



Staffordshire Children's Trust
Working together to improve the lives of children and young people



Staffordshire Strategic Partnership

Strategic Objective:

**Improve everyone's understanding
of their roles and responsibilities
for keeping children safe.**

DELIVERY PLAN Version 2

DATE: 26th November 2009

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Delivery Partnership

Name of delivery partnership: Staffordshire Safeguarding Children's Board

Name of member organisations:

- Independent Chair
- Staffordshire County Council
- West Midlands Ambulance Service NHS Trust
- Strategic Health Authority
- CAF/CASS
- Staffordshire Probation
- Staffordshire Police
- HMYOI Brinsford
- HMYOI Werrington
- North Staffs Combined Healthcare, NHS Trust
- North Staffs Combined Healthcare, NHS Trust
- University Hospital of North Staffs
- NSPCC
- Staffordshire Connexions
- Army Welfare Service
- Youth Offending Service
- Burton Hospitals NHS Trust
- South Staffordshire PCT
- South Staffordshire & Shropshire Healthcare NHS Foundation Trust

Name of member organisations (continued):

- Greenhall Nursery
- Newcastle District Council
- Staffordshire Council for Voluntary Youth Service
- NHS North Staffordshire
- Mid Staffordshire NHS Foundation Trust
- North Staffs PCT

In addition, the Apprenticeship, Skills, Children and Learning Act 2009 when enacted will require that representation is secured from schools and that two lay members are appointed.

Document control

Version 1 Last updated Date 26.11.2009

Version 2 Last updated **18 January 2010** (participation points 3.2-3.5 added)

Version 3 last update 05 March 2010 (bullet 5 point 2.2, bullet 4 point 8)

1. OBJECTIVE/S

What the plan is seeking to achieve? Please include details of the people and places it will affect, linking it back to the persuasive rationale.

- 1.1 The plan is seeking to improve everyone's understanding of their roles and responsibilities for keeping children safe.
- 1.2 The Audit Commission published 'Are we there yet?' in October 2008, which highlighted the need for Children's Trusts to ensure that roles, functions, and responsibilities for achieving outcomes for children are clearly defined and agreed, and understood by the Children's Trust Board, partners' staff, and wider stakeholders. SSCB is the key statutory mechanism for agreeing how the relevant organisations in Staffordshire co-operate to safeguard and promote the welfare of children and young people; and for ensuring the effectiveness of what they do.
- 1.3 Safeguarding and promoting the welfare of children and young people is everyone's responsibility. This not only includes those professionals that work directly or indirectly with children, but also their parents or carers. Ensuring children and young people are safeguarded – in particular that they are protected from significant harm – is dependant upon effective joint working between agencies and professionals that have different roles and expertise.
- 1.4 Lord Laming, in The Protection of Children in England – A Progress Report (March 2009) highlighted that one of the main challenges is to ensure that leaders of local services effectively translate policy, legislation and guidance into day-to-day practice on the frontline of every service. In addition, leaders of local services must recognise the importance of early intervention and ensure that their departments support children as soon as they are recognised as being 'in need', averting escalation to the point at which families are in crisis.
- 1.5 In May 2009, HM Government published 'The Protection of Children in England – Action Plan', having accepted the 58 recommendations made by Lord Laming in his report. Staffordshire Children's Trust and Safeguarding Children Board produced a local action plan, identifying the work needed to be undertaken by the two Boards, partner agencies and stakeholders to ensure a co-ordinated and robust response to the challenges faced by Staffordshire.
- 1.6 In June 2009, Staffordshire was the first local authority to be inspected by Ofsted in line with the new inspection framework. The full inspection report was published on Friday 7 August 2009. The report states that overall, Staffordshire's Safeguarding and Looked After Children's Services are adequate and that services are meeting the required standards for Staffordshire's children to be safe and feel safe. It identifies some areas for service improvement and highlights other areas that are good or outstanding.
- 1.7 The report identified the following key areas where improvement is required:
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- 1.8 A number of the recommendations made by Lord Laming (23 in total), will be addressed through the revision of Working Together to Safeguard Children, 2006. The National Safeguarding Delivery Unit (NSDU) issued the 'Working Together Pre-Consultation Paper' on 23rd November 2009; which provides an opportunity for the SSCB to comment upon the proposed changes to the statutory guidance.

- 1.9 A key impact for the SSCB, arising from the revision of Working Together, will be the requirement to undertake a full review and revision of the SSCB Inter-agency Procedures for Safeguarding Children and Promoting their welfare; and for communicating the implications for front-line practice to:
- Strategic and front line managers, across all partner agencies.
 - Front-line practitioners who work with children and young people.
 - The wider 'adults' workforce, who may work with the parents of children, where concerns exist for the welfare of the child.
- 1.10 In addition, the re-launch of the SSCB procedures needs to be publicised widely, to ensure children, young people and their families; and the wider community, understand how to access support, and local services, where concerns exist about a child's welfare and/or safety.
- 1.11 Workforce development and the delivery and uptake of both single agency and inter-agency safeguarding training, is key to ensuring that the children's workforce understand their roles and responsibilities for keeping children safe. Inherent in this is a clear commitment from all SSCB partners to ensure that all staff have completed as an absolute minimum Level One – Basic Safeguarding Awareness Training. For those staff who have a particular responsibility for safeguarding and protecting children from significant harm; and who may be asked to contribute to assessments of children in need, the SSCB provides inter-agency training. This training will be subject to review and revision once the revised 'Working Together' is published, with a clear emphasis being placed not only on the acquisition of relevant knowledge, but also the skills required to put the knowledge into practice. Practitioners and Managers should not only be able to holistically assess the individual needs of a child, but also to analyse the impact of services and intervention in the child's life, and how this translates to improved outcomes for the child, across each of the five Every Child Matters outcomes.

2. PRIORITY OUTCOMES & IMPACTS (Equalities and Vulnerable Groups)

Who is the activity intended to affect/benefit? Who else might the activity impact on? Please consider factors such as age, gender, religion, race, sexuality, disability. If there is likely to be a negative impact, what actions will you take to mitigate against this? Have you carried out an equality and health impact assessment?

- 2.1 Individuals who work (directly or indirectly) with children, young people and their families should be able to identify individual children whose additional needs require access to additional support and/or services. In addition, they should be able to recognise when a child is at risk of significant harm and take the appropriate action to ensure that all children and young people are safe from abuse, neglect, violence and the consequences of other people's behaviour.
- 2.2 As noted in 1.9 above, the SSCB Inter-agency Procedures for Safeguarding Children and Promoting their welfare will be subject to review, revision and re-launch following the publication of statutory guidance in respect to 'Working Together to Safeguard Children', in 2010. Since it was published in 2006, central government has published supplementary guidance, which underpins multi-agency practice with particular groups of vulnerable children and young people. For example:
- 'Safeguarding Children from Sexual Exploitation'.
 - 'Safeguarding Children and Safer Recruitment in Education'.

- 'Forced Marriage'.
- 'Children and young people in prison'.
- Safeguarding Children experiencing harm arising from adult drug and alcohol misuse

- 2.3 The Staffordshire Children & Young People's Continuum of Need Framework, forms chapter 2b of the SSCB Inter-agency procedures, and identifies points at which professionals and services should support individual children and their families which mitigates against needs that could adversely impact on:
- Children and young people's physical and mental health and emotional well-being.
 - Keeping children and young people safe from abuse, neglect, violence and the consequences of other people's behaviour.
 - Children and young people having access to educational; training and recreational opportunities, suitable for their age, aptitude and understanding.
 - The ability of children and young people to participate in service planning or from having their wishes and feelings considered.
 - Children and young people achieving social and economic well-being.
- 2.4 Equality Impact Assessments will be undertaken on the SSCB Inter-agency Procedures for Safeguarding Children and Promoting their welfare, as each chapter is reviewed.
- 2.5 As with the introduction of any change to procedures and guidance, it is probable that once the SSCB procedures are re-launched that the number of referrals to First Response will increase.

3. PARTICIPATION

How do you plan to engage and involve children, young people, their families and the wider community in developing the service's outlined in this delivery plan?

- 3.1 The active participation and engagement of children and young people will be facilitated by the Children's Commissioner, and existing children and young people forums; and via the SSCB Public Information and Communications Strategy.
- 3.2 Building the capacity of the community to engage in helping to design the services. A recent consultation undertaken by the Parents' Commissioner identified five areas of activity that will be necessary to ensure on-going engagement and improved services:
- Improved communication and information.
 - Remove barriers to accessing services.
 - Involvement in local decision-making.
 - Improve the way services work together.
 - Provide more services for the parents of teenagers.
- 3.3 We are responding in a number of ways including the:
- Development of the Family Information Service.
 - Providing more local access to services and ensuring staff have the skills, knowledge and competencies to work with parents effectively.
 - Encouraging Parents to become active and engaged in the life and delivery of services.
 - Initiating the Families First programme that is introducing locality based Early

Intervention Teams and co-ordinating support for parents as part of this.

- Enhancing support for parents of Teenagers through increasing evidenced based parenting programmes.

3.4 Effective implementation of the Children's Trust Participation strategy and engagement with Staffordshire's Children's Commissioner and Parent's Commissioner.

3.5 Implementation of parental engagement toolkit and Hear by Rights.

4. EQUALITY AND DIVERSITY

Brief statement in respect of how the services within this delivery plan will ensure that its services are inclusive. Through ensuring that all service users receive equal treatment and where necessary services tailored to their individual need.

4.1 As noted above, as each chapter of the SSCB Inter-agency procedures is reviewed and revised, an Equality Impact Assessment will be completed. SSCB members endeavour to ensure that all services provided to children, young people and their families are tailored to their individual needs, and this is performance managed by individual agencies procedures and via the bi-annual S11 self-assessment audits.

5. ACCESSIBILITY

Are the activities set out in the plan, accessible and inclusive? Have you considered the barriers to access? How will you overcome these barriers?

5.1 The SSCB Inter-agency procedures is a public document that is available via the internet. It is written in English, although supporting documents (i.e. leaflets) are available upon request in community languages, or alternative formats (Braille, large print, and audio).

6. COMMUNITY SAFETY

Under Section 17 of the Crime and Disorder Act, all local authorities, police authorities and other agencies must consider crime and disorder reduction and community safety in the exercise of all their duties and activities. How have you met this requirement in developing this plan?

6.1 SSCB supports the work of the Children's Trust and Community Safety partnerships, and has specific regard to the work undertaken to ensure that children and young people are safe from accidents on Staffordshire's roads and in their homes.

7. CLIMATE CHANGE

How have you considered the impact the activities in this plan may have on climate change?

7.1 The SSCB Inter-agency procedures will not be reproduced in hard copy, but will be available electronically and via the internet. Existing copies of the procedures held by partner agencies should be shredded and recycled.

8. SUPPORTED PLANS

Please specify the plans to which you are going to add value in delivering this, and those plans that contain more detailed actions (the additional plans you reference may be monitored by other delivery partnerships or individual organisations).

(Please include the title of the plan, the organisation/partnership responsible for delivery, the lead officer and timescales for the plan).

- SSCB Business Plan & sub-group Work Plans.
- Laming Action Plan.
- Ofsted Inspection Action Plan.
- Staffordshire Alcohol and Drugs Strategy 2010-15.

9. WORKING TOGETHER TO IMPROVE OUR COMMUNITIES AND THE LIVES OF CHILDREN AND YOUNG PEOPLE

Please provide information on those cross-cutting outcomes and priorities where other thematic partnerships or organisations must input if this delivery plan is to be successful. Please include: who you will be working with; a high level description of how you will work with others to deliver the relevant outcome and priorities; and where they are reflected in other Plans.

- 9.1 The SSCB is committed to ensuring that services provided to children, young people and their families, by partner agencies, are responsive to individual needs. In order for the SSCB to fulfil its statutory functions, all partners are required to work together to safeguard and promote the welfare of children. Where
- 9.2 Within this workforce development and the delivery and uptake of both single agency and inter-agency safeguarding training, is a key element in ensuring that the children's workforce understands their roles and responsibilities for keeping children safe. Inherent in this is a clear commitment from all SSCB partners to ensure that all staff have completed as an absolute minimum Level One – Basic Safeguarding Awareness Training. For those staff who have a particular responsibility for safeguarding and protecting children from significant harm; and who may be asked to contribute to assessments of children in need, the SSCB provides inter-agency training.
- 9.3 The SSCB will work closely with the Children's Workforce Development Council, to ensure that the revised inter-agency training places a clear emphasis not only on the acquisition of relevant knowledge, but also on the skills required to put such knowledge into practice, in order that staff are able to more effectively safeguard and promote the welfare of children and young people.

10. ONE KEY DELIVERABLE & TIMESCALE

Please detail one vital high level, short term, aim that partnership will deliver in the life of the next CYPP (e.g. 2010) that is vital to ensure the Strategic Objective(s) and Priority Outcomes (long term aims) are achieved over time.

This key deliverable will be used by the Children's Trust Board to measure if they are having an impact.

- 10.1 SSCB aims to improve everyone's understanding of their roles and responsibilities for keeping children safe through the review, revision, re-launch and implementation of the SSCB Inter-agency Procedures for Safeguarding Children and Promoting their welfare; following the publication of the revised statutory guidance 'Working Together to Safeguard Children.'
- 10.2 This work will be overseen by the SSCB Policy and Procedures Sub-group and it is intended that a Task and Finish Group comprising of front-line practitioners and managers from all partner agencies be established to undertake this work.
- 10.3 The launch of the revised SSCB Inter-agency Procedures for Safeguarding Children and Promoting their welfare will be supported via the SSCB Workforce Development and Training Strategy and SSCB Public Information and Communications Strategy, to ensure:
- Maximum impact across the children's workforce; and
 - To raise awareness among children, young people, their families and the wider community across Staffordshire.
- 10.4 The implementation of the action plan is dependent upon the date central government publish the revised statutory guidance. This has already been delayed by three months and it is anticipated that publication will take place in March 2010. Therefore it is expected that the revisions of the SSCB procedures should be completed within 4 months of the publication of the statutory guidance.

11. ACTION PLAN

This is multi-agency action plan that should include high level actions (strategic actions that will make the greatest difference in the timescale) that will assist us to achieve the above key deliverable and progress towards achieving the overall long term strategic objectives and priority outcomes.

This action plan will be delivered and monitored by the delivery partnership. More detailed action plans that will assist the delivery of the short and long term objectives/deliverables, including those monitored by individual partners can be referenced above under 'section 7: Supported Plans'.

Key Actions	Completion Date (provisional)	Lead Officer & Organisation
1. SSCB members to commit to provide sufficient 'human resources' to enable the Inter-agency procedures to be reviewed.	January 2010	SSCB Manager
2. To establish a multi – agency Task and Finish Group, comprised of front line practitioners and managers, from SSCB partner agencies	February 2010	SSCB Policy and Procedures sub-group
3. Following the publication of 'Working Together' to undertake a review and revise the SSCB Inter-agency procedures, to ensure compliance with the statutory guidance.	May 2010	SSCB Policy and Procedures sub-group

4. To undertake an Equality Impact Assessment of the SSCB Inter-agency procedures.	May 2010	SSCB Policy and Procedures sub-group
5. To develop an implementation strategy to disseminate the revised and updated procedures to as broad an audience as possible.	May 2010	SSCB Manager & Policy & Development Officer
6. To consult with: <ul style="list-style-type: none"> • Children, young people and their families via the Children's Commissioner and Parent's Commissioner • Professionals and partners from both statutory and third sectors 	July 2010	SSCB Policy & Development Officer
6. SSCB to ratify revised procedures and approve for launch and publication.	September 2010	SSCB
7. SSCB Inter-agency Procedures to be launched and published.	October 2010	SSCB Manager

12. DELIVERY PROGRESS

Delivery Plan Action No.	Actions	Measure (please include measure for this action)	Performance Commentary	Progress Assessment - R.A.G *				Actions to bring back on track where Amber or Red
				Quarter one	Quarter two	Quarter three	Quarter four	

Key A: Risk Assessment (Rag Rating)	
RED	<ul style="list-style-type: none"> There is a high risk that the performance target will not be achieved by the end of the year. Activity and delivery relating to this indicator/plan is not on track and there is little confidence that it will be at the end of the year.
AMBER	<ul style="list-style-type: none"> There is concern about the likelihood of achieving the performance target by the end of the year. Activity and delivery relating to this indicator/delivery plan is not on track but robust plans in place and confident that it will be on track by the end of the year; or on track but no confidence that it will remain so at the end of the year.
GREEN	<ul style="list-style-type: none"> The performance target is on track to be achieved at the end of the year. Activity and delivery relating to this indicator/delivery plan is on track and confident that it will be so at the end of the year.

13. PERFORMANCE MANAGEMENT

13.1 The agreed indicator and targets are as follows:

LAA NI No. 68	Indicator Title: Percentage of referrals to children's social care going on to initial assessment		
Baseline (Year & Source)	Targets		
	Yr 1 2010/11	Yr 2 2011/12	Yr 3 2012/13

NI No.	Indicator Title:		
Baseline (Year & Source)	Targets		
	Yr 1 2010/11	Yr 2 2011/12	Yr 3 2012/13

Notes:

- i The data is taken from the Source and timing of updates.
- ii. Basic description of rationale for targets.
- lii Information about disaggregated targets, where appropriate:

Locality	Baseline (Year & Source)	Targets		
		Yr 1 2010/11	Yr 2 2011/12	Yr 3 2012/13
Cannock				
East Staffordshire				
Lichfield				
Newcastle				
South Staffordshire				
Stafford				
Staffordshire Moorlands				
Tamworth				

Outstanding Issues:

- iv Any other important information

13.2 The agreed proxy measure for this indicator is as follows:

NI No.	Proxy NI Title		
Baseline (Year & source)	Targets		
	Yr 1 2010/11	Yr 2 2011/12	Yr 3 2012/13

Notes:

- i The data is taken from the Source and timing of updates.
- ii Basic description of rationale for targets.
- iii Information about disaggregated targets, where appropriate:

Locality	Baseline (Year & Source)	Targets		
		Yr 1 2010/11	Yr 2 2011/12	Yr 3 2012/13
Cannock				
East Staffordshire				
Lichfield				
Newcastle				
South Staffordshire				
Stafford				
Staffordshire Moorlands				
Tamworth				

14. COMMUNITY AND VOLUNTARY SECTOR (CVS)

14.1 How will the CVS impact on the delivery of this plan.

15. CONTRIBUTION TO THE LAA

15.1 This indicator will impact on and support the following indicators within the LAA.

16. RESOURCES REQUIRED

16.1 Identification of existing resource used to deliver this plan.

16.2 Identification of use of Area Based Grant to contribute to delivery of this plan.

16.3 Identification of additional resources required to deliver this plan (linked to section 6 and 12).

17. RISK MANAGEMENT

17.1 These risks should reflect the **high level risks** facing the delivery of this plan in meeting its main objectives and what mitigating actions are in place.

Risk Register

Risk No.	Risk description	Impact *	Likelihood*	Mitigating actions	Responsible officer	Completion date

Risk Management Scoring:

Impact*	Low (1)	Reasonable (2)	Major (3)	Severe (4)	Catastrophic (5)
Likelihood *					
Very likely (5)	5 (5x1)	10 (5x2)	15 (5x3)	20 (5x4)	25 (5x5)
Likely (4)	4 (4x1)	8 (4x2)	12 (4x3)	16 (4x4)	20 (4x5)
Possible (3)	3 (3x1)	6 (3x2)	9 (3x3)	12 (3x4)	15 (3x5)
Unlikely (2)	2 (2x1)	4 (2x2)	6 (2x3)	8 (2x4)	10 (2x5)
Remote (1)	1 (1x1)	2 (1x2)	3 (1x3)	4 (1x4)	5 (1x5)