

MINUTES

Subject: Dudley Safeguarding Children Board

Venue: Saltwells Education Centre

Date: 10th July 2015

Time: 9.30 am – 1.00 pm

Attendees	Agency	Apologies	Agency
Roger Clayton	Independent Chair	Rebecca Bartholomew	Dudley CCG
Merlin Joseph	DMBC	Mayada AbuAffan	Office of Public Health
Donessa Gray	DMBC	Helen Hipkiss	NHS England
Karen Palk	Lay Advisor	Trisha Curran	Dudley CCG
Rachael Doyle	Health & Wellbeing DMBC	Joyce Fletcher	BCPFT
Julie Winpenny	West Midlands Fire Service	Remley Mann	King Ed VI college
Tabetha Darman	BCPFT	Deborah Harkins	Office of Public Health
Su Vincent	Dudley CCG	Andrew Proctor	WMAS
Pam Smith	Dudley Group NHS Foundation Trust	Angela Whitaker	West Midlands Police
Helen Ellis	DMBC – Integrated Youth Services	Cllr. Ian Cooper	Cabinet member – lead for CS
Marie Hunter	Primary & Special rep	Jayne Sargeant	Voluntary
Viv Townsend	National Probation Service	Michelle King	Secondary Rep
Zala Ibrahim	Dudley Group NHS Foundation Trust	Rosie Musson	DWMHT
Nicola Campbell	Cafcass	Tony Oakman	DMBC People Directorate
Anne Harris	DMBC – Adult Safeguarding	<p><u>NEXT MEETING</u></p> <p>Friday 11th September 2015 9.30 – 12.30 at Saltwells EDC</p>	
Mike Galikowski	DMBC – YOS		
Jo Forbes	DMBC – Housing		
Sue Haywood	DMBC - Community Safety		
Jassi Broadmeadow	DMBC – Children Safeguarding		
Martine McFadden	DSCB		
Matt Smith	DCS		
Bal Kaur	DCS		
Chris Johnson	West Midlands Police		
Pragnatha Komaravolu	Dudley Group NHS Foundation Trust		
Sarah Booth	West Midlands Police		
Jeremy Sheen	FE Rep – King Eds college		
Annette Callear	DCS		
Kate McConnell	Probation - CRC		
Nicky Burrows	DCVS		

1.	<p><u>Introductions/Apologies</u></p> <p>Introductions were made and apologies noted.</p> <p><u>Minutes and Matters arising from previous meeting</u></p> <p>Page 8 – 4th paragraph: Trish Curran can commit resources, but the Finance Committee has to be approached to commit funding.</p>
----	--

	<p><i>Page 2 – Action Tracker Review – Review of CAMHS Services:</i> this is an ongoing issue which has been taken up by mental health services and the Children’s commissioner who are currently meeting with DWMHT. They have agreed to commission some tier 3 services - the DWMHT is in the process of drawing up the service spec.</p> <p><i>Page 3 – NPS presentation – board funding:</i> It was clarified by Kate McConnell that the CRC does pay a contribution towards the DSCB and DSAB.</p> <p><i>The minutes were agreed as a true and accurate record.</i></p>
2.	<p><u>Action Tracker Review</u></p> <p><i>Points highlighted:</i></p> <ul style="list-style-type: none"> • The Gang Prevention Group: has been taken over by Andrew Griffiths (Team Manager YOS) and has been developed into a new style of working group. The protocol and procedures are ready for sign off at the next meeting of the PPP sub. Once finalised they will be included on the website. • Audit of CAF findings: The QA & Comms group has reviewed the audit findings and feels that the CAF audit needs to be repeated. A Quality Assurance Officer has been appointed and once in post will explore the findings of all previous audits. It is considered appropriate to carry out some repeat audits to secure better learning. • Annual appraisal: the process has been commenced. • Education representation on sub groups: some work has been carried out to identify key individuals who can be members of the various sub groups. However, education representation will form part of the agenda for the review of the board structure.. • Terms of Reference: These have all been forwarded to Martine McFadden, but are likely to change following the review of the board structure and membership. All deputies now appointed and notified to Martine McFadden. • Review of CAMHS: see above in item 1 • Safer Recruitment – DBS checks – to be moved to later in the agenda. <p>Ofsted Preparation: Merlin Joseph advised the local authority has discovered a number of practice issues within Children’s Social Care. An independent audit was commissioned and a closed report was presented to Cabinet to update on the findings and potential solutions. As a result, the Cabinet has provided 100% funding to resolve the issues identified.</p> <p>Vanessa Burgess has been commissioned for 10 days to assist in putting an Improvement Action Plan together. An Improvement Board has been set up with officer leads and corporate colleagues and in liaison with the Local Government Association, a Higher Improvement Board has been developed which will be independently chaired. Members of this group will comprise the leader of the Council, the Chief Executive, Roger Clayton and key partners including representation from the voluntary sector. This higher board should have the ability to drive forward the improvements.</p> <p>Two Quality Practice auditors will develop an audit framework and will focus on internal audits. A further person will be commissioned to handle multi-agency audits under the safeguarding board. The two auditors will work closely with the Safeguarding Unit.</p> <p>An instruction signed jointly by Tony Oakman, Cllr Ian Cooper and Merlin Joseph will be sent out to all staff with a message in respect of basic standards and the consequences if this instruction is not adhered to. There is also an intention to provide support and training to improve standards. Funding has been secured to deliver this training and support.</p> <p>The local authority has also provided funding for a Programme Manager to assist in developing the MASH for April 2016. Sarah Roach has been commissioned to do this work and there will be some additional posts.</p> <p>Donessa Gray has been appointed as Interim Head of Social Care and after six weeks will move into the Quality Practice Post. Assessment and Care Management services have been split and two Heads of Social Care will be in post in August. The person who will be responsible for referral and assessment has experience of implementing a MASH.</p> <p>As a consequence of the improvements, there is likely to be a rise in both the LAC and CP numbers with an estimate of around 800 LAC (currently 760) and around 380 CP (currently around 320).</p>

Every case will be subject to an audit and recommendations will be outlined. Donessa Gray is currently looking at unallocated CIN cases. A multi-agency panel at operational level is to be set up to go through each of these cases to determine whether they can step down, close or be escalated to CP or Care proceedings. The local authority therefore requests support from partner agencies to assist with the improvement agenda.

Merlin Joseph pointed out that any professional can request a CP Initial Conference. She appealed to all agencies (and in particular to the hospital in respect of unborn children) that where there are concerns, but no conference has been held, to get in touch with Children's Social Care to request arrangement of an Initial Case Conference.

Roger Clayton thanked Merlin for being so open and honest about the difficulties currently being addressed by children's social care. He appreciated the determination of the current management to drive the improvements forward and requested board partners to match the speed and to assist the local authority to make the improvements required.

Zala Ibrahim pointed out that if numbers are expected to rise in both LAC and CP, there would need to be discussion with the hospital in respect of what will be expected of them – the health services are already struggling to deliver what is currently required.

Merlin pointed out there are delays in the LAC system resulting in children getting stuck and not moving on as they should. An agency with a lot of experience in processes for LAC children will be looking at children who have come into care over the last 3 years to determine what stage the permanency planning has progressed. Alongside this, the authority received a letter from Edward Timpson in respect of Dudley's adoption figures which essentially indicates that there is too long a time between a child coming into care before being with an adoptive family. An independent audit was commissioned and an action plan was developed which Children's Social Care is currently addressing. The new audit will offer some solutions following a deep dive into cases.

In addition, there are a lot of children still living with their families in squalid conditions – these children need to be removed from this situation. Early help needs to be developed so that where there are emerging issues, they are dealt with to prevent them becoming severe issues.

Pam Smith reassured the DSCB that the hospital has robust procedures in place for unborn babies for whom there are concerns. She was concerned however, that despite the fact issues are known and there is a clear plan to remove a baby at birth into foster care, it is often the case that the ICO takes several days to obtain because the work has not been done to complete all the assessments prior to the birth.

Merlin Joseph acknowledged the hospital's concerns and agreed that the lack of preparation prior to birth is an issue and is one of the areas the local authority is trying to change. Children's Social Care is looking at all unborn babies in the system and is intending to review each case, determine what the issues are and get the assessments completed prior to birth.

Chris Johnson wished to congratulate the leadership team for the speed at which appropriate changes are being made. He appreciates there will be some challenges, but also feels this situation is an issue for all agencies.

Karen Palk questioned whether some of the issues were due to capacity of the workforce. Merlin advised Dudley has some really good practitioners and leaders who are prepared to put in effort to effect the changes required. The senior management team is prepared to drive improvements forward. There are issues in terms of social work assessments which the auditors felt indicated a lack of confidence and this will be addressed via a training programme for social workers. Auditors will go into the teams to deliver practice standards. There will be a re-launch of the supervision programme and a lot of training carried out with managers. Merlin did not feel the issues were due to capacity – case load analysis was not considered bad. Case loads, however, will increase as the improvements are made and more children and young people enter the system.

3. Private Fostering Annual Report

Sarah Whitehouse (Private Fostering social worker) joined the meeting to present the Annual Report. Sarah reported a very positive story in that the team has helped to safeguard 18 children and has secured good outcomes. Permanency has been achieved for some of the young people and another of the placements has gone on to special guardianship.

	<p>A part time administrator joined the team during the last year which has allowed awareness raising activities to increase and has given a better approach to data collection. The appointment of the administrator has also resulted in an increase in compliance on the 4th indicator in relation to statutory visits.</p> <p>There has been a 70% return rate of feedback forms with positive feedback.</p> <p>Sarah confirmed that privately fostered children have to be registered with a GP and a dentist. One of the children has some complex needs and is known to CDT and CAMHS and there is very close liaison with health. The child is currently going through an adoption assessment.</p> <p>Sarah pointed out that notifications are comparative with other regions, but there are a lot of children in private fostering placements that are not notified to the team which has to rely on people coming forward. 90% of the public do not know what private fostering is. Awareness raising activities have been carried out in the community. There is estimated to be 10,000 arrangements a year nationally. <i>The lack of notifications is recognised as a concern for the DSCB.</i></p> <p>It was suggested the poster campaign from a few years ago could be used again and that work could be done to support schools in identifying private fostering arrangements. It was appreciated that it is difficult for schools to recognise these arrangements, especially if the child refers to the person they are living with or arriving at school with as mum or nan. A simple checklist for schools admissions might prove useful.</p> <p>Information was circulated to GP's last year in respect of PR (parental responsibility) following the publication of an SCR where a private fostering arrangement was in place. The registration form asks about PR. The school health advisor can also ask when completing forms for children in school.</p> <p>An e-learning tool is available and the private fostering team wants to pilot it with a group outside children's services. However, there have been difficulties in getting this out to other professionals due to fire walls on various systems. A briefing paper was circulated to schools and Sarah also looked at the schools admissions forms from the previous year and had picked up one case of private fostering.</p>
4.	<p><u>MASH</u></p> <p>The first strategic Board of the MASH has been held. Meetings will be held weekly – representatives are urged to prioritise these meetings.</p>
5.	<p><u>CSE</u></p> <p>The interim arrangements circulated recently will remain in place until September and should have been disseminated to operational staff. From September, the CSE Team will go live. The CSE coordinator should be in post within the next 3-4 weeks.</p> <p>The framework, procedures and training pack are being developed and these will be tabled at the next meeting of the Vulnerable Children Strategic Group in early August for sign off before tabling at DSCB and CYPP for multi-agency sign up.</p> <p>A lot of work has been ongoing regionally with the regional framework being launched on 5th July at the Village Hotel. The Dudley framework will mirror the regional one.</p> <p>In terms of the Framework, an Action Plan is being worked on which will include all activities related to CSE and Missing to ensure all information is in one place. This will be owned by the VCSG and is about all partners contributing to the combined Action plan to avoid fragmentation.</p> <p>A Children Missing operational group will be set up under the DSCB. A multi-agency panel will review all children missing from home, education and care to get a better understanding of how their needs are being addressed. This will also allow collation of information and intelligence which will link into YPSE.</p> <p>To avoid duplication of work, the TYS will be reviewed together with its remit to ensure there are clear lines of which group does what.</p>

At the moment the VSCG has an oversight of the work, but will also act in a similar way to a MASE meeting. MASE processes will be developed in September. MASE meetings are not currently taking place but the processes are being combined and the children will be tracked through YPSE. Services will be wrapped around the child. YPSE is currently being held on a 2-weekly basis.

The additional meetings are starting to build a picture of low, medium and high risk individuals and it is intended that a data set will be tabled at the DSCB starting at the September meeting.

A Conference has been arranged for October for the community working with Tenants Associations and others to encourage individuals to attend a briefing around what is happening in Dudley. This will be similar to the "What to do if" training.

Training will be provided on a multi-agency basis with some single agency as appropriate. Knowledge and understanding of the processes is not yet as robust as hoped and the key message to go out is that if someone has concerns about a child, they should complete a screening form and send it to the CSE Team for assessment. There will also be raising awareness training delivered multi-agency with support to schools. Work is ongoing to develop a model for use in primary and secondary schools and in colleges to work with children from an early age.

Jassi Broadmeadow recommends the information and training pack are tabled at the Adult Board for discussion.

Kate McConnell requested that she is also linked in with the strategy, she believes the CRC can support with intelligence and targeted disruption.

For information, the meeting was advised several CSE briefings have already been held and a further two sessions have been booked in. They have been well received so far. Anyone wishing to book a place should contact Helen.Pryor-Andrews@dudley.gov.uk

7. *Change to agenda order* **Sub Group Reports**

SCR:

- Sue Vincent has taken over the chairing of the SCR sub since Chris Ballinger retired.
- The Terms of Reference have been updated and work is ongoing to tighten up the Pathway for determining whether an SCR is required.
- Two cases will have to be referred to the National Panel.
- Karen Palk (Lay Advisor) has been co-opted onto the SCR to increase the transparency and openness of the group and to ensure some challenge.
- The group is also looking at cases that do not meet the threshold for a full SCR. There has also been some exploration of the different methods used to obtain learning from these cases with a view to using one method rather than several different ones which will make it easier to quality assure.
- The SCR sub will be meeting on a monthly basis for the next six months to ensure work is progressed in a timely manner. As the SCR's Dudley has fed into this year are coming to an end, there will be some activity undertaken around delivering key messages out to all agencies. A small Task & Finish group will be meeting within the next few weeks to set up some briefings to disseminate lessons and learning from national SCR's.
- Ways of determining recommendations arising out of serious incidents are being explored. This is more to do with safety rather than safeguarding, but recommendations will be circulated out to all providers including police, fire and ambulance services.

Participation: Nicki Burrows advised that the group in its current form is not working. Nicki recognises that everyone wants the best for children and knows the importance of the voice of the child. She assumes that conflicting priorities mean priority is not always given to the participation group.

- A request was sent out in June for the participation audits to be completed, but only six have been returned. Karen Palk will be looking at these audits in due course.
- A wider youth participation audit will be discussed with Merlin Joseph to determine whether this one can be done in a different way.

Vulnerable Children Strategic Group: This group has not met since the last DSCB meeting.

Workforce Development Group: The new group has met 3 times and the Terms of Reference and

	<p>membership have been reviewed. The group has increased to meeting monthly due to the amount of work there is to complete. The Quality Assurance and Training framework needs to be updated and Kim Sharratt has presented the Training Strategy for the board and the multi-agency training plan. There has been an offer from Remely Mann or her deputy to chair the group from September. This is a well attended, positive group with representation from Kingswinford school.</p>
<p>9. & 10.</p>	<p><u>Board Effectiveness and Proposed Board Structure</u></p> <p>The proposed Board Structure was circulated.</p> <p>The DSCB wants to improve effectiveness to carry out its job properly and to deliver the best possible outcomes for children in Dudley. The Local Authority has already outlined its plans to improve services and the board needs to match this commitment. The DSCB also needs to continue to build up the relationship with the CYPP to make it closer and more vibrant.</p> <ul style="list-style-type: none"> • The DSCB went through a demographic and inclusive process approximately 18 months ago, but now needs to move a stage further. There had been some debate during the process about the middle layer of the structure with the consensus that it should be a coordination group rather than an executive group. • A MASH is in the process of being set up and a group is needed to hold to account the development of the MASH • Linkage with communities is required so that they are aware of what the DSCB is and what it does. Community Safety and the voluntary sector will be key to this and will have a big part to play in the initiative. • capacity issues in respect of delivering training remain.. <p><i>Observations/questions:</i></p> <ul style="list-style-type: none"> • YPSE will sit under the DSCB as one of the operational groups – to be added in • Some of the operational groups listed such as the DA forum are not operational. Suggested may be worth the chairs of the Substance Misuse forum, Parental Mental Health forum and Domestic Abuse forum become members of the Vulnerable Children’s Strategic Group or feed into it in some way. • The reason for combining the Hidden Harm Group with VCSG is because the same people attend and to be part of one meeting will ensure the information and intelligence is all in one place. There will be a huge amount of work for this group to undertake. • There needs to be a Quality Assurance group to lead on audits. • Questioned whether it would be worth combining the domestic abuse forum, substance misuse forum and parental mental health group into one group. Agreed. • To facilitate the meetings, there needs to be a Business Support Unit. • Communication is important throughout the work of the DSCB and its sub groups to ensure key issues and raising awareness are communicated effectively to partners and the wider community. The proposal is that communications will be dealt with under the Executive Group. Agreed. • The Executive Group will review the Terms of Reference of each of the sub groups to ensure each group has the right priorities. Recommendations will then be made to the DSCB. • Membership of the Participation group fluctuates from bad to poor – this group needs to be made more robust as it is an important part of the work of the board. • New board members will be provided with an induction pack and will have a meeting with the Chair. • Does Troubled Families need to come under the DSCB, or would this sit under the CYPP? All agreed this should sit under the CYPP. • The YOS should be added into the sub-structure. Agreed. • Noted that this is a review of the board structure, not the board itself. Once the review of the structure is agreed, a diagram will be drawn up to show the links into the CYPP, Health & Wellbeing Board and the Safe & Sound Board. • All partners need to ensure a strengthening of early intervention to respond to needs and reduce the need to draw on acute services. <p>Action: agenda item next DSCB.</p>
<p>11.</p>	<p><u>Business Plan</u> – Draft Business Plan circulated</p> <p>The key priorities were agreed at the Development Day in January and the objective setting workshop in June.</p>

	<p>Martine McFadden and Matt Smith have been developing some aims to sit under the priorities. An objective will be allocated to each of the sub groups and each chair will be asked to complete a template report following each meeting.</p> <p>The Annual Business Plan will be monitored bi-monthly by the DSCB Executive group and the DSCB will be updated at each meeting in respect of progress.</p> <p>The Business Plan contains information about the priorities/aims and the new objectives which have been created.</p> <p>The Priorities will be in place for 3 years, but the objectives underneath are for one year. Once these have been achieved, another workshop will be held to set up new objectives for the following year.</p> <p>Performance information will be collected to evidence what is being achieved and activity from each of the sub groups will be discussed based on the area of the work. Each of the sub groups will develop their plan based on the template in Appendix A.</p> <p>Action: any observations/comments to be forwarded to Martine McFadden within 10 working days of today's meeting.</p>
12.	<p><u>Performance Data</u></p> <p>Matt Smith showed some examples on screen of data collection sets from other local authorities which may be adapted to suit Dudley's needs.</p> <p>It is important to gather evidence to show what the authority is achieving. Some evidence will come from audit. The previous data set which is being updated with proposed indicators for each of the objectives.</p> <p>Data sets from other local authorities have been explored, appreciating that each LSCB has different needs and priorities. However, from the other local authorities, the key data indicators for the objectives for Dudley have been identified and the process has commenced to capture the data.</p> <p>Analysis of the current 8 page data set was difficult and therefore Matt Smith is aiming to develop a dashboard. Examples of dashboards from other local authorities were shown on screen.</p> <p>The current dataset is heavily weighted towards social care, but needs to be multi-agency. Matt Smith requested members to advise him what indicators can be added from other organisations.</p> <p>The proposed data set will be sent out to DSCB members in due course – DSCB members requested to send any observations/feedback to Martine McFadden.</p>
13.	<p><u>Annual Report</u></p> <p>The Annual Report will be presented in draft form to the September meeting. Action agenda item September DSCB.</p>
15.	<p>Change of agenda order <u>Escalation Policy</u></p> <p>A case study was shown on screen at the same time as a presentation by Jassi Broadmeadow from the perspective of the child which showed how opportunities had been missed in protecting the child. It is the responsibility of all practitioners to act quickly to protect vulnerable young people and to ensure when hearing children in the situation of the case study child, the concerns are jointly investigated to ensure protection. Information sharing between agencies needs to be improved.</p> <p>The case presented to the meeting has been referred to the SCR for discussion.</p> <p>In cases such as these, core groups need to challenge where concerns remain over a period of time.</p> <p>The point being made in this case is that any of the partners around the table could have escalated the concerns and made the situation better for this particular child. If the case had been escalated and the person concerned did not react, then the whistle-blowing policy could have been used. In this particular case, Children's social care had acted and the child is now in care. Children's social</p>

	<p>care relies on other professionals and agencies to be their eyes and ears.</p> <p>Practitioners do not appear to be aware they can call a case conference and do not need to rely on Social Care. Some practitioners have indicated that when they attend a core group, they do not discuss the cp plan which is actually the whole point of the meeting.</p> <p>The escalation policy has been created around a step up approach.</p> <ol style="list-style-type: none"> 1. Discuss with colleagues to resolve any issues, informing the lead professional. 2. Refer to line manager 3. Proceed through the line of management and inform other agencies and the safeguarding board. 4. If the concern is high level, the escalation should take place in no more than 10 working days. <p>The escalation policy was ratified by the PPP Sub on 6th July and will go into the new set of procedures in September. As an interim measure, this section of the powerpoint will be circulated to DSCB members to cascade within their agencies. Action Jassi Broadmeadow</p> <p>It is important to ensure the workforce is aware of thresholds. The threshold/level of need document needs reviewing and will require a further refresh once the MASH is in place. In advance of the MASH, there needs to be a single point of access which should be in place by the end of 2015. Referral and assessment services will take all contacts coming into the system. There will be some early help professionals to take on cases which do not meet the criteria.</p> <p>There will be some challenge in giving professionals the confidence to escalate concerns because it is the right thing to do. Training will be provided to assist in this.</p> <p>Monitoring of children in the system will be carried out through the child protection and LAC processes. The Quality Assurance service is being reviewed.</p>
17.	<p><u>OFSTED Report</u></p> <p>Document circulated – Association of Independent LSCB Chairs – Review of Ofsted LSCB inspection reports.</p> <p>The following comments were made in respect of the report and it's findings in relation to Dudley:</p> <ul style="list-style-type: none"> • Dudley is not currently using regular feedback from children, young people and their families to evaluate the impact of intervention as well as service provision. • The DSCB needs to challenge agencies which have not yet completed the S11 audit and the schools which have not completed the S175. • The DSCB commissioned a review of the Business unit. <ul style="list-style-type: none"> ▪ The recommendations from the review will have an impact on some of the current staff. ▪ The Business Unit needs to be fit for purpose and a new structure is required which sets out the role of the business support team. ▪ There is a need to consider effective, stable and sufficient multi agency via pooling of resources. ▪ £10,000 has been secured from the Children's Minister, Edward Timpson to look at a Black Country Training Strategy. ▪ The Quality Assurance Officer has been recruited. Consideration needs to be given to the potential joint up with the Adults Board in relation to business support. <p><i>Observations/Comments:</i></p> <ul style="list-style-type: none"> • Work will continue to restructure the business unit which will involve an element of cost. • The amalgamation of business support for the Adults and Children's boards will perhaps be something for the future, but is not feasible at this stage. • The alerts system will commence as soon as possible. • Training needs to be reviewed to ensure it is appropriate for the attending participants. • Single agency training is carried out – perhaps spare places can be offered to other agencies to maximise delivery of courses. • Specialist training will continue as it is. • A mapping exercise is required of what is already being provided and what other agencies/organisations can provide in addition. • Another local authority runs its LSCB and LSAB by the children board meeting in the morning, a joint children/adults board in the middle and the adult board in the afternoon. This ensures cross over items are dealt with in the middle section and avoids repetition at both boards.

18.	<p><u>Any Other Business</u></p> <p><i>Young Carers:</i> There does not appear to have been any consideration to the circumstances of young carers within the Dudley borough.</p> <p><i>FGM:</i> The profile of FGM needs to be raised given that Dudley is a diverse authority. It was noted this was raised at a community BME event earlier in the year and that the Community Safety Team and police partnership are looking to get something on the website as soon as possible with the possibility of a campaign in 2016. The Wolverhampton Children's board carried out some training and developed a user guide which can be circulated to Dudley – Action Tabettha Darmon to circulate electronically.</p> <p><i>Voice of the child:</i> There should be regular opportunities for young people to attend a board to give feedback.</p> <p><i>Honour-based violence:</i> CAF/CASS has a training video which can be used by Dudley if required.</p> <p><i>Water Safety Strategy:</i> should be ready for week commencing 13th July.</p> <p><i>Licensing of taxis:</i> The Licensing Department does not routinely contact the DBS and therefore there is the potential for anyone to become an independent taxi driver. Work is currently being undertaken in Licensing to address this issue.</p>
-----	---

RC/SER
18.08.15