



*Norfolk Safeguarding  
Children Board*

# **Business Plan 2014 – 2016**



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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 are ambitious for all of Norfolk's children.

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:

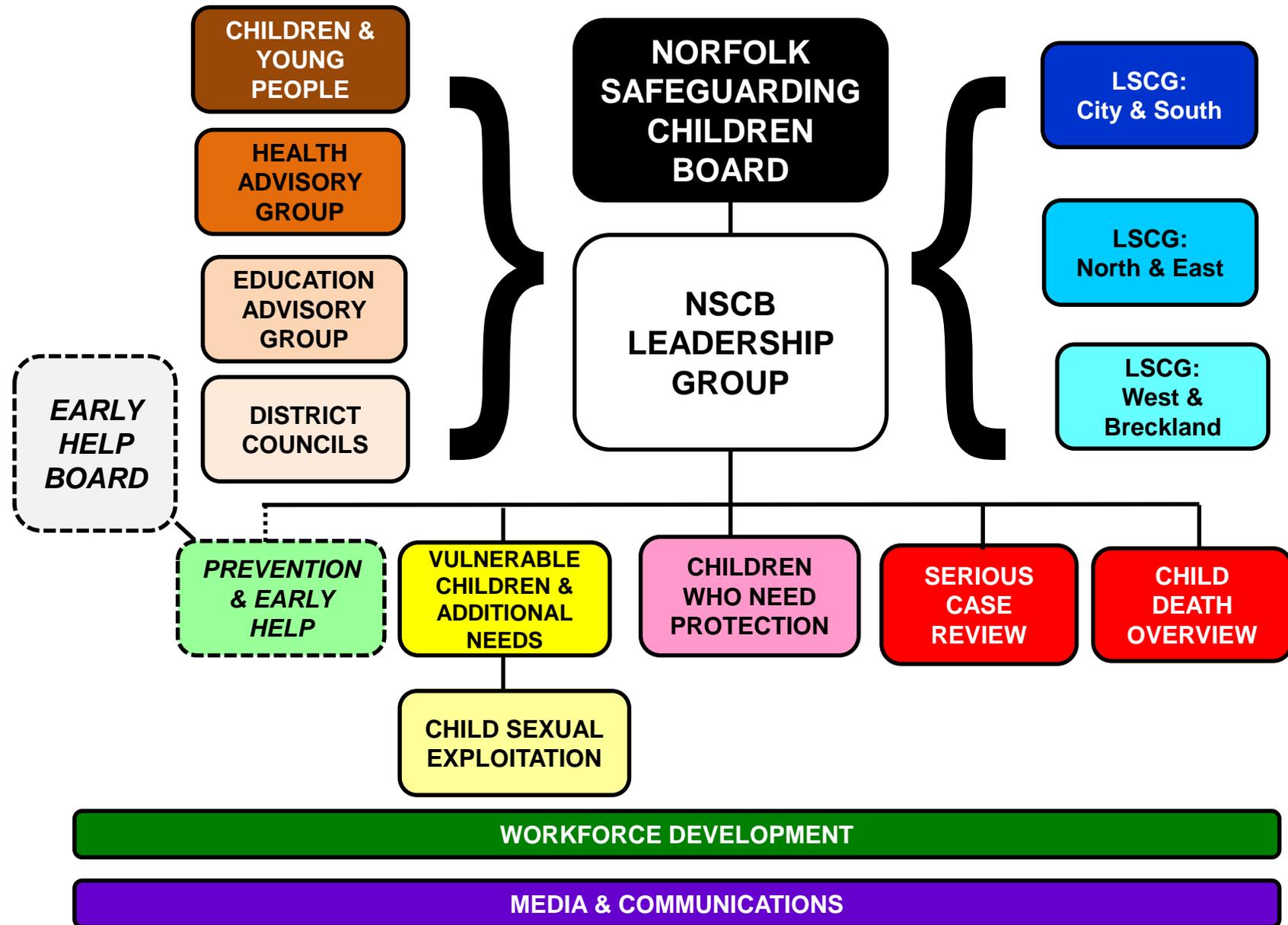
- safeguarding is everyone's responsibility: for services to be effective each professional and organisation should play their full part; and
- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.

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.

In 2013 – 14, the Board undertook a governance review and established a new structure. The work of the Board is driven by information from its performance scorecard and its subgroups. The scorecard measures both qualitative and quantitative information. 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 Structure



**PERFORMANCE, IMPROVEMENT, QUALITY ASSURANCE GROUP**

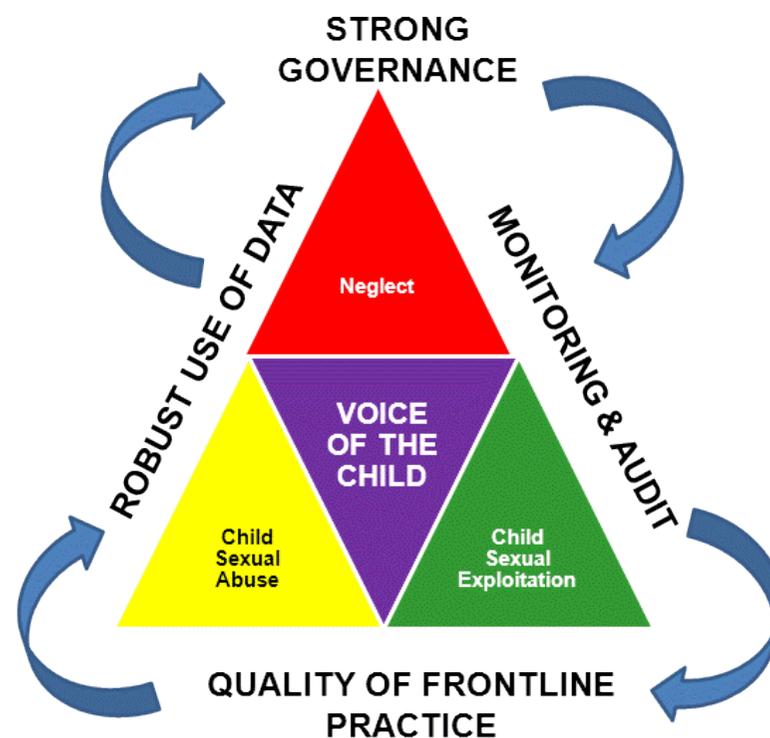
## Priorities

In March 2014, the Board reviewed the information available with a specific focus on learning from recent Multi-Agency Reviews. Priorities were identified for work on **neglect; sexual abuse** of children; and **child sexual exploitation**, as areas of critical vulnerability for children and young people in Norfolk, together with scrutiny of the **consistency and quality of front-line practice**, and hearing the **voice of the child**. Together these provide a focus for the work of the Board in challenging the overall pace of improvement and ensuring that there is a measurable impact on the experience and quality of service for children and young people and their families.

The Board recognises that in order to effectively identify and tackle the priority issues, the voice of the child must be at the heart of safeguarding arrangements. Improvement will be evidenced by data, audit and, crucially, service user feedback. All of the Board's work is child-centred and as such is underpinned by consistent high quality frontline practice.

The Board is continuing to address the weaknesses identified by Ofsted. This business plan will further strengthen the Board's governance arrangements with clear lines of accountability linked to each priority area. Alongside this, the performance scorecard developed in 2013 – 14 will ensure that the Board has sufficient high quality information so that it can effectively monitor and challenge deficiencies in front line child protection practice.

These clear improvement priorities will enable partners to assess whether they are fulfilling their statutory responsibilities to help protect and care for children and young people and challenge each other if not. The delivery plan below identifies clear, measurable outcomes for children and young people, against which the Board can measure and report on its effectiveness.



## Delivery Plan: Achieving Outcomes

Strategic Intent and Actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>1. The governance arrangements for the Norfolk Safeguarding Children Board will meet the Ofsted criteria for at least good, resulting in improved accountability and efficient working which is linked directly to focused safeguarding actions</b>				
Ownership and challenge amongst agencies is embedded: partners hold each other to account.	DA	NSCB Support Team	June 2014 onwards	Board meeting minutes show that there is regular and routine evidence-based challenge of and by all agencies
All statutory agencies identified in Working Together 2013 are fully engaged with the main NSCB	DA/AM	NSCB Support Team	June 2014 onwards	NSCB attendance records and minutes of meetings show effective commitment to NSCB business
	BC/CG/MA	Advisory Groups		Advisory Groups show 100% attendance from District Councils, Health Partners and Education
NSCB Constitution and Governance arrangements are clear, transparent and robust	DA/AM	Leadership Group	June 2014	Constitution and Governance Handbook are revised to ensure all partners are clear about their safeguarding roles and responsibilities.
The subgroups are focused on Board priorities and report regularly to the Board via the Performance, Improvement & Quality Assurance Group	AM/PB/JW	PIQAG Subgroup chairs	June 2014 onwards	The reports coming from PIQAG to the Board reflect the activities of the subgroups and demonstrate the impact their work has on outcomes for children
Regular and effective monitoring and evaluation of multi-agency frontline practice to safeguard children and young people identifies where improvement is required in the quality of practice and services that children, young people and their families receive. This includes monitoring early help	DA/AM/PB	PIQAG Chair of the Early Help Programme Board	June 2014 onwards	The scorecard has PIs in place to measure: <ul style="list-style-type: none"> <li>• Outcomes for children</li> <li>• Engagement with multi-agency child protection arrangements</li> <li>• Service user feedback</li> <li>• The effectiveness of the early help offer</li> </ul>
The Board evidences that it directly influences and improves the performance in the care and protection of children. That improvement is sustained and extends across multi-disciplinary practice.	DA	PIQAG Subgroup Chairs	June 2014 onwards	<ul style="list-style-type: none"> <li>• The annual report reflects progress and direction of travel for all the Board's PIs in the scorecard</li> <li>• Exception reports are provided on demand</li> </ul>

Strategic Intent and Actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>2. The Board demonstrates progress and improvement in its key priority areas, that is identifying and tackling neglect, child sexual abuse (CSA) and child sexual exploitation (CSE)</b>				
The Board uses the information from the inspections and reviews, including MASH, to develop a robust and consistently applied threshold guide	DA & Board	NSCB Support Team	Sept 2014	<ul style="list-style-type: none"> <li>• Monitoring of contacts, referrals , initial assessments and re-referrals through MASH</li> <li>• Workshops engaging partners at all levels in the launch of the threshold guide</li> </ul>
Strategies and action plans for the three key priority areas developed and implemented	DA/AH/WD & JB/JW	CSE CPG	June 2014 onwards	<ul style="list-style-type: none"> <li>• Action plans with SMART targets</li> <li>• Rates of children with CP plans on: <ul style="list-style-type: none"> <li>○ Neglect</li> <li>○ CSE</li> <li>○ CSA</li> </ul> </li> <li>• CiN census accurately reflects the needs of children and the partners response</li> <li>• Early help interventions, such as FSP, monitored to show outcomes for children preventing neglect and/or reducing risk of CSE</li> <li>• Website is redeveloped to ensure that the workforce and public have access to relevant research &amp; information on priorities</li> </ul>
Key priority areas are audited as part of planned audit schedule and the quality of partners engagement and interventions analysed to evidence impact and outcomes for children and young people	AM/PB	PIQAG	July 2014 onwards	Data, written records and other evidence show how information sharing processes are improving month on month and how this is protecting vulnerable children and promoting the welfare of disadvantaged groups
Strategy discussions held under S47 provide a timely response to the need for investigation in order to protect children	DA & Board	PIQAG	July 2014 onwards	Management information and audits show that S47 issues that are raised are routinely addressed by managers across the partnership and identify where improvements have been made as a result
Preventative interventions are promoted through targeted awareness raising sessions on the key priority areas, including to community groups	AM	Media & Comms	July 2014 onwards	Media campaigns developed for <ul style="list-style-type: none"> <li>• Neglect</li> <li>• CSE</li> <li>• CSA</li> </ul> Targeted work with community groups to raise awareness and increase confidence scheduled regularly

Strategic Intent and Actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
Partnership working results in better confidence in joint working including information sharing around sensitive issues	DA & Chair of Early Help Programme Board	EH Programme Board VCG CPG SCRG PIQAG	July 2014 onwards	<ul style="list-style-type: none"> <li>• Attendance and timeliness of multi-agency meetings monitored for key meetings including: <ul style="list-style-type: none"> <li>○ Initial Child Protection Conference</li> <li>○ Review Child Protection Conference</li> <li>○ LAC Review</li> <li>○ Core Groups</li> <li>○ CiN meetings</li> <li>○ FSP</li> <li>○ LADO meetings</li> </ul> </li> <li>• Launch of Practice Standards document in line with the revised Threshold Guide</li> <li>• Review and launch of the NSCB1</li> </ul>
All agencies have a clear understanding of the quality and timeliness of their workforce's contributions to safeguarding arrangements	DA & Board partners	PIQAG	Nov 2014 onwards	<ul style="list-style-type: none"> <li>• Section 11 self assessments are more robust and include learning and response to findings from SCRGS and inspection recommendations as presented to the Chair of the Board</li> <li>• Audits demonstrate quality and consistency in reports going to conference or other relevant meetings</li> <li>• Records of multi-agency meetings – both operational and strategic – show that this understanding leads to better outcomes for children</li> </ul>
Child protection plans include robust contingency arrangements that are well understood by both parents and professionals	DA & Board	PIQAG CPG	June 2014 onwards	<ul style="list-style-type: none"> <li>• Audits show plans are SMART, with a particular focus on plans that are categorised under neglect, CSE and/or CSA</li> <li>• Reduction in length of time children on plan demonstrate that children are not subject to any drift</li> <li>• A culture that is open to challenge is demonstrated by partners' willingness to use the Resolving Professional Disagreements policy, evidenced through survey and case studies</li> </ul>

Strategic Intent and Actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>3. The quality of frontline practice is consistently child focused and ensures that Norfolk children, young people and families can expect a high quality service no matter where they live.</b>				
The Board's strategic overview of the partnership's strengths and weaknesses is fed back to and understood by frontline practitioners, with clear direction for improvement in service delivery.	DA & Board members	Board	Jul 2014 onwards	<ul style="list-style-type: none"> <li>• Communications between partners is improved through refreshed website to support dissemination of key learning &amp; improvement messages</li> <li>• Minutes and records of Board meetings show partners are held to account for the quality of the services they provide</li> </ul>
Thresholds are consistently applied and families get appropriate services and interventions to meet their needs.	DA & Board members Chair of Early Help Programme Board	VCG CPG WDG	Sept 2014 onwards	<ul style="list-style-type: none"> <li>• Monitoring of contacts, referrals , initial assessments and re-referrals through MASH</li> <li>• Workshops engaging partners at all levels in the launch of the threshold guide</li> <li>• Service user feedback intelligence reflects children and families experience of services and interventions is good or better</li> </ul>
Practice Standards are understood and adhered to across the children's workforce	DA & Board members	WDG	Dec 2014	<ul style="list-style-type: none"> <li>• Attendance and timeliness of multi-agency meetings monitored for key meetings including: <ul style="list-style-type: none"> <li>○ Initial Child Protection Conference</li> <li>○ Review Child Protection Conference</li> <li>○ LAC Review</li> <li>○ Core Groups</li> <li>○ CiN meetings</li> <li>○ FSP</li> <li>○ LADO meetings</li> </ul> </li> <li>• Launch of Practice Standards document in line with the revised Threshold Guide</li> <li>• Review and launch of the NSCB1</li> </ul>
Learning from Serious Case Reviews and child deaths is communicated to the workforce to ensure that the workforce understand what is required to improve safeguarding and child protection systems.	DA & Board members	SCRG CDOP WDG	Jun 2014 onwards	<ul style="list-style-type: none"> <li>• Regular learning events linked to SCR findings</li> <li>• SCR Action Plans and Composite Action Plan monitored regularly to show progress through RAG rating</li> </ul>

Strategic Intent and Actions	Responsible Person or Agency	Enabling Subgroup or team	Target Date	How measured/KPIs
<b>4. The Voice of the child is integral to all Board activity.</b>				
All services are child focused: the child's well being is central to all relationships and interventions	DA & Board members	PIQAG	Apr 2014 onwards	Audit shows that the child's voice is recorded and that services provided take account of their wishes and feelings
Service user feedback from children and families is sought and used to develop and improve safeguarding services and systems, including early help.	DA & Board members Chair of Early Help Programme Board	EHPB VCG CPG	Sept 2014 onwards	<ul style="list-style-type: none"> <li>• Service user feedback is systematically measured through the involvement strategy, including: <ul style="list-style-type: none"> <li>○ Early help interventions</li> <li>○ Child in Need processes</li> <li>○ Child Protection Conferences</li> </ul> </li> <li>• Single agencies provide information on service user feedback, including complaints</li> </ul>
The parenting strategy supports parents/carers to understand the impact that their care has on the child's outcomes	DA & Sheila Lock (Chair of CYP Strategic Partnership)	PIQAG	Sept 2014 onwards	<ul style="list-style-type: none"> <li>• Increased take up of parenting courses</li> <li>• Targeted parenting courses for vulnerable parents/carers</li> <li>• Increased number of parents in substance misuse programme</li> <li>• Feedback from parenting courses quantified and qualified</li> </ul>
The Shadow Board regularly reports back to Board on issues that are affecting them and proposals to improve services from the child's perspective	Irene Kerry & AM	Shadow Board  Media & Comms	Sept 2014 onwards	<ul style="list-style-type: none"> <li>• At least annual presentation to Board on Shadow Board activity as evidenced through minutes</li> <li>• Work programme developed with clear direction from Board</li> <li>• Safeguarding conference for CYP delivered to include wide range of children and young people, including links with other CYP for a and feedback sought on services and safeguarding issues that are important to them</li> <li>• Engagement and participation in development of media campaigns aimed at young people</li> </ul>

