

# Dudley Safeguarding Children Board

'Working Together to Keep Children & Young People Safe'



## Dudley Safeguarding Children Board Business Plan & Work Programme 2013-15

July 2013

## Introduction

Welcome to the Dudley's Local Safeguarding Children Board (LSCB) Business Plan and Work Programme for 2013-15. The LSCB is the key statutory mechanism for agreeing how relevant organisations will co-operate and work together to safeguard and promote the welfare of children and young people in Dudley, and for ensuring the effectiveness of what they do.

Safeguarding children – the action we take to promote the welfare of children and protect them from harm – is *everyone's responsibility*. Whilst the work of Dudley Safeguarding Children Board (DSCB) contributes to the wider goals of improving the well-being of all children, its core objectives are to safeguard and protect children, defined as:

- Protecting children from maltreatment
- Preventing impairment of children's health or development  
Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care
- Taking action to enable all children to have the best outcomes

Our Business Plan & Work Programme for 2013-15 should be read in conjunction with the DSCB Annual Report for 2012-13.

This document is in three main parts:

- PART ONE: DSCB Key Priorities for 2013-15  
PART TWO: DSCB Work Programme for 2013-15  
APPENDICES: DSCB Action Plan and Partnership Structure

## Setting the Scene

In March 2013, HM Government published *Working Together to Safeguard Children: a guide to inter-agency working to safeguard and promote the welfare of children*, which covers the legislative requirements and expectations on individual services and a clear framework for the Local Safeguarding Children Boards (LSCBs) to monitor the effectiveness of local services.



The guidance is underpinned by the Children Act 2004, which places a duty on a range of service to co-operate (Section 10) and safeguard and promote the children's welfare (Section 11). These duties and organisational responsibilities are outlined within Chapter 2 of *'Working Together to Safeguard Children'*.

Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) and Section 14 sets out the objectives of the LSCB's, which are to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area and to ensure the effectiveness of what is done. Regulation 5 of the Local Safeguarding Children Board Regulations 2006 sets out the functions of the LSCB (see Appendix 1) – these form the basis of our work programme.

### OUR KEY OBJECTIVES:

promoting an understanding that safeguarding is everyone's responsibility  
improving the safety and wellbeing of children and young people across all communities  
developing safer services and employment practices across all organisations

## Ofsted Inspection of Children's Services

The new Ofsted Framework for Inspection of services for children in need of help and protection, children looked after and care leavers, planned for introduction from September 2013, will most likely to introduce key judgements in respect of the experience and progress of children who need help and protection. The proposals also include introducing a review of the LSCB and a judgment as to whether it is performing as 'outstanding', 'good', 'requiring improvement' or as 'inadequate'.

The LSCB is likely to be judged as 'good' if:

- The governance arrangements enable statutory partners (including the Health and Well-Being Board and the Children's Trust) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children and young people. There is evidence that this leads to clear improvement priorities being identified that are incorporated into a delivery plan that improves outcomes.
- There is evidence of regular and effective monitoring and evaluation of front-line practice and the quality of management oversight. This extends across the breadth of child protection, services for children who are looked after and those who are leaving or who have left care. It leads to improvements in the quality of service that children and young people receive.
- The local authority is made aware of the findings and analysis of case audits, including the impact on children, young people and families. The experiences of children and young people are used as a measure of improvement. There is evidence of audit findings improving practice.
- Practitioners working in core groups with families are able to be involved in practice audits, identifying strengths, areas for improvement and lessons to be learned. These experiences are used effectively to improve practice and front-line management.
- The LSCB is an active and influential participant in informing and planning services for children, young people and families in the area and draws on its assessments of the effectiveness of multi-agency practice to help, protect and look after children and young people.
- The LSCB ensures that sufficient, high-quality multi-agency training is available and can demonstrate its effectiveness and its impact on improving practice and the experiences of children, young people, families and carers.
- The LSCB through its annual report provides a rigorous and transparent assessment of the performance and effectiveness of local services. It identifies areas of weakness, the causes of those weaknesses, evaluates and where necessary challenges the action being taken. The report includes lessons from management reviews, serious case reviews and child deaths within the reporting period.

During 2013-14, DSCB will conduct an assessment of its effectiveness taking account of the above judgements, which have been incorporated (where possible) into this business plan and work programme.

## PART ONE

### Our Key Priorities for 2013-15

DSCB key priorities for 2013-15 have been established taking into account

- Key national guidance and policy changes
- Progress in respect of recommendations from Ofsted and Care Quality Commission Inspection of Safeguarding and Looked After Children Services in Dudley (January 2012)
- DSCB Self-Assessment of Effectiveness (March 2012), refreshed in March 2013
- Progress in respect of Action Plan following Munro Review (July 2011)
- Learning from Section 11 audits, case reviews and other quality assurance and audit processes
- Progress in respect of DSCB priorities from 2012-13 (see Annual Report)
- Risks management, prevalence and impact on children and their outcomes



The Business Plan & Work Programme will be largely delivered through the Board's sub-groups and task groups and its overall co-ordination, implementation and impact monitored by the Quality & Performance Management Group. DSCB will produce an annual report assessing the effectiveness of safeguarding in Dudley and progress against this business plan.

The Board has agreed the following key priorities for 2013-15:

#### PRIORITY 1

Improve the protection of children from abuse and neglect, through more effective inter-agency working, with specific reference to:

- Strengthening the analysis of **risk and protective factors** in children and their families
- Improving the consistency, quality and timeliness of **information-sharing** across partner agencies
- Evidencing the **'voice' of children**, young people and their families within practice and the impact on the improving quality of services and outcomes

*Lead Group: Quality & Performance Management Group supported by Signs of Safety Task Group and Policy, Procedures & Practice Sub-Group*  
*Lead Agencies: Directorate of Children's Services, CCG*

#### PRIORITY 2

Improve the effectiveness of early help and intervention for children and young people who are vulnerable, with specific reference to:

- Embedding **common assessment** across key partner agencies, with the ambition of developing **single-assessment** processes in the long-term
- Enabling children and young people to receive the right services at the right time in the right place through clear application of **thresholds**
- Ensuring that key strategic approaches around **early help** are joined-up and communicated effectively

*Lead Group: Quality & Performance Management Group supported by Early Help & Intervention Task Group*  
*Lead Agencies: Directorate of Children's Services, CCG*

### PRIORITY 3

Strengthen the effectiveness of support and challenge provided by partners of the Board to improve safeguarding outcomes for children, young people and their families, through:

- Embedding **quality assurance** across partner agencies, including the engagement of children, young people and their families in learning
- Developing an **outcomes-based approach** to performance management and improvement activity
- Promoting **professional resolution and escalation** in respect of individual and strategic safeguarding issues
- Undertaking self-assessment, peer review and challenge to inform safeguarding improvement activity

*Lead Group: Quality & Performance Management Group supported by Policy, Procedures & Practice Sub-Group*

*Lead Agencies: Directorate of Children's Services, CCG*

### PRIORITY 4

Improve inter-agency responses to young people who are at risk of, or who have suffered, sexual exploitation through

- Strengthening **prevention** and earlier intervention across partner agencies and raising awareness and recognition of sexual exploitation
- Improving the **protection** of young people who are involved in sexually exploitative relationships
- Maximising opportunities to disrupt the activities of perpetrators and **prosecute** them wherever possible
- Improving inter-agency responses to children and young people who are **victims of sexual offences** or at risk of being sexually abused, including their experiences of criminal justice system

*Lead Group: Vulnerable Children & Young People's Task Group*

*Lead Agencies: Directorate of Children's Services, West Midlands Police, CCG*

### PRIORITY 5

Improve the safeguarding and protection of children and young people who are living in households where there is domestic abuse, parental mental health and parental substance misuse, through:

- Embedding a **'Think Family' approach** across the children's and adults workforce
- Clarifying **pathways between children's and adults' services** to ensure that safeguarding issues are addressed in a timely and effective way
- Developing and implementing **evidence-based strategies** to minimise risks for children & young people, including inter-agency responses to 'troubled families'
- Improve inter-agency **screening and risk management** of domestic abuse and responses to high risk victims who are parents/carers

*Lead Group: Quality & Performance Management Group supported by Domestic Abuse Service Improvement Group, Substance Misuse Safeguarding Forum and Policy, Procedures & Practice Sub-Group*  
*Lead Agencies: Directorate of Children's Services, Community Safety, Dudley & Walsall Mental Health NHS Partnership Trust, Directorate of Adults, Community & Housing Services*



*A more detailed Action Plan is available at Appendix One*

<http://safeguardingchildren.dudley.gov.uk>

## PART TWO

### DSCB Work Programme 2013-15:

The work programme is divided into 6 parts in accordance with the key functions of Local Safeguarding Children Board's:

- Thresholds, policies and procedures
- Training & Development
- Communicating and raising awareness
- Monitoring and evaluation
- Participating in planning and commissioning
- Functions relating to child deaths and Serious Case Reviews

#### ***Thresholds, policies and procedures***

Improving the safeguarding and protection of children and young people through ensuring that practitioners have to sound guidance and procedures

- Revise safeguarding procedures in light of the publication of *Working Together to Safeguard Children 2013 (all priorities)*
- Produce a joint protocol in respect of parental mental health and safeguarding children and review the joint protocol between substance misuse services and children's services in the light of the thematic inspection, August 2012 (*priority 5*)
- Develop new practice guidance in respect of neglect and faltering growth (*priority 1*)
- Review guidance in respect of thresholds and information-sharing (*priority 1*)
- Finalise protocol in respect of multi-agency risk assessment conferences concerning high risk victims of domestic abuse
- Progress implementation of Signs of Safety within operational practice, processes and systems (*priority 1*)

*Lead Group: Policy, Procedures & Practice Sub-Group*

#### ***Training and development***

Improving the safeguarding and protection of children and young people through ensuring that practitioners have access to good quality training and development opportunities

- Review Training & Development Strategy, with a particular focus on outcomes (*all priorities*)
- Introduce new training in respect of parental mental health & safeguarding children (*priority 5*), management of allegations against staff and specialist child protection investigation training (*priority 1*)

*Lead Group: Training & Development Sub-Group*

#### ***Communicating and raising awareness***

Improving prevention of abuse and neglect of children & young people through awareness-raising of potential risks and protective factors, safer practices and what to do if a child or young person is suspected of being at risk of significant harm

- Review LSCB Communications Strategy to include awareness-raising & education programmes and improvements to DSCB website (*all priorities*)
- Establish LSCB Communications Group with marketing and communications leads across key partner agencies (*all priorities*)

*Lead Group: Training & Development Sub-Group*



### **Monitoring and evaluation**

- Conclude commission of Independent Chair (*all priorities*)
- Recruit to additional Lay Advisors to the Board (*all priorities*)
- Complete Section 11 audit and review scrutiny programme (*all priorities*)
- Undertake skills audit of LSCB Members to identify training and development needs (*all priorities*)
- Review LSCB Self-Assessment and implement improvements in respect of governance, partnership working, engagement of children & young people, business planning and quality assurance (*priority 3*)
- Participate in Peer Diagnostic, Challenge and external Scrutiny activity (*priority 3*)
- Introduce Risk Register and Management (*priority 3*)
- Develop a Participation Strategy to improve the engagement of children, young people and their families in child protection and safeguarding (*priority 3*)

*Lead Group: Quality & Performance Management Group*

### **Participating in planning and commissioning**

- Appoint to LSCB Business & Communications Officer (*all priorities*)
- Implement improvements from local evaluation of the Domestic Abuse Response Team (*priorities 5*)
- Complete review of arrangements for children missing from home or care (*priority 4*)
- Complete and implement CSE Strategy & Action Plan (*priority 4*)
- Produce score cards for simple data analysis of key activity/trends (*priority 3*)
- Support and challenge improvements arising from Ofsted/CQC Inspections in 2011 in respect of Safeguarding & Looked After Children (*all priorities*) and Joint Working between children's and adults services in 2012 (*priority 5*)

### **Functions relating to child deaths and Serious Case Reviews**

- Evaluate rapid response arrangements and implement changes (*priority 3*)
- Implement action plans arising from Serious Case Review (Child C) and other significant case reviews to secure improvements to practice and services (*priority 3*)

*Lead Group: Serious Cases Review Sub-Group and Child Death Overview*



### **For more information about Dudley Safeguarding Children Board:**

Safeguarding & Review Service, 6 St. James's Road, Dudley, West Midlands DY1 3JL

01384 813061

<http://safeguardingchildren.dudley.gov.uk>

## Appendices

### Action Plan: KEY PRIORITIES 2013-15

<b>PRIORITY 1</b> Improve the protection of children from abuse and neglect, through more effective inter-agency working, with specific reference to:	<b>KEY ACTIONS</b>	<b>MILESTONES/ TIMESCALES</b>	<b>KEY PERFORMANCE MEASURES</b>	<b>LEAD GROUP</b>	<b>LEAD PARTNER AGENCY(S)</b>
<ul style="list-style-type: none"> <li>Strengthening the analysis of <b>risk and protective factors</b> in children and their families</li> <li>Improving the consistency, quality and timeliness of <b>information-sharing</b> across partner agencies</li> <li>Evidencing the <b>‘voice’ of children</b>, young people and their families within practice and the impact on the improving quality of services and outcomes</li> </ul>	Embed Signs of Safety tools within frontline practice (common assessment, children in need, child protection) <ul style="list-style-type: none"> <li>Amend relevant planning documentation to include ‘risk and protective factors’</li> <li>Include signs of safety tools within intermediate/advanced safeguarding training</li> <li>Commission additional training targeted at social care, children’s centres and health</li> <li>Evaluate impact of signs of safety on frontline practice and outcomes for children &amp; families</li> <li>Disseminate ‘7 Golden Rules’ of Information-Sharing to all practitioners</li> <li>Conduct specific audit of information-sharing</li> <li>Produce practice standards for ‘voice of the child’</li> <li>Implement ‘feedback’ processes as part of QA Framework</li> <li>Conduct specific audit of practice</li> </ul>	<ul style="list-style-type: none"> <li>By 30/09/13</li> <li>By 30/08/13</li> <li>By 30/09/13</li> <li>By 31/12/13</li> <li>By 31/07/13</li> <li>By 31/12/13</li> <li>By 31/07/13</li> <li>By 30/09/13</li> <li>By 31/12/13</li> </ul>	Proportion of CAFs/TAC Plans, Child in Need Plans and Child Protection Plans including analysis of risk and protection factors	Signs of Safety Implementation Group  Quality & Performance Management Group	Directorate of Children’s Services Assistant Director – Quality & Partnership  Clinical Commissioning Group  <i>All Partner Agencies</i>



<b>PRIORITY 2</b> Improve the effectiveness of early help and intervention for children and young people who are vulnerable, with specific reference to:	<b>KEY ACTIONS</b>	<b>MILESTONES/ TIMESCALES</b>	<b>KEY PERFORMANCE MEASURES</b>	<b>LEAD GROUP</b>	<b>LEAD PARTNER AGENCY</b>
<ul style="list-style-type: none"> <li>▪ Embedding <b>common assessment</b> across key partner agencies, with the ambition of developing <b>single-assessment</b> processes in the long-term</li>   <li>▪ Enabling children and young people to receive the right services at the right time in the right place through clear <b>thresholds</b></li>   <li>▪ Ensuring that key strategic approaches around <b>early help</b> are joined-up and communicated effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing range of strategies to promote common assessment including evaluation of its impact of outcomes for children, young people &amp; their families</li>   <li>• Developing and implementing a ‘single-assessment’ framework in accordance with <i>Working Together, 2013</i></li>   <li>• Reviewing and up-dating thresholds guidance, taking account of changes in respect of child protection within <i>Working Together, 2013</i></li>   <li>• Concluding and implementing protocol work in respect of transition with regards to vulnerable young people</li>   <li>• Progressing the development of Early Help Locality Teams to ensure more effective and timely response to vulnerability</li>   <li>• Implementing the Early Help Strategy across key partner agencies</li>   <li>• Implementing the Troubled Families Programme for children on the edge of care and in need of protection</li> </ul>	<p><i>On-Going</i></p> <p><i>By 31/04/14</i></p> <p><i>By 30/10/14</i></p> <p><i>By 30/10/14</i></p> <p><i>On-Going</i></p> <p><i>As per strategy</i></p> <p><i>As per programme</i></p>	<p>Number of CAF’s per quarter</p> <p>Proportion of assessments completed leading to a positive outcome</p> <p>Profile of CAFs across key partner agencies</p>	<p>Early Help Strategy Group</p>	<p>Directorate of Children’s Services Assistant Director – Children &amp; Families</p> <p>Clinical Commissioning Group</p> <p><i>All Partner Agencies</i></p>

<b>PRIORITY 3</b> Strengthen the effectiveness of support and challenge provided by partners of the Board to improve safeguarding outcomes for children, young people and their families, through:	<b>KEY ACTIONS</b>	<b>MILESTONES/ TIMESCALES</b>	<b>KEY PERFORMANCE MEASURES</b>	<b>LEAD GROUP</b>	<b>LEAD PARTNER AGENCY</b>
<ul style="list-style-type: none"> <li>▪ Embedding <b>quality assurance</b> across partner agencies, including the engagement of children, young people and their families in learning</li> <li>▪ Developing an <b>outcomes-based approach</b> to improvement</li> <li>▪ Promoting <b>professional resolution and escalation</b> in respect of individual and strategic safeguarding issues</li> </ul>	<p>Revise QA Framework to take account of new Working Together to Safeguard Children (2013) guidance and Implement all 4 components of the QA Framework</p> <ul style="list-style-type: none"> <li>• Case audit</li> <li>• Feedback from children &amp; young people, parents/carers</li> <li>• Feedback from practitioners</li> <li>• Practice observations</li> </ul> <ul style="list-style-type: none"> <li>• Disseminate outcome-based standards</li> <li>• Conduct Section 11 audits across key partner agencies and report findings to DSCB, highlighting evidence of impact on outcomes and improvement</li> <li>• Promote as part of Practice Learning Events</li> </ul>	<p>By 31/03/14</p> <p>By 30/10/13</p> <p>By 30/09/13</p> <p>By 30/06/13</p>	<p>Proportion of case file audits rated as good or outstanding</p> <p>Proportion of service users giving positive feedback in response to the 3 simple questions</p> <p>Proportion of practice observations rated as good or outstanding</p> <p>Proportion of agencies that have improved in terms of % compliance against Section 11 standards</p> <p>Proportion of professional escalation processes that result in a positive outcome for the child/family</p>	<p>Policy, Procedures &amp; Practice Sub-Group</p> <p>Quality &amp; Performance Management Group</p>	<p>Directorate of Children's Services Assistant Director – Quality &amp; Partnership</p> <p>Clinical Commissioning Group</p> <p><i>All Partner Agencies</i></p>

<b>PRIORITY 4</b> Improve inter-agency responses to young people who are at risk of, or who have suffered, sexual exploitation through	<b>KEY ACTIONS</b>	<b>MILESTONES/ TIMESCALES</b>	<b>KEY PERFORMANCE MEASURES</b>	<b>LEAD GROUP</b>	<b>LEAD PARTNER AGENCY</b>
<ul style="list-style-type: none"> <li>▪ Strengthening <b>prevention</b> and earlier intervention across partner agencies and raising awareness and recognition of sexual exploitation</li> <li>▪ Improving the <b>protection</b> of young people who are involved in sexually exploitative relationships</li> <li>▪ Maximising opportunities to disrupt the activities of perpetrators and <b>prosecute</b> them wherever possible</li> <li>▪ Improving inter-agency responses to children and young people who are <b>victims of sexual offences</b> or at risk of being sexually abused</li> </ul>	Finalise CSE Strategy & Action Plan for 2013-15 (taking account of regional work) to include: <ul style="list-style-type: none"> <li>• Awareness-raising across communities</li> <li>• Kite Mark for Hotels and Licensed Premises</li> <li>• Training for front-line practitioners</li> <li>• Induction Programme for children’s workforce</li> <li>• Screening and Risk Assessment Tools</li> <li>• Information-Sharing Protocol (Operation Protects)</li> <li>• Protocol with Crown Prosecution Service</li> <li>• Develop Child Sexual Abuse (CSA) Prevention Strategy</li> <li>• Improve investigative and service responses to victims of child sexual abuse, including medical care via the Sexual Abuse Referral Centre (SARC) and preparation for court</li> <li>• Audit sexual abuse cases to identify key improvement themes</li> </ul>	See Action Plan  <i>From 01/09/13</i> <i>From 01/09/13</i>  <i>From 01/09/13</i> <i>From 01/10/13</i>  <i>By 30/10/13</i> <i>From 01/09/13</i>  <i>By 30/12/13</i>	Number of young people assessed as at risk of CSE  Proportion of interventions leading to positive outcome  Proportion of investigations resulting in a successful prosecution	Vulnerable Children & Young People’s Task Group	Directorate of Children’s Services Assistant Director – Quality & Partnership  West Midlands Police  Clinical Commissioning Group  <i>All Partner Agencies</i>

<p>PRIORITY 5 Improve the safeguarding and protection of children and young people who are living in households where there is domestic abuse, parental mental health and parental substance misuse, through:</p>	<p>KEY ACTIONS</p>	<p>MILESTONES/ TIMESCALES</p>	<p>KEY PERFORMANCE MEASURES</p>	<p>LEAD GROUP</p>	<p>LEAD PARTNER AGENCY</p>
<ul style="list-style-type: none"> <li>▪ Embedding a <b>‘Think Family’ approach</b> across the children’s and adults workforce</li> <li>▪ Clarifying <b>pathways between children’s and adults’ services</b> to ensure that safeguarding issues are addressed in a timely and effective way</li> <li>▪ Developing and implementing <b>evidence-based strategies</b> to minimise risks for children &amp; young people</li> <li>▪ Improve inter-agency <b>screening and risk management</b> of domestic abuse and responses to high risk victims who are parents/carers</li> </ul>	<p>Implement action plan arising from thematic inspection, and taking account of ‘Bridging the Gap’ Conference Report to include:</p> <ul style="list-style-type: none"> <li>• Incorporating ‘Think Family’ approach with key strategies affecting children and parents, including parents with mental health issues</li> <li>• Develop and implement joint training strategy across children and adult workforce</li> <li>• Finalise and implement pathways guidance for practitioners</li> <li>• Undertake audit of cases where there parental mental health and safeguarding children issues</li> <li>• Implement practice guidance for practitioners in respect of neglect</li> <li>• Implement actions from evaluation of DART</li> <li>• Implement improvements in respect of MARAC</li> </ul>	<p>As per action plan</p> <p>By 31/07/13</p> <p>By 31/03/13</p> <p>By 30/10/13</p> <p>By 31/03/14</p> <p>By 31/12/13</p>	<p>Proportion of assessments completed holistically taking account of children’s and adults needs</p> <p>Proportion of Domestic Abuse Cases leading to a positive outcome</p>	<p>Quality &amp; Performance Management Group</p>	<p>Safeguarding &amp; Review - Directorate of Children’s Services</p> <p>Assistant Director – Quality &amp; Partnership</p> <p>Dudley &amp; Walsall Mental NHS Trust</p> <p>Community Safety – Chief Executives, Dudley MBC</p>

Action Plan: WORK PROGRAMME 2013-15

FUNCTION	KEY ACTIONS	MILESTONES/ TIMESCALES	LEAD PARTNER AGENCY	LEAD GROUP
<p><b>Thresholds, policies and procedures</b> Improving the safeguarding and protection of children and young people through ensuring that practitioners have access to sound guidance and procedures</p>	<ul style="list-style-type: none"> <li>▪ Revise safeguarding procedures in light of the publication of <i>Working Together to Safeguard Children 2013 (all priorities)</i></li> <li>▪ Produce a joint protocol in respect of parental mental health and safeguarding children and review the joint protocol between substance misuse services and children’s services in the light of the thematic inspection, August 2012 (<i>priority 5</i>)</li> <li>▪ Review guidance in respect of thresholds and information-sharing (<i>priority 1</i>)</li> <li>▪ Progress implementation of Signs of Safety within operational practice, processes and systems (<i>priority 1</i>)</li> </ul>	<p><i>By 31/12/13</i></p> <p><i>By 31/08/13</i></p>	<p>Directorate of Children’s Services</p>	<p>Policy, Procedures &amp; Practice Sub-Group</p>
<p><b>Training and development</b> Improving the safeguarding and protection of children and young people through ensuring that practitioners have access to good quality training and development opportunities</p>	<ul style="list-style-type: none"> <li>▪ Review Training &amp; Development Strategy, with a particular focus on outcomes (<i>all priorities</i>)</li> <li>▪ Introduce new training in respect of parental mental health &amp; safeguarding children, management of allegations against staff (<i>priority 5</i>)</li> </ul>	<p><i>By 30/09/13</i></p> <p><i>By 31/12/13</i></p>	<p>Directorate of Children’s Services</p>	<p>Training &amp; Development Sub-Group</p>
<p><b>Communicating and raising awareness</b> Improving prevention of abuse and neglect of children &amp; young people through awareness-raising of potential risks and protective factors, safer practices and what to do if a child or young person is suspected of being at risk of significant harm</p>	<ul style="list-style-type: none"> <li>▪ Review LSCB Communications Strategy to include education programmes, e-safety and safer working practices (<i>all priorities</i>)</li> <li>▪ Establish LSCB Communications Group with marketing and communications leads across key partner agencies (<i>all priorities</i>)</li> </ul>	<p><i>By 31/12/13</i></p> <p><i>By 31/12/13</i></p>	<p>Directorate of Children’s Services</p>	<p>Communications Sub-Group</p>

FUNCTION	KEY ACTIONS	MILESTONES/ TIMESCALES	LEAD PARTNER AGENCY	LEAD GROUP
<p><b>Monitoring and evaluation</b> Improving the monitoring and evaluation of the effectiveness of safeguarding practices within and across partner organisations</p>	<ul style="list-style-type: none"> <li>▪ Conclude commission of Independent Chair (all priorities)</li> <li>▪ Recruit to additional Lay Advisors to the Board (all priorities)</li> <li>▪ Complete Section 11 audit and review scrutiny programme (all priorities)</li> <li>▪ Undertake skills audit of LSCB Members to identify training and development needs (all priorities)</li> <li>▪ Review LSCB Self-Assessment and implement improvements in respect of governance, partnership working, engagement of children &amp; young people, business planning and quality assurance (priority 3)</li> <li>▪ Develop a Participation Strategy to improve the engagement of children, young people and their families in child protection and safeguarding</li> <li>▪ Conclude review of inter-agency response to children who go missing from care or home</li> </ul>	<p><i>By 30/06/13</i></p> <p><i>By 30/10/13</i></p> <p><i>By 30/09/13</i></p> <p><i>By 30/10/13</i></p> <p><i>By 31/08/13</i></p> <p><i>By 31/12/13</i></p> <p><i>By 30/10/13</i></p>	<p>Directorate of Children's Services</p>	<p>Quality &amp; Performance Management Group</p>
<p><b>Participating in planning and commissioning</b> Participating in wider strategic planning and identifying gaps in services to inform commissioning strategies and priorities</p>	<ul style="list-style-type: none"> <li>• Appoint to LSCB Business &amp; Communications Officer (all priorities)</li> <li>• Implement improvements from local evaluation of the Domestic Abuse Response Team (priorities 5)</li> <li>• Complete review of arrangements for children missing from home or care (priority 4)</li> <li>• Complete and implement CSE Strategy &amp; Action Plan (priority 4)</li> <li>• Produce score cards for simple data analysis of key activity/trends (priority 3)</li> <li>▪ Support and challenge improvements arising from Ofsted/CQC Inspections in 2011 in respect of Safeguarding &amp; Looked After Children (all priorities) and Joint Working between children's and adults services in 2012 (priority 5)</li> </ul>	<p><i>By 30/09/13</i></p> <p><i>By 31/12/13</i></p> <p><i>By 30/10/13</i></p> <p><i>By 31/03/13</i></p> <p><i>By 31/08/13</i></p> <p><i>By 31/08/13</i></p>	<p>Directorate of Children's Services</p>	<p>Quality &amp; Performance Management Group</p>
<p><b>Functions relating to child deaths and Serious Case Reviews</b> Undertaking child death reviews, serious case &amp; other case review activity to identify lessons &amp; contribute to inter-agency improvements and within organisations</p>	<ul style="list-style-type: none"> <li>▪ Review Rapid response arrangements and implement changes (<i>priority 3</i>)</li> <li>▪ Implement action plan arising from Child C</li> <li>▪ Conclude SILP-3 and Implement action plan (<i>priority 3</i>)</li> </ul>	<p><i>By 31/07/13</i></p> <p><i>By 30/09/13</i></p> <p><i>By 31/12/13</i></p>	<p>Directorate of Children's Services</p> <p>Clinical Comm Group</p>	<p>Child Death Overview Panel</p> <p>Serious Case Review Sub-Group</p>

DSCB Structure Chart

