

Calderdale Safeguarding Children Board Business Plan 2015-2018

This is the 3 year Business Plan for the Calderdale Safeguarding Children Board (CSCB).

The 5 priorities represent both our vision and our statutory responsibilities and function. They also reflect what children, young people, their families and the citizens of Calderdale might reasonably expect of the joint working arrangements to protect children and young people and to promote their welfare.

Version	Update and by whom	Date signed off
V1	Approved by the CSCB Meeting 4 th June 2015	4 th June 2015
V2	JC update 11 th September 2015	
V3	JC updated 16 th October 2015 and JW / JJ / JH / LK / DM / LH / RB / JP / JR	
V4	Business Group update November 2015	
V5	Completed items archived to rear of Business Plan. 8 th February 2016 JC, EC, LH, JJ, LK,	
V6	Final update from Jan 2016 Development Day: Business Group: 30.3.16. JC update April 2016	
	<i>To be agreed at May 2016 CSCB</i>	

Progress Key	Red	Tasks or outcomes have not been met or timescale slipped.
	Amber	Tasks and outcomes are on track, milestones met but not completed.
	Green	Tasks and outcomes are completed or performance is on target.

Acronyms:

CDOP	Child Death Overview Panel	C&E sg	Communication & Engagement sub group	C&YP	Children & Young People
CLA	Children Looked After	CR sg	Case Review sub group	EH&P sg	Early Help & Prevention sub group
EIP	Early Intervention Panel	Ind Chair	Independent Chair	L&I sg	Learning & Improvement sub group
MA	Multi Agency	MAAG	Multi Agency Audit Group	MAST	Multi Agency Screening Team
PARS	Proactive & Responsive Sub group	PM sg	Performance Management sub group	PMQA	Performance Management Quality Assurance
SCR	Serious Case Review	WT15	Working Together 2015	JSNA /eHNA	Joint Strategic Needs Assessment / electronic Health Needs Assessment

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1 We are assured that children receive the right help and protection at the right time						
No	Outcome	Action	Timescale	Reporting	Evidence & Progress	RAG
1.2	Professionals understand Thresholds ('Continuum of Need' and 'Signatures of Risk') and apply appropriately.	Launch revised Thresholds Documents across all sectors, specifically targeting Adult Services and Voluntary Sector.	October 2016	C&E sg	In Safeguarding Week	A
1.4		Data from EIPs tracks contacts and referrals and referring agencies to MAST and EIPs to identify child's journey, outcomes, step ups / step downs; gaps in referring agencies; reported to EH&P sg as necessary	Sept 2016	PM sg EH&P sg	Revised dataset to include this info from April 2016.	A
1.5		Complementary soft audit with front line practitioners show level of understanding of Thresholds.	Oct 16	EH&P sg	This will be compared to results from 2014-2015 soft audits.	A
1.6		Explore promotion and use of Restorative Approaches concerning interagency dispute resolution processes with the aim of highlighting where practitioners can confidently challenge decisions and practice impacting on c&yp: Use of chronologies and Strengthening Families model across tiers 1-4.	June 2017	EH&P sg MAAG		A
1.7	CSCB is assured that Early Help is having positive impact on outcomes: children are being safeguarded in a timely and proportionate way	Complementary soft audits with C&YP showing impact and outcomes on children and young people.	Oct 2016	Young Ad's EH&P sg	To be started in April 2016 – case studies tied into themed reporting	A
1.8		Audit of Escalated / De-escalated cases from EIPs to show and share good practice and need for improvements.	June 2016	MAAG	Report and Action Plan received by MAAG and challenged. Action Plan to be monitored by MAAG & learning disseminated	A
1.12		Audit the use of strategies and examine any impact on non-engagement, non-consent and disguised compliance	December 2017	MAAG	Audits from EIP's (1.8) highlighted the need for further audit of non-engagement cases.	A

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2	We know which children are vulnerable and are assured that they are protected					
No	Outcome	Action	Timesc ale	Reporti ng	Evidence	RAG
2.1	There are clear joint working arrangements and effective pathways, procedures and local guidance which are compliant with national guidance for the following areas identified by the CSCB: (cross reference with 5.13 to 5.15)	CSCB informed by JSNA, eHNA & the C&YP Strategic Framework. .	Jan 17 & annual	Business Group	JSNA due Summer 2016. eHNA due Spring 2016.	A
2.2 a		Children Missing from Sight – elective home educated, children missing from home, school, education to be main focus of PARS. To include links with CSE, Trafficking, Prevent, FGM and FM.	Dec 2017	PARS	Local Authority presented Annual Report to CSCB March 2016 assuring CSCB Of arrangements in place for CME / elective home education. Explore the use of the Central Record management system.	A
2.2 b		Female Genital Mutilation (FGM).	September 2016	FGM T&F GPY / JC	Strategy and Action Plan written. CSCB agreed August 2015 with amends. Signed off at December 2015 Board. PM Dataset will monitor numbers in Calderdale. T&F Group (across SAB, CSP and CSCB) to implement Actions to ensure awareness, training and PMQA arrangements are in place.	A
2.2 c		Trafficking	December 2016	SAB?	Calderdale part of West Yorkshire Pilot for new referral mechanism. Calderdale Anti-Trafficking Group established which CSCB Manager is part of – currently Group is preparing to write strategy and action plan (based on CSE and national learning). Led by Regional Group / Hope for Justice – CSCB Manager requested policies and procedures consistent across West Yorkshire where possible. Safeguarding Adults Board will monitor numbers, trends of children in Calderdale – TBC.	A
2.2 d		Domestic Abuse / Forced Marriage / Honour Based Violence	September 2016	CSP?	DA: led by the Domestic Abuse and Sexual Violence Strategic Group which will report annually to the CSCB in a rolling report the prevalence, the successes, the risks and the future services planning. FM / HBV: Forced Marriage Protection Order numbers will be included in the Scorecard annually.	A
2.2		Extremism / Radicalisation	September	CSP?	Led by the CSP, Rolling Annual Report due to CSCB in December 2016 detailing	A

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e		(Prevent)	ber 2016		effectiveness of provision, trends and any safeguarding risks to children. CSCB assisting with awareness raising of Policies & procs, training and communications).	
2.2f		Child Emotional Wellbeing / Mental Health	December 2016	HWB	HWB lead, however the CSCB will monitor performance across the 3 tiers – TBC from April 2016 PM Dataset.	A
2.2g		Harmful Sexualised Behaviour	April 2016	Business Group	Toolkit promoted. Numbers monitored through YOT.	A
2.2h		Neglect: Further development of local tools and PMQA arrangements	December 2016	Business Group	L&I Officer re-writing Neglect Toolkit	A
2.2i		Themed Audits to be arranged through MAAG Audit Schedule with appropriate timescales to monitor understanding of thresholds / effectiveness of service provision for 2.2a - 2.2h	March 2018	MAAG		A
2.5	Joint working response to Child Sexual Exploitation continues to be effective and strategic aims are fully met. Ofsted 15: Para 166	Numbers and protected characteristics of children and young people at risk of and / or involved in sexual exploitation are monitored through PM dataset	August 2015	PM sg PARS	Delay in obtaining CSE figures from Police. Agreement to retrieve all figures from April 2015 and forward.	R
2.6		Peer Review joint working arrangements for CSE in Calderdale	December 2016	PARS	Action Plan progressed by PARS to handover to CSE Operational Group. At this point CSE Peer Review proposed for Autumn 2016.	A

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3	Scrutiny and challenge evidences effective safeguarding					
No	Outcome	Action	Timescale	Reporting	Evidence	RAG
3.4	Safeguarding Quality Standards are in place in Calderdale to help organisations respond to the needs of C&YP across the Continuum of Need.	Provide a Safeguarding Quality Standards Framework including Supervision Standards for all providers. (Annual milestones identified in plan). (Cross refer to 3.5 to 3.9)	Mar 2018 (Mar 2016 Mar 2017 Mar 2018)	EH&P	Supervision standards complete for Statutory services & Schools. Voluntary being written. Training Standards within Programme.	A
3.7	The Section 11 audit ensures that Safeguarding Quality Standards are embedded within the governance and accountability arrangements of all organisations working with children and young people in Calderdale. Ofsted 15: Para 168	2015-2016 – Further engage non commissioned voluntary and community sector and Early Years providers.	December 2016	PMQA Officer MAAG	EY sector engaged with through Safeguarding audit which will feed into S11 in 2016 cycle.	A
3.8		2015/16 – Year 3 of Section 11 Plan – as per S11 plans	December 2016	MAAG	Including the exploration of using an online tool	A
3.9		2016/17 – 3 year cycle recommences. Learning from previous cycle, review audit tool.	December 2017	MAAG	MAAG oversees Section 11	A
3.12	Case File Audits scrutinise multi agency joint working arrangements, impact and outcomes on children, young people and families. Audits cover all key points in the child's journey and learning is integrated with other forms of evidence.	Learning Implementation & Action Pathway shows overarching learning themes from all areas of PMQA & identifies proposed outcomes/impact	September 2016	BG		A
3.13		MAAG lead Multi Agency Reflective Practice Sessions to show impact of audit and share good practice in accordance with the LIF	December 2016	MAAG	Communication from audit is being developed for front line staff.	A
3.13a		Board Members take part in 1 CSCB Audit / year	Mar 2017	Bus Group		A
3.13b		Audit to show gaps / improvement needed for safeguarding children with disabilities inc CP plans & IESAs	Mar 2017	MAAG		A
3.15a	PMQA is informed by Data, Audit, front line practitioners feedback and listening to children young people and families	Develop how front line practitioners inform and triangulate traditional PMQA method findings.	March 2018	Business Group		A
3.15b		Develop how c&yp & families feed into PMQA arrangements	March 2018	Business Group		A
3.15c		Introduce Thematic Reporting incorporating all four elements of PMQA Framework	March 2018	Business Group		

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4 Creating a learning culture which consistently improves outcomes for children and young people						
No	Outcome	Action	Timescale	Reporting	Evidence	RAG
4.1	The LIF provides clarity of how we learn & work towards a “learning culture”.	Annual review of the Learning and Improvement Framework and its implementation.	June 16	L&I sub group	Delay due to writing of Strategy	A
4.3	Lessons learnt from child deaths, Serious Case Reviews, serious incidents and examples of good practice are used to improve multi-agency safeguarding arrangements, procedures and practice	Improve coms & engagement to ensure SCR learning reaches front line prac’s, influences practice and results in positive outcomes.	At each Review	CR sg L&I sg C&E sg	Pilot new approach for communication of Child J in Autumn 2016 and Child M in Winter 2016. Historical SCR MA Audit: Due June 2016 (with National Findings Report)	A
4.5		SCR Framework to be updated after learning from 2015-2016.	May 2016	CR sg		A
4.6		Challenge events evidence learning implementation from Action Plans and recommendations	6 mths after briefings	CR sg L&I sg	Single agencies written to as part of first step in challenge process: Oct 2015. Front line prac challenge events: April 2016 for Child K and Oct 16 for Child J	A
4.7		Board assurance through Section 11	Decemb er 2016	MAAG PMQA off’r		A
4.7 a	CSCB is in a position to ensure that all those working with children are suitably trained and training resources are being targeted effectively. Ofsted 15: Para 170	Training Needs Analysis undertaken to scope training needs	Decemb er 2016	L&I sg	Partial success in November 2015 needs building on	A
4.7 b		Clear rationale for inclusion and exclusion in Multi Agency Training Programme	Decemb er 2016	L&I sg	2015 produced clear rationale including what single agencies are providing, evaluation and attendance on previous courses, cost and types of delivery.	A
4.7 c		Consideration of a ‘Workforce Development Strategy’ to plan future arrangements for MA training	Decemb er 2016	L&I sg	Draft written	A
4.9	Impact and effectiveness of multi-agency training is evaluated to evidence impact Ofsted 15: Para	Further develop evaluative methods to increase our understanding of MA training	June 2016	L&I sg L&I Officer	Identified best profile models from other LSCBs to implement and measure the impact of training on practice. Further work to report on this in May 2016	A

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4.10	170	Set up a process to target practice which needs improvement (identified through audit & SCR) and offer training if appropriate.	December 2016	MAAG (L&I sg L&I Officer)		A
4.11		Reaffirm front line manager roles in evaluating the impact of LSCB training including: MA Audit to obtain evidence of impact	Every Audit	L&I sg and MAAG	Audit group ensure that as part of the challenge to each lead auditor on proposal and completion of audit that training and its impact is questioned.	A
4.12		Consider alternative learning practices including length of courses and platforms.	March 2016	L&I sg	Online Platforms explored. 30 minute briefings to be developed. Other alternative methods to be explored e.g. video / webinar. Include in rationale (4.7b)	A
4.12a		Outcomes for training to be clearly linked to outcomes for children and to PMQA framework	March 2018	LI sg		A

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5 Effective leadership strengthens joint working arrangements for safeguarding children and young people						
No	Outcome	Action	Timescale	Reporting	Evidence	RAG
5.5 a	The CSCB listens to children and young people and demonstrates the impact of this (Human Convention of Rights of the Child is evident)	Strengthen Section 11 questioning, reporting and challenge to effectively show partners listening & giving evidence of how they safeguard children.	April 2017	PMQA Officer MAAG	Cross Ref with 3.8	A
5.5 b		Produce thematic Case Studies to evidence and triangulate the impact of the Board on c&yp after Audits have been completed	April 2017	MAAG		A
5.6	Services are delivered in accordance with the West Yorkshire Safeguarding policies and procedures for safeguarding children and young people. Local guidance is clear and coherent.	Establish procedure for reviewing, creating and accepting policies and procedures and for localising to Calderdale	December 2016	Business Group	Procedure written – Business Group to assess how it is working in Spring 2016	A
5.1 3	Clarity of responsibility and accountability across Strategic Partnerships. Cross Ref with 2.2	Identification and development of ways in which the Boards and their sub-groups can collaborate and work together, share priorities, reduce duplication and streamline reporting / PMQA / training / communication.	August 2016	Business Group	Strategic Partnership Group led by Chief Exec.	A
5.17	Board members are supported to further develop their role as a Board member and champion of safeguarding within their own organisations and partnerships	Board Members to identify Buddies if desired. Expectations from the Board to be clear in Induction and ongoing Appraisal of Board and sub group members.	December 2016	Board Members	Board Members to seek Board Member Support as required from list in Induction Pack	A
5.17 a		Facilitate and record Board Member reporting observations of front line practice. Feed into PMQA arrangements	December 2016	Secretariat		A

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Archived Actions

No	Action	Timescale	Responsible	Progress / Evidence	RAG
1.1	Finalise review of CSCB Thresholds documents after multi agency consultation, WT15 revision and alignment with Single Assessment.	Sept 2015	EH&P sg	Review completed and new document produced. Signed off in January 2016	G
1.3	Review Multi-Agency Workforce Training Programme to establish owner, lead and provider of Threshold training.	August 2015	Business Manager L&I Officer	Complete. CSCB leads threshold training and regular meetings between CMBC and CSCB ensures no duplication or gaps. CSCB manager secured attendance reports to CSCB for inclusion in Qtly evaluation reports.	G
1.9	Establish the tools available for overcoming non-engagement/ non-consent / disguised compliance. (Cross ref to 1.6 MA chronologies)	December 2016	EH&P sg	Non engaging pathway and letters written for Calderdale. To be presented to EH&P sg in November 2015.	G
1.10	Create training for overcoming non-engagement/ non-consent / disguised compliance.	December 2016	L&I Officer L&I sg	See L&I Programme: Course: Ongoing Work with Complex Families including Disguised Compliance, Working with Highly Resistant Families, Using Tools.	G
1.11	Publicise, raise awareness and promote guidance, training and tools (cross ref with 1.9 & 1.10) using the marketing strategy.	April 2017	C&E sg	Tools, guidance and training on website in 'Assessment Guide': http://www.calderdale-scb.org.uk/professionals/learning-and-development/practitioners-tools/	G
2.3	PMQA review of joint working arrangements of areas highlighted in 2.2 through task & finish groups		MAAG PM sg	PMQA Dataset revision complete. Additions / changes to be made upon request and agreed at Board level.	G
2.7	Identify the best strategies and approaches to be used for parents with learning difficulties, mental health issues, sensory impairments, English as an additional language and other vulnerable groups. (From SCR)	December 2015	EH&P sg	Adult Child Protocol revised October 2015. Agreed November 2015. Assessment tools launched and on website.	G
2.8	Professionals have access to and are trained in the most appropriate and effective resources to improve outcomes for vulnerable families Develop training for tools identified in 2.7 and implement across the Calderdale partnership	January 2016	L&I sg C&E sg	30 minute briefings agreed – to be piloted with ASC in December 2015 with the Adult / Child Protocol then rolled out to all other adult/ community based services.	G
2.9	Ofsted 15: Para 169 Undertake further work to raise awareness and understanding of the need to report private fostering; target partner agencies and the public using the marketing strategy.	January 2016	C&E sg	Private Fostering Safeguard Guide produced for professionals. Leaflets for families for January 2016	G
2.10	Private Fostering lead to assess the local authority response to private fostering arrangements and ensure that the LA is meeting its statutory responsibilities.	August 2015	Business Group	Board accepted private fostering report and noted implications for ongoing monitoring and future reporting.	G

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3.1	To ensure all remaining data gaps are filled and to produce a fully populated indicator report	Dec '15	PM sg	Dataset reviewed with taking the following docs into consideration: Evidence for LSCBs (from West Midlands & Gtr Manc); Ofsted Insp'n Fr'k; The child's safeguarding perf information framework; & Good practice by LSCBs	G
3.2	To continue to identify areas of challenge arising from data and implement a rolling programme of investigation of these to support the boards challenge function	Throughout the year	PM sg	See PM reports to the Board and Rolling Report Schedule / Board minutes	G
3.3	The Performance Management dataset is further developed to enhance Board member scrutiny, assessment and challenge. Ofsted 15: Para 167 To review the Performance Management dataset – alongside the Audit Framework and feedback from service users and professionals - to further enhance its outcome and impact focus.	Dec 2015	PM sg	Dataset reviewed.	G
3.5	2014/15 – Updated position required from partners who completed Section 11 in 2014. Completion and return of full audit for 40 schools that did not complete in 2014.	July 2015	PMQA Officer MAAG	Complete	G
3.6	2014/15 – Results are subject to rigorous challenge and moderated effectively	December 2015	PMQA Off'r MAAG	Analysis complete. Challenge events took place 2015	G
3.10	Explain rationale for the scope and type of audit undertaken. Record numbers of cases audited.	October 2015	MAAG	Complete – see MAAG Schedule	G
3.11	Review Audit pro formas to ensure they are robust and can be used to evidence impact of practice and outcomes for children and young people	Dec 2015	PMQA Officer MAAG	Audit proformas now include section relating to impact on practice and outcomes for children. Audits undertaken will now be asked to comment upon impact and outcomes	G
3.14	Review Performance Management Quality Assurance Framework in light of learning from 2014-2015	Dec 2015	PMQA	Revision done. Slight delay so sign off in Feb 2016 by PM sg	G
4.2	2016-2017 Multi agency Learning and Improvement Programme reflects CSCB priorities, national learning and areas detailed in the Learning & Improvement Framework	March 2016	L&I sub group	Programme reflects CSCB priorities, local & national learning SCR, CDOP and audit & Sub groups requests. Training Needs Analysis done Oct 15. Agreed March 16.	G
4.4	Case Review sub group members: half day training to audit previous SCRs and establish rationale for methodologies and deeper understanding with which to challenge and support the SCR and LL processes.	Mar 2016	CR sub group	Completed September 2015	G
4.8	Clear quality standards set out workforce expectations across partnerships. Cross ref 3.4	December 2017	L&I sg	Complete, included within Training Programme. Agreed by CSCB March 2016	G
4.13	The Child Death Overview Panel Annual Report informs the CSCB Annual Report To Maintain the efficient and effective operation of CDOP processes	August 2015	CDOP	CDOP continues to operate effectively. Report received by Oct 2015 Board. Further work to be done on governance and admin	G

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				arrangements	
4.14	To ensure key themes and lessons from local child deaths are identified and acted upon in a timely manner	Annually July 2015	CDOP L&I sg	Recommendations are clear and being acted on from modifiable factors however more work needs to be done longitudinally due to small number of cases in Calderdale.	G
5.1	Minutes are more accessible and stakeholders are able to hold to account. Ofsted 15: Para 171 Meeting Standards written for secretariat, sub group admin, sub group chairs, Business Manager & Independent Chair.	August 2015	Business Group Secretariat	Complete and in operation.	G
5.2	Minutes of Board are easily accessible on the LSCB website 1 month after every meeting	Monthly	Secretariat	Complete	G
5.3	All LSCB produced documentation including strategy, policy and guidance, is available on the website 1 month after approval	As needed	Business Group	Complete	G
5.4	Evidence of all partner agencies listening to the voice of children and young people through Section 11 audit and challenge	November 2015	PMQA Officer C&E sg	S11 shows how each agency does this and to what effect. Some orgs have more work to do identified in planning and which will continue to be challenged through S11 process	G
5.5	Young Advisors to triangulate evidence with views from children and young people. Board to identify the role they wish children and young people to have in Board governance.	December 2015	Young Advisors into C&E sg	Good consultation with CSE and Early Help (large number of young people responded and results fed into appropriate forums). Board to consider further governance with YAs.	G
5.7	Audit and other quality assurance functions test out the use and relevance of the policies and procedures.	July 2017	Business Group	Done in all Audits	G
5.8	CSCB develops a clear position and arrangements in terms of standards, oversight and scrutiny for the use of physical restraint.	March 2016	Business Group	Report on physical received through annual CLA report.	A
5.9	Annual Report provides a clear commentary on effectiveness of local safeguarding arrangements and impact of the Board. Completed annual report recognises good practice, acknowledges strains, reports impact and availability of resources to drive effective practice.	August 2015	Ind Chair Business Manager	Annual Report complete. Results will feed into Business Planning process in December 2015 Board	G
5.10	CSCB has arrangements in place to embed progress, so that systems, processes & frameworks are fully effective Actions will detail governance arrangements & reporting post-Improvement	September 2015	Business Group	Led by Ind Chair, DCS and IB Chair.	G
5.11	Identify the key reporting requirements post- Improvement Board	August 2015	Business Group	PM dataset considered and amended to include necessary indicators within CSCB report. Rolling report reflective of whole system approach to safeguarding	G
5.12	Shared protocols and shared objectives are established as appropriate	When	Business	Cross Ref with 2.2 and 2.3	

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		needed	Group		
5.14	Identification of common areas of PMQA and joint policies and procedures that focus on vulnerable children , young people and adults	August 2016	Business Group	Cross Ref with 2.2 and 2.3	
5.15	Child and Adult protocol and referral pathways are in place	October 2015	Business Group	Update complete. Training being delivered to adults services in Dec	G
5.16	Board Member Induction and Appraisal process developed and implemented	September 2015	Business Group	First Board Members inducted in Sept with new docs	G
5.18	Board feedback influences governance of the Board	Annually Sept 15	Ind Chair / Business gp	Ind Chair receives feedback to influence CSCB governance. Formal arrangements considered in 2016.	G
5.19	Members asked about understanding of this Business Plan during Section 11 Challenge. Cross ref with 3.6	Annually Dec 2015	PMQA off'r MAAG	In S 11 report	G
5.20	The composition of the Board and sub groups fully reflects the types of organisations involved in safeguarding. We have the right people, in the right place, at the right time & with the right skills and knowledge: Review of CSCB Sub Group Membership	November 2015	Business Group	Membership and attendance reviewed quarterly by each sub group, PM sg and Business Group.	G
5.21	Away Day planned to develop Board role, development of challenge and scrutiny, working in partnership, accountability	May 2016	Business Group	Complete – January 2016	G

Appendix 1: Improvement from the January 2015 Ofsted Report for CSCB

Ofsted Referencing for CSCB Business Plan 2015 - 2018:

Ofsted 15: Para 166: - Managing the response to CSE

Revise and update the CSE action plan to ensure that it is outcome focused and measures impact in all areas of work.

Ofsted 15: Para 167: - Effectiveness of scrutiny and challenge

Ensure that the performance management framework for the LSCB includes a comprehensive multi-agency data set that will provide information about all aspects of service delivery and enhance the ability of the Board to routinely evaluate and monitor frontline practice across the agencies.

Ofsted 15: Para 168: - Effectiveness of scrutiny and challenge

Ensure that Section 11 audits are completed annually by all agencies and organisations involved in safeguarding children and young people, that audits include questions about CSE and learning from serious case reviews, and that results from audit are subject to rigorous challenge.

Ofsted 15: Para 169: - Private fostering

Undertake further work to raise awareness amongst partners of private fostering and ensure that the local authority reviews and strengthens the response to private fostering arrangements to ensure that it is meeting its statutory responsibilities.

Ofsted 15: Para 170: - Multi-agency training

Develop a comprehensive multi-agency children's workforce strategy, and evaluate the impact and effectiveness of the multi-agency training that is being delivered to ensure that those working with children and families are suitably trained and that training resources are being targeted effectively.

Ofsted 15: Para 171: - Openness and transparency

Ensure that the minutes of Board, Business Group and sub-group meetings are more accessible and enable stakeholders, including children, young people, parents and carers, to monitor the LSCB's activities and hold it to account, and that they are easily accessible on the LSCB website.

For more information, go to www.calderdale-scb.org.uk or contact the Business Manager; Julia Caldwell on 01422 394098 or julia.caldwell@calderdale.gov.uk