

**CALDERDALE SAFEGUARDING CHILDREN BOARD
THURSDAY 4 DECEMBER 2014 - 2 PM – 5 PM
THE CROSSLEY HEATH SCHOOL, HALIFAX**

PRESENT:

Richard Burrows (Chair)	RB	-	CSCB Independent Chair
Julia Caldwell	JC	-	CSCB Business & QA Manager
David Lord	DL	-	Head Teacher – Ryburn Valley High School (Secondary Heads Representative)
Andrea Walters	AW	-	Enhanced Practitioner - CAFCASS
Zohrah Zancudi	ZZ	-	Head of Customer Services – CMBC (representing Robin Tuddenham)
Maggie Smallridge	MS	-	Head of West Yorkshire NPS (Bradford & Calderdale) - National Probation Service
Kevin Ball	KB	-	Head of Service (Bradford & Calderdale) – West Yorkshire Community Rehabilitation Company Ltd (CRC)
Jill Farrington District Commander	JF	-	Consultant in Public Health Medicine - CMBC
Angela Williams	AW	-	West Yorkshire Police
Beate Wagner	BW	-	Head of Early Intervention & Safeguarding – CMBC
Tim Breedon	TB	-	Director of Nursing - SWYPFT
Councillor Colin Raistrick	CR	-	Lead Member – Children & Young People, CMBC
Angela Everson	AE	-	Joint Chief Executive - WomenCentre
Jayne Leech	JL	-	Strategic Partnerships – North Bank Forum (representing Steve Blackman)
Laura Newcombe	LN	-	Head Teacher – Lee Mount Primary School (Primary Heads Representative)
Janette Pearce	JP	-	Head of Pennine Housing/Together Housing Group
Jeff Rafter	JR	-	Service Manager – Youth Offending Team/Upper Valley Early Intervention
Gill Poyser Young	GPY	-	Designated Nurse – NHS Commissioners
Laura Knights	LK	-	Service Manager – Safeguarding & Quality Assurance Service
Jacquie Hellowell	JH	-	CSCB Lay Member
Julie Lodge	JL	-	Named Nurse - SWYPFT
Penny Woodhead	PW	-	Head of Quality – Calderdale CCG
Sureya Hussain	SH	-	Democratic and Partnership Services (representing Ian Hughes)
Lisa Golding-Smith	LGS	-	CSCB Business Support Co-ordinator (minute taker)

APOLOGIES:

Stuart Smith	SS	-	Director, Children & Young People's Service – CMBC
Dr Pamela Ohadike	PO	-	Designated Paediatrician – CHFT
Jo Taylor	JT	-	CSCB Lay Member
Martyn Greenwood	MG	-	West Yorkshire Fire & Rescue Service
Shaheen Khawaja	SK	-	CSCB Lay Member
Robin Tuddenham	RT	-	Director for Communities and Business Change
Lesley Bowyer	LB	-	Halifax Academy (Primary Heads representative)
Steve Blackman	SB	-	Safeguarding Lead – North Bank Forum (represented by Jayne Leech)
Karen Hemsworth	KH	-	Associate Director, Safeguarding – CHFT
Jo Sewell	JS	-	Service Manager – CAF/CASS
Ian Currell	IC	-	Director of Finance – NHS England
Chris Jones	CJ	-	Principal – Calderdale College

IN ATTENDANCE:

Claire Burgess	CB	-	Improvement Board Chair
Natalie Wood	NW	-	CHFT (for Item 4.1)
Bernadette Hepper	BH	-	CHFT (for Item 4.1)

Subject	Discussion and Agreed	Responsible Person	Timescale
1 Welcome, Introductions and Apologies for Absence	Members were welcomed, introductions made and the apologies noted. RB welcomed DL and LN to their first CSCB meeting. CJ has given his apologies to what would have been his last CSCB meeting but he wanted to say thank you to all CSCB members. Action - LGS to send the Feedback Forms to members electronically Action – RB to write on behalf of the Board to thank CJ	 LGS RB	
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**Minutes of the Last Meeting
(2 October 2014)**

Action - LGS amend EFM to FGM

A meeting has taken place regarding private residential homes and this is an ongoing dialogue.

Page 5 - Item 3.1

JH and LK spoke after the meeting.

Page 6 - Item 3.1

RB and LK have had conversations after the meeting.

Page 9 – Item 3.4

Action – JC to recirculate the CSE Scrutiny Report from SS

Page 12 – Item 3.5

The Calderdale Districts Partnership Response is not finished so has not been sent yet. It will be sent later.

Page 13 - typo

Action – LGS to amend he to read “the”

Page 14 – Item 3.7

A request has gone out to members regarding contributions to the PMQA role. JC is chasing up some informal leads received from around the table. Will be able to advertise very shortly and all on track. AW confirmed that she has put in for a third of the funding. The PMQA role will be a one year fixed term post to help with quality assurance.

It was confirmed that we will be able to go out for advert before the end of the year and the job description etc will be shared with CSCB members.

Page 21 – Item 4.2

RB met with the new group of Young Advisors and they have agreed to help with the next Annual Report.

AE felt that some CSCB members might have more to contribute to the Annual Report and to find a way how we can usefully utilise this. It was confirmed that this is a standing item with the Communication & Engagement Sub-group.

LGS

JC

LGS

	<p>Action – AE and JH to speak outside this meeting</p> <p>The minutes of the 2 October 2014 meeting were agreed.</p>	AE/JH	
<p>2.1 Matters Arising</p>	<p><u>Multi-agency Training – Charging Policy Update</u> Charging will commence from 1 January 2015 and CSCB members need to support this.</p> <p><u>Vice Chair Nominations</u> Members have until the next meeting in February 2015 to nominate someone or put themselves forward.</p>		
<p>3.1 Constitution</p>	<p>Paper received.</p> <p>It was agreed to formally adopt a Constitution and this is nearly the final version, subject to final comment and agreement today.</p> <p>RB asked members to think about whether the document was clear, does it set the standard, do members understand their role and the set of measures it represents of Board and Board member effectiveness?</p> <p>Members agreed that the document is very explicit. It was agreed that Sub-groups should be reviewed on an annual basis in terms of numbers/role and impact.</p> <p>The following was discussed and agreed:</p> <p><u>Page 5</u> Have we a review period for the constitution? It was agreed to write something about the Improvement Board being a temporary arrangement. Need to review who is essential around the Sub-group table. Need a basic formula and some of the details need to be sorted out.</p> <p><u>Page 6</u> This is Working Together type language and RB said this could be</p>		

unpicked if needed to make it more accessible.
 RB doesn't think we need a statement of principle, but was open to member views on this.
 4.16 d - It was agreed that not all members could commit their organisation to things (without the need to refer back) but they could commit their own team. It was therefore important to be clear about level of board member, their authority/seniority and the extent to which they are able to speak/act for their organisations.
 JF attends meetings but is not a statutory member. She comes under "supporting the Board" and may be this could be addressed i.e. was constitution clear re members and associated process?

Page 7

Appendix 3 – Do we have the Attendance Representation Policy as references appeared incorrect?

Page 8

4.16 a – j - Drawing on our wider knowledge to inform the Board and is a responsibility on members to bring relevant things to the table.

Action – AE to send a suggestion through

Action – JC to incorporate above/below points and suggestions

AE

JC

Page 9

The Induction Policy, Board information Pack and Appendix 4 are not attached.

The Business Group meeting tomorrow are to agree the amendments and then go back to CSCB members.

The Constitution was agreed in principal once the amendments have been made, and to be circulated.

Next Steps:

	<p>It was agreed that CSCB Members sign up to the constitution and measures contained therein. With a view to formal adoption from January 2015.</p> <p>Thanks were given to everyone who has carried out work on the Constitution and for CSCB member's support.</p>		
<p>3.2 PMQA Framework</p>	<p>Paper received. This is the latest revision and this document will be re-visited on a regular basis. JC, BW, Allison Waddell and Judith Wyllie have worked on this in order to reflect the learning and changes implemented in the last 12 months. This document is already approved and asking CSCB members to approve the additional amendments. Under normal circumstances, there would be an annual review but at present there is a need for more regular review and updating. RB reminded members that this was a central document that represented a statement of and explanation for how we as a Board approach the PMQA function and Working Together 2013 requirements. It needs to be clear, achievable and provide a clear benchmark for our effectiveness and impact. <u>Page 4</u> Engagement with practitioners and front line staff? How would we capture this? JR says this could be done through the Early Help & Prevention Sub-group carrying out soft audits. It was also noted that the principle of how we connect with the "front line" across all partners needs to be embedded and evidenced across all activities and work streams. It was agreed to make sure that this is reflected in the document.</p>	<p>JC</p>	

<p>There was it was felt some positive evidence of some practitioners benefiting from engagement with the CSCB, but that we needed to develop this across all settings and organisations. This was agreed. It was noted that we needed to improve the ways in which we connected with the frontline and how we got feedback.</p> <p><u>Page 10 – 2.10 - Involving Parents and Carers</u> AE felt that it is right that it is here but to be serious that we are doing something about it and to involve non-statutory partners, not just statutory partners. RB agreed that we needed to make sure that we have a clear and thought through approach to how we involve parents and carers in both the work of the Board and in terms of joint working policies, procedures and agreements/strategies.</p> <p>Action – JC to take to the Business Group tomorrow</p> <p><u>Page 12 – Informal Intelligence</u> Is this a statement of intent or do we make sure we capture everything? JC said that we need to make sure we capture everything and all sub-groups have horizon scanning as a standing agenda item. Section 11 is talked about on page 12. Members felt that, as this was now a central part of the Board’s wider strategy it may benefit from more detail and explanation.</p> <p>Action - To draw out Section 11 as a separate item</p> <p>Action - AE to feedback on the Domestic Abuse section as she sits on the Forums</p>	<p>JC</p> <p>JC</p> <p>JC</p> <p>AE</p>	
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It was agreed that it was important to demonstrate the relationship between the arrangements for the coordination of the response to domestic abuse and the Board role, and therefore how this was reflected in the PMQA function.

RB asked would new members or other interested parties gain a notion of what the CSCB approach to PMQA was and how it worked?

Discussion followed and raised the following points:

Have we got the resources to deliver this?

This a framework have we got the balance right between setting aspirational targets and being able to demonstrate how we are incrementally succeeding?

Do we need a clear rationale to account for when we don't deliver on time and we ensure our commitment is proportional and incremental?

Members notes that for The Board the assurance function was a clear priority

Page 4 – 5 or 4 element? It was felt this was not clear

Should we mention regional or sub regional arrangements?

The following was agreed:

There is a risk of information overload, but there was also a need to clearly set out where we stood.

The Constitution to have a direct cross-reference to the PMQA framework.

The same terminology to be used throughout the document (e.g. Turning the Curve).

Board members endorsed the document and direction of travel, and agreed to commit to regular review of the framework as

	<p>well as working with and to the key parts of the assurance process it described.</p> <p>Action – Changes and amendments to be incorporated and introduced – dates to be set for further review</p>	<p>JC</p>	
<p>3.3 Early Help Strategy</p>	<p>2 papers received. JR explained that this was a “work in progress” and that he wanted Board members to have the opportunity to contribute to the revision and updating of the strategy.</p> <p>RB clarified that the CSCB has a key role and is required to ensure that Early Help arrangements are evaluated and effective, as a part of its required role re scrutiny, assurance and challenge. It was therefore helpful to be clear which partnership was responsible for the strategy and agreements therein. Currently it carried the CSCB logo. JR felt that this was a matter that could be clarified with the CYPPE.</p> <p>Pages 10 – 14 explain the governance. Quarterly meetings are led by Service Managers from CMBC and this document goes out to all the Early Intervention Panel attendees as well as schools and voluntary organisations. It was felt that greater clarity re voluntary sector role and involvement might be beneficial.</p> <p>Action – JR to co-ordinate the Voluntary Sector attending meetings</p> <p>It was noted that the Improvement Board currently had a lead role in this area in terms of being assured of progress and quality. As a part of planned transition there was a need to be clearer re CYPPE and</p>	<p>JR</p>	

	<p>CSCB role Action - RB to feed into current process and discussions</p> <p>Action – Members to send any feedback to RB</p> <p>Action - Page 10 – CYPPE – to say why they link</p> <p>Action – Page 14 – Amend West Yorkshire Probation Trust to Probation Trust and Community Rehabilitation Companies (CRC)</p> <p>The following was agreed: It would be helpful to include a couple of case studies. Be careful that this document doesn't get too lengthy. It should be a readable document for parents and professionals and it already is. The role of the CYPPE and the CSCB role are to make sure it is clear and all parties understand. Troubled Families is linked with Family Support which is referenced in here but this could be clearer?</p> <p>JR confirmed that Early Intervention Managers are doing a continual campaign to raise awareness and it was noted that the CSCB role in promotion of the “Continuum of Need/Thresholds” and “Signatures of Risk was central in supporting and guiding this.</p> <p><u>Members agreed that the challenge to the CYPPE from the CSCB should:</u> Ensure that all partners have signed up and are clear about what they have signed up to and why. CYPPE challenge to the CSCB should;</p>	<p>RB</p> <p>ALL</p> <p>JR</p> <p>JR</p>	
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	<p>Ensure that these commitments are measured and fed back in terms of performance and quality</p> <p>Action – Helpful to add a footnote to explain how terms (early help and early intervention) are used and the extent to which these are interchangeable. This is important, as WT2013 requires the LSCB to use the term Early Help.</p> <p>JR said, when this was discussed, all professionals round the table said they wanted it to stay as Early Intervention. It was felt that further cross-referencing against the respective Board roles and a distinct business plan would be beneficial.</p> <p>RB thanked JR and Board members and noted that the CSCB are committed to this strategy and hoped that the discussion would be helpful in the revision. RB noted that he would contribute separately to the review process in the light of Board discussion.</p>	<p>JR</p>	
<p>3.4 Multi-agency Case File Audit Update</p>	<p>Report received. LK presented and highlighted the issues on the report. LK reported that the approach for this group is working well. There is A draft Action Plan for CSE case file audits but this hasn't been signed off yet. A SMART Plan Audit format is tabled for the January 2015 meeting. JL asked if there is a plan to do a thematic review of all audits and LK said she is still in the process of pulling everything together. LK said the group need to start looking at the themes. BW asked if these are historical audits and LK said themes are coming through and all the audits have been recent audits.</p> <p>Board members agreed that a “thematic approach” would be</p>		

helpful.

AE said she would like the themes drawn out so these can be explored further.

The report shows the progress that has been made and how this ties across with the Performance Management Sub-group.

RB suggested that there was strong emerging evidence that the approach was beginning to come together in terms of a balance between focus on past activity, a new approach to audit and case file audit linked to clear themes and Lines of enquiry generated through the PMQA process.

RB summed up:

Audit is one aspect of the Board's core business and an agreed area where we have identified the need to improve our approach.

Board members need to be both assured of and to participate in the audit of case files and joint working practice, not only to be able to identify areas of potential or actual concern, but also to identify and promote effective and high quality practice.

All members have a responsibility to make sure this works. It is not just the Sub-group's responsibility and therefore members needed to consider on the basis of the evidence that we were making headway?

It was agreed that we are making headway and to receive a summary of the audits, evidence of methodology with key themes and any areas of concern and or outstanding practice as these relate to past and current CSCB priorities.

Thanks were given to LK.

4.1
Child Protection Information

Natalie Wood and Bernadette Hepper were welcomed to the meeting who showed a national video and presentation.

<p>System (CPIS)</p>	<p>Action – LGS to send the presentation out with the minutes</p> <p>RB noted that this was an important national development and that partners were in the vanguard of the programme. Effective information sharing is at the heart of effective safeguarding practice.</p> <p>BW reported that despite some difficulties raised through the CMBC legal department, both Adults and Children’s services were supportive of and wanting to achieve full implementation, within the agreed timescales.</p> <p>RB asked members to note the update and to affirm the CSCB commitment to supporting the programme and partners implementation. He wondered whether the current CSCN Information Sharing arrangements reflected these developments</p> <p>Action - Further updates through Business Group to be reported into the Board</p> <p>Action - Board Information Sharing protocols to be reviewed</p> <p>Thanks were given to NW and BH.</p>	<p>LGS</p> <p>Business Group</p> <p>RB/JC</p>	
<p>4.2 Budget</p>	<p>Paper received.</p> <p>This was discussed at the last Business Group meeting and is on tomorrow’s agenda.</p> <p>RB noted that we are working towards a position of full transparency and management of the Board budget through the Board, given the significant financial contributions a number of partners make</p> <p>It was agreed that for the next financial year would aim to set a</p>		

	<p>budget at the February 2015 meeting. Action – RB to write to contributing partners for their contribution</p>	<p>RB</p>	
<p>4.3 Performance Management Report</p>	<p>Papers received and presented by BW.</p> <p>BW confirmed that the 2 documents will now be referred to as Indicator Report and CSCB Score Card. Together these provide the full range of information that Board members would want to be taking into account and be assured that regular in depth analysis and scrutiny was taking place within partner’s organisations and the Sub-group. (NB the actual composition of both remains a work in progress and will also reflect the outcomes of scrutiny and analysis, so will change over time).</p> <p>BW felt it was important to commit ourselves to both the principles, how we were organising the information and at least a once a quarter looking at to tell the story at both a high level and in terms of detail where it is felt necessary to “drill down”.</p> <p>BW highlighted key issues on her report. BW said that she is happy to meet with new and existing members to discuss the Reports as well as explain the approach. RB confirmed that some hour long bespoke training/testing is going to be offered in the new year.</p> <p>AE suggested it would be helpful to work out how when members have reports and experience that may not be covered by or addressed in available performance information how this should be dealt with? For example she suggested that closure of and or escalation/de escalation of cases across Early Intervention and Children’s Social Care was often an important indicator of how</p>		

things were working?

It was agreed that this is a useful example and an important point that AE would pursue with BW and the sub group

RB thinks the dash board in theory helps us to do this, but the challenge is to ensure that this is acted upon, and that all board members are clear as to current trends etc

Action – AE and Sub-group to continue to monitor this

The Action Plan is tabled for the January 2015 Multi-agency group meeting.

Need to continue looking at the child’s journey and need to identify early on what the issues are, this is the next stage towards being sure that arrangements for the monitoring of joint working performance are clustered around key points in the “child’s journey”

It was noted that we were at a critical point in terms of working out how we cross referenced outcomes from the case file audit work and vice versa.

It was agreed that work should continue in developing the multi agency indicators and dashboard, alongside targeted “drill downs” to generate evidence of effectiveness and or further key lines of enquiry. There was a concern that key issues should be surfaced at Board meetings for Board members to be satisfied and to challenge their own organisations contributions, and not to wait for the perfect Action Plan.

It was agreed that we really need the lessons from the audit before can say if it is working, as well as the need for partners

AE

to confirm the supply of data It's an issue of timing and we need a standard.

The following was agreed:

To be explicit about the role of the Sub-group in the Constitution.

To explain to the CSCB why/how it's come to a decision on the basis of the scrutiny of performance information and the results of case file audit in order to Close the loop.

RB pointed out that whilst in terms of statutory interventions the focus was on CSC data and performance, it would be a mistake not to reflect that all aspects of the child's journey and agreed indicators/dashboard should be considered from a joint working perspective.

AE said one area she felt might be helpful to focus on was workforce composition and related factors as these can impact on performance. RB felt sure that this was being addressed in the indicator set and dashboard and he agreed that factors such as caseloads, vacancy rates/use of temporary staff etc were often important where there were concerns about joint working performance.

AE also noted that the father's views should be taken into consideration. This was a valid and general challenge. RB confirmed that members should make a challenge on inappropriate language.

Members agreed with BW's recommendations.

	<p>The following was agreed in addition to the points recorded above: Helpful to have more cross-referencing and joining up, and that this anticipated as we develop the arrangements. The report's to be clear re the balance between description (the what and the why) as well as the "how many" (including balance between %'s and actual numbers of children) NB it was noted that this would apply to the PMQA framework.</p> <p>Action – BW to bring a single RAG Rated Sheet (red, amber, green) to the CSCB meetings</p> <p>GPY thought we had come a long way with the data and it is now about sustainability. Members agreed.</p> <p>Thanks were given to BW and the Sub-groups members.</p>	<p>BW</p>	
<p>4.4 CSE Update</p>	<p>The Strategy and Action Plan are currently being refreshed and they are nearing the final draft. Nicki O'Keefe has been commissioned by CMBC to write a Child Sexual Exploitation Report covering 2010 – 2014. The CSCB is leading an audit of 10 cases to identify learning and themes (The previous CSE audit carried out recognised that more awareness raising to be done.) The last 2 weekends, there has been hotelier training and the next training scheduled is for taxi drivers.</p> <p>Members were asked to confirm what work their agencies were carrying out regarding CSE:</p> <p><u>Secondary Schools</u> Awareness raising.</p>		

SWYPFT

Awareness raising targeting key groups. Some good work and still some work to be done.

CAFCASS

Noted an increase in care proceedings (girls and boys involved in CSE in Bradford).

Communities CMBC

Licensing applications where concerns have been raised (revoked hotelier and taxi licences).

Probation

Awareness raising with staff and managers. Information sharing with the police.

CCG

CSE is covered in the Annual Report for CCG and the CCG are very much behind what colleagues could do. Material has been sent out again.

Just set on a Named GP in Calderdale (Paul Glover) who specialises in safeguarding.

Claire Burgess

There are significant concerns and further work/deep dives are being carried out nationally

Public Health

CSE training.

Working with Safe Hands.

Questions in tendering stage.

EHNA – sexual harm.

Police

Action Plan will include recommendations from the Rotherham Report and AW will feedback at the next meeting.

Legislation change – human trafficking and modern slavery bill.

Operation Harehill still with CPS.
 Visit to Rotherham and West Midlands police.
 Contributing to LSCB Audit exercise – significant impact on police resourcing – additional posts have been earmarked and bids for further resourcing pending

LSCB
 10 cases to audit – 2010 – present date. Taking a lot of work.
 Recommendations the Child J report are being picked up at the Proactive & Responsive Sub-group.

CSC
 Report went to Scrutiny. Want to do an exercise against thematic report results.
 Have had conversation with the Police Crime Commissioner about awareness raising and data sharing and what else can be done with funding.
 5 DCS and 5 Chairs of Board working together as a part of regional strategy

Safeguarding & Quality Assurance Service CMBC
 Independent overview of CSE (2006 – 2010) still in draft. When it has been agreed it will go to the Proactive & Responsive Sub-group.
 Like AW, doing a deep dive audit (10 cases).

Women Centre
 Awareness raising and working with lots of young women.
 Working closely with YOT and Safe Hands.
 Confident staff are picking it up and working with partners.

North Bank Forum
 Sharing information to the sector and discussed at the safeguarding Forum which SB attends.
 10 December 2014 – training session at the Orange Box.

Primary Schools
 David Whalley visited and updated this morning and trying to

	<p>replicate in all primary schools. Looking at Theatre Performance arranged by Carol Stone. Designated Safeguarding Lead training very good. <u>Pennine Housing/Together Housing Group</u> Linking with Community Safety Partnership. <u>Youth Offending Team</u> Link with safe Hands. Staff deliver interventions around CSE. YOT are usually the 1st call around CSE (links to shop thefts etc). <u>NHS England</u> GPY is part of the working group and training standards. Training and sharing good practice. RB thanked members for their prompt responses and reminded members that the LSCB is expected to provide both leadership, effective scrutiny and where appropriate assurance that CSE is understood and being responded to.</p>		
4.5 CCG Annual Report	<p>2 papers received and noted. It was agreed that this is a full and helpful report. It was decided this morning, that the report is to go on the CSCB website. RB noted that he would welcome any partner to submit and share evidence of how they report on and account for within their own governance arrangements, safeguarding. Thanks were given to GPY.</p>		
4.6 Electronic Needs Assessment (ENHA)	<p>JF has presented this to the Proactive & Responsive Sub-group and further work is being done to make the findings and learning accessible, in order that the Business Group and the Board can reflect this in the planned revision of the Board Business Plan and priorities</p> <p>Action – To touch upon at the next meeting</p>	JF	
4.7	Extra Board Meeting taking place on 12 December 2014.		

<p>SCR Update and Cases Under Consideration</p>	<p>Board has commissioned a SCR (related to CSE) and currently looking for an author and Independent Panel Chair.</p> <p>Action – Final Version of the Case Review Framework to be presented at the February 2015 meeting for sign off</p>	<p>GPY/JC</p>	
<p>4.8 Preparation and Readiness for Inspection Review</p>	<p>Paper received setting out progress made in preparation for inspection and self-assessment.</p> <p>Action – Members to feedback any comment or evidence to JC direct</p> <p>It was agreed further updating to be completed and circulated.</p>	<p>ALL</p> <p>JC</p>	
<p>4.9 Partner Impact Statements</p>	<p><u>Probation</u> The Probation Service is having an inspection next week. The report will be thematic.</p> <p><u>WomenCentre</u> Re-commissioning of Domestic Abuse services in Calderdale. Could have an impact on the delivery of services and wider implications for membership of the CSCB and safeguarding. Work on governance through the Improvement Board around where we sit as far as Domestic Abuse is concerned.</p> <p><u>NHS Commissioners</u> Community Centre Partnerships – Money to look at how delivering services for Domestic Abuse. A joint exercise for 2015-16. Money not to deliver services but to employ a Service Manager. Work with perpetrators.</p>		
<p>4.10 Minutes from other Partnerships/Boards and Sub-group Reports/Minutes</p>	<p>The following papers were received: Case Review (24 October 2014) x 2 Multi-agency (28 October 2014) Performance Management (28 October 2014) Learning & Improvement (8 September 2014)</p>		

	Communication & Engagement (13 November 2014) Early Help & Prevention (7 October 2014) Proactive & Responsive (3 November 2014)		
5 Any Other Business	Thanks to departing members: Julie Lodge, Jacquie Hellowell, Karen Hemsworth and Chris Jones.		
6 Deferred and Future Items for February 2015 Meeting	Child / Adult Joint Protocol. Strengthening Families.		
7 Date of Extra-ordinary Meeting	Friday 12 December 2014 1 pm – 4 pm Room 2, Halifax Central Library		
8 Date of Next Meeting	Thursday 5 February 2015 2 pm – 5 pm Room 1, Halifax Central Library		