



# **Staffordshire Safeguarding Children Board Business Plan 2009-2010**

**Review Date - March 2010  
Interim Review Date - September 2009**

**Approved by SSCB - March 2009**

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## **INTRODUCTION**

This is the second Business Plan of the Staffordshire Safeguarding Children Board (SSCB) and will address areas of activity from April 2009 - March 2010. The previous Business Plan was dated April 2007 - March 2009 and was formally refreshed and reviewed by SSCB in April 2008. The decision to produce a Business Plan which runs for 1 year, as opposed to 2, is based on a recognition of the rapidly changing landscape in safeguarding and child protection following the tragic death of Baby P and thus of the need for the Board to be able to respond to the recommendations of the pending Laming Review in a timely and rigorous manner. A separate action plan regarding single agency, inter-agency and SSCB responses to Lord Laming's enquiry will be available to the June SSCB meeting for final approval.

This plan is ambitious in nature whilst retaining a focus upon achievable and tangible outcomes.

## **WHO SHOULD READ THE BUSINESS PLAN**

This Business Plan will be the core tool by which SSCB will manage and account for its work in co-ordinating what is done to safeguard children in Staffordshire and in ensuring the effectiveness of this work. All Board Members, Executive Group members task-to-finish group and sub-group members should have a detailed knowledge of the plan. Chief Executives of local agencies with a duty to co-operate under S11 of the Children Act 2004 and agencies Strategic Safeguarding Groups should also scrutinise the plan and ensure that single agency planning accounts, where applicable, for the core objectives of this plan.

Operational Managers should familiarise themselves with the objectives of the plan and ensure that their safeguarding teams are aware of the strategic arrangements in the plan which aim to scrutinise, support and where necessary challenge local arrangements to safeguard children and promote their welfare.

This plan will be published on the SSCB website and thus available to children and young people and their carers. A specific objective of this plan is to develop the website and increase its relevance to children, young people, their carers and the wider public.

## **NATIONAL DRIVERS**

This plan has been developed with reference to the statutory guidance regarding Local Safeguarding Children Boards which defines the core focus of LSCB activity. (See Working Together to Safeguard Children 2006, Ch 3). See Fig. 1. It has been further developed with reference to the following national drivers:

HM Govnt	• The Children Act 1989
HM Govnt	• The Children Act 2004
Ofsted et al	• The Third Joint Chief Inspectors Report, 2008
HM Govnt	• Safeguarding the Young and the Vulnerable: The Government's Response (Dec 2008)
HM Govnt	• Stay Safe Action Plan, HM Government (Feb 2008)
Brandon et al	• Analysing Child Deaths and Serious Injury through abuse and neglect, what can we learn? (2008)
Rose & Barnes	• Improving Safeguarding Practice: Study of Serious Case Reviews 2001-2008 (2008)
HM Govnt	• Working Together to Safeguard Children (2006)
Lord Laming	• The Protection of Children in England: A progress report (March 2009)

## **LOCAL DRIVERS**

When the SSCB developed its first Business Plan in 2007, the majority of its objectives were nationally driven. However, with the development in the last two years of local Children's Trust arrangements, Staffordshire's Joint Strategic Needs Analysis and audit activity undertaken by the SSCB, local data has been produced and analysed which has directly driven priorities and objectives for the current round of Business Planning. Key local drivers are:

- Staffordshire's Joint Strategic Needs Analysis
- The Local Area Agreement
- Staffordshire Children and Young People's Plan
- The LA APA stay safe judgements
- Recommendations from serious case reviews conducted in 2007/08
- SSCB Neglect (Children's Social Care) File Audit
- SSCB Child Protection (Children's Social Care) File Audit

- SSCB Audit Tool
- SSCB S11 Audits (2007 and 2008)
- SSCB Domestic Violence Gap Analysis (2008)

## **ACCOUNTABILITY & GOVERNANCE**

SSCB is constituted of a main Board with representation from all agencies with a statutory duty to co-operate under S11 of The Children Act 2004, an Executive Group, eight sub-groups each representing a statutory core function of LSCB activity and short life task-to-finish groups which forward specific elements of the Business Plan where the capacity/expertise of sub-group members is not considered sufficient to undertake elements of the required business. Some links with other key strategic safeguarding objectives have been developed and further strengthening and formally defining these links is a core objective of the current Business Plan.

Accountability for and governance of the Business Plan will be achieved as follows:

Task-to-finish groups - the core objective of a task-to-finish group will be linked to one of the SSCB sub-groups. Task-to-finish groups should report their progress to the named sub-group in advance of each bi-monthly sub-group meeting on the existing standard template. Any activity highlighted as red should be reported to the Executive Group by the Chair of the relevant sub-group.

Sub-Groups - at each bi-monthly meeting the sub-groups must complete a Business Plan Monitoring Tool (existing standard template). A copy of the Business Plan Monitoring Tool should be forwarded to the Chair of the Executive Group. Certain existing local groups engaged in forwarding the safeguarding agenda are required to report their activity to named SSCB sub-groups. This will enable exception reports to the main Board to be raised where monitoring of groups suggests there are problems in the forwarding of objectives.

Executive Group - will receive bi-monthly Business Plan Monitoring Tools from all sub-groups. These should be scrutinised and recommendations made where progress against the objectives of the Business Plan is red. The Executive Group will provide a summary report for the main Board regarding progress of the objectives of the Business Plan, highlighting areas of activity which are red and making recommendations for action.

The SSCB will formally receive a Business Plan summary report from the Executive Group at its quarterly meetings, making recommendations for action where necessary.

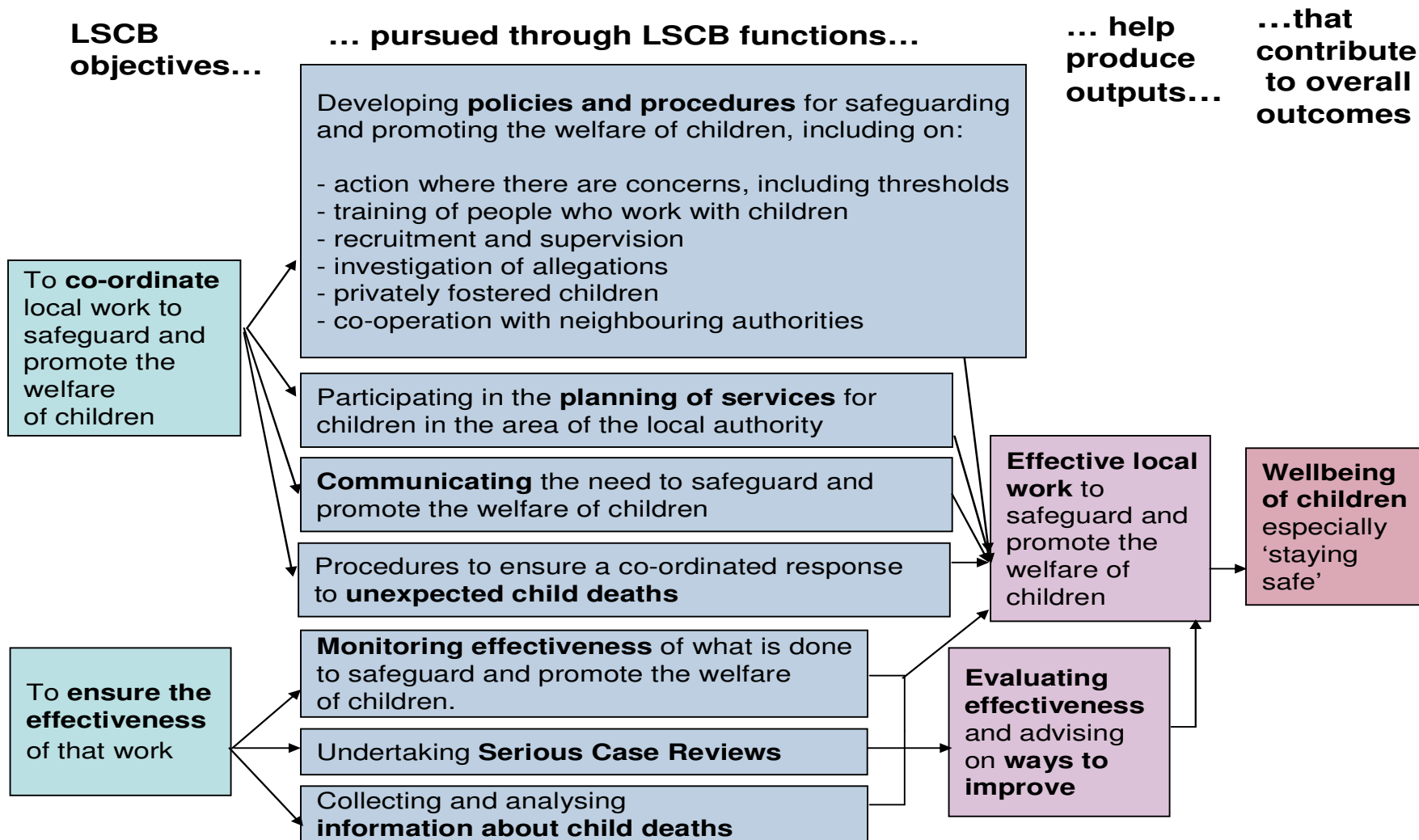
The Chair of the SSCB will present the Business Plan summary and a report of other matters arising quarterly to the Children's Trust Board and bi-annually to the LA Scrutiny Committee.

### **RESPONSIBLE OFFICERS**

Each objective of the Business Plan is allocated to a responsible officer. The paid SSCB staff team; (SSCB Manager, Training Manager, Development Officer and Admin Team) will support the management of the objectives of the Business Plan.

Core Functions of a Local Safeguarding Children Board (Ref Working Together to Safeguard Children, 2006)

**Fig 1**



## **SSCB BUSINESS PLAN**

### **PRIORITIES APRIL 2009 - MARCH 2010**

Priorities for 2009-10 have been derived from the local and national drivers detailed on page 4.

- 1 - Developing links and defining accountabilities with non-statutory agencies.
- 2 - Improving links between SSCB, children, young people and their carers.
- 3 - A safe workforce.
- 4 - An effective workforce.
- 5 - A trained workforce.
- 6 - A responsive LSCB.
- 7 - Influencing operational and strategic practice with lessons learnt from serious case reviews.
- 8 - Engaging in activity which is targeted at groups of children and young people who have been identified as vulnerable.
  - Children affected by childhood neglect.
  - Children affected by parental substance misuse.
  - Children affected by domestic violence.
  - Young people placed in secure settings within Staffordshire

**SSCB ACTION PLAN FOR APRIL 2009 - MARCH 2010**

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**SSCB EXECUTIVE GROUP**

**CHAIR - DR KATE REYNOLDS, UNIVERSITY HOSPITAL NORTH STAFFS**

CORE FUNCTION - PARTICIPATING IN THE PLANNING OF SERVICES FOR CHILDREN IN THE AREA OF THE LA									
PRIORITY	CORE AIM	ACTIONS REQUIRED	RESPONSIBLE OFFICER	TIMESCALE		OUTCOME MEASURE	LINKS TO OTHER PLANS	BUDGET	REVIEW
				START	END				
ALL PRIORITIES	Monitor Sub-Group Activity	<ul style="list-style-type: none"> <li>Receive bi-monthly sub-group monitoring reports</li> <li>Forward Exception Reports to SSCB as required</li> </ul>	Dr K Reynolds UHNS (Collation via SSCB Administrators)	April 2009	March 2010	Board informed of progress of its objectives and enabled to take action as required	C&Y P Plan LAA	SSCB	
ALL PRIORITIES	Approve SSCB Agenda	<ul style="list-style-type: none"> <li>Receive draft agenda prior to Board meetings</li> </ul>	Vonni Gordon SSCB Manager	x 4 Annum	Per	Managed, planned Board agenda	C&YPP LAA		
A RESPONSIVE LSCB	Appoint Ind Chair following the resignation of the previous post holder	<ul style="list-style-type: none"> <li>Approve contract</li> <li>Advertise position</li> <li>Hold interviews</li> </ul>	C&LL Legal Services  Vonni Gordon SSCB Manager  Executive Group Members	Dec 2008	Feb 2009				

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				<b>START</b>	<b>END</b>				
		<ul style="list-style-type: none"> <li>Induct new Ind Chair</li> </ul>	Vonni Gordon SSCB Manager	May 2009					
A RESPONSIVE LSCB	Respond to the pending Lord Laming Enquiry	<ul style="list-style-type: none"> <li>Produce draft action plan for Board approval</li> </ul>	Vonni Gordon SSCB Manager	March 2009	March 2010	Objectives of action plan fulfilled and evidence	2008/9 Lord Laming Enquiry		
A RESPONSIVE LSCB	Respond to DCSF requirements of Dec 08 re: Baby P	<ul style="list-style-type: none"> <li>Receive single agency action plans</li> <li>Brief SSCB</li> </ul>	Vonni Gordon SSCB Manager	Feb 2009	March 2009	Board can evidence robust local response	Letter from Ed Balls Secretary of State, Dec 2008 and associated Govnt correspondence		Agency plans all submitted by March 2009
A RESPONSIVE LSCB	To receive summary reports on key safe-guarding issues managed outside of the SSCB Business Plan. Make exception. Reports to SSCB as required	Reports to be received re: <ul style="list-style-type: none"> <li>Private Fostering</li> <li>Unaccompanied Asylum seeking children</li> </ul>	Phil O'Brian SW, C&LL  Deborah Ramsdale Asst. Dir. C&LL	Bi-Rep  Septe 2009 March	Annual orts  mber and 2010	SSCB aware of and able to respond to concerns re: core areas of activity pertinent to the LSCB agenda	3rd Joint Chief Inspectors Report and APA report, 2008 Aiming High Strategy		

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				<b>START</b>	<b>END</b>				
		<ul style="list-style-type: none"> <li>• Placement Stability for looked after children</li> <li>• Transition Plans for Disabled children</li> <li>• MAPPA</li> </ul>	Andrew Brunt Asst. Dir. C&LL  Teresa Murray HofS, C&LL  Paul Davies Risk Management Co-ordinator, C&LL						
DEVELOPING LINKS AND DEFINING ACCOUNTABILITIES WITH NON STATUTORY AGENCIES	To fulfil the statutory objective at para of Working Together 2006	Develop specific Action Plan	Carrie Wain SSCB Development Officer	April 2009	March 2010	Evidence of how this statutory function is met provided	3rd Joint Chief Inspectors Report		
A SAFE WORKFORCE	To fulfil the role of 'Responsible Authority' for matters relating to the protection	<ul style="list-style-type: none"> <li>• Attendance at Strategic Licensing Forum (county wide)</li> </ul>	Carrie Wain SSCB Dev Officer	April 2009	March 2010	Statutory functions fulfilled	Licensing Act 2003  Gambling Act 2006		

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				<b>START</b>	<b>END</b>				
	of children from harm under the Licensing Act 2003 and the Gambling Act 2007	<ul style="list-style-type: none"> <li>• Review of all applications received</li> <li>• Log of all applications received</li> <li>• Guidance/ Info leaflet for Managers of licensed premises</li> </ul>	Carrie Wain SSCB Dev Officer SSCB Administrators  Carrie Wain SSCB Dev Officer	April 2009  April 2009  Dec 2008	March 2010  March 2010  April 2009				

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**POLICY & PROCEDURES SUB-GROUP**

**CHAIR - VONNI GORDON, SSCB MANAGER**

<b>CORE FUNCTION - DEVELOPING POLICIES &amp; PROCEDURES FOR SAFEGUARDING &amp; PROMOTING THE WELFARE OF CHILDREN</b>									
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				<b>START</b>	<b>END</b>				
AN EFFECTIVE WORKFORCE	Update existing inter-agency safeguarding procedures to reflect amendments agreed in 2008-9	<ul style="list-style-type: none"> <li>• Apply revisions</li> <li>• Add version control data</li> <li>• Re-launch</li> </ul>	Vonni Gordon SSCB Manager	April 2009	May 2009	Revised Inter-Agency Safeguarding Procedures available on SSCB website	SSCB Business Plan 2007-9 2007-8 SCR Action Plans	SSCB	
			Carrie Wain SSCB Dev. Officer	June 2009	June 2009				
AN EFFECTIVE WORKFORCE	Agree Policy & Procedures Development Plan for 2009-10 (New Procedures)	<ul style="list-style-type: none"> <li>• Sub-group to approve plan; identify lead officers and agree timescales</li> </ul>	Vonni Gordon SSCB Manager  See Dev. Plan for identified project leads	April 2009	March 2010	Inter-Agency Safeguarding Procedures developed to reflect DCSF requirements	Statutory and practice guidance issued via DCSF, 2008	SSCB	Action complete & development plan approved March 2009
AN EFFECTIVE WORKFORCE	Finalise bruising in infants procedure	<ul style="list-style-type: none"> <li>• Receive final draft from health sub-group</li> <li>• Add to procedures</li> <li>• Launch</li> </ul>	Dr G Patel	Dec 2008	May 2009	Procedure available of SSCB website. Evidence of dissemination to staff	SCR Action Plan 2008	SSCB	
			Carrie Wain SSCB Dev. Officer	June 2009	June 2009				

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				<b>START</b>	<b>END</b>				
AN EFFECTIVE WORKFORCE	Update Information Sharing Guidance to reflect	<ul style="list-style-type: none"> <li>Revise Ch 2 of existing Inter-Agency Safeguarding Procedures</li> <li>Launch</li> </ul>	Jane Rowbottom SSCB Training Manager	April 2009	May 2009	Revised procedure available on website	DCSF Info Sharing Guidance, published 2008	SSCB	
			Carrie Wain SSCB Dev Officer	June 2009	June 2009	Evidence of dissemination to staff			
AN EFFECTIVE WORKFORCE	Review first 12 months of the operation of the Child Death Procedures	<ul style="list-style-type: none"> <li>Launch consultation</li> <li>Apply revisions</li> <li>Launch</li> </ul>	Independent Consultant	April 2009	June 2009	Revised procedure available on website	Child Death Review Sub-Group	SSCB via DCSF Grant	
			Carrie Wain SSCB Dev Officer	July 2009	Aug 2009	Evidence of dissemination to staff			
				Sept 2009	Sept 2009				
AN EFFECTIVE WORKFORCE	Support procedural compliance	<ul style="list-style-type: none"> <li>Staff Newsletter</li> <li>Link to lessons from local SCR's</li> </ul>	Carrie Wain SSCB Dev Officer	May 2009	June 2009	Internal agency CP audits routinely review procedural compliance	SCR Action Plan 2008	SSCB	

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				<b>START</b>	<b>END</b>				
A SAFE WORKFORCE	Promote the role and function of the Local Authority Designated Officer	<ul style="list-style-type: none"> <li>Produce prof's leaflet</li> <li>Provide training</li> </ul>	Paul Davies, Risk Management Co-ordinator, C&LL	Feb 2008 Feb 2008	April 2009 March 2009	Info widely disseminated	C&LL LADO Annual Report PD&T Sub-Group	SSCB	
AN EFFECTIVE WORKFORCE	Review and update existing substance misuse practice guidance	<ul style="list-style-type: none"> <li>Launch consultation</li> <li>Produce draft revision</li> <li>Approve revision</li> <li>Launch</li> </ul>	Vonni Gordon SSCB Manager  Carrie Wain Dev Officer	Dec 2008 March 2009  June 2009	Feb 2009 May 2009  June 2009	Revised procedure available on website  Evidence of dissemination to stay	LAA - Hidden Harm Group	SSCB	
AN EFFECTIVE WORKFORCE	Launch standard CP Procedures template to Third Sector	<ul style="list-style-type: none"> <li>Make available in website</li> <li>Promote via existing 3rd sector forums</li> </ul>	Carrie Wain SSCB Dev office	Dec 2008	May 2009	3rd Sector agencies own procedures are compliant with Inter-Agency Safeguarding procedures	SSCB Business Plan 2008	SSCB	

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				<b>START</b>	<b>END</b>				
AN EFFECTIVE WORKFORCE	Produce Joint MAPPA/SSCB guidance to reflect Govnt requirements	<ul style="list-style-type: none"> <li>Action plan and approval from MAPPA SMB</li> </ul>	Paul Davies, Risk Management Co-ordinator, C&LL	April 2008	July 2009	Action Plan aims fulfilled	DCSF (2008) Stay Safe Action Plan	SSCB	
AN EFFECTIVE WORKFORCE	Formally review all SSCB Leaflets	<ul style="list-style-type: none"> <li>Consultation</li> <li>Sub-group to approve required amendments</li> <li>Re-print if necessary</li> </ul>	Vonni Gordon SSCB Manager  P&P Sub Group end 2009	Sept 2009	Dec 2009		None	SSCB	
AN EFFECTIVE WORKFORCE	Review Guidance re C&YP in prison	<ul style="list-style-type: none"> <li>Via Task-To-Finish Group (YOI's)</li> </ul>	TBC April 2009	April 2009	March 2010	Revised procedure available on website and evidence of dissemination to staff	Govnt Response (Nov 08) to the Ind Review of Restraint in Juvenile Secure settings	SSCB	

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				<b>START</b>	<b>END</b>				
AN EFFECTIVE WORKFORCE & A RESPONSIVE LSCB	Update all relevant procedures following republication of HM Govnt - Working Together to Safeguard Children	<ul style="list-style-type: none"> <li>• Receive re-publication</li> <li>• Devise action plan</li> </ul>	Vonni Gordon SSCB Manager	To be defined by DCSF		All procedures compliant with revised statutory and non statutory guidance	Laming Review & Govnt Response March 2009	SSCB	

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**PROFESSIONAL DEVELOPMENT & TRAINING SUB-GROUP      CHAIR - JANE ROWBOTTOM, SSCB TRAINING MANAGER**

<b>CORE FUNCTION - LEAD ON SAFEGUARDING TRAINING ISSUES ON BEHALF OF STAFFS CHILDREN'S TRUST</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
A TRAINED WORKFORCE	To forward the approved 2009-10 SSCB training plan	<ul style="list-style-type: none"> <li>Proposed plan to SSCB</li> </ul>	Jane Rowbottom SSCB Training Manager	Aug 2008	Dec 2008	Plan approved		SSCB	
A TRAINED WORKFORCE	SSCB to provide training in relation to Information Sharing, to be targeted to Managers in member agencies of the SSCB and Staffordshire and Stoke-on-Trent Safeguarding Vulnerable Adults Board	Source Information Sharing Training	Jane Rowbottom SSCB Training Manager		Oct 2009	Copy of training commissioning document and applicant numbers to be provided.		SSCB	
A TRAINED WORKFORCE	To audit/check all member Agencies of the SSCB and VASB to ensure existing training opportunities	Existing training to ensure commissioning documents include the requirement for	To be co-ordinated by Jane Rowbottom, SSCB Manager and the		April 2008	Written confirmation from member agencies that this objective has been		SSCB	

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				<b>START</b>	<b>END</b>				
	include information regarding information sharing between adult and children's services.	training regarding information sharing between children and adults services	Performance Management Sub-Group			achieved.			
A TRAINED WORKFORCE	To ensure that all member agencies place link in their existing procedure documents on information sharing to SSCB procedure on information sharing on the webpage		To be co-ordinated by Jane Rowbottom, SSCB Manager and the Performance Management Sub-Group		Dec 2008	Copy of link to procedures to be provided.		SSCB	
A TRAINED WORKFORCE	To continue to provide training for relevant managers from all member	Training program to be developed or commissioned	Jane Rowbottom, SSCB Training Manager		April 2009	Copy of training contract.		SSCB	

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				<b>START</b>	<b>END</b>				
	agencies and representatives of the SSCB in how to conduct an IMR and how to write an IMR report. (one further event).					Inform SCR Sub-Group and SSCB of no's trained against no's targeted for training.			
A TRAINED WORKFORCE	Ensure that new contractual obligations with trainers reflect the learning from SCR's in their training programmes, to ensure this is delivered in a manner which promotes the translation of learning into practice	Training Co-ordinators to provide written evidence (e.g. training contracts) that this action has occurred.	Jane Rowbottom, SSCB Training Manager			Copies of contracts			

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				<b>START</b>	<b>END</b>				
A TRAINED WORKFORCE	Ensure that the SSCB agencies Members Training Coordinators review their existing training strategies to ensure, where applicable, it is a contractual obligation that the learning from SCR's is reflected in training programmes and is delivered in a way that translates the promotion of learning into practice	To set up a Review group to examine the current training strategy and its implementation	Jane Rowbottom, SSCB Training Manager		Jan 2009	Training Co-ordinators to provide written evidence (e.g. training contracts) that this action has occurred.			

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**PROFESSIONAL DEVELOPMENT & TRAINING SUB-GROUP**

**CHAIR - JANE ROWBOTTOM, SSCB TRAINING MANAGER**

<b>CORE FUNCTION - LEAD ON SAFEGUARDING TRAINING ISSUES ON BEHALF OF STAFFS CHILDREN'S TRUST</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
A TRAINED WORKFORCE	Ensure that members identify managers and staff to attend the Interagency Foundation Course on Working Together to Safeguard Children and Young People	All SSCB Members to identify relevant staff requiring training.	All SSCB Members – co-ordination via SSCB Training Manager		Feb 2009	Attendance records		SSCB	
A TRAINED WORKFORCE	To inspect/audit evidence that members have systems in place for ensuring relevant newly appointed staff are trained on Interagency Foundation	All SSCB Members to identify relevant staff requiring training. Also to evidence systems in place for	All SSCB Members – co-ordination via SSCB Training Manager		Feb 2009	Action report, to include evidence of agency internal systems for ensuring training standards	.		

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				<b>START</b>	<b>END</b>				
	Course on Working Together to Safeguard Children and Young People	ensuring relevant newly appointed staff are trained. Action report then produced				compliance			
A TRAINED WORKFORCE	To inspect/audit each agency to ensure that training is available for all applicable staff so that they can deal with families where there are complex needs, including domestic violence, substance misuse and mental health issues	Provide training as indicated.	SSCB Membership		March 2009	Evidence of available training.			

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				<b>START</b>	<b>END</b>				
A TRAINED WORKFORCE	To provide for designated staff from Adult Health Services, Vulnerable Children's Division and Police have access to relevant, targeted training on Domestic Abuse and Substance Misuse and the safeguarding consequences for children	Continue to provide existing SSCB D A Training.  Bring currently available substance misuse training (DAAT) directly into SSCB Training Programme.  Identify Designated staff and target for training.	Jane Rowbottom SSCB Training Manager		Jan 2009	Copy of Domestic Abuse and Substance Misuse training contracts.  Copy of identified staff to include numbers who have applied for the training			
A TRAINED WORKFORCE	To inspect/audit agencies on if/how their own training strategy complies with the	To set up a Review group to examine the current training strategy and its	Jane Rowbottom, SSCB Training Manager		Jan 2009	Training Coordinators to provide written evidence (e.g.			

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				<b>START</b>	<b>END</b>				
	Staffordshire Safeguarding Children Board training strategy	implementation				training contracts) that this action has occurred.			
A TRAINED WORKFORCE	Ensure that the children's workforce are informed about policy and procedure developments								
A TRAINED WORKFORCE	Complete annual audit of the effectiveness of the training strategy	Audit training delivered by SSCB members	Jane Rowbottom SSCB Training Manager		Sept 2009	Training report			
A TRAINED WORKFORCE	Produce an annual training catalogue	Produce catalogue	Jane Rowbottom SSCB Training Manager		March 2009	Catalogue produced		SSCB	
A TRAINED WORKFORCE	Revise the inter-agency training plan on an annual	Development and implement training plan	Jane Rowbottom SSCB Training	Dec 2008	March 2010	Training plan delivered		SSCB	

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				<b>START</b>	<b>END</b>				
	basis (Account for national developments Account for local Workforce needs arising Report any financial implications to the Board)		Manager						
A TRAINED WORKFORCE	Commission training for senior managers with a strategic responsibility for safeguarding	implement training plan	Jane Rowbottom SSCB Training Manager	Dec 2008	March 2010	Produce annual report		SSCB	
A TRAINED WORKFORCE	Continue to provide training on safer recruitment	implement training plan	Jane Rowbottom SSCB Training Manager	Dec 2008	March 2010	Produce annual report		SSCB	

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				<b>START</b>	<b>END</b>				
A TRAINED WORKFORCE	To develop an evaluation process to ensure all training being provided reaches our standards and learning objectives	Develop evaluation/audit tool and observe training	Jane Rowbottom SSCB Training Manager & Members of P, D & T		March 2010	Produce annual report			
A TRAINED WORKFORCE	To increase the membership of the local training teams	Recruit new members	Jane Rowbottom SSCB Training Manager & Members of P, D & T		March 2010	New member recruited			
A TRAINED WORKFORCE	Make E-Safety Training available to all key stage 2 Pupils in Staffs	Commission Escape drama	Jane Rowbottom SSCB Training Manager	Jan 2009	Dec 2011	Training delivered to schools- report produced		SSCB and schools own	
AN EFFECTIVE WORKFORCE	Professionals know how to respond in co-ordinated manner to unexpected	<ul style="list-style-type: none"> <li>Continue existing training schedule and revise</li> </ul>	Jane Rowbottom, SSCB Training Manager	Whole	Year	No's of staff trained	SSCB PD&T and P&P Plans	SSCB and Stoke LSCB via DCSF Grant	

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				<b>START</b>	<b>END</b>				
	child deaths	procedures	Vonni Gordon SSCB Manager	July 2009	Sept 2009	Revised procedure available			

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**SERIOUS CASE REVIEW SUB-GROUP**

**CHAIR - SALLY ROWE - ASSISTANT DIRECTOR  
DISABILITY & SAFEGUARDING C&LL**

<b>CORE FUNCTION - UNDERTAKE SERIOUS CASE REVIEWS</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
A RESPONSIVE LSCB	Ensure all SCR Action Plans are completed	<ul style="list-style-type: none"> <li>Review at all sub-group</li> <li>Raise exception reports as required</li> </ul>	Vonni Gordon SSCB Manager to co-ordinate Named Officers identified on Action Plans	Annual	Activity	Collated Action Plan evidence portfolios available for all SCRs	SCR Action Plans 2008/9	Various agencies	
A RESPONSIVE LSCB	Receive report of Lord Laming & produce local action plan	<ul style="list-style-type: none"> <li>Production of action plan for SSCB approval</li> </ul>	Vonni Gordon SSCB Manager to co-ordinate, Named Officers to be identified in Action Plan	Upon publication	March 2010	Action plan aims fulfilled	Report of Lord Laming (anticipated Feb 2009)	To be agreed	
A RESPONSIVE LSCB	Review any SCR's judged inadequate by Ofsted	<ul style="list-style-type: none"> <li>Appoint Ind Chair &amp; Ind Report Author</li> <li>Co-ordinate re-evaluation</li> <li>Seek SSCB approval</li> </ul>	Sally Rowe Assistant Director, C&LL to co-ordinate	Feb 2009	May 2010	Re-evaluations deemed acceptable to the DCSF/ Inspectorate	Letter from Ed Balls, Secretary of State Dec 09	SSCB	

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				<b>START</b>	<b>END</b>				
		<ul style="list-style-type: none"> <li>Lodge with DCSF, Ofsted &amp; GOWM</li> </ul>							
INFLUENCING OPERATIONAL PRACTICE WITH LESSONS LEARNT FROM SCR'S	To disseminate learning for SCR's to inter-agency audience	<ul style="list-style-type: none"> <li>Series of presentations at SSCB Briefings</li> </ul>	Vonni Gordon SSCB Manager	April 2009	March 2010	No's of staff attending Briefings	SSCB PD&T Plan	SSCB	
		<ul style="list-style-type: none"> <li>Newsletter 'Focus on SCR's'</li> </ul>	Carrie Wain SSCB Dev Officer	April 2009	June 2010	Newsletter widely disseminated			
A RESPONSIVE LSCB	Improve standards for conducting SCR's	<ul style="list-style-type: none"> <li>Updates MR practice guidance</li> <li>Develop Terms of Ref template for SCR's</li> </ul>	Sally Rowe Assistant Director, C&LL  Vonni Gordon SSCB Manager to revise local documentation	June 2008	Revised paper work May 2009	Ofsted grading of at least adequate for allocated SCR's	SSCB P&P Plan	SSCB	

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				<b>START</b>	<b>END</b>				
		<ul style="list-style-type: none"> <li>• Develop SCR Ind Chair Terms of Ref</li> <li>• Develop Terms of Ref for Ind Authors</li> <li>• Continue IMR training schedule</li> </ul>	Jane Rowbottom, SSCB Training Manager	Jan 2009	March 2010	All identified IMR writers to have attended training events	SSCB PD&T Plan		<p>March 2009</p> <p>Complete March 2009</p>
<b>INFLUENCING OPERATIONAL PRACTICE WITH LESSONS LEARNT FROM SCR'S</b>	Disseminate Executive Summaries to the Children's Workforce	<ul style="list-style-type: none"> <li>• Safeguarding Briefings</li> <li>• Place Exec Summaries on website</li> </ul>	<p>Vonni Gordon SSCB Manager</p> <p>Anne Yates SSCB Administrator</p>	April 2009	March 2010	No's of staff attending Briefings. Exec Summaries available on website	SSCB PD&T Plan		

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**STAFFS & STOKE ON TRENT LSCB'S JOINT  
CHILD DEATH REVIEW SUB-GROUP**

**CHAIR - SUPERINTENDENT NEIL HEMMINGS, STAFFORDSHIRE POLICE**

<b>CORE FUNCTION - COLLECT AND ANALYSE DATA ABOUT CHILD DEATHS</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
AN EFFECTIVE WORKFORCE	Professionals know how to respond in co-ordinated manner to unexpected child deaths	<ul style="list-style-type: none"> <li>Continue existing training schedule and revise procedures</li> </ul>	Jane Rowbottom, SSCB Training Manager  Vonni Gordon SSCB Manager	Whole	Year	No's of staff trained  Revised procedure available	SSCB PD&T and P&P Plans	SSCB and Stoke LSCB via DCSF Grant	
A RESPONSIVE LSCB	Analyse child death data from 2008-2009	<ul style="list-style-type: none"> <li>Recruit data analyst (consultancy)</li> <li>Receive Report</li> <li>Agree actions</li> </ul>	Independent Consultant	May 2009 July 2009 July 2009	July 2009 July 2009 July 2009	Report is received and subsequent actions agreed and funded	None	As above	
A RESPONSIVE LSCB	Enact priorities identified via data analysis	<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>	Lead to be confirmed on completion of consultancy report	July 2009	March 2010	Action plan objectives fulfilled			

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				<b>START</b>	<b>END</b>				
ACHIEVE DEDICATED NURSE PRACTITIONER HOURS TO SUPPORT THE DDUD'S	To add capacity to the rapid response	<ul style="list-style-type: none"> <li>• Draft contract (x2 - North/ South)</li> <li>• Seek funding approval</li> <li>• Recruit</li> </ul>	Dr M Samuels and Dr A Manzoor	Jan 2009	July 2009	x2 Nurse Practitioners in place	None	Health CDR Central Grant allocations	
REVIEW AND REPORT ON ALL CHILD DEATHS QUARTERLY	To fulfil statutory responsibilities and improve local services	<ul style="list-style-type: none"> <li>• Sub group to meet quarterly</li> </ul>	Detective Superintendent Neil Hemmings	x4 Ann	ually	Knowledge re: local child deaths informs practice and service development		SSCB & Stoke LSCB in a DCSF Grant	
DEVELOP LINKS WITH LOCAL REGISTRARS	Improve notification data	<ul style="list-style-type: none"> <li>• Meet local personnel</li> <li>• Agree local protocols</li> </ul>	Vonni Gordon SSCB Manager & Faith Lindley-Cooke, CDR Panel Administrator (for Staffs)	March 2009	April 2009	Statutory expectations of registrars as anticipated in pending legislation operationalised	None	NA	Action complete March 2009. Subsequent agreed system requires review in June 2009

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				<b>START</b>	<b>END</b>				
A RESPONSIVE LSCB	Consider local needs arising from 2009 CEMACH Enquiry	<ul style="list-style-type: none"> <li>• Sub-group to receive report</li> <li>• DDUD's to advise on required actions</li> </ul>	DDUD's to lead discussion	March 2008	March 2009	Local Action Plan approved		SSCB and Stoke LSCB via DCSF Grant	Action complete March 2009 No local actions identified
A RESPONSIVE LSCB	Establish Police held CDR Data Base	<ul style="list-style-type: none"> <li>• Data base to 'go live'</li> <li>• Testing period</li> </ul>	Detective Superintendent Neil Hemmings	March 2008	Summer 2009	Effective local data collection and reporting systems achieved		As above (from 2008/9 budgets)	Database scope and dev. budget approved in 2008

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**PERFORMANCE MANAGEMENT SUB-GROUP**

**CHAIR - FIONA RICHARDS, ASSISTANT DIRECTOR, NSPCC**

<b>CORE FUNCTION - MONITOR THE EFFECTIVENESS OF WHAT IS DONE TO SAFEGUARD &amp; PROMOTE THE WELFARE OF CHILDREN</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
A SAFE WORKFORCE	Compliance with standards of S11 of the Children Act 2004	<ul style="list-style-type: none"> <li>Forward 2008 report and recs to SSCB</li> <li>Receive District Council Returns in 2009</li> <li>Conduct 2009 audit</li> </ul>	Fiona Richards AD, NSPCC	Dec 2008	March 2009	2009 Audit All agencies to evidence and 90% compliance to standards	2007 and 2008 SSCB S11 Audits C&YPP LAA	SSCB	
AN EFFECTIVE WORKFORCE	Analysis of core LA child protection performance data	<ul style="list-style-type: none"> <li>Sub-group receives bi-monthly report, making recs to Exec group/Board</li> </ul>	Claire Makinson, Performance Officer C&LL/Anne Strowger, IRO Manager	Bi-	Month-ly	SSCB are aware of and take action in relation to inadequate performance	C&YPP LAA JSNA	SSCB	
AN EFFECTIVE WORKFORCE	Use SSCB Audit Tool (for safeguarding effectiveness) to highlight good practice and	<ul style="list-style-type: none"> <li>Populate for 2008/9</li> <li>Produce Action Plan</li> </ul>	Claire Makinson Performance Officer, C&LL Carrie Wain SSCB Dev Officer	April 2009  July 2009	June 2009  July 2009	As above		SSCB	

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				<b>START</b>	<b>END</b>				
	areas requiring action.								
A RESPONSIVE LSCB	Complete DCSF Challenge & Improvement Tool  (Via whole Board Development Day)	<ul style="list-style-type: none"> <li>• Re-convene Board Development Day</li> <li>• Conclude analysis making required recommendations for action</li> </ul>	Vonni Gordon SSCB Manager	June 2009	Sept 2009	SSCB can objectively identify its own effectiveness	DCSF Stay Safe Action Plan 2008	SSCB	
AN EFFECTIVE WORKFORCE	Annual Peer Audit Thresholds	<ul style="list-style-type: none"> <li>• Develop audit tool</li> <li>• Define sample</li> <li>• Sub-Group to review</li> <li>• Produce report/recs</li> </ul>	Fiona Richards AD, NSPCC	April 2009  June 2009	May 2009  July 2009		Ed Balls Secretary of State Letter Dec 2008	SSCB	

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**PREVENTION SUB-GROUP**

**CHAIR - DEBORAH RAMSDALE, ASSISTANT DIRECTOR, AREA BASED SERVICES, C&LL**

<b>CORE FUNCTION - IDENTIFY SPECIFIC PROJECTS AIMED AT THE PREVENTION OF MALTREATMENT</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
A SAFE WORKFORCE	To conclude the objectives of the E-Safety task-to-finish group	Refer to detailed task group action plan	Christopher Hilditch, C&LL	As per action	detailed plan	As per detailed action plan	BECTA 2008, Safeguarding Children in Digital World	C&LL & SSCB	
A SAFE WORKFORCE	Audit (S11) agencies compliance with safe recruitment standards	<ul style="list-style-type: none"> <li>• Define audit criteria/tool</li> <li>• Agencies to self-assess</li> <li>• Produce report with recommendations</li> <li>• Review implementation of schools training and compliance register</li> </ul>	Paul Davies Risk Management Co-ordinator, C&LL  Chris Bowering CP Officer, EWS	Feb 2009	June 2009	Identified agencies to evidence 85% and compliance to standards	APA Outcomes Report	SSCB	

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				<b>START</b>	<b>END</b>				
TARGETED ACTIVITY - VULNERABLE CHILDREN	To conclude the objectives of the MARAC Working Group	<ul style="list-style-type: none"> <li>Refer to detailed task group action plan</li> </ul>	Deborah Ramsdale Asst Director, C&LL	As per action	detailed plan	Effective local MARAC arrangements	3rd Joint Chief Inspectors Report	NA to SSCB Budget	
	To stimulate local developments via promotion of the 2008 Gap Analysis	<ul style="list-style-type: none"> <li>Formally seek detail of District responses to the Gap Analysis via County DV Forum</li> </ul>	Deborah Ramsdale Asst Director, C&LL	2008	July 2009	Increased local services to C&YP affected by DV	3rd Joint Chief Inspectors Report		
TARGETED ACTIVITY VULNERABLE CHILDREN	To conclude the objectives of the missing children task group	<ul style="list-style-type: none"> <li>Refer to detailed task group action plan</li> </ul>	Andrew Brunt Asst Director, C&LL	As per action	detailed plan	Full compliance with revised DCSF Missing Children Guidance	3rd Joint Chief Inspectors Report/ Pending revised DCSF Guidance	NA to SSCB Budget	

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				<b>START</b>	<b>END</b>				
TARGETED ACTIVITY VULNERABLE CHILDREN	Improve multi-agency response to children affected by parental substance misuse	Refer to detailed task-group action plan	Deborah Ramsdale, Asst Director, C&LL	Dec 2008	Dec 2009	As per detailed action plan	National Drugs Strategy 2009	SSCB Budget for promotion & training only	
IMPROVING LINKS BETWEEN SSCB, CHILDREN & YOUNG PEOPLE & THEIR CARERS	Behaviour and Bullying	Refer to detailed task group action plan	Chris Cherry, Chief Ed Psychologist, C&LL	As per various	strategy		Strategy document	NA to SSCB Budget	
TARGETED ACTIVITY VULNERABLE CHILDREN	Effective local response to the Governments response to the Independent Review of Restraint in Juvenile Secure settings	Convene task to finish group and define priorities	Sally Rees, Deputy Corporate Director, C&LL	April 2009	March 2010	Statutory compliance evidenced via written report	Govnt (2008) response to independent review of restraint in juvenile settings	SSCB	

**SSCB BUSINESS PLAN FOR APRIL 2009 - MARCH 2010**

**PREVENTION SUB-GROUP**

**CHAIR - DEBORAH RAMSDALE, ASSISTANT DIRECTOR, AREA BASED SERVICES, C&LL**

<b>CORE FUNCTION - IDENTIFY SPECIFIC PROJECTS AIMED AT THE PREVENTION OF MALTREATMENT</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
TARGETED ACTIVITY	Children not receiving a suitable Education	Continued implementation of Staffs Strategy - Refer to Detailed Action Plan	Francis Morgan	As per various	strategy	As per detailed action plan	Education and Inspection Act 2006	NA to SSCB Budget	
IMPROVING LINKS BETWEEN SSCB & CARERS	Progress Parenting Strategy	Refer to detailed action plan	Parents Commissioner	As per various	strategy	As per detailed action plan	? query	NA to SSCB Budget	

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**COMMUNICATIONS FUNCTION**

**CHAIR - LEAD OFFICER JENNY PROCTOR, HEAD OF COMMUNICATIONS C&LL**

<b>CORE FUNCTION - COMMUNICATING THE NEED TO SAFEGUARD &amp; PROMOTE THE WELFARE OF CHILDREN</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
<b>AN EFFECTIVE &amp; TRAINED WORKFORCE</b>	To disseminate the work of the Board, (policy & procedure updates, National Directives etc) to the workforce, including the third sector	<ul style="list-style-type: none"> <li>• Quarterly written briefings</li> <li>• Specific procedure launch written briefings</li> <li>• Use of est. communications mechanisms with partner agencies.</li> </ul>	Carrie Wain SSCB Dev Officer	April 2009	March 2010	Briefings widely disseminated	3rd Joint Chief Inspectors Report  National Stay Safe Week  Stay Safe Action Plan		
<b>IMPROVING LINKS BETWEEN SSCB, CHILDREN, YOUNG PEOPLE &amp; THEIR CARERS</b>	Raise public awareness of safeguarding issues	<ul style="list-style-type: none"> <li>• Develop Annual Campaign</li> </ul>	Jennifer Procter Head of Communications C&LL	April 2009	Dec 2009	C&YP/Carers actively engaged			

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**COMMUNICATIONS FUNCTION**

**CHAIR - LEAD OFFICER JENNY PROCTOR, HEAD OF COMMUNICATIONS C&LL**

<b>CORE FUNCTION - COMMUNICATING THE NEED TO SAFEGUARD &amp; PROMOTE THE WELFARE OF CHILDREN</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
IMPROVING LINKS BETWEEN SSCB, CHILDREN, YOUNG PEOPLE & THEIR CARERS	Promote e-learning Level 1 package to Voluntary Sector		Jane Rowbottom SSCB Training Manager  Carrie Wain Safeguarding Board Development Officer						
A RESPONSIVE LSCB	To promote positive recreational activities to C&YP	<ul style="list-style-type: none"> <li>Develop task-to-finish group to define actions</li> </ul>	Carrie Wain Safeguarding Board Development Officer via District Councils (Proposal TBC)	April 2009	August 2009	District campaigns undertaken	C&YPP (Young people want safe spaces to play).		
A RESPONSIVE LSCB	Promote the E-Safety initiative of SSCB with Key Stage 2 pupils	<ul style="list-style-type: none"> <li>Co-ordinate promotional activity</li> </ul>	Jenny Proctor, Head of Communications C&LL	April 2009	July 2009	Improved public awareness of e-safety initiative	As above		

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**COMMUNICATIONS FUNCTION**

**CHAIR - LEAD OFFICER JENNY PROCTOR, HEAD OF COMMUNICATIONS C&LL**

<b>CORE FUNCTION - COMMUNICATING THE NEED TO SAFEGUARD &amp; PROMOTE THE WELFARE OF CHILDREN</b>									
<b>PRIORITY</b>	<b>CORE AIM</b>	<b>ACTIONS REQUIRED</b>	<b>RESPONSIBLE OFFICER</b>	<b>TIMESCALE</b>		<b>OUTCOME MEASURE</b>	<b>LINKS TO OTHER PLANS</b>	<b>BUDGET</b>	<b>REVIEW</b>
				<b>START</b>	<b>END</b>				
IMPROVING LINKS BETWEEN SSCB, C&YP & THEIR CARERS	To develop website, increase site relevance to the Third Sector; C&YP and carers	<ul style="list-style-type: none"> <li>• Create children's page and links - launch</li> <li>• Create carers page and links</li> <li>• Encourage schools to hyper-link school websites to SSCB website</li> </ul>	Carrie Wain, SSCB Dev Officer to coordinate & Jennifer Procter Head of Communications, C&LL	April 2009	March 2010	Number of hits to website to increase	DCSF Stay Safe Action Plan		
IMPROVING LINKS BETWEEN SSCB, C&YP & THEIR CARERS	Promote national stay safe week								
IMPROVING LINKS BETWEEN SSCB, C&YP & THEIR CARERS	To increase carer awareness of safety in the home	<ul style="list-style-type: none"> <li>• Promote DCSF publications</li> </ul>	Carrie Wain, SSCB Dev Officer & Vonni Gordon SSCB Manager via schools	May 2009	Aug 2009	Numbers of families receiving literature	DCSF stay safe action plan		