

Calderdale Safeguarding Children Board Business Plan 2014 - 2015

1 The Calderdale Safeguarding Children Board has assurance that children receive the right help at the right time and are clear about how this impacts on safeguarding						
No	Objective	Action	Timescale	Reporting	Outcome	Status, evidence & sign off/follow up
1.1	The CSCB has a clear understanding of early help arrangements	Write the journey of establishing the early help strategy in Calderdale. Storyboard	August 2014	Jeff Rafter	Early Intervention Report produced to CSCB August 2014 for baseline. Storyboard to show journey of change.	Complete
1.2	Examine use of thresholds in achieving integrated delivery of Early Help LINK TO SIIP 1.9	Performance Management data showing referrals to Early Intervention Panels	September 14	PM sg	PM data to demonstrate how agencies use EIPs.	Complete
1.3		Soft audit – Professional forums to seek views, barriers, good practice around Early Help	Dec 14 March 15 May 15	EH&P	Triangulation of performance management and reports from Early Help sector	Rearranged Timescales due to rearranged priorities: events took place in January 2015 (27 th and 30 th).
1.4		Review and refresh Signatures of Risk/Continuum of Need. Task Group set up for October 2014	December 2014	EH&P	Revised version for consultation published in Oct14 & finalised in Dec14	Signatures of need Done. Continuum of Need done and formatted in January 2015.
1.5		Launch awareness raising campaign for Thresholds document after revision and agreed formats	December 2014 March 2015	Comms and Engagement Learning & Improvement	Front line pracs & members of public understand & implement thresholds and is evidenced through PMQA	Signatures of Risk document launched on website and through Multi Agency Training. Changed timescale of promotion due to decision to re-launch both during Safeguarding Week (March 2015)
1.6		Feed results of use of thresholds to Business Group to act upon	January 2014	Business Group	BG identify resources needed to improve or promote thresholds docs	Training programme, website and communication materials includes threshold documents. Re-launch delayed due to change to Single Assessment; carried over to 2015-2018 Business Plan

1.7	CSCB to seek assurance that Early Help strategies and practice in Calderdale are effective	Agree and amend Early Help Strategy including agreeing the MA early help indicators to be monitored by CSCB	October 2014	EH&P + CYPPE, CYPS, CSCB	Vision & framework for early help agreed by strategic partnership & implemented by partner agencies	Completed and agreed at December 2014 CSCB On Website January 2015. Further launch through Safeguarding Week.
1.8		Examine impact of Single Assessment on referral numbers to EIPs (from CAF)	December 2014	EH&P, PM Group	Has introduction of a single assessment impacted on No. of referrals to EIP & MAST?	Nov 2014 update: Target for completed SAs was not met although some fluctuation accounted for through summer holiday period. Qtr 3 to be examined in Jan 2015. PMsg still monitoring and Audit set up to evidence impact in 2015-2016
1.9		MA Audit group audit Tier 5/1 cases: identify missed early help opportunities & where early help been successful & share areas of good practice	February 2015	EH&P, MA Audit	Learning from this practice will feed into the Learning and Improvement sub group and the MA training programme.	Audit deferred to July 2015 due to capacity of Audit members.
1.10		MA audit group receive joint adult/child protocol report to establish how effective it is in increasing professionals' understanding & increasing number of referrals across both	January 2015 After October 14 Board response	EH&P / Principal Social Worker	Evidence that awareness raising and launch of joint protocol has affected referrals to Early Help & CP from both Adult & Children's Services	Received December 2014. Further work to be done RE raising awareness in Adult Services. Planned through SAB / CSCB and IB. Joint Adult / Child Safeguarding Week March 2015
1.11	Improve organisations ability to respond to the needs of children & young people who require early help providing a robust framework for the delivery of a high quality early help offer.	Multi-agency chronology to be promoted and audited by CSCB LINK TO SIIP 1.1.2 Task and Finish Group: October 2014	November 2014	EH&P C&E MA Audit	CSCB is assured that a more comprehensive and multi-agency risk assessment is completed T&F set up	EH&P pilot underway – to be reviewed in 2015-2016, action carried over to 2015-2018 Business Plan
1.12		Learning and Improvement: Direct training from Section 11 results with monitoring of agencies compliance. Learning and Improvement Sub-group to analyse attendance against referral data	March 2015	EH&P and L&I sg	MAT directly reflects issues & needs from Section 11 audit. Analysis provides CSCB with management oversight of partner engagement. Attendance trends inform CSCB of those engaging with the	Report for Section 11 to Board February 2015. Learning from this and Board Member responses to feed into 2015-2016 Learning and Improvement Programme.

					early help agenda or not.	
1.13	Identification of vulnerable groups and how we ensure effective support and communication is delivered at those groups and individuals	Focussed piece of work to: Identify isolated and vulnerable -Assess current position -Promote early help through professionals -Raise awareness of early help through media campaign	March 2015	EH&P	Increased levels of self-referrals from children and young people	Deferred
1.14		-Public Audit -NSPCC data -Referrals to MAST. Are there any wrong doors? -If parents don't give consent, could audit to see why.	March 2015	EH&P	Increased levels of self-referrals from children and young people	Deferred

2 Assure the Calderdale Safeguarding Children Board of the effectiveness of the identification and safeguarding of the most vulnerable children in Calderdale						
No	Objective	Action	Timescale	Reporting	Outcome	Status
2.1	CSCB assured Children Looked After (CLA) living in Calderdale and living out of the authority are safe. LINK TO SIIP 4.1.2	PM group to reflect vulnerabilities of CLA and care leavers	August 2014	PM group to Business Group	CSCB to be assured it has a clear approach to ensure the Board addresses CLA and care leavers across all its functions and governance relationships	Complete
2.2		MA Audit programme to reflect vulnerability of CLA & care leavers	August 2014	MA Audit		Complete
2.3		Rolling Report to the Board every 6 months.	October 2014	JC to the Board		Complete
2.4	To develop a key area of practice for and on behalf of the CSCB and ensure the effectiveness of its strategic arrangements and operational delivery. At present the key areas of practice are:	Identify area of key practice through Performance Management Quality Assurance to identify areas of practice which need to improve.	June 2014	Business Group	The Board can assure itself an embedded approach based on a learning culture.	Complete
2.5		Produce publicly available, MA strategies which detail present position, local joint working arrangements & future direction for each area	September 2014	Proactive and Responsive sub group	The partnership and public are clear about the delivery of services and requirements for future working.	Complete. Further revision of CSE Strategy done in December 2014 and relaunched in February 2015. Current Position Paper presented to August Board with Strategy and updated further in January 2015.

2.6	Child Sexual Exploitation, Children Missing from Home and Trafficked Children	Ensure strategy is clear and working with regard to prevention of CSE through professionals, parents and young people's feedback.	November 2014	P&R through qualitative feedback & performance management	The Board is reassured that joint working is helping to prevent the presence of CSE in Calderdale.	MA Action Plan developed through Proactive and Responsive Sub Group focussing on: Prevent, engage, inform, identify, support disrupt and prosecute. Linked with Gold, Silver Bronze Groups.
2.7		Through audit, measure whether support to individuals, families and communities is having positive outcomes	December 2014	Proactive and Responsive scrutinise work of the MA Audit Group	The Board is reassured that joint working arrangements for CSE for c&yp are effective.	CSE Audit completed in Summer 2014. Findings positive. Impact report written and published for CSE practice and impact 2010 – 2014 in December 2014. Second Historical Audit commenced December 2014 to April 2015. Further review of CSE Team planned for Spring 2015. Further scrutiny from Independent Chair planned for Spring 2015. CSE Action Plan details further work with individuals, families and communities.
2.8		Provide support and advice to community engagement partnerships and proactively plan to ease community tensions.	Ongoing & as need arises proactively	P&R sg / C&E sg	The Board has a Public presence and is open to scrutiny.	See Action Plan for full community engagement. Police and LSCB trained Hoteliers RE CSE. Taxi driver training compulsory upon renewal of licence. Further community engagement planned for live Operation Harehill.
2.9		Continuously review strategies and plans and improve / maintain local joint working arrangements	June 2014 and ongoing	P&R sg / CSCB	The Board can be assured that the partnership is reviewing practice and improving from National / Local Learning.	Complete – see strategy and review in December 2014 and January 2015. See P&R sub group meeting notes challenging partner and accountability
2.10		Professionals are knowledgeable about the impact of neglect and emotional abuse on children and are able to intervene to support children	Review the work done by the Neglect Task and Finish Group	November 2014	Business Group	The Board can assure itself of the true position of joint working arrangements for Neglect & Emotional Abuse.
2.1		Reflect on the feedback from the SCR	December	SCR Sub group	Children's life chances are	Timescale pushed back to after March

1		regarding the neglect toolkit and feed this into updated version	2014		improved by provision of effective services to support positive parenting and overcome the effects of neglect.	2015 after PMQA role appointed.
2.1 2		Audit cases of neglect & include in PM data set to establish true position of effects of Neglect	March 2015	Multi Agency Audit Group		Deferred
2.1 3	Board to assure itself that Domestic Abuse involving children strategies are working across agencies	Seek assurance through reporting that Domestic Abuse strategies in Calderdale are making a difference to families and children through effective joint working through PMQA	December 2014	Business Group	Clear governance arrangements are in pCLAE which report on the true position of Domestic Abuse and it's impact on children – this is fed into the Business Group who highlight areas of concern to the Board and sub group work plans	PM indicator 1.4 reports A&E cause for concern from DV and follow up from HVs / School Nurses: 100% reported and followed up and now automatically referred to IEPs for consideration. Transformation Funding now funds post and hosts governance structure for DA which will feed into Board through Board Member representatives (Designated Nurse and DCS). Assurance of DA strategies not yet reported through to the Board, deferred to 2015-2018 work plan. POLICE NOTIFICATIONS TO EARLY INTERVENTIONS AND SIGNPOSTING TO OTHER SERVICES/EI PANELS FROM MAST – VERY POSITIVE AND NEEDS TO BE FURTHER DEVELOPED/REVIEWED TO SIGNPOST MORE – OFSTED SAW THIS AS A STRENGTH

3 Robust Performance Management and Quality Assurance demonstrates effective Safeguarding						
No	Objective	Action	Timescale	Reporting	Outcome	Status, evidence & sign off/follow up
3.1	To ensure the board has effective performance management systems in pCLAE to support effective challenge and ask relevant questions	To review and assess work undertaken on the performance manage systems to date	Performance sub group meeting on 20.5.14	Performance Management sub group	The CSCB will be assured that the performance management framework is effective and is directed by the Performance Management and Quality Assurance Framework. The	Complete see minutes, CSCB minutes and reports.
3.2		To ensure the current dataset is fully populated and contains sufficient analysis to be "fit for purpose"	For LSCB meeting on 5 th June	CSCB		Complete see minutes, CSCB minutes and reports.

					Board is assured of the true position of Calderdale in relation to how effective joint working arrangements are.	
3.3	To ensure a multi-agency dataset of safeguarding activities an outcomes is collated and regularly evaluated to assist the board in defining	To review developments in Calderdale and nationally and make proposals for a more outcome focussed safeguarding dataset with a strong multi-agency focus	August Board	PM sub group		Complete see minutes, CSCB minutes and reports. CLEARLY DEFINED STRUCTURE NOW IN PLACE. INDICATORS WILL NEED TO BE REVIEWED TO ENSURE THEY REMAIN REVLEVANT – SEPT 15
3.4	strengths and areas for improvement of safeguarding services in Calderdale	To implement a strengthened performance management dataset and provide analysis of this for the Board’s consideration	Bi-monthly	CSCB		Complete see minutes, CSCB minutes and reports. MAKE EXPLICIT THE COMMITMENT FROM ALL AGENCIES TO FULLY UPDATE THEIR PART OF THE REPORT 4 TIMES PER YEAR
3.4 a		All sub group Chairs to escalate PM requests to Business Manager	Monthly	Business Manager	All sub groups identify data requirements which are captured in dataset	Complete see minutes, CSCB minutes and reports. LINK UP MORE CLOSELY WITH P & R GROUP TO ENSURE THEIR DATA REQUESTS ARE CAPTURED
3.5	Establish a rigorous Quality Assurance Framework which complements and supports single agency audit LINK TO SIIP 7.2	Establish a multi-agency task and finish group to drive forward multi agency audit	End of June 2014	Business Group	6 weekly meetings established	Complete and Multi Agency Audit Group now even standing Sub Group
3.6		Provide evidence to the CSCB to enable the Board to scrutinise, challenge and assure itself	Bi monthly	MA Audit Group	Increased awareness at the CSCB. Evidence of reports	Reports from MAAG to Board bi-monthly complete. See examples in December 2014 Board Meeting Minutes CONTINUE TO EMBED REPORTING BACK WHERE SUB-GROUPS HAVE REQUESTED AUDITS INCLUDING TIMESCALES
3.7		Develop a robust and regular programme of multi-agency audits	October 2014	MA Audit Group	Programme for short, medium and long term audit planning	Programme Complete and updated monthly at MAAG CONSIDER INCLUDING THE SERVICE USE VOICE IN FUTURE AUDITS WHERE APPROPRIATE
3.8	Ensure multi agency audits feed into the PMQA to provide triangulated analysis measuring quality of provision, areas for	Ensure lessons learned from SCRs and external scrutiny are fed into the QA audit framework.	When need arises	Business Group	Programme includes audits directly responding to learning	See LIF and SCR Framework. See SCR Action Plans. Impact Monitoring sheet will record impact from learning
3.9		Evaluate audits to verify learning and actions	Bi monthly	MA Audit Group	Evaluation and reports show learning has been acted upon	Multi Agency Audit Group now established. Processes complete for

	improvement and dissemination of learning					requesting, undertaking and reporting on audits.
3.10	Regular reporting with emerging themes and trends to CSCB and any external scrutiny	Analyse trends and themes identified through audit	6 weekly	Business Group	Analysis and reports available for scrutinising	Multi Agency Audit Group now established. Processes complete for requesting, undertaking and reporting on audits. Evidence now needs to show Audits making a difference.
3.11		Report to Business Group and CSCB	Bi Monthly	MA Audit Group	Reports available	Multi Agency Audit Group now established. Processes complete for requesting, undertaking and reporting on audits. Evidence now needs to show Audits making a difference.
3.12		Feed trends and themes into PMQA Framework	Bi monthly	Business Group	Thematic reports available	PMQA Framework Adopted December 2014. Themes and trends fed into Learning Implementation and Action Pathway with all other learning
3.13		Report on corrective actions, improvement of practice and progress to CSCB	Bi monthly	Business Group	Evidence of actions completed	Follow up reporting, and evidence of impact spreadsheet to be implemented in Audit through Learning Implementation and Action Pathway

Sections 3.6 to 3.13 at risk of not being accomplished within proposed timescales due to non-engagement from partner agencies and capacity of Board Business Manager and Secretariat. Business Proposal to be presented to October Board with Options paper to mitigate risks. Update Jan 2015: October 2014 Board Challenged attendance at Multi Agency Audit meetings which have since been fully attended. Board agreed to recruit PMQA role to support Business Manager. Since attendance at MA Audit Group has increased, further reporting has shown evidence of impact from Audits and Action plans completed.

4	The Calderdale Safeguarding Children Board drives Safeguarding and Practice Improvement for children and young people					
No	Objective	Action	Timescale	Reporting	Outcome	Status, evidence & sign off/follow up
4.1	The establishments of a learning culture in the context of single and multi agency organisational and professional	Map current process for managing case review	October 2014	Case Review sub group	Fit for purpose Case Review Framework.	SCR Framework completed. Signed off at January 2015 Board.
4.2		Identify within framework an options paper and action plan re future use of systems methodology and identify and	December 2014	Case Review sg Business Group and CSCB	Established Case Review Framework which forms part of the Learning Improvement Framework	Completed. February 2015

	accountability. LINK TO SIIP 5.2.3	clarify commissioning and QA role of Independent Chair.				
4.3	All Board Members and an increasing number of Schools, Voluntary, Private and Community Sector Organisations complete self-assessments (Section 11) to establish the position of Safeguarding in Calderdale organisations	Commission and launch an annual self assessment programme (Section 11) to build a comprehensive self assessment across all provision, in order to support and shape joint working at all points in the 'child's journey'.	June 2014	Business Group	The Board is assured that member services for children are meeting their commitments in respect of safeguarding. The Board can also identify areas where improvement and support are required.	Completed. 100% of Board Members completed and returned Audits. 100% of Commissioned Services also completed. 57% of Schools. First year of 3 year plan successfully underway. Report completed November 2014. Scrutiny, analysis and recommendations to go to Board in February 2015
4.4		Analyse Section 11 results for: Safeguarding Concerns, good practice to share and triangulation against other evidence (practitioner feedback, children's views and PM reports)	October 2014	Business Group	Section 11 results feed into Annual Report with actions around training, policy and procedure review, commun'n to front line practitioners and setting a standard for quality around safeguarding practice.	Report Completed in November 2014. Further analysis reported to October Board as a Risk with proposal for additional PMQA role which was accepted. In December 2014, Multi Agency Analysis meeting held – results to January 2015 Board.
4.4 a		Produce action plan for 2015 / 2016	October 2014	Business Group		Timescale slipped. Completed April 2015
4.5	The learning improvement framework (LIF) will be the vehicle for the identification of learning & development, policy development and practice review	A robust learning improvement framework will be developed. Providing a robust system of identifying learning, delivering learning opportunities, evaluation and evaluating impact. LINK TO SIIP 5.2.1	October 2014	Learning & Improvement Group CSCB business group CSCB	The LIF will provide a system of review delivery and evaluation.	LIF reviewed and accepted by Board December 2014. See LIF. LESSONS LEARNT LOG AND LEARNING IMPLEMENTATION & ACTION PATHWAY
4.6	The CSCB has a programme of learning and development reflecting the priorities of the CSCB.	The CSCB will deliver a comprehensive and responsive programme of learning and development opportunities	April 2014	L & I Group Business group CSCB	A programme of high quality learning and development will be delivered reflecting both in principle and practice the priorities of the CSCB.	See L&I programme PROGRAMME IS CONSTRUCTED FROM EVIDENCE BASED ANALYSIS OF THE Calderdale Safeguarding Children Board PRIORITIES AND LESSONS LEARNED. CONTINUE TO SUBMIT EVALUATION REPORTS
4.7		CSCB to include prevalence of SMART planning from multi-	September 2014	Learning and Improvement	Publicised training opportunities. Analysis via audit reports.	See L&I programme and evaluation reports MANAGERS SHOULD MONITOR

		agency audits. LINK TO SIIP 1.2.2		t sub group		IMPACT OF SAFEGUARDING TRAINING – CAPTURE ON SECTION 11 AUDIT – L&i SUB GROUP. DEVISE QUESTIONS (WERE YOU CHALLENGED)
4.8	The effectiveness and impact of multi agency training will be understood by the CSCB LINK TO SIIP 7.3	1. A performance report will be provided to the Learning & Improvement Group	August 2014	Learning & Improvement Group Business group CSCB	The CSCB will be assured that the learning and development activities of the CSCB is impacting on the professionals and agencies ability to safeguard children	Complete
4.9	Multi agency learning and development opportunities will positively change the attitudes & behaviours of staff towards interagency working to safeguard children	1. The LSCB Learning and Improvement group will review and consider the multi agency training against the agreed benchmarks.	July 2014	Learning & Improvement business group	All multi agency training will be benchmarked against identified standards.	Report considered and accepted by Board in August 2014. Benchmarks written to be reviewed and targets set for 2015-2016 in February and April 2015. EXPLORE LINKS WITH CALDERDALE WFD QA SYSTEMS AND LINK WITH WY LSCB
4.10		2. A system of evaluation will be developed to ensure that the multi=agency training is having the required impact to safeguard children in Calderdale.	July 2014 And bi monthly	Learning & Improvement Group CSCB business group CSCB	The impact of training will be understood it will provide assurance to the CSCB that children are safer as a result of staff attending multi agency training.	Much work done to evaluate impact of training and reported to Board quarterly. Charging Policy agreed in December 2014 and enforced from January 2015. Letter to each Board member detailing attendance from every agency supported challenge to partners of their participation in MA Training. Further evaluative work done immediately after and 3 monthly follow ups for attendees. Quality Assurance programme planned.

4.4 at risk due to capacity of Board Manager / need for deep analysis. To be included in Business Proposal for 2nd October Board. Update December 2014: Multi agency meeting completed deeper analysis and report to February 2015

4.10 risk due to cancellation of training. Report on risks, mitigations RE cancellation of training to be written by AW and presented to 2.10.14 Board. Update December 2014: Report to Board resulted in agreed charging policy and agreed challenge to partners through letters examining attendance.

5 Clear priorities are set and core business processes are strengthened which establish effective joint working arrangements for safeguarding children and young people						
No	Objective	Action	Timescale	Reporting	Outcome	Status, evidence & sign off/follow up
5.1	Review and set clear core business processes	12 month rolling programme of scrutiny reports which reflect current strategy and objectives:	October 2014	CSCB through the Business Group	This will enable the Board to develop evidence, monitor, measure and challenge services for children and drive improvement.	Completed. See list of Rolling Reports REVIEW BY BUSINESS GROUP IN FIRST QUARTER
5.1 a		Induction Programme written to be delivered to new members and existing as needed	October 2014	Business Group	Any member can meet with any Chair to have sub group work explained etc	Timescale Slipped. Induction pack consists of Business Plan, Constitution, Board Member Agreement, Sub Group Terms of Reference, Annual Report and Recent Newsletters. Buddy Board Members set up.
5.2	Cohesive working arrangements between CSCB, Scrutiny Panel, Improvement Board and Partner Agencies	Protocol agreed between Boards and links continued to reduce duplication and plug gaps. LINK TO SIIP 2.1 & 2.2	June 2014	CSCB	Effective co working of the boards will be the ultimate measure in the sustained improvement and via inspection.	Protocol Agreed. Workplan agreed for HWBB, CYPPE, CSCB, Scrutiny, CCG, IB.
5.3	Complete actions within Improvement Board's Single	Identify SIIP actions within each sub group work plan and reflect in Business Plan.	June 2014	Business Group	Improvement driven forward by the LSCB, the Business Group and he subgroups.	Complete
5.4	Integrated Imp't Plan (SIIP)	Set timescales for each SIIP action to be completed	July 2014	Business Group	Local Authority and CSCB prepared for external reviews	Complete
5.5	Voice of child: Continue the drive through audit and supervision, Multiagency and joint working practice to reflect focus on the child's journey. LINK TO SIIP 1.6	Recognise, celebrate and showcase good practice. Thematic audit on case files and evidence of group events providing platform for young people. Multiagency case audits reveal focus of evidence of the child's journey.	July 2014	Communication and Engagement sub group MA Audit	Voice of the child is established for all core processes for the LSCB and influences the direction taken and decisions made by the LSCB.	Young Advisors have completed a questionnaire and the results should be available soon. Full programme for Young Advisors agreed by December Board. Further Voice of the Child examples given at Board Meetings.

5.6	Ofsted Preparation LINK TO SIIP 7.1, &.1.1,	Identify risks and mitigate through Ofsted Task and Finish Group - Update Risk Register	September 2014	Business Group	LSCB Ofsted ready with documented evidence CONTINUED RESPONSE AND IMPROVEMENT	Business Group highlighted risks through 'Board Capacity Paper' after risk assessing Business Plan (Version 11).
5.7	Publish Annual Report in September 2014	Use Annual Report to help establish long and short term improvements	September 2014	RB / JC	Annual Report delivered on time	Published in October 2015.
5.8	Ensure Calderdale has robust policies and procedures which are up to date, relevant and in line with local, national guidance, current legislation and local need.	Review existing local and internal policies, procedures, protocols and best practice guidance against - Ofsted and CSCB self-assessment/development plan and Business/Improvement plan - Learning identified in SCR	Timescales to be agreed but to reflect urgency of situation	Learning and Improvement sub group	Policies are robust and reflect local learning.	Revision begun after SCR Child K. Consortium meetings bimonthly addressing each policy. Task and Finish Groups for Information Sharing Agreement and further work RE Neglect done. CAF identified as needing updating; replaced by Single Assessment.
5.9		Ensure they are WT13 and West Yorkshire Consortium compliant	At every Consortium meeting	JC and L&I sub group	Confident in procedures	Always done in conjunction with West Yorkshire Consortium and Tri-X
5.10		Identify in context of improvement/business plan and Ofsted readiness priorities	October 2014	Learning and Improvement sub group	Annual plan of policies and procedures to be reviewed according to priorities set by SIIP, Business Plan and Ofsted	Timescale slipped. Deferred to 2015
5.11		Consult and engage partners in process and revision	October 2014	Learning & Improvement sg		See above
5.12		Identify and agree clear methodology and implementation/support implementation	November 2014	Learning and Improvement & Comms and E sg	Policies are clear, accessible and understood by all front line workers across all partner agencies	Review is underway and changes have been made to policies on website
5.13	CSCB to develop effective communication with the Calderdale community and	Development of the marketing strategy including responding to emerging needs.	October 2014	Comms & Engagement Sub group	Organisations, professionals and general public receive the right information at the right time.	Behind schedule. Marketing Strategy deferred to 2015
5.1		Overseeing the	October	Comms &	LSCB is effective at communicating key	Website has been significantly updated

4	professionals who work with children and young people	effectiveness of the CSCB website to ensure clarity and consistency of messages presented.	2014	Engagement sub group	safeguarding knowledge and information, and the website is a public and transparent 'window to the Board'.	Bi Monthly Newsletters produced
5.1 5		Use of the website to increase understanding by the Board of the issues of and successes from the work force.	March 2015	Comms & Engagement sub group	To triangulate understanding of how effective or not joint working is in Calderdale.	Proactive and Reactive Website responds to IC, Business Manager and Sub Group Leads / Horizon scanning. E.g. FGM. Radicalisation
5.1 6		Provide regular updates to multi agency partnerships to disseminate Board business, learning and current safeguarding news.	Bi monthly	Comms & Engagement sub group	Calderdale workforce more aware of Board business and is well informed about up to date local guidance, policy and procedure around safeguarding.	Bi monthly newsletters being sent out, not sure how widely disseminated. Early Years bulletins always include website links. Essential Knowledge Briefings will be put on website.

5.5 – no identified risks of not listening to children, but not yet evidence at Board. Put on at standing agenda item at C&E group. Update: Done – first time Board received papers in October 2014