

# Staffordshire Safeguarding Children Board



## Business Plan 2011-12

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## 1.0 **Introduction**

- 1.1 Staffordshire Safeguarding Children Board is a statutory body with legal obligations. The Children Act 2004 (section 13) required each local authority to establish a Local Safeguarding Children board (LSCB) by 1<sup>st</sup> April 2006 and Staffordshire Safeguarding Children Board became operational on 1<sup>st</sup> April 2006.
- 1.2 Throughout this document Staffordshire Safeguarding Board will be referred to as SSCB.
- 1.3 SSCB is 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. It is an inter-agency forum for agreeing how the different services and professional groups should co-operate to safeguard children throughout Staffordshire (except Stoke-on-Trent, which has its own Local Safeguarding Children Board) and, for making sure that arrangements work effectively to promote better outcomes for children.
- 1.4 The current statutory accountabilities for safeguarding and promoting the welfare of children and young people require the SSCB to coordinate and ensure the effectiveness of partner agencies as set out in section 14 of the Children Act 2004; to publish an annual report on safeguarding; to monitor and evaluate the effectiveness of partner agencies and to undertake serious case reviews (LSCB regulations 2006).
- 1.5 The Chief Executive of Staffordshire County Council (SCC) is responsible for ensuring that the Director of Children's Services (DCS) is held to account for the effective working of the SSCB and the Lead Member for Children's Services is politically accountable for Staffordshire's Children's Social Care Services. Ofsted inspects the effectiveness of the SSCB as part of the inspection of local authority functions in accordance with the Education and Inspections Act 2006 and the Children Act 2004.
- 1.6 The work of SSCB was part of the wider context of Staffordshire Children's Trust Children and Young People's Plan that aimed to improve the overall wellbeing of all children in Staffordshire in respect of the government's five Every Child Matters outcomes (2003), The Children's Trust was required to publish a Children and Young People's Plan and there was recognition that whilst the work of the SSCB contributed to the wider goals of improving the wellbeing of all children, that it had a particular focus on aspects of the 'staying safe' outcome of Staffordshire's Children & Young People's Plan.

- 1.7 The new Coalition Government however has embarked upon a programme of radical reform in public services to streamline services and provide value for money in a difficult economic climate. As part of this reform the Government has stated its intention to repeal the existing legislation which requires local authorities to have a Children's Trust Board. In Staffordshire the Children and Young People's Strategic Action Plan 2011-12 has subsequently been revised and streamlined to reflect six specific key priority outcomes to help ensure that Staffordshire's children and young people can get the best start in life and receive a good education so that they can make a positive contribution to their communities.
- 1.8 The development of Staffordshire's new statutory Health and Wellbeing Board is expected to fulfill a similar role to Children's Trust Boards and governance / reporting arrangements between the SSCB and this new board will need to be developed over the next twelve months. The function of the SSCB has recently been aligned, under the SCC's people's service area and within community safety services. The Board will remain accountable for scrutinising the work of local partners to help ensure that services are safeguarding and promoting the welfare of children and young people in Staffordshire within this new structure.
- 1.9 In Professor Eileen Munro's review of child protection there is a recommendation for the existing statutory requirement for LSCBs to produce and publish an annual report for the Children's Trust Board (under section 14a, Children Act 2004) to be amended, *"..to require LSCBs to submit their annual report to the Chief Executive and Leader of the Council, and, subject to the passage of legislation, to the local Police and Crime Commissioner and the Chair of the health and wellbeing board"*. This recommendation and the fourteen others detailed within the final report entitled, *'The Munro Review of Child Protection: Final Report – A child-centred system'* (DfE, May 2011) is being considered by the Board within their strategic planning and has helped to inform this SSCB business plan.

## 2.0 **The Scope of SSCB**

- 2.1 SSCB safeguards and promotes the welfare of children across three broad areas of activity which should all take into account the need to promote equality of opportunity and to meet the diverse needs of all children in living in our communities. Specifically:
- a) To identify and **prevent** harm and impairment of health or development and ensure that children are provided with safe and effective care as they are growing up. This would include ensuring SSCB:

- has mechanisms in place to identify abuse and neglect;
  - works to increase the understanding of safeguarding children issues in the professional and wider community, promoting the message that *'safeguarding [children] is everybody's responsibility'* (*Working Together to Safeguard Children 2010, paragraph 3.8*);
  - ensures that organisations working or in contact with children operate safe recruitment and safe workforce practices in relation to safeguarding children;
  - monitors the effectiveness of organisations' implementation of their duties under section 11 of the Children Act 2004;
  - ensures that children know who they can contact when they have concerns about their own or others' safety and welfare; and
  - ensures that adults (including those who are harming children) know who they can contact if they have a concern about a child or young person.
- b) To be **proactive** and undertake work to safeguard and promote the welfare of groups of children who are potentially more vulnerable than the general population (e.g. children living away from home, children who have run away from home, children in the youth justice system including custody, disabled children and children and young people affected by gangs) through the development and evaluation of thresholds and procedures for work with children and families where a child has been identified as being 'in need' (s17 Children Act 1989).
- c) To be **responsive** and undertake work to protect children who are suffering or likely to suffer significant harm (s47 Children Act 1989), including:
- children abused and neglected within families, including those harmed, in the context of domestic violence, as a consequence of the impact of substance misuse or parental mental ill health;
  - children abused outside of families by adults known to them;
  - children abused and neglected by professional carers, within institutional settings, or anywhere else where children are cared for away from home;
  - children abuse by strangers;
  - children abused by other young people;

- young perpetrators of abuse (*Working Together to Safeguard Children, 2010, paragraph 11.46*)
- children abused through sexual exploitation and prostitution, and;
- young victims of crime.

### 3.0 **SSCB Business Plan 2011 – 12**

- 3.1 When the SSCB developed its first two year Business Plan in 2007, the majority of its objectives were nationally driven and based on the responsibilities and core business function placed on LSCB's by Working Together to Safeguard Children, 2006. Between 2008 and 2009 local knowledge of safeguarding children grew based on the development of; local Children's Trust arrangements; Staffordshire's Joint Strategic Needs Analysis; Staffordshire's Ofsted Inspection Reports; identified lessons to be learnt from serious case reviews and childhood deaths and the evidence collated from local children, practitioners and the wider community through training and public surveys.
- 3.2 The 2010-2011 SSCB Business Plan built on the progress of the earlier plans and was the third business plan to be produced by the SSCB. This annual business plan reflected the core focus of LSCB activity (as defined in LSCB statutory guidance), which was used in conjunction with the analysis of local data to directly contribute to the strategic objective and priority outcomes of the 2010-2011 SSCB Business Plan. (Local Safeguarding Regulations 2006 and Working Together to Safeguard Children 2006 & 2009, Chapter 3).
- 3.3 This is therefore the fourth Business Plan of the Staffordshire Safeguarding Children Board (SSCB) and will address areas of activity from April 2011-March 2012. The core activities for this Business Plan are shaped, developed and informed by the firm foundations laid down in the previous SSCB Business Plans and by the key national and local safeguarding children drivers as detailed below. These themes will continue to be reflected in the future work of the SSCB which remains committed to improving the way in which agencies work together and deliver services to help promote the welfare and safety of children and young people in Staffordshire.

3.4 This plan has been developed in accordance with statutory guidance relating to the core function of Local Safeguarding Children Boards, (as detailed in Working Together to Safeguard Children 2010, Chapter 3).

### 3.5 **National Drivers**

- Children Act 1989
- Children Act 2004
- Working Together to Safeguard Children (DCSF, 2010)
- Apprenticeships, Children, Skills and Learners Act 2009
- Children's Trusts: Statutory guidance on co-operation arrangements, including Children's Trust Board and the Children and Young People's Plan (DCSF, 2010)
- The Third Chief Inspectors Report, 2008
- Stay Safe Action Plan (2008)
- Licensing and Gambling Act 2003
- *The Protection of Children in England: A Progress Report* (Lord Laming, 2009)
- Stay Safe Survey (DCSF, 2009)
- *Analysing Child Deaths and Serious Injury through abuse and neglect, what can we learn?* (Brandon et al, 2008)
- *Building on the learning from serious case reviews: A two-year analysis of child protection database notifications 2007-2009* (DfE, October 2010)
- *Learning Lessons from Serious Case Reviews 2009-2010* (Ofsted, October 2010)
- *'The Munro Review of Child Protection: Interim Report - The Child's Journey'* (DfE, February 2011)

### 3.6 **Local Drivers**

- Staffordshire County Council's Strategic Plan, 2011-2016
- Staffordshire's Children and Young People's Plan, 2011 – 12
- Local Authority APA Stay Safe Judgements
- Staffordshire Safeguarding Children Board Needs Assessment March 2011
- Findings from local consultations with children, young people, parents and carers
- Ofsted Children's services assessment for 2011 Action Plan (SCC)
- Lessons learnt and recommendations arising from local Serious Case Reviews (April 2009 – March 2011)

- Analysis and lessons learnt from child deaths in Staffordshire (April 2010 – March 2011)
- SSCB S11 Audit (2010) and other specific audit findings

### **Who should read the Business Plan?**

- 3.7 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, sub-group and task-to-finish group members should have a detailed knowledge of the plan.
- 3.8 Chief Executives of local agencies with a duty to co-operate under section 11 of the Children Act 2004 and single agency Strategic Safeguarding Groups should scrutinise the plan and ensure that single agency planning is underpinned by the core objectives of this plan.
- 3.9 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.
- 3.10 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 will be to continue to develop the website and increase its relevance to children, young people, their carers and the wider public.

### **4.0 Accountability and Governance**

- 4.1 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. It has an Executive Group, five 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.

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

- a) **SSCB Chair** - will present the Business Plan summary and a report of other matters arising quarterly to the SCC Chief Executive and the Leader of the Council and an annual report to the local authority scrutiny panel. The SSCB Chair will also be responsible for ensuring that the SSCB Annual Report is submitted and presented to the local Police and Crime Commissioner and the Chair of the health and wellbeing board (subject to the passage of legislation).
- b) **SSCB Strategic Board** - The SSCB will formally receive a Business Plan summary report from the Executive Group at its quarterly meetings, making recommendations for action where necessary.
- c) **Executive Group** - will receive bi-monthly Business Plan Monitoring Tools from all sub-groups. These will 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.
- d) **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, along with a Summary Report of the activity undertaken by the sub-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.
- e) **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.

4.3 **Responsible Officers** - Each objective of the Business Plan is allocated to a responsible officer. The SSCB Business Unit (Acting SSCB Manager, Training Manager and Administrative Team) will support the management of the objectives of the Business Plan.

5.0 **SSCB Strategic and Priority Objectives (2011 – 12)**

5.1 Staffordshire County Council's Strategic Plan '*For your family, our community, and a prosperous Staffordshire*' 2011-2016 underpins the work of the local authority and is reflected in the county council's nine priority outcomes. The work of the SSCB will help to support the following county council's priority outcomes;

- *Staffordshire is a place where people can live safely- increasingly free from crime, the causes of crime and the fear of crime, and;*
- *In Staffordshire's communities vulnerable people are able to live independent and safe lives supported where this is required.*
- *Staffordshire's people are involved in shaping the delivery of public services.*

5.2 The core functions of the SSCB reflect the statutory requirements of LSCBs as detailed within Working Together, 2010 (Chapter 3) which advises that Boards should coordinate, ensure the effectiveness of and evaluate local safeguarding children arrangements through;

1. Participating in the planning of services for children in the area of the local authority;
2. Developing policies & procedures for safeguarding & promoting the welfare of children;
3. Monitoring the effectiveness of what is done to safeguard & promote the welfare of children;
4. Delivering effective multi-agency safeguarding training;
5. Undertaking serious case reviews;
6. Ensuring a coordinated response to child deaths;

7. Communicating the need to safeguard & promote the welfare of children, and;
8. Publishing an Annual Report on the effectiveness of local arrangements to safeguard & promote the welfare of children.

5.3 The following SSCB priorities have been agreed by the Board for the 2010-2011 Business Plan to help drive forward improvements in these eight core function areas. These priorities have been derived from the national and local drivers detailed on page 7; from SSCB activity undertaken during 2010-2011; national and local safeguarding trends and themes and by actions arising from local serious case reviews. They also support the county council's strategic plan outcomes (as detailed in paragraph 5.1):

- To review and evaluate the current structure and governance arrangements of the SSCB;
- To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements;
- Develop a strategy of engagement to improve links between the SSCB, with children, young people, their parents and carers;
- To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce;
- To influence operational and strategic practice with lessons learnt from local serious case reviews;
- To influence operational and strategic practice with lessons learnt from local child deaths;
- To develop a multi-agency strategy to reduce suicides and self-harming in adolescents;
- To align SSCB Inter-agency Policies and Procedures with Stoke-on-Trent LSCB's policies and procedures;
- To be a responsive LSCB to national statutory developments and local safeguarding children trends and themes;
- Engage in activity which is targeted at groups of children and young people who have been identified as being vulnerable with a particular focus on;

- ◆ The development of a Hidden Harm Strategy;
- ◆ The development of a Domestic Violence Strategy.
- ◆ Developing practice guidance and greater awareness about working with highly resistant families;
- ◆ Safeguarding children in Mosques and Madrassahs;
- ◆ Safeguarding children who are at risk of sexual exploitation;

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**SSCB Executive**

**Chair: Dr. Kate Reynolds**

**Strategic Objective 1 - Participating in the planning of services for children in the area of the local authority**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
All Priorities	To Monitor Sub-Group Activity and drive the progress of the SSCB Business Plan	Receive monthly sub-group monitoring reports	Chair - SSCB Executive	Apr 2011	Mar 2012 (Completed Apr – Nov 2011).	Board informed of progress of its objectives and enabled to take action (as required).	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB	Written reports on the progress of any sub-groups held between Executive meetings are shared at every monthly Executive Meeting.
	To Monitor Sub-Group Activity and drive the progress of the SSCB Business Plan	Forward Exception Reports to SSCB Strategic Board	Chair – SSCB Executive	May 2011  Aug 2011  Nov 2011  Feb 2012	Jun 2011 (completed)  Sep 2011 (completed)  Dec 2012  Mar 2012	A managed, planned Board agenda where exception reports are received and actions agreed.	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB	Exception reporting is included within the SSCB Manager reports for Board meetings.

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**SSCB Executive**

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
	Approve SSCB Agenda	Receive draft agenda prior to Board meetings	Acting SSCB Manager	4x per annum	4x per annum  (action completed June/ Sept/ Dec)	A managed, planned Board agenda.	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB	Draft agendas are agreed in draft via Executive prior to every Board meeting. Final approval is undertaken by the SSCB Chair.
<b>To review and evaluate the current structure and governance arrangements of the SSCB</b>	To review existing SSCB membership in line with Working Together to Safeguard Children 2010	To facilitate membership of the following in the work of SSCB: <ul style="list-style-type: none"> <li>• schools</li> <li>• CFE</li> <li>• HEI</li> <li>• Substance</li> </ul>	SSCB Chair  Acting SSCB Manager	July 2011	March 2012	Representation from identified agencies/sector on SSCB, sub-groups and work streams	Working Together 2010  SCC Strategic Plan 2011-2016  SSCB Challenge Improvement Tool	SSCB	The membership of the SSCB (including lay membership) will be reviewed and revised once a new Independent Chair has been

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
		Misuse Services <ul style="list-style-type: none"> <li>• Faith Communities</li> <li>• Voluntary and Third Sector</li> <li>• NSPCC</li> </ul>					Munro Review		appointed (January 2012).
<b>To review and evaluate the current structure and governance arrangements of the SSCB</b>	Appoint Interim SSCB Independent Chair	Options paper to be produced	Executive Group members	Apr 2011	September 2011	An Interim SSCB Independent Chair of the Board is appointed to drive the strategic objectives of the Board.	Working Together 2010 Munro review	SSCB	Options paper presented to the SSCB in September.
		Approve contract	SCC Legal / HR Services  Acting SSCB Manager  Executive Group	June 2011	Jan 2012				Contract completed in draft. IC of Stoke LSCB to be appointed to help improve strategic and operational synergy

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
			Members						between both LSCBs.
<b>To review and evaluate the current structure and governance arrangements of the SSCB</b>	Appoint an Interim SSCB Development Officer	<ul style="list-style-type: none"> <li>• Approve contract</li> <li>• Advertise position</li> <li>• Hold Interviews</li> </ul> Provide an induction	Acting SSCB Manager	June 2011	December 2011	An interim SSCB Development Officer is appointed to help drive the priority outcomes of the Board.	Working Together 2010  Munro review	SSCB	Interviews held on 17 <sup>th</sup> & 18 <sup>th</sup> November. Agency worker recruited to post for an 11 week period commencing 28.11.11.
<b>To be a responsive LSCB to national statutory developments and local</b>	Respond to the Professor Munro's national review of child protection	Produce draft action plan for Board approval (following Board discussion on 7 <sup>th</sup> June 2011).	Acting SSCB Manager	June 2011	December 2011	The Board can evidence a robust coordinated response to national drivers and emerging	Working Together 2010  Munro Review	SSCB	The Board managers from Stoke and Staffs LSCB are working together to develop an

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
<b>safeguarding children trends and themes</b>						local trends and themes.			action plan following a Munro Workshop Event held for members of both Boards in October 2011.
<b>To be a responsive LSCB to national statutory developments and local safeguarding children trends and themes</b>	To receive summary reports on key safeguarding issues managed outside of the SSCB Business Plan. Make exception. Reports to SSCB as required	Reports to be Received in relation to: <ul style="list-style-type: none"> <li>• Private Fostering</li> <li>• Unaccompanied Asylum Seeking Children</li> <li>• Missing children</li> <li>• Children at risk of Sexual Exploitation</li> <li>• Placement stability for</li> </ul>	The respective Chairs / lead officers identified as being responsible for these specific focus areas.  SSCB Development Officer	Annual reports to be provided to the Board between April 2011 & March 2012 – as agreed  by the SSCB Chair	Between April 2011 & March 2012 – as agreed by the SSCB Chair	SSCB is aware of and able to respond to concerns re: core areas of activity pertinent to the LSCB agenda	Working Together 2010	SSCB	Significant progress is being made against this action with reporting mechanisms established for most of the stated work streams.  The newly appointed Development Officer will

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**Strategic Objective 1 - Participating in the planning of services for children in the area of the local authority**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
		looked after children • Transition Plans for Disabled children • MAPPA / LADO • Safe recruitment • Review of Restraint							assist with this piece of work when they are recruited into post.
<b>To review and evaluate the current structure and governance arrangements of the SSCB</b>	SSCB is adequately resourced to operate effectively	Agree funding for 2012 – 2013	SSCB Manager SSCB Chair SSCB Members	December 2011	March 2012	Funding Formula ratified by SSCB Strategic Board	SCC Strategic Plan 2011 – 16 LSCB Challenge Improvement Tool		Action completed. All agencies have confirmed their contributions for 2012-2013. To be reported to Board on 16.12.11.

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
<b>To be a responsive LSCB to national statutory developments and local safeguarding children trends and themes</b>	To deliver an annual report which considers the challenges faced by individual member organisations and includes barriers to effective working together as well as achievements.	To present the SSCB Annual Report to the SCC Chief Executive, the Chair of the health and wellbeing board & the Police & Crime Commissioner.	SSCB Chair SSCB Manager	June 2011	December 2011	The Annual Report is presented to and accepted by all relevant bodies & used by the LA to inform the ongoing review & development of the SCC Strategic Plan 2011-2016	SCC Strategic Plan 2011-2016  Munro review	SSCB	Draft Annual Report 2010-2011 to be presented at the SSCB meeting on 16.12.11 for formal ratification. A summary document of the Annual Report is being completed for wider circulation.
<b>Develop a strategy of engagement to improve links between the SSCB, with</b>	To improve how the SSCB engages with children, young people, their parents & carers in order	Develop a SSCB strategy of engagement with children, young people, their parents & carers	Executive members  Acting Board Manager  SSCB	June 2011	March 2012	Evidence that Staffordshire's people are involved in shaping the delivery of	SCC Strategic Plan 2011-2016	SSCB	This important piece of work is in development.

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Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Budget	Review (November 2011)
				Start	End				
<b>children, young people, their parents and carers</b>	to seek their views on local safeguarding children issues.		Development Officer			public services.			
<b>Develop a multi-agency strategy to reduce suicides and self-harming in adolescents</b>	To support the development of a local suicide & self-harm strategy to help reduce suicide & self-harming specifically in relation to teenagers	Identify / commission a lead to drive this strategy forward on behalf of the Board	Members of the Strategic Health Commissioning Group	June 2011	January 2012	Minutes of the multi-agency meetings to evidence that agencies are working together to develop a local suicide & self-harm reduction strategy.	SCC Strategic Plan 2011-2016  SCR Action Plan recommendation		Phase 1 has been completed: A lead professional has been identified and a draft strategy has been produced. Phase 2 will involve establishing a multi-agency task group.
		Establish a multi-agency task group to undertake this work	Acting Board Manager	July 2011	March 2012				

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

<b>Strategic Objective 2 - Developing policies &amp; procedures for safeguarding &amp; promoting the welfare of children</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
<b>To align SSCB Inter-agency Policies and Procedures with Stoke-on-Trent LSCB's policies and procedures</b>	Merge the SSCB & Stoke-on-Trent LSCB's Policies & Procedure Sub-group	Review membership and the terms of reference and agree a priority plan re the development & revision of LSCB inter-agency policies & procedures	Members of the joint Stoke-on-Trent & SSCB Policies & Procedures Sub-group	May 2011	July 2011	A smooth transition into a merged cross boundary sub-committee will create robust & concise policies to develop a common approach to safeguarding children practice.	SCC Strategic Plan 2011-2016	SSCB / Stoke-on-Trent LSCB	Action completed.
<b>To align SSCB Inter-agency Policies and Procedures with Stoke-on-Trent LSCB's policies and procedures</b>	To undertake multi-agency policy & procedural development & review of existing safeguarding children policies &	Ensure monitor, review & change processes are in place	Members of the joint Stoke-on-Trent & SSCB Policies & Procedures Sub-group	April 2011	March 2012	All multi-agency safeguarding children policy & procedure documents are reviewed & disseminated to front-line practitioners & managers to help	Statutory and practice guidance issued via DfE  SCC Strategic Plan 2011-2016	SSCB / Stoke-on-Trent LSCB	Monitor, review & change processes are in place.

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

**Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
	procedures					promote compliance with local, regional & national guidance.			
<b>To be a responsive LSCB to national statutory developments and local safeguarding children trends and themes</b>	<p>To develop multi-agency safeguarding procedures resulting from new legislation or changes to existing legislation as well as recommendations arising from the:</p> <ul style="list-style-type: none"> <li>• SSC Strategic Plan (2011-2016)</li> </ul>	Develop multi-agency safeguarding children procedures in relation to specific vulnerable groups.	Members of Stoke-on-Trent & SSCB Policies & Procedures Sub-group	May 2011	March 2012	Robust multi-agency policies & procedures are in place to support vulnerable groups in light of any changes to current legislation / practice. This will help to achieve best outcomes for children, young people & their families.	<p>Statutory and practice guidance issued via DfE</p> <p>SCC Strategic Plan 2011-2016</p>	SSCB	<p>New Policies include (Jan– Aug 2011) Escalation; Adult Mental Health and Safeguarding ; Children and Young People whom Self-Harm or Disclose an Intent to Commit Suicide.</p> <p>Revised procedures include (March– Oct 2011):</p>

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**Chair: Helen Jones**

**Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
	<ul style="list-style-type: none"> <li>• Inspection recommendations</li> <li>• Lessons from serious case reviews</li> </ul>								Female Genital Mutilation; E Safety; Forced Marriages; Safeguarding Children in whom Illness is Fabricated or Induced; Managing Allegations of Abuse made against a Person who works with Children.
<b>To be a responsive LSCB to national statutory developments and local</b>	Update all relevant procedures following republication of Working Together	<ul style="list-style-type: none"> <li>• Receive republication &amp; devise an action plan to reflect the changes made.</li> </ul>	Acting SSCB Manager  Members of the sub-group	To be determined by the DfE	----	All procedures compliant with revised statutory and non statutory guidance	Munro Review  (Govern't Response due Autumn 2011)		Awaiting new WTTSC Chapter 8 revision (Dec 2011) New

**SSCB Business Plan 2011 – 12**

**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

<b>Strategic Objective 2 - Developing policies &amp; procedures for safeguarding &amp; promoting the welfare of children</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
<b>safeguarding children trends and themes</b>	to Safeguard Children statutory guidance (2011-2012)	<ul style="list-style-type: none"> <li>Update the relevant procedures to incorporate recommendations &amp; changes.</li> </ul>							WTTSC due to be published 2012
<b>To align SSCB Inter-agency Policies and Procedures with Stoke-on-Trent LSCB's policies and procedures</b>	Agree Policy & Procedures Development Plan for 2012-13  (New Procedures)	Sub-group to approve plan; identify lead officers and agree timescales	Acting SSCB Manager	January 2012	March 2012	Inter-Agency Safeguarding Procedures developed to reflect DfE requirements	Statutory and practice guidance issued via DfE	SSCB	This action is pending.

**SSCB Business Plan 2011 – 12**

**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

**Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>Develop a strategy of engagement to improve links between the SSCB, with children, young people, their parents and carers</b>	To update SSCB information leaflets in line with Working Together 2010	All leaflets to be revised following the 2010 SSCB consultation with children, young people & parents/ carers groups to reflect their views & wishes & to ensure the guidance reflects current statutory guidance.	Acting SSCB Manager	April 2011	January 2012	Staffordshire's children, young people, parents and carers are actively involved in helping to achieve SSCB objectives.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	Consultation held in relation to leaflets. These are due to be republished and widely circulated in Jan 2012.
<b>To be a responsive LSCB to national statutory</b>	To ensure that inter-agency policies & procedures	<ul style="list-style-type: none"> <li>Review, revise &amp; re-publish inter-agency policy &amp; procedures on the SSCB</li> </ul>	Acting Board Manager  Members of the sub-	April 2010	March 2012	Practitioners & managers are able to actively consult on new & revised inter-	Statutory and practice guidance issued via DfE	SSCB	All new and revised policies and procedures are available on

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children									
Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>developments and local safeguarding children trends and themes</b>	are maintained & published on the SSCB website.	website. <ul style="list-style-type: none"> <li>Ensure Board partners are aware of new changes so these can be disseminated within their organisations.</li> </ul>	group.			agency policies & procedures & have access to up to date guidance that reflects best safeguarding children practice.	SCC Strategic Plan 2011-2016		the SSCB website.  All partners are actively advised of any new policies and procedures.
<b>Engage in activity which is targeted at groups of children and young people who have been identified as being vulnerable</b>	For the SSCB to actively contribute to the development of a Hidden Harm Strategy	Work with partners to help coordinate & produce Staffordshire's Draft Hidden Harm Strategy.  Ratify, publish & disseminate.	Members of the Hidden Harm Strategy Group	April 2011	March 2012	Revised Strategy available on the SSCB website and evidence of wide dissemination to managers & practitioners	SCC Strategic Plan 2011-2016		The SSCB has actively contributed to the development of a new local Hidden Harm Strategy. A further workshop event is

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

<b>Strategic Objective 2 - Developing policies &amp; procedures for safeguarding &amp; promoting the welfare of children</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
									planned for Feb 2012 to agree a final action plan for implementation and dissemination in March 2012.
<b>Engage in activity which is targeted at groups of children and young people who have been identified as being vulnerable</b>	For the SSCB to actively contribute to the development of a Domestic Violence Strategy	Work with partners to help coordinate & produce Staffordshire's Draft Domestic Abuse Strategy.  Ratify, publish & disseminate.	Members of the Domestic Abuse Strategy Group	April 2011  December 2011	December 2011  March 2012	Revised Strategy available on the SSCB website and evidence of wide dissemination to managers & practitioners	SCC Strategic Plan 2011-2016		The SSCB has actively contributed to the development of a new local Domestic Abuse Strategy. This has been widely disseminated. The

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children									
Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
									strategy group is continuing to drive this strategy forward.
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	For the Board to Develop practice guidance and greater awareness about working with highly resistant families	<ul style="list-style-type: none"> <li>• Produce a development plan</li> <li>• Coordinate multi-agency workshops</li> <li>• Develop practice guidance for practitioners &amp; managers</li> </ul>	Members of the sub-group	April 2011	February 2012	Practice guidance is produced; is available on the SSCB website & there is evidence of wide dissemination to practitioners & managers.	SCC Strategic Plan 2011-2016	SSCB	Practice guidance for practitioners has been produced in draft.

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

**Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>Engage in activity which is targeted at groups of children and young people who have been identified as being vulnerable</b>	To support the improvement of safeguarding children arrangements in Mosques and Madrassahs	Establish multi-agency links with the Muslim Faith Community to help support the development of improved safeguarding children practice within Mosques & Madrassahs	Acting Board Manager  SSCB Development Officer  Sub-group members	April 2011	March 2012	The views of members of the Muslim community and a reduction in local safeguarding children concerns.	SCC Strategic Plan 2011-2016	SSCB	Significant developments have been made.  Safeguarding children in Mosques. Practice Guidance produced and contributed to by the local community.
<b>Engage in activity which is targeted at groups of children and young people</b>	To help safeguard children who are at risk of	To support the continued development of the MACaROSE	Members of the MACaROSE group.	April 2011	March 2012	Revised Strategy available on the SSCB website and	Working Together 2010  SCC		New Policy and procedure produced in draft.

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**SSCB Policies & Procedures Sub-group**

**Chair: Helen Jones**

**Strategic Objective 2 - Developing policies & procedures for safeguarding & promoting the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>who have been identified as being vulnerable</b>	sexual exploitation	group. Report to be received.	Chair of the MACaROSE group	July 2011	September 2011	evidence of wide dissemination to managers & practitioners	Strategic Plan 2011-2016		A new strategy is also being developed and this include synergies in relation to missing children/ other vulnerable groups of children.

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements</b>	To develop and implement a SSCB Performance Management Framework to help improve local safeguarding children practice.	To undertake & analyse an annual section 11 self-assessment audit	All relevant partner agencies  Acting Board Manager	September 2011	February 2012	All agencies can demonstrate that they have improved their organisations safeguarding children arrangements following the completion of their section 11 audit.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	S.11 Peer audit review to be undertaken for this business planning period instead of the annual self-assessment to help drive quality assurance.
		To produce section 11 grade descriptors to assist agencies with their self-	All sub-group managers  Acting Board Manager	April 2011	December 2011	All relevant partner agencies are aware of the minimum to best grade descriptors for safeguarding children practice within their	SCC Strategic Plan 2011-2016  Munro Review	SSCB	New section 11 grade descriptors have been developed to enhance the section 11

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
		assessment audit				organisation.			audit process for 2012-2013.
<b>To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements</b>	To develop and implement an SSCB Performance Management Framework to help improve local safeguarding children practice.	To develop & undertake a peer audit to verify specific indicators within the section 11 audit tool.	Members of the sub-group	June 2011	March 2012	Peer audit reports will promote quality assurance of partner agencies self-assessment audits & help improve local safeguarding children practice.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	A section 11 peer audit review will be undertaken in February 2012.

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements</b>	To develop & implement an SSCB Performance Management Framework to help improve local safeguarding children practice.	Relevant partner agencies provide quarterly & annual reports on agreed SSCB qualitative & quantitative performance indicators.	All relevant partner agencies  SSCB Development Officer	Quarterly reports	Quarterly reports	The SSCB is able to use multi-agency data to identify local safeguarding children trends & themes & be proactive in using this information to inform the business of the Board & individual partners.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	This action is in further need of development to ensure that there is a robust local multi-agency reporting in accordance with the SSCB Performance Management.
				Annual report March 2012	Annual report March 2012				
<b>To develop a robust SSCB performance management</b>	To develop & implement an SSCB	To commission a SSCB Safeguarding	Acting Board Manager	October 2011	January 2011	The publication of a local multi-agency informed		SSCB	Further needs assessment commissioned and draft scheduled to

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>framework to help monitor the effectiveness of local safeguarding children arrangements</b>	Performance Management Framework to help improve local safeguarding children practice.	Children Needs Assessment				safeguarding children needs led assessment document.			be produced in December 2011.
		To undertake thematic case file audits (e.g. in relation to children who are the subject of child protection plans under the category of neglect / safe recruitment).	All sub-group members	August 2011	March 2012	Areas of good practice & areas in need of further improvement are identified in respect of operational multi-agency safeguarding children practice.	SCC Strategic Plan 2011-2016	SSCB	Neglect audit held in November 2011  Safer recruitment audit planned for February 2012.

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements</b>	To develop & implement an SSCB Performance Management Framework to help improve local safeguarding children practice.	For Board members to contribute to a SSCB development session to review & update the LSCB Challenge & Improvement Tool	All Board members	September 2011	March 2012	A revised & updated LSCB Challenge & Improvement Tool will be produced to self-assess, quality assure & drive improvements in relation to the functions of the Board & local safeguarding arrangements.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	LSCB Challenge & Improvement Tool Workshop event postponed due to the prioritisation of the Munro Workshop Event.  Board development workshop to be arranged for February 2012.

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To develop a robust SSCB performance management framework to help monitor the effectiveness of local safeguarding children arrangements</b>	To develop & implement an SSCB Performance Management Framework to help improve local safeguarding children practice.	For all partner agencies to report on their inspections & the resulting progress of the action plans in relation to safeguarding children, to the Board.	All relevant Board members.	April 2011	March 2012	The SSCB will be aware of key issues arising from partner agencies inspection processes in relation to their safeguarding children arrangements.	SCC Strategic Plan 2011-2016  Munro Review	SSCB	This action is being developed under the P.M Framework.
<b>To develop a robust SSCB performance management framework to help monitor the</b>	To receive reports from external multi-agency groups in relation to	Establish clear reporting arrangements with the following multi-agency	Sub-group members  Acting Board Manager  Chairs	April 2011	March 2012	An informed annual SSCB Safeguarding Children Needs Assessment	Working Together 2010  SCC Strategic Plan 2011-	SSCB	Significant progress has been made regarding: • Restraint in Juvenile Secure

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**SSCB Performance Management Sub-group**

**Chair – Sally Rowe**

**Strategic Objective 3: Monitor the effectiveness of what is done to safeguard & promote the welfare of children**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>effectiveness of local safeguarding children arrangements</b>	safeguarding children issues to inform the SSCB Safeguarding Children Needs Assessment	work streams to collate / analyse data: <ul style="list-style-type: none"> <li>• Restraint in Juvenile Secure Settings</li> <li>• Safe recruitment</li> <li>• E-safety</li> <li>• MARAC</li> <li>• Missing children</li> <li>• Behaviour &amp; Bullying</li> </ul>	responsible for progressing these work streams  SSCB Development Officer				2016  Munro Review		Settings <ul style="list-style-type: none"> <li>• Safe recruitment</li> <li>• E-safety</li> <li>• MARAC</li> <li>• Behaviour &amp; Bullying</li> </ul> More work is required to collate knowledge re missing children.

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**SSCB Serious Case Review Sub-group**

**Chair: Angela Jervis**

<b>Strategic Objective 5: Undertake serious case reviews</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
<b>To influence operational and strategic practice with lessons learnt from local serious case reviews</b>	Ensure all SCR Action Plans are completed	Coordinate the serious case review (SCR) process for any new SCRs or learning reviews	Acting Board Manager	As & when a learning review or SCR is initiated.			SCC Strategic Plan 2011-2016  Munro Review		All SSCB/SCRs have been coordinated. Learning reviews completed.
		Update existing SCR Action Plans	Sub-group members	Bi-monthly at sub-group meetings.		Updated Action Plans to drive local improvements & a collated action plan evidence portfolio for all SCRs.	Current SCR Action Plans	Various agencies	All SCR action plans are reviewed and updated as an ongoing process until completion.
		Publish Executive Summaries / plan a media strategy for publication	Sub-group members	As & when SCRs are undertaken		Executive summaries are published & lessons are widely disseminated.	Working Together 2010 Munro Review SSC Strategic Plan 2011-2016	SSCB	The SSCB is currently coordinating the planning of publication for a SCR

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**SSCB Serious Case Review Sub-group**

**Chair: Angela Jervis**

**Strategic Objective 5: Undertake serious case reviews**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
									undertaken in 2010. A publication date in February 2012 has been set.
<b>To influence operational and strategic practice with lessons learnt from local serious case reviews (SCRs)</b>	To disseminate learning for SCR's to a wide inter-agency audience	Series of presentations at SSCB Briefings Dissemination of SCR Executive Summaries	All Board members  Sub-group members  Acting SSCB Manager	Apr 2011	Mar 2012	Register held of staff attendance at Briefing Sessions	Ofsted Action Plan  SCC Strategic Plan 2011-2016  Munro Review	SSCB	SSCB/ SCR briefings held in Jan/ Feb 2011.  SCR briefings are also embedded within the SSCB training programme to disseminate lessons learnt from national and local SCR's.

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**SSCB Serious Case Review Sub-group**

**Chair: Angela Jervis**

**Strategic Objective 5: Undertake serious case reviews**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
		Produce an SSCB newsletter to reflect lessons learnt from national & local serious case reviews	Sub-group members  SSCB Development Officer	Apr 2010	Jan 2012	SSCB Members can confirm that they have widely disseminated the newsletter within their organisations to help inform managers & practitioners of key safeguarding themes.	SCC Strategic Plan 2011-2016	SSCB	SSCB newsletter scheduled to be published in Jan 2012.
<b>To influence operational and strategic practice with lessons learnt from local serious case reviews</b>	Improve standards for conducting SCRs	Review & refresh SCR Toolkit & produce standardised SCR templates to reflect current practice.	Sub-group members	April 2011	March 2012	SCR toolkit updated and ratified by SSCB Strategic Board	Working Together 2010  Ofsted Action Plan	SSCB	Some revisions and improvement of existing SCR documentation completed. Awaiting further

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**SSCB Serious Case Review Sub-group**

**Chair: Angela Jervis**

<b>Strategic Objective 5: Undertake serious case reviews</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
		Produce a job specification for IMR Authors & Commissioning Managers							Government publication of the revision of Chapter 8 of Working together 2010.
<b>To influence operational and strategic practice with lessons learnt from local serious case reviews</b>	Improve standards for conducting SCRs (SCIE systems approach)	Plan for future changes in national SCR processes.	Sub-group members	To be determined by the DfE (SCR guidance expected to be received by the end of 2011)		New statutory guidance is promoted & adhered to	Munro Review	SSCB	To be determined by the DfE (SCR guidance expected to be received by the end of 2011)
<b>To influence operational and strategic practice with lessons learnt</b>	To improve the SSCB SCR process	Work with partner agency representatives to develop a multi-agency	Acting Board Manager  Police / Health media	April 2011	March 2012	The production of a SSCB media strategy	SCC Strategic Plan 2011-2016		Draft media strategy has been produced. Date for

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**SSCB Serious Case Review Sub-group**

**Chair: Angela Jervis**

**Strategic Objective 5: Undertake serious case reviews**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
from local serious case reviews		SCR media strategy	colleagues						completion 09.02.12.

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**SSCB & Stoke City SCB Child Death Overview Panel**

**Chair: Chief Superintendent John Maddox**

**Strategic Objective 6 - Ensure a coordinated response to child deaths**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To influence operational and strategic practice with lessons learnt from local child deaths</b>	To collate & analyse local data to identify local child death trends & themes & to use this data to inform developments in:  <ul style="list-style-type: none"> <li>▪ Procedures</li> <li>▪ Training</li> <li>▪ Public awareness</li> </ul>	Quarterly Report to be submitted to the Executive Group	Chair of the sub-group	Quarterly reports		Reports have been received by the Executive group to monitor the work of the sub-group	Working Together 2010  Ofsted Action Plan	SSCB / SOT LSCB	This action has been completed to date.
		Annual Report Submitted to SSCB Strategic Board	Chair of the sub-group	May 2011	March 2012	Annual Report 2010-2011			This report is due to be presented to the March 2012 Board Meeting.
<b>To influence operational and strategic practice with lessons learnt from local child deaths</b>	Proactive response to trends identified from data analysis	To publicise safety guidance in relation to identified local child death trends & themes	Sub-group members	April 2011	March 2012	Evidence of safety guidance aimed at raising the public's awareness of	Working Together 2010  Ofsted Action Plan	SSCB	The blind cord safety campaign has helped to raise awareness with parents/carers and

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**SSCB & Stoke City SCB Child Death Overview Panel**

**Chair: Chief Superintendent John Maddox**

**Strategic Objective 6 - Ensure a coordinated response to child deaths**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
						specific safeguarding children issues.			practitioners in relation to this safety aspect. Publication of further materials has been agreed to meet the demand.
<b>To influence operational and strategic practice with lessons learnt from local child deaths</b>	To maintain the function of the CDOP	To discuss & agree joint objectives & funding arrangements with Stoke LSCB	Acting SSCB Manager / S-O-T LSCB Manager	April 2011	June 2011	Agreed objectives & funding arrangements.	Working Together 2010	SSCB / S-O-T LSCB	Joint funding and objectives agreed.

<b>Strategic Objective 4 - Deliver effective multi-agency safeguarding training</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To coordinate & deliver the 2011-2012 SSCB Training Programme	<ul style="list-style-type: none"> <li>• Arrange training venues</li> <li>• Identify course facilitators and book</li> <li>• Advertise training programme – website and brochure</li> </ul>	Training Administrators (LDA)  SSCB Training Manager	April 2011	March 2012	<ul style="list-style-type: none"> <li>• Venues booked and confirmation held on file</li> <li>• Facilitators booked and confirmation held on file</li> <li>• Brochure placed on the SSCB website &amp; widely circulated to statutory &amp; third sector agencies</li> </ul>	Working Together 2010  Ofsted Action Plan  SCC Strategic Plan 2011-2016  Munro Review	SSCB / LDA	The majority of SSCB training events have now been organised. All SSCB training is advertised on the SSCB website and via wider communication channels within agencies / organisations.

**Strategic Objective 4 - Deliver effective multi-agency safeguarding training**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To target & improve the attendance of identified agencies on SSCB multi-agency training.	All SSCB members actively promote the SSCB training programme within their own agency; particularly adult focussed services including: probation, prison, specific health agencies, the YOS, District Councils, CAFCASS, the third sector and local colleges.	All relevant SSCB partners  Sub-group members  SSCB Training Manager	April 2011	March 2012	Improved attendance of practitioners from the relevant agencies attending SSCB multi-agency training.	SSCB Annual Training Strategy 2010-2011  SCC Strategic Plan 2011-2016	SSCB	Publicity materials have been sent to independent sector, schools and early years. Information now distributed by voluntary sector networks. Closer links made with YOS / LDA staff link. This has resulted in improved attendance for some sectors.

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

**Chair: Phil Davies**

**Strategic Objective 4 - Deliver effective multi-agency safeguarding training**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To progress, monitor & audit the compliance of partner agencies with the SSCB Training strategy (2011 – 2014)	All partner organisations ensure that all their staff complete a SSCB e-learning Level 1 package as part of their Induction into safeguarding.	All relevant SSCB partners  Sub-group members  SSCB Training Manager	June 2011	Jan 2012	Confirmation from all agencies that they are compliant with this recommendation	Working Together 2010  SSCB Annual Training Strategy 2010-2011  SCC Strategic Plan 2011-2016	SSCB	S.11 audit tool also amended to strengthen this requirement.
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To progress, monitor & audit the compliance of partner agencies with the SSCB Training strategy (2011 – 2014)	All member organisations evidence that their staff renew their Level 1 safeguarding children training every 3 years.	All relevant SSCB partners  Sub-group members  SSCB Training Manager	June 2011	March 2012	Confirmation from all agencies that they are compliant with this recommendation	Working Together 2010  SCC Strategic Plan 2011-2016 Munro Review  SSCB Annual Training Strategy 2010-2011	SSCB	S.11 audit tool amended to reflect this requirement.

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

**Chair: Phil Davies**

<b>Strategic Objective 4 - Deliver effective multi-agency safeguarding training</b>									
<b>Priority Outcome</b>	<b>Core Aim</b>	<b>Action Required</b>	<b>Responsible Officer</b>	<b>Timescale</b>		<b>Outcome Measure</b>	<b>Links to other Plans</b>	<b>Finance and Resources</b>	<b>Review (November 2011)</b>
				<b>Start</b>	<b>End</b>				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To standardise & offer quality assurance to the level 1 safeguarding children training delivery.	Produce core Level 1 safeguarding children slides and quality assure/evaluate other agencies/ organisations levels of this training.	Sub-group members  SSCB Training Manager	Oct 2011	March 2012	Level 1 SSCB training slides produced & made available on the SSCB website.	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB	Draft level 1 training slides have been produced.
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To progress, monitor & audit the compliance of partner agencies with the SSCB Training strategy (2011 – 2014)	Undertake an audit to determine whether members of the SSCB promote the following e-learning modules within their own agencies;-	All relevant SSCB partners  Sub-group members  SSCB Training Manager	August 2011	March 2012	Evidence received from relevant agencies that they are compliant with this recommendation.	Working Together 2010  SCC Strategic Plan 2011-2016  SSCB Annual Training Strategy 2010-2011	SSCB	S.11 audit tool amended to reflect this requirement.  Audit planned.

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

**Chair: Phil Davies**

<b>Strategic Objective 4 - Deliver effective multi-agency safeguarding training</b>									
Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To progress, monitor & audit the compliance of partner agencies with the SSCB Training strategy (2011 – 2014)	Improve the take up by relevant young people of the 'Think Safe/Be Safe/Stay Safe e-learning package by targeting colleges/school councils/special schools).	Sub-group members  SSCB Training Manager	Sept 2011	Jan 2012	Improved use of this e-learning package by young people in Staffordshire.	Working Together 2010  SCC Strategic Plan 2011-2016  SSCB Annual Training Strategy 2010-2011	SSCB	This module is targeted at a cohort of young people acting as 'mentors'. Work is in development to help to raise awareness of this e-learning package.
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To progress, monitor & audit the compliance of partner agencies with the SSCB Training strategy (2011 – 2014)	Develop & improve the current training evaluation process to understand how to improve the knowledge & skills of practitioners & support offered to children /carers	Sub-group members  SSCB Training Manager	April 2011	March 2012	Improved evaluation process for implementation during the 2012-2013 business planning period.	Working Together 2010  SCC Strategic Plan 2011-2016  SSCB Annual Training Strategy 2010-2011	SSCB	A new pre-course & post-course evaluation process has been developed. The pilot of this process commences January 2012.

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

**Chair: Phil Davies**

**Strategic Objective 4 - Deliver effective multi-agency safeguarding training**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To develop the SSCB Training pool	To recruit new facilitators from partner agencies	SSCB Partners  SSCB Training Manager	April 2011	Sept 2011	Facilitators identified	Laming Action Plan  Ofsted Action Plan	SSCB	An improvement in social worker trainers has been made.  This has yet to be organised, although 2 places gained on a Stoke LSCB events.
		To develop Training for Trainers programme	Members of the SSCB training team  SSCB Training Manager	July 2011	Dec 2011	Materials developed and held on file	SCC Strategic Plan 2011-2016  Munro Review		
		To provide training for trainers	Members of the SSCB training team	September 2011	Dec 2011	Training delivered, and record of attendance held on file			

**Strategic Objective 5 - Deliver effective multi-agency safeguarding training**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To review and re-refresh training materials in line with WTTSC 2010 & local drivers	To ensure materials are updated as required	SSCB Training Pool  SSCB Training Manager	April 2011	March 2012	Evidence of changes to materials available on file.	Working Together 2010  Ofsted Action Plan  SCC Strategic Plan 2011-2016  Munro review	SSCB	Materials are constantly reviewed and refreshed as required.  All relevant SCR recommendations inform SSCB training events.
		To respond to Serious Case review Actions as required							
		To respond to Child Death Actions as required.							

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

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**Strategic Objective 5 - Deliver effective multi-agency safeguarding training**

Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>							Working Together 2010 Ofsted Action Plan SCC Strategic Plan 2011-2016 Munro review	SSCB	Action completed for June / September / December
		Provide a quarterly Report to be presented at the SSCB Strategic Board	Chair of the sub-group	Quarterly reports to be produced					
		Produce an annual Report submitted to Strategic Board	Chair of the sub-group	April 2012	March 2012				
<b>To coordinate and deliver a multi-agency SSCB training programme to promote a safe, trained and effective workforce</b>	To provide E-Safety Training to key stage 2 Pupils	Maintain ongoing programme of events	SSCB Training Manager	Apr 2011	Mar 2012	Training delivered to schools-included in quarterly reporting  Children's views obtained	Working Together 2010 Ofsted Action Plan SCC Strategic Plan 2011-2016 Munro review	SSCB	February 2012 e-safety dates have been planned

**SSCB Business Plan 2011 – 12**

**SSCB Workforce, Training & Development Sub-group**

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<b>Strategic Objective 8 – Communicate the need to safeguard &amp; promote the welfare of children</b>									
Priority Outcome	Core Aim	Action Required	Responsible Officer	Timescale		Outcome Measure	Links to other Plans	Finance and Resources	Review (November 2011)
				Start	End				
<b>Develop a strategy of engagement to improve links between the SSCB, with children, young people, their parents and carers</b>	Raise public awareness of safeguarding issues	Develop a targeted annual safeguarding children communication campaign	Acting Board Manager  S-O-T LSCB Manager / Communications Sub-group	June 2011	Dec 2011	A widely publicised targeted child safety communications campaign from the LSCBs to the public	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB / S-O-T LSCB	Blind Cord publicity materials developed and distributed.
<b>Develop a strategy of engagement to improve links between the SSCB, with children, young people, their parents and carers</b>	Support existing campaigns aimed at raising awareness about safeguarding children issues	Support the following specific campaigns;  <ul style="list-style-type: none"> <li>• Child sexual exploitation</li> <li>• Private Fostering</li> <li>• E-safety</li> </ul>	Acting Board Manager	April 2011	March 2012	Increased public awareness of specific safeguarding children issues.	Working Together 2010  SCC Strategic Plan 2011-2016	SSCB	Links made to on-line EPCAT trafficking training. Private fostering case studies and leaflets included in training. E-safety webpage maintained