



NORTH WALES SAFEGUARDING CHILDREN'S BOARD

ANNUAL BUSINESS PLAN

2017-18

NORTH WALES SAFEGUARDING CHILDRENS BOARD

BUSINESS PLAN 2017-18

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North Wales Safeguarding Children's Board

Mission Statement

The North Wales Safeguarding Children's Board has adopted the 3-P approach within its business planning. This being Prevent, Protect and Prepare which are included in the board's three mission statements.

1. North Wales Safeguarding Children Board will **PREVENT** children within its area from being at risk of abuse, neglect or other kind of harm.
2. North Wales Safeguarding Children Board will **PROTECT** children within its area who are experiencing or at risk of abuse, neglect or other kinds of harm.
3. North Wales Safeguarding Children Board will be **PREPARED** to have the overall responsibility for challenging agencies to ensure effective measures are in place to **PROTECT & PREVENT**

In relation to Child Sexual Exploitation a 4TH 'P' has been identified – **PURSUE**.

Summary of Improvement for NWSCB 2017/18

These are the NWSCB improvement objectives. The NWSCB will focus on these objectives alongside its strategic priorities and core business. There will be a focus on 4 areas of improvement:

1. The NWSCB and subgroups continue to evolve to ensure effectiveness
2. How the NWSCB collaborates with other Boards, Partnerships, persons/bodies in its activities
3. How the NWSCB disseminates the learning from the Child Practice Reviews
4. How the NWSCB proactively engage with children and young people to ensure that they are given the opportunity to participate.

Improvement 1 : The NWSCB and subgroups continue to evolve to ensure effectiveness

Summary of Required Improvements :

- 1. Maintain a stable Business Unit that will support the NWSCB & NWSAB**
- 2. Ensure that the NWSCB complies with the requirements of The Social Services and Well-Being (Wales) Act 2014**
- 3. Maintain good record of attendance at right level and mandate at Board Meetings**
- 4. Ensure engagement from across agencies in the work of the Board and the subgroups and ensure stability of chairing arrangements for the subgroups.**

Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
Maintain a stable Business Unit that will support the NWSCB & NWSAB	A business unit serving the NWSCB was set up in March 2015. Currently a part time interim Business Manager is in post (newly appointed Business Manager to take up post 1 July 2017). Currently two Board Business Co-ordinators are seconded and a shared administrative assistant. Advertised posts will be on a permanent basis. Current period of transition from one host authority to another	Establish and maintain a stable Business Unit to ensure that all work is carried out and co-ordinated in a productive manner.	Finalise recruitment to all posts within the Business Unit to enable stable and sustainable support to the Boards and their subgroups.	NWSAB / NWSCB	Recruitment to all posts and subsequent progress of the Board's statutory duties and work on strategic priorities.

<p>Ensure that the NWSCB complies with the requirements of the Social Services and Well-Being (Wales) Act 2014</p>	<p>Extensive programme of safeguarding training for local authority staff undertaken across north wales.</p> <p>Revision of statutory framework and key national statutory guidance issued: Working Together to Safeguard People (Vol.2 Child Practice Reviews); Handling Individual Cases to Protect Children at Risk (Vol.6); Review of the Statutory Guidance for CSE and forthcoming revision of the All Wales Child Protection Procedures.</p> <p>Performance Measurement Framework for Local Authorities (SSWBAs 145).</p>	<p>Training for multi - agency partners.</p> <p>Training for partner agencies and commissioned services.</p> <p>Contribute to consultation.</p> <p>Ensure compliance with final guidance.</p>		<p>NWSB Business Manager</p>	<p>Training Records</p> <p>Compliance in practice audits.</p> <p>National feedback.</p> <p>CSSIW Inspection</p>
<p>Maintain good record of attendance at right level at Board Meetings</p>	<p>Inconsistent membership from some agencies.</p>	<p>Appropriately designated members who are able to attend consistently.</p>		<p>NWSCB and all Agencies</p>	<p>Attendance record and Highlight Reports</p>

<p>NWSCB members have a responsibility to challenge others not only on their contribution to the board but also on the quality of member agencies safeguarding practice. Establish and maintain peer challenge practice.</p>	<p>There is a growing element of challenge on safeguarding practice.</p>	<p>The NWSCB needs to further refine and improve the degree of challenge and specify the responsibility of members to challenge and hold each other to account. To be prepared to respond positively to challenge.</p>	<p>A review of the ToR and Roles and Responsibilities Develop a robust system of challenge, a culture of acceptance, and to respond positively.</p>	<p>NWSCB NWSB Business Manager</p>	<p>Partner contribution reports to the Board. Use of Independent Members as 'critical friends'. Section 137 requests for information.</p>
<p>Ensure engagement from across agencies in the work of the Board and the subgroups and ensure stability of chairing arrangements for the subgroups.</p>	<p>Chairing of Policy and Procedure Group is now stable and has had a very productive year developing policies and protocols identified as priorities. There is now a consistent chair of the Workforce and Training Group, new terms of reference and work programme have been agreed and options for increased collaboration are being considered and progressed. Chairing of the CPR Subgroup remains stable. Inconsistent membership has been</p>	<p>Appropriately designated members who are able to attend consistently. Maintain momentum and progress respective work plans. Ensure that agencies support their employees undertaking reviewing duties.</p>	<p>Monitor progress and escalate to the Board if required. Quarterly meetings between chairs of the Subgroups.</p>	<p>NWSCB Business Manager and Business Unit</p>	<p>Reflected in individual agency reports and in Board Annual Report. Productivity of groups.</p>

	<p>a feature. Some difficulty in sourcing internal reviewers for CPRs.</p> <p>The CSE Executive Board has now been established and is chaired at Chief Executive level. The members are of an appropriate status in order to ensure that the CSE Action Plan is engaged with and developed fully.</p>				
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Improvement 2 : How the NWSCB collaborates with other Boards, Partnerships, persons/bodies in its activities

Summary of Required Improvement :

- 1. Develop arrangements between statutory and non statutory partnerships locally, regionally and nationally to ensure safeguarding governance and accountability**
- 2. Improve links and working arrangements with the North Wales Safeguarding Adults Board to improve a holistic approach to safeguarding individuals**
- 3. Establish links with the National Independent Safeguarding Board and improve links with other regional Safeguarding Board to share good practice, areas for learning and improvement and contribute to consistent safeguarding approaches to safeguarding across Wales**

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Develop arrangements between statutory and non statutory partnerships locally, regionally and nationally to ensure	NWSCB is aware of local and regional partnership arrangements which have links to safeguarding children.	The NWSCB is a statutory board and should seek assurance on the work of all the other partnerships and groups.	Establish clear lines of accountability and reporting mechanisms between the Safeguarding Board, Public Service Boards,	Chair /Business Manager	Coherent understanding of the safeguarding activity of each partnership Decrease in duplication

safeguarding governance and accountability	There are no formal reporting arrangement between these partnerships and individuals		Area Planning Boards, Safer Communities Boards/Partnerships, Human Trafficking Cohesion		Ability to influence safeguarding agendas
Improve links and working arrangements with the North Wales Safeguarding Adults Board to improve a holistic approach to safeguarding individuals	<p>SSWB Act 2014 and the Regulations set out the same functions and procedures of both Safeguarding Adults and Children Board.</p> <p>Since September 2016 The Business Unit serves both Boards</p> <p>Both boards share a single budget and website.</p> <p>Joint Workforce & Training Subgroup.</p>	<ol style="list-style-type: none"> 1. TOR for the Boards needs to be aligned 2. Highlighting reports and updates from each board should be provided 3. Share Relevant Strategic Priorities – for example Domestic Abuse 	<ol style="list-style-type: none"> 1. Revise TOR 2. Set up standing agenda item on each board 3. Review which sub groups could merge 	Business Manager	<p>TOR reflecting the SSWB Act Members are aware of the work undertaken across children and adults.</p> <p>Increased dovetailing leading to improved outcomes for individuals in need of care and support and in need of protection.</p>
Establish links with the National Independent Safeguarding Board and improve links with other regional Safeguarding Board to share good practice, areas for learning and improvement and contribute to consistent safeguarding approaches to	<p>Function of NISB is set out in legislation.</p> <ol style="list-style-type: none"> 1. Chair of NISB sits on the NWSCB. 2. There are regular meetings between NWSCB Chair and Business Manager 3. Regular meetings between business managers across Wales. 	<p>Business Units across Wales meet quarterly. To include other staff as well as the Business Managers</p> <p>Sharing of documents and templates and good practice across Wales</p>	Work towards development of shared documentation and reporting framework	Business Manager and Business Co-ordinator	<p>Robust reporting arrangements.</p> <p>Legislative and regulatory compliance.</p> <p>Success of National Safeguarding Week</p>

safeguarding across Wales					
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Improvement 3: How the NWSCB disseminates the learning from the Child Practice Reviews

Summary of Required Improvements :

1. Ensure that the lessons learnt from CPR's are disseminated throughout the agencies.
2. Assurance that practice and policies have changed in agencies as a result of CPR's
3. Improve sharing of emerging themes and lessons learnt across Wales

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Ensure that the lessons learnt from CPR's are disseminated throughout the agencies.	<p>Local CPRs and related Action Plans are presented to the Local Delivery Groups whom remain responsible for monitoring them.</p> <p>NWSCB CPR Subgroup convened a Business Day in August 2016 to consider how to achieve SMART Action Plans.</p> <p>The CPR Subgroup convened a Roadshow in December 2016 to address the theme of Elective Home Education. The Multi-Agency Pre-Birth Pathway Plan was launched at this event.</p>	<p>CPR Reports are circulated widely within agencies and are used as a resource in group supervision</p> <p>Agencies signpost practitioners to the website.</p> <p>Clear dovetailing between the CPR, Policies & Procedures and Workforce & Training subgroups in order to progress identified priority areas.</p>	<p>Every year there should be a thematic report commissioned by the NWSCB in respect of the local lessons learnt but also consideration of the emerging themes from the serious case reviews for the same period.</p> <p>Ensure that the website is updated regularly</p>	Chair of CPR Group Business Manager	

	Each CPR report is posted on the Board's website together with a 'Lessons Learn' post.				
Assurance that practice and policies have changed in agencies as a result of CPR's	<p>Action Plans are monitored and reviewed by the Local Delivery Groups.</p> <p>A timescale has been set and agreed by agencies in relation to bringing Action Plans back to the CPR Subgroup 12 months after completion in order to evidence that the learning has been implemented.</p>	Introduce arrangements for agencies to report on improvements to practice and policies	<ol style="list-style-type: none"> 1. Standing Agenda Item for CPR meetings 2. Diary marker for each agency to report to CPR group 12 months from date of presentation to NWSCB on the changes to practice and policy 	Chair of CPR Business Manger Each member of CPR group	<ol style="list-style-type: none"> 1. Reduction in similar issues / themes emerging from reviews 2. SMART recommendations and Action Plans.
Improve sharing of emerging themes and lessons learnt across Wales	<p>Child Practice Review recommendations should highlight learning on a national level.</p> <p>Recently established WG meetings with Chairs of Board should be utilised.</p> <p>Quarterly meeting of regional business managers facilitates this.</p>				

Improvement 4 : NWSCB proactively engage with children and young people to ensure that they are given the opportunity to participate

Summary of Required Improvements :

1. Children and young people affected by the exercise of the NWSCB’s function be given the opportunity to participate in the Board’s work

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Children and young people affected by the exercise of the NWSCB’s function be given the opportunity to participate in the Board’s work	<ol style="list-style-type: none"> 1. The NWSCB attended the Urdd Eisteddfod in 2016 and had the opportunity to discuss the work of the Board with children, young people and their families. 2. The NWSCB in March 2016 asked 1000 Year 9 pupils what they and their friends are worried about. Results confirmed high % worried about Domestic Abuse and sexting 	<p>At least once a year Safeguarding Boards must give children the opportunity to participate in one or more events of the board’s work.</p> <p>The NWSCB needs to better promoted during the annual Safeguarding Week.</p>	<ol style="list-style-type: none"> 1. Include children and young people’s voice in the Board’s communication 2. Capture the views of children and young people automatically rather than as an afterthought 3. Develop an evaluation process to ensure that the feedback received is meaningful 4. Consider commissioning a voluntary enterprise to arrange an event for children and young people 	NWSCB	<ol style="list-style-type: none"> 1. Number of children and young people participating in the work of the Board. 2. Nature of that participation 3. Evaluation of activities

Strategic Priorities

The following three areas have been identified as being the strategic priorities for the Board

1. CSE and missing from care
2. Children who display harmful sexual behaviour
3. Domestic Abuse

OUTCOMES

Overarching Outcome: The NWSCB with its partners will proactively work in partnership to keep children safe from sexual exploitation in North Wales.	
PREVENT	Making it more difficult to exploit children by: <ol style="list-style-type: none"> 1. Delivering effective co-ordinated training within agencies and by delivering community based and school awareness programme. 2. Developing a multiagency media and communication strategy to ensure consistent and accurate messages are shared with all, in support of public awareness.
PROTECT	Identifying & Safeguarding children who are at risk by : <ol style="list-style-type: none"> 1. Ensuring that multi agency processes and procedures are effective, efficient and fit for their purpose 2. Ensuring that there is effective protection and support for victims and potential victims of CSE
PREPARE	Having a Prepared workforce and community to tackle CSE by : <ol style="list-style-type: none"> 1. Raising awareness throughout the agencies workforce of CSE 2. Targeted training to staff at different levels 3. Community Leaders and workers to be provided with CSE pack 4. Children and Young People aware of the support and services available to them.
PURSUE	Identify offenders and activities and Disrupt and Stop their activities by : <ol style="list-style-type: none"> 1. Proactively identifying “hotspots” and disrupt them 2. Bring Perpetrators to Justice

Overarching Outcome : To improve the multi-agency responses to children displaying harmful sexual behaviours	
PREVENT	Reducing cases of SHB by: <ol style="list-style-type: none"> 1. Having a coordinated and consistent multiagency approach to deterrence and treatment 2. Undertaking early recognition assessments of children displaying HSB which considers wider welfare needs. 3. Developing practitioners’ understanding of the connection between contributory risk factors and having the awareness that Children and Young People displaying concerning or harmful sexualised behaviours are likely to have multi-faceted and complex needs. Practitioners need to be aware of the need to consider a range of key strategies when responding including the clear link to CSA, CSE, E-Safety, and Domestic Abuse
PROTECT	Protecting children who are the victims and the perpetrators by :

	<ol style="list-style-type: none"> 1. Offering non judgmental and non stigmatising information to children, young people and their carers 2. Ensuring that the child or young person is not labelled as a result of the identification of HSB but at the same time that they should be held accountable.
PREPARE	Foster Carers, Residential Staff, Parents and Professionals are: <ol style="list-style-type: none"> 1. Provided with high quality training and advice about normal sexual behavioural development and how to respond to problematic sexual behaviour 2. Not anxious and understand the continuum of sexualised behaviours

Overarching Outcome : Experiences and outcomes are improved for children who have lived, or who are living with domestic abuse	
PREVENT	The NWSCB will ensure that all agencies individually and collectively become effective in preventing abuse including specific forms of domestic abuse such as forced marriages, radicalisation and honour based killings by: <ol style="list-style-type: none"> 1. ensuring that children and young people are able to identify abuse and have the knowledge and information available to them to access age appropriate support 2. ensuring that children and young people are able to identify and foster healthy relationships 3. ensuring compliance with the requirements of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
PROTECT	Improving Identification, encouraging disclosures and ensuring appropriate immediate response by the: <ol style="list-style-type: none"> 1. professionals being equipped to notice the signs of and encourage disclosures of domestic abuse 2. providing comprehensive support for those who have experienced domestic abuse 3. ensuring compliance with the requirements of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015
PREPARE	The NWSCB will understand better the extent of Domestic Abuse within families across North Wales by: <ol style="list-style-type: none"> 1. improving data analysis 2. working in schools and the communities to raise awareness of what constitutes domestic abuse and promote an understanding of healthy relationships and sexual violence

MEMBERSHIP OF NWSCB

Member	Agency
Jenny Williams (Chair)	Conwy
Judith Magaw (Vice Chair)	Probation
Aideen Naughton	Public Health Wales
Andy Jones	Probation
Anwen Hughes	Anglesey Children Services
Awen Morwena Edwards	Gwynedd
Bethan Jones	NWSCB
Caroline Turner	Anglesey Children Services
Ceri Williams (Legal)	Conwy
Christine Hinton	WAST
Clare Field	Wrexham
Craig MacLeod	Flintshire
David Beard	Barnardos
Debbie Lambe	Conwy
Donna Dickenson	Wrexham
Gill Harris	BCUHB
Jane Davies	Flintshire
Jill Timmins	BCUHB
Jo Ramessur-Williams	NWP
Karen Evans	Denbighshire
Kate Devonport	Conwy
Lindsay Groves	BCUHB
Margaret Flynn	National Safeguarding Board
Marian Parry Hughes	Gwynedd
Mark Parry	NSPCC
Meinir Williams-Jones	Barnardos
Neil Ayling	Flintshire
Nicola Stubbins	Denbighshire
Nikki Harvey	Ambulance Service
Paula Whittaker	BCUHB
Rachel Shaw	Public Health Wales
Non Davies	NWSB
Susan Evans	Wrexham

North Wales Safeguarding Children's and Adults Board

Joint Budget/Expenditure

2016/17 Budget & Expenditure		
INCOME		Amount
Total Funding from partner contributions		£218,562
Contribution from Reserve carried forward		£279,866
Contribution from Schools re CSE Drama (£100 per school)		£ 5,400
TOTAL INCOME		£503,828
EXPENDITURE	Amount	
STAFFING		
Total staffing Costs	£173,148	
Child Practice Reviews & Adult Practice Reviews		
Total CPR & APR costs	£37,000	
Administration costs		
Total administration costs	£18,500	
EVENTS		
TOTAL EVENTS	£21,000	
TRAINING		
Total Training	£13,000	
CSE Action Plan		
CSE Theatre Drama	£35,000	
TOTAL EXPENDITURE	£297,648	
Future Reserve	£206,180	