)                                     |
| 3.1   | Develop a Performance Management Framework for Bromley Safeguarding Children Board (BSCB).   | Board members are assured of safeguarding practice within key agencies and across the safeguarding network through a programme of multi-agency case audits, regular review of data, single agency section 11 audits and evaluations, case reviews and management reviews undertaken to share learning from multi-agency safeguarding near misses ( i.e. where a case did not meet criteria for a SCR). | <ul style="list-style-type: none"> <li>Draft Framework considered by QA&amp;PM – Mar 2013</li> <li>Annual programme of multi-agency audits agreed – Mar 2013</li> <li>Single agency audit schedule developed – May 2013</li> </ul> | Performance & Improvement Officer<br>Audit Group<br><br>April 2013                     |  |
| 3.2.  | Review quarterly safeguarding dataset to include more multi agency data and to reflect outcomes.   | Board uses analysis of trends to determine local safeguarding priorities, set policy and procedure among agencies and promote good practice.   | <ul style="list-style-type: none"> <li>Review safeguarding dataset – Mar 2013</li> <li>Quarterly dataset produced and considered by Board – Apr 2013 / Jul 2013 / Oct 2013</li> </ul>  | Performance & Improvement Officer<br><br>April 2013<br>September 2013<br>November 2013 |  |
| 3.3   | Establish a group with the appropriate expertise to conduct case reviews and multi –agency thematic or case audits. Multi Agency Audit Group will report to the QA &PM Committee | Learning from case reviews and audits shared with agencies and improvements in practice and services are made.   | <ul style="list-style-type: none"> <li>Multi agency group set up – Jan 2013</li> <li>Performance Management Framework developed – Mar 2013</li> <li>Develop schedule of multi-agency audits – Mar 2013</li> </ul>                  | QA & PM<br><br>ongoing 2013-14   | For further details see Performance Management Framework |
| 3.4   | Monitor and evaluate BSCB training to ensure it leads to improvements in safeguarding practice and outcomes  | Children are appropriately protected by professionals who know and understand their respective roles and responsibilities in relation  | <ul style="list-style-type: none"> <li>Evaluation forms for training developed – Mar 2013</li> </ul>   | Business Manager<br>L&D Manager  |  |



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|  | for children and family | to working together to protect children. | <ul style="list-style-type: none"> <li>• Pilot evaluation forms for training sessions and 3 months post training – Apr 2013</li> <li>• Develop quarterly training evaluation reports focusing on impact of training and outcomes for children and families -</li> </ul> | September 2014 |  |
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| Area 4   |   | Improving Outcomes for Children and Young People  |  |  |                      |
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| Description  |   |   |  |  |                      |
| Specific multi-agency policies, procedures, projects and interventions aimed at improving the outcomes for children and young people through effective multi agency safeguarding work. |   |   |  |  |                      |
| Ref  | Action Summary  | Outcomes  | Milestones   | Lead & Completion Date   | Current Status (RAG) |
| 4.1  | Domestic Violence perpetrators programme to be evaluated and Board to support its continuation, if intervention is assessed to be effective | Fewer MERLINS, MARAC referrals and fewer incident notifications for families involved in programme. Reduced length of time children are subject to a CP Plan. Better engagement from fathers in CP Process. Fewer care proceedings relating to domestic abuse   | <ul style="list-style-type: none"> <li>Evaluation of programme completed – Oct 2013</li> <li>Board to consider evaluation and future support of programme – Nov 2013</li> </ul>  | Domestic Abuse Strategy Coordinator<br><br>November 2013           |                      |
| 4.2  | Better identification and early intervention for children living with domestic violence.  | Greater level of professional awareness of DV. Increased referrals for DV notified to Early Intervention and CSC over two year period. After three year period fewer notifications of children living with domestic violence by police leading to reduction of children with a child protection plan due to DV. | <ul style="list-style-type: none"> <li>Domestic Violence Training included as part of multi agency training – Apr 2013</li> <li>Fully operational MASH – July 2013</li> <li>After 18 months – lower numbers of children subject to domestic violence – Oct 2014</li> </ul>                       | Head of Service – Quality Assurance & Safeguarding<br><br>Oct 2014 |                      |
| 4.3  | Implementation of Child Sexual Exploitation (CSE) Strategy and Action Plan by CSE Group   | Young people experiencing SE are identified by professionals leading to initial increase in reported SE cases, referrals to CSC and a support service is available to them.   | <ul style="list-style-type: none"> <li>Action plan developed by strategy group – Oct 2012</li> <li>Awareness raising of signs and symptoms amongst professionals – Feb 2013</li> <li>Develop monitoring on number of young people at risk of and victims of sexual exploitation – Sep</li> </ul> | Chair of CSE Strategy Group<br><br>December 2013                   |                      |

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|     |   |  | <ul style="list-style-type: none"> <li>2013</li> <li>Six monthly reports on progress to Board – Feb 2013 / Sep 2013</li> </ul>   |  |                |
| 4.4 | Establish Multi Agency Sexual Exploitation (MASE) panel to manage and review cases of SE.             | Young people at risk of or experiencing SE are offered interventions early. Board has Multi agency oversight of SE. leads to early effective intervention with young people and their families where young people are at risk of SE or are experiencing SE. Board is assured of effective multi-agency working arrangements. | <ul style="list-style-type: none"> <li>MASE Panel established – May 2013</li> <li>Training and awareness raising within BHC by named nurse and YOT nurse -</li> <li>Establish multi-agency intervention project with Barnardos to work with identified children – Sep 2013</li> </ul>                                | Chair of CSE Strategy Group                            | September 2013 |
| 4.5 | Develop a multi agency plan around safeguarding Older Young People.                                   | The Board is assured that safeguarding arrangements for older young people are robust and protects them from harm during the period of transition to adulthood and adult services.   |  | HOS – Bromley Youth Support Programme                  | May 2013       |
| 4.6 | Continued roll out and dissemination of best practice on working with neglectful families             | Children are not left in neglectful circumstance longer than need be as professional identify cases more readily and know how to work with such cases and are aware of when to refer to social care.   | <ul style="list-style-type: none"> <li>Multi-agency training on working with neglectful families commissioned – Apr 2013</li> <li>Promote guidance and disseminate best practice working with early years providers – May 2013</li> <li>BHC to commission further ADAM training for HVs and school nurses</li> </ul> | Business Manager<br>L&D Manager<br>Early Years Manager | May 2013       |
| 4.7 | Review report summarising number and outcomes for black and minority ethnic children and young people | BME children have equal access to early intervention safeguarding. BME are not left in harmful circumstances longer than necessary   | <ul style="list-style-type: none"> <li>Multi-agency re-audit of BME children subject to CP Plan – Feb 2014</li> </ul>  | Head of Service – Safeguarding & Quality               |                |

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|      | with a plan.   | because professionals can identify safeguarding issues in communities and are confident in addressing them.  | <ul style="list-style-type: none"> <li>Analysis to go to QA group – Feb 2014</li> </ul>   | Assurance<br>July 2013   |   |
| 4.8  | Board will review the changes to remand system through the introduction of the Legal Aid Sentencing and Punishment of Offenders Act 2012 | Board will consider the potential implications for safeguarding children who are within youth justice system in Bromley.   | <ul style="list-style-type: none"> <li>Report considered by Board – Feb 2013</li> </ul>   | AD – Children's Social Care<br><br>February 2013                 |   |
| 4.9  | Strengthening Families approach to Child protection pilot is evaluated and rolled out more widely if deemed effective                    | Children, young people and their families report having a greater sense of ownership of child protection plans, leading to improved understanding of how they can effect changes, reduced time on a plan and fewer repeat plans. | <ul style="list-style-type: none"> <li>Strengthening Families Conferences fully implemented – April 2013</li> <li>Independent evaluation commissioned – Sept 2013</li> <li>Evaluation report to be considered by Board and lessons learnt implemented into practice – Nov 2013</li> </ul> | HOS – Safeguarding & Quality Assurance<br><br>Nov 2013           |   |
| 4.10 | Full implementation and roll out of MASH   | A fuller range of partners will be involved in early intervention work which will be better informed by shared information.  | <ul style="list-style-type: none"> <li>MASH team established with full range of partners involved – Jul 2013</li> <li>Six monthly update reports on MASH implementation to Board – Jun 2013 / Nov 2013</li> </ul>   | HOS – Referral, Assessment & Early Intervention<br><br>July 2013 | <ul style="list-style-type: none"> <li>Full time HV post established</li> <li>BHC looking at improving IT to improve joint working</li> </ul> |
| 4.11 | Review multi-agency protocol on children missing from home and care  | There will be an effective collaborative safeguarding response from all agencies involved when a child goes missing.   | <ul style="list-style-type: none"> <li>Multi-agency working group on missing children set up – Mar 2013</li> <li>Protocol update and agreed – May 2013</li> <li>Dissemination and promotion of Protocol – June 2013</li> </ul>  | Business Manager<br><br>June 2013                                |   |
| 4.12 | Implementation of Tackling Troubled Families programme   | Targeted resources across a range of services will be focused on the most vulnerable families  | <ul style="list-style-type: none"> <li>Tackling Troubled Families Annual</li> </ul>   | TTF Co-ordinator   |   |

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|  |  | in Bromley and improved outcomes will be measured across a range of indicators. | Evaluation to be considered by Board | July 2013 |  |
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| Area 5   |   | Listen to children and young people and their families  |   |   |                      |
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| Description  |   |   |   |   |                      |
| <p>Some groups of children &amp; young people are particularly at risk of harm or abuse such as those with a disability, those living with domestic violence. Their lives are directly affected by the decisions of the Board and actions taken by multi agency staff. The voice of young people should inform policy, procedure, strategy and service improvements.</p> |   |   |   |   |                      |
| Ref  | Action Summary  | Outcomes  | Milestones  | Lead & Completion Date  | Current Status (RAG) |
| 5.1  | Mapping of partner agency tools and processes which obtain children's views on child protection services they receive and their involvement in them.  | Board determines relevant sources of information to ascertain the views of children and young people from the across the multi agency network on the safeguarding and child protection services they receive. | <ul style="list-style-type: none"> <li>Map how views of young people are collated in Bromley – April 2013</li> </ul>  | Business Manager<br>Performance & Improvement Officer<br><br>April 2013 |                      |
| 5.2  | Develop report on known views and experiences of children and young people and parents who come in contact with child protection/ safeguarding services and action plan for future engagement | Children and young people and parents experiences of safeguarding and child protection services as relates to specific issues influence BSCB decision making, policy and procedure.                           | <ul style="list-style-type: none"> <li>Collate views and experiences of children and young people – Apr 2013</li> <li>Draft report and develop action plan for future engagement – May 2013</li> <li>Board to consider report and action plan – Jun 2013</li> </ul> | Business Manager<br><br>Sept 2013                                       |                      |
| 5.3  | Single Agency reports on views of children and young people and parents in relation to their safeguarding services.   | Views of children and young people and parents from the across the multi agency network will be heard by Board members  | <ul style="list-style-type: none"> <li>Schedule Agency reports to go to QA&amp;PM / Board – Mar 2013</li> <li>Agency reports considered by BSCB</li> </ul>  | All<br>July 2013  |                      |
| 5.4  | Multi agency working group to develop a framework for young people to participate in child  | Young people will have the opportunity to contribute to decision making and see how decisions are made to increase their  | <ul style="list-style-type: none"> <li>Multi-agency Working Group set up – Nov 2012</li> </ul>  | GM – Quality Assurance, CSC   |                      |

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|     | protection conferences   | understanding of safeguarding concerns. Professionals' will be able to understand the situation from the young person's perspective | <ul style="list-style-type: none"> <li>• Research views of young people – Jan 2013</li> <li>• Policy and information leaflets approved – Feb 2013</li> <li>• Report to Board – Feb 2013</li> </ul> | February 2013                          |  |
| 5.5 | Develop links with Youth Council, Living in Care Council and other young people forums for engagement around safeguarding and set up mechanisms for young people to feed back views to Board | Views of children and young people heard  | <ul style="list-style-type: none"> <li>• Identify key young people forums in Bromley – Mar 2013</li> <li>• Work with forums to identify ways they could work with BSCB – Sep 2013</li> </ul>       | Business Manager<br><br>September 2013 |  |