



Western Bay Safeguarding Children Board Strategic Priorities and Business Plan

Introduction

The Western Bay Safeguarding Children Board has been established since April 2013 and each year since, has developed a business and action plan which outlines the Board's strategic priorities and how they align with its core business which was previously set out in Chapter 4 Safeguarding Children: Working Together under the Children 2004.

On 6th April 2016 the Social Services and Wellbeing Act 2014 will become law and with it Section 134 – 141 (Part 7) of the SSWA 2014 replaces the requirements for Local Safeguarding Children Boards referenced above with new provisions for Safeguarding Boards. The Safeguarding Board (General) (Wales) Regulations 2015 make provisions for the requirements of Safeguarding Boards including the production of an annual business plan. This is the first Business Plan developed in accordance with the Safeguarding Board (Wales) Regulations 2015.



Core Business

The Board recognises its functions under Section 139 of the Safeguarding Board Regulations within the Social Services and Wellbeing (Wales) Act 2014 as core business. Core Business/core functions underpin the effectiveness of a Safeguarding Children Board and are therefore written into the Terms of Reference for the Board and its management groups. Membership and structures are regularly reviewed and updated within the Safeguarding Board arrangements and work plans are aligned with this business plan and include core business functions to monitor effectiveness. These plans are regularly reviewed and amended throughout the year.

Core Business is undertaken through its established Management Groups: Child Practice Review, Policy Procedure & Practice, Quality & performance, Strategic Training and Communication and Engagement. It is therefore expected that the management groups continue to review, establish, monitor and report to the Board against individual work plans in place to undertake Core Business whilst also addressing individual actions set out within the Board's strategic priorities in order to achieve the overarching outcomes of the plan.

Strategic Priorities

One of the major challenges for this, or any other Safeguarding Board is to get everyone's attention and thus make a difference. For this reason the WBSCB is run in a very business-like way, with a streamlined, priority-driven programme; and emphasis upon results and outcomes, not process.

The Board is not a Provider Organisation; it is an Enabler. That is to say it is there to make sure those things happen and vice versa. So for example, the Board cannot and should not 'provide' training; but it ensures that where required, agencies do.

The WBSCB must demonstrate that it makes a definite, positive impact upon safeguarding and prioritising the wellbeing of children and young people. The business action plan will be reviewed against its outcomes early in 2017 in order to meet the requirements of the Social Services and Wellbeing (Wales) Act 2014 to publish an annual business plan at the end of March and annual report in July each year.



Strategic Priorities

The following Strategic Priorities are set out with overarching outcomes using the 4 Ps methodology. An action plan to achieve the outcomes will align with individual priorities and identify actions for the Board's individual Management Groups and other business arrangements.

NEGLECT

OVERARCHING OUTCOME:	
All children resident or visiting the region are safeguarded from Neglect effectively and at the earliest opportunity	
PREPARE	Operational arrangements and practitioner tools are in place and understood in order to ensure a timely approach and appropriate responses to indicators of neglect.
PREVENT	Families and the general public are made aware through targeted campaigns of the indicators and impact of neglect for children
PROTECT	Children on the Child Protection Register for neglect have robust care and protection plans in place which are timely, effective and keep children safe
PURSUE	The Western Bay region is hostile to all types of neglect and takes a child centred approach to addressing risk factors and incidences of neglect



CHILD SEXUAL EXPLOITATION

The WBSCB has developed mechanisms for responding to CSE and assessing effectiveness of partner agencies in identifying and managing CSE cases by adopting the Bedfordshire CSE assessment tool. The following aligns with Welsh Government's CSE action plan but also takes into account the work already achieved and underway through the Bedfordshire CSE assessment.

OVERARCHING OUTCOME:	
All children and Young People resident or visiting the region who are subject to or at risk of Child Sexual Exploitation are identified and safeguarded effectively, consistently and at the earliest opportunity.	
PREPARE	WBSCB assumes CSE to be present and has specific objectives to support:- <ul style="list-style-type: none"> - The identification of children and young people subject to or at risk of CSE - A range of appropriate responses and resources designed to improve the well-being for children subject to or at risk of CSE:
PREVENT	WBSCB has a prevention programme and responsive services in place to help children and young people a risk of CSE and their families
PROTECT	WBSCB actively protects children and young people from CSE, by ensuring all agencies work together to achieve the continuity and effectiveness of services for those children and young people subject to or at risk of CSE
PURSUE	WBSCB and partner agencies have a clear and shared understanding about how they contribute to the disruption and prosecution of perpetrators and to the support of victims who have suffered CSE



DOMESTIC ABUSE

When considering the strategic priority of Domestic abuse the WBSB should focus on the implementation of the Violence Against Women, Domestic Abuse and Sexual Violence Act (Wales) 2015 (VAWDASV Act):

OVERARCHING OUTCOME:	
All Children and young people are safeguarded so that they develop healthy relationships with successful futures.	
PREPARE	<p>The WBSB ensures the Training Framework for the VAWDASV Act is aligned with the requirements of those who experience GBV, DA & SV.</p> <p>The WBSB fully understands the extent to which trained staff has met the key competencies set out within the Training Framework and holds to account agencies with identified gaps in training.</p>
PREVENT	<p>The Safeguarding of Children and Young People features throughout Welsh Government's National Strategy designed to implement the VAWDASV Act</p> <p>The Safeguarding of Children and Young People features strongly within LA/LHB strategies for tackling Gender Based Violence (GBV), Domestic Abuse (DA) and Sexual Violence (SV).</p> <p>Local authorities across Western Bay have made provisions in schools across the region to implement key actions to address GBV, DA and SV within Education functions.</p>
PROTECT	<p>The WBSB actively protects Children and young people affected by GBV, DA or SV by ensuring all agencies work together to deliver effective services for affected families who are identified, safeguarded effectively and supported consistently and at the earliest opportunity</p>
PURSUE	<p>WBSB and partner agencies have a clear and shared understanding about how they contribute to the disruption and prosecution of perpetrators and to the support those affected by GBV, DA & SV.</p>



NEW PSYCHOACTIVE SUBSTANCES

When considering new psychoactive substances the WBSCB should focus on the wider aspect of substance misuse and the statutory obligations placed on Area Planning Boards to respond to the management of substance misuse across the region.

OVERARCHING OUTCOME: All Children and young people affected by New Psychoactive substance misuse issues are able to make informed choices in order to prevent and reduce the harm associated with the use of NPS	
PREPARE	The Working Together to Reduce Hidden Harm Delivery Plan has clear objectives to safeguard children and young people from associated NPS harm. The WBSCB is fully informed of the training and awareness raising plans for staff and children and young people relating to substance misuse and in particular NPS.
PREVENT	The WBSCB is informed and can hold to account against plans to reduce the availability of substances including NPS to children and young people. The WBSCB is informed and can hold to account against the effectiveness of e-learning modules developed to ensure prevention and response to substance misuse in particular NPS is more integrated into mainstream health service delivery for children and young people.
PROTECT	The WBSCB actively protects Children and young people affected by the use of substances in particular NPS by ensuring all agencies work together to deliver effective services for affected families who are identified and safeguarded effectively at the earliest opportunity
PURSUE	WBSCB and partner agencies have a clear and shared understanding about how they contribute to the disruption and prosecution of vendors of NPS in order to reduce availability, harm and related crime.



Summary of Improvements 2016/17

Below is a set of improvement objectives the Western Bay Safeguarding Children Board accepts require focus and action alongside its strategic priorities and core business. The improvement plan 2016/17 will focus on 3 main areas of improvement:

Improvement 1 – To continue to evolve to ensure effectiveness

Improvement 2 – How the WBSCB will collaborate with other Boards, Partnerships, and persons/bodies engaged in its activities

Improvement 3 – How the WBSCB will proactively engage with children and young people to ensure they are given the opportunity to participate

Improvement 1. The Board will continue to evolve and be able to assure itself year on year that it is enabled to fulfil its objectives.

Summary of required improvements:

- 1.1 Reintroduce a management group responsible for communication and engagement. The group should be responsible for the development of newsletters, website, information portals and participation with children and young people.**
- 1.2 Promote the Strategic Training Management Group to become an enabler for safeguarding training across the region.**
- 1.3 Improved accountability and transparent decision making. Have clear mechanisms and processes for reporting to the Board on progress against work plans, for decision, action and risk management.**



Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
1.1 Reintroduce a management group responsible for communication and engagement.	<p>In November 2014 the WBSCB agreed that the communications and engagement group would become a task and finish group to focus on the development of a media strategy. Since completion of the media strategy the T&FG has not met. Ad hoc updates are provided to the Western Bay newsletter but there is no clear communication strategy in place.</p>	<p>The WBSCB needs to establish a communications and engagement group to develop a communication strategy that fulfils the requirements of the SSWA in raising awareness, communication and participation with children and young people</p>	<ul style="list-style-type: none"> ▪ Identify relevant membership to take the work forward. ▪ Establish a group terms of reference and work plan ▪ Develop a communication strategy which covers all requirements placed on the Safeguarding Boards ▪ Develop a regular framework for communication with staff, general public and give adults and children who are, or may be affected by the exercise of the boards' functions an opportunity to participate in the work of the Board. 	<p>WBSCB C&EMG C&EMG C&EMG</p>	<ul style="list-style-type: none"> ▪ A clear communication framework which is reaching out to staff the public and Adults and children affected by the work of the Board ▪ Increased hits on the website for public and adult/child specific pages ▪ Surveys and questionnaires



Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
<p>1.2 Promote the Strategic Training Management Group to become an enabler for safeguarding training across the region.</p>	<p>The Strategic Training Management Group is established and has developed its terms of reference and strategy to become an enabler. The group is a joint group established to focus on safeguarding training for adults and children.</p>	<p>The WBSCB needs to work with WBSAB to provide clear direction for the STMG and support its development as a quality assurance measure for safeguarding training. The STMG needs to promote its identity within the Safeguarding Boards' region to enquire and ensure training delivery.</p>	<ul style="list-style-type: none"> ▪ Undertake a training needs analysis to identify gaps in training delivery. ▪ Identify resources from Safeguarding Board agencies to respond to gaps. ▪ Contribute to the WBSB's performance reporting by providing information on the work of the group and training needs analysis. ▪ Develop a quality assurance framework to measure quality of multi-agency safeguarding training 	<p>STMG STMG STMG STMG</p>	<ul style="list-style-type: none"> ▪ The Board will receive information through performance reports on the delivery and gaps in safeguarding training throughout the region. ▪ Multi-agency safeguarding training will be measured for quality and branded appropriately in accordance with the quality assurance framework.



Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
1.3 Improved accountability and transparent decision making	WBSCB has regular status reports from each management group providing updates against the work plans. Decisions and actions are made and agreed based on the requests within each status report.	Status Reports need to become more robust with clear indicators of risks and issues. WBSCB needs to understand its level of effectiveness against set standards in order to identify areas for improvement	<ul style="list-style-type: none"> ▪ Each status report should be aligned more clearly to the requirements set out in its work plan and the Board’s strategic action plan. ▪ Each management group should become familiar with the use of risks and issues in order to highlight matters to the board for decision and action. ▪ A risk and issues register should be maintained to monitor risks, capture actions and offer an audit trail for future decision and action ▪ Hold an annual SAIT event to assess the board’s effectiveness and on-going improvements 	Business Manager Management Group Chair Business Management Unit Chair/ Business manager	<ul style="list-style-type: none"> ▪ Members take ownership of the decisions and actions made and agreed at Board ▪ There is a clear risk and issue register which is reviewed regularly ▪ An annual SAIT event is held to monitor board performance, evidence effectiveness and identify areas for improvement



Improvement 2: The Board will pursue collaborative working with other Boards, partnerships, and persons/bodies engaged in activities relating to the Board’s objectives.

Summary of required improvements:

- 2.1 Develop arrangements between statutory and non-statutory partnerships locally and regionally to ensure safeguarding governance and accountability.**
- 2.2 Improve links and working arrangements with the Western Bay Safeguarding Adults Board to improve a holistic approach to safeguarding people.**
- 2.3 Establish links with the National Independent Safeguarding Board and improve links with other regional Safeguarding Boards to share good practice, areas for learning and improvement and contribute to consistent safeguarding approaches across Wales.**

Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
2.1 Partnerships and Governance	The WBSCB is aware of various local and regional partnership arrangements which have links into safeguarding children. No reports are received from any other partnership in relation to safeguarding activities	The Board should exercise its statutory responsibility for safeguarding children by seeking assurance on the work of all other partnership groups.	Establish clear lines of accountability and reporting mechanisms between the Safeguarding Boards and Public Service Boards, Area Planning Boards, Community Safety Partnerships, Human Trafficking and community cohesion	Chair/ Business Manager	The WBSCB has a clear and comprehensive understanding of how the safeguarding of children is accounted for across all partnership arrangements and is able to influence other partnership plans in relation to safeguarding children.



Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
2.2 Western Bay Safeguarding Adults Board	<p>The SSWA 2014 has one set of regulations for the functions and procedures of both Safeguarding Adults Boards and Safeguarding Children Boards. The Business management Unit is established to service both Boards and be the primary conduit for communication. Both Boards share a single budget and website.</p>	<p>Both Boards' terms of reference need to be aligned to reflect the single set of regulations for Safeguarding Boards. Updates from each Board should be provided regularly at respective Board meetings to keep each Board informed of areas of work. Boards need to consider the benefits of improved collaboration through linking management group functions where considered appropriate to do so.</p>	<ul style="list-style-type: none"> ▪ Revise terms of reference to align with regulations ▪ Ensure standing agenda items on each Board to update on progress of the other. ▪ Review which management groups would benefit from joint arrangements 	<p>Business Manager</p> <p>Business Manager</p> <p>Business Manager/ Group Chairs</p>	<ul style="list-style-type: none"> ▪ Terms of reference reflect accurately the requirements within the SSWA 2014 ▪ Member surveys confirm knowledge and understanding of the work undertaken across adult and children safeguarding boards ▪ Any identified management group mergers have been fully risk assessed and agreed by both Boards



Improvement 3: The Board is proactive in engaging with its community and children and young people are given the opportunity to participate in the work of the Board

Summary of required improvements:
3.1 Children who are, or may be, affected by the exercise of a Safeguarding Board’s functions must be given the opportunity to participate in the Board’s work. Safeguarding Boards must work within the ethos of the theme of Voice and Control which underpins the Act to support people to achieve their personally identified outcomes.

Priority Area	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible?	How will we measure success?
3.3 Participation	The Board currently engages with children and young people on an ad hoc basis via Child Practice Reviews and via individual agency engagement in existing groups such as the Youth Forum and LAC groups	At least once a year Safeguarding Boards must give children the opportunity to participate in one or more events of the boards work.	<ul style="list-style-type: none"> ▪ Children and Young People’s participation should become a key feature in the Boards’ communication strategy. ▪ Improved Links to be made with the existing groups throughout the Western Bay Region to capture the views of children and young people. ▪ Evaluation process to be developed to ensure that feedback received is meaningful ▪ Safeguarding Week 2016 to involve an event for children and young people 	WBSCB	<ul style="list-style-type: none"> ▪ Participation included in the Board's Communication Strategy ▪ Engagement activities to be evaluated ▪ Number of children and young people participating in the work of the Board

2016/17 projected budget and expenditure

Notes	Income and Expenditure	Original Budget 2016/17
	INCOME	
	Funding	
	Local Authority Contribution 60 % = £89,406	
	Breakdown as per population:	
	Swansea 46%	41,127
	NPT 27%	24,140
	Bridgend 27%	24,140
	ABMUHB	37,253
	South Wales Police	14,901
	National Probation Services	3,725
	Community Rehabilitation Services	3,725
1	Total Funding	149,010
2	Contribution from Reserve	18,288
3	further contribution from reserve	18,022
	TOTAL INCOME	185,326
	EXPENDITURE	
	Staffing Costs:	
	Strategic Business Manager	49,779
	Business Coordinator	33,359
	Business Coordinator	32,940
	WBSBs Administrator	21,945
	Total Staffing Cost	138,023
	Serious Case Reviews/CPRs	
	Average 7 CPRs per year @ £1500	10,500
	Average 7 APRs per year @ £1500	10,500
	Chronolator Licence	1,200
4	Total SCR Costs	22,200
	Development:	
	Annual conference (SAB/SCB combined)	12,000
	Multi-agency practice learning workshops	3,000
	Communication/Training	5,000
	Total Development Costs	20,000
	Admin	
	Travel/Subsistence/Mobiles	3,000
	office equipment/stationery/support & licences	2,100
	Total Admin Costs:	5,100
	TOTAL EXPENDITURE	185,323



Notes

- 1 No increase in total budget however agency contributions have been impacted due to legislated funding formula
- 2 Reserves carried forward as agreed 2014/15
- 3 Further reserves identified due to reduced staff compliment during financial year
- 4 Expenditure for CPRs has significantly changed compared with SCRs it is anticipated that APRs will increase in numbers as the Act comes into force. This spend varies year on year and is difficult to predict.

