

# **STOKE-ON-TRENT SAFEGUARDING CHILDREN BOARD**



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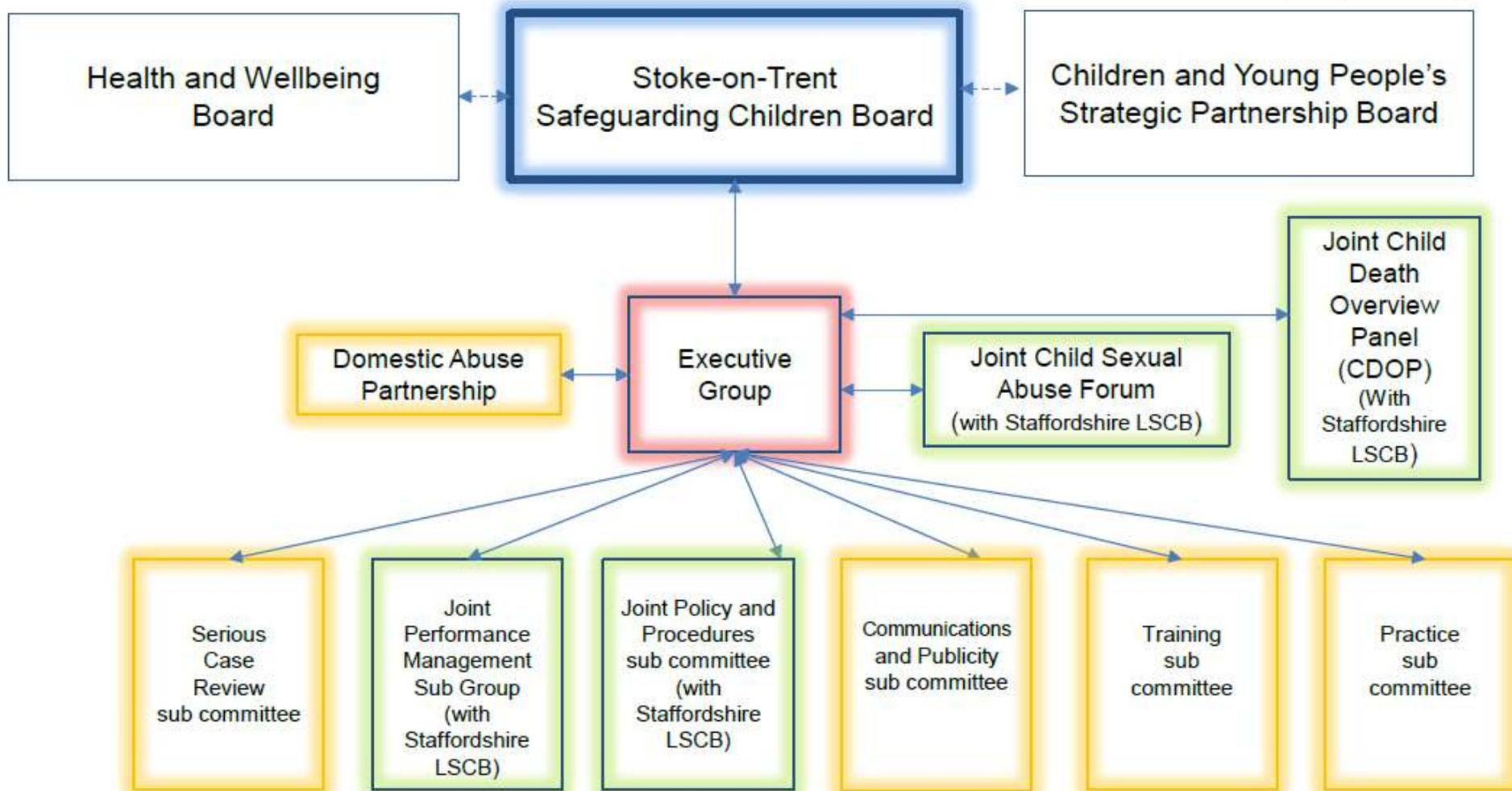
## **BUSINESS PLAN AND WORK PROGRAMME 2016 - 2017**

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# Safeguarding Children Board Structure



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## 1. Foreword by John Wood, Independent Chair of Stoke-on-Trent Safeguarding Children Board

It is my privilege to introduce this Foreword. This Business Plan has been developed with the engagement of members of the Board and sub-committees and builds on the progress made in 2015-2016 as well as the lessons learned from some of the more ambitious actions not being concluded as intended following a review of the previous year's performance.

The main purpose of this plan is to set out the key outcomes and impact that the Board is aiming to achieve over the next twelve months that will make a positive difference in the collective efforts to tackle the agreed strategic priorities of child sexual abuse; neglect and the 'toxic trio' of parental domestic abuse, mental health and substance misuse.

Arising from our learning there is this year an increased emphasis on making the actions within the Business Plan as specific as possible to ensure that we are clear about the outputs, outcomes and impact that the Board intends to be achieved. This will further strengthen our ability to quality assure and monitor performance against planned and intended actions. Another key focus of the Board through this plan is to continue to seek assurances that all those who work with children and with families know when and how to act to safeguard vulnerable children and young people when they are concerned about a possible risk.

In my first year as Independent Chair I have been impressed by the energy, commitment and enthusiasm of Board members and the many front line practitioners that I have met and their clear focus on doing their very best for those children whom we are here to protect from harm. It promises to be, as ever, another demanding year and I take this opportunity to thank the Board, sub-committee members, the SCB Core team and the network of connected partners for the time and expertise that you willingly devote to this most important area of our work.

I look forward to working with you all during 2016-2017.

A handwritten signature in black ink that reads "J. Wood". The signature is written in a cursive, slightly slanted style.

John Wood  
Independent Chair of Staffordshire Safeguarding Children Board

## 2. Introduction

Welcome to Stoke-on-Trent Safeguarding Children Board's Business Plan for 2016-2017. The Children Act 2004 (sections 13 and 14) requires each local authority to establish a Local Safeguarding Children Board (hereafter referred to as an SCB) for their authority area to coordinate and help ensure the effectiveness of their safeguarding children<sup>1</sup> arrangements and it specifies a number of key organisations and individuals who must be represented on each Board. All SCBs should be independent in order to provide effective scrutiny of local safeguarding arrangements and have an appointed independent chair that can help agencies work together and also hold agencies to account.

Stoke-on-Trent Safeguarding Children Board (SCB) is therefore the key statutory mechanism that brings together representatives of each of the main agencies and professionals responsible for promoting the welfare and safety of children and young people in Staffordshire. It is a multi-agency forum for agreeing how the different services and professional groups should co-operate to safeguard children and for making sure that arrangements work effectively to promote better outcomes for children.

SCBs have a range of roles, responsibilities and statutory functions as set out in the Children Act 2004, Regulation 5 and 6 of SCB Regulations 2006 and Working Together to Safeguard Children, 2015 (HM Government). **The core functions of SCBs are set out below, along with an indication of which SCB sub-committee is responsible for each function area:**

- Developing local policies and procedures for safeguarding and promoting the welfare of children that provides information on action to be taken when there are concerns about a child's safety or welfare; promoting the welfare and safety of privately fostered children; setting good standards for the recruitment, supervision and training of persons who work with children or are in services affecting children; **(Joint SCB Policies & Procedures sub-committee)**
- Communicating the need to safeguard and promote the welfare of children to practitioners, agencies and the public and providing clear information to encourage and help them to take action; **(Communication and Publicity sub-committee)**
- Monitoring and evaluating the effectiveness of what is done by the local authority and other SCB partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve; **(Joint SCB Performance Management sub-committee)**
- Participating in the planning of local services for children in Stoke-on-Trent and having oversight of the work of the SCB ; **(SCB Executive Group)**
- Undertaking reviews of serious cases and advising the local authority and Board partners on lessons to be learned; **(Serious Case Review sub-committee)**, and
- Undertaking reviews of child deaths to identify any concerns or patterns affecting the welfare or safety of children in the local authority and having procedures in place to offer a coordinated local multi-agency response to unexpected child deaths; **(Child Death Overview Panel).**

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<sup>1</sup> A child is anyone who has not yet reached their 18<sup>th</sup> birthday.

### 3. SCB Business Plan 2016 – 2017

This annual Business Plan will address areas of activity for 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017. The core activities for this Business Plan are shaped, developed and informed by the foundations laid down in the previous SCB Business Plan and by the key national and local safeguarding children drivers set out below. The SCB remains committed to improving the way in which agencies work together and commission or deliver services to help promote the welfare and safety of children in Stoke-on-Trent. This business plan has therefore been developed in accordance with statutory guidance (Chapter 3 of Working Together to Safeguard Children 2015), to help ensure that the SCB continues to learn, develop and work together to improve outcomes for children who live in Stoke-on-Trent. The national and local drivers used to inform this business plan are:

- The Children Act 1989 & the Children Act 2004
- Working Together to Safeguard Children (HM Government, 2015)
- Ofsted Framework and evaluation schedule for the inspections and services for children in need of help and protection, children looked after and care leavers: Reviews of Local Safeguarding Children Boards (October 2015)
- Ofsted Inspection handbook: inspections of services for children in need of help and protection, children looked after and care leavers; Reviews of Local Safeguarding Children Boards (October 2015)
- Key national safeguarding children guidance documents and learning from national and local serious case reviews, learning reviews and inquiries.
- Single agency and SCB multi-agency performance, quality assurance and audit findings.

### 4. Who should read the Business Plan?

This Business Plan is the core tool by which the SCB will manage and account for its work in coordinating what is done to safeguard children in Stoke-on-Trent and in ensuring the effectiveness of this work. **All Board Members, Executive Group members, sub-committee members and task-to-finish group members** should have a detailed knowledge of the plan and have a critical role in helping to achieve the plans aims for 2016-2017. **Chief Executives, lead members and senior leads of local agencies** with a duty to co-operate under section 10 and 11 of the Children Act 2004 as well as any **single agency strategic safeguarding groups** should have a sound understanding of the plan and ensure that their agency planning is underpinned by the strategic objectives and priorities of the SCB. **Operational Managers** should familiarise themselves with the objectives of the plan, ensure that their **frontline practitioners** are aware of the SCBs priorities and help **our multi-agency workforce** understand how they can work together to help achieve good outcomes against these priorities. This plan will be published on the SCB website made available of the SCB website at [www.safeguardingchildren.stoke.gov.uk](http://www.safeguardingchildren.stoke.gov.uk)

## 5. SCB Accountability and Governance

The Chief Director of Stoke-on-Trent City Council is responsible for holding the SCB Independent Chair to account for the effective working of the SCB. The Lead Member for Children's Services is politically accountable for Stoke-on-Trent's Children's Social Care Services. The SCB Independent Chair works closely with the Stoke-on-Trent Director of People, who has the statutory responsibility for improving outcomes for children and for delivering high quality children's social care services; and Ofsted inspects the effectiveness of the SCB as part of the inspection of local authority functions. The SCB Cores Team is strategically responsible to the SCB Independent Chair and helps to coordinate, manage and achieve the aims and objectives of the SCB Business Plan. **We are all accountable to our community and particularly to our local children for providing the right help at the right time and working together to help keep children living in Stoke-on-Trent safe.**

There is a working protocol in place between the SCB, the Health and Wellbeing Board (HWB) and the Children and Young People's Strategic Partnership (CYPSP) to help clarify governance and reporting arrangements; this document was reviewed and refreshed in January 2016 and has been formally endorsed by all three strategic partnership boards. The SCB Independent Chair has developed links with the HWB and is a member of the CYPSP along with other SCB partners to help promote local strategic synergy. The SCB Independent Chair is also the chair of the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board and the Stoke-on-Trent's SCB. The SCB continues to work closely with Staffordshire SCB to collaborate, align process and where possible promote joint ways of working across the whole of Stoke-on-Trent and Staffordshire. Our Chair also contributes to other strategic forums such as the Office of the Police and Crime Commissioner's Staffordshire Safer Staffordshire Strategic Board.

## 6. SCB Strategic Priorities for 2015-2018

During 2014-2015 a number of development sessions were undertaken by the SCB in conjunction with Staffordshire SCB to explore evidence and help ensure that national and local learning was actively used to inform the strategic and operational development of our local SCBs. This knowledge and joint approach to working together was used to inform and shape our agreed shared strategic priorities for 2015-2018. These priorities continue to be actively driven forward over this three year period through the activity set out in the respective SCB Business Plans. They are aimed at promoting a shared understanding of national legislation and best practice to promote coordinated and cohesive approaches to strategic and operation service delivery in respect of children who are vulnerable to harm due to sexual abuse, and children who are experiencing neglect as a result of parental alcohol use, substance misuse and, or domestic abuse (referred to as the 'toxic trio').

The two SCBs will also support the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board (SSASPB) to drive a priority in respect of the robustness and improvement of transition arrangements within services for vulnerable children who require support and services as they move in adulthood. The annually refreshed SCB Business Plan will help to demonstrate that the Board promotes strong leadership; supports the promotion of professional expertise and improvements to local safeguarding practice; has a shared responsibility for Early Help; and works hard to create and maintain a system of learning and development. The SCB Annual Report will report on the progress being made against our three strategic priority areas.

## 7. The three SCB strategic priorities for 2015-2018 are:

- 1. Child Sexual Abuse-** High profile national serious case reviews<sup>2</sup> have identified child sexual exploitation (CSE) on-line and on the streets as a significant covert risk factor for children regardless of where they live in the country; it is also known that children who are missing from home or from residential care settings are particularly vulnerable to the risk of internal trafficking and CSE. The risk of child sexual abuse through exploitation has been recognised by the Government as a national threat<sup>3</sup> and in March 2015 they introduced an expectation that all SCBs will conduct regular local assessments on the effectiveness of local responses to child sexual exploitation and publish the outcome of those assessments through their annual reports. For Stoke-on-Trent and Staffordshire our SCBs have a joint Child Sexual Abuse Forum (CSAF) in place to coordinate multi-agency activity to help keep children safe from abuse relating to child sexual exploitation (CSE); child trafficking, forced marriage, honour based violence, female genital mutilation, intra-familial abuse and youth violence.
  - 2. Neglect and the toxic trio-** National research on lessons to be learnt from serious case reviews<sup>4</sup> of child deaths and serious injuries relating to child neglect<sup>5</sup> consistently highlight that **domestic abuse, substance misuse (alcohol and drugs) and adult mental ill health poses a potential or known risk to the welfare and safety of children**<sup>6</sup>. In Stoke-on-Trent the category of neglect of children who are made the subject of a child protection plan remains the highest category and the risk factors associated with children experiencing neglect continue to be related to parental factors that impact on their ability to provide safe care for their children. Local serious case review findings support this national learning and have resulted in this area of work being an agreed priority for both Stoke-on-Trent and Staffordshire SCBs respectively.
- Transition-** As a result of learning from local multi-agency learning reviews it has been identified that there needs to be a local review of current multi-agency service delivery in respect of the current interface between children's and adult processes for vulnerable children (including looked after children) who are moving into adulthood. This review should help to identify existing effective transition processes, as well as areas that need to be improved upon to deliver robust local multi-agency support services to vulnerable young people who do not current meet the threshold for adult services support post 18 years old. Whilst the Staffordshire and Stoke-on-Trent Adult Safeguarding Partnership Board (SSASPB) have the strategic lead for this priority, both Stoke-on-Trent and Staffordshire SCBS will actively support the SSASPB.

<sup>2</sup> [http://www.rotherham.gov.uk/downloads/file/1407/independent\\_inquiry\\_cse\\_in\\_rotherham/](http://www.rotherham.gov.uk/downloads/file/1407/independent_inquiry_cse_in_rotherham/) Rochdale and Oxford.

<sup>3</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/408604/2903652\\_RotherhamResponse\\_acc2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408604/2903652_RotherhamResponse_acc2.pdf)

<sup>4</sup> <https://www.nspcc.org.uk/globalassets/documents/research-reports/neglect-serious-case-reviews-report.pdf>

<sup>5</sup> <https://www.nspcc.org.uk/globalassets/documents/research-reports/how-safe-children-2015-report.pdf>

<sup>6</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/181651/DFE-RR040.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/181651/DFE-RR040.pdf)

## 8. SCB Business Plan 2016-2017 Work Plan:

The work plan for the SCB 2016-2017 Business Plan is detailed below. It provides information on how the strategic priorities and core Strategic functions are driven forward by the work of the SCB. The work plan clearly sets out core aims; the actions required to achieve these aims; the outcome measure used to evidence whether they have been achieved; the timescale for the action to be completed by, and the SCB sub-committee responsible for achieving these core aims. Within the work plan all actions relating to the SCB making improvements in accordance with the national statutory guidance '*Working Together to Safeguard Children, 2015*' or Ofsted inspection learning, are highlighted in grey text; actions relating to the 2015-2018 strategic priorities are also identified.

## SCB Work Plan for 2016 - 2017

Core function: To develop and progress the Safeguarding Children Board functions and arrangements and to monitor progress on all key strategic priorities					
Executive Group					
What do we need to do?		How are we going to do it?	By when?	By whom?	What difference will it make?
1	Promote effective SCB governance arrangements through establishing strong partner relationships, clear accountability and transparency of operation and purpose.	Undertake a review of the SCB Constitution and member agreements with partner agencies.	June 2016	Executive Group	To help ensure that all partners of the Board are in agreement with the Constitution and membership agreements are refreshed.
	This includes promoting a culture of, and evidencing, that the SCB is a learning and development Board that is self-aware and uses this knowledge to drive improvements.	Deliver an SCB member's induction programme to promote clarity of the Boards statutory duties, core functions and priorities.	April 2016-March 2017 <i>(as required)</i>	Executive Group	SCB induction is delivered to new Board members by the SCB independent Chair and SCB Manager.  The aim is that at least 90% of members report that they feel clearer about their roles and responsibilities and about the functioning of the SCB following induction training.
		Agree the SCB Self-Evaluation Framework and ensure that it reflects progress and to set new goals against the requirements of the Ofsted inspection framework.	June 2016	Executive Group	The SCB can evidence that the partnership is self-aware and uses this awareness to share good practice and to make improvements to local arrangements.
		Review the SCB Self-Evaluation Framework to ensure progress is being made on the areas which have been agreed requires development	December 2016	Executive Group	

2	Ensure the effective engagement of partner agencies on the SCB. <i>SCB's Working Together to Safeguard Children (WT) Action Plan – Recommendation 38</i>	<p>SCB representation needs to improve links to the third sector.</p> <p>An annual review of attendance and agency representation is continually monitored at all SCB meetings. Evidence of partner agency engagement will be reported on in the SCB Annual Report, 2015-2016.</p> <p>Members of the SCB will hold to account those agencies who do not attain the agreed attendance and / or representation</p>	<p>September 2016</p> <p>March 2017</p> <p>At each Board meeting</p>	<p>Executive Group</p> <p>All Board members</p>	<p>The Board will be strengthened through clarifying local strategic arrangements, roles, responsibilities and information sharing requirements.</p> <p>All partner agency attendance at the SCB quarterly Board meetings should be above the attendance standard of 75%</p>
3	SCB has lay membership on the Board. Lay members make links between the SCB and community groups, support stronger public engagement in child safety issues and help to improve the public's understanding of the work of SCB in helping to keep children safe. <i>WT Action Plan – Recommendation 36</i>	Ensure the correct support is in place to support existing two lay members to undertake their duties and develop the lay member's role to meet the requirements of WT, 2015.	April 2016 – March 2017	SCB Manager and Board members	The Board has strong lay member representation that can challenge partners and help to engage with the local community to raise awareness about safeguarding children.
4	SCB to provide an annual report to the Health and Wellbeing Board (HWB); the City Director, Stoke-on-Trent City Council and Lead Member for Children for Stoke-on-Trent City Council; the Overview and Scrutiny Committee; the Office of the Police and Crime Commissioner's Staffordshire Safer Staffordshire Strategic	The SCB Annual Report needs to be produced in accordance with the new guidelines set out in Working Together 2015.	September 2016	SCB Chair – to report to the Executive Group	The SCB Annual Report is shared with the Chair of the HW; City Director, Stoke-on-Trent City Council and Lead Member for Children; the Overview and Scrutiny Committee; the Office of the Police and Crime Commissioner's Staffordshire Safer Staffordshire Strategic Board; the Children and Young

	<p>Board; and Stoke-on-Trent Children and Young People's Strategic Partnership (CYPSP) on the assessment of the effectiveness of local safeguarding children arrangements.</p> <p>The SCB annual report should include performance and the effectiveness of local services [including Early Help lessons from serious case or child reviews and include how SCBs have sought to be a learning and development Board  <i>WT Action Plan Recommendation 40</i></p>				<p>People's Strategic Partnership and other key stakeholders to help inform local commissioning and service delivery.</p>
5	<p>Continue to develop the relationship between the Stoke-on-Trent SCB and the Staffordshire SCB</p>	<p>The Independent Chair of Stoke-on-Trent SCB and the Staffordshire SCB to coordinate the development of improved strategic links and arrangements between the two SCBs and their Executive Groups.</p>	<p>April 2016-March 2017</p>	<p>Executive Group</p>	<p>SCB functions and activity are aligned where possible to help to promote strategic and operational consistency across the city and the county.</p>
6	<p>The SCB provides scrutiny and challenge to the Children and Young People's Strategic Partnership and assesses the effectiveness of the Early Help being provided to children and their families in Stoke-on-Trent.  <i>Munro recommendations 6 &amp; 10 / WT Action Plan – Recommendation 35</i></p>	<p>The CYPSP to provide reports to the SCB on the availability and effectiveness of Early Help and intervention across Stoke-on-Trent. This should include any gaps in local service provision and inform any Stoke-on-Trent Early Help Strategy. This assessment will need to be incorporated into the SCB Annual Report.</p>	<p>April 2016-March 2017</p>	<p>Executive Group</p>	<p>There is evidence of SCB representation on the CYPSP to help assess and challenge the effectiveness of local Early Help arrangements.</p> <p>A progress report on the effectiveness of Early Help in Stoke-on-Trent is reported to the SCB by March 31<sup>st</sup> 2017 for inclusion within the SCB Annual Report.</p>

7	Local agencies should work together to develop a common assessment process and have a range of effective, high quality, evidence-based services in place to address needs identified in the early help assessment. <i>WT Action Plan – Recommendation</i>	<p>SCB to promote multi-agency engagement and professional awareness of the Early Help Assessment Framework (EHA)</p> <p>SCB receive progress reports from the CYPSP to monitor multi-agency engagement with the EHA to help to hold partners to account for their contribution to early help activity.</p>	<p>June 2016</p> <p>December 2016</p> <p>March 2017</p>	Executive Group	The SCB supports to the development of the Cooperative working model and EHA and promotes multi-agency ownership and engagement in this activity.
8	Continue to strengthen the relationship between the SCB and the community, voluntary and private sector to raise awareness about how they can help to keep children safe.	For the SCB to promote the resources and safeguarding standards available for the Third Sector, the community, voluntary and private organisations across Stoke-on-Trent. This includes the continued development of the website and the ongoing support of the awareness raising campaigns around the recognition and response to concerns about a child.	April 2016-March 2017	Executive Group	<p>The SCB helps to promote the NSPCC Safe Network standards into Stoke-on-Trent's community, private and voluntary agencies.</p> <p>SCC Commissioners include safeguarding standards and evaluation processes of these standards within contractual agreements.</p>
9	SCB priorities are firmly embedded throughout all relevant sub-committee activity. The Executive Group must also maintain an overview of all sub-committee and Task Groups work plan progress and exceptions.	<p>SCB Priorities are actively embedded within the joint Performance sub-committee, Training, Policies and Procedures, Communication activities to support the work driven by the Board and associated work groups.</p> <p>Progress made against SCB functions and priorities are reported by the SCB sub-committee Chairs to the Executive Group and Board.</p>	April 2016-March 2017	Chairs of the SCB sub-committees / Task Groups – report to the Executive Group	SCB priorities are clearly embedded within all sub-committee activity and via task groups supported by the SCB.

10	<p>SCB to help to strengthen local safeguarding in education arrangements.  <i>WT Action Plan – Recommendation 36</i></p>	<p>SCB to support local education partners to help improve safeguarding arrangements in education settings. This work needs to include an annual audit of all education establishments safeguarding arrangements under section 175 / 157 of the Education Act 2002 and a supporting improvement plan; WT, 2015 requirements for membership on the SCB; the delivery and quality assurance of level 1 child protection training to all local schools, colleges and governors; maintaining a list of designated safeguarding leads / child protection officers; and how the PHSE curriculum is used to promote local safeguarding children priorities.</p>	<p>April 2016-March 2017  September 2016</p>	<p>Executive Group  Board meeting</p>	<p>Local safeguarding arrangements across all education establishments are strengthened via the support and scrutiny of the SCB.</p>
11	<p>A responsibility is placed on Health and Wellbeing Boards and the Director of Public Health, to ensure that the needs of vulnerable children are a key part of the local Joint Strategic Needs Assessment.  <i>WT Action Plan Recommendation 3</i></p>	<p>Assurances to be received from the Chair of the HBW Board and the Director of Public Health in respect of the improved inclusion of information relating to vulnerable children and young people within the development and final version of the Stoke-on-Trent JSNA.</p>	July 2016	SCB Chair – to report to the Executive Group	<p>An assessment of vulnerable children is appropriately included within the Stoke-on-Trent JSNA to help inform service planning and delivery.</p>

12	Organisations should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children within their commissioning and / or provision of services. <i>WT Action Plan – Recommendation 19</i>	SCB to require local multi-agency commissioners to evidence that safeguarding children standards, including engagement in the use of early help assessment processes, are incorporated into all contracts for commissioned services for children and their families; and that these are regularly evaluated.	November 2016	Executive Group	The SCB is assured that safeguarding standards are included within all multi-agency commissioned contracts for children's services.
13	The Principle Social Worker should be available for the Board to draw expertise and advice from. <i>WT Action Plan – Recommendation 37</i>	SCB Manager to maintain regular contact with the Principal Social Worker to capture the voice of frontline social work practitioners and managers and inform local learning and development.	April 2016- March 2017	Executive Group	The SCB has agreed arrangements in place to maintain this two way information sharing and the voices of practitioners are used to improve local processes.
14	All SCB chairs should be independent and have access to training, development and peer networks;  City Director, Stoke-on-Trent City Council should appoint (or remove) the SCB Chair with the agreement of a multi-agency SCB panel which includes lay members; and the SCB Chair should be held to account by the City Director, Stoke-on-Trent City Council, the Lead Member for Children and partners for the effective functioning of the SCB. <i>WT Action Plan Recommendation 39</i>	The SCB Independent Chair must have access to training, development and peer networks.  There is an evaluation of the SCB Chair by partner agencies which informs the assessment of the effectiveness of the SCB Chair.	April 2016 – March 2017  July 2016	Executive Group	The SCB Chair has access to training, development and peer network support to develop their knowledge, skills and role.  Partner agencies evaluate the effectiveness of the SCB Chair in driving the functions and strategic priorities of the Board.  There is evidence of regular communication between the SCB Chair City Director, Stoke-on-Trent City Council and the Lead Member for Children.

15	SCB agree a robust Performance reporting framework to seek assurances about the effectiveness of safeguarding arrangements for local children.	<p>SCB Executive to agree the joint Service Level Agreement (with Staffordshire County Council). The performance reporting framework will include the following areas of local activity:</p> <ul style="list-style-type: none"> <li>• The Voice Project</li> <li>• Private Fostering</li> <li>• Missing children</li> <li>• Independent Conference Chairs</li> <li>• Placement stability for looked after children</li> <li>• Disabled children (including transition plans)</li> <li>• MAPPA</li> <li>• LADO</li> <li>• Fostering &amp; Adoption Services</li> <li>• Looked After Children Services (Corporate Parenting reports for assurance)</li> <li>• Review of Restraint</li> <li>• E-safety</li> <li>• Elective Home Education</li> <li>• Hidden Harm</li> <li>• Domestic Abuse Forum</li> <li>• Youth Offending Service</li> <li>• Prevent</li> </ul>	<p>April 2016</p> <p>March 2017</p>	<p>The respective Chairs / lead officers identified as being responsible for these specific focus areas to report to the Executive Group</p>	<p>The SCB has a greater understanding of local service performance and areas in need of improvement. The Executive Group is able to direct targeted SCB activity as a result of the report information (if required).</p> <p>The Executive Group will perform a scrutiny and challenge role when the Performance Framework is presented at each Executive Group meeting.</p>
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16	<p>Executive members from the respective Stoke-on-Trent SCB and the Staffordshire SCB Executive Groups and senior partner agency representatives to be strategically responsible for developing and driving the local Child Sexual Abuse Forum Strategy and Action Plan.</p> <p>The Executive Group must also lead on the coordination of the development of a local neglect and toxic trio strategic plan, working closely with Staffordshire SCB Executive Group.</p>	<p>Review the governance and strategic arrangements for the CSAF to ensure it remains fit for purpose and meets the requirements of the</p> <p>Coordinate local activity to progress the agreed CSAF Strategy and Action Plan objectives.</p> <p>Ensure that a local needs assessment of neglect and the toxic trio is undertaken in order to inform a strategic plan.</p> <p>Develop a joint Staffordshire &amp; Stoke-on-Trent SCB Neglect Strategy based on national guidance and local need.</p>	<p>April 2016</p> <p>April 2016-March 2017</p> <p>July 2016</p>	<p>Executive Group</p> <p>(CSAF to report into the Executive Group prior to reports to the SCB)</p>	<p>Strategic and operational activity in relation to children at risk of sexual abuse and exploitation and neglect and the toxic trio is coordinated across the county and city to raise awareness; to reduce the risk of children becoming at risk; to respond effectively to those known to be at risk; and to pursue perpetrators of abuse.</p>
17	<p>Executive members must actively progress the agreed SCB Ofsted Action Plan recommendations and evaluate the impact of these on improving local safeguarding arrangements.</p>	<p>The Executive Group must produce a final report to Board partners on the actions undertaken and the evaluated impact of the SCB Ofsted Action Plan.</p>	<p>November 2016</p>	<p>Executive Group</p>	<p>The SCB can demonstrate that the recommendations set out by Ofsted have been acted upon and have made a difference to the progress / development of the SCB.</p> <p>The SCB is able to provide evidence that the Board has a culture of learning and improvement.</p>

**Core function: Develop policies and procedures for safeguarding and promoting the welfare of children**

**Policies & Procedures**

What do we need to do?		How are we going to do it?	By when?	By whom?	What difference will it make?
3.0	Continue to develop joint Staffordshire and Stoke SCB multi-agency policies and procedures to improve consistency of practice and clarity of process to agencies that provide services across the Staffordshire / Stoke boundaries.	<p>Policies and procedures to be regularly reviewed by the Joint SCB Policies and Procedures Subgroup to take account of local and national priorities &amp; guidance.</p> <p>Practitioner consultation processes are used to inform new or revised procedure developments.</p> <p>Develop new inter-agency safeguarding procedures in relation to specific vulnerable groups as set out in the policies and procedures revision plan.</p> <p>Ensure that the cycle of procedure revision is maintained through the active contribution of subgroup members and other relevant partner agency representatives.</p>	April 2016-March 2017	Joint SCB Policies and Procedures Subgroup	Safeguarding children policies and procedures are consistent and implemented across both SCBs. They also remain up to date with national and local priorities and guidance requirements.
3.1	Continue to develop or review the Joint SCB Inter-agency Safeguarding Children procedures to reflect national Working Together 2015 legislation; as well as any other national, regional or local guidance, research or learning. ( <i>Munro recommendation 1</i> )	Continue to refresh all policies and procedures to reflect the Munro review findings; Working Together 2015; new national guidance or research findings; learning from thematic inspections; and local best practice.	April 2016 – March 2017	Joint SCB Policies and Procedures Subgroup	<p>National and local guidance or learning has been used to inform local policies and procedures.</p> <p>Up to date multi-agency policies and procedures are in place to support practitioners in working with vulnerable children and families.</p>
3.2	To undertake a survey with frontline practitioners and	Continue to undertake dip-sample surveys to capture the	April 2016- March	Joint SCB Policies and	The voices of practitioners will be used to inform and improve local

	managers to gain their views on the usefulness of the Joint SCB policies and procedures.	views of the frontline multi-agency workforce and promote effective implementation and understanding of inter-agency procedures. These views must be used to drive improvements.	2017	Procedures Subgroup	procedure processes. It will also help the SCBs to understand how practitioners are using this information to improve their practice with children and families.
3.3	Publish, disseminate and promote new or revised inter-agency policies and procedures.	Changes to policies and procedures are promoted through the use of the SCB website, flyers, newsletters and training.	April 2016-March 2017	Joint SCB Policies and Procedures Subgroup	The multi-agency workforce is aware of and has access to up to date policies and procedures to inform their practice.
3.4	<b>Stoke-on-Trent only</b> - The Threshold Criteria for the Guide to Levels of Need will need to be reviewed to ensure the requirements set out in WT 2015 are adhered to now that the EHA has been launched. <i>WT Action Plan Recommendation 6</i>	Review and revise the SCB Threshold Criteria document to ensure compliance with the requirements set out in WT; in particular the single assessment and early help assessment processes.  All revisions to be clearly communicated to multi-agency frontline practitioners and managers.	End of September 2016	SSB Manager to report to the Joint SCB Policies and Procedures sub-committee	The SCB Threshold Framework will reflect national and local process changes and be clear about access to services and where to go for help and support. It will be publically available on the SCB website and will be widely communicated to frontline practitioners and managers.

**Core function: to monitor and evaluate the effectiveness of what is done by the local authority and Board partners, individually and collectively to safeguard and promote the welfare of children and young people in Stoke-on-Trent**

**Joint Performance Management Sub Group**

What do we need to do?	How are we going to do it?	By when?	By whom?	What difference will it make?	
1	Refresh and continue to embed the SCB Performance Management Framework to monitor the effectiveness of safeguarding services in partner agencies.	Refresh the Framework document.  Monitor the effectiveness of partner agency contribution in meeting the requirements of the Framework.	May 2016  June 2016 – March 2017	SCB Performance Management sub-committee	Performance and quality assurance activity is monitored and used to assess local safeguarding children. Evidence of the effectiveness of local partner agency performance will be included in the SCB Annual Report for 2016-2017 for transparency, scrutiny and challenge.
		Individual partner agency's to report on their safeguarding performance and quality assurance processes to the PM sub-committee.	April 2016- March 2017	SCB Performance Management sub-committee	A spotlight on agency performance will help to strengthen single agency engagement and shared learning across all partner agencies.
2	Continued development of the section 11 audit return and annual reporting process. All organisations subject to section 11 duties must to ensure that they are compliant with WT, 2015 requirements.  <i>WT Action Plan Recommendation 20</i>	Review the Joint SCB Section 11 documentation in accordance with Working Together 2015 requirements and in conjunction with partner agency feedback from 2014-2016.  Coordinate a full section 11 audit review for 2016-2017.	June 2016  October-December 2016	SCB Performance Management sub-committee	Joint SCB Section 11 Template, Guidance and Grade Descriptors will help to meet statutory requirements and hold agencies to account for having robust safeguarding arrangements within their own organisations.

3	Coordinate a Stoke-on-Trent Safeguarding Children in Education Audit for all education establishments	<p>A Safeguarding Children in Education audit is coordinated and required of all schools, colleges, academies and other education providers in accordance with section 175 &amp; 157 of the Education Act 2002.</p> <p>The learning arising from this audit is used to develop an action plan to improve local safeguarding in education arrangements.</p>	September 2016	SCB Performance Management sub-committee	<p>This audit will help to hold education establishments to account for their safeguarding arrangements and will assist in improving local safeguarding standards.</p> <p>This audit along with the Section 11 agency returns will contribute to understanding the effectiveness of our local safeguarding arrangements.</p>
4	SCB monitors safeguarding performance of partner agencies against an agreed suite of data. This should help the partnership to understand local safeguarding children performance ( <b><i>‘How much did we do? How well did we do it? And ‘so what’ - is anyone better off as a result?’</i></b> ) (Munro recommendation 4).	<p>Agree the Joint SCB Performance Data Set against national and local requirements to promote clarity about what information is needed and why.</p> <p>The new data set is shared and endorsed by the Joint SCB partnerships.</p>	April 2016- June 2016	SCB Performance Management sub-committee	A revised Joint SCB Performance Data Set is developed which is meaningful and enables the Board to monitor and quality assure the effectiveness of local safeguarding services; and the potential impact on outcomes for children.
5	SCB has arrangements in place to provide independent scrutiny of the use of control and restraint in local secure establishments.	<p>The number of control and restraint incidents is reported to the SCB as part of the Performance Data Set. Dip-sample of control and restraint incidents are scrutinised by a multi-agency panel.</p> <p>Any agreed action as a result of this scrutiny action must be acted on in a timely manner.</p>	April 2016-March 2017	Safeguarding Lead Stoke-on-Trent Youth Offending Service to report to the SCB Performance Management sub-committee.	The SCB is assured that young people from Stoke-on-Trent, placed in secure establishments are safeguarded. Any areas of concern are addressed without delay and the SCB is kept informed of any areas of continued concern.

6	Implement a plan of multi-agency thematic audits with the flexibility to add any additional audits (as required by the Board).	Multi-agency audit are undertaken to measure the effectiveness of frontline practice in accordance with SCB priorities. Each multi-agency audit will need to include a focus on whether the voice of the child is evident & include frontline practitioners.	June 2016- March 2017	SCB Practice sub-committee.	Multi-agency audits will enable the SCB to quality assure frontline practice and to understand the child's journey with services.  Frontline managers and practitioners will be actively involved in the audit process to improve the depth of learning achieved.
7	Annual Performance Data is collated and analysed to inform future SCB priority setting and business planning.	The needs assessment must reflect the safeguarding children aspects of the JSNA.	October 2016 – February 2017	SCB Performance Management sub-committee	The SCB will commission a further safeguarding children needs assessment for completion by February 2017. This work is in progress and will be used to inform SCB business planning for 2017-18.
8	Monitor the attendance of agency contribution to child protection conferences (initial and review).	SCB to receive reports which provides evidential assurance around agency engagement in the child protection arena. This information will be used where necessary to improve multi-agency contribution.	September 2016 / March 2017	SCB Performance Management sub-committee	The SCB will be able to quality assure the contribution made by the multi-agency partnership to child protection conferences to help ensure that information sharing is robust and attendance is robust and effective.

**Core function: Communicating the need to safeguard and promote the welfare of children**

**Communication and Publicity**

What do we need to do?	How are we going to do it?	By when?	By whom?	What difference will it make?	
1	<p>Practitioners and the public know how to locally report concerns about a child's welfare or safety.</p> <p><i>WT Action Plan Recommendation 7</i></p>	<p>Develop &amp; implement an SCB 'Safeguarding Children is Everybody's Business' communications campaign to practitioners and the public during 2016-2017.</p> <p>Partner communication services to support the dissemination and publication of this campaign.</p> <p>Ensure contact details for Stoke-on-Trent's Children's Social Care Services are available on the Local Authority websites pages and on the SCB website so that children, parents and other family members as well as practitioners know where to go to for support.</p>	April 2016 – March 2017	Communication and Publicity sub-committee	<p>SCB and LA website pages provide clear guidance to children, young people, parents, carers, members of the public and practitioners on where to go for support when they are concerned about the welfare and safety of a child.</p>
2	<p>Revise and agree the Communication Strategy taking account of changes to legislation and national / local influences</p>	<p>Multi-agency consultation to be completed prior to formal ratification by Board members</p>	June 2016	All Board Members	<p>A clear Communication Strategy will be the foundation for all communications from the Board to reinforce its consistent key messages about keeping children safe from harm.</p>

3	<p>Establish effective channels of communication with key audiences in order to promote the safeguarding agenda, taking into account the specific needs of minority ethnic groups resident in the city.</p>	<p>Key audiences:</p> <ul style="list-style-type: none"> <li>Children and young people</li> <li>Parents / carers</li> <li>Victims of abuse</li> <li>Educational settings</li> <li>Faith groups</li> <li>Wider Community</li> </ul>	<p>April 2016 - March 2017</p>	<p>Communication and Publicity sub-committee</p>	<p>Key audiences will be aware of the wider safeguarding local concerns and will act appropriately to keep children and young people safe</p> <p>The SCB has recognised culture and diversity within the community and would make specific arrangements to provide individuals with appropriate safeguarding information and advice</p>
4	<p>Support new and existing campaigns to communicate wider safeguarding messages that have emerged from:</p> <ul style="list-style-type: none"> <li>Serious Case Reviews</li> <li>Learning Reviews</li> <li>Multi-agency Case File Reviews</li> <li>Child Death Trends</li> <li>National Concerns</li> <li>Inspection Reports</li> </ul>	<p>Identify specific campaigns and appropriate recipients covering:</p> <ul style="list-style-type: none"> <li>Safe sleeping</li> <li>Toxic Trio</li> <li>Private Fostering</li> <li>Reporting Child Abuse</li> <li>Child Sexual Abuse including exploitation</li> <li>Youth Violence</li> <li>Forced Marriage</li> <li>Honour Based Violence</li> <li>E-safety</li> <li>Is My Child Safe</li> <li>Early Help</li> </ul>	<p>April 2016 - March 2017</p>	<p>Communication and Publicity sub-committee</p>	<p>An increased awareness of the wider safeguarding issues will result in robust professional and community response</p> <p>There will be a decrease in child abuse incidents that result in harm to children and young people</p> <p>The access and dissemination of information from partner agencies will raise awareness of Youth Violence and CSE. This raised awareness will also improve confidence in the reporting of CSE.</p> <p>The amount of violent crime committed by youths will reduce, by awareness raising campaigns (such as The Knife and Weapons Amnesty)</p>

		<p>Female Genital Mutilation - communicate to the wider public that it is illegal to have FGM done in this country and it is illegal to take a child out of the country to have it done elsewhere.</p> <p>Communicate to professionals and the wider public that certain professionals have a mandatory duty to report FGM.</p> <p>Improve education about the myths that FGM is based on.</p>			<p>An increase in known cases as more referrals will be made.</p> <p>Parents realise that FGM is taken very seriously therefore the numbers will fall.</p>
5	Raise awareness to children & young people about understanding abuse & neglect so they know where to go to for support if they have a concern	<p>Continue to promote key safeguarding children messages to all school aged children &amp; young people in Stoke-on-Trent.</p> <p>Continue to review, update and help to maintain the SCB website.</p> <p>Develop stay safe materials for children with disabilities.</p>	April 2016 - March 2017	SCB Communication and Publicity sub-committee	The SCB continues to support the development materials that are being provided to children and young people via schools and other education provision. The aim of this is to help children to be self-aware about keeping safe and to know where to access safeguarding advice and local support if needed in order to keep themselves safe.
6	Ensure that key safeguarding children information is communicated to the wider multi-agency workforce.	<p>Produce a quarterly SCB newsletter that is widely disseminated to practitioners across all agencies.</p> <p>Produce briefing papers for the Board and practitioners in respect of key national and local learning.</p> <p>Work in partnership with other local authorities to promote safeguarding across borders – including engaging in joint media campaigns / conferences</p>	April 2016 - March 2017	SCB Administrator SCB Manager	News on national and local safeguarding trends and themes is widely available to frontline staff to help practitioners keep up to date with important issues that affect their practice, knowledge and skills.

**Core function: To ensure the effectiveness and quality of single and multi-agency safeguarding training in order to raise professional standards across the partnership**

**Training**

What do we need to do?	How are we going to do it?	By when?	By whom?	What difference will it make?	
1	<p>Continue to promote the SCB Training Strategy expectations and standards across SCB partner agencies; including the voluntary sector and other community groups.</p>	<p>The revised SCB Training Strategy expectations and standards need to be applied to SCB multi-agency training and single agency training delivered by partner agencies.</p> <p>All SCB training will incorporate learning in respect of issues relating to equality and diversity.</p>	April 2016-March 2017	SCB Training sub-committee	<p>The expectations and standards set out in the SCB Training Strategy need to be actively applied to all multi-agency and single agency training. This will help to provide effective training to practitioners. There is an evaluation process in place to help to maintain these standards.</p> <p>A positive contribution to the development and promotion of anti-oppressive practice amongst professionals and volunteers who are working with children, young people and families will help to improve outcomes for those cohorts.</p> <p>The impact of anti-oppressive practice is effective and improves the outcomes for children, young people and their families.</p>
2	<p>Local practitioner safeguarding training needs are identified by the SCB and responded to appropriately.</p>	<p>SCB Training Needs Analysis (TNA) to be coordinated.</p> <p>All partner agencies to report on their agency's safeguarding children training needs; this information along with SCB training statistics,</p>	April 2016-March 2017	SCB sub-committee and agency leads	<p>The SCB coordinates a training programme that meets the needs and requirements of the local children and families workforce. Any gaps in training delivery are considered and acted upon. This helps to ensure that the workforce has the skills, knowledge and</p>

		<p>will be used to inform the SCB Training Programme for 2016-2017.</p> <p>Training sub-committee to monitor how SCB partner agencies are embedding the 2015-2018 SCB priorities into single agency learning and development.</p>			<p>confidence to work effectively with children and their families. The TNA also enables partner agencies to demonstrate how they are embedding the 2015-2018 SCB priorities into single agency learning and development.</p>
		<p>Training needs are identified from serious case reviews, learning reviews and other local priorities and acted on.</p>	<p>April 2016-March 2017</p>		<p>Learning from serious case reviews and learning reviews (national and local) is delivered to practitioners via multi-agency and single agency training. This includes 'Lessons learnt from Serious Case Reviews Lite Bite' training.</p>
3	<p>Work with agencies to identify staff that are accessing and attending the appropriate level of safeguarding children training.</p>	<p>Partner agencies to report information as requested into the SCB Training sub-committee.</p> <p>Partners will be held to account for low numbers of attendees on SCB Training events when their agency's TNA has requested places. If multi-agency training is not being accessed partners will be requested to clarify what training is being delivered to their workforce.</p>	<p>April 2016</p>	<p>SCB Training sub-committee</p>	<p>This information will be captured via the training needs analysis by the Training sub-committee to evidence that the level of staff skill is continually developed in line with local need.</p>
4	<p>The SCB Training Plan 2016/17 will offer responsive training to partner agencies</p>	<p>Training Plan is devised and commissioned to take into account identified need and emerging national and local priorities</p>	<p>April 2016 March 2017</p>	<p>SCB Training Officer Agency Representatives Training Team</p>	<p>SCB training programme supports staff of all SCB constituent agencies and individual practitioners in developing effective practice which will contribute to better outcomes for children and young people</p>

		<p>Training Plan will include specific training on SCB key strategic priorities</p> <p>Training Plan will include contingency planning to take into account unexpected training needs</p> <p>All training courses will include key themes from national high profile cases</p> <p>SCB Training Quality Assurance Strategy will be reviewed at regular intervals and applied for all topics</p>		All SCB partner agencies via the annual Training Needs Analysis	The quality of training delivered on behalf of the SCB provides a comprehensive coverage for all SCB partner agencies
5	Ensure that appropriate multi-agency safeguarding training is available – with a focus upon the key strategic priorities of the SCB.	<p>The SCB training programme reflects the SCB priorities and is disseminated to all partner agencies, including the voluntary and private sectors.</p>	April 2016- March 2017	Training sub-committee	<p>The SCB training programme reflects local priorities and includes the delivery of training to frontline staff about recognition and response to particular vulnerable groups of children and young people.</p> <p>Practitioners who are highly skilled and informed will contribute to improved outcomes for children and young people</p>
		<p>Continue the programme and delivery of frontline community 'lite bite' briefing events across the city to raise the profile and visibility of the SCB and key safeguarding issues to frontline practitioners.</p>	April 2016-March 2017	SCB Workforce, Training sub-committee	<p>The wider workforce and community have access to training events / awareness raising sessions which will raise awareness of key national and local safeguarding children issues.</p>



		<ul style="list-style-type: none"> <li>• Practitioner Evaluations</li> <li>• Outcomes of Quality &amp; Assurance process</li> <li>• S11 Audit</li> <li>• Peer Audits</li> <li>• Section 175/157 Audit</li> <li>• Training Needs Analysis</li> <li>• Agency Annual Reports</li> <li>• Case file audits</li> <li>• Training Strategy</li> </ul>			
7	Safeguarding training is accessible to members of the City Council Overview and Scrutiny Committee	SCB to continue to work with members to embed a range safeguarding children awareness / training for City Councilors / Overview and Scrutiny Committee Members.	April 2016-March 2017	SCB Workforce, Development and Training sub-committee	City Council members need to receive training to help them to become informed about risks to children and young people (such as CSE and neglect). This will help them to improve their understanding of local safeguarding needs and assist with their role as scrutiny members.
8	Maintain a review process for the revised SCB level 1 safeguarding children training package to help to provide a local resource that has been quality assured by the SCB.	Agree a process of review of the core slides to ensure that they reflect current national and local requirements.	April 2016 -March 2017	Training sub-committee	The SCB doesn't deliver Level 1 safeguarding training but has a responsibility to help ensure that the level 1 training delivered in the wider workforce is of a good standard and that key messages are consistently delivered.
9	The Training sub-committee will seek to have a consistent training team which calls upon local practitioner expertise, skill and knowledge	All partner agencies will be committed to the delivery of the SCB training and will have nominated staff to facilitate specific training opportunities	April 2016 - March 2017	All SCB partner agencies	There will be robust and consistent engagement from all partner agencies who will deliver a wide range of training. This will utilise local expertise and knowledge which will have a positive impact on professional practice and the outcomes for children, young people and their families

		SCB Training Officer will lead on identification of areas where further required expertise becomes necessary, and will seek to recruit relevant training practitioner		SCB Training Officer	
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**Core function: To undertake serious case reviews and formal learning reviews in line with legislative requirements**

**Serious Case Review Sub-committee**

What do we need to do?	How are we going to do it?	By when?	By whom?	What difference will it make?	
1	<p>Undertake serious case reviews or learning reviews in accordance with Government guidance and make recommendations to the SCB (and HWB / CYPSP when required) to improve practice. This includes celebrating good practice when identified.</p>	<p>Review any referrals to the SCR sub-committee in accordance with local SCB procedures and advise the SCB Independent Chair of the recommendation for undertaking or commissioning a review or audit process.</p> <p>Undertake or commission serious case reviews, learning reviews or multi-agency audits using systems approaches to highlight good practice and areas in need of improvement. Action plans need to be SMART; are acted on in a timely manner; and help to improve local safeguarding children practice / arrangements.</p>	April 2016-March 2017	SCB Serious Case Review sub-committee	The partnership relationship is strengthened by the transparency and working together to improve the outcomes for children, young people and their families.

		Review the Joint SCB 'How to do it SCR Toolkit' to ensure it remains fit for purpose and reflects national and local requirements; including those in relation to parallel criminal proceedings.	December 2016	SCB Serious Case Review sub-committee	There is an up to date guidance document in place for staff and managers. The toolkit will promote improved synergy, appropriate information sharing and the protection of evidence when serious case review learning processes are running in parallel with police criminal investigations.
2	SCBs should maintain and share a local learning and improvement framework to enable organisations to be clear about their responsibilities, to learn from experience and improve the services delivered to children as a result. <i>WT Action Plan- Recommendation 42</i>	SCB to review the local joint SCB Learning & Improvement Framework to ensure it remains fit for purpose and reflects national and local requirements. (Joint document with Staffordshire)	December 2016	SCB Serious Case Review sub-committee	There is a shared framework across Stoke-on-Trent and Staffordshire for undertaking serious case reviews and learning reviews. It sets out a consistent strategic arrangement for learning from serious and tragic incidents to help to strengthen local safeguarding arrangements and improve knowledge about the SCR process to front line staff.
3	Monitor the implementation of recommendations / findings from reviews undertaken by the SCB and quality assure the evidence provided by agencies in respect of how actions have been driven forward to promote learning and development.	SCB to receive action plan progress reports and supporting evidence to help ensure the timely implementation of recommendations from serious case reviews, learning reviews or serious incident audits.	April 2016-March 2017	SCB Serious Case Review sub-committee	SCB members scrutinise evidence that actions have been progressed to help with local improvements, and they quality assure the information provided to make sure that it is robust and effective and will drive forward local improvements.
		Exception reporting on the implementation and progress of SCR recommendations / findings to be presented on a quarterly basis to the Executive Group and SCB.	June 2016 September 2016 December 2016 March 2017	SCB Serious Case Review sub-committee	The reporting process ensures that all partners are informed of the progress in a timely /frequent manner to be able to keep the SCB fully briefed.

		<p>All relevant agencies are held to account for reviewing new recommendations / findings following SCR's/Learning Reviews with the SCR sub-committee.</p> <p>This includes providing evidence to the sub-committee on the progress made against SCR recommendations / findings as well as information to evidence how the recommendations / findings have strengthened local safeguarding arrangements.</p> <p>SCR sub-committee Chair to request that the training sub-committee undertake an audit of partner agency attendance at SCR lite bite sessions / briefings and SCR workshops.</p>	<p>April 2016-March 2017</p> <p>March 2017</p>	<p>SCR sub-committee</p> <p>SCR sub-committee Chair</p>	<p>This action provides reassurance to the SCB that recommendations for improvement have been progressed and sustained since they were initially made.</p> <p>The SCR audit will help the Board to hold partner agencies to account for training their workforce in lessons to be learnt from local SCRs.</p>
4	Strengthen the local SCB SCR process through communicating key learning to the wider workforce.	Share lessons to be learnt with Staffordshire SCB and the Regional Safeguarding Network (and vice versa); and take action as required to improve safeguarding arrangements in Stoke-on-Trent as a result of sharing this learning.	April 2016 -March 2017	SCR sub-committee	<p>Local, regional and national serious case review learning is shared via the work of the SCR sub-committee and through the delivery of multi-agency training. This includes targeted briefings to agencies and frontline practitioners.</p> <p>Learning has enabled local improvements to be made to safeguarding arrangements.</p>

		Produce SCR aide memoirs for frontline practitioners to communicate lessons to be learned (this includes targeting agencies based on national or local lessons and recommendations).	April 2016- March 2017	SCR sub-committee	SCR aide memoires and briefings will be produced and widely communicated to frontline practitioners to help them to learn from local serious incidents and to use this knowledge to inform and improve their practice.
5	Improve local practice to safeguard children through learning from national serious child care incidents.	<p>Review national serious case reviews and domestic homicide incidents involving children, to help to raise local awareness about the key recommendations and lessons to be learnt.</p> <p>Seek local assurance from relevant partners and/or take action to progress national serious case review or relevant domestic homicide review recommendations.</p>	April 2016-March 2017	SCR sub - committee	<p>Learning arising from national serious case reviews and domestic homicide reviews that involve children and their families will be shared across all partnerships to coordinate and improve local safeguarding arrangements and practice.</p> <p>The Board will be assured that all partners are compliant with any national or local SCR findings.</p>
6	Actively embed the use of systems methodology in learning from serious child care incidents and use this learning to help improve strategic and frontline safeguarding children practice. <b><i>Working Together, 2015 requirement</i></b>	SCB to ensure that it considers a range of system approaches within learning reviews and multi-agency case file reviews; and actively supports practitioners throughout their engagement in this learning process.	April 2015-March 2016	SCR sub - committee	The learning will involve children, young people and their families where possible, as well as frontline practitioners who have worked with the child and their parents or carers. This helps to understand what happened and why and improves the depth of learning we can achieve through review processes.

**Core function: To ensure a coordinated response to child deaths and that any learning from each individual child death / local trend is shared with appropriate sub-committees and neighbouring SCBs**

**Child Death Overview Panel**

	What do we need to do?	How are we going to do it?	By Whom	By when?	What difference will it make?
1	Agree continued joint funding arrangements between Stoke-on-Trent and Staffordshire SCBs	<p>Joint meeting between SCB Managers to be held.</p> <p>Joint funding arrangements to be confirmed for 2016-2017.</p>	CDOP Chair/ SCB Managers	April 2016	There is evidence that joint funding arrangements are secured for the business planning period.
2	To collect and analyse information to determine those deaths where modifiable factors may have contributed and to identify actions that could be taken through national or local interventions to reduce the risk of future child deaths and improve the health and safety of children	Preventable and potentially preventable deaths are examined and appropriate actions identified by CDOP members to ensure any risk factors are addressed.	CDOP members	April 2016 - March 2017	<p>Local child death trends and themes are identified.</p> <p>Action is taken to help reduce the risk of preventable child deaths.</p> <p>There is a proxy- outcome of a reduction in future preventable child deaths caused by similar risk factors.</p>
3	Be proactive and responsive to local child safety patterns, trends and themes identified from the CDOP data analysis	<p>To undertake or commission any review or audit activity in response to emerging local child death trends and themes.</p> <p>To develop and publicise child safety guidance based on the learning identified by CDOP review and audit activity (such as the blind cord and safe-sleeping campaigns).</p>	CDOP members	April 2016 - March 2017	<p>Practitioners &amp; parents / carers views are used to measure the effectiveness of the campaign.</p> <p>The outcome of whether there is a reduction in the number of baby deaths where co-sleeping is identified as a contributing factor will need to continue to be monitored by CDOP during 2015-2016.</p>

		<p>To evaluate the impact of CDOP child safety campaigns.</p> <p>CDOP uses information on local child deaths to develop targeted child safety communication campaigns in respect of identified local child safety issues. These are aimed at practitioners and the wider community to help raise awareness and reduce the risk of preventable child deaths.</p> <p>The audit process identifies that 80% of the relevant communication materials are public facing within the targeted areas.</p>			
4	To produce a CDOP Annual Report which includes evidence of patterns or trends in local data and recommendations on action required to help improve the health and safety of children living in Stoke-on-Trent and Staffordshire	<p>An annual CDOP report is produced to evidence the work undertaken by CDOP and to identify any local safety trends or themes.</p> <p>Any recommendations to prevent future deaths must be shared (as applicable) with the SCB, Health and Wellbeing Board (HWB), local public health services &amp; /or the Children's Strategic Partnership (CYPSP) and appropriate action to help to reduce the risk must be taken by the relevant organisation or strategic Board.</p>	CDOP members	October 2016 (for the 2015-2016 CDOP Annual Report)	<p>The CDOP Annual Report is produced to identify local child death trends or themes; and to evidence the work of the CDOP.</p> <p>Recommendations arising from the annual report analysis are appropriately shared with the SCB, HWB, local public health services &amp; / or the CYPSP.</p> <p>There is evidence of action being undertaken to address the CDOP Annual Report recommendations and to reduce the risk of preventable deaths.</p>

5	To ensure that local procedures and protocols for responding to unexpected deaths of children are developed.	<p>To work with partners to develop local procedures to support an effective and appropriate multi-agency response to unexpected child deaths.</p> <p>This response will help to support grieving parents and relatives of the child, enable a multi-agency understanding of any modifiable factors and will inform activity required to safeguard any siblings and any future children who may be born into the family concerned.</p>	CDOP members	April 2016 - March 2017	Local multi-agency procedures are developed and responsive to local and national best practice.
6	CDOP provides information to families and professionals on the availability of support from local bereavement support organisations.	<p>Support and assistance is given to parents/carers and siblings through Child Death Nurse Practitioners for sudden and unexpected deaths.</p> <p>Child Death Nurse Practitioners to continue to support the work of the Designated Doctors for Unexpected Deaths (DDUDS) in providing support for bereaved families.</p> <p>The revised Child Death Review Process Leaflet is available to professionals to enable them to convey this information to families in a sensitive and timely manner.</p>	CDOP members	<p>April 2016 - March 2017</p> <p>April 2016 - March 2017</p> <p>April 2016 - March 2017</p>	<p>The local bereavement support and assistance given to parents and family members is enhanced by the support of the CDOP Nurse Practitioners following sudden and unexpected deaths.</p> <p>Child Death Nurses in post for North and South Staffordshire evidence that their work is helping to support children and their families is effective.</p> <p>The leaflet reflects up to date information for families including the availability of local bereavement support.</p>

		Work with Child Bereavement UK to arrange raise awareness of child bereavement with professionals and to arrange an extended counselling service for those affected by child bereavement.		April 2016- March 2017	Specialist bereavement support made available to families; and  Improved knowledge and skills of practitioners in respect of child bereavement.
7	The CDOP partnership is strengthened through making strategic links with other relevant forums and networks	To co-operate with local, regional and national partners and initiatives to identify lessons on the prevention of child deaths.  To work with local and regional partners to capture data and learning from neonatal deaths.  To engage with local and regional Palliative Care networks to capture learning from expected child deaths.  To receive reports from local strategic partnerships in respect of road traffic child deaths	CDOP members	April 2016 - March 2017	Information shared between the local networks relating to child deaths and CDOP will strengthen the knowledge of all child deaths in our locality.  Any learning is used to inform and improve commissioning and service delivery.
8	Where a suspicion arises that neglect or abuse may have been a factor in the child's death, partners must notify the Chair of the SCB of those concerns for consideration of a SCR Scoping Panel	To ensure that appropriate cases are referred to identify lessons learned to better safeguard and promote the welfare of children.	CDOP members	April 2016 – March 2017	CDOP members understand the threshold criteria for Serious Case Reviews.  There are clear pathways and referral routes for SCR consideration from CDOP.
9	Aggregated findings from all child deaths should be used by CDOP to inform strategic planning and the local Joint Strategic Needs Assessment (JSNA). <i>WT Action Plan Recommendation 46</i>	The SCB Chair to liaise with senior Local Authority leads and the Director of Public Health to ensure there are robust processes in place to achieve local compliance with this requirement.	CDOP members	April 2016 - March 2017	Aggregated child death findings will inform the business work plan of CDOP; and each of the respective Stoke-on-Trent and Staffordshire JSNA's for 2016-2017.

**Core function: to ensure the continuous development of safeguarding practice in line with local and national initiatives**

**Practice**

What do we need to do?		How are we going to do it?	By when?	By whom?	What difference will it make?
1	<p><b>Areas of multi-agency practice will be reviewed and audited within an agreed cycle</b></p>	<p>Engagement will be required from multi-agency partner agencies.</p> <p>This process will be undertaken in a no blame culture with the focus on learning</p> <p>Areas of practice will be 'examined' and the use of the agreed Escalation process will inform plans moving forward to bring about positive change.</p>	April 2016 – March 2017	Practice sub-committee members	Conflict resolution will improve relationships across the partnership to ultimately improve the life experiences and life chances of children and their families
2	<p><b>Best practice will be promoted within the wider partnership and community and will inform:</b></p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Policies and Procedures</li> <li>• Frontline Processes</li> </ul>	<p>Cases to be reviewed or audited will be randomly selected to ensure a transparent scope of practice is obtained. This will enable credibility to be transferred and shared across the partnership.</p>	April 2016 – March 2017	Practice sub-committee members	Children and their families will experience quality intervention in order to achieve improved outcomes

3	<b>Engage in bringing about positive change to frontline practice</b>	Local and national research experience and user engagement will be disseminated	April 2016 – March 2017		By understanding societal, cultural or religious norms, complacent ideology or practice will be challenged safely in order to bring about positive change
4	<b>Embed robust links with all SCB sub-committees</b>	<p>Audit and review activity will be used to inform:</p> <p>SCB sub-committees  Domestic Abuse  Partnership Child  Sexual Abuse Forum  Commissioners</p> <p>Other relevant  safeguarding arenas</p>	April 2016 – March 2017	Practice sub-committee members	Frontline experience will inform commissioning, the key strategic priorities of the Board and will hold practitioners to account

**Core Function: Education establishments effectively safeguarding children and young people**

**Education**

No	What do we need to do?	How are we going to do it?	By whom?	By when?	What difference will it make?
1	<b>Staff in education settings are appropriately trained for their role</b>	<b><u>Level 1 training</u></b> SCB Level 1 Safeguarding Training delivered on a 3 year rolling programme in schools and academies	Safeguarding Education Development Officer	April 2016 – March 2017	SCB level 1 training supports staff in education settings to practice safely and effectively which contributes to better outcomes for children and young people.  Training delivered is consistent and of a good quality.
		SCB level 1 Safeguarding training delivered at Staffordshire University (At start of first year of Teacher Training)	Safeguarding Education Development Officer	September 2016	
		SCB level 1 Safeguarding training delivered to alternative education providers.	Safeguarding Education Development Officer & Sarah Bond	April 2016 – March 2017	
		SCB Introduction to Safeguarding course delivered to catering, cleaning and support staff	Safeguarding Education Development Officer	April 2016 – March 2017	
		Introduction to Safeguarding for Governors – one course delivered each term.	Safeguarding Education Development Officer & Governor Support	April 2016 – March 2017	
		<b><u>Level 2 Training</u></b> Delivery of SCB Level 2 Working Together Training.	Safeguarding Education Development Officer to contribute to 8 courses	April 2016 – March 2017	

**Core Function: Education establishments effectively safeguarding children and young people**

		<p><b><u>Level 3 Training</u></b></p> <p>Delivery of Workshop to Raise Awareness of Prevent (WRAP) (Being delivered as single agency to whole school groups and multi-agency as part of SCB training team).</p>	<p>Safeguarding Education Development Officer</p>	<p>April 2016 – March 2017</p>	<p>Education staff are trained on issues of radicalisation and extremism and able to respond effectively to the “prevent duty” which contributes to better outcomes for children and young people.</p>
		<p><b><u>Level 4 Training</u></b></p> <p>Delivery of SCB Level 4 Course – Designated Safeguarding Officer/Lead Training.</p>	<p>Safeguarding Education Development Officer to contribute to 3 courses</p>	<p>April 2016 – March 2017</p>	<p>Designated child protection officers in education settings are effective which contributes to better outcomes for children and young people.</p>
		<p>Maintain an up to date spread sheet of training completed in education settings.</p>	<p>Safeguarding Education Development Officer &amp; Sangita Mishra</p>	<p>April 2016 – March 2017</p>	<p>All education staff undertake the correct level of safeguarding training.</p>
		<p>SCB approved level 1 courses delivered by cascade trainers in education settings are quality assured.</p>	<p>Safeguarding Education Development Officer</p>	<p>April 2016 – March 2017</p>	<p>SCB courses delivered by cascade trainers are delivered to a consistently good standard.</p>
		<p>An up to date list of contact details for designated safeguarding officers is maintained.</p>	<p>Safeguarding Education Development Officer</p>	<p>April 2016 – March 2017</p>	<p>Designated child protection officers receive information in a timely manner.</p>

**Core Function: Education establishments effectively safeguarding children and young people**

2	<b>Education settings are kept informed of local and national issues, including SCB and other relevant safeguarding information</b>	Attendance at SCB sub-committees:- - Training - Practice	Safeguarding Education Development Officer	April 2016 – March 2017	Information sharing and contribution to strategic decision making from education perspective.
		Attendance at multi agency CSE panel.	Safeguarding Education Development Officer	April 2016 – March 2017	Sharing of information regarding CSE victims/potential victims and perpetrators, enabling education settings to contribute effectively to safeguarding and improving outcomes for children and young people
		Attendance at Stoke-on-Trent College Safeguarding Task Group meetings.	Safeguarding Education Development Officer	April 2016 – March 2017	Information sharing with college safeguarding team to improve outcomes for young people.
		Maintain updated information on SCB websites Education button.	Safeguarding Education Development Officer	April 2016 – March 2017	Education settings have quick and easy access to relevant safeguarding information, templates and links.
		SCB training multi agency training opportunities at Levels 2, 3 and 4 are regularly promoted specific course topics recommended.	Safeguarding Education Development Officer & Safeguarding Training Administrator	April 2016 – March 2017	Course topics relevant to education settings are promoted
		Annual safeguarding audit promoted to all schools, academies and colleges.	Safeguarding Education Development Officer & Learning Services	September 2016	All schools and academies can demonstrate that robust safeguarding arrangements are in place and identify and remedy any weakness or deficiency.

**Key Objective: Education establishments effectively safeguarding children and young people**

3	<b>Education establishments audit their safeguarding arrangements annually</b>	Annual safeguarding audit promoted to all alternative education providers.	Safeguarding Education Development Officer & Learning Services	June 2016	All alternative education providers can demonstrate that they have robust safeguarding arrangements in place and identify and remedy any weakness or deficiency.
		A sample of annual safeguarding audits are quality assured.	Safeguarding Education Development Officer & Learning Services	May – June 2016 for schools and academies. October 2016 for alternative providers	Safeguarding audits accurately reflect arrangements and action plans or weaknesses / deficiencies are remedied.
4	<b>Designated child protection officers are supported</b>	Promote the use of Early Help Assessments.	Safeguarding Education Development Officer, Locality Social Workers, Cooperative Working Teams	April 2016 - March 2017	Education settings make effective early help interventions and referrals which improve outcomes for children and families.
		Promote the work of the locality social workers and Cooperative Working Teams.	Safeguarding Education Development Officer	April 2016 – March 2017	Education settings make effective referrals into SRT.
5	<b>Education establishments are supported to manage allegations against</b>	Attendance at LADO meetings when requested by LADO.	Safeguarding Education Development Officer,	April 2016 – March 2017	Head teachers are confident in, and supported to manage allegations effectively.
		Additional support available to Head teachers or designated officers if required.	Safeguarding Education Development Officer	April 2016 – March 2017	As above
		Complaints/allegations forwarded from Ofsted but not meeting LADO threshold are investigated.	Safeguarding Education Development Officer, Learning Services	April 2016 – March 2017	Effective action is taken regarding complaints and allegations not meeting LADO threshold.



## STOKE-ON-TRENT SAFEGUARDING CHILDREN BOARD

### SUB-COMMITTEE CYCLE OF MEETINGS 2016-2017

Board			22 June			21 September			7 December
Child Death Overview Review	13 April			20 July		28 September			14 December
Comms & Publicity	18 April	3 May		5 June		15 September		15 November	
Domestic Abuse		26 May		21 July		29 September			1 December
Executive Group	21 April	19 May		14 July		8 September	10 November		
Performance Management		27 May		29 July				22 November	
Policy and Procedures		17 May		12 July		27 July		22 Jan	
Practice	7 April		9 June			15 September		24 November	
Serious Case Review	11 April			25 July			3 October		
Training	12 April			7 July		6 September		8 November	

Dates for 2017 are to be arranged