



## DSCB Improvement Plan

(Source: D=Diagnostic S=SAIT C=Control Log O=Other)



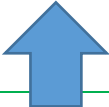
Through a process of internal and external review, it is recognised that DSCB needs to make significant improvements in order to deliver its statutory functions in full. This Improvement Plan has been developed to deliver swift improvements to the effectiveness of DSCB. The plan is built around 4 key areas and follows the framework used by the LGA to complete LSCB diagnostics. The 4 areas are synonymous with LSCB statutory objectives and functions set out in legislation and statutory guidance.

The future impact of the Improvement Plan will be measured by robust and regular review including RAG rating by the Executive, self-assessment, peer review and inspection by regulatory bodies and most crucially by the DSCB being able to evidence the impact of its work in relation to improving the safeguarding system/practice and so outcomes for children and young people in Dudley.



### Area 1 – Board Effectiveness

Outcome	Activity	Source	Owner	Progress	Deadline	Evidence	RAG status-progress	Direction of travel - trend
Increased visibility and influence of the DSCB across the partnership landscape and wider community	1. Refresh of Partnership Protocol with DSAB, HWBB, CYP Alliance and Safe and Sound.	D	Liz Murphy Independent Chair	<b>Board constitution signed off April 2016 and includes the protocol between the different Boards. Protocol to be presented to relevant Boards for approval</b>	End of April 16	<a href="#">O:\Childrens Services\Childrens Specialist Services\C&amp;RU\DSCB\Tony\Protocol between Dudley MBC IB and DSCB</a>	<b>Green</b>	<b>Complete</b>


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						<a href="#">FINAL version.doc</a>		
	2. Embed partnership protocol across Dudley and raise profile of DSCB		Tony McGregor, Interim Business Manager	<p><b>Protocol needs to be shared and endorsed by partnership boards and embedded via the chairs and “support officers” of the 5 Boards meeting to ensure the coordination of leadership. Director of People setting up 1<sup>st</sup> meeting of chairs x 5</b></p> <p>In terms of the visibility of the DSCB to refresh the DSCB communications strategy</p> <p>Work is now underway to refresh the communications strategy and this will need to be presented to the Safeguarding Board Exc group meeting in June 2016</p>	End of June 2016		Yellow	
	3. Appoint additional lay members	D, O	Martine McFadden-DSCB Business and Communication s Manager.	<p><b>Timetable in place to recruit lay members in conjunction with colleagues from Adult Safeguarding Board. Timetable presented to April Exec</b></p> <p>Recruitment advert will go out across the partnerships, voluntary sector and schools within the borough - need to be sent in May 16 to ensure timetable is adhered to</p>	End of June 2016	<a href="#">Lay membership report Exec April 2016 updated.doc</a>	Yellow	
	4. Agree programme of reporting	D	Liz Murphy, Tony Oakman,	<b>This is contained within the partnership protocol which has now been approved. The next</b>	End of June 2016		Yellow	


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	between DSCB and other strategic partnerships for 2016-2017.			<b>steps are to develop a Safeguarding Board forward plan and establish a quarterly meeting of the Chairs of relevant partnership forums</b>				
	5. Develop a protocol between DSCB and LA Improvement Board	O	Liz Murphy and Ged Rowley	<b>A protocol is now in place and has been approved by the respective chairs and will be presented to the May Improvement Board for information</b>	End of April 2016	<a href="#">Protocol between Dudley MBC IB and DSCB FINAL version.doc</a>	Green	Complete
Fit for purpose infrastructure , systems and sufficient resources to support delivery of LSCB functions	Review of Board Business Unit, appointment of full time business manager and reconciliation of resource requirements.	S, C, D	Tony Oakman Strategic Director, Merlin Joseph Interim Chief Officer, Jassi Broadmeadow Head of Children & Young People Safeguarding	<b>A review of the business unit has been completed and revised structure approved by DMBC. A process of consultation commenced in May 16 in line with HR processes. Two issues may place agreed timeline at risk.</b>  <b>A full time Interim Business Manager is in place and 0.5. FTE dedicated admin capacity to support DSCB.</b>	End of July 2016		Amber	
	Agree DSCB Budget 2016-17	S,C, D	Liz Murphy DSCB Chair and Tony	<b>Budget for 2016/2017 agreed – increased budget for 16-17 and sufficient resources to fund</b>	End of April 2016		Yellow	


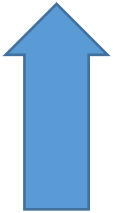

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			Oakman, Strategic Director and Sarah Norman, Chief Exc	<b>revised Business Unit. Need update on schools contribution to DSCB budget and then action is complete</b>				
Children and young people influence and inform the work of DSCB	Implement recently agreed Participation Strategy	S, C, D	Nicki Burrows – Children, Young People & Families Development Officer CVS and Liz Murphy Independent Chair	<b>Participation Strategy has been ratified by the Board in January 2016</b>  <b>A meeting with Nicky Burrows, the Independent Chair and DSCB staff took place in April 2016 to explore the strategy and future plans for partnership wide engagement with young people. Robust plans being developed to use voice of child to inform strategic activity/service planning</b>  <b>Less clear how feedback from children and young people is gathered to support evaluation of impact service provision/effectiveness of services hence amber grading</b>	End of July 2016		<b>Amber</b>	Status relates to how feedback from children and young people is used to support evaluation of impact of service  
DSCB Constitution and	Review membership, structure and Constitution of DSCB	D	Liz Murphy Independent Chair	<b>Constitution and review of membership approved and signed off April 2016.</b>	End of May 2016	<a href="#">O:\Children s Services\Ch</a>	<b>Green</b>	<b>Complete</b>


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membership supports the delivery of board functions						<a href="#">ildrens Specialist Services\C&amp;RU\DSCB\Tony\DSCB CONSTITUTION FINAL Version 5 21042016.doc</a>		
Board members are clear about and supported to deliver their role and responsibilities as a DSCB member	1. Devise Board induction programme for all new board members to supplement induction pack	S, D	Martine McFadden – DSCB Business and Communications Manager.	<b>Work is now in place to update the induction pack and to include the constitution and approved Business Plan- this is on track and has included seeking the views of others in the wider West Midlands area linked to good practice models</b>	End of June 2016		<b>Yellow</b>	
	2. Ongoing Board development days/events		Liz Murphy Independent Chair and Tony McGregor Interim DSCB Business Manager	<b>Development day planned for May 12th 2016 and will address Board effectiveness and role of Board member Further development session being considered considers performance and quality assurance arrangements</b>	End of May 2016	<a href="#">O:\Childrens Services\Childrens Specialist Services\C&amp;RU\DSCB\Tony\Agenda for Development Day May 2016 version 2.doc</a>	<b>Green</b>	<b>Complete</b>

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DSCB has robust arrangements to identify and monitor 'systems' risks that impact on service delivery and Board functions	Revise and regularly review DSCB Risk Register	D	Liz Murphy Independent Chair	<b>It is proposed that this will be considered and updated at and post the Safeguarding Board Development day planned for May 2016</b>  <b>Risk register will need to consider system risks within each organisation relating to workforce, performance and quality assurance arrangements and wider board work and functioning</b>	End of June 2016	See development day agenda	<b>Yellow</b>	
DSCB has strong and effective independent leadership	Appointment and induction of new DSCB Independent Chair	C	Sarah Norman, Dudley MBC Chief Executive	<b>New Independent DSCB chair appointed</b>  <b>Induction meetings in progress</b>	End of April 2016		<b>Green</b>	<b>Complete</b>
DSCB uses challenge to drive improvements across the safeguarding system	1. Devise and implement a challenge log and capture impact of challenge	S, D, O	Martine McFadden – DSCB Business and Communication s Manager	<b>Challenge log now in place and to be rolled out and implemented across all of the six sub-groups</b>  <b>A meeting with the six sub-group chairs is planned for the 13-05-2016 to include the use of the challenge log</b>	End of April 2016	<a href="#">CHALLENGE LOG - SUB GROUPS.doc</a>	<b>Yellow</b>	
	2. Board members increasingly exercise challenge of each	S, D, O	All DSCB Board members and DSCB Chair	<b>Evidence of increased challenge at April DSCB meeting. is an ongoing area for development and to be</b>	End of April 2016 onwards	To illustrate the low number of	<b>Yellow</b>	




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	others performance			addressed at Dev day in May 16		male victims of CSE was identified and action agreed		
	3. Review DSCB escalation policy	O	Tony Mc Gregor, Interim DSCB Business Manager	<b>Resolution and escalation policy approved by Board member April 2016</b>  This has been disseminated across the partnerships including to all schools and uploaded to the DSCB website	End of April 2016	<a href="#">Resolution and Escalation Policy April 16 Version 3.doc</a>	Green	Complete
	1.Devise business plan 2016-2017	D	Liz Murphy	<b>Business Plan approved by DSCB in April 2016</b>  Improving Board effectiveness, CSE, Neglect and Early Help/thresholds are DSCB priorities. Plan has been uploaded to the DSCB website	End of April 2016	<a href="#">Safeguarding CB Business Plan 16-17 (3) (2)Final PDF Version.pdf</a>	Green	Complete
	2.Devise sub-group work plans to support delivery of Business Plan		Merlin Joseph Sally Homes Sue Vincent Ash Chand Kat Lafferty Mayada Abuaffan	<b>Sub group work plans commissioned by Chair at April Executive meeting alongside refreshed Terms of Reference</b>  Meeting with all of the chairs planned 13-05-2016 and expectation that Chairs will present refreshed ToRs including review of membership and work plan to June Exec Templates developed for use by sub-group chairs	End of May 2016	<a href="#">sub gp work plan template2.docSub group TOR template.doc</a>	Yellow	

## Area 2 – Quality Assurance/ Performance Management




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Outcome	Activity	Source	Owner	Progress	Deadline	Evidence	RAG	Direction of travel - trend
DSCB has a comprehensive approach to evaluating the effectiveness of the safeguarding system	Adopt Regional Performance Framework	D, C	Merlin Joseph	<b>Framework under development</b>	May 2016	<a href="#">DSCB Metrics v2 with LMs comments.docx</a>	Yellow	
DSCB maintains an overview of safeguarding practice and arrangements and holds partners to account	Scrutinise recently agreed DSCB multi-agency dataset on a regular basis	D, S, C	Matt Smith Policy Manager and Stewart Lackenby, Head of Commissioning and Performance	<b>Performance data produced for Board meeting April 2016 identified a number of issues regarding the gaps in data, data not collected and data not available across some of the partner agencies</b>  <b>Agencies have been requested to submit current safeguarding data they collect as this will inform planning re performance and quality assurance arrangements across the partnerships and system. A number of agencies - 7 in total have responded to this request to date.</b>	End of April 2016	<a href="#">DSCB performance report Q3 2015 2016 Final.ppt</a>	Red	
DSCB holds partners to account for the effectiveness of their safeguarding arrangement	1. Finalise S.11 Audits including scrutiny of agency self-assessments and evidence	D, C	Merlin Joseph, interim Chief Officer and Tony McGregor interim Business Manager	<b>There is a need for DSCB to receive updates on progress of S.11 action plans. A report was presented to the Exec meeting in April 2016</b>  <b>Meeting planned week commencing 9th May 2016 to</b>	End of June 2016		Yellow	

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s				fully consider the S.11 action plans completed				
				Also need to carry out robust scrutiny of S.11 compliance in 16/17	End of November 2016			
	2. Complete S.175/157 audits	D,C	Funbir Jaspal Child Protection Officer and Tony McGregor Interim Business Manager	Overview report to Exec in April 16 with proposals for how to analyse completed audits and chase outstanding returns	End of June 2016		Yellow	
	3. Develop and implement plans to include those covered by S.157 Education Act 2002 in future audits		Funbir Jaspal Child Protection Officer and Tony McGregor Interim Business Manager	Overview report presented and considered at Exec meeting April 2016  Work is now in place following up outstanding audits and pulling together an analysis of the audits completed. This is currently on track	End of June 2016		Yellow	
DSCB have an effective system and arrangements to quality assure safeguarding practice and activity	1. Review the TORS and membership of QA subgroup	C, D	Merlin Joseph	Plans are in place to review the membership and ToRs and new chairing arrangements now in place	End of May 2016		Yellow	


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	2. Agree quality assurance programme for 2016-2017		Merlin Joseph and Jassi Braoadmeadow	<b>Six-month audit programme agreed however needs to be informed by single agency audit programmes and cover 12-month period. Plans are in place to undertake audit activity relating to domestic abuse and CSE. Audit activity also needs to include neglect, application of thresholds and early help and also feedback from service users</b>	End of May 2016		<b>Amber</b>	
	3. Report learning and disseminate learning from recently completed multi-agency audit on referrals		Jassi Broadmeadow, Head of Service Safeguarding	<b>A report was presented to the DSCB in April 2016 and it was observed that further work is required in relation to embedding the application of thresholds (internal and external to LA) including early help. Practice learning re quality of referrals and parental consent</b>  <b>Thresholds training planned June 2016</b>  <b>Further audit activity planned and to be reported back to a future Board meeting including decision making re individual cases and in view of the audit findings</b>	April 2016		<b>Green</b>	<b>Complete</b>
	4. Review learning from multi-agency CSE audit to ensure		Sally Homes and Tony McGregor	<b>Meeting between Interim DSCB Business Manager and Chair of Vulnerable Children</b>	End of April 2016	<a href="#">Audit Action Plan and recomendati</a>	<b>Green</b>	<b>Complete</b>



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	single and multi-agency learning is being taken forward in a systematic way			<p><b>Strategic group took place as planned in April 2016</b></p> <p>Action plan arising from audit outcomes developed and presented to Board in April 2016. This action plan and recommendations will form part of the work of the CSE and missing Sub-Group and the refresh of the CSE strategy and action plan</p> <p>Progress report on implementation of recommendations to be reported to July DSCB</p>		<a href="#">ons April 2016.doc</a>		
	5.Develop a standard audit tool that can be used /adopted for DSCB audits		Jassi Broadmeadow, Head of Safeguarding	<p><b>Multi-agency audit tool in place this will need to be considered and adapted and reviewed in line with planned audit activity and findings from multi-agency audit outcomes- demonstrating improved learning</b></p>	End of April 2016	<a href="#">Multi Agency Audit Tool - Feb 16.doc</a>	Green	Complete

### Area 3 – Working Together Compliance

Outcome	Activity	Source	Owner	Progress	Deadline	Evidence	RAG	Direction of travel - trend
DSCB has an effective system and arrangements to	1. Review the TORS including members	C, D	Ash Chand - WD sub group chair	<p><b>Permanent chair now in place.</b></p> <p>Work plan being developed in line with overall constitution</p>	End of May 2016		Yellow	



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support the ongoing learning and development of the children's workforce	hip of the WD subgroup			<b>and refresh of memberships across sub-groups. Domestic Abuse training providers added to membership</b>				
	2. Review/refresh of DSCB training strategy	D	Ash Chand	<b>To be actioned by sub group Chairperson.</b>	End of July 2016		Yellow	
	3.Complete outstanding TNA		Josie Collier, Independent Safeguarding Consultant/Anthony McGregor Interim DSCB Business Manager	<b>Outcome of TNA presented to April Exec. Limitations in scope and response to be addressed by Workforce development sub group to inform future TNA</b>	End of April 2016		Green	Complete
	4.Contribute to sub-regional training project		Jassi Broadmeadow, Head of	<b>Dudley are part of the regional work and updated Working Together training will be</b>	May 2016 onwards	Refreshed Learning outcomes of Working		




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	<p>including implementation of a system to evaluate the impact of training on practice</p>		<p>Safeguarding</p>	<p><b>delivered from May 2016</b></p> <p><b>Places on other safeguarding courses across the Black Country are also now open to staff in Dudley and across the workforce. Further information about the courses available to and provided by DSCB needed to inform RAG rating. Meeting on 9/5/16 will provide update</b></p>		<p><b>Together :</b></p> <p>To enable participants to develop their knowledge, skills and ability to work together with other agencies to safeguard children and young people</p> <p>To consider the barriers and challenges in multi- agency working within the context of learning from Serious Case Reviews</p> <p>To provide an overview of the child's journey through the system and including referral- outcome</p> <p>To explore challenges in working within a multi- agency context in keeping children and young people safe.</p>		
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	5.Pilot a range of new /updated courses in March 2016 and evaluate impact on practice		Jassi Broadmeadow, Head of Safeguarding	<p><b>New courses being developed to roll out across the partnerships in June 2016 included refreshed Working Together and Thresholds training</b></p> <p><b>Update of level one planned to share across the partnerships including learning plan and learning outcomes</b></p> <p><b>Domestic Abuse training planned across the partnerships aimed at staff in all agencies</b></p> <p><b>Whilst an evaluation process has been in place in Dudley it has been agreed to move to a sub-regional approach of evaluation and post learning outcomes in line with the work taking place across the Black Country</b></p>	End of March 2016  Revised deadline agreed by DSCB Exec as 1 <sup>st</sup> June 2016		<b>Amber</b>	
	6.Conduct an exercise to quality assure the effectiveness of single agency training		Martine McFadden – DSCB Business and Communications Manager	<b>To be taken forward by Business Communications Manager. Plans are in place to refresh the level one single agency training and undertake a QA process linked to clear learning outcomes across the partnerships</b>	End of June 2016		<b>Yellow</b>	

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There is a shared understanding of the levels of need and the actions to be taken across the DSCB and amongst frontline staff	Seek assurance of the application of DSCB thresholds and the effectiveness of the early help offer	D, O	Merlin Joseph	<p><b>Application of DSCB thresholds to be addressed in 2016-17 QA programme. Audit planned of DART team referrals. Other thresholds e.g. S47 and LAC to be addressed via DSCB performance dataset.</b></p> <p>Thresholds training planned June 2016 and Early Help Strategy launch to include DSCB multi-agency thresholds planned May 2016</p> <p>Revised protocol between DSCB and other strategic partnerships sets out the reporting cycle between CYPA and DSCB -Early help to be addressed in CYPA reports to DSCB</p>	2016/2017 programme		Yellow	
DSCB completes and publishes an assessment of the effectiveness of the local safeguarding system and it is used to drive further improvement	1. Annual Report 2015/16 to be completed including partner agency contribution	D, O	DSCB Chair, Jassi Broadmeadow, Head of Safeguarding and Martine McFadden – DSCB Business and Communications Manager	<b>Plan and timetable for the completion of the annual report presented to the April Executive meeting for consideration. Annual Report to be presented to July DSCB Information currently being gathered from agencies and across the partnerships to assist in the formulation of the overall report</b>	End of July 16		Yellow	
	2. Annual report presented to relevant		Liz Murphy, Independent Chairperson	<b>To be added to relevant forward plans</b>	By end of Oct 2016		Yellow	

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	strategic partnerships, senior leaders and agency executive boards							
DSCB drives improvements in practice and safeguarding systems	1. DSCB disseminates learning from audits, reviews and national and local SCR's	D, S, C	Merlin Joseph Sue Vincent Ash Chand	<p><b>To date, there has been no formal dissemination of learning from the table top reviews x 4. Learning to be reported to DSCB.</b></p> <p><b>Further work required on SILPs which will result in a delay in learning being available</b></p> <p><b>Key learning from multi-agency table top learning reviews to be rolled out and presented to future DSCB</b></p>	Throughout 2016-17		Red	
	2.DSCB embeds learning from audits, reviews and national and local SCR's in its training offer		Ash Chand Kim Sharratt Tony McGregor	<p><b>A refresh of the Working Together course aims and objectives has taken place and refreshed course will be delivered as of May 2016.</b></p> <p><b>Launch of Thresholds training planned June 2016</b></p> <p><b>Practitioner Forums being delivered and will be rolled out as of May 2016 and so far over 80 practitioners booked on</b></p>	Throughout 2016-17	<a href="#">Practitioner forum FLYER.doc</a>	Yellow	

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				<b>Need to capture learning from local reviews in DSCB training offer</b>				
	3.DSCB tests that learning and improvement have been embedded		Merlin Joseph, Ash Chand, Sue , Vincent and Tony McGregor	<p><b>New approach to evaluating impact of training to be agreed and implemented.</b></p> <p><b>Dudley are part of the sub-regional work re learning and development. It is proposed to adopt a sub-regional approach to evaluation and post learning follow up. Meeting planned 9th May 2016 to fully consider</b></p> <p><b>Learning and Improvement Framework requires ongoing work – discussion at development day. Audit framework for 16-17 to be developed.</b></p> <p><b>Audit programme for 16-17 to be agreed and to include re auditing of previous learning ( inc Child C - see Para 153 Ofsted report)</b></p>	Throughout 2016-17		Amber	<p>Status relates to need for audit programme 16-17 that is aligned with single agency audit activity and a system to evaluate impact of training</p> 



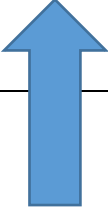
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DSCB fulfils its statutory responsibilities to notify the National Panel of cases considered for SCR	Develop a robust system to track cases referred to/discussed at SCR sub group and ensure timely and appropriate referral to Ofsted and National Panel as appropriate	O	Jassi Broadmeadow, Head of Safeguarding	<p><b>Tracking system now in place</b></p> <p><b>Review of cases has now taken place by the Independent Chair</b></p> <p><b>Notifications to Ofsted and SCR panel planned week commencing 9th May 2016 and will be reflected in the tracker</b></p>	End of May 2016		Yellow	
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#### Area 4 - Key Safeguarding Risk Areas

Outcome	Activity	Source	Owner	Progress	Deadline	Evidence	RAG	Direction of travel - trend
DSCB addresses key safeguarding priorities for children and young people in Dudley	1.Design and implement neglect strategy	C, O	Bal Kaur	<p><b>Neglect strategy being developed – Public Health chairing a Task and Finish Group and will present draft report to Exec in June 16.</b></p> <p><b>DSCB has agreed to adopt Graded Care Profile Tool which is a tool that can be used at all level so needs and so will support delivery of Early Help strategy aims</b></p>	Neglect strategy to be ratified by DSCB by end of July 2016. Draft strategy to be presented to June Exec		Yellow	

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	2.Update CSE action plan in light of increased understanding of nature of CSE in Dudley			<b>CSE strategy and action plan in place- refresh and update in progress and led by the interim Business Manager</b>	End of June 2016		<b>Yellow</b>	
There are effective responses to the following key safeguarding risks: <ul style="list-style-type: none"> <li>Female Genital Mutilation (FGM)</li> <li>Domestic Violence</li> <li>PREVENT</li> </ul>	DSCB Executive to scrutinise delivery plans for: <ul style="list-style-type: none"> <li>FGM</li> <li>DV</li> <li>PREVENT</li> </ul>	O	Sue Haywood, Head of Community Safety and Stefan Chapleo, Head of Service (DV) Sue Vincent Designated Safeguarding Lead for CCG (FGM) John Hodt - PREVENT lead (PREVENT)	<b>FGM strategy and action plan in place. Action plan presented to April Exec. Action plan requires further developing and including awareness raising within schools</b>	April 2016		<b>Green</b>	<b>Complete</b>
				<b>Effective responses around Domestic Violence and PREVENT to be added to the DSCB forward planner for consideration before end of Nov 16</b>  <b>Audit activity planned re domestic abuse and for children and young people exposed to domestic abuse and through the child's journey and system.</b>	End of November 2016		<b>Yellow</b>	
The safeguarding needs of the following groups of vulnerable children are proactively considered: <ul style="list-style-type: none"> <li>Disabled children</li> <li>Looked after</li> </ul>	QAF to seek assurance in respect of disabled children, LAC, UASC and children in custody	D, C, O	Merlin Joseph	<b>This will form part of the Quality Assurance framework and the work plan of the Performance and Q+A Sub Group</b>  <b>Circumstances of 1 child held in custody considered at the</b>	End of September 2016		<b>Yellow</b>	

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<ul style="list-style-type: none"> <li>children (LAC)</li> <li>• Unaccompanied asylum seeking children (UASC)</li> <li>• Children in custody</li> </ul>	during 2016-17			<b>April 2016 Safeguarding Executive meeting - further report to be presented to future Exec</b>				
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