



## Nottingham City Children's Safeguarding Boards Strategic Business Plan 2016 – 2018

The NCSCB business plan is a key document in identifying strategic priorities and the actions agreed to respond to these locally. Our priorities are based on national drivers, e.g. the development of Joint Targeted Area Inspections and the National Review of LSCBs and incorporate the learning from national and local Serious Case Reviews and other learning processes. That emerging issues are identified in a timely manner and appropriate safeguarding measures are in place.

Our business plan helps shape the focus of our work to coordinate the activity of local agencies to continually improve outcomes for children, young people and their families.

In developing this business plan we recognise that public sector provision is changing rapidly as a consequence of the increased involvement of third sector provision and the impact of austerity. Given this we have agreed that there will be a three year strategic plan. The priorities for the three years will remain the same. Each year will have a particular focus in terms of driving forward the work of the Board. This three year action plan will be supported by an annual action plan that will be regularly reviewed. . This will allow us to build on existing strengths and maximise the benefits from current opportunities and challenges, e.g. the separation of the Children and Adult's Safeguarding Boards and the impact of reductions in public sector finances.

- Year one – Reviewing and Revising. The detailed action plan for year one is appended to this report. The action plan will be reviewed formally in the Business Management Group, with exception reports being provided to the full Board

During the course of year two and three we will continue to build on the work undertaken in year one to further strengthen the functioning of the Board. A detailed action plan will be developed for each year to capture this activity and ensure that we address emerging issues.

- Year two – Developing.
- Year three – Embedding



## Board Strategic Priorities for 2016 – 2018

- Promote, monitor, coordinate and evaluate multi-agency effectiveness in safeguarding children and young people across the child's journey
- Strengthen and support a competent and equipped workforce that is committed to learning and developing safeguarding practice with assurance that safeguarding is everyone's responsibility.
- To evidence the impact of NCSCB

## Annual Work Plan 2016/17

- Self-harm practice guidance will be fully implemented across the safeguarding partnership.
- Keep children and young people safe from harm, including CSE and missing children.
- To ensure that the response to physical abuse will be effective and there will be shared standards and understanding about what good quality assessments of physical abuse look like
- The Board is aware of the financial implications on its ability to deliver its statutory duties and is planning for the coming years due to the continuing programme of austerity.
- To ensure that the Board operating model is fit for purpose.
- We will revise our performance framework to ensure we are clear about the impact of Board related activity.
- We want to ensure that our engagement strategy maximises the opportunities for promoting important messages about how to keep children and young people safe and ensures feedback informs the work of the Board
- The NCSCB has clear strategies and comprehensive approaches to ensuring young people are supported to be safe on-line.

## Year 1 – Reviewing and Revising

No	What do we want to achieve?	Where are we now	What are we going to do, by when	Who will lead?	Timescale	RAG rating
1.	<p>Self-harm practice guidance will be fully implemented across agencies and practice will lead to a reduction in the frequency of self-harm. The practice guidance will identify how agencies will work together to support young people of all ages, including those who have complex medical needs and young people under the age of 8.</p> <p>The practice guidance will help practitioners think about other explanations for self-harm, including the possibility of abuse.</p>	<p>There is practice guidance in place which is multi-agency/cross-authority guidance. We have not as yet evaluated the impact of this but we know from the results of a recent survey that awareness and practice guidance is limited across all agencies.</p> <p>The current practice guidance cross-references with NICE guidance. It does not consider the needs of children and young people under 8 or pay sufficient attention to alternative explanations for apparent self-harming behaviour.</p>	Establish a task and finish group	BMG		
			Review and revise the practice guidance, in consultation with County Colleagues	Task and finish group	To be agreed with County colleagues	
			Finalise and implement (this will include promoting awareness)	Task and finish group	To be agreed with County colleagues	

2.	The NCSCB has clear strategies and comprehensive approaches to specific safeguarding issues that keep children and young people safe and promote effective intervention with those who are at risk	The NCSCB has a clear and thorough understanding of issues relating to <b>Child Sexual Exploitation and Missing</b> children in Nottingham City. This is informed by Police Profiles, Missing data, Section 11 audit and information gathered from the Multi-Agency Sexual Exploitation (MASE) Group and Missing Children subgroup. Recommendations are implemented as part of the Child Sexual Exploitation & Missing Action Plan.	Build on work already undertaken to further strengthen the problem profile for CSE in the City	CSECAG	To be agreed with County colleagues	
			Ensure that information from return interviews contributes to the ongoing refinement of the problem profile	Missing Children sub-group	June	
			Develop the arrangements for strategy meetings to enable young people to participate in these unless there is a good reason this cannot happen	Principle IRO	June	
3.	The response to physical abuse will be effective and there will be shared standards and understanding about what good quality assessments of physical	There has been guidance in the inter-agency safeguarding children procedures regarding the response to physical abuse for some time. Learning from national	Establish a task and finish group	BMG	April 2016	
			Review and revise the procedures, in	Task and finish group	To be agreed with	

	abuse look like	developments and local experience indicates that this could be strengthened by promoting greater connectivity with NICE guidance	consultation with County Colleagues		County colleagues	
			Finalise and implement (this will include promoting awareness )	Task and finish group	To be agreed with County colleagues	
4.	There will be a clear shared view about the financial requirements of the Board to deliver its statutory duties.	Board contributions are agreed for the 2016/17 financial year. These contributions, supported by use of the Board financial reserve are sufficient to meet mainstream expenditure.	Meet to agree actions necessary to deliver an in-year balanced budget for 2016/17 and agree Board contributions beyond this	Independent Chair  Partnership Service Manager	May 2016	
			Identify any implications for Board activity and develop an options appraisal document to respond to these	Partnership CSM	May 2016	
			Agree actions	Full Board	June 2016	
5.	Ensure that the Board operating model is fit for purpose to enable it to respond to national and local strategic priorities and drivers	The Board operating model has been revised. The primary driver for this was to provide greater distinction between the Children and Adult Safeguarding Boards. Much of the Board operating model	Undertake a review of the Board sub-structure and propose amendments to	Head of Service: safeguarding and Quality Assurance report to full Board	April 2016	

		needs to be revised as a consequence.	this			
		These revisions also need to factor in the outcome of the National review of LSCBs that is due to be completed in March 2016.	Prepare a report setting out the local implications of the national review of LSCBs and agree any actions arising from this	Partnership Service Manager with Paper to BMG	Report to BMG in May 2016 (dependent on outcome of national LSCB review)	
			Review and revise key Board documentation, e.g. constitution	Partnership CSM/Adult Safeguarding Board Officer	Report to BMG in June 2016 (dependent on outcome of national LSCB review)	
6.	We will revise our performance framework to ensure we are clear about the impact of Board related activity	The NCSCB has a performance management framework which promotes different ways of knowing and learning about the effectiveness of safeguarding of children and young people in Nottingham. The framework supports and promotes effective challenge by the NCSCB to bring about improved outcomes for children and young	Agree a Performance Management Framework	Head of Service: safeguarding and Quality Assurance report to BMG then full-board	May 2016  June 2016	
			Agree and implement a programme of multi-agency audit which is directly linked to the	Safeguarding Children Board Officer	April 2016	

		people	findings of local SCR and SILPs			
			Ensure the revised Engagement Strategy sets out how children, young people, families and staff can share views about the impact of Board activity.	Comms and engagement sub-group		
7.	We want to ensure that our engagement strategy maximises the opportunities for promoting important messages about how to keep children and young people safe and ensures feedback informs the work of the Board	We have an engagement strategy that was developed for the Joint Board arrangements. This has many positive aspects but needs to be reviewed in response to the new arrangements	Recruit new Lay members to the Board	Partnership Service Manager	April 2016	
			Revise the Engagement strategy to ensure there is clarity about <ul style="list-style-type: none"> <li>• Awareness raising activities</li> <li>• Engagement with children and young people</li> <li>• Engagement with parent's carers</li> </ul>	Comms and engagement sub-group	Sept 2016	

			<ul style="list-style-type: none"> <li>• Connectivity with other partnership arrangements</li> <li>• On-line presence</li> <li>• City population/ demographic</li> </ul>			
8.	The NCSCB has clear strategies and comprehensive approaches to ensuring young people are supported to be safe on-line.	The NCSCB and Nottinghamshire Safeguarding Children Board have E-Safety Practice Guidance. But despite this young people have told us that this is something that they are really very worried about. The current practice guidance does not reflect recent national initiatives	Establish a task and finish group	Head of Service: safeguarding and Quality Assurance	May 2016	
			Review and revise the procedures, in consultation with County Colleagues	Task and finish group reporting back to BMG	To be agreed with County	
			Finalise and implement (this will include promoting awareness )	Task and finish group reporting back to BMG	To be agreed with County	



<b>RAG Rating key</b>	
Clear	Work is underway and, in the judgement of the lead individual/subgroup, is expected to be completed within the agreed timescale
Red	Work is underway however, is not expected to be completed within the agreed timescale. In the judgement of the lead individual/subgroup either <ul style="list-style-type: none"> <li>• The deadline will be missed by more than 3 months and/or</li> <li>• The impact of missing this deadline is likely to be significant</li> </ul>
Amber	Work is underway however, is not expected to be completed within the agreed timescale. In the judgement of the lead individual/subgroup either <ul style="list-style-type: none"> <li>• The deadline will be missed by less than 3 months and</li> <li>• The impact of missing this deadline is unlikely to be significant</li> </ul>
Green	Action completed
Blue	Impact of the action has been evaluated and found to have addressed the issue identified