


Meeting of the Children's Services Scrutiny Committee

**Thursday, 25th September, 2014 at 6.00pm
In Committee Room 2 at the Council House, Priory Road, Dudley**

Agenda - Public Session (Meeting open to the public and press)

1. Apologies for absence.
2. To report the names of any substitute Members serving for this meeting.
3. To receive any declarations of interest under the Members' Code of Conduct.
4. To confirm as a correct record and sign the minutes of the meeting held on 26th June, 2014.
5. Children's Services Scrutiny Committee – Invitation to attend
6. Special Educational Needs Reforms 2014
7. Annual Report of the Dudley Safeguarding Children Board 2013-14
8. To answer questions submitted under Council Procedure Rule 11.8 (if any)



**Director of Corporate Resources
Dated: 17th September, 2014**

Distribution:**Members of the Children's Services Scrutiny Committee:**

Councillor Mottram (Chair)

Councillor Cooper (Vice Chair)

Councillors Attwood, Billingham, Bradley, Casey, Islam, Marrey, C Perks, Scott-Dow and Simms; Mrs Ward and Reverend Wickens.

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- The Democratic Services contact officer for this meeting is Steve Griffiths, Telephone 01384 815235 or E-mail steve.griffiths@dudley.gov.uk

Minutes of the Children's Services Scrutiny Committee

Thursday, 26th June, 2014 at 6.00 p.m.
In Committee Room 2, The Council House, Dudley

Present:

Councillor M. Mottram (Chair)
Councillor I. Cooper (Vice Chair)
Councillors C. Billingham, P. Bradley, P. Harley, Z. Islam, C. Perks,
R. Scott-Dow and G. Simms

Also in attendance:

M. Lynch and J. Sinden; S. Taylor; L. Coulter and L. Ridney

Officers:

B. Clifford (Interim Assistant Director for Adult Social Care - Lead Officer),
I. McGuff (Assistant Director, Quality and Partnership), Directorate of
Children's Services), J. Prashar (Divisional Lead - Looked After Children,
Directorate of Children's Services) and R. Sanders (Assistant Principal Officer,
Democratic Services)

1. **Apologies for Absence**

Apologies for absence from the meeting were received on behalf of Councillors
Attwood and Marrey; Mr. Nesbitt and Mrs. Verdegem.

2. **Substitute Members**

It was reported that Councillor Harley was serving in place of Councillor
Attwood for this meeting of the Committee only.

3. **Minutes**

Resolved

That the minutes of the meeting held on 9th April, 2014 be approved
as a correct record and signed.

4. **Welcome and Introductions**

The Chair welcomed new Members of the Committee and paid tribute to the service of the Members from 2013/14, who had either retired as, or had ceased to be Councillors, or who remained Councillors but were no longer serving on this Committee.

In addressing the Committee, the Chair outlined the manner in which he proposed the Committee would operate in 2014/15 and stated his intention that consideration of the workload would be undertaken in an open-minded, involved and non-political way. He also was of the view that, given the workload prescribed, the number of scheduled meetings would not be sufficient and that, therefore, informal meetings of the whole Committee would be arranged.

5. **Declarations of Interest**

A declaration of non-pecuniary interest in Agenda Item No. 5 (Annual Scrutiny Programme 2014/15) was made by Councillor Harley in view of his governorship of the Brier School.

6. **School Scrutiny Programme 2014/15**

The Committee considered a report of the Lead Officer and Director of Corporate Resources setting out the items suggested by the Overview and Scrutiny Management Board for inclusion in the Annual Scrutiny Programme of the Committee for 2014/15, these being:

- Childhood Neglect;
- Early Help Offer;
- Special Educational Needs Reform.

In relation to the early part of the Committee cycle, with reference to the meeting scheduled for the 25th September, 2014 and an informal meeting to be arranged to precede it, the Chair indicated that an item would be submitted showing where Dudley stood in relation to the Special Educational Needs Reforms under the Children and Families Act, 2014. The paper would include suggestions for visits and recommend expert witnesses. Arrangements would be made for a report back in November in order to formalise matters.

In relation to witnesses, the Chair confirmed that teachers from Special Educational Needs schools would be invited to participate and a suggestion was made that the witnesses should include the Head of the Brier School. The Chair also confirmed that the provision of Special Educational Needs school places would be looked at.

The Chair then reported on the proposed timetabling of the matters scheduled for consideration in the November, January and March meetings of the Committee, these being as follows:-

November, 2014

- Feedback and recommendations with reference to Special Educational Needs Reforms;
- Budget for 2015/16;
- Early Help Offer

January, 2015

- Feedback and recommendations with reference to the Early Help Offer;
- Childhood neglect

March, 2015

- Feedback and recommendations in relation to Childhood Neglect;
- Education Performance Report;
- Feedback on the Award Ceremony;
- Agreement of Recommendations for the report of the Children's Services Scrutiny Committee.

Resolved

That the issues suggested for scrutiny in 2014/15 as recommended by the Overview and Scrutiny Management Board, and as set out in the report now submitted and expanded upon as set out as above, be endorsed.

7. **Summary of Work Undertaken by the Children's Services Scrutiny Committee in 2013/14**

The Committee considered the report of the Lead Officer summarising the work undertaken by the Committee in 2013/14, the approved Work Programme having been to scrutinise:-

- Safeguarding Standards within the Borough and Children's Services' contribution;
- Early Intervention Strategy for the Borough.

On the issues of safeguarding, child trafficking and sexual exploitation, particular reference was made to a video shown to Committee Members in 2013/14, as part of the scrutiny process, which had increased awareness of current problems in the Borough on these matters. The view was expressed that the Council's responsibilities on safeguarding should be included as part of the induction arrangements for new Members of the Council and also for Members of the Council who had not served on the Children's Services Scrutiny Committee. The Chair confirmed that a plan for comprehensive training in these areas was in the course of preparation.

Reference was also made to the video shown to Members of the Committee in the 2013/14 scrutiny process on sexual exploitation and child grooming and it was considered by the Members who had viewed the video that it should be shown to all Members of the Council, in view of their corporate responsibility on safeguarding.

In response to a question by a Member, it was agreed that a progress report on action being taken with regard to safeguarding and child trafficking, be submitted to a future meeting of the Committee.

Resolved

That the report be noted and that the actions referred to be pursued.

8. **Overview of the Work Carried Out by the Directorate of Children's Services**

The Committee considered a report of the Interim Director of Children's Services outlining the range of work and responsibilities of the Directorate of Children's Services.

The report itemised the work undertaken by the different divisions in the Directorate and outlined the risks associated with service delivery, in the light of the Directorate working in the contexts of increased demand, higher and increased regulatory and statutory requirements and greater expectations on performance by regulators such as OFSTED, and the general public.

In the discussion that followed the presentation of the report by the Assistant Director (Quality and Partnership), a number of questions were asked and answered by the Assistant Director as follows:-

- Regarding a question by a Member on the percentage of the Children's Services budget in comparison with the overall Council budget, the Assistant Director indicated that he would arrange for a written reply to be sent to the questioner.

- Regarding the issue of traded services, the Director indicated that revenues were broadly in line with those for the previous four or five years, but with some services having seen an increase in demand and others a decrease. The main objective was to optimise trade with schools outside Dudley. A comment was made by a Member that, while accepting the picture was mixed, there were some areas where schools had little option but to engage in out-sourcing on grounds of cost. The same Member also made the point that in other areas of service, out-sourcing could be extremely expensive, particularly in relation to the engagement of private sector consultants.
- Regarding paragraph 11 of the report, concerning the cost of educating looked after children, the Assistant Director did not consider that significant savings could be achieved and made the point that most looked after children were already educated in maintained schools. The majority of costs concerning looked after children related to their care and the Directorate were giving close consideration to Early Help services with the result of mitigating the likelihood of children having to come into care. In addition, greater numbers of Child Protection Plans were providing for children to be educated at home with appropriate support and this had had some effect in reducing the costs of care placements.

The Divisional Lead - Looked After Children added that most foster carers were now locally based either within the Borough or in nearby authorities. There were, however, occasions on which there was no alternative but to place children further away, if the needs of the child required it.

- In response to a question on why there had been an increase in the number of children entering care, the Assistant Director referred to the increasing expectations of care agencies and the public on the role of Local Authorities and Social Workers on safeguarding in consequence of certain recent high profile cases and a greater awareness of child risk factors. The result had been that the threshold for bringing children into care had been lowered and it was now the case that some children who would not have been brought into care previously would now be protected in this way.
- A member suggested that the restructuring of Children's Centres into clusters and savings made in that regard might result in a lessening of service, thus adding to risk for children and families. The same Member expressed concerns about any possible further restructuring. The Assistant Director accepted that restructuring resulting in diminution of staff, as in the case referred to, presented challenges but that the Directorate was monitoring situations such as these closely. A particular case was referred to by a different Member, in respect of which the Divisional Lead - Looked After Children asked for details to be sent to her.

- In relation to statementing, a Member commented that in her experience, where different Local Authorities were involved, liaison between them could be improved.
- On the issue of child neglect, matters were discussed in relation to the family backgrounds of children, continuity of the Social Worker allocated to a particular child, diet, education of the child, home background and the funding that would be available should numbers of Looked After children continue to rise. The Divisional Lead - Looked After Children indicated that some of the matters raised were being attended to via Care Orders and that these were important and appropriate to maintain a child's good education and health. The Directorate was working towards these aims.
- A Member made the point that, in some cases, it was not the care agencies that instigated care proceedings but that parents sometimes requested their children to be placed into care. The Divisional Lead - Looked After Children acknowledged that there were various reasons for children to come into care.
- The issue of Special Guardianship Orders was raised and the view expressed that carers should be in receipt of allowances equivalent to those for adoption support. The legal powers in relation to Special Guardianship Orders were clarified and it was also indicated by the Divisional Lead - Looked After Children that support within the Directorate was given for children and guardians provided for under Special Guardianship Orders.

Resolved

That the report be noted, together with the comments made, as summarised above and that, should any Member have additional points they wish to have added to the considerations of the Committee, these be made at the informal meetings to be arranged.

9. **Composition and Membership of the Children's Services Scrutiny Committee**

The Committee considered a report of the Lead Officer and the Director of Corporate Resources on the composition and membership of the Children's Services Scrutiny Committee, in which the decision of the Overview and Scrutiny Management Board on this matter was reported.

On the issue of the non-elected membership of the Committee, the Overview and Scrutiny Management Board had resolved to recommend the Council that statutory co-opted Members of the Committee be retained but that provision for the non-statutory co-optees be discontinued. Instead, the Management Board had recommended that the Children's Services Scrutiny Committee establish a pool of specialist/key contacts that could be invited to attend to advise the Committee or give evidence at specific meetings, depending on the topics under discussion. It was indicated in the report that the Management Board had in mind that context would include a wide range of educational/social care professionals/faith groups/disability groups/trade unions/people from other boroughs, etc. The Committee would have the discretion to invite people according to the topic under debate at the time.

The recommendation was to be considered at the meeting of the Council at its meeting to be held on 14th July, 2014.

In the discussion that ensued, points were made, including the following:-

- That, in the past year, the issues that the Committee had considered were not purely educational issues but had a wider context.
- That, should it be determined that the non-elected, non-voting membership be discontinued, and that their attendance at meetings be only accommodated as specialists, it would be a disservice to members of the public.
- That, should non-elected, non-voting membership be discontinued and replaced by persons with front-line experience on a meeting to meeting basis, there would be a loss in continuity and experts attending on a non-regular basis would find it more difficult to engage.
- That, given the wider remit of the Children's Services Scrutiny Committee to consider issues broader than those relating to pure education issues, including child exploitation, child trafficking etc, the current membership provides a mechanism to ensure Members are fully conversant with the context of the children's issues under consideration.
- That, while acknowledging that it might not be appropriate for the status quo to remain, the experience of existing co-opted members was valuable.
- That the statutory non-elected, non-voting members should be obliged to attend on a regular basis. It was suggested in this regard that, should the statutory members be unable to attend, they should then appoint substitutes on their behalf if this was possible under the relevant legislation.

Resolved

That the report be noted, together with the comments made, and that the views expressed as set out above, be brought to the attention of the Cabinet Member before the Council meeting at which the recommendations of the Overview and Scrutiny Management Board will be considered.

The meeting ended at 7.20 p.m.

CHAIR

Children's Services Scrutiny Committee – 25th September, 2014

Report of the Lead Officer and Director of Corporate Resources

Children's Services Scrutiny Committee – Invitation to attend meetings

Purpose of Report

1. To consider the invitation of former Members of this Committee to attend meetings and speak for the remainder of the current municipal year.

Background

2. Further to the report submitted to the last meeting of the Committee, the Council, at its meeting on 14th July, 2014, approved the recommendation of the Overview and Scrutiny Management Board to discontinue the arrangements made hitherto for the composition and membership of the Children's Services Scrutiny Committee to include the non-statutory, non-elected members and instead establish a pool of specialist/key contacts who can be invited to attend meetings to advise the Committee or give evidence at specific meetings depending on the topics under discussion.
3. In referring to the acknowledgement of this Committee that its focus is wider than educational issues and that the Committee had concerns regarding loss of continuity and the valuable experience of the non-statutory co-opted members, in order to retain continuity and assist with a smooth transition to the revised arrangements, the report to the Council indicated that, as an interim measure, the Children's Services Scrutiny Committee has the discretion to extend an invitation to the former co-optees to attend meetings for the residue of the current municipal year. An invitation would provide an entitlement to speak. The Committee is now asked to consider this matter.

Finance

4. There are no direct financial implications arising from this report. Invitees would not be entitled to claim expenses.

Law

5. Section 111 of the Local Government Act, 1972 authorises the Council to do anything which is calculated to facilitate or is conducive or incidental to the exercise of any of its functions.
6. The relevant provisions regarding the appointment of non-elected, voting and non-voting members are contained in the Local Government and Housing Act, 1989, and associated regulations. Members with a voting entitlement do not affect Committees insofar as proportionality of membership is concerned.

Equality Impact

7. This report complies with the auspices of the Council on Equality and Diversity.

Recommendation

8. That the Committee consider the invitation of the non-statutory former co-optrees for the remainder of the current municipal year.



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Lead Officer



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Director of Corporate Resources

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List of Background Papers

Minute 24 of the meeting of the Council held on 14th July, 2014 and the report on the matter submitted to the Council.

Children's Services Scrutiny Committee – 25th September 2014

Report of the Interim Director of Children's Services

Special Educational Needs (SEN) Reforms 2014

Purpose of Report

1. To present to Children's Services Scrutiny Committee an update on the Special Educational Needs (SEN) Reforms 2014.

Background

2. There has been a decade long gestation period for these reforms. The original Code of Practice for the assessment and identification of Special Educational Needs was published in 2001. This was a simplification of the previous model and introduced a 3 stage approach to Special Educational Needs; School Action, School Action Plus and Statemented. However, it did little to change the administration behind securing a statement of special educational need.

2006 Parliamentary Education select committee report identified that parents had lost confidence in the Special Educational Needs system and the bureaucracy of securing assessment and provision.

2009 Lamb report – commissioned by the government to look at and make recommendations about the 'Special Educational Needs system' and parental confidence.

2011 Support and Aspiration consultation paper proposing changes to the Special Educational Needs system that reflect Lamb report recommendations.

2014 Children and Families Act introduces key changes for children with Special Educational Needs and their families:

- introduces a revised Code of Practice
- places a requirement on health services and local authorities to jointly commission and plan services for children, young people and families
- replacing Statements of Special Educational Needs with a single assessment process and an Education, Health and Care Plan and provides statutory protection comparable with those in Statements for young people who are in education or training up to the age of 25
- obliges the Local Authority to publish a Local Offer
- gives parents or young people the right to a personal budget for their support

These changes came into force on September 1st 2014

Code of Practice

3. All local authorities, schools, academies, colleges, PRUs, early years providers, NHS must have regard to what the Code says whenever decisions are taken relating to children with Special educational needs and disabilities.
 - The Code covers the 0-25 age range and includes guidance relating to children and young people with a disability as well as those with special educational needs
 - There is a clearer focus on the views of children and young people and parents in decision making at individual and strategic levels
 - There is a stronger focus on high aspirations and on improving outcomes for children and young people
 - It includes guidance on the joint planning and commissioning of services to ensure close co-operation between education, health services and social care
 - There is greater focus on support that enables those with Special Educational Needs or disabilities to succeed in their education and make a successful transition to adulthood
 - Information is provided on relevant duties under the Equality Act 2010
 - Information is provided on relevant provisions of the Mental Capacity Act 2005

Family Centred System

4. Local authorities **must** ensure that children, their parents and young people are involved in discussions and decisions about their individual support and about local provision.
 - Consultation events held with parents to elicit their views
 - Ongoing close work with Dudley Council for Voluntary Service with parent focus groups on aspects of Special Educational Needs reforms

Joint Commissioning / Working with other Services

5. Local Authorities must cooperate with other services and they must cooperate with Local Authority in identifying, assessing and determining provision for pupils with Special educational needs and disabilities.
 - Close and effective working relationships established at the practitioner level so that health and adult care representatives have been engaged in our preparation and training events.
 - Special Educational Needs Partnership Board established to provide a strategy for joint working and oversee operational effectiveness

Education and Health Care Plans

6. An Local Authority must conduct an assessment of Education, Health and Care needs when it considers that it may be necessary for special educational provision to be made. Education, Health and Care plans should be forward-looking documents that help raise aspirations and outline the provision required to meet assessed needs. Education, Health and Care plans should specify how services will be delivered as part of a whole package and

explain how best to achieve the outcomes sought across education, health and social care for the child or young person.

- Local Authority has worked with schools on developing the Dudley Template for Education, Health and Care Plan's which has been shared with other services/agencies
- Education, Health and Care Plan Early Years – has been trialled and ready to start. Training for Early Years providers arranged
- Education, Health and Care Plan Transition (conversion from statements) – Transition document outlining process and timeframes completed. Training planned for schools and Local Authority Officers. Colleges and other providers attended training in July. Arrangements for special schools being agreed.

The Local Offer

7. Local Authorities must publish a local offer, setting out in one place information about provision they expect to be available for children and young people in their area who have Special educational needs and disabilities, including those who do not have Education, Health and Care plans. It should provide clear, comprehensive and accessible and up-to-date information about the available provision and how to access it.
- Dudley's Local Offer published on www.dudley.gov.uk/localoffer
 - Provision mapping

Personal Budgets

8. A child or his/her parents can request a personal budget once the Local Authority has completed the assessment and confirmed that it will prepare an Education, Health and Care plan. They can also request a personal budget during a statutory review of an existing Education, Health and Care plan.
- Children's Services have been working with both Dudley Council for Voluntary Service and Directorate of Adult, Community and Housing Services on their process for supporting the use of personal budgets

Further Training

9. A range of training is already planned for the autumn term:
- Professional awareness updates on The Local Offer; The Education, Health and Care Plan Referral Process; The Education, Health and Care Plan Transfer Process
 - Complex case and Mediation - Mark Small (Specialist Education Solicitor)
 - Mental Capacity - Dr Peter Corr, Gem Centre, Wolverhampton

SENDIASS

10. Dudley Special Educational Needs and Disability Information, Advice and Support Service (SENDIASS) – formerly Dudley Parent Partnership Service, offers free and impartial information, advice and support to parents/ carers, children and young people with special educational needs and disabilities. They provide a range of information from education

law to related law on disability, health and social care to help parents, children and young people in making informed choices and enabling them to play an active role in relation to educational decisions. The service works with nursery, primary and secondary schools, academies and post 16 settings, to promote positive engagement with parents, children and young people.

Finance

11. The Special Education Needs (SEN) Reforms for 2014 are supported by two Department for Education grants during 2014/15.
 - a) The Special Education Needs Reform grant is a non ringfenced grant and £360,784 has been made available for Dudley for 2014/15 to recognise the changes underway in the areas of SEN.
 - b) The S31 Special Educational Needs and Disability (SEND) Implementation (New Burdens) Grant is a non ringfenced grant of £259,415 for 2014/15. The purpose of the grant is to support the additional costs associated with the implementation of the Special Educational Needs and Disability reforms.

The Department for Education confirmed in June 2014 that there will be an indicative amount of £31.7m for 2015/16 available nationally for the Special Education Needs Reforms.

Law

12. Part 3 of the Children and Families Act 2014, introduces key changes for children with Special Educational Needs and their families.

Equality Impact

13. This report takes into account Dudley Council's Equality and Diversity Policy.

Recommendation

14. Children's Services Scrutiny committee receive and comment on the report.



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Interim Director of Children's Services

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Children's Services Scrutiny Committee – 25th September 2014

Report of the Interim Director of Children's Services

The Annual Report of Dudley Safeguarding Children Board 2013-14

Purpose of Report

1. To present to Children's Services Scrutiny Committee the Annual Report of the Safeguarding Children's Board 2013-14.

Background

2. Safeguarding and promoting the welfare of children requires effective co-ordination in every local area. For this reason, the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB).
3. The Local Safeguarding Children Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality and for ensuring the effectiveness of what they do.
4. The core objectives of the Local Safeguarding Children Board are set out in S 14(1) of the Children Act 2004 as follows:
 - 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 of the authority
 - To ensure the effectiveness of what is done by each such person or body for that purpose
 - 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
 - Understanding that role so as to enable those children to have optimum life chances and enter adulthood successfully
5. The scope of Local Safeguarding Children Board's role includes safeguarding and promoting the welfare of children in three broad areas of activity
 - Activity that affects all children and aims to identify and prevent maltreatment, or impairment of health or development and ensure children are growing up in circumstances consistent with safe and effective care
 - Proactive work that aims to target particular vulnerable groups
 - Responsive work to protect children who are suffering or at risk of suffering harm
6. The functions of the Local Safeguarding Children Board are laid out in statutory guidance – *'Working Together to Safeguard Children'* (March 2013).

7. Dudley Safeguarding Children Board (DSCB) has an independent chair in accordance with Government and Ofsted guidance. Under the new arrangements for Ofsted inspections of Local Authority arrangements for safeguarding children safeguarding boards will be subject of inspection. The evaluation schedule for the inspection of boards can be found at <http://www.ofsted.gov.uk/children-and-families-services/for-children-and-families-services-providers/inspecting-children-and-families-services/inspect-12>.
8. The Dudley Safeguarding Children Board Annual Report (enclosed) provides an outline of the key achievements and developments during 2012-13 and progress in respect of its key priorities.

Finance

9. Dudley Safeguarding Children Board has annual budget of £220,700 for 2013/14 financial year, receiving core funding from the local authority (53%), Primary Care Trust (26%) and West Midlands Police (4%). The remainder of income is received from contributions from other partner agencies and through training.
10. The local authority funds the Head of Safeguarding & Review post and a number of administrative posts within the Safeguarding & Review Unit which contribute directly to supporting the business of the Board.

Law

11. The key legislation underpinning the work of the Local Safeguarding Children Board is the Children Act 2004, supported by statutory *Working Together to Safeguard Children* guidance.

Equality Impact

12. The work of the Dudley Safeguarding Children Board supports parents, families, communities and partner agencies in providing safe homes and environments, security and stability for all children and young people in the Borough. The Dudley Safeguarding Children Board responds to the needs of vulnerable groups to minimise the incidence of child abuse and neglect to ensure that all children can maximise the opportunity to achieve positive outcomes.

Recommendation

13. Children's Services Scrutiny committee receive and comment on the report.

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Interim Director of Children's Services

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List of Background Papers

Appendix 1 – Dudley Safeguarding Children Board Annual Report

Appendix 2 - Dudley Safeguarding Children Board Executive Summary

Appendix 3 - Dudley Safeguarding Children Board Business Plan

<http://safeguardingchildren.dudley.gov.uk/what-is-the-safeguarding-children-board/business-plan/>



Dudley Safeguarding Children Board Annual Report April 2013-2014



Dudley Safeguarding Children Board
C/O Safeguarding & Review Service
Directorate of Children's Services
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DY1 2JZ or visit our website www.safeguarding.dudley.gov.uk

This report has been prepared by Jassi Broadmeadow Divisional Lead Safeguarding and Review and Martine McFadden DSCB Business Manager on behalf of the Independent Chair of Dudley Safeguarding Children Board



Foreword

Welcome to the 2013/14 annual report of the Dudley Safeguarding Children Board (DSCB). I took up the post of independent chair for this board and its sister board, the Dudley Safeguarding Adults Board in April 2013. I was immediately impressed by the level of dedication, motivation and contribution to the cause of safeguarding by professionals from all statutory and voluntary agencies.

This is true both of board activity, which by its nature is strategically focussed, and front line service delivery where the crucial work of keeping children safe is undertaken on a daily basis. The importance of a transparent assessment of a safeguarding board's competence through its annual report cannot be understated as ultimately the more effective the safeguarding board, the lower the risk of harm to children. A good Safeguarding Board has the ability to hold its constituent members to account. This happened in Dudley in January 2013 when together with Safeguarding Adults Board we effectively challenged the Dudley Group of hospitals following allegations of lawful restraint within the national press.

One of the ways a board reaches its aims is through effective communication. It is necessary to engage with young people, inform practitioners and raise awareness within communities. The DSCB, together with the Safeguarding Adults Board, developed a new coordinated communications strategy and website to maximise opportunities to deliver information.

It seems that safeguarding has been subject of national focus for many years with understandable outrage expressed when things go wrong. During the year, serious case reviews into the deaths of Daniel Pelka in Coventry and Keanu Williams in Birmingham were stark reminders of the importance of effective multi-agency working. Likewise, organised and large scale sexual exploitation of young people in various towns around the country has been widely reported with criticism aimed at statutory agencies.

Within Dudley, one serious case review was published in 2013. Fortunately it did not involve the death of a child but nevertheless learning opportunities were uncovered and acted upon. Regarding Child Sexual Exploitation, the DSCB has been alive to such threats since 2006 and consequently has had a strong focus on the issue. Such is the level of harm caused by CSE that we continue to work both within the borough and across the wider West Midlands to improve our response even further.

With regard to board membership, several key members left throughout the year. On behalf of the board I would wish to thank Jane Porter, Graham Tilby and Pauline Owens for their invaluable contribution over several years.

Moving forward, I think there are excellent opportunities to be grasped in respect of ensuring we engage with young people, listen to what they have to say and, most importantly, do something about it. Another priority must be to continue to develop the most effective way for agencies to share information and the feasibility of a Multi- Agency Safeguarding Hub (MASH) should be explored. There are also significant risks facing us consequent to economic challenges in the public and voluntary sectors. Organisational change motivated by budget reduction must be considered a threat and I call on all stakeholders in Dudley to ensure that the delivery of safeguarding services do not suffer as a consequence.

Roger Clayton

The Independent Chair of Dudley Safeguarding Children Board

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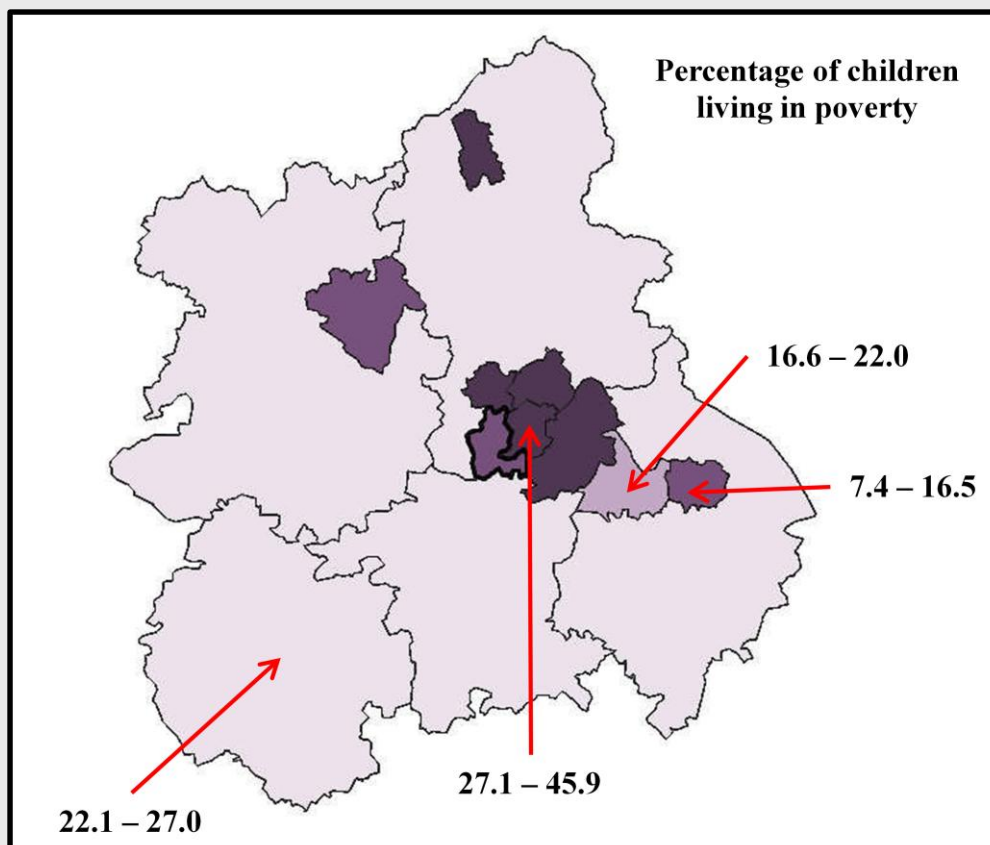
Local Background and Context

Dudley Profile

Dudley is a large metropolitan urban borough comprising of five distinct townships on the southwest edge of the West Midlands and forms the western part of the Black Country industrial region. The south and west fringes of the borough are relatively affluent but a number of wards close to Dudley town centre are among the most deprived nationally and are identified in Dudley's anti-poverty strategy. There is a higher percentage (23.1%) of children under the age of 16 in Dudley who live in poverty in comparison to the average percentage in England¹.

Children and young people constitute 24.1% of the total population with 75,085 children and young people aged 0-19. The birth rate has been falling and the number of children of school age has declined but there is now some growth in primary education. The proportion of children and young people from minority ethnic groups is rising and now represent almost 18.6% of the school population. More than 52 nationalities are represented in schools in the borough and 10.5% of children and young people do not have English as their first language. The proportion of children and young people entitled to free school meals is 18%¹.

Map of Dudley, showing the relative levels of children living in poverty¹.



¹ Child Health Profile ChiMat March 2013

As at 1st July 2013 there are 98 Dudley MBC maintained schools and 7 Academies which educate 44,689 children:

- 77 Primary (of which 39 include a Nursery Unit)
- 1 Primary Academy
- 14 Secondary (of which 3 include sixth form)
- 6 Secondary
- 7 Special
- 3 Pupil Referral Units
- 1 maintained Nursery School

Across the Dudley Borough, there are various centres or services which support children and young people:

- 20 Children Centres
- 10 Youth Centres
- 5 Children's Homes
- 1 Family Assessment Centre
- 3 Contact Centre
- 3 General Further Education College
- 1 Sixth Form College
- 1 Independent Specialist College



Equality & Diversity

Dudley has an equality scheme 2012-15 which sets out the council's commitment and approach to advancing equality, and identifies equality objectives for the council, which prioritise equality and diversity issues for the Directorate over the next three years in summary are:

- Monitor under performance in the outcomes for children and young people that may be related to their equality grouping and ensure that effective action to address causes is built into all action plans.
- Narrow the gap between the outcomes achieved by looked after children and those achieved by the majority of children and young people nationally.
- Ensure that effective equality impact assessments are undertaken whenever we are implementing new plans, policies and initiatives assessing the equality impact of important decisions and initiatives, such as the drawing up of a new policy or the redesign of a service is integral to meeting the legal duties.

Key areas for the Directorate where equality impact assessments were evaluated in 2013/14 are:

- Budget reductions and the impact on Service Delivery.

- Changes to existing policy and practice that have an impact on groups of children and young people with protected characteristics, or other groups within the Borough that the Directorate deems to be at risk of achieving outcomes that are significantly worse than the Dudley average.
- New policies or changes to practice that have an impact on groups of children and young people with protected characteristics, or other groups within the borough that the Directorate deems to be at risk of achieving outcomes that are significantly worse than the Dudley average.

Summary of Safeguarding & Child Protection Activity

The following information provides an overview of the Safeguarding Data from April 2013-2014.

- 3262 children (around 4% of all children and young people) were defined as 'in need' by children's social care.
- 304 children were subject to a child protection plan.
- 754 children were looked after by the local authority.
- There were 6014 contacts made to Children's Social Care of which 3452 were new referrals.
- Section 47 child protection investigations took place in respect of 938 children and young people.
- There were 281 child abuse recorded crimes by the police and 90 cases were detected as child abuse related offences.
- 2368 notifications were made to children's social care involving children living within the household where a domestic abuse incident had taken place. There has been a 50% increase of referrals from 2012-13 where the figure was 1798.
- There were 170 concerns or allegations in respect of people who work with children leading to 114 independently chaired positions of trust complex strategy meetings concerning 80 individual members of the workforce.
- There were 204 Initial Child protection conferences of which 377 children were made subject of a Child Protection Plan, 12 Receiving In Conferences and 332 Review Child Protection Conferences.
- 376 children were reported as missing from home to the Police, an average of 31 children per month.
- 35 young people were referred to YPSE panel and assessed at risk of sexual exploitation.
- 989 children (under 18 years of age) were victims of recorded crime, of which 26 were victims of knife crime and 6 victims of gun crime.
- 40 young people (under the age of 18 years) were charged with drug related offences, 39 of whom were in respect of Class B drugs and 1 young person in relation to Class A drugs.

Statutory and legislative context for the DSCB

The Local Safeguarding Children Board (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 and promoting the welfare of children is about:

- 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.

The Board is made up of senior representatives from a range of organisations (see full list of membership – Appendix 2 DSCB Membership).

DSCB has been in existence since 2005 and is continually developing the best way to fulfil its role within a constantly changing and challenging context. It has been working on how to best demonstrate the effectiveness of arrangements by ensuring it has the right information, providing a leading critical edge, and widening its focus to multi agency activity. It also works within a regional and a national context.

LSCB Statutory Objectives as set out in Section 14 of the Children Act 2004 are:

1. 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.
2. To ensure the effectiveness of what is done by each such person or body for those purposes.

LSCB Statutory Functions as set out in Working Together 2013 as follows:

1. Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - The action to be taken where there are concerns about a child's safety or welfare including thresholds for intervention.
 - Training of persons who work with children or in services affecting the safety and welfare of children.
 - Recruitment and supervision of persons who work with children.
 - Investigation of allegations concerning persons who work with children
 - Safety and welfare of children who are privately fostered
 - Cooperation with neighbouring children's services authorities and their Board partners.

2. Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.
3. Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.
4. Participating in the planning of services for children in the area of the authority.
5. Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Purpose of the Annual Report

This annual report is produced for the following purposes, primarily to inform agencies involved in safeguarding children in Dudley about the work of the Board and also to ascertain whether the board's assessment and evaluation of its achievements, performance and challenges are transparently reported to the public and professionals.

The publication of the annual report complies with the requirements in Working Together Guidance 2013 to publish an annual report on the effectiveness of arrangements to promote and safeguard the children and young people of Dudley.

This Annual Report is submitted to the Chief Executive and Leader of Dudley Metropolitan Borough Council, the Local Police and Crime Commissioner and a range of statutory partnerships. It is part of the way that DSCB accounts for its work, celebrates good practice and raises challenge issues for partners to address.

Governance and Accountability Arrangements

DSCB aims to work with, and alongside, a range of statutory and non-statutory partnerships in the knowledge that co-ordinating and maximising the effectiveness of safeguarding and promoting children's wellbeing is best achieved through collaboration, and holding to, or being held to, account.

For example:

- The work of DSCB contributes to Dudley Children & Young People's Partnership goals of improving the wellbeing of vulnerable children.
- DSCB works alongside Dudley Health & Wellbeing Board in aiming to reduce health inequalities that affect children and young people lives.
- DSCB works with Dudley Safeguarding Adults Board to promote a 'Think Family' approach to children and young people who live in households where there is parental mental health.
- DSCB works in tandem with Dudley's Safe & Sound (Community Safety) Partnership to tackle domestic and sexual abuse.

Members of DSCB therefore provide a wide range of representation on other partnerships to strengthen mutual support and challenge. There is also strong collaboration with a number of regional partnerships and networks such as:

- West Midlands Regional Safeguarding Network and its sub-groups
- West Midlands Strategic Management Board for Multi-Agency Public Protection Arrangements (MAPPA)
- West Midlands Network for Designated Lead Dr's and Lead Nurses for Safeguarding

Chairing Arrangements

Roger Clayton was appointed as the Independent Chair for both safeguarding Boards in March 2013. The commission commenced in June 2013.

Demonstrating its commitment to the protection of children has been evident by the Safeguarding Board during the past year. For example, there was an independent piece of work undertaken, and report on Missing Children commissioned by the Board, and a presentation to the Board by an Independent Author of a Serious Incident Learning Process, with recommendations for the Board.

Comprehensive training on SILP and findings from various Serious Case Reviews, including Daniel Pelka, and Keanu Williams was provided with key members of the Board delivering the training, namely staff from Children's Services, Police and Health professionals. So too was training provided on Signs of Safety, Child Protection, and Child Sexual Exploitation and Trafficking.

In addition, West Midlands Police organised a summit on Child Sexual Exploitation, with key note speakers including Jim Gamble, who was the former Chief Executive of the Child Exploitation and Online Protection Centre (CEOP). However, the most powerful impact came from a survivor of Child Sexual Exploitation who gave a graphic and harrowing account of the levels of abuse she had been subject too, and its lasting impact. She also provided clear recommendations to frontline practitioners working in this field on how to improve their responses based on her own experiences.

This presentation reaffirmed the necessity and critical importance of this work, particularly as it is one of the Board's priorities.

A further conference was held in April this year which I also attended on Building Resilience in Children against abuse and exploitation across West Midlands Schools, organised by Stephen Rimmer.

Representatives from the Safeguarding Board including myself, also undertook Section 11 audits, where we identified priorities that would improve multi-agency professional practices with children and families.

Furthermore, a Pan Board Reassurance Group has been formed which includes lay representation. This follows whistle-blowing allegations by both a current employee, and a previous member of hospital staff, who reported the inappropriate restraint of some patients, including children. These allegations have

already been published by the media.

The whistle-blowers have provided a dossier of information to the Reassurance Group and a decision was made to pass it to the police for further investigation. The Reassurance Group will undertake a rigorous and transparent review, pending the outcome.

December 2013 saw major changes to the staffing of the Board, following the simultaneous departure of key personnel, including the Director of Children's Services, the Head of Safeguarding and Review and the Named Nurse from the CCG. As a result, Roger Clayton, as Independent Chair, felt this was an appropriate time to review the Board structure, and subsequent work undertaken by various sub-groups.

A multi-disciplinary working party, which included me, was tasked with this review and there was unanimous agreement that there was a huge imbalance in the work carried out by Board members. The work was predominantly undertaken by the local authority and in particular by the Head of Safeguarding and Review. It is worth noting however, that particular members from other agencies would when approached, always try to assist. There was further agreement from the review group that this could not continue. Major changes are to be ratified, pending the outcome of the review.

Staff that have left have been replaced, with the addition of a Business and Communications Manager.

Karen Palk
Lay Advisor

Participating in planning and commissioning

The DSCB Annual Report for 2013-14 will be presented to a number of other partnerships including:

- Dudley Children & Young People's.
- Dudley Safeguarding Adults Board.
- Dudley Safe & Sound Partnership.
- Dudley MBCs Children's Services Select Committee.

Alongside this report, DSCB receives a number of other themed annual reports in respect of the following:

- Private Fostering arrangements.
- Child Death Overview Panel (CDOP).
- Local Authority Designated Officer (LADO) for the management of allegations against people who work with children.
- Independent Reviewing Service

The various sub-groups of the Board also produce a number of strategies and plans, influenced by the priorities. Some examples of this are:

- Training & Development Strategy.
- E-Safety Strategy.
- Child Sexual Exploitation Strategy & Delivery Plan.

For more information please go to the Board's Business Plan & Work Programme for 2013-15.

Communication and Raising Awareness

Public Awareness campaign **Take A Closer Look** was launched and the new Dudley Safeguarding Board website was launched in April 2014. The priorities for 2014-2015 include:

- The Board's Communication Strategy will be refreshed during 2014-15.
- Establishment of a joint Communications Group with Dudley Safeguarding Adults Board.
- Re-design of DSCB SafER Newsletter

DSCB Objectives

Since its inception in April 2005, Dudley Safeguarding Children Board has been working to three key objectives.

OUR KEY OBJECTIVES:

1. **Promoting an understanding that safeguarding is everyone's responsibility.**
2. **Improving the safety and wellbeing of children and young people across all communities.**
3. **Developing safer services and employment practices across all organisations**

In order to achieve this Dudley Safeguarding Children Board (DSCB) have worked to ensure that all children and young people have safe environments to help promote their welfare and well-being, action is targeted at vulnerable groups such as disabled, children in care and responses to children who have been harmed to minimise lifelong impact are co-ordinated and effective.

DSCB Key Priorities 2013-2015

Dudley Safeguarding Board agreed the following five priorities to be achieved over a two year period. This report covers the activity of the Board towards these priorities for the first year of 2013-2014.

PRIORITY 1	Improve the protection of children from abuse and neglect, through more effective inter-agency working and consistent approaches to minimising risk and strengthening resilience within families.
PRIORITY 2	Improve the effectiveness of early help and intervention for children and young people who are vulnerable.
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.
PRIORITY 4	Improve inter-agency responses to young people who are at risk of, or who have suffered, sexual abuse or exploitation.
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.

DSCB Functions

DSCB has five sub-groups

Quality & Performance Management Group	Develops and implements work in respect of quality assurance and performance management on behalf of DSCB. It is also delegated to work on a range of strategic issues such as governance, self-assessment, Section 11 audit, peer review and challenge.
Policy, Procedures & Practice Sub-Group	Responsible for keeping Dudley Safeguarding Children Board procedures up-to-date in the light of national, regional and local developments. It also provides support and guidance in respect of single agency procedures.
Training & Development Sub-Group	Develops and implements the Board's multi-agency training strategy, overseeing the delivery, commissioning and quality assuring of safeguarding training and awareness-raising across the borough
Serious Case Review Sub-Group	Responsible for advising DSCB in respect of cases that should be considered for an SCR and managing the process. It also oversees other case reviews, monitors action plans, linking closely to the Child Death Overview Panel where appropriate.
Child Death Overview Panel	Responsible for reviewing all child deaths in the borough and rapid response arrangements in respect of children who die unexpectedly.

The sub groups have continued to meet on a regular basis throughout the year. Their commitment has been to the Board Business Plan and achieving against the five priorities.

Quality & Performance Management

The Quality & Performance Management Group develops and implements work in respect of quality assurance and performance management on behalf of DSCB. The group oversees the development and implementation of the Board's Quality Assurance Framework and monitors performance in respect of Inter-Agency Child Protection Standards, key indicators and measures. A copy can be downloaded from the DSCB website www.safeguarding.dudley.gov.uk. It is also delegated to work on a range of strategic issues such as governance, self-assessment, Section 11 audit, peer review and challenge.

During the past year the group has:

- Overseen the Board's audit programme details of which can be found in the Board's Business Plan and Work Programme for 2013-15.

- Completed Multi Agency Audits for CP standards and Repeat/Subsequent CP plans.
- Monitored and kept under review the Performance Data Set in the light of national, regional and local changes.
- Published a report on the learning from Quality Assurance Activity in December 2013 - a copy can be downloaded from the DSCB website www.safeguarding.dudley.gov.uk.
- Scrutinised the Section 11 Audits undertaken by Partner Agencies
- Agreed new reporting templates for Child Protection Conferences
- Section 11 Scrutiny Arrangements

During 2013-14, key partner agencies undertook an audit of their Section 11 compliance using an online tool provided by Virtual College e-safeguarding children academy. The 11 standards in the Audit Tool were:

Senior management commitment to the importance of safeguarding children.
 A clear statement of the agency's responsibilities towards children available to staff.
 A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children.
 Service development takes account of the need to safeguard and promote welfare.
 Service development is informed by the views of children and families.
 Individual case decisions are informed by the views of children and families.
 Effective inter-agency working enabling information sharing to service users.
 Staff training on safeguarding and promoting the welfare of children for all staff working with or in contact with children and families.
 Safe recruitment.
 Effective inter-agency working to safeguard and promote the welfare of children.
 Effective inter-agency work.

It was noted that 7 out of 11 partners had commenced audit undertaking, and documented on audit tool. The average compliance score in completion of the audit against all of the criteria within the standards for all organisations/agencies is 65%.

The analysis of information obtained indicates that the strongest areas of compliance (on average) relate to:

- Safer recruitment.
- Senior management commitment to the importance of safeguarding children.
- Service development takes account of the need to safeguard and promote welfare

The weakest areas of compliance (on average) relates to Monitoring and evaluation

Whilst the Board received scrutiny reports in January 2014 from some key agencies in respect of their strengths and areas for improvement, it is recognised that with a new DSCB structure in place a repeat Section 11 audit is required with additional training for partners in the use of an online toolkit to assist them in completing the tool accurately and to progress actions. Therefore DSCB have arranged refresher training in November 2014 with a view to commencing the audit process early 2015. Findings will be reported on in the DSCB 2014-2015 Annual Report.

Policy Procedure & Practice

The Policy, Procedures & Practice Sub-Group is responsible for keeping Dudley Safeguarding Children Board procedures up-to-date in the light of national, regional and local developments. It also provides support and guidance in respect of single agency procedures. Key activities during 2013/14 included updated or new procedures on:

- Neglect.
- Faltering Growth.
- Child Sexual Exploitation.
- Joint Working Protocols with Adult Mental Health and Substance Misuse Services.
- Commissioning an update of core child protection procedures with a projected launch date of September 2014

Training and Development

The Local Safeguarding Children Board (LSCB) has the statutory responsibility for co-ordinating safeguarding arrangements across organisations and ensuring the effectiveness of what they do.

One of the functions of the LSCB under Section 14 of the Children Act 2004 concerns the ‘training of persons who work with children or in services affecting the safety and welfare of children.’

In Dudley, this work is overseen by the Training & Development Sub-Group of Dudley Safeguarding Children Board. The group consists of safeguarding and training leads across a range of partner agencies. The work of the group links closely to other functions undertaken by the Board such as learning and improvement, the development of policies and procedures and wider awareness-raising and communication.

The Sub-Group fulfils the following roles:

- Co-ordinating and quality assuring all safeguarding children training across the borough, whether this is delivered or commissioned on a single or multi-agency basis.
- Identifying training needs and gaps as part of wider workforce strategies and in response to national developments and using this information to inform planning, commissioning and delivery of safeguarding training.
- Evaluating the impact of safeguarding training on frontline practice and in terms of outcomes for children and young people, notably their safety and wellbeing.
- Developing the skills and expertise of those developing and delivering safeguarding training across the Borough

How much did we do?

Based on the data reported by partner agencies to DSCB, a total of 9774 safeguarding training places delivered during 2013-14, compared to 8914 the previous year, which represents an increase of almost 10%. Of these, 2623 places were part of the multi-agency training programme (an increase of 51%) and

731 were briefings conducted by DSCB (an increase of 50%). There was a 26% increase in the uptake of e-learning.

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Total
2012/13	419	1024	821	664	201	1033	817	1054	531	868	916	641	8989
2013/14	878	940	776	864	152	1451	909	1059	681	829	704	531	9774

Single Agency: 4958 (- 12%)
 Multi Agency: 2623 (+ 51%)
 Virtual College: 1097 (+26%)
 Briefings: 1094 (+ 50%)

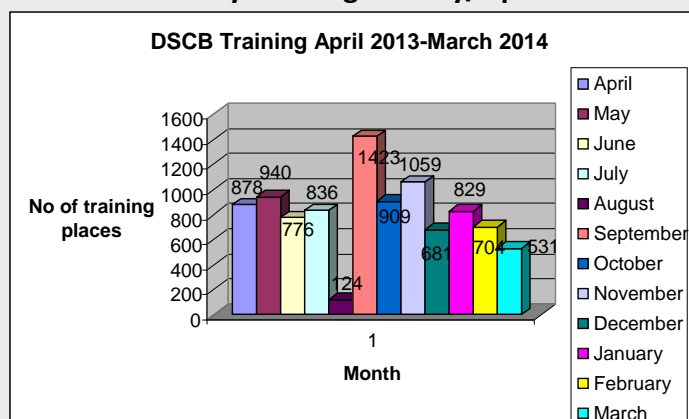
Online training:

	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Total
2013/14	59	122	57	101	80	53	122	84	84	155	70	110	1097

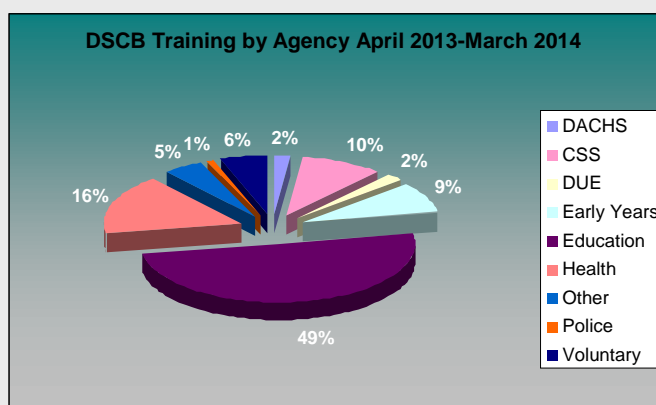
Briefings:

	DACHS	CSS	Early Years	Education	Health	Voluntary	Other	Police	Due	Total
2013/14	56	314	76	158	126	128	92	25	7	1095

Monthly Training Activity/Uptake

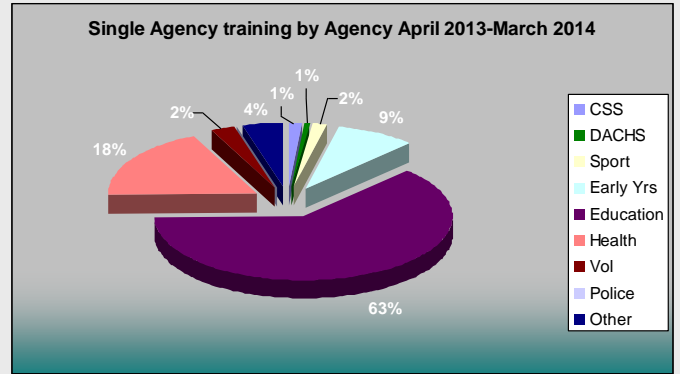
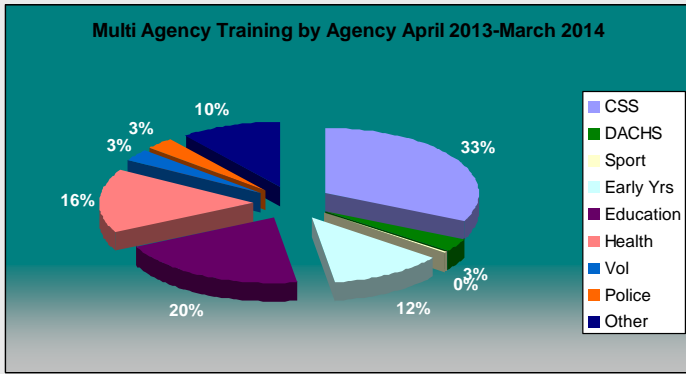


Percentage of Agency Attendance

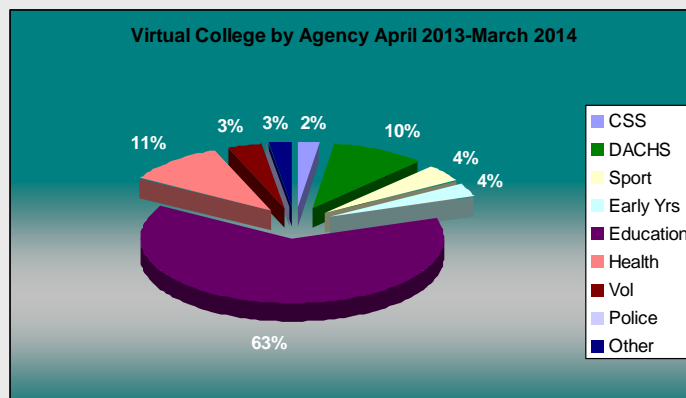


Multi agency training days/sessions:

Intermediate: 11 sessions (5.5 days) – (1 session less than previous year)
 Advanced: 9 sessions full course (18 days) – (4 sessions less than previous year)
 Domestic Abuse: 4 sessions of Basic (2 days) plus 3 sessions of Advanced course (6 days)
 Specific issue: 38 sessions over 39.5 days (5 extra sessions – 5 extra days)
 Briefings/Conferences: 14 sessions over 11 days (4 extra days)
 Total: 79 courses/briefings run over 82 day



Virtual College (Online Training) Breakdown by Agency



How well did we do it?

The overall evaluations of training at the time of course completion are very positive. In terms of the % of delegates who stated either 'excellent' or 'very good'.

- Addressed equality & diversity – 85%
- Administrative process – 89%
- Venue – 70%
- Usefulness of training in terms of their practice - 92%
- Course met the aims & objectives – 93%
- Quality of training – 92%

What difference did it make?

DSCB conducts post-course follow-up evaluations (around 3-6 months after the completion of the course) to assess what difference the training has made in respect of safeguarding practice.

A more detailed report in respect of outcomes from safeguarding training will be presented to DSCB September 2014. Overall, there is strong evidence that safeguarding training contributes to supporting our workforce to know of the predisposing factors, signs and indicators of abuse and have clear understanding of what to do if they have concerns about a child's welfare, be able to exercise professional skill in terms of effective information sharing and the ability to analyse this information.

There are identified challenges in the delivery of training through DSCB and some of these are set out below:

- Capacity to deliver but more importantly to evidence outcomes and develop quality and breadth of programme.
- Quantity over quality.
- Safeguarding practices in the real world – challenge from training delegates regarding practice issues.
- Value/recognition of training & trainers, most of whom deliver for the Board on top of their day job.
- Investment and support.
- Partnership ownership and to effectively offer joined up training.
- Administration.

Serious Case Review

Dudley Safeguarding Children Board has undertaken the following:

- Published a Serious Case Review in respect of Child C.
- Concluded a Significant Incident Learning Process (SILP) in respect of Child E.
- Concluded two case reviews in respect of children who died unexpectedly.
- Completed a multi-agency audit in respect of compliance with child protection standards.
- Completed an audit in respect of repeat and subsequent child protection plans.

This summary provides a brief summary of the key areas of learning and improvement themes from the above processes.

We featured the learning from the Serious Case Review concerning Child C at the Safeguarding Practice Learning Event in May 2013. We are not in a position to publish the SILP in respect of Child E due to outstanding criminal and care processes.

Child G was born in 2010 at 27 weeks gestation and was hospitalised for 7 months across three different hospital sites during this period. His neonatal period was described as 'traumatic', having undergone numerous medical procedures. Throughout his life, a large number of professionals were involved in supporting his complex health needs and the care provided by his parents. He died in June 2012.

The review identified good practice in respect of professional engagement and 3 themes in terms of learning:

- Inter-agency working.
- 'Rule of optimism'.
- Management of faltering growth

A number of recommendations were made for health agencies, including the re-introduction of a specialist 'Feeding Clinic' and recruitment of a Community Dietician to support paediatric work in respect of children who are 'failing to thrive'. An action plan will be developed to progress the improvements identified.

Child F was born in June 2008. There were some indications of her vulnerability from an early age. Due to poor housing conditions, significant age difference of parents and their respective cognitive functioning and the impact of this on Child F's own development.

She started nursery at the age of 3 years, 3 months and was first referred to Children's Social Care in December 2011. For a period of 6 months, she had fairly extensive involvement with three key agencies – social care, health and a children's centre. She was removed from her parents care by the police in May 2012 due to neglect and described as having severe development delay.

The key learning centred on the following themes:

- Thresholds for early intervention and the recognition of vulnerability.
- Inter-agency working with resistant.
- Child-centred approach when working with neglect.

Improvement themes for DSCB:

- Clear guidance and pathways for practitioners to follow where there are concerns with regards to faltering growth and/or neglect.
- Clear message to practitioners about the need for 'professional curiosity' and potential for 'rule of optimism'.
- Embedding Signs of Safety approach across key agencies involved in responding to early concerns and protecting children, focusing on ascertaining the 'voice'.
- Improve the quality and consistency of child protection conferences, plans and core groups.
- Produce further guidance for practitioners to support their understanding and confidence in terms of how why and when to share information.
- Undertake an audit of the effectiveness of early help and intervention in terms of impact upon the 'child's journey' in preventing the need for more intensive intervention and 'experience' of the child within their home-life.

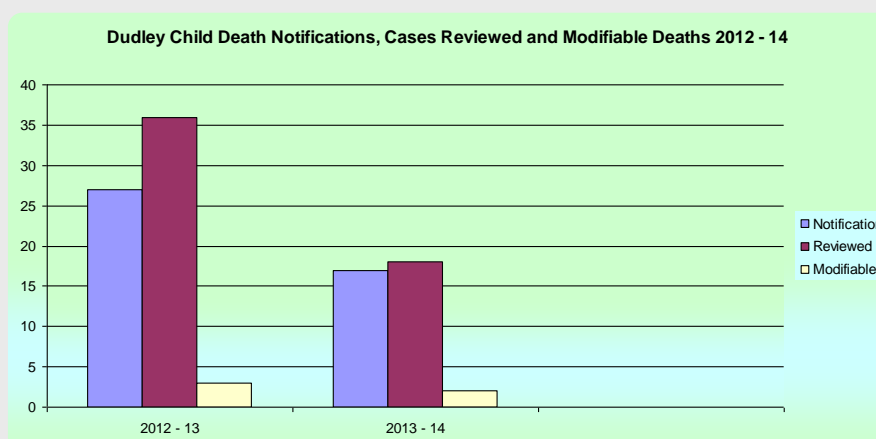
Child Death Overview Panel

The Child Death Overview Panel (CDOP) is made up of representatives from a range of partner agencies such as Dudley Group Hospitals NHS Foundation Trust, Dudley Clinical Commissioning Group, Black Country Partnership Foundation NHS Trust, Children's Social Care, West Midlands Police, Public Health and Community Safety.

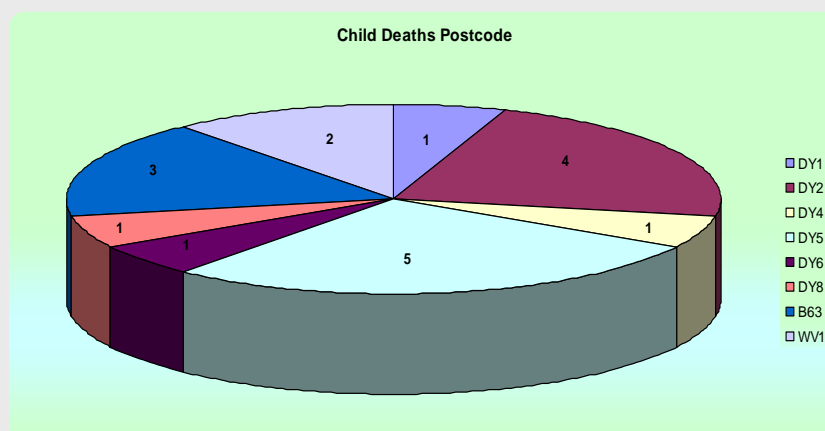
CDOP met 4 times during 2013 – 2014; on average reviewing 6 child deaths per meeting. In total we reviewed 18 deaths during the year.

Child death is a very sensitive issue of paramount importance. Our Panel is committed to learning from every such death where possible, in order to identify modifiable factors at both national and local level and to inform action that can then be taken to reduce the number of child deaths in the future or improve our safeguarding arrangements.

44 child deaths (Dudley resident) were reported to CDOP 2012 – 2014. 12 deaths were classified as unexpected (not expected to die within 24 hrs preceding the death). During that same period CDOP completed reviews in respect of 54 child deaths (28 male, 26 female) - of these only 5 were identified as having modifiable factors.



Child poverty in Dudley is higher than the national average of 23.1% of children under 16 years of age. This is the percentage of children we have reviewed under CDOP from these areas.



Task Groups

The work of DSCB is also supported by a number of Task Groups, which reflect the Board's priorities and objectives. During 2013-14, these were:

Vulnerable Children & Young People's Task Group	Oversees inter-agency responses to child sexual exploitation, child trafficking, children who go missing and private fostering. The Task Group also oversees the e-Safety Strategy Group, taking a lead on promoting e-safety across the borough and tackling abuse associated with new technologies.
Safer Recruitment & Employment Task Group	Promotes safer working practices, safer recruitment and the effective management of allegations against people in the children's workforce.

There are a range of thematic safeguarding forums, boards and panels which also contribute to the wider work of DSCB and play a key role in implementing safeguarding developments across and within organisations

Young People at Risk of Sexual Exploitation Panel

Panel Developments

Over the last twelve month period there have many been significant changes made to the way in which the Young People at Risk of Sexual Exploitation (YPSE) panel is organised:

- New Terms of Reference have been introduced.
- Membership of the panel members has been reviewed to ensure those who are attending are the most appropriate from their service in order that the best possible outcomes for the young people discussed at panel are achieved.

- There is now a named social worker on panel which previously had been missing; and links have been improved between Targeted Youth Support (TYS) Panel and YPSE Panel.

The YPSE process has changed significantly in order to bring panel in line with other panels across the Black Country. Panel has consistent and much improved input from West Midlands Police with the Detective Inspector from the local Public Protection Unit taking on the role as co- chair.

There has been sign off by all partners in respect of the information sharing protocol. Report templates have recently been introduced for those members attending panel, and who are providing services to the young person/persons. Members are now requested to complete a written update on the young person for each panel meeting. Dudley has also adopted the National Working Group Risk Assessment Tool in respect of referral information to panel Referrals to Panel.

There have been 35 referrals made to panel in 2013-2014. All of the referrals have been offered some level of intervention dependent on their risk assessment level.

Whilst panel should be concentrating on medium and high risk assessments, low risk assessment cases have been signposted to appropriate services that can meet the needs of that young person. The main agencies providing intervention are; Street Teams, for predominately high level cases and some medium risk cases. Phase Trust works in partnership with Respect Yourself and the two services work with the low and medium risk cases. This allows Street Teams to work more intensively with the higher level cases across the borough. Other panel members also offer direct work to children as appropriate i.e. where counselling is required or there are issues with alcohol or substance misuse.

Missing Children and Young People

Although Missing Children are a standing item on the YPSE panel more emphasis is placed on CSE nominal's as these children are already discussed at TYS. They will only be discussed if issues are raised at TYS. The names of the missing children are shared prior to panel so that each agency can undertake the relevant checks on the young people. A representative from the Youth Offending Service attends panel and will feedback on their return interviews and highlight any actual or potential risks of CSE so that appropriate intervention can be initiated.



Areas for development

Dudley Local Authority has signed up to the Regional strategic plan in addressing CSE. The 15 standards will form the action plan for the Regional Strategic Group chaired by Dudley's Chief Executive John Polychronakis. There are areas of development in line with this strategy which include the following:

- The need to coordinate the CSE strategy and ensure its operational delivery and effectiveness. This includes agencies ability to improve on detection, disruption and prosecutions.
- The need to ensure all partner agencies understands the pathway of Service Delivery in line with Regional protocols and the National Risk Assessment Tool.
- The need for continued awareness raising events, training and briefings

Personal Statement

I have worked in the hotel business for the past 15 months and never thought that CSE would be so close to home. I attended the hotel CSE awareness training about 6 months ago which was organised by DSCB.

The training was an eye-opener, very interesting and telling me about CSE in a way I understood. I found the true life experiences and examples most useful.

This is how I used the training

I was on duty at reception in the hotel I work and my gut instinct told me there was something not right about the couple trying to book in. The training signs of CSE came back to me and alarm bells rang. I noted that there was a big age difference between the couple, they were trying to pay cash with no identification and the girl wouldn't make eye contact with me. I refused to book them in (I could have lost my job but I knew there was something wrong) When they left I phoned the police and told them my suspicions . The police checked the CCTV and followed it up.

Outcome: my actions stopped a child being abused

Katie

E-Safety Task Group

The E-Safety Task Group was first established in 2006 to develop and implement an e-safety strategy for Dudley and support partner agencies in embedding e-safety within their work.

Key activities in 2013 – 2014 include:

- Refresh of the Strategy, Terms of Reference and membership of the group.
- Began a major refresh of the action plan.
- Secured funding from Safe and Sound Dudley's community safety partnership in order to deliver more parents sessions.
- Supported the co-ordination of Dudley's Anti-Bullying Week in November 2013.
- Continued to deliver E-safety awareness / training to practitioners, parents and young people across the borough.
- Promoted E-safety across the borough via various mediums to celebrate European Safer Internet Day.
- Began the development of a 'level 2' safer internet use training course, in addition to the collation of training being delivered.
- Supported the 2014 cyber survey.
- Supported DAGB annual competition – this year's theme cyber safe.

Let's Create a Better Internet Together

The theme for 2014's European Safer Internet Day was 'Lets Create a Better Internet Together'. In collaboration with Safe & Sound Dudley's Community Safety Partnership, Dudley Safeguarding Children Board the second annual E-safety debate was held in Dudley Council Chambers.

Adrienne Katz from the BIG Award and author of '**Cyberbullying and e-safety: what educators need to know**' attended the debate and gave a key note speech about the work she has been doing around the National Cyber Survey.

The debate gave children and young people from local schools the opportunity to discuss who is responsible for keeping them safe online.

10 Dudley schools took part in the day, debating the motion 'Children and young people are responsible for keeping themselves safe on the internet'. Over the 2 debates, 50% of children and young people agreed with the motion, 33% however disagreed, believing that it is also other people's responsibility while 17% were not sure and abstained from voting.

Other comments during the debate included:

- Parents can push too many rules, they should trust young people.
- Don't invade your child's privacy.
- Friends can help keep young people safer. We can keep those around us safe.
- Adults created the internet but it remains unsafe despite efforts to make it safe. Can children really rely on adults to keep children safe? Children can be taught to check if filters are in place and about counterfeiting and scams. If our parents don't understand, it is up to us.
- 'So what education is it that adults get that makes them more able to know what to do online?' Where can parents go if they want to find out about internet?

Dudley Safeguarding Children Board have also worked closely with Saltmine Theatre Company in order to deliver their internet safety play 'Escape' at various primary schools across the borough over a two week period around Safer Internet Day 2014.

The Cybersurvey 2014

Designed and piloted in Dudley in 2009, the Cybersurvey returned this year to inform us of Dudley's young people's education, risks and experiences online:

- Schools are now reaching over 90% of students and parents are talking to 70% about e-safety.
- 95% of young people said that the e-safety education they received was quite good or very good. Only 5% say it was not good enough or useless.
- 58% of all respondents always follow the e-safety advice.

Self-generated images you felt forced to post or send:

- 3.45% of all respondents said 'It happened to me' when questioned about selfies that are nude or inappropriate images while
- 8.23% said 'it happened to someone I know.'

Cyberbullying

While 46% of respondents had experienced one or more of the different types of online aggression or abusive behaviour, described in the question, they did not all consider this to be cyberbullying. When a

definition of cyberbullying was given, 23% of respondents consider their experience to be cyberbullying. 46% think that their school deals with cyberbullying 'very well' and 35% think their school does so 'quite well'. 19% say they school does not deal with it well.

Vulnerable groups

58% of Looked after Children, 35% of young carers and 31% of pupils with SEN reported being cyber bullied. If these percentages are compared with the responses of people who said they had 'none of these difficulties' (14%) it becomes evident that these vulnerable students are being disproportionately cyber bullied.

Dudley Grid for Learning (DGFL)

DGFL continue to offer support to schools around e-safety including training to schools staff, governors, parents and pupils on general and specific e-safety issues. In addition, individual on-going support is given to schools undertaking the 360 e-safe matrix.

Virtual School/ LAC E-Safety

E-Safety training has been made mandatory for all foster carers to attend either 'E-safety in the Foster Care Setting' or the equivalent multi-agency safeguarding board training. LAC and carers are also offered one to one e-safety support by the Education Support Officer in the Virtual School on request.

Any internet enabled devices issued through the Virtual School are accompanied by E-Safety guidance and AU agreements. Schools are advised to provide similar guidance and agreements when providing devices for use at home by LAC. E-Safety guidance is also included in transition pack for all year 6 and year 7 Looked After Children.

An audit of e-safety provision for LAC has commenced (to be completed by December 2014) by the Education Support Officer in the Virtual School. So far the fostering Team and Children in Care Council have been consulted. The Internet Safety Policy for LAC (Children & Families Procedures) is also currently under revision.



Safer Recruitment & Employment Task Group

The work of this Task Group supports one of the key objectives of the Board in 'developing safer services and employment practices across all organisations'. It has three key strands of focus:

- Developing safer working practices within organisations.
- Promoting safer recruitment and employment practices across organisations.
- Strengthening the management of concerns and allegations in respect of people in the children's workforce.

Safer Working Practices

The Board issues a range of inter-agency practice guidance for all people and organisations to support them and their staff and volunteers in their safer working practices. These include:

- Safer Working Practice guidance.
- Use of Images guidance.
- Use of social networking guidance.

All of these can be located within Section D of the safeguarding procedures manual.

Safer Recruitment (2013-2014)

The Board continues to support organisations through the provision of 'Safer Recruitment' training and advice with regards to policies and procedures concerning safer recruitment. A total of 94 delegates attended the Board's 'Safer Recruitment' training delivered by trainers accredited by the Children's Workforce Development Council. Table below provides a breakdown of the delegates by agency.

Courses Attended

	DACHS	CSS	Early Years	Education	Health	Voluntary	Other	DUE	Police	Total
29 th Apr	0	3	3	11	0	5	0	0	0	22
8 th Jul	0	3	2	11	1	4	1	0	0	22
22 nd Oct	0	3	2	8	5	0	2	0	0	20
22 nd Jan	0	2	5	8	7	0	0	1	0	23
Total	0	11	12	38	13	9	3	1	0	87

Managing Allegations

The Local Authority Designated Officer (LADO) is responsible for the oversight and management of allegations and concerns with regards to people who work with children. During 2013- 2014 the LADO service provided advice, support and co-ordination to over 170 concerns or allegations in respect of people who work with children, including chairing 114 'Position of Trust' Complex Strategy Meetings concerning 80 individuals.

Operational Safeguarding Forums

In 2013 -2014 the following Forums continued their commitment in meeting on a regular basis. The aim of these Forums was to share the information from sub groups and ensure that the action plan of the Board becomes an operational tool in practice. The forums also monitored the effectiveness of the work completed and fed back the findings to Sub and task groups.

- Child Protection Coordinators (Education).
- Local Forum (Social Care and Police).
- Health Safeguarding Forum.
- 14+ Safeguarding Forum.
- Directorate of Urban Environment Safeguarding Forum.
- Directorate of Children Services Safeguarding Management Board.
- Substance Misuse Services Safeguarding Forum.

DSCB Strategic Plan

PRIORITY 1	Improve the protection of children from abuse and neglect, through more effective inter-agency working and consistent approaches to minimising risk and strengthening resilience within families.
PRIORITY 2	Improve the effectiveness of early help and intervention for children and young people who are vulnerable.
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.
PRIORITY 4	Improve inter-agency responses to young people who are at risk of, or who have suffered, sexual abuse or exploitation.
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.

Progress in respect of Key Priorities 2013-2014

What did we do?

PRIORITY ONE:

- Continue to revise our Quality Assurance Framework.
- Produced new inter-Agency Child Protection Standards.
- Published Quality Assurance Overview Report of agency audit outcomes.
- Continued to secure additional funding to appoint a temporary Quality Assurance Officer.
- Revised Performance Data Set taking account of national framework and regional activity
- Commissioned additional multi-agency Signs of Safety Training for practitioners and briefed range of frontline managers across key partner agencies.

This work was led by the DSCB Quality & Performance Management Group

PRIORITY TWO:

- Continued to promote use of common assessment across key agencies such as Children's Centres, Health and other partners.
- Created education liaison officer post.
- Continued Troubled Families support through a Family Intervention Programme targeted to include children on the edge of care and in need of protection.
- Restructure of Children Centre provision into cluster models.

PRIORITY THREE:

- Multi agency audits completed which have highlighted areas for improvement.
- Section 11 audits completed and scrutiny of agency plans.
- Forums have continued to take place and offered the challenge on an operational level to interventions with families.

PRIORITY FOUR:

- Contributed to the development and implementation of a West Midlands Regional Strategy to tackle Child Sexual Exploitation.

- Reviewed and implemented changes to our Young People at Risk of Sexual Exploitation (YPSE) Panel arrangements to improve the effectiveness of screening, risk assessment and specialist support.
- Secured additional investment (10k) for Street Teams to undertake more targeted work with children's social care.
- Developed a CSE Framework and Directory of Services to support the introduction of a Delivery Plan during 2013-14.
- Secured short-term funding to support the development of a regional Sexual Assault Referral Centre (SARC).
- Developed and launched a multi agency CSE referral toolkit.

This work was led by our Vulnerable Children & Young People's Task Group

PRIORITY FIVE:

- Implemented single assessment in Children Services to ensure that the journey of the child is recorded consistently with robust information gathered from partner agencies.
- Domestic Abuse Strategic group have been reviewed through CAADA and a MARAC action plan devised.
- Substance misuse safeguarding forum have raised practice issues following an adult death. Internal review completed to consider the missed opportunities and learning disseminated through an action plan.

Effectiveness of Safeguarding

How safe are children and young people in Dudley?

The last full inspection of safeguarding arrangements in Dudley by Ofsted was in November 2011 (published in January 2012). The overall effectiveness of safeguarding was rated as adequate with good capacity for improvement. The report made a total of 13 recommendations to be actioned and DSCB has contributed to the implementation and monitoring of improvement activity during 2012-13 alongside conducting further self assessment work in respect of safeguarding outcomes.

In August 2012, Ofsted and the Care Quality Commission undertook a 3-day thematic inspection of adult services' arrangement for the safeguarding of children where there is parental substance misuse or mental health services. The actions against the plan have been progressed and reported to DSCB.

In November 2013, the LGA have reviewed provision of Services to Looked After Children through peer review. An action plan has been devised to address findings related to reducing the numbers of looked after children and ensuring improved and timely care planning. The findings and progress will be reported in next year's Annual report.

The Quality Assurance Framework was revised in March 2012 with four key components:

- Experience of children, parents, carers e.g. feedback surveys
- Experience of frontline staff e.g. surveys, focus groups
- Children's, parents case records e.g. file audits
- Other organisational activity e.g. supervision, practice observations

The QA group of the Board have held oversight of these and have reported on its activity in this report. There has been progress in ensuring the application of standards within child protection and that children at risk of sexual exploitation are identified quickly and have access to support services within the Borough.

DSCB Effectiveness

Board Attendance

One of the measures of partner engagement and LSCB effectiveness is attendance at Board meetings and engagement in the sub-structure of the Board. In 2011-12, the Board introduced monitoring and reporting of attendance by partner agencies at the main DSCB meetings.

The below table provides a snapshot of 2013-2014 attendance figures:

Agency	Actual member attendance	Percentage over last six meetings	Total attendance with Member or reprehensive
Social Care	6/6	100	100
Dudley CCG	4/6	66.6	66.6
BCPFT	6/6	100	100
DGH NHS Foundation Trust	6/6	100	100
Office of Public Health*	2/3	66.6	66.6
Colleges	1/6	16.6	16.6
Education	5/6	83.3	83.3
Primary Schools	4/6	66.6	66.6
Secondary Schools	3/6	50	50
Special Schools	1/6	16.6	16.6
DWMHT	4/6	66.6	66.6
CAFCASS	1/6	16.6	16.6
Youth Offending Service	6/6	100	100
Probation	4/6	66.6	66.6
Connexions	5/6	83.3	83.3
West Midlands Fire Service	6/6	100	100
West Midlands Police	6/6	100	100
Community Safety	6/6	100	100
Dudley Children's Trust	5/6	83.3	83.3
DUE	4/6	66.6	66.6
Childcare Services Strategy	4/6	66.6	66.6
DACHS	3/6	50	100
Voluntary	6/6	100	100
West Midlands Ambulance Service	0/6	0	0

Attendance figures have decreased from previous years and this will be addressed in the review of DSCB in 2014.

LSCB Self Assessment

DSCB conducted a self assessment of its own effectiveness using Ofsted Good Practice Checklist in 2013. The findings indicated the following:

- Governance arrangements – satisfactory
- Partnership working – good
- Engagement with children and young people – satisfactory
- Business planning and relationship with children’s trust/partnership – satisfactory
- Quality assurance – satisfactory

DSCB will prioritise a self assessment in 2015 to review these findings and incorporate the new Ofsted guidance for inspection arrangements for LSCBs.

The main mechanism for self-assessing how safe children and young people are in Dudley is through the application of the Board’s Quality Assurance Framework, which was revised in March 2014, with 4 key components:

- Experiences of children, parents and carers
- Experiences of frontline staff
- Children’s and parents case records
- Other Organisational Activity

LSCB Support and Challenge

DSCB has a key role in supporting agencies in respect of their safeguarding arrangements, largely through the provision of services provided by Safeguarding and Review Service. There are occasions when the Board are required to challenge agencies where it is considered that safeguarding issues are not being sufficiently addressed, either in respect of an individual child or at a more strategic level.

In January 2014, DSCB commenced a review of its structure and membership. This work continues and will be reported on in next year’s report. The work around the risk register falls within this review period.

Looking Ahead

The final section of the DSCB Annual Report outlines some of the key challenges, risks and priorities for DSCB looking ahead to the next 12 months and beyond.

Key risks and Challenges

There are a number of risks and challenges that will require action to mitigate against and minimise. Some of these risks are more specific to partner agencies, others to the work of the Board:

Safeguarding Risks and Challenges:

- Capacity of front-line services to respond to increasing demand and complexity of child protection work, notably at a time of recession with the impact of poverty increasing pressures within some families and cuts within public sector services on the provision of early intervention and some areas of more specialist assessment and intervention.
- The continued impact on frontline practice of continued national and regional organisational change and reform within health and police.

- The impact of the Family Justice Review in terms of capacity to adhere to timescales and additional requirements with family court proceedings, particularly in view of the increasing complexity of the circumstances of some children who are subject to care proceedings.
- Lack of consistency in respect of child protection planning and review evidenced through quality assurance activity and case reviews.
- Potential for increased risks to children who suffer from asthma as a result of legal changes with regards to the provision of emergency inhalers.

Board Risks and Challenges:

- Capacity to deliver key priorities and improvements identified within business plan and work programme.
- The loss of 24 hour rapid response cover within health for unexpected child deaths.
- The lack of timely distribution of child protection conference minutes.
- Developing clear pathways for referrals and subsequent information sharing amongst partners.
- Continued investment for Quality Assurance coordinator post.
- Ensuring effective resourcing and optimum processes for dealing with child sexual exploitation.

The Board appointed an Independent Chair in June 2013. Roger Clayton's priorities continue over the next year:

- Review and set a work programme for improving LSCB communications, including the development of the website in-conjunction with Dudley Safeguarding Adults Board.
- Review and set a work programme to improve the engagement and participation of children and young people with the LSCB.
- Review and set a work programme to improve partnership engagement and leadership across the Board structure.

DSCB Priorities for 2013-2015.

The Board priorities for 2014 -2015 remain the same five priorities. The Board had agreed to implement a business plan over a two year period from the start of 2013. The next Annual Report will offer the findings from this two year journey against the priorities. This year's report has concentrated on offering an update based on information shared from partner agencies given the changes in Key Personnel within the Board.



Acknowledgements

The Board wishes to thank the following colleagues for “stepping-up” to chair and lead work on behalf of DSCB:

Pauline Sharratt
Chrisitne Ballinger
Ian McGuff
Jackie Jennings
Sue Haywood
Rebecca Bartholomew
Rachael Doyle

The Board also wishes to thank the administrative staff who provide support through coordination and minuting of minutes:

Sue Robinson
Helen Pryor-Andrews
Helen Fowler
Heidi Williams
Vivien Vasey

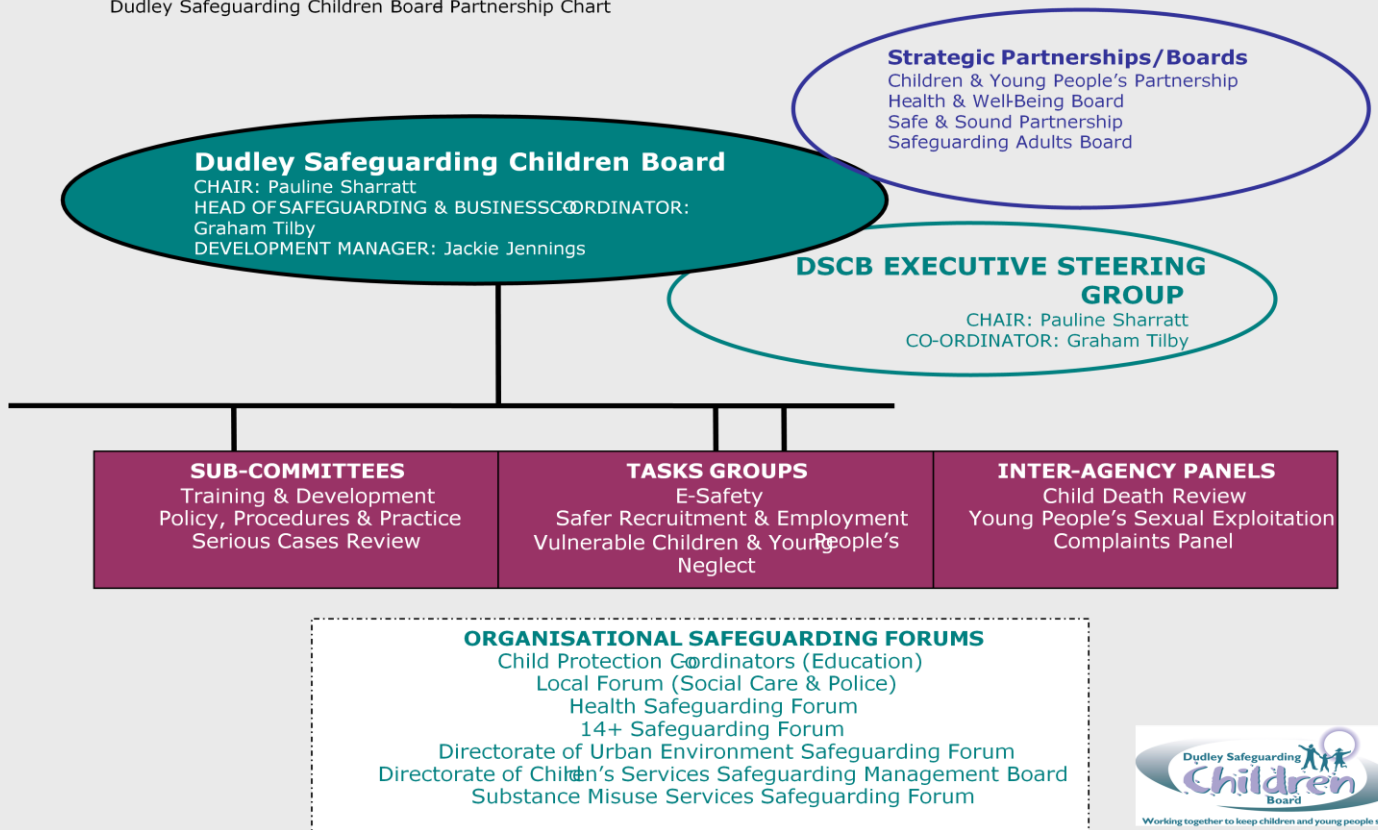
Finally, thank you to everyone who has contributed to improving the safety and wellbeing of children and young people in our borough.



Appendix 1

DSCB Partnership Structure

Dudley Safeguarding Children Board Partnership Chart



Appendix 2

DSCB Membership

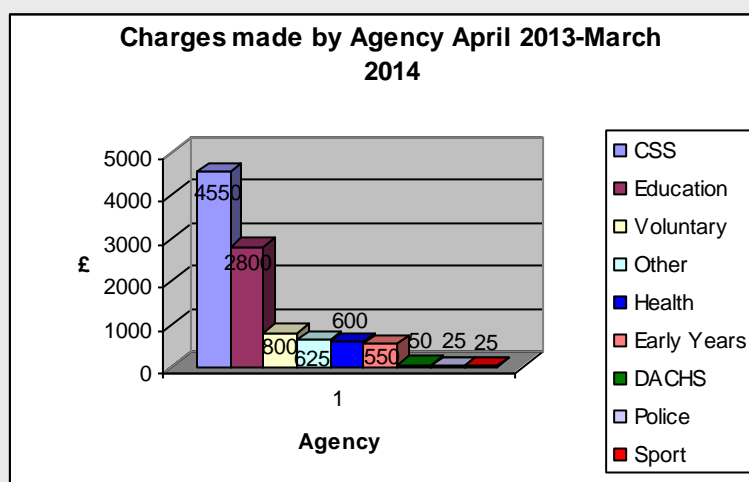
John Polychronakis	Chief Executive Officer (Chair from November 2011)*	Dudley MBC
Pauline Sharratt	Assistant Director Children & Families	Directorate of Children's Services Dudley MBC
Jane Porter	Director of Children's Services	Directorate of Children's Services Dudley MBC
Ian McGuff	Assistant Director Quality & Partnership	Directorate of Children's Services Dudley MBC
Christine Ballinger	Divisional Lead Social Work	Children's Social Care, Directorate of Children's Services, Dudley MBC
Graham Tilby	Divisional Lead Safeguarding & Review	Quality & Partnership, Directorate of Children's Services, Dudley MBC
Jackie Jennings	Safeguarding Development Manager	Safeguarding & Review, Directorate of Children's Services, Dudley MBC
Christine Russell	Divisional Lead Family Support	Directorate of Children's Services Dudley MBC
Donna Farnell	Child Care and Quality Manager	Early Years, Directorate of Children's Services, Dudley MBC
Pauline Owens	Designated Lead Nurse for Safeguarding	Dudley Clinical Commissioning Group
Rebecca Bartholomew	Director of Nursing (Safeguarding Lead)	Dudley Clinical Commissioning Group
Jayne Clarke	Safeguarding Lead Nurse	Black Country Partnership Foundation Trust
Yvonne O'Connor	Deputy Director of Nursing	Dudley Group of Hospitals NHS Foundation Trust
Dr. Zala Ibrahim	Consultant Paediatrician (Designated Dr for Safeguarding)	Dudley Group of Hospitals NHS Foundation Trust
Adrian McNulty	Head of Dudley Probation	Staffordshire & West Midlands Probation Service
Anna Dodd	Divisional Director Children, Young Peoples & Families	Black Country Partnership Foundation Trust
Sue Marshall	Director for Children Young People & Families	Black Country Partnership Foundation Trust
Anne Boden	Domestic Abuse Co-ordinator	Community Safety Team Dudley MBC
Sue Haywood	Assistant Head of Community Safety	Community Safety/DAAT Dudley MBC
Anne Harris	Head of Safeguarding (Adults)	Directorate of Adults, Community & Housing Services, Dudley MBC
DCI Jane Parry	Detective Chief Inspector	Public Protection Unit West Midlands Police
Chris Wood	Station Commander	West Midlands Fire Service
Julie Winpenny	Partnership Officer	West Midlands Fire Service

Jo Hartill	Head Teacher	Mount Pleasant Primary School (Primary Schools Forum Representative)
Helen Johnson	Head Teacher	Quarry Bank Primary School (Primary Schools Forum representative)
Judi Kings	Head Teacher	Halesbury Special School Special Schools Forum
Michelle King	Head Teacher	Castle High School (Secondary Schools Forum Representative)
Gill Coldicott	Assistant Principal – Student Support Services, Recruitment and Safeguarding	FE Colleges
Rosie Musson	Head of Governance and Partnership	Dudley & Walsall Mental Health Trust
Helen Ellis	Divisional Lead Targeted Youth Support	Connexions Service Dudley MBC
Helen Hipkiss	Programme Consultant Children's Services	Strategic Health Authority

Appendix 3

Training finance

Total Invoices Raised: £10,025 (+16%)



Charged for attendance (private agency or standard course charge): £4,150
 Charged for non-attendance – either late cancellation or DNA: £5,870

Appendix 4

DSCB training team

Name	Position	Courses	Multi-Agency	Single Agency	Approx Number Days PA
Jackie Jennings	DSCB Safeguarding Development Manager	Advanced CSE/Trafficking Impact of Sexual Abuse Briefings/Workshops	YES	YES	30
Kim Sharratt	Training Officer for DSCB & Early Years	What to Do If Intermediate & Advanced Cultural Customs & Practices Forced Marriage Early Years: Foundation & Intermediate Emotional Abuse & Neglect The Role of The Designated CP Lead Identifying Risky Adults Behaviour Safeguarding Disabled Children in EY's Safeguarding in a Digital World What Not to Write/Recording Skills Foundation Refresher Safer Recruitment in EY's	YES	YES	200+
Alyson Sayers	Training Officer for Education	What to Do If.. Intermediate Advanced Cultural Customs & Practices Forced Marriage Domestic Abuse Impact of Sexual Abuse Recording Skills in Education Teenage Relationships (DA) MAPPA	YES	YES	150+
Bev Tinsley	Specialist Midwife	Female Genital Mutilation element of Cultural Customs Programme Vulnerable Women's Workshops	YES	YES	6-7
Sally Burns	Specialist Midwife	Female Genital Mutilation element of Cultural Customs Programme Vulnerable Women's Workshops	YES	YES	6-7
Carol Weston	Designated Safeguarding Nurse	Advanced Safeguarding Cultural Customs & Practices Health Foundation & Advanced Levels	YES	YES	
Dale Wilkins	Deputy Headmaster DSP	What to Do If. Intermediate Advanced	YES	YES	6 - 10

Eileen Duggins	SC Team Manager	Case Conferences & Core Groups Support to Cultural Customs and Forced Marriage	YES		6
Funbir Jaspal	Safeguarding Education Officer	Supports: What to Do If.. Intermediate Advanced	YES	YES	2-3
Helen Matthews	Street Teams	CSE & Trafficking	YES	YES	3 - 6
Kat Lafferty	Community Safety Project Co-Ordinator	E.Safety	YES		3
Heather Jeavons	DGFL Primary ICT Cons	E.Safety	YES	YES	3
Lynne Harper	Independent Reviewing Officer	Emotional Abuse & Neglect	YES		3
Lorraine Ross	Independent Reviewing Officer	Core Groups & Case Conferences	YES		3
Michelle Jennings	Disabled Children's Nurse	Safeguarding Disabled Children	YES		3
Paullette Bachuss	Residential Social Workers	Safeguarding Disabled Children	YES		3
Katy Nash	Residential Social Workers	Safeguarding Disabled Children	YES		3
Nicki Burrows	Children, Young People & Families Development Officer	What to Do If Intermediate	YES	YES	8
Heather Barton	Counselling Service	What to Do If Intermediate	YES	YES	6
Rachel Doyle	Sport & Physical Activity Manager	Intermediate for Sport Safer Recruitment	YES	YES	6 - 8
Faye Parret	Schools HR Officer	Safer Recruitment			3
Mark Palmer	Social Worker	Impact of Sexual Abuse			7
Roy Stokes	Commissioned Trainer	Parental Substance Misuse	YES		3



Dudley Safeguarding Children Board Executive Summary April 2013-2014



visit our website www.safeguarding.dudley.gov.uk

What is Dudley Safeguarding Children Board (DSCB)?

The Local Safeguarding Children Board (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.*'

Safeguarding means:

- 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

The Board is made up of senior representatives from a range of organisations from the statutory and voluntary sector. The LSCB is not accountable for operational work, but holds partners to account on the effectiveness of their safeguarding services for Dudley's children and young people.

The Board is chaired independently by Roger Clayton.

For more information about the work of Dudley Safeguarding Children Board go to <http://safeguarding.dudley.gov.uk>

What does DSCB aim to achieve?

Since its inception in April 2005, Dudley Safeguarding Children Board has been working to 3 key objectives. In order to achieve this Dudley Safeguarding Children Board (DSCB) will work to ensure that:

1

☑ *All* children and young people have safe environments to help promote their welfare and well-being

Action is targeted at *vulnerable groups* such as disabled, children in care; *and Responses* to children who have been harmed to minimise lifelong impact are co-ordinated and effective The revised '*Working Together to Safeguard Children*' guidance (2013) requires the Chair of the LSCB to publish an annual report on the effectiveness of child safeguarding in their local area:

☑ DSCB's responsibility to **co-ordinate** work to safeguard and promote the welfare of children and young people

☑ DSCB's responsibility to ensure that local work to safeguard and promote the welfare of children and young people is **effective**

How will the Board achieve its aims?

The Board has a number of defined functions and responsibilities, which are outlined within statutory guidance known as '*Working Together to Safeguard Children*' and underpinned by the Children Act 2004 and LSCB Regulations 2006. These are:

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

Summary of Safeguarding & Child Protection Activity

The following information provides an overview of the Safeguarding Data from April 2013-2014

- 3262 children (around 4% of all children and young people) were defined as 'in need' by children's social care.
- 304 children were subject to a child protection plan.
- 754 children were looked after by the local authority.
- There were 6014 contacts made to Children's Social Care of which 3452 were new referrals.
- Section 47 child protection investigations took place in respect of 938 children and young people.
- There were 281 child abuse recorded crimes by the police and 90 cases were detected as child abuse related offences.
- 2368 notifications were made to children's social care involving children living within the household where a domestic abuse incident had taken place. There has been a 50% increase of referrals from 2012-13 where the figure was 1798.
- There were 170 concerns or allegations in respect of people who work with children leading to 114 independently chaired positions of trust complex strategy meetings concerning 80 individual members of the workforce.
- There have been 204 Initial Child protection conferences of which 377 children were made subject of a Child Protection Plan, 12 Receiving In Conferences and 332 Review Child Protection Conferences.
- 376 children were reported as missing from home to the Police, an average of 31 children per month.
- 35 young people were referred to YPSE panel and assessed at risk of sexual exploitation.
- 989 children (under 18 years of age) were victims of recorded crime, of which 26 were victims of knife crime and 6 victims of gun crime.
- 40 young people (under the age of 18 years) were charged with drug related offences, 39 of whom were in respect of Class B drugs and 1 young person in relation to Class A drugs.



Progress in respect of Key Priorities 2013-2014

What did we do?

PRIORITY ONE:

- Continue to revise our Quality Assurance Framework.
 - Produced new inter-Agency Child Protection Standards.
 - Published Quality Assurance Overview Report of agency audit outcomes.
 - Continued to secure additional funding to appoint a temporary Quality Assurance Officer.
 - Revised Performance Data Set taking account of national framework and regional activity
- Commissioned additional multi-agency Signs of Safety Training for practitioners and briefed range of frontline managers across key partner agencies.
 - Quality Assurance Overview Report of agency audit outcomes.
 - Continued to secure additional funding to appoint a temporary Quality Assurance Officer.
 - Revised Performance Data Set taking account of national framework and regional activity
 - Commissioned additional multi-agency Signs of Safety Training for practitioners and briefed range of frontline managers across key partner agencies.

This work was led by the DSCB Quality & Performance Management Group

PRIORITY TWO:

- Continued to promote use of common assessment across key agencies such as Children's Centres, Health and other partners.
- Created education liaison officer post.
- Continued Troubled Families support through a Family Intervention Programme targeted to include children on the edge of care and in need of protection.
- Restructure of Children Centre provision into cluster models.

PRIORITY THREE:

- Multi agency audits completed which have highlighted areas for improvement.
- Section 11 audits completed and scrutiny of agency plans.
- Forums have continued to take place and offered the challenge on an operational level to interventions with families

For more information about the work of Dudley Safeguarding Children Board go to <http://safeguarding.dudley.gov.uk>

**PRIORITY FOUR:**

- Contributed to the development and implementation of a West Midlands Regional Strategy to tackle Child Sexual Exploitation.
 - Reviewed and implemented changes to our Young People at Risk of Sexual Exploitation (YPSE) Panel arrangements to improve the effectiveness of screening, risk assessment and specialist support.
 - Secured additional investment (10k) for Street Teams to undertake more targeted work with children's social care.
- Developed a CSE Framework and Directory of Services to support the introduction of a Delivery Plan during 2013-14
Secured short-term funding to support the development of a regional Sexual Assault Referral Centre (SARC).

- Developed and launched a multi-agency CSE referral toolkit.

This work was led by our Vulnerable Children & Young People's Task Group

PRIORITY FIVE:

- Implemented single assessment in Children Services to ensure that the journey of the child is recorded consistently with robust information gathered from partner agencies.
- Domestic Abuse Strategic group have been reviewed through CAADA and a MARAC action plan devised.
- Substance misuse safeguarding forum have raised practice issues following an adult death. Internal review completed to consider the missed opportunities and learning disseminated through an action plan.
- Secured additional investment (10k) for Street Teams to undertake more targeted work with children's social care.
- Developed a CSE Framework and Directory of Services to support the introduction of a Delivery Plan during 2013-14.
- Secured short-term funding to support the development of a regional Sexual Assault Referral Centre (SARC).
- Developed and launched a multi-agency CSE referral toolkit.

SAFEGUARDING EFFECTIVENESS IN DUDLEY

How safe are children and young people in Dudley?

The last full inspection of safeguarding arrangements in Dudley by Ofsted was in November 2011 (published in January 2012). The overall effectiveness of safeguarding was rated as adequate with good capacity for improvement. The report made a total of 13 recommendations to be actioned and DSCB has contributed to the implementation and monitoring of improvement activity during 2012-13 alongside conducting further self-assessment work in respect of safeguarding outcomes

In August 2012, Ofsted and the Care Quality Commission undertook a 3-day thematic inspection of adult services' arrangement for the safeguarding of children where there is parental substance misuse or mental health services. The a Experience of children, parents, carers e.g. feedback surveys

Actions against the plan have been progressed and reported to DSCB.

In November 2013, the LGA have reviewed provision of Services to Looked After Children through peer review. An action plan has been devised to address findings related to reducing the numbers of looked after children and ensuring improved and timely care planning. The findings and progress will be reported in next year's Annual report.

The Quality Assurance Framework was revised in March 2012 with four key components:

- Experience of frontline staff e.g. surveys, focus groups
- Children's, parents case records e.g. file audits
- Other organisational activity e.g. supervision, practice observations
- Experiences of children, parents carers e.g. feedback surveys

The QA group of the Board have held oversight of these and have reported on its activity in this report. There has been progress in ensuring the application of standards within child protection and that children at risk of sexual exploitation are identified quickly and have access to support services within the Borough

LSCB Self-Assessment

DSCB conducted a self-assessment of its own effectiveness using Ofsted Good Practice Checklist in 2013. The findings indicated the following:

- Governance arrangements – satisfactory
- Partnership working – good
- Engagement with children and young people – satisfactory
- Business planning and relationship with children's trust/partnership – satisfactory
- Quality assurance – satisfactory

DSCB will prioritise a self-assessment in 2015 to review these findings and incorporate the new Ofsted guidance for inspection arrangements for LSCBs.

The main mechanism for self-assessing how safe children and young people are in Dudley is through the application of the Board's Quality Assurance Framework, which was revised in March 2014, with 4 key components:

- Experiences of children, parents and carers
- Experiences of frontline staff
- Children's and parents case records
- Other Organisational Activity

Looking Ahead: Key Challenges

DSCB has a key role in supporting agencies in respect of their safeguarding arrangements, largely through the provision of services provided by Safeguarding and Review Service. There are occasions when the Board are required to challenge agencies where it is considered that safeguarding issues are not being sufficiently addressed, either in respect of an individual child or at a more strategic level. In January 2014, DSCB commenced a review of its structure and membership. This work continues and will be reported on in next year's report. The work around the risk register falls within this review period

Key risks and Challenges

There are a number of risks and challenges that will require action to mitigate against and minimise. Some of these risks are more specific to partner agencies, others to the work of the Board:

Safeguarding Risks and Challenge

- Capacity of front-line services to respond to increasing demand and complexity of child protection work, notably at a time of recession with the impact of poverty increasing pressures within some families and cuts within public sector services on the provision of early intervention and some areas of more specialist assessment and intervention.
- The continued impact on frontline practice of continued national and regional organisational change and reform within health and police.
- the impact of the Family Justice Review in terms of capacity to adhere to timescales and additional requirements with family court proceedings, particularly in view of the increasing complexity of the circumstances of some children who are subject to care proceedings.
- Lack of consistency in respect of child protection planning and review evidenced through quality assurance activity and case reviews.
- Potential for increased risks to children who suffer from asthma as a result of legal changes with regards to the provision of emergency inhalers.

Board Risks and Challenges

- Capacity to deliver key priorities and improvements identified within business plan and work programme.
- The loss of 24 hour rapid response cover within health for unexpected child deaths.
- The lack of timely distribution of child protection conference minutes.

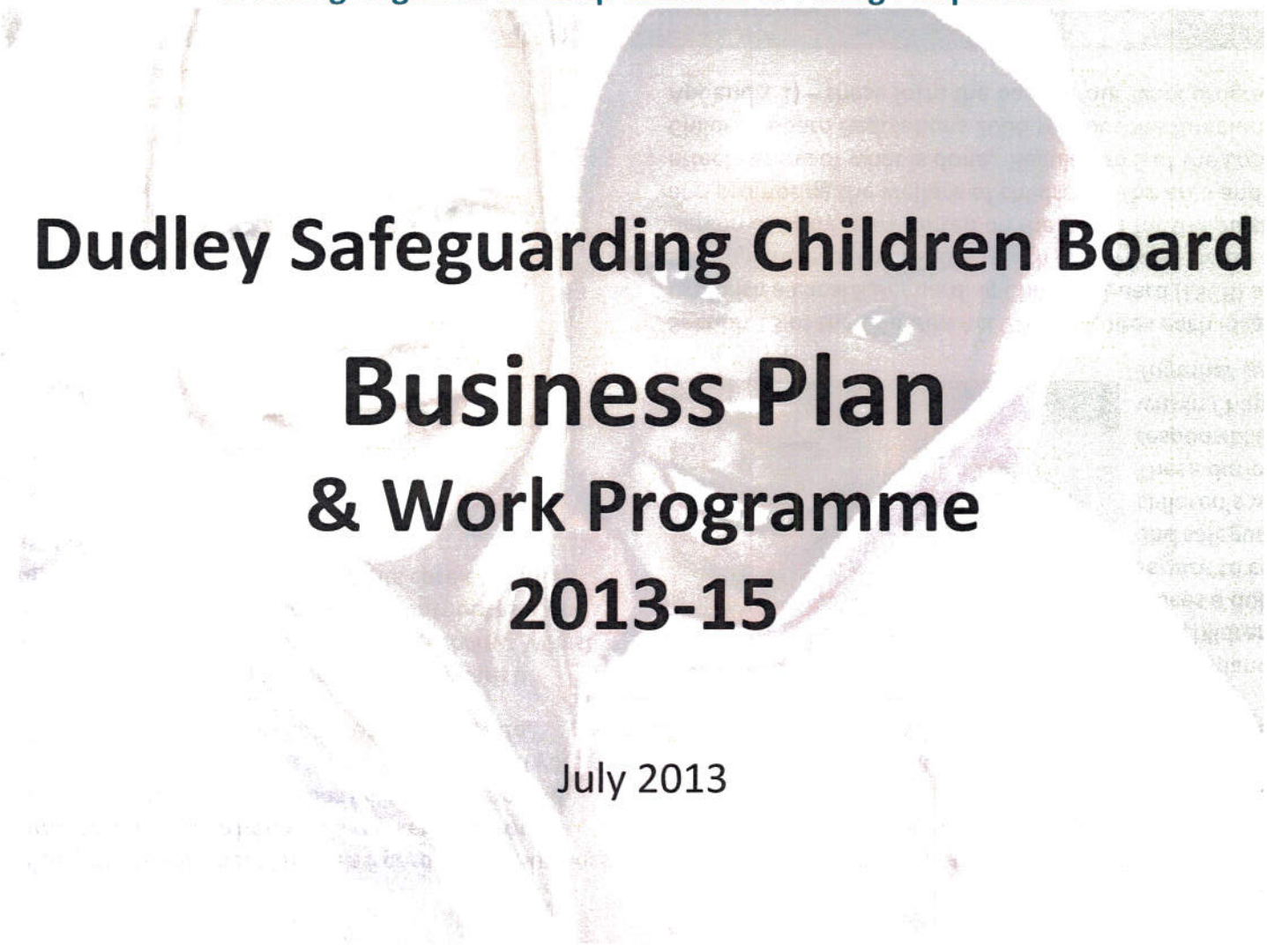
The Board appointed an Independent Chair in June 2013. Roger Clayton's priorities continue over the next year:

- Review and set a work programme for improving LSCB communications, including the development of the website in-conjunction with Dudley Safeguarding Adults Board.
- Review and set a work programme to improve the engagement and participation of children and young people with the LSCB.
- Review and set a work programme to improve partnership engagement and leadership across the Board structure.

For more information about the work of Dudley Safeguarding Children Board go to <http://safeguarding.dudley.gov.uk>

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*.¹ 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*², 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

DSCB Business Plan & Work Programme 2013-15

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

2nd DRAFT – 19.7.13

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

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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

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

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

PRIORITY 2 Improve the effectiveness of early help and intervention for children and young people who are vulnerable, with specific reference to:	KEY ACTIONS	MILESTONES/ TIMESCALES	KEY PERFORMANCE MEASURES	LEAD GROUP	LEAD PARTNER AGENCY
<ul style="list-style-type: none"> ▪ 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 thresholds ▪ Ensuring that key strategic approaches around early help are joined-up and communicated effectively 	<ul style="list-style-type: none"> • Implementing range of strategies to promote common assessment including evaluation of its impact of outcomes for children, young people & their families • Developing and implementing a ‘single-assessment’ framework in accordance with <i>Working Together, 2013</i> • Reviewing and up-dating thresholds guidance, taking account of changes in respect of child protection within <i>Working Together, 2013</i> • Concluding and implementing protocol work in respect of transition with regards to vulnerable young people • Progressing the development of Early Help Locality Teams to ensure more effective and timely response to vulnerability • Implementing the Early Help Strategy across key partner agencies • Implementing the Troubled Families Programme for children on the edge of care and in need of protection 	<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 & Families</p> <p>Clinical Commissioning Group</p> <p><i>All Partner Agencies</i></p>

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:	KEY ACTIONS	MILESTONES/ TIMESCALES	KEY PERFORMANCE MEASURES	LEAD GROUP	LEAD PARTNER AGENCY
<ul style="list-style-type: none"> ▪ Embedding quality assurance across partner agencies, including the engagement of children, young people and their families in learning ▪ Developing an outcomes-based approach to improvement ▪ Promoting professional resolution and escalation in respect of individual and strategic safeguarding issues 	<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"> • Case audit • Feedback from children & young people, parents/carers • Feedback from practitioners • Practice observations <ul style="list-style-type: none"> • Disseminate outcome-based standards • Conduct Section 11 audits across key partner agencies and report findings to DSCB, highlighting evidence of impact on outcomes and improvement • Promote as part of Practice Learning Events 	<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 & Practice Sub-Group</p> <p>Quality & Performance Management Group</p>	<p>Directorate of Children’s Services Assistant Director – Quality & Partnership</p> <p>Clinical Commissioning Group</p> <p><i>All Partner Agencies</i></p>

PRIORITY 4 Improve inter-agency responses to young people who are at risk of, or who have suffered, sexual exploitation through	KEY ACTIONS	MILESTONES/ TIMESCALES	KEY PERFORMANCE MEASURES	LEAD GROUP	LEAD PARTNER AGENCY
<ul style="list-style-type: none"> ▪ 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 	Finalise CSE Strategy & Action Plan for 2013-15 (taking account of regional work) to include: <ul style="list-style-type: none"> • Awareness-raising across communities • Kite Mark for Hotels and Licensed Premises • Training for front-line practitioners • Induction Programme for children’s workforce • Screening and Risk Assessment Tools • Information-Sharing Protocol (Operation Protects) • Protocol with Crown Prosecution Service • Develop Child Sexual Abuse (CSA) Prevention Strategy • 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 • Audit sexual abuse cases to identify key improvement themes 	See Action Plan From 01/09/13 From 01/09/13 From 01/09/13 From 01/10/13 By 30/10/13 From 01/09/13 By 30/12/13	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 All Partner Agencies

<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"> ▪ 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 ▪ Improve inter-agency screening and risk management of domestic abuse and responses to high risk victims who are parents/carers 	<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"> • Incorporating 'Think Family' approach with key strategies affecting children and parents, including parents with mental health issues • Develop and implement joint training strategy across children and adult workforce • Finalise and implement pathways guidance for practitioners • Undertake audit of cases where there parental mental health and safeguarding children issues • Implement practice guidance for practitioners in respect of neglect • Implement actions from evaluation of DART • Implement improvements in respect of MARAC 	<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 & Performance Management Group</p>	<p>Safeguarding & Review - Directorate of Children's Services</p> <p>Assistant Director – Quality & Partnership</p> <p>Dudley & 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>Thresholds, policies and procedures 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"> ▪ Revise safeguarding procedures in light of the publication of <i>Working Together to Safeguard Children 2013 (all priorities)</i> ▪ 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>) ▪ Review guidance in respect of thresholds and information-sharing (<i>priority 1</i>) ▪ Progress implementation of Signs of Safety within operational practice, processes and systems (<i>priority 1</i>) 	<p>By 31/12/13</p> <p>By 31/08/13</p>	<p>Directorate of Children's Services</p>	<p>Policy, Procedures & Practice Sub-Group</p>
<p>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</p>	<ul style="list-style-type: none"> ▪ Review Training & Development Strategy, with a particular focus on outcomes (<i>all priorities</i>) ▪ Introduce new training in respect of parental mental health & safeguarding children, management of allegations against staff (<i>priority 5</i>) 	<p>By 30/09/13</p> <p>By 31/12/13</p>	<p>Directorate of Children's Services</p>	<p>Training & Development Sub-Group</p>
<p>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</p>	<ul style="list-style-type: none"> ▪ Review LSCB Communications Strategy to include education programmes, e-safety and safer working practices (<i>all priorities</i>) ▪ Establish LSCB Communications Group with marketing and communications leads across key partner agencies (<i>all priorities</i>) 	<p>By 31/12/13</p> <p>By 31/12/13</p>	<p>Directorate of Children's Services</p>	<p>Communications Sub-Group</p>

FUNCTION	KEY ACTIONS	MILESTONES/ TIMESCALES	LEAD PARTNER AGENCY	LEAD GROUP
<p>Monitoring and evaluation Improving the monitoring and evaluation of the effectiveness of safeguarding practices within and across partner organisations</p>	<ul style="list-style-type: none"> ▪ 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) ▪ Develop a Participation Strategy to improve the engagement of children, young people and their families in child protection and safeguarding ▪ Conclude review of inter-agency response to children who go missing from care or home 	<p>By 30/06/13</p> <p>By 30/10/13</p> <p>By 30/09/13</p> <p>By 30/10/13</p> <p>By 31/08/13</p> <p>By 31/12/13</p> <p>By 30/10/13</p>	<p>Directorate of Children's Services</p>	<p>Quality & Performance Management Group</p>
<p>Participating in planning and commissioning Participating in wider strategic planning and identifying gaps in services to inform commissioning strategies and priorities</p>	<ul style="list-style-type: none"> • 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) 	<p>By 30/09/13</p> <p>By 31/12/13</p> <p>By 30/10/13</p> <p>By 31/03/13</p> <p>By 31/08/13</p> <p>By 31/08/13</p>	<p>Directorate of Children's Services</p>	<p>Quality & Performance Management Group</p>
<p>Functions relating to child deaths and Serious Case Reviews Undertaking child death reviews, serious case & other case review activity to identify lessons & contribute to inter-agency improvements and within organisations</p>	<ul style="list-style-type: none"> ▪ Review Rapid response arrangements and implement changes (priority 3) ▪ Implement action plan arising from Child C ▪ Conclude SILP-3 and Implement action plan (priority 3) 	<p>By 31/07/13</p> <p>By 30/09/13</p> <p>By 31/12/13</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

