



Norfolk Safeguarding  
Children Board

# **Business Plan 2016 – 2018**

## **V.08**

Last Review Date:	3 August 2017 by NSCB Business Manager & Monitoring & Evaluation Officer
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## Introduction

Norfolk is committed to promoting the welfare of all children, keeping them safe from harm and supporting them to thrive and fulfil their potential. We believe that all children, young people and their families have the right to be healthy, happy and safe; to be loved, valued and respected; and to have high aspirations for their future. Ensuring that a good local offer is at the heart of our locality model for service delivery is a priority for the NSCB. Norfolk partners, families and communities need to work together to make this happen.

The Norfolk Safeguarding Children Board (NSCB) operates under legislation and statutory guidance and is required to act with independence and authority in respect of the work of all organisations whose staff come into contact with children and young people, their parents and carers. The Board is made up of partners and stakeholders from a range of agencies that commit to the work of the NSCB and bring a range of knowledge, experience and expertise under the leadership of an Independent Chair Person.

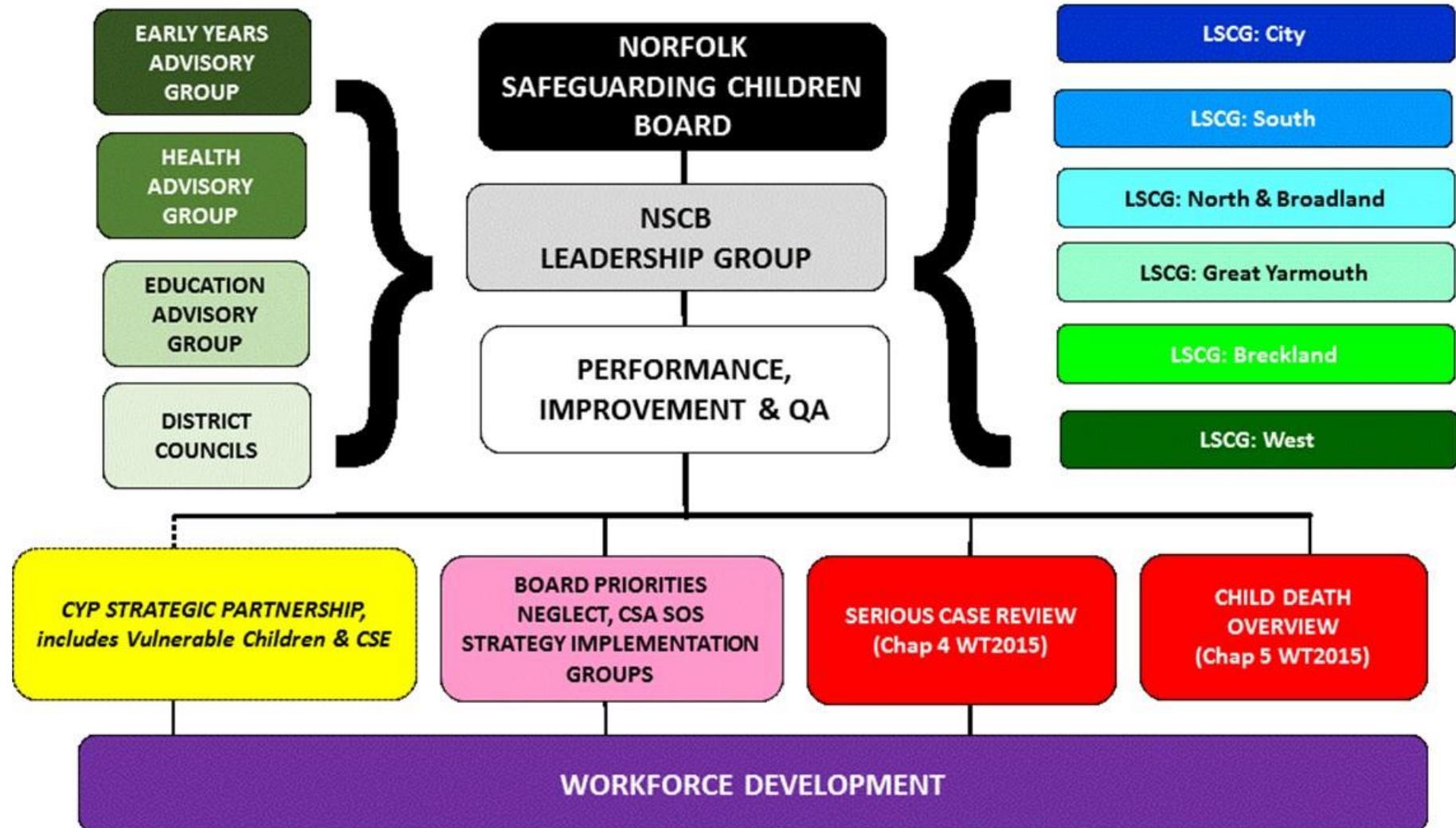
Effective safeguarding arrangements in Norfolk are underpinned by two key principles:

- safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part; and
- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

The purpose of the Board is to ensure that arrangements for safeguarding children are co-ordinated and that these arrangements are monitored to evidence impact and effectiveness. The Board is also responsible for ensuring that there is a Learning and Improvement Framework in place to ensure that lessons learned from Serious Case Reviews and child deaths are acted upon. The work of the Board is driven by locally identified priorities, based on data, learning from SCRs and emerging national developments. Data and findings from audits and case reviews are reported regularly at the quarterly Board meetings.

Each subgroup is responsible for ensuring that services are co-ordinated and that the impact of its work and outcomes for children are monitored effectively. In addition to analysing relevant data, each subgroup is responsible for reporting back on any training needs, policy development and plans to communicate and/or raise awareness of safeguarding issues to the workforce and/or wider public. All subgroups report to the Performance, Improvement and Quality Assurance Group, who in turn report headline issues to the Leadership Group, where the agendas for the Board meetings are set.

# The Board's Structure



## **Governance and Whole System Leadership**

### **Board & Leadership Group**

The Board meets quarterly with additional meetings as required. The quarterly meetings have standing items as part of business as usual including reports on Performance, Learning from SCRs and the Board priorities. Leadership Group meets monthly between Board meetings. Leadership Group steers the direction of the Board, involving key partners in continuous challenge. The Leadership Group is comprised of key partners from:

- Children's Services (DCS)
- Police
- Health
- District Councils
- Education
- Voluntary Sector
- Cafcass

In addition, Probation and the CRC receive the papers as virtual members of this group.

Through Leadership Group, the NSCB has picked up its pace in terms of driving improvements. Decisions are made swiftly while at the same time ensuring that there is partnership buy-in through inclusive action. It has also ensured that Norfolk is thinking about more innovative approaches to safeguarding issues.

### **Local Safeguarding Children Groups**

The Board is represented at locality level by six Local Safeguarding Children Groups, made up of representatives from the multi-agency partnership in each area. The groups' role is to support the NSCB in fulfilling its statutory functions at local level. The LSCGs are chaired by a range of professionals from across the partnership and meet bi-monthly. Each group has a locality plan to progress both Board and local safeguarding priorities. Chairs of the groups meet quarterly with the NSCB Independent Chair and Business Manager to ensure join-up between all the groups and to identify emerging themes from locality safeguarding practice.

## **Advisory Groups**

The Board is also supported by four sector-specific advisory groups: Early Years, Education, District Councils and Health. These groups are made up of representatives from the relevant sectors and focus on safeguarding issues at sector level. The advisory groups have an important role in highlighting to the Board key priorities and also for disseminating effective safeguarding practice across the relevant sectors. The Early Years Advisory Group was established in 2015, as it was recognised that there was a significant gap in the involvement of this crucial area in the work of the Board.

## **Whole system leadership**

The Board's priority is to achieve our vision for Norfolk's children. In order to do this effectively we need also to work with other Boards to build safe, resilient communities. To this end the Independent Chair engaged with other partnership Boards and established the Public Protection Forum (PPF) in 2015, which he currently chairs. This is a non-statutory co-ordinating body, whose membership is made up of representatives from Statutory and non-Statutory strategic boards across the county, together with senior officers and public protection leads from key agencies, including:

- Independent Chair of Norfolk Safeguarding Adults Board
- Director of Children's Services/Chair of Children & Young People's Strategic Partnership
- Director of Adult Social Services/Chair of Norfolk Drug and Alcohol Partnership Board
- Norfolk County Council Managing Director/Chair of YOT Partnership Board
- Assistant Chief Constable - MAPPA Strategic Management Board Chair
- Chair of the Health and Wellbeing Board
- Chair of Norfolk County Community Safety Partnership
- Chair of the Strategic Mental Health and Disabilities Group
- Chair of Community Relations and Equality Board:
- Chair of the Early Help Improvement Board:
- Director of Public Health/Chair of the Domestic Abuse and Sexual Violence Board
- Senior Coroner for Norfolk

The PPF acts to coordinate work undertaken within the responsibilities of its members, and to achieve, wherever appropriate, combined and efficient delivery of services. It is not intended to duplicate the separate accountabilities of its members but to

encourage and support their effective collaboration, and to address those areas of public protection that overlap or are shared between existing governance bodies and statutory duties.

Each Board has its own priorities with due notice given to shared issues to ensure children are considered in action planning but avoiding duplication. For example, the Health & Well Being Board has emotional health and wellbeing as a priority and with this the NSCB has provided information on child suicides as part of the county wide Suicide Prevention Strategy. We also work closely with the Domestic Abuse and Sexual Violence Board, disseminating relevant learning from our Serious Case Reviews and supporting the DA Change Programme.

The PPF is supported by the Board managers from the NSCB, Adults Safeguarding, Countywide Community Safety Partnership and the MAPPA Strategic Management Board. This is known as the Public Protection support Group (PPSG) and is chaired by the NSCB Business Manager. The group's purpose is to:

- To support the NPPF in coordinating and developing the work required to achieve combined and efficient delivery of services
- To address those areas of vulnerability and public protection that overlap or are shared between existing governance bodies and statutory duties
- To share learning from safeguarding reviews and support with dissemination of learning

### **Safeguarding Priorities**

In August 2016, PPF's strategic leaders established a clear sense of some key themes that run across the different partnership Boards and which the PPF is seeking to co-ordinate. The shared priorities are:

1. Supporting the wider focus on **emotional well-being** as part of the development of commissioning plans for **mental health** and the HWB strategic plan
2. Taking forward Norfolk's approach to **better information sharing**, building on the leadership from the Chief Constable and Director of Children's Services
3. Supporting the development of a consistent and joined-up **front door** for vulnerability – strengthening the MASH, and improving the pathways for referral

4. Developing our approach to **early help** across both children and adults, developing community resilience and capacity as well as the working of hubs and co-location
5. Develop an overarching public **safeguarding 'brand'** for Norfolk that reinforces that 'we say no to abuse' and that encourages a positive commitment to caring and acting on concerns
6. Reviewing whether we can **streamline the support capacity** for partnership arrangements to ensure that these are fit for purpose in Norfolk, utilise existing strengths effectively and respond to changing national guidance on governance and accountability

These shared priorities will underpin the respective Business Plans for each Safeguarding Board and will be included in the NSCB monitoring and evaluation process.

## NSCB Priorities

In March 2016, the Board reviewed progress against the 2014 – 2016 priorities, i.e. **neglect; sexual abuse** of children; and **child sexual exploitation**, which were all seen as areas of critical vulnerability for children and young people in Norfolk. At this review meeting there was concern that we had no discernible measures that the actions we have taken in neglect, CSE and CSA have made a difference; there was particular concern about CSA as we were slow to get started on tackling that issue. The outcomes of this meeting were:

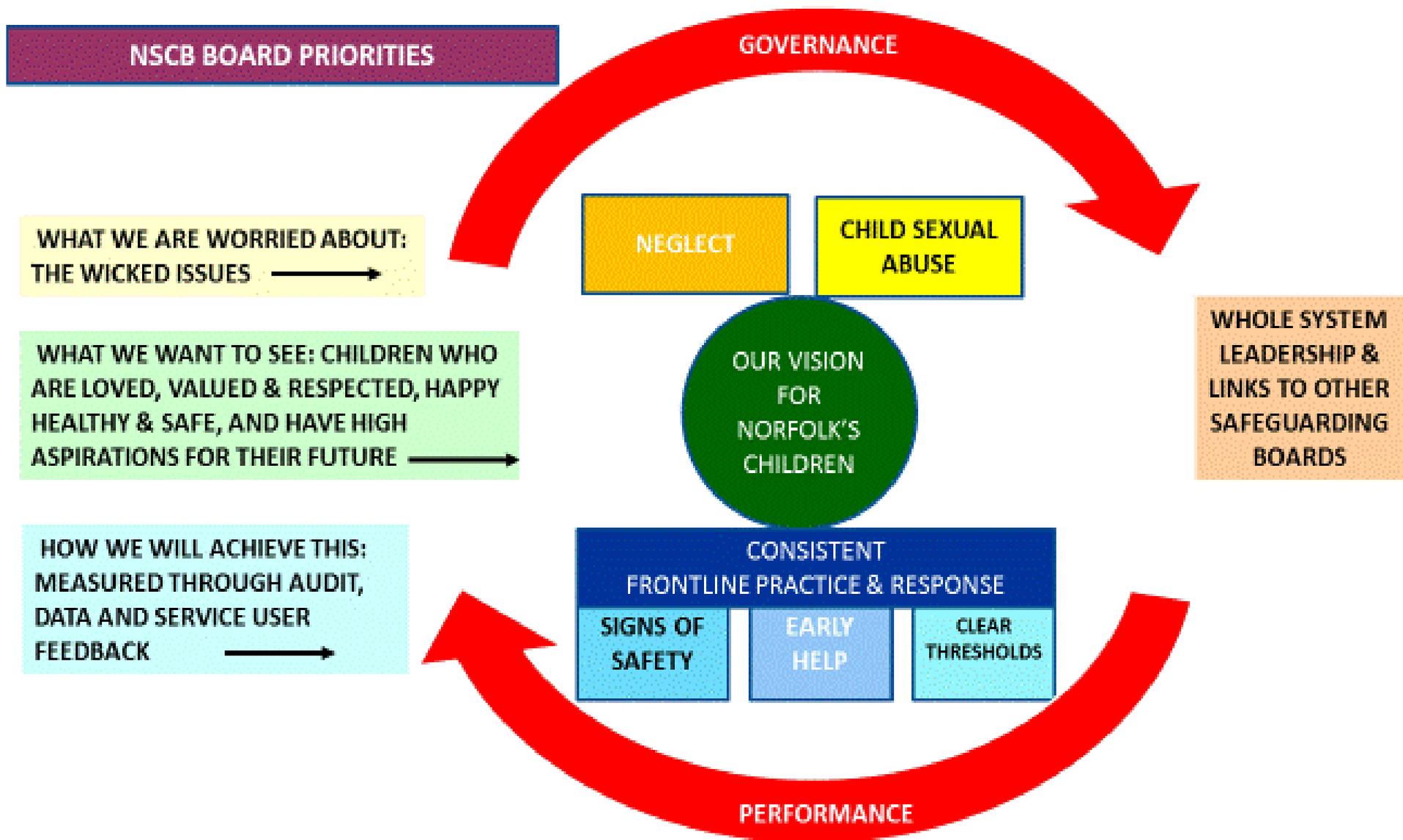
- To keep neglect and CSA as priorities and agree a set of multi-agency indicators to measure outcomes. The multi-agency CSE subgroup now reports to the CYP Strategic Partnership but the NSCB continues to monitor.
- To establish measurements and report impact in terms of
  - prevalence (i.e. how many? where?)
  - pathways (quality of response )
  - commissioning (gaps identified), and
  - impact on the family and the voice of the child/family (service user feedback)
- To address the underlying themes of consistency of practice and voice of the child and to ensure that we consider children's emotional wellbeing and mental health and processes to support development of the early help offer, e.g. improved understanding of Thresholds and embedding Signs of Safety framework across the children's workforce.

The Board's priorities are therefore designed to align with and support the Signs of Safety model, in terms of:

- What are we worried about: the key safeguarding issues as defined by types of abuse
- What do we want to achieve: Norfolk's vision to ensure all children are: healthy, happy and safe; loved, valued and respected; and have high aspirations for their future. In this way we will address the issues relating to children's emotional health and wellbeing
- What we need to happen: standards for frontline practice

In terms of what's working well, we have worked hard over the past two years to establish 'enablers' to support best practice and empower the frontline to feel confident in their safeguarding responsibilities. These enablers include:

- Signs of Safety Framework
- The Norfolk Threshold Guide
- NSCB Multi-Agency Training and Safer Programme
- Strong governance through Board structure, including established advisory groups and LSCGs
- Information-sharing prioritise by the PPF
- The Composite Action Plan developed in response to thematic learning from SCRs



## Accountability and Reporting

The Performance Improvement & Quality Assurance Group (PIQAG) is the Business Intelligence department of the NSCB. PIQAG supports the NSCB to fulfill its statutory duty to monitor and evaluate the effectiveness of work done by the Local Authority and board partners individually and collectively to safeguard and promote the welfare of children and advise them on ways to improve.

The work of the PIQAG is underpinned by the NSCB's Learning & Improvement Framework. Using partner data and information, PIQAG will use the framework to ask questions agreed at Board namely:

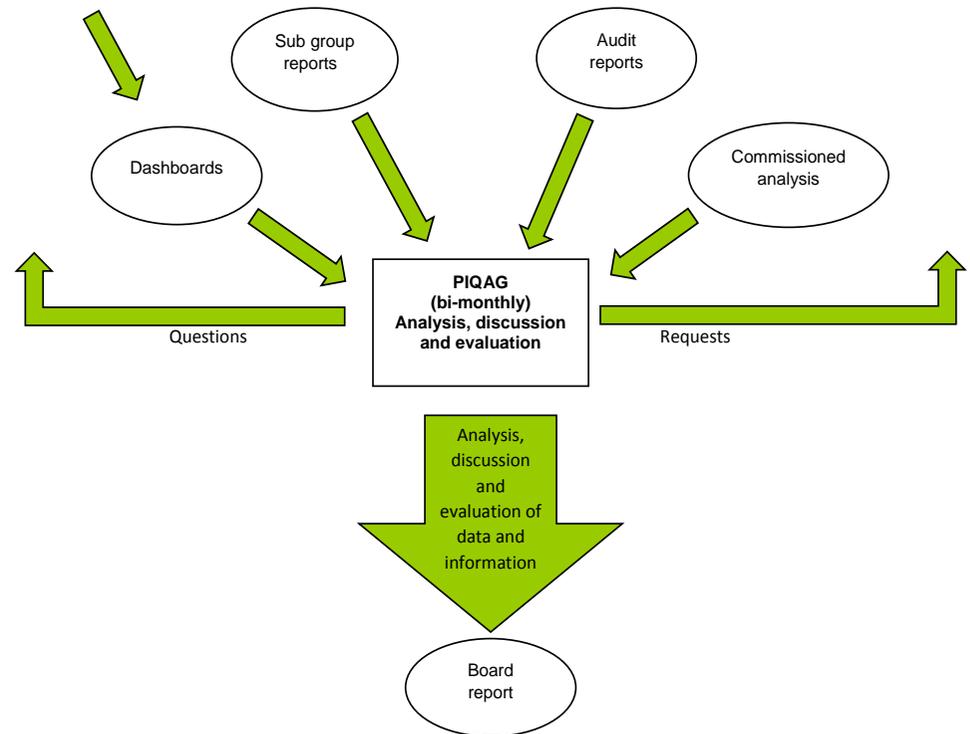
- Prevalence: "How much do we do/have?"
- Pathways/quality of interventions: "How well do we do? What difference do we make?"
- Commissioning: "Do we have any gaps and how will we address them?"

In addition, the NSCB need to ensure that the service users' voices are captured and that partners understand what it is like to be a child in Norfolk, "How do children and families experience our services?"

All data and information reports which go to Board go through PIQAG for examination first.

- Dashboards have been developed to summarise performance across the priority areas for Board.

- Audit report. The audit plan is reviewed regularly to enable both forward planning and a responsive audit function.
- Subgroup reports (exceptions only)
- Ad-hoc/special reports of note
- Commissioned analysis reports. These will be additional analysis and work commissioned by PIQAG or Board.



## Delivery Plan: Achieving Outcomes

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>1. Tackling Neglect in Norfolk</b>				
Develop a monitoring and evaluation framework for the strategy	NSCB MEO	Neglect Steering Group	01/10/17	<ul style="list-style-type: none"> <li>• JTAI audit tool produced</li> <li>• JTAI mock audit scheduled</li> <li>• Standard KPIs agreed</li> <li>• Framework written and published</li> <li>• Standing agenda item at Neglect Steering Group</li> </ul>
Review and update the Neglect Strategy	Andrea Brown	Neglect Steering Group	20/3/17	<ul style="list-style-type: none"> <li>• Revised strategy approved at NSCB Board on 20 March 17</li> <li>• Revised strategy uploaded to website</li> <li>• Revised strategy included as agenda item at LSCGs</li> </ul>
Deliver additional training in the GCP	NSCB Workforce Development Officer	WFDG	27/09/17	<ul style="list-style-type: none"> <li>• Provision of additional training courses on 26/4/17, 21/6/17 and 27/9/17</li> <li>• Evaluations completed by all participants</li> </ul>
Monitor use of the GCP by trained staff and further promote its use	All partners	Neglect Steering Group	01/12/17	<ul style="list-style-type: none"> <li>• GCP figures included in routine dataset scrutinised by Neglect Steering Group</li> <li>• Promotion through Neglect newsletters</li> <li>• All relevant Neglect Champions trained in GCP</li> </ul>
Monitor joint visits to under fives by social worker/health visitor	All partners	Neglect Steering Group	01/12/17	<ul style="list-style-type: none"> <li>• Data presented quarterly to Neglect Steering Group by CSC and CCS</li> <li>• Numbers of joint visits shows an increase over time</li> <li>• Bi-annual analysis by CCS and CSC of quality and consistency of practice</li> </ul>

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>2. Tackling Child Sexual Abuse in Norfolk</b>				
Further develop the CSA data profile to include relevant KPIs covering the wider partnership	NSCB MEO/CSA Sub-Group	CSA	01/11/17	<ul style="list-style-type: none"> <li>• CSA data profile includes data from a range of partners</li> <li>• CSA profile regularly monitored by CSA sub-group</li> <li>• Exceptions/highlights provided regularly to NSCB Board</li> </ul>
Secure funding/sponsorship for printing and dissemination of the CSA leaflet across Norfolk	Andy Coller	CSA	01/09/17	<ul style="list-style-type: none"> <li>• Funding in place</li> <li>• Leaflets printed</li> <li>• Leaflets circulated to a wide range of agencies/groups across Norfolk</li> </ul>
Undertake a scoping audit of HSB provision and responses in Norfolk	Val Crewdson	CSA	30/11/17	<ul style="list-style-type: none"> <li>• Audit tools completed by partners</li> <li>• Audit task and finish group deliver findings/analysis workshop</li> <li>• Final report written and presented to CSA conference</li> </ul>
Complete single agency action plans	All partners	CSA	01/12/2017	<ul style="list-style-type: none"> <li>• Action plans received by CSA sub-group</li> </ul>
Develop and run twilight training sessions on key aspects of the CSA strategy	Val Crewdson/Abigail McGarry	CSA	01/12/17	<ul style="list-style-type: none"> <li>• Session plans developed and Powerpoint produced</li> <li>• Sessions advertised</li> <li>• Sessions delivered</li> <li>• Sessions evaluated</li> </ul>
Carry out an audit of the effectiveness and quality of ABE practice by all relevant agencies	NSCB MEO/Andrea Brown/Andy Coller	CSA	01/10/17	<ul style="list-style-type: none"> <li>• Scope and rationale agreed with ABE Strategic Working Group (July 17)</li> <li>• Audit taken place</li> <li>• Findings analysed and report written</li> <li>• Report presented to CSA sub-group</li> <li>• Action plan developed</li> </ul>

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>3. Promoting consistent frontline practice, enabled by provision of early help, implementation of the Signs of Safety approach and use of the Norfolk Threshold Guide</b>				
Analyse and report on findings from the Threshold Guide survey carried out in November 2016	NSCB MEO	NSCB	01/03/17	<ul style="list-style-type: none"> <li>Report presented to Leadership Group and NSCB full Board</li> </ul>
Signs of Safety practice to be promoted at locality level by LSCGs	LSCG Chairs	LSCGs	01/04/17	<ul style="list-style-type: none"> <li>Standing agenda item and recorded in minutes</li> <li>Locality SofS Celebration Events held</li> <li>Action included in locality plans</li> <li>Multi-agency audit/case file reviews routinely highlight effective use of SofS</li> </ul>
Broaden the pool of SofS Superleaders, particularly in non-statutory organisations	Cindee Crehan	SofS	31/03/18	<ul style="list-style-type: none"> <li>10% increase in superleaders within Children's Services</li> <li>10% increase in superleaders within wider partnership organisations</li> </ul>
Develop a clear performance framework ('dashboard') to monitor the impact of SofS in Norfolk	Cindee Crehan/NSCB MEO	SofS	01/04/17	<ul style="list-style-type: none"> <li>SofS performance indicators agreed</li> <li>Regularly reviewed by SofS Steering Group</li> <li>Exceptions/highlights routinely reported to Board</li> </ul>
Establish a routine schedule of multi-agency case file reviews focused on the quality of frontline safeguarding practice	NSCB MEO	LSCGs	01/12/17	<ul style="list-style-type: none"> <li>LSCG case file review audits included in audit schedule</li> <li>Three case file reviews carried out by each LSCG</li> <li>Findings collated and shared with Board</li> </ul>
Analyse partnership safeguarding data through PIQAG and report quarterly to Board on key issues and emerging trends	All partners	PIQAG	01/12/17	<ul style="list-style-type: none"> <li>Revised set of KPIs agreed</li> <li>Reporting mechanism developed</li> <li>PIQAG re-established and ToR agreed</li> </ul>
NSCB to request relevant evidence and summary from the Early Help Improvement Board in relation to partnership progress in developing the early help agenda.	NSCB Business Manager	Early Help Improvement Board	30/09/17	<ul style="list-style-type: none"> <li>To be reviewed and agreed in discussion with AD for Early Help – meeting scheduled 7 Sept</li> </ul>
NSCB to work with partners towards realising the ambition of a single front door for vulnerability in Norfolk.	NSCB Chair	NSCB/PPF	Pending	<ul style="list-style-type: none"> <li>To be completed pending outcome of PTF bid and work with SafeLives</li> </ul>
To keep emerging trends and national developments/themes in relation to safeguarding and vulnerability under regular review.(Ensure that these are addressed by relevant Boards/groups.	All partners	Leadership Group/PPF	01/12/17	<ul style="list-style-type: none"> <li>Development of a County Lines Strategy is included within the work plan for PPF</li> <li>PPF agenda item to cover findings from Section 11 process related to these key trends.</li> </ul>

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>4. Learning from serious case reviews</b>				
Promote learning from Serious Case Reviews by publication and dissemination of the Thematic Learning Framework and practice standards	NSCB MEO	SCRG	31/3/17	<ul style="list-style-type: none"> <li>• Thematic Learning Framework available on NSCB website</li> <li>• Practice Standards available on NSCB website</li> </ul>
Deliver four best-practice events focused on the key themes from the Thematic Learning Framework	NSCB Business Manager	SCRG	31/12/17	<ul style="list-style-type: none"> <li>• Best practice events scheduled and dates circulated to partners and publicised on NSCB website</li> <li>• Events held</li> <li>• Evaluations completed and analysed</li> <li>• Findings and feedback shared with SCRG</li> </ul>
Monitor the Composite Action Plan and implement agreed actions	NSCB MEO	SCRG	Bi-monthly	<ul style="list-style-type: none"> <li>• Standing agenda item at SCRG</li> <li>• Updated CAP shared with partners/uploaded to website alongside newly published SCRs</li> <li>• CAP review group established (sub-group of SCRG)</li> </ul>
Complete current Serious Case Reviews within agreed timescales	NSCB	SCRG	Ongoing	<ul style="list-style-type: none"> <li>• SCRs published and available on NSCB website</li> <li>• National Panel notified of any delays</li> </ul>
Ensure all multi-agency training incorporates key lessons from Serious Case Reviews	NSCB Workforce Development Officer	WFDG QA sub-group	01/7/17	<ul style="list-style-type: none"> <li>• Section 11 self-assessment returns and challenge meetings</li> <li>• NSCB validation panel outcomes</li> </ul>
Undertake an audit of the quality of GP reports to initial CP conference	NSCB MEO	SCRG	01/04/17	<ul style="list-style-type: none"> <li>• Audit carried out on 2 March 17</li> <li>• Findings analysed and report written</li> <li>• Report presented to SCRG and PIQAG</li> <li>• Action plan developed</li> </ul>
Engage with DASVB to ensure recommendations from SCRs re DA are moved forward into practice	NSCB Business Manager	SCRG/DASVB	01/07/17	<ul style="list-style-type: none"> <li>• NSCB Business Manager to attend DASVB to present findings January 17</li> <li>• Sub-groups of DASVB create specific actions</li> <li>• Updates provided regularly to SCRG by NSCB Business Manager or MEO</li> </ul>
Develop and deliver a multi-agency workshop to encourage best practice in information-sharing	NSCB Business Manager	PPF/NSCB	01/12/17	<ul style="list-style-type: none"> <li>• Best practice events scheduled and dates circulated to partners</li> <li>• Publicised on NSCB website</li> <li>• Events held</li> <li>• Evaluations completed and analysed</li> <li>• Findings and feedback shared with SCRG</li> </ul>

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>5. Effective engagement with children, young people and families</b>				
NSCB to support development and completion of the Health Related Behaviour Survey for children in Norfolk in conjunction with Public Health.	Public Health	Education Advisory Group	31/12/17	<ul style="list-style-type: none"> <li>• Planning workshop held on 27 January 17</li> <li>• Survey developed and feedback session held with YABs/young people's representation</li> <li>• Survey delivered in schools</li> <li>• Findings analysed and evaluated</li> <li>• Findings shared at NSCB full Board and Education Advisory Group</li> </ul>
To establish a working group of children and young people to assist in development of the NSCB website and other documentation.	NSCB Business Manager	NSCB	01/12/17	<ul style="list-style-type: none"> <li>• Meeting held with NCC Stakeholder and Consultation Team</li> <li>• YABs invited to put forward representatives</li> <li>• Liaison taken place with Voluntary Sector through Momentum Norfolk</li> </ul>
Analyse findings from the Section 11 self-assessment and challenge meetings and make recommendations for development based on agencies feedback.	NSCB Monitoring and Evaluation Officer	PIQAG	01/06/17	<ul style="list-style-type: none"> <li>• Section 11 returns received from all agencies</li> <li>• Summary report written and recommendations made to Board</li> <li>• Examples of good practice shared across the partnership</li> </ul>
Ensure that children subject to serious case reviews, where appropriate, are provided with feedback and opportunities to share their views.	NSCB Business Manager	SCRG	Ongoing	<ul style="list-style-type: none"> <li>• Letters sent to all relevant children in SCR cases</li> <li>• Meetings held where appropriate</li> <li>• Final reports shared with children by most appropriate means</li> </ul>

Priority or function and actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>6. Business functions</b>				
To maintain the NSCB website with up to date information and publications, including the locality LSCG pages.	NSCB Business Manager	NSCB Business Support team	01/12/17	<ul style="list-style-type: none"> <li>• Website includes current documentation and all links are active</li> <li>• Increase in number of 'hits' over 12 month period</li> <li>• LSCG pages are updated at least quarterly</li> <li>• LSCG pages include current information</li> </ul>
To maintain an active presence on Twitter and to ensure that key messages are shared and promoted.	NSCB Business Manager	NSCB Business Support team	01/12/17	<ul style="list-style-type: none"> <li>• Tweets made in respect of all key policy announcements and Norfolk developments</li> <li>• No. of followers shows an increase</li> </ul>
To provide a comprehensive safeguarding training and support package to the voluntary and community sector in Norfolk through delivery of the Safer Programme.	NSCB Safer Co-ordinator	Safer Steering Group	Ongoing	<ul style="list-style-type: none"> <li>• Increase in number of core programme and DSL courses run during 2017</li> <li>• Increase in membership numbers</li> <li>• Increase in numbers of members with Safer certification</li> </ul>
Oversee Section 11 self-assessment and challenge process for 16/17	NSCB MEO	Board	01/07/17	<ul style="list-style-type: none"> <li>• Self-assessment toolkit and guidance issued to partners</li> <li>• Meeting dates set for challenge days</li> <li>• Self-assessment tools returned by 28 Feb 17</li> <li>• Voluntary sector best practice events and feedback/challenge workshop held</li> <li>• Results analysed</li> <li>• Report written and shared with NSCB Board</li> <li>• Agenda item on Advisory Groups</li> </ul>
To co-ordinate, monitor and analyse all child deaths in Norfolk through the Child Death Overview Panel	CDOP Chair	CDOP	31/12/17	<ul style="list-style-type: none"> <li>• In-depth review of cases of meningitis or sepsis undertaken and reported to NSCB</li> <li>• Review completed in relation to action taken to reduce Sudden Infant Deaths in Infants</li> <li>• Review undertaken of the unexpected child death pathway</li> <li>• Child Death leaflet updated</li> <li>• New CDOP reporting and monitoring system established</li> <li>• Modifiable factors regularly reviewed and reported</li> </ul>

Engaging with partners to agree future multi-agency arrangements for safeguarding in Norfolk (cf. Wood Review; Children and Social Work Bill)	David Ashcroft	Board/Leadership Group	01/09/17	<ul style="list-style-type: none"> <li>• Partners aware of proposed changes</li> <li>• Briefings cascaded within agencies</li> <li>• Extraordinary NSCB Board Meeting held</li> </ul>
To identify priorities for action in strategic workforce development issues.	Natasha Rennolds	Strategic Workforce Development Group	31/05/17	<ul style="list-style-type: none"> <li>• Action plan developed</li> <li>• Evidence of actions in progress/completed</li> </ul>
To produce a multi-agency framework for safeguarding training competencies across the workforce.	Natasha Rennolds	Strategic Workforce Development Group	31/12/17	<ul style="list-style-type: none"> <li>• Framework in place - best practice self assessment demonstrates it is being used.</li> </ul>
To implement a system of Best Practice assessment for both single and multi-agency safeguarding training.	Natasha Rennolds	Strategic Workforce Development Group	31/12/17	<ul style="list-style-type: none"> <li>• Best Practice self assessment process - disseminated and in use, 10 organisations to have completed.</li> </ul>
To produce guidance and support for measuring the effectiveness and impact of training.	Natasha Rennolds	Strategic Workforce Development Group	31/12/17	<ul style="list-style-type: none"> <li>• Best Practice audits - pilot has been tested and system in place for 2018.</li> <li>• Guidance available for measuring impact of training - S11 2017/18 process to ascertain use.</li> </ul>