

BRIEFING NOTE

**TO: EDUCATION AND CHILDREN'S SERVICES OVERVIEW AND
SCRUTINY COMMITTEE**

DATE: 13 OCTOBER, 2015

RE: Walsall Safeguarding Children Board – Annual Report 2014/15

Purpose

To consider the report of the Walsall Safeguarding Children Board (attached).

Background

It is a requirement that the Independent Chair of the Walsall Safeguarding Children Board must publish an annual report on the effectiveness of child safeguarding and the promotion of the welfare of children in the local area and that the report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report should include lessons from reviews undertaken within the reporting period.

The Education and Children's Services Overview and Scrutiny Committee receive the Annual Report in order to challenge the Independent Chair on its content and seek assurance that work is being undertaken to effectively and proactively ensure that the children of Walsall are safe.

Recommendation

That Members consider the content of the 2014/15 Walsall Safeguarding Children Board and challenge the Independent Chair on any specific issues which may be of interest.

Author

Neil Picken
Senior Committee Business and Governance Manager
☎ 01922 654369
neil.picken@walsall.gov.uk



Strong Partnerships Safeguard Children

WALSALL SAFEGUARDING CHILDREN BOARD

ANNUAL REPORT

2014/15

Better Together For Children

<http://wlscb.org.uk>

CONTENTS

Page 3: FOREWORD

**Page 4: INTRODUCTION: THE ROLE AND RESPONSIBILITIES OF
WALSALL SAFEGUARDING CHILDREN BOARD (WSCB)**

**Page 6: PART 1: GOVERNANCE & ACCOUNTABILITY
ARRANGEMENTS**

- 1.1 Role, Structure & Function of the WSCB and its committees**
- 1.2 WSCB Relationship with Key Partnerships**
- 1.3 WSCB Membership**
- 1.4 Role of Chair, Chief Executive, Director of Children's Services,
and Lead Member**
- 1.5 Financial Arrangements**

**Page 13: PART 2: WORKING TOGETHER IN WALSALL AND
MONITORING EFFECTIVENESS**

- 2.1 Walsall in Context**
- 2.2 The 2014/15 Aims and Objectives**
- 2.3 Reports from the WSCB Committees**
- 2.4 LADO Report**
- 2.5 Section 11 Audits**

Page 36: PART 3: WSCB COMMUNICATION STRATEGY

Page 38: PART 4: CONCLUDING REMARKS

APPENDICES

- 1. 2014/15 Financial Out-turn**
- 2. A Typical Four Month Training Programme**
- 3. Business Plan 2014/15**

FOREWORD

I write this report as the Independent Chair of the Walsall Safeguarding Children Board (WSCB).

It is a requirement that the Chair must publish an annual report on the effectiveness of child safeguarding and the promotion of the welfare of children in the local area and that the report should provide a rigorous and transparent assessment of the performance and effectiveness of local services. It should identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action. The report should include lessons from reviews undertaken within the reporting period.

["Working Together to Safeguard Children" HMSO March 2013 Page 63]

In reporting on the work of Walsall's Local Safeguarding Children Board (WSCB), in the 2014/15 year, it needs to be borne in mind that, at the start of the period, Walsall Borough Council's Children's Services remained in special measures, and subject to a Department for Education Improvement Notice (having been considered to be providing inadequate services, by Ofsted Inspectors, in the summer of 2012. Very heavy criticism had also been levelled at the then WSCB.) The Children's Improvement Board continued to meet into 2014/15 to oversee Walsall's improvement journey: in many respects the Improvement Board covered much of the ground which would normally be the responsibility of a Local Safeguarding Children Board and, therefore, this meant that the WSCB's activities had felt to be constrained at times. All the statutory child care agencies in the Borough had worked with the Council to address the shortcomings and thanks to excellent leadership (not least that provided by the Interim Director of Children's Services and her senior staff) the Improvement Notice was lifted in the summer of 2014. The WSCB now held primary responsibility for partnership working to safeguard children and young people in Walsall.

This report summarises the work of the Board to achieve that objective.

INTRODUCTION:

THE ROLE AND RESPONSIBILITIES OF WALSALL SAFEGUARDING CHILDREN BOARD (WSCB)

Safeguarding children - the action we take to promote the welfare of children and protect them from harm - is everyone's responsibility. Everyone who comes into contact with children and families has a role to play.

Local Safeguarding Children Boards were established by the Children Act 2004. Since that time, statutory guidance has been issued and regularly updated. The Guidance in force during 2014/15 was "Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children."

This Guidance states that:

Section 13 of the Children Act 2004 requires each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (in addition to the local authority) that should be represented on LSCBs.

LSCB's have a range of roles and statutory functions including developing local safeguarding policy and procedures and scrutinising local arrangements. The statutory objectives and functions of the LSCB are as follows

Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:

- to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- to ensure the effectiveness of what is done by each such person or body for those purposes.

In more detail:

Regulation 5 of the Local Safeguarding Children Boards

Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

(a) Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:

- the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
- training of persons who work with children or in services affecting the safety and welfare of children;
- recruitment and supervision of persons who work with children;
- investigation of allegations concerning persons who work with children;
- safety and welfare of children who are privately fostered;
- co-operation with neighbouring children's services authorities and their Board partners.

(b) Communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so.

(c) Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve.

(d) Participating in the planning of services for children in the area of the authority.

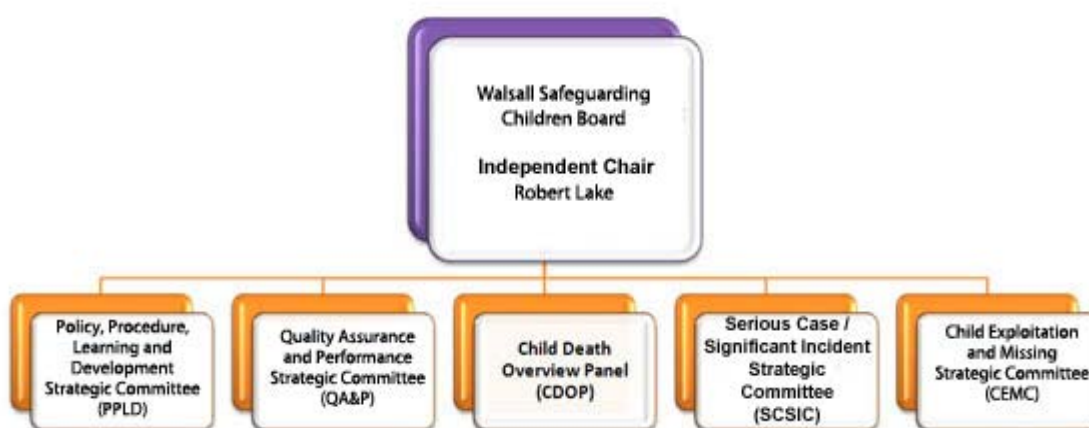
(e) Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

PART 1: GOVERNANCE & ACCOUNTABILITY ARRANGEMENTS

1.1 Role, Structure & Function of the WSCB and its committees

During 2014/15, the WSCB increased its frequency of meetings from two-monthly to monthly – not least to be able to “pick up the baton” from the monthly Improvement Board. There was much work to be done. However, by the start of 2015, we were able to reduce the frequency of meetings to six weekly. In addition, there were three Development Sessions held in the year when the Board took the opportunity to reflect on progress made and to consider how best to work to meet our primary objectives.

The WSCB has five standing committees; these being supplemented from time to time by topic specific Task and Finish Groups. The structure can be shown diagrammatically:



Each committee is chaired by a member of the Board and reports back regularly. The work programme for each committee is approved by the Board and is an integral part of the Board’s overall strategic business plan.

During 2014/15, the Chairs of the Committees were as follows:

PPLD: June Morrow, Director of Student Journey, Walsall College.

QA&P: Sally Roberts, Director of Nursing, Walsall CCG.

SCSIC: Sue Butcher, Assistant Director, Walsall Children’s Services succeeded by Tony Griffin, AD, Walsall in September 2014

CEMC: DCI Michaela Kerr, West Midlands Police.

CDOP: Manjeet Garcha, Director of Nursing, Wolverhampton CCG.

[Note: CDOP operates jointly with Wolverhampton LSCB.]

Membership of all the committees is drawn from across the safeguarding partnership. My sincere thanks go to the Committee Chairs and committee members for their commitment throughout 2014/15. The committees are the Board's engine room and they have done sterling work often in trying circumstances.

1.2 WSCB Relationship with Key Partnerships

1.2.1 In March 2015 Ofsted undertook a thematic review of Early Help across a number of local authorities including Walsall. The key findings and recommendations were:

- Areas of strengths identified across the local authorities:
 - Arrangements were in place to provide Early Help to children and their families
 - Partner agencies were committed to an Early Help approach and improving coordination of the local early help offer.
- Gaps identified across the local authorities:
 - Opportunities to provide Early Help were missed by all statutory partners with responsibility for this.
 - Many assessments were ineffective because they failed to sufficiently analyse or focus on what the child and family needed.
 - Professionals did not always identify or meet the individual needs of children within a family. Early Help plans did not focus sufficiently on the child, often lacked clear objectives, failed to specify what needed to change and were not regularly or robustly reviewed.
 - Oversight of Early Help was often underdeveloped and failed to identify or rectify weaknesses in the work being undertaken.
 - When children were referred to social care services because there were concerns about their welfare, the service or referred often did not consider or follow through the need for Early Help. As a result, nothing was put in place to prevent the child's circumstances from deteriorating. This led to further referrals for statutory social care support.
 - Too often, feedback on referrals was neither sought nor offered.
 - Partner agencies did not fully evaluate the impact and

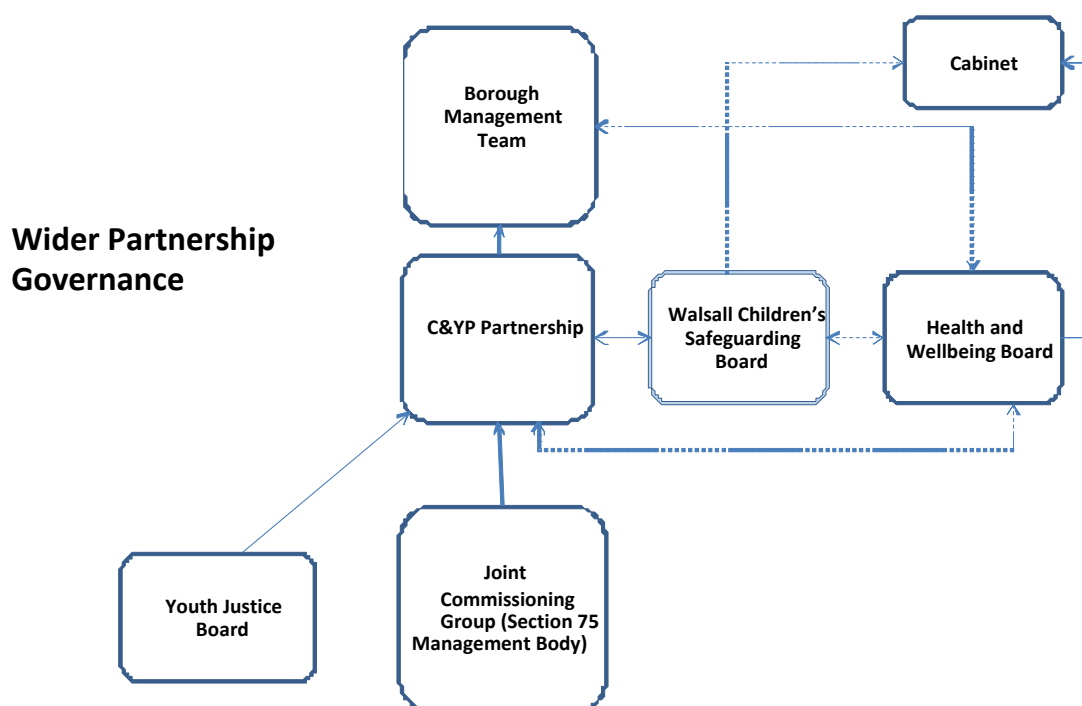
- effectiveness of their early help services.
 - The planning of local services did not sufficiently recognize or address the needs of children living with parental substance misuse, mental ill health or domestic abuse.
 - LSCBs were not effectively overseeing or challenging partner agencies with regard to effective early help.
 - The current statutory framework does not give sufficient clarity and priority to the roles and responsibilities of individual agencies for early help provision.
 - The inability to sufficiently prioritise and resource early help across agencies meant that lessons learned from serious case reviews were not being fully addressed.
- The key recommendations, which were reported to the WSCB (and assurances given that appropriate action was being taken), were:
 - To improve the quality and consistency of assessment and plans
 - To provide professional supervision to all staff delivering early help and ensure that their work receives regular management oversight, particular in respect of decisions about whether families need formal help
 - To ensure that all Early Help professionals have access to effective training
 - To ensure that children's needs for Early Help arising from parental substance misuse, mental ill health and domestic abuse are addressed in commissioning plans

1.2.2 During 2014/15 WSCB, The Children's and Young People's Partnership Board (C&YPPB) and the Health and Well Being Board agreed a partnership agreement, which was signed by chairs of all three Boards.

The chair of WSCB is a member of the C&YPPB and the Director of Children's Services, who chairs that Board sits on the WSCB. Elected members are represented on both boards and a representative of the WSCB sits on the Adult Safeguarding Board.

WSCB has been consulted upon the development of key strategic plans, such as the Joint Strategic Needs Assessment, the Children and Young People Plan and the health and well-being strategy.

The children's wider partnership governance arrangements in Walsall can be shown diagrammatically:



1.3 WSCB Membership (as at 31 March 2015)

(Percentage of meetings attended by Board Member or nominated substitute – 11 meetings held – shown in brackets.)

Full Members

- Independent Chair, Robert Lake (100%)

Walsall Children's Services

- Executive Director, Children's Services, Walsall Council, Rose Collinson then, from September 2014, David Haley (64%)
- Chair of SCR Committee, Interim Assistant Director, Children's Services, Walsall Council, Sue Butcher then, from September 2014, Tony Griffin (100%)
- Head of Youth Support Services, Children's Services, Walsall Council, Alan Michell (90%)
- Councillor and Lead Member for Children's Services, Walsall Council, Barbara Cassidy - from August 2014 (100%)

Health

- Chair of QA&P Committee, Lead Nurse, Walsall Clinical Commissioning Group, Sally Roberts (100%)
- Chair of Child Death Overview Panel, Manjeet Garcha, Director of Nursing, Wolverhampton Clinical Commissioning Group (9% but not required to attend all meetings)
- Director of Nursing, Walsall Healthcare NHS Trust, Kathryn Halford (64%)
- Director of Nursing for the Birmingham, Solihull and the Black Country Area team, NHS England, Fay Baillie (27% but not required to attend all meetings)
- Public Health Consultant, Public Health, Walsall Council, Uma Viswanathan (64%)
- Head of Nursing, Quality and Innovation, Dudley and Walsall Mental Health Partnership Trust, Rosie Musson (64%)

Education

- Chair of PPLD Committee, Director of Student Journey, Walsall College, June Morrow (82%)
- Assistant Director Access and Achievement, Walsall Council, Lynda Poole (27%, but feedback etc. given by other Walsall Children's Services representatives)
- Head Teacher, Secondary School, Sylvia Thomas (new member at year end)
- Head Teacher, Primary School, Lynne Cherry (37%)
- Head Teacher, Independent School, Mahmood Sacha (from October 2014, 40%)

Police

- Chair of CSEM Committee, Detective Chief Inspector, West Midlands Police Child Protection Unit, Michaela Kerr (91%)

Probation

- Head of Walsall and Wolverhampton National Probation Service (NPS), Jamie Ann Edwards (73%)
- Head of Walsall and Wolverhampton Community Rehabilitation Company (CRC), Jas Pejatta (from June 2014, 60%)

Other

- Young People's Representative and member of the Safeguarding Involvement Team (SIT) (from October 2014, 100%)
- Lay Adviser to the Board, Mike Dennis (from October 2014, 80%)

- Service Manager, Cafcass National Safeguarding, Policy and Practice, Martin Banks (73%)

Officers to the Board

- WSCB Manager, Fayth Wilson
- WSCB Administrator, Charlotte Johnson
- Head of Safeguarding, Children Service's, Walsall Council, Carol Boughton
- Designated Nurse for Safeguarding Children, Walsall Clinical Commissioning Group, Amanda Viggers
- Solicitor, Walsall Council Legal Services, Lynn Levesley

It should also be noted that in addition to the membership listed above, some additional agencies have Associate Membership of the Board. These agencies receive the Board's agendas and supporting papers and are entitled to indicate if there is a particular issue on the Board's agendas for which they would want to attend and address the Board meeting. These Associate Members were:

- Chief Executive, Walsall Voluntary Action, Tim Marren
- Consultant Paediatrician and Designated Doctor for Safeguarding, Walsall Healthcare NHS Trust, Vidya Rao
- Interim Head of Housing, Walsall Council, David Lockwood
- Safeguarding Manager, West Midlands Ambulance Service NHS Foundation Trust, Andrew Proctor
- Principal Social Worker, Children's Services, Walsall Council, Lisa Harris
- Community Risk Reduction Officer, West Midlands Fire and Rescue Service, Louise Harris.

1.4 Role of Chair, Chief Executive of Walsall Council, Director of Children's Services (DCS) and Lead Member.

Working Together to Safeguard Children 2013, made changes to the accountabilities of the LSCB Chair. It is now a requirement for every LSCB to appoint an independent chair who can hold agencies to account. In addition it is now the responsibility of the Chief Executive to appoint or remove the LSCB chair with the agreement of a panel including LSCB partners and lay members. *Working Together 2013* stipulates that all LSCB Chairs should have access to training and development opportunities, including peer networking. The WSCB Independent Chair has been a member (and a Director) of the

Association of Independent Chairs. The Association represents the voice for all LSCB Chairs and provides external support and oversight for LSCB Chairs.

The DCS has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care functions and local cooperation arrangements for children's services. Under *Working Together 2013*, the LSCB Chair is required to work closely with all LSCB partners and particularly with the DCS.

Lead Members for Children's Services have delegated responsibility within the Council for children, young people and families and are politically accountable for ensuring that the local authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people. *Working Together to Safeguard Children 2013* states that 'the Lead Member for Children should be a participating observer of the LSCB. In practice this means routinely attending meetings as an observer and receiving all its written reports'.

On a six/eight week cycle, the Chief Executive chairs an Assurance Board including the Chair of WSCB, The DCS, The Lead Member and senior representatives from the Police and the Clinical Commissioning Group. This Assurance Board brings oversight of the safeguarding arrangements in the Borough and, where necessary, "troubleshoots".

1.5 Financial Arrangements

WSCB is funded through contributions from the partner agencies on the Board. WSCB strives to achieve value for money in implementing its work programme and wherever possible utilises resources internal to member agencies.

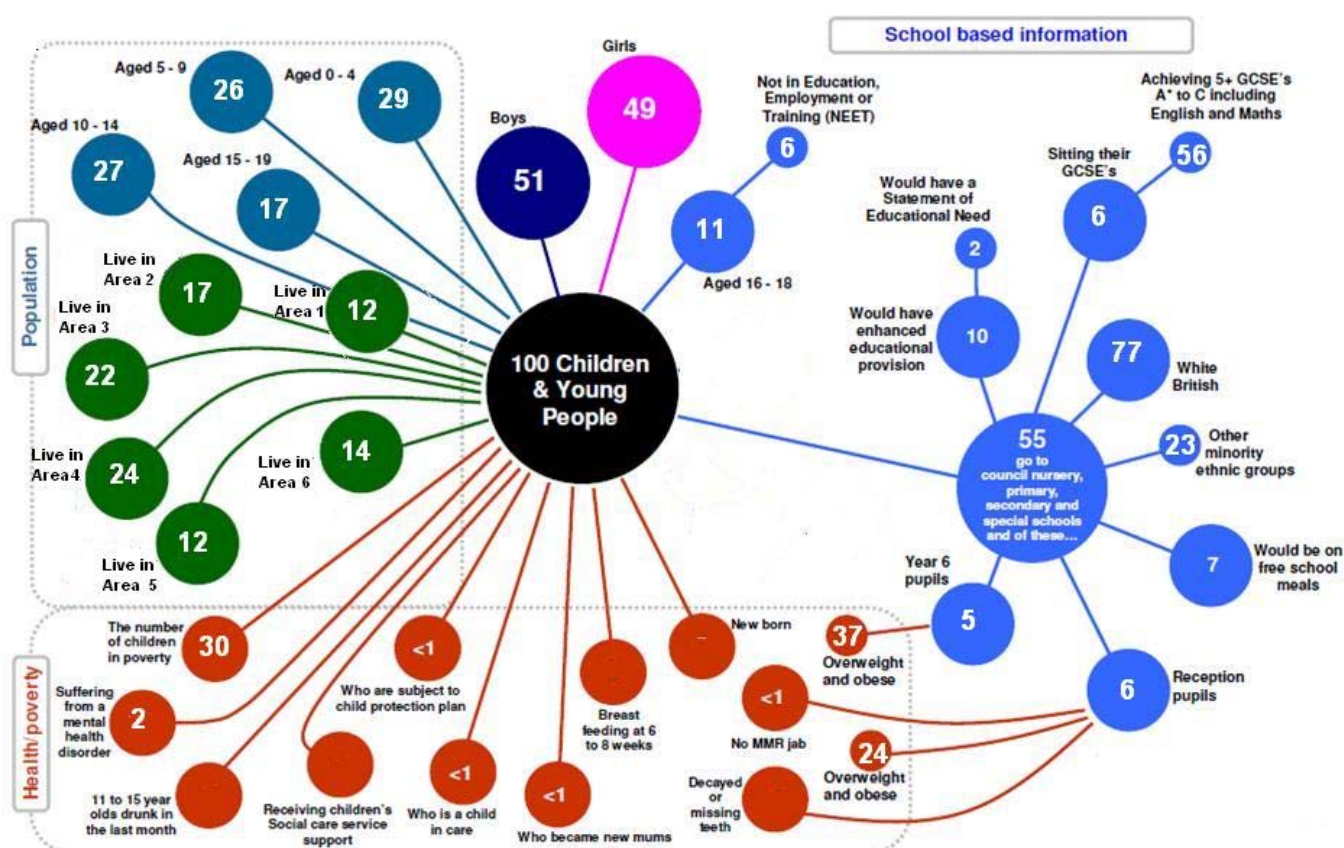
The total funding available in the WSCB budget for 2014 – 2015 was £241561. The greater proportion of this (£175377) came from Walsall Borough Council, the balance (£66184) being contributed by partner agencies. In the event, and largely due to the post of Training Officer being vacant for the majority of the year, the Board had an under-spend of £25207 in the year.

The detailed Income and expenditure and out-turn figures for the year are detailed in Appendix 1.

PART 2: WORKING TOGETHER IN WALSALL AND MONITORING EFFECTIVENESS

2.1 Walsall in Context: Statistical Analysis

2.1.1 For every 100 Children and Young People in Walsall:



2.1.2 Total Population of Walsall 2014/2015 (Under 18's) = (Estimated census data) 64,579

* % age of 0 to 17's

Age Group	0-4yrs	5-9yrs	10-14yrs	15-17yrs	Totals
Number	18,866	18,243	16,841	10,629	64,579
%	29.2	28.2	26.1	16.5	100%

* Ethnicity Breakdown(Under 18's)

Ethnicity Breakdown	White	Black	Asian	Mixed	Other	Totals
Number	44,430	1,744	14,014	3,810	581	64,579
%	68.8	2.7	21.7	5.9	0.9	100%

2.1.3 Numbers on CP plans actual and as a rate per 10,000 under 18's compared to last year.

	2014	2015
Rate of referral per 10,000	51.2	55.4
Actual number on CP Plans	323	358

2.1.4 Actual Numbers on Child Protection Plans broken down by Category of Abuse

Category of Abuse	2013/14	2014/15
Emotional Abuse	175	182
Neglect	125	151
Physical Abuse	14	10
Sexual Abuse	9	15
Totals	323	358

2.1.5 Number and rate of safeguarding referrals - by gender

	2013/14	2014/15
Actual number of referrals	6054	5627
Rate of referrals per 10,000	1026.4	954.9

2.1.6 Number of Section 47's Investigations

	2014	2015
Number Section 47's	1320	1478
Rates per 10,000	207.1	228.9

2.1.7 Number of Child Protection Conferences

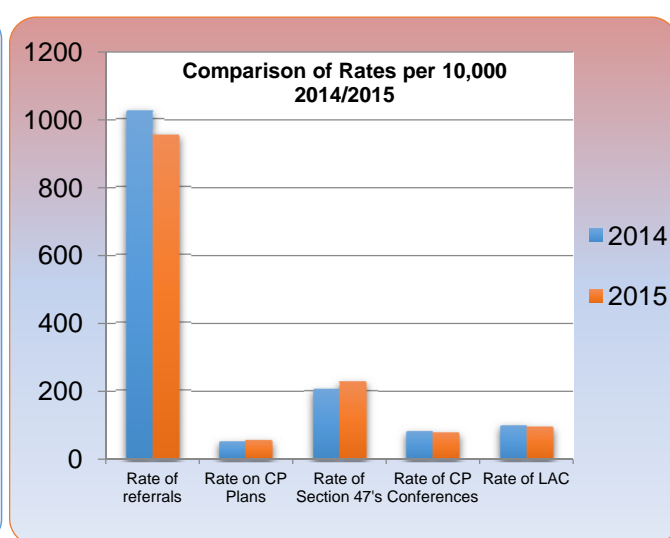
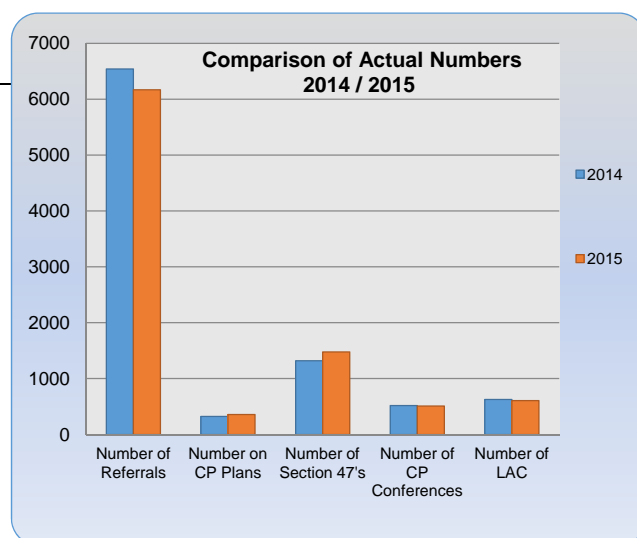
	2014	2015
Number CP Conferences	518	509
Rates per 10,000	81.3	78.8

2.1.7 LAC/Early Help Data

	2014	2015
Number LAC	625	607
Rates per 10,000	98	93.9

2014/15		Number of EH requests	%
Early Help Assessments		1,494	52%
Step Downs (from Initial Assessment to Early Help / Internal case transfers)		1,397	48%
Total EH Requests		2,891	100%

2.1.8 Summary Data



Public Health figures show that Health & Wellbeing in Walsall is generally worse than the England average. Deprivation rates in Walsall show that 29.7% of children are living in poverty compared with a national average of 19.2% (2012). Infant mortality is worse than the England average and the number of teenage mothers is higher than the regional average and more than double the England average. Obesity is also higher than average with 24.4% of children aged 10-11yrs being classed as obese. However, hospital admission rates for injury and A&E attendances by children aged 4 or under is below the England average. MMR immunisation rates for children aged 2yrs are also better than the national average.

2.2 The 2014/15 Aims and Objectives

The Walsall Safeguarding Children Board believes that children and young people have a right to be safe, happy, healthy and with a bright future. Achieving this ambition for children demands genuine partnership working and commitment so that every child in Walsall feels that they matter, believes they are valued, and is supported to have high hopes for their future.

The Business Plan for 2014/15 identified work to be undertaken in order to achieve the following 5 aims:

- To work in partnership to identify and prevent maltreatment, or impairment of health or development, and ensure children in Walsall are growing up in circumstances consistent with safe and effective care.
- To support and protect children who are vulnerable or are suffering or likely to suffer significant harm.
- To monitor and ensure the effectiveness of local work to safeguard and promote the welfare of children and young people, including the provision of early help and to ensure that all lessons learned from national developments are embedded into local practices.
- To provide robust oversight and challenge and meet statutory requirements in all aspect of the Walsall Safeguarding Board work
- To learn lessons and improve the safeguarding activity across Walsall for children

In order to achieve these aims, Walsall Safeguarding Children Board identified 6 strategic priorities areas for 2014/2015:

1. Improving the effectiveness of Walsall Safeguarding Children Board
2. Improving the effectiveness of local work across the borough to safeguard and promote the welfare of children
3. Improving the cycle of Learning and Development to ensure that we achieve better outcomes for children
4. Ensuring the effectiveness of WSCB and Partner Agencies' safeguarding training activity
5. Ensuring that the views of children and young people are heard and reflected in the decisions that we make
6. Improving the classification, assessment and response to Neglect.

The detailed Business Plan for 2014/15 is given at Appendix 3. It should be noted that the next Business Plan will cover the period up to March 31, 2017.

2.3 Reports from the WSCB Strategic Committees

➤ Quality Assurance and Performance

Aims and Objectives

Aim: To ensure that the Quality assurance framework is fit for purpose

Objectives:

- ⊙ Review the previous activities of Q & P to date, including data capture and review analysis.
- ⊙ Gain a clearer understanding of the current shape of reporting and data available.
- ⊙ Seek further clarity with regards current arrangements for data analysis and understanding, ensuring this is fit for purpose.
- ⊙ Identify priorities for future work of Q&P
- ⊙ Agree future reporting requirements from Q&P to board

Business Priorities – Agreed April 2014

- ⊙ Improving the effectiveness of Walsall Safeguarding Children Board
- ⊙ Improving the effectiveness of local work across the borough to safeguard and promote the welfare of children: Thresholds & Lead professional roles
- ⊙ Improving the cycle of Learning and Development to ensure that we achieve better outcomes for children
- ⊙ Ensuring the effectiveness of WSCB and Partner Agencies' safeguarding training activity
- ⊙ Ensuring that the views of children and young people are heard and reflected in the decisions that we make
- ⊙ Improving the classification, assessment and response to Neglect.

Quality Assurance Framework: Key elements include:

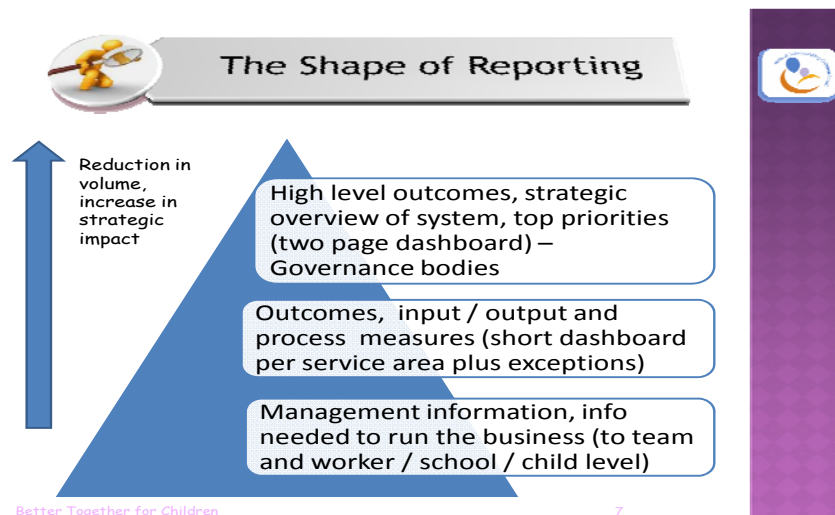
- ⦿ Engagement and hearing the voice of the child'
- ⦿ Business planning & strategic alignment
- ⦿ Learning from inspections and reviews
- ⦿ Quantitative info: how many & well, difference made
- ⦿ Qualitative info – service user views, quality of assessment, planning, delivery and review
- ⦿ Audits – single and multi-agency, S11.
- ⦿ Reporting – intelligence and challenge.



WSCB Draft Score Card at a glance...

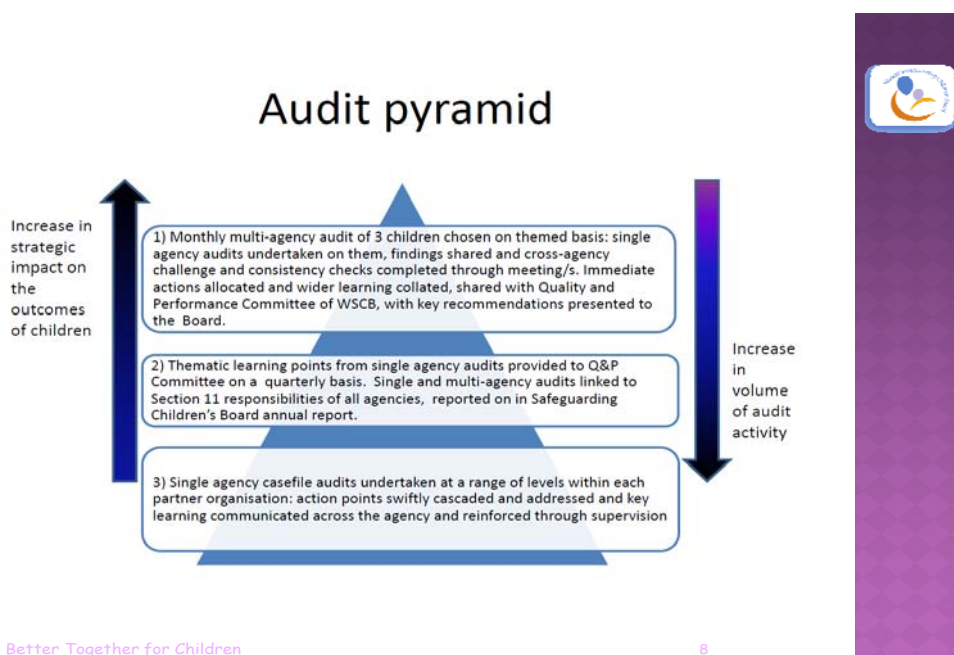
Learning Improvement framework (LIF) Scorecard					27/11/2014		
Category 1: Health							
	Mar-14 England	Mar-14 Walsall	Sep-14 Walsall				
Emergency admissions to A&E caused by accidental and deliberate injuries per 10,000 (SB)	Tbc	84.0	87.3				
Category 2: CAMHS							
	Mar-14 England	Mar-13 Walsall	Mar-14 Walsall				
% repeat referrals to CAMHS within 2 years of the last one							
Category 3: Early Help							
	Aug-14 Walsall	Sep-14 Walsall	Oct-14 Walsall	YTD 14/15			
No. Early Help Assessments requested	84	95	120	1,092			
% early help assessments completed in 10 days	83.3	91.4	94.2	53.7			
% Early help interventions ceasing due to: needs being met	72.2	82.7	79.7	65.1			
% Early help interventions ceasing due to: disengagement	0	0	0	2.7			





Challenges Overcome

- Learning and Improvement Framework Agreement
- Development of the Single Audit Framework and deep dive approach to analysis now being undertaken. Single Agency and Multi Agency Audit Alignment



- Data quality
- Q&P attendance

Reviews undertaken:

- ⊙ MAST - MASH (Multi Agency Safeguarding Team – Multi Agency Safeguarding Hub)
- ⊙ Looked After Children Health Assessments – Analysis and Improvement
- ⊙ Neglect and its impact in Walsall
- ⊙ Toxic Trio - Mapping
- ⊙ Child Sexual Exploitation – Oversight and information sharing, tracking of children coming in, gap in risk assessments progress made
- ⊙ Early Help – Assurance of process and evidence of impact evidence of process being embedded increase in lead professional roles
- ⊙ CAMHS – identifying and managing the risk, commissioning alternative provision
- ⊙ Private Fostering – Understanding the information, raising awareness across partnership, system tracking in place.

➤ **Policy, Procedures, Learning and Development**

The Policy, Procedure, Learning and development Group (PPLD) supports children across the Borough through the strategic overview of policy, procedure and professional development opportunities which positively affect their experiences.

The WSCB Training Officer left her post towards the end of 2013/14. This inevitably created a hiatus in the work of the PPLD Committee. However, the opportunity was taken to fully review the ways in which WSCB sponsored training and development is conducted. There was a robust and thorough debate, both at the PPLD Committee and at the WSCB itself. Ultimately, it was agreed that responsibility for the delivery and organisation of Level 1 and 2 (core) training would be commissioned from the Walsall Borough Council's Children's Workforce Development Team leaving PPLD and WSCB to focus on the development of level 3

(advanced) training and the implementation of new training packages in response to new and emerging themes: these being identified via the PPLD Committee and through quality assurance activity across the partnership, including learning from Serious Case Reviews.

In addition, a suite of E-Learning packages has been purchased by the Board and launched on the Walsall Safeguarding Children Board website to ensure that information is cascaded across agencies. These E-learning programmes are booked and monitored for completion by the WSCB Training and Development Coordinator with the WSCB Business Manager providing oversight.

These developments have already made a significant and positive impact on the planning, delivery and quality of safeguarding training in the Borough.

A typical example of a four month training programme is given at Appendix 2.

The membership of PPLD, by agency, includes the following:

- Dudley and Walsall Mental Health Partnership NHS Trust
- Probation Service
- Walsall Council including Workforce Development Officer
- Walsall Healthcare NHS Trust
- West Midlands Police
- Walsall College
- Safeguarding Involvement Team (to attend by invitation)
- IYPSS
- Housing
- Voluntary Sector
- Supporting Officers • WSCB Manager • WSCB Administrator

Policy Review and Development

PPLD has considered and taken action on the following:

- ⊙ The WSCB Learning and Improvement Framework
- ⊙ Anti-Bullying Strategy
- ⊙ Suicide and Self Harm Policies
- ⊙ Pre-Birth Protocol
- ⊙ The Toxic Trio Risk Factors
- ⊙ Section 11 Audits and Training Kit
- ⊙ WSCB Web Site Development

- ⊙ The WSCB Training Strategy and Training Programme (including a policy on charging for non-attendance)
- ⊙ SCR Learning Events (W3 and W4)
- ⊙ Schools' Safeguarding Policies
- ⊙ The Introduction of WSCB1 – a form for any worker in any agency to formally raise concerns on an individual case
- ⊙ The Voice of the Child in the case conference setting
- ⊙ Masjid and Madrassa Safeguarding Policy
- ⊙ Safeguarding Clauses in Contracted Work
- ⊙ Mental Health Safeguarding Competency Framework
- ⊙ How to measure the impact of training
- ⊙ The Training Implications Arising from an HMIC Inspection of West Midlands Police
- ⊙ The successful introduction of the West Midlands Metropolitan Area Protocol and Standards for Child Protection.

➤ **Serious Case/Significant Incident Committee**

Summary of aims and objectives of committee:	To oversee decision making in – and maximise the value of – evaluating and learning from serious and significant cases
<p>Approach and Arrangements:</p> <p>This committee has 15 members from a range of partner agencies, over half of which attend each of its meetings, which are held at 6-weekly intervals. Its primary purpose is to consider those cases – usually where there has been a negative outcome – which might need to be reviewed on behalf of the Board, especially with a view to learning lessons from them.</p> <p>In particular the committee considers whether cases appear to meet the criteria for the conducting of a Serious Case Review. If they do so then the committee makes a recommendation to the LSCB chair. Although any SCR has a process of its own, the committee maintains oversight of that. When a SCR is completed the committee oversees the action plan; from the reports it receives back from responsible agencies it keeps the action plan updated. Those updates are reported back to the full Board, eventually culminating in the Board signing the action plan off as completed.</p>	

The committee also plays a role in maximising the learning opportunities arising from reviews. In the last year this has included the well-attended learning events in connection with case W4, which are covered in part 3.2 of this annual report.

No new SCRs have commenced in the last year. However, the W4 case was concluded during this period. (The full report can be found at <http://wlsqb.org.uk/wp-content/uploads/2015/01/Walsall-Safeguarding-Children-Board-W4-Serious-Case-Review-Overview-Report.pdf>) The Independent Author of the Report concluded that the lessons to be learned from this tragedy were as follows:

- There was a failure to take a holistic, proactive co-ordinated multi agency approach to meet the complex needs of this Young Person
- There was no robust challenge or review of care plans
- Communication and information sharing amongst professionals and across county boundaries need to be improved to ensure that carers in placements are fully aware of risk factors and triggers to incidents
- Actions taken were generally reactive rather than proactive
- More risk assessments should have been conducted into the level of risk of harm posed to the Young Person and to others
- There was an unacceptable delay in provision and funding of services in respect of the Young Person's mental health needs.
- Medication prescribed was not sufficiently monitored to reduce the risk of overdose and to assess effectiveness
- There must be more enquiry and probing into the root cause of a Young Person's aggression, risk taking, disruptive behaviour and absconding
- The option of secure accommodation must be reviewed and reconsidered when there is an escalation of intensity and frequency of violent, aggressive and absconding behaviour.

The recommendations made in the report were fully accepted by WSCB and partner agencies and compliance with the recommendations has been actively monitored by the Committee and reported to the full WSCB.

Developments in 2014/15:

1. Experience showed that there was some level of uncertainty about whether, when and how a case should be referred to the committee and the outcomes that might then arise from that. In order to address this, the committee has updated its published procedures and supported these with flow diagrams, changes to its terms of reference and a new template for submitting cases for the committee's consideration. The Board accepted these changes to the referral pathway, recognising the greater clarity and purposefulness that they provided.
2. Among those changes was a clearer explanation of the range of review methods available to the committee. Although there are no current or ongoing SCRs there has been a small number of cases for which there has been some follow up by combinations of agencies, for example to identify potential gaps in service provision.
3. The committee recognised that opportunities for learning should not be limited to those cases that related to Walsall children or agencies. With that in mind each of its meetings now receives reports either of individual cases or themes arising from elsewhere. They are chosen for their potential relevance to Walsall and are not limited to SCRs as they may include learning from others' Child Death processes or coronial decisions.

Future Priorities

This committee continues to be reactive (in that it responds to the cases that require its consideration). In that respect, its priorities are effectively unchanged over time. However, it will continue to seek improved methods for maximising the learning from such cases.

➤ Child Exploitation and Missing Committee

Agencies represented on Committee	Children's Social Care Health Street Teams Education Community Safety Partnership Probation Police.
-----------------------------------	-----------------------------------------------------------------------------------------------------------------------

Brief Terms of Reference

The Walsall multi-agency partnership has a duty to safeguard children and young people from sexual exploitation in accordance with the policies, procedures and guidance of the Walsall Safeguarding Children Board (WSCB).

The principles underpinning a multi-agency response to the sexual exploitation of children include:

- Integrated working (e.g. co-location) – Close collaboration in multi-agency working is essential in developing 'real time' risk assessments to enhance decision making. A truly integrated approach helps to break down cultural barriers, leading to greater understanding and mutual respect among different agencies
- Joint risk assessments – these ensure clear and sufficient information about particular cases and joint plans for individual interventions.
- A victim focused approach – the needs of the victim must be at the forefront of our approach not systems and processes.
- Good leadership & clear governance – strong leadership can often bind different organisations together to develop a shared culture.
- Frequent review of operations – to continue to drive improvement of service.

The Child Sexual exploitation and Missing Committee (CMEC) has developed a strategy for how through our partnerships we will prevent children from being harmed by CSE, protect those who have been and prosecute offenders who have harmed them and ensures that partners

are effectively contributing towards each element of that strategy.

The operational responsibility for reducing the risk to children in Walsall is led by the Walsall CSE and Missing Operational group (CMOG), which is comprised of lead professionals from all key agencies and partners delivering front line services to prevent CSE, support victims and bring offenders to justice.

CMOG meets monthly and reports to the CMEC, identifying emerging themes, trends and barriers to effective safeguarding of children in Walsall as well as any opportunities to improve practice across the partnership and escalate any concerns to CMEC.

It is the responsibility of CMEC to address those concerns and support CMOG in maximising operational effectiveness across all agencies in safeguarding children in Walsall from CSE

In particular, CMEC seeks assurance that the interventions put in place lead to better outcomes for children and that levels of risk of CSE are reduced as quickly as possible

The Walsall strategy and delivery plan for safeguarding children who are abused or at risk of abuse through CSE draws on good practice, guidance and legislation including:

- The West Midlands Regional framework for CSE
- Working Together to Safeguard Children (DfE 2015)
- Tackling Child Sexual Exploitation (Home Office March 2015)
- Sexual Exploitation of Children: It Couldn't Happen Here, Could It?

A thematic report by Ofsted, November 2014

- See Me: Hear Me (OCC 2013), Safeguarding Children and Young People from Sexual Exploitation (DCSF, 2009),
- Tackling Child Sexual Exploitation Action Plan (DfE, 2011)
- I thought I was the only one in the world: The Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups, (OCC 2012).

The aims of CMEC throughout 2014/2015 have been to improve awareness, reporting and safeguarding of victims of CSE in Walsall and to bring to justice perpetrators.

Children Services complete a risk assessment of every identified victim of CSE on initial identification and the risk level established, along with a support plan tailored to each child's needs. The aim of every plan and every partner engaged in supporting that child is to reduce their risk of CSE.

Objectives for 2014/15

- Reduce the number of children who are at risk of CSE in Walsall
- Ensure that children who are identified as being at risk of CSE are provided with the appropriate interventions and support resulting in their risk levels being reduced
- Increase the number of offenders brought to justice for CSE offences.

Achievements for 2014/15

- CSE co-ordinator post created and person recruited.
- Introduction of Multi Agency Sexual Exploitation meetings for every child identified as at risk of CSE, with the child being invited to attend and to influence their individual care plan
- Regional CSE framework fully embedded in Walsall
- CSE strategy reviewed and refreshed to reflect local and national developments
- CSE delivery plan developed and refreshed
- Review and restructure of committee membership, governance and meeting arrangements
- CSE awareness pack for all professionals developed and published on LSCB website
- CSE multi-agency audit completed in January 2015
- Comprehensive multi- agency CSE training plan delivered throughout the financial year
- Data set for CSE victims in Walsall being developed
- Review of national guidance, reports and inspections to benchmark and improve practice in Walsall
- Change of provider for all Missing Children de-briefs (Street Teams as of April 2015)
- The multi-agency audit cycle of the Walsall LSCB included a thematic review of CSE this year during which specific analysis was made of how clearly the thoughts, wishes and engagement of

children subject to CSE was captured, prioritised and responded to

Impact and Outcomes for Children and Young People

The aims of CMEC have been to improve awareness, reporting and safeguarding of victims of CSE in Walsall and to bring to justice perpetrators.

Children Services complete a risk assessment of every identified victim of CSE on initial identification and the risk level established, along with a support plan tailored to each child's needs. The aim of every plan and every partner engaged in supporting that child is to reduce their risk of CSE.

CMOG oversee the plans for CSE and ensure that operational response to CSE and to each victim is appropriate. CMOG identifies any emerging themes, trends, barriers to reducing risk to children in Walsall and escalates any concerns or opportunities to CMEC.

In particular, CMEC seeks assurance that the interventions put in place lead to better outcomes for children and that levels of risk of CSE are reduced as quickly as possible and remain so.

The impact of the work of the LSCB on CSE has been to increase the number of children identified in this year as being at risk of CSE and to increase the number of children and families supported by the key agencies in reducing that risk

Looking forward: a brief overview of work anticipated for 2015/16

The CMEC delivery plan has identified the following priorities for 2015/2016

- Drive our on-going CSE awareness campaign for children and young people, parents, carers, professionals and business partners
- Undertake a review of services available to children and young people at risk/victims of CSE, missing or trafficked
- Provide Safeguarding training for all frontline professionals including residential care providers and foster carers
- Ensure that the WSCB multi-agency strategy is regularly reviewed; to include cross border working arrangements and procedures for children placed outside of the borough
- Ensure that all Missing From Home interviews are completed within the required 72 hours and information shared with partners

informing safeguarding activities are being implemented for each child

- Ensure that a service is provided for parents and carers of children and young people victims of/ at risk of CSE with greater involvement of parents and carers in the safeguarding process
- Identify and address issues of gang related CSE in a coordinated partnership approach, sharing information and disrupting gang activity
- Review processes for identification of victims of CSE, missing and trafficked and risk is robustly addressed; to include those children placed within Walsall Borough from other Local Authority areas
- Ensure that the proposed Walsall MASH (Multi Agency Safeguarding Hub) understands and supports the Walsall CSE delivery plan and regional processes
- Regularly review the Terms of Reference, membership and effectiveness of CEMC in line with changing priorities with clear governance and accountability arrangements with the CMOG
- Develop disruption plan to utilise all legislation to maximise opportunities for prosecuting offenders and disrupt criminal activity related/not related to CSE
- Ensure that vulnerable locations frequented by offenders and children at risk/victims of CSE, missing and trafficked are targeted
- Ensure that all single and multi-agency training includes completion of Walsall CSE screening and risk assessment tools
- Ensure that West Midlands Police and partners review local multi-agency data collection processes to ensure information is shared
- Review practices to ensure victims of CSE who go on to become offenders are provided with rehabilitation and support
- Ensure that Criminal Justice partners work together to make appropriate and effective use of interventions for working with CSE perpetrators
- Ensure that there are effective victim support service(s) across Walsall.

➤ **Child Death Overview Panel**

<p>Agencies represented on Committee</p>	<ul style="list-style-type: none"> • Walsall Public Health • Wolverhampton Public Health • Lead Paediatrician Walsall HealthCare Trust • Lead Paediatrician Wolverhampton NHS Trust • Executive Nurse Wolverhampton CCG • Executive nurse Walsall CCG • Head of Safeguarding – Walsall • Head of Safeguarding – Wolverhampton • West Midlands Police Child Abuse Investigation Unit/ Police Public Protection Unit • Wolverhampton Designated Doctor for Safeguarding Children and Child Deaths • Walsall Designated Doctor for Safeguarding Children and Child Deaths • Designated Nurses for Safeguarding Children, Walsall and Wolverhampton Clinical Commissioning Groups (CCGs). • West Midlands Ambulance Service
------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Brief Terms of Reference

1.1 The Walsall and Wolverhampton Joint Child Death Overview Panel (CDOP) is a formally constituted arm of both the Walsall Safeguarding Children Board and the Wolverhampton Safeguarding Children Board. It has strategic responsibility for helping to ensure the following for children and young people across Walsall and Wolverhampton:

1.1.1 Through a comprehensive and multidisciplinary review of all child deaths (both unexpected and expected), the Walsall

and Wolverhampton Child Death Overview Panel (CDOP) aims to better understand how and why children in Walsall and Wolverhampton die and use the findings to take action to prevent other deaths and improve the health and safety of our children. All recommendations/actions will be Specific, Measureable, Achievable, Relevant and Timely (SMART).

- 1.1.2 In carrying out activities to pursue this purpose, the CDOP will meet the functions set out in Working Together to Safeguard Children in relation to the deaths of any children normally resident in Walsall and/or Wolverhampton. Namely collecting and analysing information about each death with a view to identifying:
- 1.1.3 Any case giving rise to the need for a multi-agency serious case review scoping panel to identify whether a serious case review or learning review process needs to be undertaken;
- 1.1.4 Any matters of concern affecting the safety and welfare of children in Walsall and Wolverhampton;
- 1.1.5 Any wider public health or safety concerns arising from a particular death or from a pattern of deaths in Walsall and Wolverhampton;
- 1.1.6 How best to support bereaved families.
- 1.1.7 Putting in place procedures for ensuring that there is a coordinated response by Partnership, their LSC Board and any other relevant persons to an unexpected death.

Objectives for 2014/15:

- CDOP were required to review all deaths of all children aged 0 to 18 years. This does not apply to stillbirths, unless the stillbirth occurs within the community without any medical interventions and a doctor is not able to issue a death certificate. It also does not apply to the death of babies born before 24 weeks gestation. The cases where the deaths are unexpected or unexplained may need more detailed review than other cases reviewed but this should be decided on a case by case situation having reviewed the information

- To ensure, in consultation with the local Coroner, that local procedures and protocols are developed, implemented and monitored, in line with the guidance in Chapter 5 of *Working Together to Safeguard Children (2015)* on enquiring into unexpected deaths.
- To collect and collate an agreed minimum data set of information on all child deaths in Walsall and Wolverhampton
- To evaluate specific cases in depth, where necessary to learn lessons or identify issues of concern.
- To identify significant risk factors and trends in individual child deaths and in the overall patterns of deaths in Walsall and Wolverhampton, including relevant environmental, social, health and cultural aspects of each death, and any systemic or structural factors affecting children's well-being to ensure a thorough consideration of how such deaths might be prevented in the future.
- To collect and collate an agreed minimum data set of information on all child deaths in Walsall and Wolverhampton
- To evaluate specific cases in depth, where necessary to learn lessons or identify issues of concern.
- To identify significant risk factors and trends in individual child deaths and in the overall patterns of deaths in Walsall and Wolverhampton, including relevant environmental, social, health and cultural aspects of each death, and any systemic or structural factors affecting children's well-being to ensure a thorough consideration of how such deaths might be prevented in the future.
- To provide evidence of the application of any learning and identify links with the business of other sub committees of the LSCBs in particular forums attending to Serious Case reviews / Significant Incidents; Learning and Development; Quality; Performance and Assurance
- To refer to the Independent Chairs of the LSCB's in Walsall and Wolverhampton any identified safety or public health issues for discussion with the Director(s) of Public Health or any other relevant agency, of how best to address these and their implications for the provision of services and for training
- To ensure increased public awareness and advocacy for the issues that affects the health and safety of children
- Where concerns of a criminal or child protection nature are identified, to ensure that the Police and Coroner are aware and to inform them of any specific new information that may influence their inquiries; to notify the Chair of the LSCB of those concerns and advise the Chair on the need for further enquiries under

section 47 of the Children Act, or of the need for a Serious Case Review. (Working Together to Safeguard Children, 2015).

- To provide relevant information to those professionals involved with the child's family so that they, in turn, can convey this information in a sensitive and timely manner to the family
- To organise and monitor the collection of data for the nationally agreed minimum data set and the arrangements for providing data to bodies commissioned by the Department for Education (DfE)
- To co-operate with any regional and national initiatives
- To prepare an annual report to the LSCBs of Walsall and Wolverhampton on the work of the CDOP to include local data
- To prepare the Annual DoE Data return

Achievements for 2014/15 - a selection of initiatives joint with various stakeholders have been undertaken to address the wider child death issue. Whilst there will be learning from all, the most significant initiative is the wider city multi agency steering group to address infant mortality which is multi-faceted from pre conception to post delivery.

Work programmes included

- Safer sleeping
- Family nurse practitioners
- Setting up of multi-agency infant mortality steering group and agreed action plan to address infant mortality in Wolverhampton
- Stop smoking campaigns
- Review of all deaths that met the criteria within the timescales
- Learning from modifiable outcomes and share

Evidence of the Voice/Contribution of Children and Young People

Where ever possible and the sensitivity of the situation allowing, bereaved families including young children and young people are included in the post event communication. We recognise that there is vital learning to arise from this and information gathered is shared across the multi agencies to improve experience and prevent similar issues arising.

Children were involved in the design of a poster for safer sleeping a couple of years ago and a young girl who won the competition was written to and thanked by the Chair.

CDOP Analysis for cases reviewed for Walsall Local Safeguarding Children Board in 14/15

- CDOP met 4 times in 14/15
- Reviewed 33 deaths from Walsall LCSB
- All were reviewed within the year; 18 within 6 months and 15 within the 12 months.
- 21 were male, 11 were female and 1 'not known'
- 19/33 deaths were in babies aged 0-27 days
- Zero children had child protection plans
- Zero children had statutory orders
- Ethnicities; 16 white, 2 mixed, 12 Asian, 1 black Caribbean and 2 others
- Zero known to be asylum seekers
- Place of death; 15 emergency department, 2 paediatric ward, 2 NNU, 7 paediatric ICU, 2 home, 2 public place, 1 hospice and 2 'other'.

Looking forward brief overview of work anticipated for 2015/16

- Review of CDOP function and process leading to new TOR, guidance, SOPs, CDOP coordinator role clarification and the establishment of a Form C prep group. This further supports and strengthens the process.
- Case note audit of selected child deaths to identify gaps in current system
- Continue to progress the multi-agency infant mortality action plan
- Improving child poverty to a better position (currently showing a worsening picture)
- Continue with statutory responsibility in line with Working Together to Safeguard Children 2015.
- At the time of writing this report the combined Walsall and Wolverhampton Annual CDOP report has not been completed, this will contain more detail for key trends.

2.4 Report from the Local Authority Designated Officer

(The Local Authority Designated Officer (LADO) is responsible for providing advice and monitoring referrals of allegations across the children's workforce.)

The procedures, Allegations of Abuse against Persons who Work with Children (including Allegations Against Carers and Volunteers), are based on the framework for managing allegations made against an adult who works with children, detailed in Working Together 2013, Chapter 2, paragraph 4 .

An allegation may relate to a person who works with children who has:

- behaved in a way that has harmed a child, or may have harmed a child;
- possibly committed a criminal offence against or related to a child; or;
- behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

In the year 2014-15 there were 329 contacts to the LADO compared to 239 in the previous reporting year indicating an increase of 38% and a persistent upward trend over recent years.

Most sectors have seen rises in referrals. Education remains the biggest single referring sector, followed by foster care and then Early Years settings. These are the sectors with the most established referral pathways and where work to raise awareness of the procedures is most embedded.

Of these contacts only 20% were sufficiently serious to progress to Position of Trust (POT) meetings (66 cases in total). This proportion tends to be higher in settings with less established referral pathways (e.g. faith settings) where often only more serious referrals are identified. Those from Education, Early Years etc. are more frequently for advice and guidance, reflecting the increased use of the LADO in this way in sectors more familiar with the processes. This has been particularly noticeable in Early Years settings in 2014-15 where contacts to the LADO have more than doubled, there has, however, been a significant increase in Early Years provision which may account for some of this. Whilst the majority of contacts do not progress to a POT meeting the process still allows for the LADO to oversee and agree actions with agencies to investigate concerns and address safeguarding and practice issues.

Where cases progressed to a Position of Trust meeting the outcome was 'unsubstantiated' in 62% of cases, substantiated in 12% and false/unfounded in 7%.

Managing allegations relating to mosque schools/madrassas has continued to prove challenging. The Walsall LADO has explored options to support good practice in these settings, working with mosques and others, and this will continue to remain a priority for 2014/15.

2.5 Section 11 Audits

Section 11 of the Children Act 2004 requires that key agencies and bodies make arrangements to safeguard and promote the welfare of children. Statutory Guidance sets out the arrangements that are likely to be common to most of the agencies concerned. The WSCB undertakes an audit to formally assess that the necessary arrangements are in place across the key partner agencies within the Borough.

At the time of submitting this Annual Report, the outcome of the Audit for 2015 is still subject to analysis which is being completed by the WSCB Performance Officer with the support of the Virtual College – the on-line tool developed by the College has been used to gather the base data. Details will be given on the WSCB website as soon as these are available and added to later editions of this report.

PART 3: WSCB COMMUNICATION STRATEGY

Communication is nationally recognised as an essential part of strategic planning and implementation. Effective communication is a key factor in taking forward and developing services for children. Working Together to Safeguard Children 2013, describes communication and awareness raising as a core function and points, in particular, to the importance of communicating to persons and bodies, in the area of the authority, the need to safeguard and promote the welfare of children, raising awareness of how this can best be done and encouraging them to do so.

In April 2014, the WSCB published a Communication Strategy.

The aims of the strategy are:

- To set out clear communication and reporting arrangements for the partnership and other relevant groups

- To ensure a consistent and co-ordinated approach to communication with the community and stakeholders
- To ensure that the community and partners of Walsall Safeguarding Children Board remain well informed about its role, functions, achievements and priorities
- To seek opportunities to promote WSCB and partner agencies' vision as laid out in the WSCB Business Plan
- to raise the awareness of safeguarding and to promote the welfare of children and young people throughout Walsall
- To ensure that the voice of the child is heard, the views of children and young people are taken on board and are instrumental in planning and delivering safeguarding
- To encourage the sharing of good practice.

The agencies in Walsall which have a responsibility for safeguarding children have the following objectives:

- To raise awareness of their role and work
- To support all partners to understand their contribution
- to keep all stakeholders up to date with developments including changes to policies
- To promote the active engagement of all stakeholders in the Board's work
- To share good practice, ideas and good news.
- To ensure that their agency members understand their responsibilities in respect of communication
- To define and implement clear lines of communication and to ensure consistency and transparency wherever possible.

The Communications Plan will be reviewed on an ongoing basis and will be updated by the WSCB Manager as required. Any changes will be based on evaluation from communications activity and feedback from our audience and will be submitted to the Safeguarding Board for approval. Any significant changes will be submitted to the board for consultation and the strategy will be updated accordingly and ratified.

PART 4: CONCLUDING REMARKS

4.1. As stated in the Foreword, at the start of 2014/15 Walsall Borough Council's Children's Services were subject to a Ministerial Improvement Notice. The Notice was lifted in the summer of 2014. I am satisfied that children and young people in Walsall are now safer than before. From the Board's case file audits and other quality measurement processes, there is daily evidence of front line staff in all the children's agencies in Walsall working together to excellent effect. At practice level, the Improvement Notice has had the desired outcome: all agencies continue to pull together to achieve better safeguarding processes, systems and outcomes.

4.2. However, it is of some concern to me that, at a strategic level, since the lifting of the Improvement Notice, in some of the safeguarding agencies in Walsall, a degree of complacency could now set in. The major austerity measures being put in place by Central Government and the associated reductions in public service funding appear to be driving agencies to retrench and concentrate on their individual work pressures. There is a danger that agencies may take the view that "safeguarding is now sorted" and that they can now make this a lower priority than in the recent past. This is best exemplified by the noticeable decrease in the pace at which the WSCB is working. Attendance at the Board meetings is quite good but there are times when it is apparent that little work has been done by individuals between Board meetings and that some issues take far longer to progress and conclude than should be the case. (It is also worthy of note that WSCB Committee Chairs have reported some poor attendance and lack of progress at their Committees. Actions have been taken to remedy this, but the underlying problem remains.)

4.3. The challenge for the safeguarding agencies in Walsall is to re-invigorate their joint activities and to protect and further enhance child protection work, despite the unquestionable pressure on budgets. Through work led by the West Midlands's group of Independent Safeguarding Board chairs (and funded by an innovation grant from the Department for Education) there are real opportunities to develop integrated regional training, procedures and approaches to quality assurance. These opportunities should be grasped. At a local level, the priority areas for further work by WSCB (working particularly with the new statutory Adult Safeguarding Board) include:

- Domestic violence

- The radicalisation agenda
- Female genital mutilation
- Forced marriage
- Seamless and safe transition for children at risk
- Sexual violence/trafficking/sexual exploitation
- User involvement/the voice of the child
- Create opportunities for wider public engagement.

4.4. If the members of WSCB and their colleagues in the individual agencies can again “raise their game” to the levels adopted when faced by the Improvement Notice, and inject some much needed pace into their activities, I am confident that WSCB will continue its improvement journey and become really effective in achieving excellent outcomes for Walsall’s vulnerable children and young people.

Robert Lake
Independent Chair
Walsall Local Safeguarding Children Board.
4 October 2015.

Appendix1:2014/15

Financial Out-turn

	14-15 Total expenditure	14-15 Budget	14-15 Final Variance
<u>Employees</u>			
Staffing	£98,501	£129,916	-£31,415
Staff Travel	£27	£1,400	-£1,373
Total Employees	£98,528	£131,316	-£32,788
Independent Chair of the Board	£25,300	£18,000	£7,300
<u>Other Costs</u>			
Contingency for Serious Case Reviews	£5,382		
Tri-X Procedures Manual	£3,000		
QA Assurance Report	£2,200		
Section 11 Audit Tool	£2,000		
E-learning Package	£4,250		
Beverages - Provisions	£302		
Print & Design costs	£965		
IT Expenses	£33		
Telephones	£252		
Advertising	£395		
Internal cost - HR / Finance / ICT	£684		
Total Other Costs	£19,463	£26,061	-£6,598
<u>Income</u>			
Walsall Healthcare NHS Trust	-£5,000		

Staffordshire & West Midlands	-£3,000		
Probation			
West Midlands Police Authority	-£15,020		
CAFCASS	-£550		
CCG	-£35,000		
Training income: Non-attendance fees	-£735		
Total Income	-£59,305	-£66,184	£6,879
Draft 2014/15 outturn Position	£83,986	£109,193	-£25,207

Appendix 2: A Typical Four Month Training Programme.



Walsall Safeguarding Children Board

Multi-Agency Training

March 2015 - June 2015

Course	Date	Time	Level	Venue
Safeguarding Children & Young People	Thursday 12 th March	1.00pm – 4.30pm	Level 1	Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
W4 Serious Case Review (SCR) Learning Event	Friday 13 th March	1.30pm – 3.30pm		Large Hall, Education Development Centre, Pelsall Lane, Rushall, WS4 1NG
Safeguarding Children & Young People	Tuesday 17 th March	1.00pm – 4.30pm	Level 2	Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
Workshop to raise awareness of prevent (WRAP)	Tuesday 24 th March	2.00pm – 3.00pm	Level 1	Large Hall, Education Development Centre, Pelsall Lane, Rushall, WS4 1NG
Female Genital Mutilation	Wednesday 25 th March	2.00pm – 3.00pm	Level 1	Large Hall, Education Development Centre, Pelsall Lane, Rushall, WS4 1NG
Safer Recruitment Training	Thursday 26 th March	9.30am – 4.30pm	Level 2	Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
Child Sexual Exploitation (CSE) - An insight and exploration of the key issues	Thursday 16 th April	9.30 am – 4.30pm	Level 1	Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
W4 Serious Case Review (SCR) Learning Event	Wednesday 29 th April	1.30pm – 3.30pm		Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
W4 Serious Case Review (SCR) Learning Event	Thursday 14 th May	1.30pm – 3.30pm		Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU
Child Sexual Exploitation (CSE) Advanced Awareness	Tuesday 9 th June	9.30am – 4.30pm	Level 2	Large Hall, Education Development Centre, Pelsall Lane, Rushall, WS4 1NG
W4 Serious Case Review (SCR) Learning Event	Thursday 11 th June	1.30 pm – 3.30pm		Manor Farm Community Association, King George Crescent, Walsall, WS4 1EU

To book a place on any of the above courses please contact: Lucy Gould, Walsall Safeguarding Children Board (WSCB) Training and Development Coordinator at 01922 650320 or at gouldl@walsall.gov.uk

Strategic Priority 1: To Improve the Effectiveness of WCSB.							
OUTCOME	Strategic Objective: To ensure effective co-ordination of multi-agency safeguarding services for children and young people, and deliver a robust governance system for WCSB that is able to respond to local & national developments in safeguarding as required.						
We want Walsall Safeguarding Children Board to be an effective driver and coordinator of positive change in safeguarding practice across Walsall, delivering improved arrangements that safeguard children and young people, and to identify and prevent maltreatment, violence, neglect and sexual exploitation.	RAG RATING	SUB-OBJECTIVE	HOW WE WILL ACHIEVE THIS	LEAD PERSON(S)	EVIDENCE	INITIATION DATE	PROGRESS REVIEW <u>JUNE 2015</u> (INCLUDE NEW PROPOSED DATES FOR COMPLETION)
	G	1.1 Ensure the WCSB governance and structure arrangements are explicit, robust and responsive and demonstrate effectiveness	Establish clear structure and lines of challenge, scrutiny and information-sharing.	Independent Chair/Business Manager	Clear and embedded arrangements, updated constitution	April 2014	The Governance and WCSB Structure arrangements are outlined on the WCSB Website, within all Board and Committee Terms of Reference and Board associated documents. Board members actively reinforce WCSB Governance and structure within their individual agencies. WCSB Structure is continuously reviewed in line with due consideration to the effectiveness of the Board.
	G	1.2 To ensure that each Committee of the Board has	Each Committee Chair will work closely with Committee members to formulate a work plan that encompasses	Committee Chairs/Business Manager	Completed work plan agreed by each Committee	April 2014	The Board, QA&P, SCSIC, CDOP, PPLD, CEMC Strategic Committees all have

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

of	Use the LSCB Challenge and Improvement Tool	Independent Chair	Completed audits with an overview report.

		represented on the WSCB	WSCB membership.		Adult Services		and the WSCB Manager is a member of the Adults Safeguarding Board. This objective will be strengthened by the new arrangements for a joint Independent Chair for both Boards.
	G	1.5 Ensure that Core Groups are effective drivers of child protection processes and help to effectively safeguard children & young people	Carry out monthly audits of various aspects of Core Group activity. Establish themes and closely scrutinise decision-making, participation, quality of analysis chosen interventions and the timing of interventions	Business Manager	Improved outcomes – Feedback from case supervisions, surveys & auditing activity/analysis	January 2014- subject to review	WSCB Business Manager continues to liaise with the Group Manager of Safeguarding and Review and attends IRO Team Meetings on a quarterly basis. Core Group decision making is featured as part of monthly Multi Agency Multi Agency Audits Reports into QA&P Committee - any area for development, revision is carried through to PPLD Committee.
	G	1.6 Clarify the Board's relationship/pos	Carry out a review of strategic forums to include aims and objectives/key	Independent Chair/Business Manager	Revision of membership will be reported	April 2014	The Terms of Reference for WSCB, Health and Wellbeing

		ition within other strategic forums to ensure effective information travel	business, frequency, membership and any overlap		to Board Formalise updates to Board and Committees		Board, Children and Young Peoples Partnership Board and Walsall Adults Safeguarding Board have each been updated to reflect the joint agreement and commitment to ensure regular communication and reporting arrangements.
	A	1.7 Raise awareness of safeguarding issues, safeguarding activity and the responsibilities of WSCB, Partner Agencies and the wider community in safeguarding	Branding and promotion of the Board: <ul style="list-style-type: none"> • Revamp/restructure of WSCB website • Revamp/restructure of WSCB newsletter • Poster to accompany newsletter – salient points • Review newsletter/communications mailing list • WSCB e-mail bulletins • Create a Twitter account • Create a Facebook account • Maximise WSCB lay members to support stronger public 	Business Manager/partner agencies	Increased awareness of/interest in website; Increased awareness of/interest in newsletter; Positive scoring from website rating tool; Greater distribution rates; Followers/hits on Twitter/Facebook.	December 2013	<p>The WSCB website has been updated and re-launched. The new website provided a simplified format and to date the feedback has been positive.</p> <p>The format for the WSCB Newsletter has been updated. The newsletter was scheduled for a re-launch in December 2014. The new proposed date for completion – September 2015</p> <p>The WSCB Manager is working closely with SIT to finalise and</p>

			awareness/understanding of the Board				manage continued arrangements in relation to the Board's social media. The new proposed date for completion – September 2015
Strategy Priority 2: To improve the effectiveness of local work across the borough to safeguard and promote the welfare of children							
OUTCOME	Strategic Objective: To continually improve the effectiveness of local work to safeguard and promote the welfare of children and young people						
We want to maintain and develop robust arrangements which assure partner agencies and the community of the quality of safeguarding practice in Walsall	RAG RATING	SUB-OBJECTIVE	HOW WE WILL ACHIEVE THIS	LEAD PERSON(S)	EVIDENCE	INITIATION DATE	PROGRESS REVIEW JUNE 2015
	A	2.1 Improve links and engagement with non-statutory organisations	<ul style="list-style-type: none"> Increase/improve the awareness of the Board and its statutory functions to non-statutory organisations, independent schools & the faith community 	Business Manager/ Voluntary Organisations/Independent Schools/Faith Community	Increased participation/ interaction/ consultation between the Safeguarding Board/partner agencies & non-statutory organisations, independent schools and the faith community	March 2014- Subject to review	Some progress has been made, arrangements and communication need to be agreed. WCSB Manager carrying forward with the Chief Executive of Walsall Voluntary Action
	G	2.2 Improve links and engagement with Independent schools.	<ul style="list-style-type: none"> Improve the awareness of non-statutory organisations, independent schools and the faith community amongst Partner Agencies and the wider community 			March 2014 - Subject to review	New arrangements are currently pending finalisation in order to commence August/September 2015. The Independent Chair is leading on this objective.

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

	A	2.3 Improve links and engagement with the wider faith community				December 2013 – Subject to review	<p>WSCB Manager continues to work with the Community Cohesion Team to improve links with the wider faith community.</p> <p>A Safeguarding event has been proposed and will be held by partner agencies and various Project Leads from the faith community – date TBC</p>
	R	2.4 Improve links and engagement with the UK Border Agency (UKBA)	Formalise representation/membership arrangements and methods of communication between UKBA and the Board	Independent Chair	Increased communication and input between UKBA and Board	March 2014	Independent Chair to provide verbal update
	G	2.5 Increase awareness of allegations made against those who work with children, and ensure that the process for managing such allegations is fit	<p>WSCB have access to up-to-date information and reports from the Local Authority Designated Officer (LADO)</p> <p>The Business Manager to liaise with the LADO on a monthly basis</p>	Business Manager	Quarterly reports submitted to the Board and communicated through Committees	March 2014	<p>WSCB Manager and LADO continue to maintain regular communication to review referrals.</p> <p>The LADO to continue to present the LADO Annual Report to WSCB on a yearly basis</p>

		for purpose					
	G	2.6 Raise awareness of and improve practice – Toxic Trio (Trilogy of Risk) factors	Formalise arrangements for multi-agency meetings to take place in order to explore multi-agency protocols and decision-making processes Develop Terms of Reference	Designated nurse for safeguarding provision, Clinical Commissioning Group	Bi-monthly report from QA & P	January 2014	A mapping exercise was carried out and reported to the Quality Assurance and Performance Strategic Committee of the Board.
	A		Develop Multi Agency Protocol Document	PPLD Committee	Robust strategy, protocols & guidelines in place	June 2014	The Policy Procedure Learning and Development Committee are currently developing a Multi-Agency Protocol Document which will also feature and support the WSCB information sharing protocol. The new proposed date for completion – TBC in line with the new PPLD work plan
	R	2.7 Ensure that partner agencies actively	Increase the awareness of Joint Protocols and liaise with partner agencies to ensure a streamlined	Partner Agencies	Bi-monthly report from QA & P	July 2014	The Strategy is yet to be devised. Work is underway (as outlined above).

		participate in joint working arrangements/p protocols as outlined within the WCSB Toxic Trio Strategy	management of cases where parents or carers have mental ill health and/or drug and alcohol problems.				
	G	2.8 Ensure that the DART process is fit for purpose and consistently manages referrals in an appropriate, timely and effective manner	Commission a full review of the DART	Adrian Roche	Final Review Report	December 2013 review start date Report complete by April 2014	The DART Review was carried out in March and a full Report was issued. The report included recommendations that helped to inform subsequent decisions regarding improving the DART process.
	G	2.9 Monitor the implementation of the recommendations outlined in the DART Review to ensure that they are effectively embedded within Partner Agencies processes	Monthly updates via the DART/MARAC Steering Group.	Partner Agencies and Adrian Roche	Bi-monthly report from QA & P and PPLD Quarterly report to the Board	June 2014	Adrian Roche continues to offer the Board regular updates. The Board is assured that progress is being made.
	A	2.9 Review all	All Partner Agencies to	WCSB Members	Clear evidence	August 2014	The WCSB Manager

		planning and commissioning of services for children and young people to ensure they take into account the need to safeguard and promote the welfare of children and young people	review and revise where necessary their organisations arrangements and processes	and Partners	and reference to safeguarding responsibilities within the tendering, commissioning, and procurement contracts and processes reported within the Section 11 Reports into QA&P and PPLD		continues to liaise with The Children's Services Commissioning Team. The Board will need to seek assurances from all partners regarding their individual agency's commissioning arrangements. This will be picked up via PPLD.
	G	2.10 Ensure robust use of the Child Sexual Exploitation Multi Agency Screening Tool	Partner Agencies to increase awareness and promote the use of the tool within their own agencies (where relevant).	Partner Agencies	Multi Agency/Single Agency Audit reports via QA&P	June 2014	There has been an increase in the use of the Screening Tool. The tool is available on the WSCB website. The CSE Coordinator has taken this objective forward and continues to promote the use of the tool across the partnership including close liaison with Team Managers and key CSE Leads.
	G	2.11 Develop a Multi Agency	Formalise Walsall's Multi Agency Response to CSE with	CSEM Committee/ PPLD Committee	Robust Strategy and guidelines	July 2014	Walsall CSE Strategic Committee and CSE Operations Group

		response to CSE including meeting and involving parents and carers and young people	clear criteria's and pathways which incorporate the involvement of young people and their family members.				offer a key central point for Multi Agency Response to CSE. The recruitment of a CSE Coordinator (anticipated to be in post by February 2015) will strengthen our Multi Agency response. Please note: this part of the Business Plan will require further objectives as agreed by the Board – in line with the findings from the partnership/local and National intelligence.
Strategic Priority 3: Improving the cycle of Learning and Development to ensure that we achieve better outcomes for children							
OUTCOME	Strategic Objective: To embed a learning culture across services that is able to adequately support & respond to emerging areas for improvement by implementing SMART goals (Specific, Measurable, Attainable, Relevant & Time-bound)						
We want to promote transparency regarding the issues arising from	RAG RATING	SUB-OBJECTIVE	HOW WE WILL ACHIEVE THIS	LEAD PERSON(S)	EVIDENCE	INITIATION DATE	PROGRESS REVIEW JUNE 2015
	G	3.1 Formalise the opportunity to learn from case examples	Create a multi-agency reflective practice group to carry out Table Top Reviews	Business Manager/Partner Agencies	Lessons and areas for improvement identified &	May 2014 – subject to review	Monthly Multi Agency Audits take place and reports are submitted to QA&P

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

individual cases, and embed a multi-agency approach to identifying and managing emerging themes and opportunities to learn and improve practice and outcomes for children and young people					disseminated Findings reported & improvements tracked via QA & P & PPLD		<p>and PPLD and include Action Plans. The Audits offer the opportunity for agencies to nominate cases for review and highlight good practice and areas for improvement.</p> <p>The remit of the Serious Case Review Sub Committee has been extended to include the review of significant incidents/cases. The Committee has been renamed (Serious Case/Significant Incident Review Strategic Committee (SCSIC) and the WSCB Website has been partially updated.</p> <p>A full launch/information cascade is in progress. The WSCB Manager is scheduled to attend various team meetings across the partnership over the next few months, the SCSIC referral</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--	--	--------------------------------------------------------------------------------	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

							pathways will feature.
	G	3.2 Monitor the effectiveness of the safeguarding activity across partner agencies and support them in continually improving their safeguarding arrangements	<ul style="list-style-type: none"> Implementation of a robust Multi-Agency Audit programme based on a monthly auditing schedule. Audit findings will then inform areas for thematic audits that will intricately focus on a range of targeted areas 	Business Manager/Head of Quality and Performance	Measurable outcomes; Monthly reports from auditing activity; Section 11 self-assessments/ Auditing activity challenged & scrutinized	April 2014	Monthly Multi Agency Audits take place. To date agency engagement has been positive.

	A		<ul style="list-style-type: none"> Embed the Learning & Improvement framework. Partners to take responsibility for ensuring that the Learning and Improvement Framework is embedded within the policy and practice of their individual organisations in order to provide reporting arrangements 	Board Members	<p>Learning disseminated through the Learning & Improvement Framework, newsletter, team meetings, supervision, team briefings & WSCB Bulletins; Timely return of completed dataset information requests.</p> <p>Agencies aware of dataset & actively responding to data requests</p> <p>Policy amendments/ Development through the PPLD Committee</p>		Agencies are familiar with and understand the Learning and Improvement Framework. The cycle of LIF data collection requires further agency commitment. There have been considerable delays and this has impacted on the level of available data. The new Data Analyst who is now in post - will support the management of this process and analysis of the findings.
--	----------	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	G	3.3 Ensure that there is systematic implementation of recommendations from case reviews and audits.	<p>Reflective practice incorporated and documented within agency supervisions</p> <p>Carry out supervision and case management audits</p>	Business Manager/Board members/partner agencies will be expected to take responsibility for ensuring this objective is met within their own agency/ departments	Improved outcomes for children documented within case files; Specific indicators dependent on recommendations	Subject to review	The Board has received assurances that agencies actively implement recommendations from case reviews and audits in order to maximize the opportunity to learn and generate a proactive learning culture.
	G	3.4 Ensure that improvements impact on shaping and informing practice and that the impact of learning is measured	Undertake single and multi agency Audit activity to highlight sustainable learning	Business Manager/ Board members/ Partner Agencies		Subject to review	Regular Single/Multi agency Audits continue to take place. Additional themed Single Agency Audits are requested by and submitted to QA&P. Wherever possible, the impact of learning is measured.
	G	3.5 Ensure compliance with Working Together 2013 in relation to Serious Case Reviews and the effective implementation of actions/learning	Business Manager is in the process of structuring a Business Manager Forum with neighbouring local authorities in order to maximise the opportunity to learn from National and Local SCR's & SILP's.	SCRC Chair/Business Manager	Key messages disseminated and embedded in practice across agencies. Tracked & measured through supervisions, training evaluation and single/multi-	Subject to review	<p>A Business Manager Forum has not been implemented as it was decided that this piece of work would be carried forward to March 2015.</p> <p>WCSB continue to work in accordance with Working Together 2013 regarding SCR's and</p>

					agency auditing activity.		SCR Action Plans.
	G	3.6 Ensure compliance with Working Together 2013 in relation to Child Deaths & the effective implementation of actions/learning	Review the structure and activity of CDOP Clarify the roles and responsibility of members Evaluate the effectiveness of CDOP meetings Devise a clear work plan	WSCB Business Manager/ CDOP Chair (will liaise with Wolverhampton counterparts)	Clear processes of work and increased opportunities to elicit salient themes to disseminate & improve practice. The promotion of Public Health messages	May 2014 – subject to review	The CDOP process has been reviewed by the Chairs, Executive Partners and Business Managers for both Walsall and Wolverhampton LSCB. Necessary changes have been discussed and agreed
Strategic Priority 4: To ensure the effectiveness of WSCB and partner agencies' safeguarding training activity.							
OUTCOME	Strategic Objective: To continually monitor and evaluate the impact of safeguarding training to ensure that training and safeguarding policies are aligned with WSCB core priorities and emerging safeguarding issues within Walsall.						
We want the training activity in Walsall to be robust, strategic and responsive, in order to drive forward improvement	RAG RATING	SUB-OBJECTIVE	HOW WE WILL ACHIEVE THIS	LEAD PERSON(S)	EVIDENCE	INITIATION DATE	PROGRESS REPORT JUNE 2015
	G	4.1 Ensure the frequency of WSCB training courses caters for the level of demand.	Increase the number of courses offered per month.	PPLD Chair/Training and Development Officer	Increase in bookings & delegate participation.	March 2014 – subject to review	The Board has successfully recruited a Training and Development Coordinator to support the implementation of all Level 3 Training and bespoke training

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

& provide thorough and fit-for-purpose training.							events. All Level 1 and 2 training will be managed (as agreed at Board) by the Children's Services Workforce Development Team.
	G	4.2 Ensure the range & content of courses offered reflect the emerging themes associated with safeguarding & child protection both in Walsall and Nationally Course content is underpinned by evidence based practice.	Pro-active strategic response to auditing activity, local & national drivers, communication, delegate feedback & the WCSB priorities.	PPLD Chair/Training and Development Officer	Increase in the range of courses offered by the WCSB. Clear links (rational) between the courses delivered & the wider work & priorities of the Board.		AS ABOVE
	G	4.3 Ensure that the training strategy includes robust mechanisms to drive forward developments from wider	<ul style="list-style-type: none"> Review current process Improve the analysis of information gathered Ensure that 	PPLD Committee			The Training Strategy was ratified in May 2014

		learning and development.	feedback, audit activity & safeguarding intelligence has a clear impact on the training that is offered and the ways in which it is delivered.				
	G	4.4 Promote and increase the use of WSCB E-Learning tools.	The promotion of the E-Learning page on the WSCB website across agencies.	PPLD Chair	Increased hits on the WSCB E-Learning portal.	December 2015	The E Learning package is in place - the resource will be promoted across the partnership.
	G	4.5 Ensure that front-line service and practitioners have access to safeguarding information.	Co-ordinate effective communication through partner agencies and Board membership to front-line staff. Business Manager to continue to periodically attend various agencies' team meetings to update/brief	Business Manager/ PPLD Chair/PPLD Committee	Improved practice and awareness evidenced in supervisions and practitioners' surveys. Clear and adapted lines of communication.	June 2014	Agencies continue to provide staff with relevant safeguarding information. This objective still requires further work. Frequent dissemination of information from the WSCB including poster campaigns/newsletters and updates will secure a green RAG Rating.
Strategic Priority 5: Ensuring that the views of children and young people are heard							

OBJECTIVE	Strategic Objective: To maximise the opportunity to embed the views of children and young people into the decisions that are made to achieve improved outcomes.						
We want to encourage children and young people to share their views by ensuring that we provide the opportunity for their views to be captured and for their views to impact the decisions that professionals/agencies make. We want to ensure that through our multi agency approach, we are able to collate information held by individual agencies in	RAG RATING	SUB – OBJECTIVE	HOW WILL WE ACHIEVE THIS	LEAD PERSON(S)	EVIDENCE	INITIATION DATE	PROGRESS REVIEW JUNE 2015
	A	5.1 WCSB to formulate robust mechanisms to ensure that the voices and views of children and young people shape and impact the work of WCSB and Partner Agencies	<p>Scrutiny and challenge through Safeguarding Involvement Team (SIT) / Youth of Walsall (YOW)</p> <p>Regular communication with Children and young people</p> <p>Information share regarding individual agencies intelligence</p>	<p>Business Manager/SIT</p> <p>Partner Agencies</p>	<p>User engagement reporting; Pilot update from Child Protection comic; Newsletter dip sample with front-line professionals; Consultations with SIT/YOW and children and young people regarding WCSB developments (e.g .Private Fostering Promotion campaign, children and young people’s forum on WCSB website and social networking)</p>	<p>February 2014 – subject to review</p>	<p>The WCSB is working with agencies in order to establish the Walsall position. This work is in its initial stages. Further work is required to explore wider partnership arrangements.</p> <p>A report was scheduled for the January 2015 QA&P Committee – this has been carried over to the August 2015 Board Meeting to allow sufficient time for the partnership to respond to information requests and for the elected author of the report to compile the findings. Areas for development will be carried forward to PPLD and any wider relevant Committee/forum.</p>

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

order to shape ongoing services							
Strategic Priority 6: Improving the classification, assessment and response to Neglect							
OBJECTIVE	Strategic Objective: To provide guidance on the early identification & management of neglect.						
We want all agencies dealing with children and families are aware of what constitutes neglect and what actions need to be taken to safeguard & promote the welfare of children	RAG RATING A	SUB-OBJECTIVE 6.1 To ensure that practitioners working with children, young people and their families are able to assess neglect rationally and tailor intervention and multi-agency partnerships to manage cases effectively.	HOW WE WILL ACHIEVE THIS <ul style="list-style-type: none"> Implement an audit programme to review the number of children on Child Protection Plans under the category of Neglect Appropriate policies and procedures to be developed & disseminated Supervisions – Team Managers Findings embedded into WSCB training 	LEAD PERSON(S) Head of Safeguarding/ Business Manager	EVIDENCE <p>Robust assessments that accurately capture needs & effective interventions.</p> <p>Timely interventions & noted improvements as a result.</p> <p>Improved outcomes for children & their families.</p>	INITIATION DATE January 2014 - subject to review	PROGRESS REPORT JUNE 2015 Audits of Neglect cases were carried out across March, April and May 2014. Further audit activity is required to ensure multiple agencies invitation/engagement in the process. The next cycle of Neglect Audits are scheduled to take place across July, August and September 2015.

The table below outlines WCSB Actions as highlighted within the Action Plans taken from wider Strategic Committees. Please note, the table will be in the format as provided by the source.

STRATEGIC FORUM/CONTEXT	No.	Recommendation	Scope(Local /Regional)	Action to Take	Lead Agency	Key milestones achieved in enacting recommendation	Target date	Date of completion and outcome	Update September 2014
Safer Walsall Partnership – DHR 2	1	The Walsall Local Safeguarding Children Board should examine the issues pertaining to school records and School Health Records highlighted by the Schools and Walsall Healthcare IMRs in this case. The LSCB should take appropriate action to remedy any deficiencies identified, consistent with the Board's Best Practice Guidance issued in 2013	LOCAL	1. Ensure that robust systems are in place in schools, School Health Services and partner agencies to manage the transfer of records/files between establishments effectively.	Walsall LSCB	LSCB to review IMR findings in this case Identify reasons for the failure of record systems in this case and take action accordingly	Sept 2014		LSCB to have ensured that procedures are in place, compliant with the Board's Best Practice Guidance by Sept 2014
				2. School Health Service to review responsibilities and procedures for logging and responding to notifications of non-attendance for appointments.	Walsall Healthcare	LSCB to write to Chair of Governors	Sept 2014		

RAG RATING CODE: **RED** = The required standard not yet achieved OR a plan has not been implemented **AMBER** = Some progress has been made however further work is required **GREEN** = A plan is in place and good sustainable progress is being made

				3. The Board should communicate to Governors, Head Teachers and partner agencies the requirement to ensure that accurate and detailed information is recorded in child records/ files, including those of any outside agencies accessed.	NHS Trust	and Head Teachers of all local schools, drawing attention to the requirement to follow Best Practice Guidance.			
					Walsall LSCB working with Governors and Head Teachers of all local schools		Sept 2014		
	3.	The LSCB should ensure there is a high level of awareness among all school staff of the nature and signs of domestic abuse, how to respond when it is		1. LSCB to work with Governors and Head Teachers to ensure that all school staff are provided with mandatory training on domestic abuse and that appropriate training logs are	LSCB	Training plan to be identified in the context of available resources.	Nov 2014		By November 2014 the LSCB will have identified the process through which schools can deliver an appropriate training programme.

		identified and how support can be accessed.		maintained, recording participation.					
				2. Governors and Head Teachers should ensure that information is displayed in key staff areas identifying services which can be accessed for support with DV issues.	Chairs of Governors and Head Teachers	Walsall DA Strategic Commissioning Group to support through actions taken for Recommendation 2 above.			The LSCB will ensure that School staff have access to information about local DV services.
Safer Walsall Partnership – DHR 3	8.	The Chairs of the Walsall Adults and Walsall Children and Young People's Safeguarding Boards should oversee the implementation of the recommendations of the DART review.	Local	<p>1. Walsall Domestic Abuse Strategic Commissioning Group will develop an implementation plan setting out agreed practical measures to be taken forward from the independent review of DART.</p> <p>2. The Implementation Plan will be overseen by the Safer Walsall Partnership Operations Board.</p>	<p>Walsall Domestic Abuse Strategic Commissioning Group Chair- Adrian Roche)</p> <p>Safer Walsall Partnership Local Policing</p>	Implementation Plan to be established and agreed by the lead agencies.	2014		Agreed measures from the DART Review will have been implemented or planned in accordance with a specified timescale.

					and Crime Board.				
--	--	--	--	--	------------------	--	--	--	--

