

<b>CQC/OFSTED Recommendation: Ensure the draft health action plan is agreed and fully supports improvements in health provision, including case recording, health contribution to holistic assessments of need and risk, case planning and measurement of health outcomes and impact</b>	
<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<b>1. Implementation of British Association for Adoption &amp; Fostering (BAAF) health assessment tool for Looked After Children across the health economy.</b>
<b>ACTION REQUIRED</b>	<ol style="list-style-type: none"> <li>1. Commitment secured from all providers</li> <li>2. Deliver required training for the adoption of BAAF tool in partnership with social care</li> <li>3. Implementation of the BAAF tool</li> </ol>
<b>CURRENT POSITION STATEMENT</b>	8/3/12 All health actions complete. While agreement in place, remain in liaison with local authority for access to the tool.
<b>ORGANISATIONS INVOLVED</b>	<b>BCPFT</b>  <b>DWMHPT</b>
<b>PERSONNEL/ORGANISATION KEY</b>	
<b>SUE MARSHALL – SM</b> <b>ANNA DODD – AD</b> <b>WENDY PUGH – WP</b> <b>HILARY WALKER – HW</b> <b>PAULINE OWENS – PO</b> <b>DAWN GREARLEY – DG</b> <b>DEBBIE COOPER – DC</b> <b>THELMA BOWERS – TB</b> <b>ROSIE MUSSON - RM</b>	<b>DUDLEY &amp; WALSALL MENTAL HEALTH PARTNERSHIP TRUST</b> <b>DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST</b> <b>BLACK COUNTRY PARTNERSHIP FOUNDATION TRUST</b>  <b>NHS DUDLEY</b>

Milestones	Org	Specific Actions	Completion Date	Executive Lead	Local Lead	Status (RAG)	Position Statement	Impact	Measures
1. Commitment secured from all providers		All providers agree to use of the BAAF tool	31/01/12	SM/ WP/ DM	NA	G	Complete	NA	NA
2. Deliver required training for the adoption of BAAF tool in partnership with social care	BCPFT	Designated Nurse LAC to initiate training with health visitors and school health advisors on the use of the tool	29/02/12	SM	DG	G	Complete	Staff competence	Audit / Supervision
3. Implementation of the BAAF tool	BCPFT	Designated Nurse LAC liaise with local authority to obtain BAAF tool and negotiate licence holding	29/02/12	SM	DH	G	8/3/12 Awaiting local authority to release forms to enable this action	NA	NA
	DWM HPT	Raise awareness of BAAF tool within CAMHS teams	55/03/12	WP	DC	A	8/3/12 Awaiting local authority to release forms to enable this action	Staff awareness	Supervision
	BCFT	Devise & disseminate a BAAF pathway for health visitors and school nurses	29/2/12	SM	DG	G	Complete	Consistency of practice	Audit

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<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<p><b>2. Each health organisation to further develop and align a performance management framework to ensure:</b></p> <ul style="list-style-type: none"> <li>➤ <b>Timely assessments</b></li> <li>➤ <b>Up to date care plans</b></li> <li>➤ <b>Risks are identified</b></li> <li>➤ <b>Needs are identified</b></li> <li>➤ <b>Measurable outcomes are defined</b></li> <li>➤ <b>The views of the child or young person impact on the care plan</b></li> </ul>
<b>ACTION REQUIRED</b>	<p>1. Performance framework is developed in partnership ensuring alignment between organisations as far as is possible.</p> <p>2. Reporting lines within health to commence (internal quality &amp; safety committees as sub-committees of Trust Boards and Safeguarding Health Forum quarterly and by exception in between times. Reporting also to the Black Country Cluster via the cluster Quality &amp; Safety Committee)</p>
<b>CURRENT POSITION STATEMENT</b>	8/03/2012. Action plan updated
<b>ORGANISATIONS INVOLVED</b>	NHS DUDLEY, BCPFT ,DWMHPT,DGHFT.

PERSONNEL KEY		ORGANISATION KEY
SUE MARSHALL – SM	THELMA BOWERS – TB	DUDLEY & WALSALL MENTAL HEALTH PARTNERSHIP TRUST
ANNA DODD – AD	ROSIE MUSSON – RM	DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST
WENDY PUGH – WP		BLACK COUNTRY FOUNDATION TRUST
HILARY WALKER – HW		NHS DUDLEY
PAULINE OWENS – PO		
DAWN GREARLEY – DG		
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<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<b>3. Introduction of revised health visitor and school nurse records (facilitating the consideration and recording of the views of children and young people).</b>
<b>ACTION REQUIRED</b>	<ol style="list-style-type: none"> <li>1. Design and procurement of documents</li> <li>2. Awareness raising to take place through record keeping training already planned</li> <li>3. Demonstrate effectiveness through performance framework (above)</li> </ol>
<b>CURRENT POSITION STATEMENT</b>	
<b>LEAD ORGANISATION</b>	<b>BCPFT</b>
<b>PERSONNEL/ORGANISATION KEY</b>	
<p>SUE MARSHALL – SM  ANNA DODD – AD  WENDY PUGH – WP  HILARY WALKER – HW  PAULINE OWENS – PO  DAWN GREARLEY – DG  DEBBIE COOPER – DC  THELMA BOWERS – TB  ROSIE MUSSON – RM  DUDLEY &amp; WALSALL MENTAL HEALT PARTNERSHIP TRUST  DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST</p>	

<p><b>BLACK COUNTRY PARTNERSHIP FOUNDATION TRUST</b></p> <p><b>NHS DUDLEY</b></p>
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<b>Milestones</b>	<b>Org</b>	<b>Specific Actions</b>	<b>Completion Date</b>	<b>Executive Lead</b>	<b>Local Lead</b>	<b>Status (RAG)</b>	<b>Position Statement</b>	<b>Impact</b>	<b>Measures</b>
1.Design & procurement of documents	<b>NHSD</b>	<b>Design and pump priming of documentation</b>	<b>31.01.2012</b>	<b>HW</b>	<b>PO</b>	<b>G</b>	<b>Complete</b>	<b>Improve record keeping practice</b>	<b>Audit</b>
2.Awareness raising to take place through record keeping training	<b>BCPFT</b>	<b>Deliver record keeping training to every health visitor and school health advisor in 2012</b>	<b>28.01.2012</b>	<b>SM</b>	<b>PO</b>	<b>A</b>	<b>Small proportion of staff unable to attend training delivered. 'Mop up' training planned for April 16<sup>th</sup> 2012</b>	<b>All Health Visitors and School Health Advisors aware of record keeping standards, thus improving recording skills to ensure that the facilitation of consideration of the views of children and young people.</b>	<b>Audit</b>
3.Demonstrate effectiveness through performance framework	<b>BCFT</b>	<b>Monthly audit of case conference reports</b>	<b>28.02.2012</b>	<b>SM</b>	<b>PO</b>	<b>G</b>	<b>Commenced Jan and on going</b>	<b>Improved recording skills</b>	<b>Audit</b>
	<b>BCPFT</b>	<b>Designated Nurse to audit 5 case records per month to assess quality</b>	<b>Commence April</b>	<b>SM</b>	<b>PO</b>	<b>R</b>	<b>To commence April following implementation of new records</b>	<b>Effective implementation demonstrated through performance framework</b>	<b>Audit and supervision</b>

	<b>BCFPT</b>	<b>Design audit programme to deliver against performance framework</b>	<b>May 2012</b>	<b>SM</b>	<b>AD</b>	<b>R</b>			
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<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<b>4. Review the competence and confidence of the key workforce groups in relation to safeguarding &amp; looked after children to enable appropriate challenge and support to achieve consistent good practice and outcomes for children &amp; young people</b>
<b>ACTION REQUIRED</b>	<b>1. Review of line management &amp; accountability arrangements at BCPFT including:</b> <b>a) Introduction of new service manager roles</b> <b>b) Recruitment to new Safeguarding Team Leader role</b> <b>2. Enhancement of Designated Nurse role within BCPFT</b> <b>3. Safeguarding team development programme</b> <b>4. Review and clarification of roles and responsibilities</b> <b>5. Review of performance monitoring arrangements in respect of Designated Professionals roles</b> <b>6. Evaluate an approach for assessment of key competencies</b> <b>7. Evaluate an approach for directing specific questions around healthcare workers confidence in safeguarding work through the appraisal process</b>
<b>CURRENT POSITION STATEMENT</b>	<b>08/03/2012 Action Plan reviewed and updated</b>
<b>ORGANISATIONS INVOLVED</b>	<b>BCPFT ,NHS DUDLEY, DGHFT,DWMHPT</b>

**PERSONNEL KEY**

**SUE MARSHALL – SM**

**ANNA DODD – AD**

**WENDY PUGH – WP**

**HILARY WALKER – HW**

**DAWN GREARLEY - DG**

**DEBBIE COOPER - DC**

**THELMA BOWERS - TB**

**ROSIE MUSSON - RM**

**PAULINE OWENS - PO**

**ORGANISATION KEY**

**DUDLEY & WALSALL MENTAL HEALT PARTNERSHIP TRUST**

**DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST**

**BLACK COUNTRY PARTNERSHIP FOUNDATION TRUST**

**NHS DUDLEY**

Milestones	Org	Specific Actions	Completion Date	Executive Lead	Local Lead	Status (RAG)	Position Statement	Impact	Measures
Review of line management and accountability arrangements including a) introduction of new service manager roles b) recruitment to new Safeguarding Team Leader role	BCPFT	Appoint service manager roles for 0-5 5-19 Additional needs	28.02.12	SM	AD	A	Manager role for 5-19 appointed and in post. Interviews for other roles wc 5 <sup>th</sup> March	Accountable management structure in place enhanced leadership	Audit and Supervision
	BCPOFT	Recruitment of Safeguarding Team leader	28.02.12	SM	AD	A	Interviews 16 <sup>th</sup> March	As above	
Enhancement of designated Nurse role within BCPFT	NHSD / BCPFT	Review and clarify role of Designated Nurse contribution to BCPFT	28.02. 12	SM	AD	G	Complete. Letter from HW to SM defines designated contribution	Designated Nurse Role enhanced to ensure delivery of wider safeguarding/LAC competent work force	Supervision and Audit

Safeguarding team development programme planned and delivered	NHSD	Plan team development requirements: PO, designated nurse to identify training needs.	Planned by 31.03. 12	HW	PO	A	Agreement for audit training to be delivered in April 2012. Agreement that lead nurses should attend SHA safeguarding leadership course to be confirmed	Training delivered in the timescales	Audit
	BCPFT	BCPFT to design and deliver necessary training.	Planned by March 12 with dates for delivery agreed	SM	AD	A		As above	Supervision and PDR
Review & clarification of roles & responsibilities	BCPFT	Review of service leads, team leader and designated roles	31.03.12	SM	AD	G	In place	Roles and Responsibilities clarified	Supervision and PDR
	DWMHPT	Review roles of named and lead professionals	31.03.12	WP	DC	G	In place	Roles and Responsibilities clarified	Supervision and PDR
	DGFT	Review roles of named and lead professionals	31.03.12	DM	YO	G	In place		

Review performance monitoring arrangements in respect of designated professionals	NHS D	Consider in context of Black Country Cluster arrangements and future landscape	31.03.12	HW	PO	A	Paper presented to BCC Board with proposals for designated professionals to develop options appraisal		
Evaluate an approach for assessment of key competencies	BCPFT	Development of safeguarding competency framework	31.03. 12	SM	PO	A	Competencies developed and awaiting confirmation of approval process. Planning to embed in IPR and supervision process.	Competencies embedded into practice	Audit, Supervision and appraisal
	DGFT	Development of safeguarding competency framework	31.03. 12	DM	YO	TBA			
	DWMHP	Development of safeguarding competency framework	31.03.12	WP	DC	A	Competencies developed and received in DWMHP	Competencies embedded into practice	Audit, Supervision and appraisal

							for consultation. Planning TNA and embedding into IPR process		
Evaluate an approach for directing specific questions around healthcare workers confidence in safeguarding through the appraisal process	All orgs	Task and finish group to be established to identify key questions	31.03.12	HW	PO	A	1 <sup>st</sup> meeting planned for April 2012	To agree a set approach and set of specific questions	PDR
	BCFT	Develop plan for implementation	30.04. 12	SM	AD	A		To agree a set approach and set of specific questions and implement	Audit/PDR
	DWMH	Develop plan for implementation	30.04.12	WP	DC	A		As above	As above



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<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<b>5. Increase capability to ensure health reports to case conferences are of high quality and demonstrate analysis of risk</b>
<b>ACTION REQUIRED</b>	<p><b>1. Multi-agency record keeping training (including focus on outcomes and avoidance of jargon) for relevant personnel</b></p> <p><b>2. Introduce supervision both pre and post conference for every case (Reports will be reviewed as part of the process)</b></p> <p><b>3. Introduce senior overview of reports by designated nurse for a sample (min 4 / month)</b></p> <p><b>4. Source training from legal team to deliver training to Health Visitors and school nurses for court reports and statements (transferable learning for report writing for conference)</b></p> <p><b>5. Participate in joint use feedback with social services in relation to user feedback on the quality of reports after conferences</b></p>
<b>CURRENT POSITION STATEMENT</b>	8/03/2012
<b>ORGANISATIONS INVOLVED</b>	<b>BCPFT, DWMHPT, NHS DUDLEY</b>

<b>PERSONELL/ORGANISATION KEY</b>	<b>NHS Dudley (NHSD)</b>
<b>Sue Marshall SD</b>	<b>Black country Partnership Foundation Trust( BCPFT)</b>
<b>Anna Dodd AD</b>	<b>Dudley and Walsall Mental Health Partnership Trust (WDMHPT)</b>
<b>Wendy Pugh WP</b>	<b>Dudley Group of Hospitals Foundation Trust (DGHFT)</b>
<b>Rossie Musson RM</b>	
<b>Debbie Cooper DC</b>	
<b>Hilary Walker HO</b>	
<b>Pauline Owens PO</b>	
<b>Ellen Footman EF</b>	
<b>Sue Lowe SL</b>	
<b>Jane Carey JC</b>	

Milestones	Org	Specific Actions	Completion Date	Executive Lead	Local Lead	Status (RAG)	Position Statement	Impact	Measures
Multi-agency record keeping training (including focus on outcomes and avoidance of jargon) for relevant personell	NHS D	Set up training provision	28.2.2012	HW	PO	G	Training planned for 2 sessions on 16 <sup>th</sup> April 2012 with 100 places each	To improve the recording skills of professionals	Audit
	NHSD	Ensure appropriate invitations	28.02.2012	HW	PO	G	Flyer sent to safeguarding leads at each organisation to cascade to relevant personnel		
	BCPFT /DWMH / DGFT	Ensure appropriate attendance	28.02.12	HW	PO	A	Over 100 places booked as of 8 <sup>th</sup> March 2012		
Introduce supervision both pre and post conference for every case	BCPFT	Idenytify appropriate personnel and process by which to deliver	28.02.12	SM	PO	G	Named Nurse providing supervision as explicit part of role. Database	To ensure quality reports are submitted to conference that includes	

(Reports will be reviewed as part of the process)							enables performance monitoring. Contingency in place for absence of named nurse (designated nurse)	the feelings of the child and young person and practitioners are clear of their responsibilities in the discharging the health element of the care plan	
Introduce senior overview of reports by designated nurse for a sample (min 4 / month)	NHSD	Commenced Jan. Providing quarterly report to BCFT. Practice concerns to be reported immediately to service manager.	28.02.2012	HW	PO	G	On going. 1 <sup>st</sup> quarterly report due end of April 2012 to BCPFT Quality & safety meeting	Any practice issues and training needs can be identified in a timely manner and strategies put in place to address poor practice	Audit
Source training from legal team to deliver training to	BCPFT	Planned for 16 <sup>th</sup> April as detailed above	31.03.2012	SM	PO	A		To improve standard and quality of all reports for	Audit and Supervision

Health Visotrs and school nurses for court reports and statements (transferable learning for report writing for conference)								conference and court	
Participate in joint use feedback with social services in relation to user feedback on the quality of reports after conferences	NHSD	Alignment with processes established in local authority. Will need additional work to include health report evaluation in existing paperwork.	31.03.12	HW	PO	A		To improve quality and outcomes	Audit
	NHSD	Develop process by which feedback comes from Safeguarding & Review Team in local authority to health providers	31.03.12	HW	PO	A		To enhance report writing skills and to ensure all reports remain child and young person centred	Audit report

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<b>SERVICES FOR SAFEGUARDING AND LOOKED AFTER CHILDREN</b>	
<b>AREA FOR IMPROVEMENT</b>	<b>6. Review the effectiveness of supervision</b>
<b>ACTION REQUIRED</b>	<b>1. Supervision policy revised and approved</b> <b>2. Align policies across the Black Country so that provider organisations have a consistent approach</b> <b>3. NSPCC supervision</b> <b>4. Implementation of new supervision model to roll out</b>
<b>CURRENT POSITION STATEMENT</b>	<b>08/03/2012 Action plan reviewed and updated</b>
<b>ORGANISATIONS INVOLVED</b>	<b>NHS DUDLEY</b> <b>DWMHPT</b> <b>BCPFT</b>
<b>PERSONNEL KEY</b>  <b>SUSAN MARSHALL – SM</b> <b>ANNA DODD – AD</b> <b>HILARY WALKER – HW</b> <b>WENDY PUGH - WP</b> <b>PAULINE OWENS - PO</b> <b>DAWN GREARLEY – DG</b> <b>THELMA BOWERS – TB</b> <b>ROSIE MUSSON – RM</b> <b>DEBBIE COOPER - DC</b>	<b>ORGANISATION KEY</b>  <b>DUDLEY &amp; WALSALL MENTAL HEALT PARTNERSHIP TRUST</b> <b>DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST</b> <b>BLACK COUNTRY PARTNERSHIP FOUNDATION TRUST</b> <b>NHS DUDLEY</b>

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Supervision policy revised and approved	BCFT	Named Nurse to undertake review	29/02/12	SM	EF	G	Review complete	Policy in place	Audit
	BCFT	Policy ratified through Trust process	29/02/12	SM	TB	R	Policy awaiting ratification		
	DWMH	Lead Nurse aligning local policy to DCSB policies	29/02/12	WP	DC	A	Meeting 6/3/12 to endorse	Alignment of policies across the Black Country . Allow for a consistent approach to safeguarding children	Audit
Align policies across Black Country so that provider organisations have a consistent approach	NHSD	Review of following policies: <ul style="list-style-type: none"> <li>• Training</li> <li>• Clinical Supervision</li> <li>• Child Protection</li> </ul>	30/06/12	HW	PO	A		Alignment of policies across the Black Country . Allow for a consistent approach to safeguarding	Audit

								children	
	NHSD	Gather all policies from Walsall, Wolverhampton, Dudley and Sandwell	31/04/12	HW	PO	A	Meeting planned 2/4 to commence work		
	NHSD	Designated Professionals to review policies together and agree where alignment is possible and desirable	31/04/12	HW	PO	A			
	NHSD	Common policies to be rewritten and taken through local structures for endorsement	30/06/12	HW	PO	A			
NSPCC supervision training for key personnel	BCPFT	Identify key personnel	31/01/12	SM	PO	G	Safeguarding team and CPAs identified	All supervisors trained to the same standard Consistent approach in relation to child protection supervision	Audit
	NHSD	Deliver training	31/01/12	HW	PO	G	Funded by NHS Dudley. Completed by end of Jan for		



							these people		
Implementation of new supervision model to roll out	BCFT	Identified personnel include: <ul style="list-style-type: none"> <li>• Safeguarding team</li> <li>• CPAs</li> <li>• Health Visitors</li> <li>• School Health Advisors</li> </ul>	31/03/12	SM	EF	A		All supervision to be of set standard	Audit
Conduct monthly audit against supervision policy on random selection (10% relevant staff)	BCFT		30/04/12	SM	EF	A		To evidence if policy has an impact on care provided to children, young people and families.	Audit
Report of audit outcomes & associated action plans	BCFT		31/05/12	SM	EF	A		Managers to be aware of audit results	Audit report
	DWMH	Work with Clinical Governance team in relation to inclusion of supervision audits alongside existing audit programme	30/04/12	WP	NN/NW/DC	A			

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<b>AREA FOR IMPROVEMENT</b>	<b>8. Improve integrated working with partners.</b>
<b>ACTION REQUIRED</b>	<b>1. Health organisations committed to ‘township’ model resulting in multi-agency locality teams. (Pilot site commencing xx/xx/xx)</b> <b>2. Progress plans for collocation of safeguarding teams</b> <b>3. With DMBC colleagues, review roles of health in leading, driving and supporting the agenda.</b>
<b>CURRENT POSITION STATEMENT</b>	<b>08/03/2012</b>
<b>ORGANISATION INVOLVED</b>	<b>ALL</b>
<b>PERSONNEL KEY</b>  <b>SUE MARSHALL – SM</b> <b>ANNA DODD – AD</b> <b>WENDY PUGH – WP</b> <b>HILARY WALKER – HW</b> <b>PAULINE OWENS – PO</b> <b>DAWN GREARLEY – DG</b>	<b>ORGANISATION KEY</b>  <b>DUDLEY &amp; WALSALL MENTAL HEALTH PARTNERSHIP TRUST</b> <b>DUDLEY GROUP OF HOSPITALS FOUNDATION TRUST</b> <b>BLACK COUNTRY PARTNERSHIP FOUNDATION TRUST</b> <b>NHS DUDLEY</b>
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Milestones	Org	Specific Actions	Completion Date	Executive Lead	Local Lead	Status (RAG)	Position Statement	Impact	Measures
Health organisations committed to 'township' model resulting in multi-agency locality teams  (1 pilot site identified meeting due 16/04/2012 to establish start date)	BCFT	Identify personnel involved	30.04.12	SM	AD	A	Personnel include: Health Visitors School Health Advisors	Development of model and implementation plan  To ensure timely intervention in order to help prevent children and young people meeting the threshold for care	Progress against project plan
	DGFT	Identify personnel involved	30.04.12	DM	SM	A	Personell include: Midwives	As above	As above
	BCFT	Engage with local authority led working group to establish the	30.04.12	SM	AD	A		As above	As above

		model							
Progress plans for co-location of safeguarding teams	NHSD	Engage with local authority led working group to establish plans for approval	29/02/12	HW	PO	A	22 <sup>nd</sup> Feb meeting cancelled due to bereavement. Further date to be agreed	Co terminosity and greater integrated working	Audit
	BCFT	Engage with local authority led working group to establish plans for approval	29/02/12	SM	AD	A	22 <sup>nd</sup> Feb meeting cancelled due to bereavement. Further date to be agreed		
With DMBC colleagues, review roles of health in leading, driving and supporting the agenda	All	Establish as an agenda item on multi-agency Quality & Performance meeting (previously Exec Group)	31/03/12	HW	PO	A	Date of meeting 16/04/2012	As Above	