

Calderdale Safeguarding Children Board Business Plan 2017-2018

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
V1	Original Draft Proposal from the Business Manager to be presented to the March 2017 CSCB	1.3.17
V2	Updated from L&I sg	20.3.17
V3	Updated from Business Group 4.4.17	6.4.17
V4	Richard Burrows, Independent Chair	9.4.17
V5	CSCB amends (done by JC)	22.5.17
V6	Business Group Amendments (JC)	30.5.17
V7	<i>Updates from Business Group</i>	3.8.17
V8	Updated from Sub Groups (JC, BL, BJ, GPY)	25.08.17

Progress Key	Red	Tasks or outcomes have not been met or timescale slipped.
	Amber	Timescales have slipped but tasks and outcomes remain on course to be met.
	Green	Tasks and outcomes are completed or performance is on target.
	Blue	On Track

Acronyms:

CDOP	Child Death Overview Panel	CR sg	Case Review sub group	C&YP	Children & Young People
CLA	Children Looked After	Ind Chair	Independent Chair	L&I sg	Learning & Improvement sub group
MA	Multi Agency	QA sg	Quality Assurance Sub Group	MAST	Multi Agency Screening Team
PMQA	Performance Management Quality Assurance	PM sg	Performance Management sub group	SCR	Serious Case Review

Key: 'MAA' refers to the referencing system used in the Multi Agency Audit Schedule. Performance Management indicators have the prefix 'PM' and the indicator number refers to the indicator number used in the PM Dataset. Both documents can be obtained from the CSCB Secretariat 01422 394074.

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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
1.1	Early Help is having positive impact on outcomes: children are being safeguarded in a timely and proportionate way	Ensure that professionals understand, utilise and share information appropriately. MAA24	Mar 2018	QA sg CR sg	Audit complete. Positive results	G
1.2		Monitor the effects of changes made to Early Help arrangements post-review through dataset indicators. Audit effectiveness of Early Intervention post-review. PM 1.2 , PM 1.9 , MAA3 , MAA5 , MAA23	Dec 2017	PMsg QA sg	New Audit (MAA33) to be established in September 2017 to replace MAA23. MAA3 – to re-launch referral pathway. MAA5 – closed due to launch of MAA23 (now MAA33)	B B
1.3		Continue to promote awareness across the population, partnerships and professionals of when children need help and protection. Including Website development	Dec 2017	Business Group	Work ongoing to see if there can be links made between awareness raising and the number of referrals received. New Website implemented and hits monitored from October 2017	B B
1.4	Escalation Policy is enabling professionals to formally challenge safeguarding practice.	Write and promote an Escalation Policy with the aim of highlighting where practitioners can confidently challenge decisions and practice impacting on c&yp.	June 2017	Business Group	Written. Await West Yorkshire approval	A
1.5	Professionals to be alert to the different types of non engagement and to facilitate multi agency decision making in a productive manner.	Collect, examine and understand data on non-engagement, non-consent and disguised compliance in Calderdale; across the continuum of need. PM1.2 , MAA23 ,	December 2017	PMsg QA sg	New audit (MAA33) due to start September 2017 to replace MAA23	B
1.6		Audit use of 'resistant families' pathway and the impact of disguised compliance training. MAA23	Mar 2018	QA sg	To be included in MAA33 audit	B
1.7		Improve information, guidance and support for professionals working with non engaging families.	April 2018	L&I sg	Non-Engaging Pathway available on website and promoted in MA training. Disguised Compliance also features across MA training courses. Actions: 1. AW to coordinate a t&f group to re-launch & help further promote the tools that exist, inc new escalation policy. 3. T&F group to produce simple guide/newsletter which includes hyperlinks to all the relevant tools	B

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2	We know which children are vulnerable and are assured that they are protected						
No	Outcome	Action	Timescale	Reporting	Evidence	RAG	
2.1	There are clear joint working arrangements, effective pathways, procedures & supportive guidance for the following areas identified as Key Themes by the CSCB.	Missing Children					
		Seek assurance from CSCB partners about how effectively Children Missing from Sight (including elective home educated and children missing from home, care & education) are safeguarded. PM3.4	Dec 2017	Business Group	Report requested; due to come to Business Group 3 rd October 2017	B	
2.2		Neglect:					
		a) Review how the CSAB recognise the partnerships understanding of neglect including how we identify, respond, support and produce positive outcomes.	Aug 2017	Business Group	Multi Agency Self Assessment undertaken based on JTAI standards, local learning and regional strategies.	G	
		b) Identify gaps / areas for development to ensure neglect is consistently recognised & responded to PM1.9 , PM 2.5 , MAA31	Sept 2017	PM sg QA sg	MA Audit undertaken. MAA31 audit planned. PM monitors neglect:child's journey	B	
		c) Ensure joint working arrangements and the Boards' PMQA arrangements support any identified improvements or changes.	Jan 2018	Business Group		B	
2.3		Keeping Children Safe Online					
		a) Seek assurance from partners and local partnerships on Online Safety (including CYPPE). PM1.12 (eHNA data)	April 2018	Business Group	Requested info from CYPPE Chair. On agenda at Strategic Partnership Group.	B	
		b) Identify gaps and improvements needed for online safety	Apr 18	Bus Gp			
2.4		Keeping Children with Disabilities Safe					
	a) Ascertain the role of the CSCB and seek assurance of safeguarding children with disabilities . Intended outcomes: Evidence of response & embedded learning from Ofsted thematic review (2012) and the subsequent NSPCC led update of 2015/16.	July 2017	Business Group	JC to task Disabled Childrens Board. Audit undertaken by Ann Roli.	A		
	b) Strengthened PMQA around how safe children with disabilities are. PM1.2 , PM2.2 , PM3.1 , PM4.1	July 2017	PM sg	First Thematic Reporting on this subject to be brought to October Board.	A		
2.5	Female Genital Mutilation						
	Review impact & achievements of FGM Strategic Response, to ensure that reporting and response are embedded across partners. PM2.1	June 2017	Business Group	Complete. Revised strategy on website. Report to October BG.	G		
2.6	Child Sexual Exploitation						
	Continue to review CSE arrangements through escalation and annual reporting	Mar 2018	Business Group	Annual Report due March 2018	B		

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3 Scrutiny and challenge evidences effective safeguarding						
No	Outcome	Action	Timescale	Reporting	Evidence	RAG
3.1	Dataset reflects CSCB key themes & provides ability to scrutinise joint working arrangements.	Dataset revision to incorporate Key Themes which helps to make it clearer how we know when to be concerned or assured.	May 2017	PM sg		
3.2		Improve scrutiny of how information sharing & risk are managed at each point of child's journey through outcome focussed PMQA. PM5.1 , PM5.2 , PM5.3 , PM5.4 , MAA24	March 2018	PM sg QA sg	Communication bulletin for MAA24 to be tabled in September 2017	B
3.3	Case File Audits scrutinise multi agency joint working arrangements, impact and outcomes on c&yp. Audits cover all key points in the child's journey and learning is integrated with other forms of evidence.	Impact: Show how learning and themes from PMQA inform new lines of enquiry, practice improvements & how improvements resulting from scrutiny impacts children & young people.	September 2017	L&I sg	Task & Finish group currently working on a revised LIAP which can be better integrated into PMQA arrangements.	A
3.4		Plan for Board Members take part in 1 CSCB Audit / year to directly demonstrate their commitment to enquiry through looking at joint working practice so that the CSCB & members have a clearer line of sight of joint working practice & understanding of audit	August December 2017	QA sg	No new audits since target set so need to adjust deadline. MAA31 to include Board member(s)	A
3.5		Audit activity is further targeted against themes & emerging lines of enquiry. Audits result in outcomes to inform and steer PM.	March 2018	QA sg	Themes from audit communicated to partners	B
3.6		Note how partners undertake quality assurance and learn to apply to CSCB PMQA Framework. (MAA25)	March 2018	QA sg	Section 11 underway to check on this.	B
3.7	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	QAsg	New audits to include. Added to audit proposal	B
3.8		Develop how c&yp & families feedback is used by PMQA outcomes to triangulate or contradict findings.	March 2018	QAsg	New audits to include feedback from children and families	B
3.9		Introduce Thematic Reporting incorporating all four elements of PMQA Framework: A comprehensive and in depth analysis of an area or theme.	March 2018	Business Group	First report on Children with disabilities due to October Board.	B
3.10		Consider and improve how young people contribute to, inform and shape the work of the CSCB. PM4.6	December 2017	PMsg QA sg	See 3.8	B

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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	Raise awareness/ understanding of	Implement and develop Communications Strategy to promote safety and protection of children.	October 2017	Business Group	Safeguarding Week will provide evidence of implementation	B
4.2	'Safeguarding is Everyone's Business'	Deliver planned Safeguarding Week alongside other strategic partnerships.	October 2017	AW	All on track	G
4.3	Lessons learnt from child death, SCRs, Learning reviews will be identified, promoted and tested. Result: improved practice, arrangements, procedures	SCR Framework to be updated. Maintain high standards re review decisions, delivery and demonstrate continued improvement. Reflect and respond to pending changes in the arrangements for case reviews.	May 2017	CR sg	This was postponed due to the Wood Review; and Child & Social Care Act 2017. Will be presented to November Board.	A
4.4		We need to be assured that our Learning & Improvement Framework (LIF) articulates and provides sufficient steer for the achievement of a "learning culture"	March 2018	L&I sg	LIF completed and agreed. Further development will be the link between this document and the LIAP to evidence a learning culture.	B
4.5	CSCB is in a position to be as assured as possible that all those working with children are suitably trained and training resources are being targeted effectively.	Training Needs Analysis undertaken to scope training needs. 1. to help inform our own delivery 2. to help understand the 'children's workforce' to inform and target delivery 3. to build a picture of how partners understand and meet the requirements that they are 'suitably trained'.	December 2017	L&I sg	The 'At a Glance' document produced provides clear guidance on the level of training appropriate for the Children's workforce within all agencies, so partners can provide reassurance that their staff are 'suitably trained'.	B
4.6		Deliver responsive multi-agency training programme which reflects the needs of the Calderdale workforce. PM5.4	April 2018	L&I sg	LIF updated in June 2017 which clearly identifies how the multi-agency training programme is responsive and reflects the identified needs.	B
4.7		Section 11 Returns report on level of skills of the 'children's workforce'. PM5.4	November 2017	PMQA Officer	Audit group has reviewed completed audits.	G
4.8	Impact and effectiveness of multi-agency training is evaluated and evidenced	Proportionate response to audit findings is developed – target individual practice or address systemic areas for development	December 2017	QA sg L&I sg	The LIAP is currently being developed to more coherently link the findings from audits to training	B

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					and other learning events. Individual practice is targeted now as part of the QA Subgroup.	
4.9		Outcomes for training to be clearly linked to outcomes for children and to PMQA framework	March 2018	L&I sg	The development of the LIAP will address the link between training and PMQA also.	B
4.10		Clear rationale is developed for each course linked to intended outcomes and impact	March 2018	L&I sg	The Logic Model is now employed for some courses and provides clear rationale for each course and its intended outcomes and the likely impact. This will be rolled out to all courses.	B

5	Effective leadership strengthens joint working arrangements for safeguarding children and young people					
No	Outcome	Action	Timescale	Reporting	Evidence	RAG
5.1	Improved clarity and understanding of the different roles of partnership enables a stronger focus on ensuring that c&yp are safe and protected.	Identification and development of ways in which the Boards and their sub-groups can collaborate and work together, pool resources, share priorities, reduce duplication and streamline reporting / PMQA / training / communication.	Mar 2018	Bus Group	Ongoing: Strategic Partnership Group work. Merger of SAB CSCB secretariat. Revision of workstreams inc training & communication potential to be merged.	B
5.2	Ensure that as a partnership we are able to hold ourselves and each other to account.	Facilitate Board Member observations of front line practice identified by the Business Group. Feed into CSCB PMQA thematic reporting	Dec 2017	QAsg	Lead required to facilitate practical arrangements	B
5.3		2016-17: Year 4 of the Section 11 process including Challenge Events.	Dec 2017	QAsg	Lead required to facilitate practical arrangements	B
5.4		Agreements with CSCB Members to report & raise exceptions to the CSCB through PM.	Aug 2017	PMsg	Escalation process agreed at PMsg and May 2017 Board. Flowchart written.	G
5.5	Professionals informed with current, accessible and useful information	Maintain & improve policies, procedures, protocols, guidance & tools to give organisations and practitioners the most up to date, robust and	Mar 2018	Bus Group	www.calderdale-scb.org.uk/professionals/learning-and-development/practitioners-tools/ www.westyorkscb.proceduresonline.com/index.ht	G

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		helpful tools to be able to safeguard children.			m	
5.6	Professionals adopt safeguarding standards across the partnership	Engage & support commissioners to ensure service delivery meets core safeguarding standards.	Mar 2018	Bus Group	JC to pull together task and finish group – BL, GPY, Julie Killey,	B
5.7	Learning from CDOP informs responsive prevention CDOP meets statutory requirements and there is assurance that these are effective, and are able to act on learning and outcomes locally.	1. CDOP meets statutory requirements and can evidence improvements through regular review & annual report	March 2018	CDOP	Evidence: CDOP Annual Report.	B
		2. Try to ensure any planned transition compliments/improves current arrangements and impact.	Dec 2017	CDOP	Discussions had between Calderdale, Kirklees, Wakefield. Shared learning arranged. Possible merger in future once new guidance revealed.	B

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