



Business Plan Priorities 2016/17

STRATEGIC PRIORITY 1:	
Ensure effective leadership, roles and responsibilities within the Safeguarding Board	
1	To undertake a governance review of the board and its sub groups in order to strengthen the commitment, effectiveness and accountability of member organisations To take full account of the findings of the Alan Wood Review of LSCBs on behalf of the DfE
1.1	<ul style="list-style-type: none"> Review of full board meeting, agenda setting, membership and participation of members, themes and the effectiveness of challenge Completion: June 2016 Lead: Executive Committee
1.2	<ul style="list-style-type: none"> Review of interface and decision making powers between sub groups, executive and full board and business planning to include membership, papers and decision making To consider virtual sub groups or regional sub groups Completion: September 2016 Lead: Executive Committee
1.3	<ul style="list-style-type: none"> Board member development session: what does it mean to be a board member for both the individual and the organisation(s) they represent Completion: June 2016 Lead: Executive Committee
1.4	<ul style="list-style-type: none"> Prepare individual plan for each board member setting out the board's expectation of them/individual memorandum of understanding and an agreed action plan which is reviewed annually. In the first instance this will take place for statutory Board members: Social Care, Police, Probation, YOT, CCG, CAFCASS and Vinney Green Secure Unit) Completion: July 2016 Lead: Rachel Cook
1.5	<ul style="list-style-type: none"> To completely refresh the board self-assessment against the Ofsted grade descriptors for what a 'good' board looks like Completion: May 2016 Lead: Catherine Boyce
1.6	<ul style="list-style-type: none"> To explore the possibility of a reciprocal peer review of an LSCB meeting between two independent chairs Completion: May 2016 Lead: Rachel Cook
2	To undertake a full funding review of the board to cover all actual costs in conjunction with social care, police and CCG. This exercise to inform contributions from partner organisations and to report on the costs of implementing a board business unit
2.1	<ul style="list-style-type: none"> Three set of costs to be produced: current costs, actual costs if all accounted for, actual costs if a dedicated board business unit were to be included Completion: June 2016 Lead: Jon Shaw
2.2	<ul style="list-style-type: none"> Discussions to take place with the finance leads in social care, police and CCG to inform funding contributions. To include consideration of funding from schools Completion: June 2016 Lead: Jon Shaw

2.3	<ul style="list-style-type: none"> Consider the appointment of an independent Board Business Manager for LSCB and LSAB having explored arrangements for a dedicated board business unit in other LSCB/LSAB areas <p>Completion: September 2016 Lead: Executive</p>
3	<p>To build on the strategic relationships with other boards/committees to share the key priorities for safeguarding children and young people in South Gloucestershire and clarify interdependencies and areas of delegated authority</p> <p>To ensure clear linkage with the JSNA</p>
3.1	<ul style="list-style-type: none"> The LSCB Chair to meet with the chairs of: <ul style="list-style-type: none"> Health and Wellbeing Board Children and Young People Committee (shortly to become Children, Adults and Health Committee from May) Partnership Against Domestic Abuse South Gloucestershire Safeguarding Adults Board Children's Trust Board <p>To share the LSCB's key priorities for the coming year and to seek assistance in achieving these priorities</p> <p>Completion: July 2016 Lead: Rachel Cook</p>
4	<p>To ensure the LSCB is represented on the MASH development programme board and is consulted at key strategic points in light of the renewed focus on implementing a MASH in South Gloucestershire</p>
4.1	<ul style="list-style-type: none"> Catherine Boyce to continue to represent the Board on the MASH development programme board, to feedback progress and to seek board members' views as appropriate. <p>Completion: September 2016 Lead: Catherine Boyce</p>
5	<p>To ensure the LSCB and all partner organisations are supporting children's social care and partner practitioners in implementing and embedding the Signs of Safety Model</p>
5.1	<ul style="list-style-type: none"> To ensure the Board and its member organisations are represented in the implementation of Signs of Safety in South Gloucestershire <p>Completion: December 2016 Lead: Signs of Safety Communications and Partners Sub Group</p>
5.2	<ul style="list-style-type: none"> To ensure appropriate training, materials and briefings are made available to member organisations <p>Completion: December 2016 Lead: Signs of Safety Communications and Partners Sub Group</p>

STRATEGIC PRIORITY 2:

To actively seek to capture and act upon the voice of those affected by safeguarding concerns

1	<p>To undertake a focussed piece of work to look at how the board can ensure the 'voice of the child' impacts on board business and effectiveness</p>
1.1	<ul style="list-style-type: none"> Task and Finish group to be set up to consider: <ul style="list-style-type: none"> How we currently capture the voice of the child How we could capture and use the voice of the child more effectively moving forward Ideas to consider as identified at board business planning meeting: <ul style="list-style-type: none"> Liaising with Health watch

	<ul style="list-style-type: none"> • Research from other LSCBs • Consideration of a youth shadow board • Peer review of other boards on this area • Sharing of 'children's stories/journeys' at board meetings • Hearing from adults who experienced services as a child • Ensuring time is set aside at each meeting to consider this area • Work with Children's Trust Board regarding mapping of existing groups with whom we could communicate and their focus on participation and engagement across partners • How can children and young people's views be fed into next year's business planning process <p>Completion: September 2016 Lead: CAFCASS - David Gee</p>
2	To establish a data set for the board performance report based on the signs of safety model, to include feedback from the children/young people as to how multi-agency intervention has impacted on their safety and wellbeing
2.1	<ul style="list-style-type: none"> • To consider how best to produce a data set based on signs of safety (quantative and qualitative) which will inform the board of the impact of this model, its use within social care and partner organisations and children and young people feedback on what difference (if any) it makes to their safety and wellbeing <p>Completion: December 2016 Lead: Relevant Signs of Safety Sub Groups and Ed Gibbons</p>
3	To actively pursue the Quality Sub Group, via the lay member, seeking feedback from family members, including the child/young person on each case subject to multi-agency audit
3.1	<ul style="list-style-type: none"> • Awaiting legal advice regarding issues of confidentiality in respect of the lay member • Drafts of letters/scripts have been devised • Janice Suffolk, lay member and member of the sub group, is happy to undertake this task on a quarterly basis <p>Completion: April 2016 Lead: Gill Sinclair and Lisa Harvey</p>

STRATEGIC PRIORITY 3:

Strengthen board communications, member dissemination and practitioner feedback

1	To encourage each member organisation to have clear dissemination policy and practice which includes how they check out that key procedures and information have reached frontline staff. The board to ensure that minimum expectations of member organisations are understood
1.1	<ul style="list-style-type: none"> • Member organisations to consider staff consultations as to how practitioners and managers prefer to receive key messages. To be fed back to the board <p>Completion: July 2016 Lead: All Board Members</p>
1.2	<ul style="list-style-type: none"> • Individual organisations to share their dissemination process at each board meeting on a rota basis. Support to be given to those representatives of hard to reach or far reaching organisations <p>Completion: Ongoing from April 2016 Lead: All Board Members Board Meeting</p>
1.3	<ul style="list-style-type: none"> • A board protocol in relation to expectations of dissemination is produced that each board member organisation signs up to. This to be part of the document produced at 1.4 <p>Completion: July 2016 Lead: Rachel Cook</p>

1.4	<ul style="list-style-type: none"> Random multi-agency frontline practitioner spot checks are carried out four times a year to ensure key information has been shared and has reached the consciousness of practitioners. To be feedback to the board <p>Completion: Ongoing from April 2016 Lead: Executive Committee</p>
1.5	<ul style="list-style-type: none"> A document containing a summary of key points from each board meeting to be produced following each board meeting that can be put on the website and shared with all staff. To consider TED talks approach <p>Completion: Ongoing from April Board Meeting Lead: Rachel Cook and Angela King</p>
2	To consider how the board can consult with and receive feedback from member organisations' frontline practitioners
2.1	<ul style="list-style-type: none"> To consider a practitioner sub group/feedback group and/or practitioner LSCB champion in each organisation <p>Completion: December 2016 Lead: Executive Committee</p>
2.2	<ul style="list-style-type: none"> To ensure all member organisations are appropriately represented on sub groups. For example, should the education sub group have a representative from all academy trusts? <p>Completion: July 2016 Lead: Sub Group Chairs and Executive Committee</p>
2.3	<ul style="list-style-type: none"> Once practitioner feedback is established, to follow a 'you said, we did' approach. <p>Completion: Ongoing Lead: Executive Committee</p>
3	To consolidate the planned joint communications sub group with the LSAB to ensure the work of the board and its member organisations is well publicised
3.1	<ul style="list-style-type: none"> To ensure that the joint communications sub group has appropriate representation for children's services, a joint terms of reference and a joint communications plan for the coming year <p>Completion: May 2016 Lead: Catherine Boyce and Communications Sub Group</p>
3.2	<ul style="list-style-type: none"> For all member organisations to ensure they consider board and individual contributions to the website to enable it to be kept up to date and interesting <p>Completion: Ongoing Lead: All Board Members</p>
3.3	<ul style="list-style-type: none"> To continue producing and disseminating the quarterly board newsletter with contributions from all organisations. New ideas for the newsletter to be shared with Catherine Boyce <p>Completion: Ongoing Lead: All Board Members</p>
4	To undertake recruitment process for lay members as the current two year tenure is coming to an end
4.1	<ul style="list-style-type: none"> Recruitment process for new lay members to be reviewed, including looking at other LSCB's processes in order to maximise applications <p>Completion: December 2016 Lead: Catherine Boyce</p>
4.2	<ul style="list-style-type: none"> Induction and support to new lay members to be reviewed in time for recruitment process <p>Completion: December 2016 Lead: Catherine Boyce</p>

STRATEGIC PRIORITY 4:**Assuring the quality of safeguarding practice in South Gloucestershire and prioritising and sharing best practice**

1	To actively participate in the Avon and Somerset wide Section 11 Audit (in full for 2016)
1.1	<ul style="list-style-type: none"> The section 11 audit, which is an agreed version across all five LSCB areas, is distributed for completion to inform both individual organisation's self-assessment and board priorities and challenge <p>Completion: June 2016 Lead: Executive Committee</p>
2	To develop a challenge/feedback event in South Gloucestershire in response to the Section 11 Audit returns
2.1	<ul style="list-style-type: none"> To agree a challenge/feedback process for the section 11 audits – this could be done at board meetings or as a separate multi-agency panel. To consider a joint Avon and Somerset wide approach <p>Completion: September 2016 Lead: Executive Committee</p>
2.2	<ul style="list-style-type: none"> To agree expectations regarding: <ul style="list-style-type: none"> Those who are challenged as a result of their section 11 audit and gaps in safeguarding processes Those who have identified good practice and how this could be shared Those who fail to complete the section 11 audit <p>Completion: September 2016 Lead: Executive Committee</p>
3	To review the board performance report to ensure all contributions are being received, to identify any gaps and to ensure it is telling the board what it needs to know
3.1	<ul style="list-style-type: none"> To establish a more proactive and accountable process for missing data and lack of sharing of single agency safeguarding audits <p>Completion: June 2016 Lead: Executive Committee</p>
3.2	<ul style="list-style-type: none"> To identify what is actually meant by the board 'risk register', what should be included, who should be responsible for this and how it will be monitored <p>Completion: June 2016 Lead: Executive Committee</p>
3.3	<ul style="list-style-type: none"> To continue to proactively complete and monitor the challenge log, including impact <p>Completion: Ongoing Lead: Executive Committee</p>
4	To monitor knowledge understanding and use of the Resolution of Professional Differences Policy at all levels, to include healthy practitioner and manager challenge
4.1	<ul style="list-style-type: none"> To consider the resolution of professional difference policy as part of every audit and every challenge log discussion and to undertake random practitioner checks regarding knowledge of the policy <p>Completion: Ongoing Lead: Executive Committee</p>
5	The training programme is effectively quality assured, is responsive to new and emerging issues both nationally and locally and its impact on practice is measured and analysed across all organisations
5.1	<ul style="list-style-type: none"> All existing multi-agency training courses are quality assured regarding how up-to-date, relevant and interesting the content is All commissioned trainers to provide a yearly report on how the training they deliver has been amended to take into account national changes, local information and participant feedback <p>Completion: December 2016 Lead: Holly Magson</p>

5.2	<ul style="list-style-type: none"> All significant learning from audits, case reviews and Serious Case Reviews to be feedback to Holly Magson for inclusion in local training and to consider any specific training events <p>Completion: Ongoing Lead: Holly Magson</p>
5.3	<ul style="list-style-type: none"> Questionnaires and surveys to be considered/fully utilised to test the impact of training on participants before, immediately after and some months after the training and to look at how it has impacted on outcomes for children and young people <p>Completion: September 2016 Lead: Training Sub Group</p>

STRATEGIC PRIORITY 5:

To promote a learning and improvement culture which responds to identified developments and actions

1	To consolidate the learning from the Serious Case Review Reading Group and how this can be shared on a wider basis as part of the Learning and Improvement Framework
1.1	<ul style="list-style-type: none"> To fully embed arrangements for the serious case review reading group jointly with Bristol LSCB and to agree how this learning will be shared and used <p>Completion: June 2016 Lead: Training Sub Group</p>
2	To play an active role in the regional work to create a Partner Problem Profile for Child Sexual Exploitation for South Gloucestershire
2.1	<ul style="list-style-type: none"> To work with the regional data analyst to identify what information is needed to inform a comprehensive partner problem profile <p>Completion: September 2016 Lead: CSA/CSE Sub Group</p>
2.2	<ul style="list-style-type: none"> For partners to consider their own data collection of CSE and how this will feed into the problem profile <p>Completion: September 2016 Lead: All Board Members (but in particular social care, health, police and BASE)</p>
3	To consider wider use of the learning from the Quality Sub Group Multi-Agency Audits and Serious Case Review Sub Group Case Reviews
3.1	<ul style="list-style-type: none"> Quality sub group and SCR sub group to consider how to share the learning from audits and reviews, to include inclusion in training, briefings and road shows. Further consideration given to how we then measure the impact of this learning on practice and outcomes for children and young people <p>Completion: Ongoing Lead: Quality and SCR Sub Groups</p>
4	To maintain involvement and oversight of revisions to SWCPP
4.1	<ul style="list-style-type: none"> The board to receive regular progress reports in relation to the revised SWCPP quality monitoring of the content and usage of the site. New local policy and procedure to be uploaded to the site <p>Completion: September 2016 Lead: Leigh Zywek and Policy and Procedure Sub Group</p>
5	To have a particular focus on:
	<ul style="list-style-type: none"> Early help/preventative work Child Sexual Exploitation/missing from home, care and school (including out of area placements) Private fostering Travelling communities Results of the early years safeguarding audit and schools safeguarding audit Prevent

5.1	<ul style="list-style-type: none"> For the LSCB and CTB to be clear as to who is taking overall responsibility for the monitoring and scrutiny of the early help strategy and for that monitoring and scrutiny to take place robustly and to be shared with each other <p>Completion: July 2016 Lead: Executive Committee and CTB</p>
5.2	<ul style="list-style-type: none"> The LSCB to ensure that there is regular analysis of the quality of our response to CSE and missing and that information is analysed to identify possible 'hot spots', themes and lack of awareness and actions are taken to address these issues <p>Completion: Ongoing Lead: CSA/CSE Sub Group and Missing from Home, Care and School Sub Group</p>
5.3	<ul style="list-style-type: none"> Enquires to be made with Bristol LSCB and BANES LSCB to ascertain whether a collaborative approach could be taken to raising awareness of private fostering as numbers are low in all three areas <p>Completion: December 2016 Lead: Executive Committee</p>
5.4	<ul style="list-style-type: none"> To undertake a mapping exercise of all faith organisations represented in South Gloucestershire and who their child protection lead is To discuss with the leads how best to support them and represent them and to ensure they are sighted on the South Gloucestershire safeguarding agenda <p>Completion: December 2016 Lead: Executive Committee</p>
5.5	<ul style="list-style-type: none"> Explore how the LSCB could support those practitioners who work with travelling communities <p>Completion: September 2016 Lead: Executive Committee</p>
5.6	<ul style="list-style-type: none"> To have presented to the board the completion rate, key findings and recommendations for both the schools and early years safeguarding audits for the board oversight and scrutiny <p>Completion: April 2017 Lead: Leigh Zywek/Kathryn Birtles</p>
5.7	<ul style="list-style-type: none"> To ensure all member organisations are aware of and implement the Prevent agenda, the training requirements for all levels of practitioners and the referral process for radicalisation concerns <p>Completion: December 2016 Lead: Executive Committee and Prevent Board</p>
6	<p>To continue to have oversight and scrutiny of:</p> <ul style="list-style-type: none"> Corporate parenting Prevent FGM/honour based violence/forced marriage Vinney Green Secure Unit EDT Elective home education/missing from education CDOP ART (and the application of the threshold matrix) Children in detention after charge Marac Lado
6.1	<ul style="list-style-type: none"> To ensure annual reports are received in relation to the areas listed above, that they are timely and are properly read and scrutinised by board members in order that meaningful feedback and challenge can be given <p>Completion: Ongoing Lead: Relevant Board Members</p>
6.2	<ul style="list-style-type: none"> Where possible an annual assurance visit to be undertaken by the Chair to triangulate information received via the annual report. <p>Completion: Ongoing Lead: Rachel Cook</p>