



## **DONCASTER SAFEGUARDING CHILDREN BOARD: SUMMATIVE REVIEW OF BUSINESS PLAN 2014-16**

### **1. Context**

- 1.1 In September 2015 John Harris, Independent Chair of the Doncaster Safeguarding Children Board (DSCB), presented the draft DSCB Annual Report to Scrutiny Panel for its consideration. At the request of the Scrutiny Panel the Chair was asked to provide an updated position on the progress of the DSCB Business Plan 2014-16 for its February meeting.
- 1.2 In 2012 Ofsted judged the Doncaster Safeguarding Children Board to be inadequate and not meeting its statutory duties. They noted that serious failures were identified in the functioning of the Board. Things continued to deteriorate after 2012. The strategic priorities and actions in the DSCB Business Plan 2014-16 were focused on tackling these serious failures. Since the presentation of the Annual Report in October 2015 the DSCB was reviewed by Ofsted and judged as 'Requires Improvement', suggesting that good progress has been made in implementing the Business Plan and that it has had an impact.

### **2 The DSCB Strategic priorities 2014- 2016**

- 2.1 The Board has made good progress against all its strategic priorities and is now moving to the next stage of its development, focussing more on effective challenge, evidence of impact and raising the profile of the Board across all communities. It has developed greater clarity of purpose and confidence in the last year. A detailed commentary against each strategic priority is included at [Appendix 2](#).

#### **Strategic priority 1**

- 2.2 The Board has improved its links with other strategic groups such as the Health and Wellbeing Board, Safer Stronger Doncaster and Doncaster Safeguarding Adults Board (DSAB). A Task and Finish group has been established to develop work on the effects of parental substance misuse on children (known as Hidden Harm) and the joint self-assessment process undertaken with DSAB is now complete. The creation of the Performance Accountability Board, chaired by the DSCB chair and attended by chief executives across the partnership will ensure that shared priorities are identified and prioritised with clear leadership from the strategic groups.
- 2.3 The Board's 'Learning and Improvement Framework' is functioning well with evidence of learning being drawn from a range of sources including audit, self-assessment, case reviews, complaints, data and the Annual Report. Learning from front-line practice and

children and young people is still in its early stages and plans are in place to progress this quickly in 2016.

### **Strategic priority 2**

- 2.4 The Board has received an increased level of performance reporting this year which has enabled it to better evaluate the effectiveness of safeguarding. This information now needs to be more analytical and have a greater focus on impact. A new reporting format has been developed and will be used from April 2016 in parallel with the old format to ensure continuity of data until the new format is embedded. The need for more robust performance data was noted by Ofsted.
- 2.5 In October Ofsted found that the number and quality of audits was poor. Since that time the Board has completed its timetable of audits for 2015 and commenced with its 2016 audit programme. The quality of audits has steadily improved and covers a larger number of cases. A more coordinated approach has been adopted to ensure single agency audit information is included in the Board's timetable, providing a more robust sample and approach to audit work.
- 2.6 Performance data and information from case reviews suggested that early help arrangements were still not providing services early enough and that many families were needlessly referred to Doncaster Children's Services Trust. The slow progress with early help was also raised by Ofsted. Since the publication of the DSCB Annual Report the Multi-Agency Safeguarding Hub (MASH) has been implemented as have new arrangements at the Children's Services 'front-door'. This, linked with the establishment of a more systematic early help provision is beginning to provide a more effective response to families. The DSCB continues to receive progress reports on these developments to ensure their effectiveness.

### **Strategic priority 3**

- 2.7 The DSCB Performance Report highlighted the high number of children and young people admitted to hospital for self-harm and attempted suicide. This was also noted in the Ofsted review. As a result a performance challenge session focussing on young people's mental health has been held. The findings from this challenge will be presented at the DSCB Learning and Improvement group where actions arising from it will be monitored. A new service pathway has been introduced by the Clinical Commissioning Group through RDaSH. The Board will review the impact of the new commissioning arrangements in respect of Child and Adolescent Mental Health services to ensure they meet young people's needs.
- 2.8 There has been a strong and purposeful approach to CSE, with robust plans being taken forward by a number of task and finish groups. The Board was commended by Ofsted for having good coordination across agencies in place. The development of the Faith and Culture group has enabled us make more effective links with community groups and the work of the Industry Sector group has provided strong links to industry to ensure there is greater awareness of the risks of CSE. The workforce group has also identified a need for greater professional confidence in working with diverse communities and has included it in its priorities for the coming year.

#### **Strategic priority 4**

- 2.9 The key gap for the Board is the development of a Communications Strategy. This was noted by Ofsted and has been included in the priorities for 2016. A draft Communications Strategy has now been developed and is awaiting sign-off by the Board. The lack of a Communications Strategy is also reflected in a related aspect of the CSE Action Plan where much work has been undertaken to provide awareness raising, but a more coordinated approach to communications is needed. The CSE Communications Strategy will ensure a more coordinated approach, identifying gaps and providing clarity about the type of communications which the DSCB should be leading on.
- 2.10 Activity has already taken place to engage with front-line practitioners, children and young people. A series of events are planned to enable Board members to link more closely with front-line practitioners such as the 'Floor walking' exercise undertaken this month and multi-agency audits carried out by Board members. Good links have been made with Doncaster College to provide leaflets for young people on safeguarding and to provide a workshop at the Board's Spring Conference. Members of the Youth Parliament attended the Chairs Group to agree how to ensure their voice impacts upon the work of the Board.

#### **Conclusion**

- 2.11 In conclusion the period 2014/16 has seen the Board put down good foundations for taking forward its priorities. Ofsted confirms that '***the Board has a good understanding of the local child protection services, mirroring the findings of this Ofsted inspection***' (p45). The role of the Board in the coming year is to ensure that the planned initiatives and those already implemented have an impact on the performance and effectiveness of safeguarding services in Doncaster.



## APPENDIX 2

### **Business Plan 2014 – 2016**

### **Progress Report February 2016**

Priority	Progress So Far
<p><b>Strategic Priority 1</b>  <b>Doncaster has an effective Safeguarding Children Board which meets its statutory responsibilities, promoting a culture of challenge, accountability and shared learning</b></p> <p><i><b>‘the annual business plan now includes as the key priorities of the Board and the sub-groups have realistic plans’ Ofsted 2015</b></i></p>	
<p>1. The governance arrangements enable LSCB partners (including the Health and Well-Being Board and the CSIPB) to assess whether they are fulfilling their statutory responsibilities to help (including early help), protect and care for children. Arrangements include effectiveness of meetings with opportunities to challenge</p>	<ul style="list-style-type: none"> <li>• Sub-groups restructured to reflect the strategic needs of the DSCB</li> <li>• Terms of reference for sub-groups revised</li> <li>• Membership and chairing arrangement of groups reviewed</li> <li>• Development of Chairs group to ensure the strategic direction of the DSCB reflects local priorities</li> <li>• Clear reporting structure in place for work of sub-groups to be communicated to DSCB</li> <li>• Chair established links with strategic partnerships</li> <li>• Strategic priorities agreed and evident in ‘plan on a page’</li> <li>• Work undertaken to join adult and children S11 audits – new self-assurance process completed</li> <li>• DSCB has held Development Day and reviewed priorities for coming year</li> <li>• Board members have undertaken individual reviews</li> <li>• Workshops provided for DSAB and DSCB members on how to make effective challenge</li> <li>• All sub-groups have undertaken Development Days and developed action plans for 2015 and underway for 2016.</li> <li>• CSE challenge meetings taken place with most partners</li> <li>• Challenge log and risk log</li> <li>• Review of thresholds and Early help undertaken and work ongoing to meet priorities</li> <li>• Peer review undertaken in June 2015</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with Health and Wellbeing Board on Hidden Harm progressing through Task and Finish group</li> </ul>
<p>2. The LSCB effectively prioritises according to local issues and there is evidence of clear improvement priorities, incorporated into specific delivery plans to improve outcomes.</p>	<ul style="list-style-type: none"> <li>• Strategic plan agreed by all members which reflects local priorities and new plan for 2016 developed</li> <li>• CSE sub-group has clear action plan and has established task and finish groups to take forward work of group</li> <li>• Learning and Improvement (L&amp;I) Group has timetable of multi-agency audits based on local priorities which have been completed and a new timetable developed for 2016</li> <li>• L&amp;I has schedule of work based on learning lessons from case reviews</li> <li>• Quarterly Performance report is now regularly provided with improving analysis enabling a picture to develop of practice in Doncaster. New format to be implemented in April 2016</li> <li>• All DSCB sub-groups have developed new action plans to meet Boards priorities.</li> <li>• CDOP identified local issues which are addressed through L&amp;I group action plan</li> <li>• Focus on evidencing impact is included in all sub-groups priorities for 2016</li> </ul>
<p>3. Through its annual report the LSCB provides a rigorous and transparent assessment of the performance and effectiveness of local services and can evidence challenge. The report includes lessons from management reviews, serious case reviews and child deaths.</p>	<ul style="list-style-type: none"> <li>• 2013/4 Annual report completed</li> <li>• Budget for 2015/6 agreed by Board with additional contribution from some partners to enable strategic priorities to be met</li> <li>• 2014/5 annual report completed which included sections from key partners on their progress, information from data and audit and challenges enabling the Board to have good oversight of safeguarding in Doncaster</li> </ul>

<p>4. The LSCB has a local learning and improvement framework with statutory partners.</p>	<ul style="list-style-type: none"> <li>• Learning and Improvement Framework in place</li> <li>• Programme of audits completed and new programme agreed for 2016</li> <li>• DSCB has received assurance reports from key agencies and feedback from inspections and complaints.</li> <li>• A learning lessons review has been completed and SCR. Case review group considers other cases of concern and good practice</li> <li>• Good links made between L&amp;I group, CDOP and Workforce group to ensure lessons are disseminated</li> </ul>
<p>5. The LSCB ensures that high-quality &amp; effective policies and procedures are in place.</p>	<ul style="list-style-type: none"> <li>• A comprehensive online procedures manual is in place, provided by Tri-X</li> <li>• Updates to procedures are completed by task and finish groups on a case by case basis, supported by the Business Unit.</li> <li>• Rapid response process reviewed and amended to ensure schools are contacted swiftly if a school child has died</li> <li>• FGM task and finish group established, new procedures in draft and action plan developed to raise awareness of new responsibilities</li> </ul>
<p>6. Review business support unit and structure to enhance Board effectiveness</p>	<ul style="list-style-type: none"> <li>• BU staffing structured reviewed.</li> <li>• All posts are now permanent</li> <li>• Clear roles and responsibilities within the unit with defined teams principles of good practice and striving for excellence</li> </ul>

7. Review DSCB membership to ensure the right agencies at the right managerial level are members of the board and are held to account for their agencies engagement with the board and attendance at board meetings and groups

- Review of Membership of DSCB completed
- Monitoring of attendance taking place. Attendance at DSCB has improved and no current concerns.
- Individual member reviews completed
- Regular 1 -1 meetings take place with Board members and Chair and with Board members and Business manager
- S11 self assessment forms all returned and challenge meetings now completed



**Strategic Priority 2**

**Doncaster has highly effective safeguarding systems and practice**

***“The Learning and Improvement subgroup appropriately looks at a wide range of material including serious case reviews, audits and performance data.” Ofsted 2015***

1. The DSCB have a robust Quality, Performance Assurance Framework which gives a whole view of children’s and families experience.

- Learning and Improvement Framework in place and action plan developed for coming year which includes local priorities identified through CDOP
- Data set agreed, full years data now been presented at the group. performance report produced. Agencies now providing more detailed analysis
- Meetings taken place with DSCT teams to raise profile of Board
- Chair of Board has undertaken floor walking in DBHFT and RDASH
- Common Room developed to enable practitioners to share views
- Floor walking activity arranged for February to enable Board members to have clearer line of sight to frontline practice
- Multi-agency audit for Board members in arranged
- Action plan for work with children and young people progressing with pace
- Partner meetings to share good practice in engaging with c&yp taken place and shared actions agreed
- Links established with Youth Council to meet with Chair of Board
- Work to improve and update DSCB website has commenced
- Communications strategy developed in draft awaiting Board sign-off

<p>2. The DSCB has an effective single and multi-agency audit system, which has the capacity and process to undertake enhanced assurance inspections (deep dive)</p>	<ul style="list-style-type: none"> <li>• Learning and Improvement Framework identifies programme of multi-agency audits</li> <li>• Single agency audits are standing item on the L&amp;I Group's agenda</li> <li>• Multi-agency audits of CSE, neglect, S47 and missing children have been completed</li> <li>• Re- audit of CSE underway</li> <li>• Audit timetable for 2016 agreed</li> </ul>
<p>3. The DSCB has created a learning improvement culture, learning from best practice, research, SCR/LLR and Serious Incidents Together which directly influence and shape practice.</p>	<ul style="list-style-type: none"> <li>• Programme of work developed through the L&amp;I group looking at learning lessons reviews includes cases of concern from single agencies and from multi-agency work</li> <li>• Composite action plan developed to ensure work has been signed off</li> <li>• LLR is completed, action plan being developed</li> <li>• SCR completed, action plan developed</li> <li>• workforce development strategy in place and action plan developed for workforce development</li> <li>• DSCB website now including articles and developments in safeguarding</li> <li>• Common Room provides opportunity to discuss current issues in safeguarding</li> <li>• multi-agency training pool providing a range of training opportunities include substance misuse and FGM. Programme of lunchtime seminars being extended to provide greater flexibility for workers</li> <li>• Development of outcome-based evaluation forms and reflective log for all courses, linked to capability framework</li> <li>• Neglect training implemented and programme arranged for 2016</li> </ul>

**Strategic Priority 3**

**Doncaster has effective arrangements for responding to key safeguarding risks (particularly child sexual exploitation, missing children, and neglect), promoting early identification & support to prevent escalation of risk to keep children safe**

***“A child sexual exploitation subgroup and work stream chaired by a Police Superintendent coordinates well the operational partnership working”. Ofsted 2015***

1. To reduce the likelihood of children and young people being sexually exploited and also to protect those who are involved by disrupting and bringing to account those who commit this form of child abuse.

- CSE sub group meets regularly and has a dynamic action plan
- Findings of Rotherham Review, Coffey Report etc. incorporated into Doncaster action plan
- HMIC report discussed at DSCB and police action plan to be reviewed at future meetings
- CSE strategy in place
- Multi-agency CSE awareness training taking place on regular basis
- Task and finish groups reviewed in development day and new groups established to address new priorities
- Multi-agency audit of CSE completed and re-audit planned
- Data analyst in post funded by DCST, who has access to SYP and DCST data. Dataset is partially populated and presented to group
- Development day taken place in 2015 and 2016 to review priorities and set new plan
- Problem profile provided but regional profile now being developed
- Manager of CSE team in place to undertake Coordinator role
- Communications strategy agreed and being implemented
- Joint work taken place regarding children in custody to ensure alternative accommodation is provided where appropriate

<p>2. To reduce the likelihood of children and young people going missing from home and care.</p>	<ul style="list-style-type: none"> <li>• Children Missing Operational group established to ensure coordinated response to those most at risk through CSE and going missing</li> <li>• SY missing protocol signed off and showing impact on numbers identified as missing</li> <li>• Tendering process completed for the post-missing support work. As part of this tender the expectations of the successful provider are more well-defined and include the provision of thematic reports identifying common risks and issues across the 4 local authorities. Youth Service currently undertaking return interviews</li> <li>• Audit of missing children undertaken and action plan implemented</li> </ul>
<p>3. Effective pathways to respond to children and young people who are missing education.</p>	<ul style="list-style-type: none"> <li>• Children Missing Operational Group developed linking together children missing from care and education</li> </ul>
<p>4. To ensure and embed effective arrangements to respond to early signs of neglect; including for unborn children.</p>	<ul style="list-style-type: none"> <li>• The pregnancy liaison meetings are going well with representation from health visiting, midwifery, social care and early help will be joining the next meeting.</li> <li>• As far as an actual pathway is concerned the system is still evolving so a formal pathway hasn't been agreed yet. It will be reviewed after 6 months with a view to formalising the pathway.</li> <li>• The numbers going through the meeting have increased to 30 per month and is very time consuming to process.</li> <li>• Multi-agency neglect audit completed, action plan being implemented</li> <li>• Training course provided which was well evaluated, incorporating lessons from neglect audit. further programme of courses planned</li> </ul>

5. To ensure effective arrangements to support the recognition, notification and safeguarding of privately fostered children and young people.

- Comprehensive Report considered by Board in July 2015
- Self-assurance challenge undertaken to ensure all agencies are aware of and are undertaking their responsibilities with regards to private fostering

<b>Strategic Priority 4</b> <b>Doncaster SCB is visible and influential through effective engagement with other multi-agency partnerships, partner agencies, frontline practitioners, parents, carers, children and young people</b> <b><i>'The chair and DSCB significantly challenged all of the partner agencies over the poor early help services in Doncaster' Ofsted 2015</i></b>	
1. Implement a Communication Strategy to ensure clear, effective and plain communication of DSCB messages.	<ul style="list-style-type: none"> <li>• Draft Communications Strategy developed, awaiting sign-off by DSCB.</li> <li>• Faith and Culture group established to improve links with local communities</li> <li>• Launch event taken place to encourage membership of the wider group and enable key messages for safeguarding children and young people to be implemented amongst the faith and ethnic minority groups.</li> </ul>
2. DSCB develops a mechanism for front line practitioners led by principal social worker and designated professionals to come together to provide a voice to the DSCB.	<ul style="list-style-type: none"> <li>• Terms of reference agreed for practitioner forum</li> <li>• 3 DSCB Conferences successfully held in last 18 months and a fourth planned for April 2016</li> <li>• Programme of seminars held to provide more accessibility to training for practitioners</li> <li>• 'Common room' developed to enable practitioners to have a discussion forum</li> <li>• Business Unit undertaken visits to DCST frontline teams and attended Schools safeguarding Leads meetings</li> <li>• Board members to undertake floor walking planned for February to gain feedback from frontline workers</li> </ul>
3. DSCB will review and relaunch the Threshold document.	<ul style="list-style-type: none"> <li>• New thresholds document launched in conjunction with Early Help Strategy</li> <li>• Updates on EH strategy provided at DSCB conference</li> <li>• Review of Thresholds and early help concluded. Actions are now being taken forward by key partners.</li> <li>• Completed strategy presented at the October Board meeting</li> <li>• Programme of EH Road shows undertaken</li> </ul>

- Training reviewed and updated to include new strategy, hand book and thresholds



**Doncaster Safeguarding Children Board:  
Progress against Ofsted Recommendations February 2016**

The following report provides an updated position against the recommendations for action proposed by Ofsted in their Review of the DSCB in October 2015. Overall there were nine recommendations for the DSCB. Good progress has been made against all of them. The Neglect Strategy, Communications strategy and Children and Young People's strategy have been drafted and are now in the consultation stage. Actions against these strategies and other actions have already commenced; however evidence of impact in general will take time to accumulate. For this reason some of the timescales in the action plan are longer term.

**147. Monitor partner agencies contribution to early help through robust audit and tracking of the number of early help assessments completed and lead professional roles undertaken.**

Since the DSCB commissioned its independent review of the Early Help and thresholds in July 2015 much work has been undertaken by the partnership to implement the new early help strategy, handbook and thresholds document. The DSCB has put on a large number of awareness raising sessions to ensure frontline practitioners understand the changes and know what their role is in the process.

Over 500 practitioners attended the 'Early Help Road Shows' during November and December and further sessions are scheduled in the spring. Numerous training sessions have been provided for practitioners who will be undertaking the Early Help Assessment and Lead Practitioner role and the number of Early Help Module sessions (eCAF) have been doubled to ensure practitioners are able to access these. Work is underway by the Workforce development sub-group to evaluate the impact of these sessions. The key indicator will be whether there is an increased number of Early Help Assessments being undertaken across the partnership.

The Board receives a regular update on progress from the Early Help Implementation Group and the DSCB performance report includes a summary of the Early Help dataset. The Early Help pathway has been established including the Early Help Hub which receives early help referrals and provides advice and information to practitioners across the partnership.

The DCST and DMBC have commissioned a further review of Early Help. This will be shared in order that the Board can assure itself of the quality of the assessments being undertaken as well as providing assurance that the Early Help Strategy is having an impact.



**148. Monitor partner agencies understanding and application of thresholds for referral to children's social care by case audit and the scrutiny of performance data.**

The training and awareness sessions outlined above (147) include information on the thresholds. Work has commenced on analysis of the post course Evaluation and further work will be undertaken on the impact of the training on practitioner understanding of thresholds. The Early Help Review is expected to include reviewing the application of thresholds and performance data will be provided to the Board in its quarterly performance report from the Early Help Score Card. Monthly audits of the DCST 'front door' are taking place to ensure the thresholds are appropriately applied.

**149. Ensure that high quality performance data is available and robust analysis occurs to enable the Board to have a good understanding of child protection and safeguarding activities across Doncaster.**

The Board receives quarterly performance data through its Learning and Improvement group. It has now received a year's worth of data and partners have provided some analysis of the data allowing the Board to identify key themes. The quarter 3 performance report identified the high number of children and young people accessing A&E as a result of self-harm and attempted suicide. As a result the Board has developed an action plan to explore this issue.

In order to improve the performance data received by the Board a new format has been developed using an outcome-based accountability approach. The data will be grouped into themes with a greater focus on the meaning of the data for the Board. This report is expected to be in place by April 2016, in the meantime the current format will continue to be used.

**150. Ensure there is a programme of audits, and re-audits, to identify the strengths in multi-agency practice and where weaknesses are identified these are addressed promptly.**

A timetable of multi-agency audit activity, led by the DSCB is in place. In January a re-audit of CSE took place, following on from the audit undertaken a year ago. The findings of this audit will be presented to the next Learning and Improvement sub-group in April 2016. An audit of children in secure accommodation and custody is scheduled to take place in April and an audit of the mental health of children and young people is scheduled for June. There will be a re-audit of neglect in September. In addition to the quarterly multi-agency audits, monthly audits take place on the thresholds and the front-door. A timetable of single agency audits has been collated, the findings of which will be shared with the Learning and Improvement Group.

**151. Ensure the challenge log is effective in evidencing areas of concern that have been raised, addressed and show what improvements have been made as a result.**

The DSCB keeps an updated Challenge Log which is presented at every Board meeting. The Challenge log identifies areas of concern raised through inspection reports, performance reports, sub-groups, and from escalated cases that provide a 'window on the system'. In order to improve the use and recording of challenges two training sessions were provided for Board members on Effective Challenge. From these a set of principles for respectful and effective challenge have agreed.

In order to increase the number of challenges undertaken it is proposed to draw up a list of guidelines identifying what constitutes a 'challenge', this will include challenges made across the sub-groups and those made outside the Board structures regarding individual cases.

To improve Board members' confidence in making challenges the information provided to the Board will be more robust, providing a summary of key issues from data and audits. The new performance report format has been agreed and summary information has been provided to Board. Reports are brought to Board to provide assurance on the effectiveness of work. Evidence of these is identified in meeting minutes. Challenge meetings have been undertaken with individual agencies on Child Sexual Exploitation, Voice of the Child and self-assessment under S11 Children Act 2004.

**152. Undertake a review of those children and young people admitted to hospital for self-harm and attempted suicide to determine reasons that will inform suitable preventative work.**

A performance challenge process is planned for February to scrutinise the data relating to children and young people's mental health. This will include data from admissions to acute wards, CAMHs referrals and conversions to assessment and will involve contributions from the key agencies working with young people with mental health issues. A further audit of cases is planned for June 2016. These two processes will enable a clearer picture of young people's mental health needs. A review of mental health pathways is underway and a representative of the DSCB Business Unit has recently joined the Suicide Prevention Group. This group has undertaken an audit of adult suicides which will be shared with the DSCB to ensure any lessons will be included in future action plans. The group also has a Suicide Prevention Strategy which will be amended to include findings from the children's review of attempted suicides and self-harm.

**153. Improve the measurement of the impact of the DSCB work, including ensuring the experience of the child is at the centre of partnership working and monitoring of activities**

The changes being made to the DSCB performance report will ensure a greater focus on impact. The new format is currently being populated and will be presented to the Learning and Improvement group in April.

The Children and Young People's Participation Strategy is now in draft and will be signed off by the Board in April 2016. In the meantime a great deal of work is underway to ensure that the experience of the child is at the centre of partnership working. Arrangements are in place for representatives of the Youth Parliament to meet with the Chairs group to discuss how best to engage with the Board. A member of the DSCB Business Unit is attending the Children in Care Council to ask them how they would like their feedback to be provided to the Board. Work is underway with Doncaster College to develop an interactive leaflet to inform young people of the work of the DSCB and for College students to provide a workshop at the DSCB Conference on communicating with young people.

**154. Implement a system to evaluate the effectiveness of training delivered and monitor the impact on practitioner's work.**

The Workforce Development group has developed outcome-based evaluation forms which enable a focus on the outcomes of the training for the practitioner. These are currently being used on Level 3 Training and Neglect Training and have shown significant increase in scores post-course. There is a system of reflective logs to enable workers to reflect on their learning and how this has impacted on the practice post-course. The Workforce group has developed its priorities for the coming year which include undertaking telephone surveys of previous course participants and the use of 'survey monkey' to understand the impact of training on practice.

**155. Develop a communication strategy for the Board to ensure that the work of the Board is well publicised and that the learning identified through the Board's scrutiny and review functions is disseminated across the children's services workforce and the communities in Doncaster.**

A draft Communications Strategy is in place and will be ratified by the Board at its April meeting. The CSE sub-group has a communications task and finish group which has agreed the communications plan on CSE and will be implementing the plan in the coming months. A Children and Young People Participation strategy has been developed as part of the Communications Strategy and work has already commenced on this (see 6.2). The Board currently provides two Conferences per year and a newsletter is produced to coincide with these.



**Business Plan and Strategic Priorities 2016-17**

**DSCB Vision**

**In Doncaster safeguarding children effectively is everyone's business: Understanding the needs and views of children is at the centre of all we do.**

Statutory responsibilities of DSCB include:

- Serious Case Review
- Child Death Review Process (CDOP)
- Performance Monitoring
- Training
- Quality Assurance

The structure of the Board is:

- Board
- Chairs Group
- Performance Accountability Board

The on-going activity of DSCB is undertaken by the following sub groups:

- Learning and Improvement (includes Case Review Panel)
- Child Death Overview Panel
- Workforce Development
- CSE and Missing Children
- Health
- Faith & culture
- Education

And working/task groups (time limited)

- Policies and procedures
- Female Genital Mutilation
- Hidden Harm
- Voice of the Child
- Childrens Missing Operations Group
- CSE Industry Sector

DSCB will ensure that the work of all partners and agencies within Doncaster meets the needs of a diverse population. Sub groups will ensure that diversity needs including ethnicity are recognised and addressed in the work of each group.

**Strategic Priority 1**

**SP 1 DSCB communicates effectively to ensure that the work of the Board is well publicised, that learning is disseminated and that the voice of children, young people, practitioners and the wider community(including minority groups and faith groups) are able to influence the Board's work.**

- a) Develop and implement a communications strategy which clearly identifies what messages will be shared with which groups and how this will be done
- b) Implement young people's participation strategy and ensure messages from young people are evidenced in the Board's work
- c) Develop mechanisms to ensure practitioners' views influence the work of the Board
- d) DSCB develops clear links with the wider community through the work of its Faith and Culture group, improving cultural competency and can evidence how safeguarding practice has improved as a result
- e) DSCB redevelops its website to ensure it provides up to date information in an easy to understand format for all key stakeholders

**Strategic Priority**

**SP2 DSCB is assured that effective arrangements are in place for responding to key safeguarding risks including early help, child sexual exploitation (abuse), neglect, domestic abuse, mental health of children and young people and that there is consistently good practice across safeguarding services.**

- a) DSCB is assured that the early help strategy is effectively implemented and there is evidence of the impact this has had on outcomes for children, young people and their families
- b) DSCB thresholds are understood by practitioners and is embedded in practice
- c) Children and young people who are victims of sexual exploitation and abuse are provided with effective support which leads to improved outcomes
- d) Domestic abuse services are in place which reduce the risk of harm to families who have experienced domestic abuse and Doncaster communities better understand the harm caused by domestic abuse
- e) Practitioners understand and are able to respond to the early signs of neglect and this can be evidenced by a reduction in the number of families accessing social care services where neglect has been identified
- f) Services are in place to support young people's mental health and the impact of these services can be seen in a reduction of hospital admissions for self-harm and attempted suicide
- g) Signs of Safety model is rolled out across the partnership and the DSCB is provided with evidence to demonstrate the effectiveness of the approach in Doncaster

**Strategic Priority 3**

**SP3 DSCB has a clear understanding of the effectiveness of the safeguarding system in Doncaster and can evidence how this is used to influence the Boards priorities**

- a) DSCB has a culture of challenge and is able to evidence how challenge has impacted on the provision of safeguarding services for children and young people
- b) DSCB data set provides the Board with appropriate information to enable it to identify the key safeguarding issues in Doncaster
- c) DSCB disseminates the lessons from case reviews, audits and complaints to practitioners and can evidence the impact this has had on practice
- d) DSCB members have an understanding of the issues affecting front-line practitioners and can evidence how this has influenced the development of services

**Strategic Priority 4**

**SP4 DSCB is aware of emerging issues which have implications across the partnership and works effectively to ensure appropriate action is taken**

- a) DSCB develops a forum whereby there is a coordinated approach to priority issues which have cross-cutting agendas, such as Prevent, Domestic abuse, Female Genital Mutilation, Modern Slavery, Hidden Harm.
- b) DSCB promotes opportunities for working across geographical areas where this would provide a more cost-effective response or improvement to current working arrangements

**Annual reports: DSCB receive Annual Reports to ensure that specific areas of work across partner agencies are effectively meeting the needs of children and young people. These reports include:**

- LADO (Allegations) Annual Reports
- CDOP
- Private Fostering
- Children Missing from Home and Care
- IRO/CPA Annual Report