



## **Western Bay Safeguarding Children Board Strategic Priorities and Business Plan 2017-18**

### **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 6<sup>th</sup> April 2016 the Social Services and Wellbeing Act 2014 became law and with it Section 134 – 141 (Part 7) of the SSWA 2014 replaced the requirements for Local Safeguarding Children Boards referenced above with new provisions for Safeguarding Boards.

Social Services and Well-being (Wales) Act 2014, Working Together to Safeguarding People Volume 1 – Introduction and Overview sets out the requirements of Safeguarding Boards and their Core Business. Each business plan will include appendices which identify the membership, designation, role and responsibility on the Board and the joint budget which supports both Western Bay Safeguarding Adults Board and Western Bay Safeguarding Children Board through agreed contributions and spend from partners.

## **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 individual management group 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 status reports on each management group work plan is supplied to the Board for update, monitoring and assurance.

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.

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 2018 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**

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; with emphasis upon results and outcomes, not process.

The Board continues its ethos that it is not a Provider Organisation; it is an Enabler. That is to say it is there to make sure that 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 following Strategic Priorities are set out with overarching outcomes using the 4 Ps methodology and a n action plan which underpins each priority.

## WBSCB Priorities and Business Action Plan

### PRIORITY 1 – NEGLECT

<b>OVERARCHING OUTCOME:</b> <b>All children resident or visiting the region are safeguarded from Neglect effectively and at the earliest opportunity</b>	
<b>PREPARE</b>	Operational arrangements and practitioner tools are in place and understood in order to ensure a timely approach and appropriate responses to indicators of neglect.
<b>PREVENT</b>	Families and the general public are made aware through targeted campaigns of the indicators and impact of neglect for children
<b>PROTECT</b>	Children on the Child Protection Register for neglect have robust care and protection plans in place which are timely, effective and keep children safe
<b>PURSUE</b>	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

## ACTION PLAN

<b>Priority 1 - Neglect</b> <b>Prepare – Outcome:</b> Operational arrangements and practitioner tools are in place and understood in order to ensure a timely approach and appropriate responses to indicators of neglect			
Outcome	Actions Needed	Timescales	Responsibility
<b>1.a</b> National Assessment Tools are used consistently and effectively to manage neglect in children and young people	1.a(i) Consider the promotion of GCP2 as a single neglect assessment tool for effectiveness and make recommendations to the Board.	May 2017	Policy Procedure Practice Management Group
	1.a (ii) Develop multi agency practice guidance to assist the use of any neglect assessment tools agreed for implementation.	December 2017	Policy Procedure Practice Management Group
<b>1.b</b> There are clear and seamless Step up – step down arrangements between early intervention/prevention resources and statutory child in need processes	1.b(i) Local authority Early Intervention and Prevention Strategies across the region have a consistent approach to step up – step down arrangements which are sensitive to local needs and services.	September 2017	Quality & Performance Management Group
	1.b(ii) Cases which appear “stuck” in early intervention and prevention services to be audited using a peer review process against local strategies to ensure the right level of intervention is applied.	December 2017	Quality & Performance Management Group
<b>1.2 Prevent – Outcome:</b> Families and the general public are made aware through targeted campaigns of the indicators and impact of neglect for children			
Outcome	Actions Needed	Timescales	Responsibility
<b>1.2</b> The WBSCB	1.2(i) Develop a public awareness campaign which includes	November 2017	Comms T&FG

contributes to a targeted campaign to raise awareness of indicators and impact of neglect	the risk indicators of neglect. 1.2(ii) Engage the NSPCC in developing a proactive campaign for staff and the public to include any use of assessment tools for neglect.	November 2017	Comms T&FG
1.2 Members of the local communities are active in identifying and responding to neglect concerns appropriately	1.2(i) Develop and agree an audit process for neglect referrals from all sources.	September 2017	Quality & Performance Management Group
	1.2(ii) Undertake regular neglect audits in alignment with the developed audit process	November 2017	Quality & Performance management group
	1.2(iii) Neglect referrals and their outcomes should be audited and quality assured particularly for neglect referrals made by the community/member of the public	February 2017	Quality & Performance Management Group
<b>1.3 Protect – Outcome:</b> Children on the Child Protection Register for neglect have robust care and protection plans in place which are timely, effective and keep children safe			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
1.3a Children on CPR under neglect have clear protection plans in place to ensure the wellbeing of those children is efficiently improved and maintained	1.3(i) An agreed % of Children on CPR under the category of neglect should have their protection plans quality assured using a “peer review” process to monitor improvements if registration is continued at the second review conference. The benefits and outcomes should be reported to the WBSCB for information and action.	September 2017	Quality & Performance Management Group
1.3b Children de registered from CPR following neglect sustain a level of wellbeing which is	1.3b(ii) Six months following the de registration from CPR under the category of neglect % of cases where children remain in need of a care and support plans should be reviewed and a further neglect assessment undertaken. The		Quality & Performance Management Group

appropriate to their individual care and support needs	benefits and outcomes should be reported to the WBSCB for information and action.		
1.3c Children and young people with repeat registrations following an initial CPR registration under neglect do not remain in neglectful households which impact on their long term wellbeing.	1.3c(i) A peer case review process should be developed to monitor the effectiveness of care and support plans and child protection plans when there have been previous indicators/registrations of neglect.	June 2017	Policy Procedure Practice Management Group
	1.3c(ii) An audit of peer case reviews should be undertaken to ensure change has been effected in cases where long term wellbeing has been impacted.	October 2017	Quality & Performance Management Group
<b>1.4 Pursue – Outcome:</b> 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			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
1.4 a Neglect is understood to be child abuse and is addressed as such by practitioners managing neglect cases	1.4a(i) Police data collection processes should be developed to enable the provision of data in relation to criminal neglect cases including investigations, charges and prosecutions.	TBC	South Wales Police
	1.4a(ii) All training provision for CP strategy meetings should emphasise the criminal elements of neglect and how they should be considered in strategy meetings.	July 2017	All Training Leads
1.4b Partner agencies work collaboratively to disrupt and prosecute against long term	1.4b(i) The peer case review process should include mechanisms for reviewing the potential for criminal investigation/prosecution particularly where improvements in the child’s care and wellbeing cannot be identified.	September 2017	Policy Procedure Practice Management Group

systematic neglect of children			
1.4c Neglect is no longer considered alongside “good enough” based on demographics by practitioners managing neglect cases	1.4c(i) Training in the use of neglect assessment tools (if agreed) should be quality monitored to ensure that the assessments are not based on demographic/ environmental factors.	TBC	Strategic Training Management Group

## PRIORITY 2 - 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.

<b>OVERARCHING OUTCOME:</b>	
<b>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.</b>	
<b>PREPARE</b>	WBSCB assumes CSE to be present and has specific objectives to support:- <ul style="list-style-type: none"><li>- The identification of children and young people subject to or at risk of CSE</li><li>- A range of appropriate responses and resources designed to improve the well-being for children subject to or at risk of CSE:</li></ul>
<b>PREVENT</b>	WBSCB has a prevention programme and responsive services in place to help children and young people a risk of CSE and their families
<b>PROTECT</b>	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
<b>PURSUE</b>	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



## ACTION PLAN

<b>2 Child Sexual Exploitation</b> <b>2.1 Prepare – Outcome:</b> WBSCB assumes CSE to be present and has specific objectives to support:- <ul style="list-style-type: none"> <li>- The identification of children and young people subject to or at risk of CSE</li> <li>- A range of appropriate responses and resources designed to improve the well-being for children subject to or at risk of CSE</li> </ul>			
Outcome	Actions Needed	Timescales	Responsibility
2.1a WBSCB and partner agencies have established a strategic response to tackle CSE that reflects statutory guidance and aims to prevent and protect children from abuse.	2.1a(i) WBSCB to actively pursue the review of statutory guidance undertaken by Welsh Government to ensure it accurately reflects new legislation.	July 2017	Business Manager
	2.1a(ii) WBSCB to actively contribute to and agree revisions of the All Wales CSE protocol and definitions within All Wales Child Protection Procedures	July 2017	Policy Procedure Practice Management Group T&FG
	2.1a(iii) WBSCB to implement revisions to the All Wales CSE protocol and definitions within All Wales Child Protection Procedures effectively across the region	November 2017	Policy Procedure Practice Management Group
2.1b WBSCB and partner agencies have established operational arrangements and practitioner tools to support the identification of CSE and enable a timely range of appropriate responses.	2.1b (i) Associated actions within the national CSE action plan to be coordinated through WBSCB's Bedfordshire action plan	June 2017	Gwella Project Manager
	2.1b(ii) Undertake a service analysis of demand and need to include those resulting from risk/impact of CSE	June 2017	Gwella Project Manager
	2.1b(iii) Review the availability and usefulness of risk	September 2017	Gwella Project Manager

	assessment processes/tools and improvement action taken as needed		
2.1c WBSCB and partner agencies contribute to a national shared dataset informed through local evidence and intelligence to improve understanding, profiling and response to CSE.	2.1c(i) WBSCB regularly collates CSE data in line with the national CSE data set and report to Welsh Government on prevalence and analysis	Ongoing	Quality Monitoring & Review Group
<b>2.2 Prevent – Outcome:</b> WBSCB has a prevention programme and responsive services in place to help children and young people a risk of CSE and their families			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
2.2a Agencies preparedness for the implementation of the Social Services and Wellbeing (Wales) Act 2014 includes a focus on the wellbeing outcomes of children subject to or at risk of CSE	2.2a(i) Associated actions within the national CSE action plan to be coordinated through WBSCB’s Bedfordshire action plan  2.2a(ii) Develop a best practice approach to LAC placements of children and young people (at high risk of CSE) through effective communication and cooperation arrangements with awareness of Care Planning, Placement and Case Review (Wales) Regulations 2015 (out of area notifications and panel requirements)	June 2017  April 2017	Gwella Project Manager  Gwella Project Manager

**2.3 Protect – Outcome:**

WBSCB actively protects children and young people from CSE, by working together to achieve the continuity and effectiveness of are plans for those children and young people subject to or at risk of CSE

<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
2.3a WBSCB and partner agencies promote the wellbeing of children and young people who are subject to or at risk of CSE including those at greater risk of CSE as a result of their vulnerabilities.	2.3a(i) Associated actions within the national CSE action plan to be coordinated through WBSCB's Bedfordshire action plan	Ongoing	Gwella Project Manager
2.3b CSE is considered as part of any risk management process/mechanisms	2.3b(i)SCB to be assured that children, young people and their families are supported through a responsive child protection/care and support plan aimed at reducing risk based on individual need	July 2017	Quality & Performance Management Group
2.3c WBSCB and partner agencies have identified a range of services available/needed, to help those children and young people affected by CSE in their locality	2.3c(i) Undertake a needs assessment that enables the Board to understand: <ul style="list-style-type: none"> <li>- service demand in relation to children and young people at risk of CSE</li> <li>- the impact and effectiveness of the activity and services available to help those affected by CSE in their locality</li> <li>- identify any gaps in service and areas for development</li> </ul>	May 2017	Gwella Project Manager
2.3d WBSCB and partner agencies hold to account for their contribution to the safety and protection	2.3d(i) Evaluate the differences and/or improvements made by changes in guidance, operational systems and practice reviews makes to outcomes for children and young people	December 2017	Quality & Performance Management Group/Child Practice Review Management Group/Gwella Project Manager

of children and young people subject to CSE and challenge practice shortfalls			
<b>2.4 Pursue – Outcome:</b> WBSCB and partner agencies have a clear and shared understanding about how they can contribute to the disruption and prosecution of perpetrators and to the support of victims through a consistent child centred approach			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
2.4a Crown Prosecution Service, Police and partners work collaboratively to deliver quality and timely investigations that meets the needs of the victim and brings the abusers to justice	2.4a(i) Ensure that professionals are equipped to understand the CPS structure and to gather high quality evidence consistently and in accordance with Achieving Best Evidence.	May 2017	Strategic Training Management Group
	2.4a(ii) Develop a memorandum of understanding between partner agencies and the CPS Rape and Serious Sexual Offences Unit (RASSO) Unit	July 2017	Policy Procedure Practice Management Group
2.4b WBSCB and partners to work with South Wales Police to identify and disrupt perpetrators targeting young people in our communities	2.4b(i) Formalise multi agency arrangements including the use of MASE/RTB meetings to effectively manage CSE risk and protect vulnerable young children within their locality Develop working relationships between WBSCB and licencing, trading standards and the night time economy to strengthen enforcement and adherence of licencing laws	July 2017	Policy Procedure Practice Management Group
		July 2017	Chair/Business Manager

### **PRIORITY 3 - Missing Children/Managing Risk Taking Behaviours**

<b>OVERARCHING OUTCOME:</b> <b>Children and Young People living and visiting the region who go missing are located swiftly and safety plans are in put in place to reduce the risks associated with Missing Children.</b>	
<b>PREPARE</b>	WBSCB has a campaign to raise awareness of the dangerousness of children who go missing and the associated risks with of exclusion, crime, sexual exploitation, trafficking, radicalisation and forced marriage.
<b>PREVENT</b>	WBSCB promotes the connection between adverse Childhood Experiences (ACEs) and the increased risk of going missing and other associated risk taking behaviour.
<b>PROTECT</b>	WBSCB actively protects children who go missing or who are absent by locating them swiftly and returning them to a place of safety.
<b>PURSUE</b>	Partners actively use the legislation available (Anti Slavery Act, Human Trafficking, Forced Marriage etc) to pursue perpetrators and accomplices who exploit children who go missing.

## ACTION PLAN

<b>Missing Children/Managing Risk Taking Behaviour:</b>			
<b>3.1 Prepare – Outcome:</b> WBSCB has a campaign to raise awareness of the dangerousness of children who go missing and the associated risks with of exclusion, crime, sexual exploitation, trafficking, radicalisation and forced marriage.			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
3.1a Staff and member of the public are aware of the impacts and risks associated with episodes of missing children/young people	3.1a(i) Develop a safeguarding awareness campaign which covers the risks of crime, exploitation, trafficking, radicalisation etc associated with missing episodes	November 2017	Comms T&FG
	3.1c(ii) Roll out awareness through a planned launch during safeguarding week with a plan for future events/promotions	November 2017	Comms T&FG
3.1b Targeted Campaigns highlighting Anti Slavery, Trafficking and Counter Terrorism cover the key safeguarding issues in relation to children	3.1b(i) Promote links through partnership reporting to incorporate safeguarding into related awareness raising campaigns.	June 2017	Comms T&FG
	3.1b(i) Collate data supplied and managed in other fora in relation to safeguarding children. (ie. Trafficking MARAC, NRM referrals etc)	March 2018	Quality & Performance Management Group
<b>3.2 Prevent – Outcome:</b>			
WBSCB promotes the connection between Adverse Childhood Experiences (ACEs) and the increased risk of going missing and other associated risk taking behaviour.			
<b>Outcome</b>	<b>Actions Needed</b>	<b>Timescales</b>	<b>Responsibility</b>
3.2a Children who have	3.2a(i) Develop practice guidance which allows	February 2018	Policy Procedure Practice

<p>suffered Adverse Childhood Experiences are risk assessed routinely prevent risk taking behaviour and future missing episodes.</p>	<p>consideration of children who have experienced ACE to have a risk assessment which considers risk taking and missing behaviours.</p> <p>3.2a(ii) Undertake an audit of outcomes for children who have suffered adverse experiences to determine what preventative measures have been considered in relation to risk taking behaviours</p>	<p>February 2018</p>	<p>Management Group</p> <p>Quality &amp; Performance Management Group</p>
<p><b>3.3 Protect – Outcome:</b> WBSCB actively protects children who are absent or go missing by locating them swiftly and returning them to a place of safety.</p>			
<p>3.3a The WBSCB will follow and embed national guidance in relation to Safeguarding Children who are absent or missing developed as part of the All Wales Procedures Review</p>	<p>3.3a(i) Link with the commissioned Safeguarding Board responsible for the development and review of protection procedures to nominate WBSCB as the lead for development of safeguarding absent/missing children.</p> <p>3.3a(ii) Develop a task and finish group to work on the development of national policy in relation to absent/missing children on behalf of the National Procedures Group</p> <p>3.3a(iii) Work in partnership with the commissioned Safeguarding Board to consult on the work of the T&amp;FG to ensure the national policy is fit for purpose.</p>	<p>July 2017</p> <p>July 2017</p> <p>March 2018</p>	<p>Business Manager/ Policy Procedure Practice Management Group</p> <p>Policy Procedure Practice Management Group</p> <p>Policy &amp; Procedure Management Group (T&amp;FG)</p>

**3.4 Pursue – Outcome:**

Partners actively use the legislation available (Anti Slavery Act, Human Trafficking, Forced Marriage, Sexual Offences Act etc) to pursue perpetrators and accomplices who exploit children who go missing.

3.4a An increase in recorded crime associated with relevant safeguarding legislation such as Anti Slavery, Trafficking etc	3.4a(i) Identify what training and awareness is delivered to partners across the region in relation to new legislation and its uses.  3.4a(ii) Actively promote the use of associated laws to pursue perpetrators and accomplices linked to children who are absent/ go missing and are /at risk of exploitation.	October 2017	Strategic Training Management Group
		October 2017	Strategic Training Management Group



## Summary of Improvements 2017/18

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, 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 All management groups will review their work plans in accordance with the annual business plan to ensure alignment and continued effectiveness.**

**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?
<b>1.1 All management groups will review their work plans in accordance with the annual business plan to ensure alignment</b>	The WBSCB currently has 4 management groups established to undertake the work of the Board in conjunction with its business plan and core business	The groups need to review terms of reference, membership, chairing and business arrangements to ensure continued effectiveness. There	<ul style="list-style-type: none"> <li>▪ Review Terms of Reference and Membership of each group</li> <li>▪ Ensure that the groups have representation or conduit for information sharing across the different groups to enable consistency and avoid duplication</li> <li>▪ Mechanisms by which the Chairs of each group work together to monitor</li> </ul>	<p>Each Group</p> <p>BMU</p> <p>BMU</p>	<ul style="list-style-type: none"> <li>▪ Status reports to the Board outline effectiveness against the work plan and business plan.</li> <li>▪ Regular meetings of Management group chairs to oversee the implementation of the business plan</li> </ul>

<p><b>and continued effectiveness .</b></p>	<p>requirements. These groups are: Child Practice Review Management Group, Policy Procedure &amp; Practice, Quality &amp; Performance and Training Management.</p>	<p>should be clear connectivity between the groups so that they are not working in isolation of each other.</p>	<p>the Board’s business plan need to be put into place.</p>		<ul style="list-style-type: none"> <li>▪ Annual report measuring the outcomes from each work plan and business plan.</li> </ul>
<p><b>1.2 Promote the Strategic Training Management Group to become an enabler for safeguarding training across the region.</b></p>	<p>The Joint Strategic Training Management Group is established to focus on Adults and Children’s Safeguarding training. The group is working towards responding to information requests from the NISB.</p>	<p>The WBSCB &amp; WBSAB to continue to provide clear direction for the STMG and support its development as a quality assurance measure for safeguarding training. The STMG needs to promote it’s identity within the Safeguarding Boards’ region to enquire and ensure training delivery.</p>	<ul style="list-style-type: none"> <li>▪ Undertake a training needs analysis to identify gaps in training delivery.</li> <li>▪ Identify resources from Safeguarding Board agencies to respond to gaps.</li> <li>▪ Contribute to the WBSB’s performance reporting by providing information on the work of the group and training needs analysis.</li> <li>▪ Develop a quality assurance framework to measure quality of multi agency safeguarding training</li> <li>▪ Develop a questionnaire which enables the group to respond to the information requests of NISB and inform the annual report.</li> </ul>	<p>STMG</p> <p>STMG</p> <p>STMG</p> <p>STMG</p> <p>STMG</p>	<ul style="list-style-type: none"> <li>▪ The Board will receive information through performance reports on the delivery and gaps in safeguarding training throughout the region.</li> <li>▪ Multi agency safeguarding training will be measured for quality and branded appropriately in accordance with the quality assurance framework.</li> <li>▪ The annual report will hold detailed information in relation to safeguarding training across the region.</li> </ul>

<p><b>1.3 Improved accountability and transparent decision making</b></p>	<p>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.</p>	<p>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</p>	<ul style="list-style-type: none"> <li>▪ Each status report should be aligned more clearly to the requirements set out in its work plan and the Board’s strategic action plan.</li> <li>▪ 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.</li> <li>▪ A risk and issues register should be maintained to monitor risks, capture actions and offer an audit trail for future decision and action</li> <li>▪ Hold an annual SAIT event to assess the board’s effectiveness and ongoing improvements</li> </ul>	<p>Business Manager</p> <p>Management Group Chair</p> <p>Business Management Unit</p> <p>Chair/ Business manager</p>	<ul style="list-style-type: none"> <li>▪ Members take ownership of the decisions and actions made and agreed at Board</li> <li>▪ There is a clear risk and issue register which is reviewed regularly</li> <li>▪ An annual SAIT event is held to monitor board performance, evidence effectiveness and identify areas for improvement</li> </ul>
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**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.**

<b>Priority Area</b>	<b>Where are we now?</b>	<b>What needs to improve?</b>	<b>What do we need to do?</b>	<b>Who is responsible?</b>	<b>How will we measure success?</b>
<b>2.1 Partnerships and Governance</b>	The WBSCB is aware of various local and regional partnership arrangements which have links into safeguarding children. The Board has partnership updates on each agenda as a standing item and regularly requests reports from other partners in relation to safeguarding.	Reporting arrangements between partnerships needs further improvement. Links must be improved to ensure reporting safeguarding issues is regular, efficient and meaningful.	Establish an agreed pro forma for completion by each partnership in relation to safeguarding children and adults. Agree a pro forma which can be completed by the Board to inform the partnerships of its work.	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.
<b>2.2 Western Bay</b>	The SSWA 2014 has one set of regulations for the	Both Boards' terms of reference need to be aligned to reflect the	<ul style="list-style-type: none"> <li>▪ Revise terms of reference to align with</li> </ul>	Business Manager	<ul style="list-style-type: none"> <li>▪ Terms of reference reflect accurately the</li> </ul>

<b>Safeguarding Adults Board</b>	<p>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>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>	<p>regulations</p> <ul style="list-style-type: none"> <li>▪ Ensure standing agenda items on each Board to update on progress of the other.</li> <li>▪ Review which management groups would benefit from joint arrangements</li> </ul>	<p>Business Manager</p> <p>Business Manager/ Group Chairs</p>	<p>requirements within the SSWA 2014</p> <ul style="list-style-type: none"> <li>▪ Member surveys confirm knowledge and understanding of the work undertaken across adult and children safeguarding boards</li> <li>▪ Any identified management group mergers have been fully risk assessed and agreed by both Boards</li> </ul>
<b>2.3 National Independent Safeguarding Board &amp; other regional safeguarding boards</b>	<p>Chapter3, Volume 1 Introduction and Overview of Working Together to Safeguard People sets out the role and function of the National Independent Safeguarding Board. The Board was established and each regional Board area has been allocated a link member. Western Bay link NISB member regularly attends Board meetings and has</p>	<p>Although the Safeguarding Boards are not accountable to the National Independent Safeguarding Board they must give an account of their activity to the National Board via annual reports and business plans. Safeguarding Boards will be expected to supply NISB with information by responding to any notifications or requests for information in line with the timescales set out in regulations. Board Managers to work more closely to share good practice initiatives and work on national</p>	<ul style="list-style-type: none"> <li>▪ Take full advantage of the link member from National Independent Safeguarding Board to communicate concerns and messages highlighted through regional working.</li> <li>▪ Work towards a National Safeguarding Week 13 - 19<sup>th</sup> November.</li> <li>▪ Hold a national business managers support meeting to offer peer support and share</li> </ul>	<p>Chair/ Business Manager</p> <p>Business Manager</p>	<ul style="list-style-type: none"> <li>▪ Robust collaborative arrangements in place between NISB and WBSCB</li> <li>▪ Requests for information responded to within timescales</li> <li>▪ Collaborative initiatives completed</li> <li>▪ National Safeguarding Week is established and promotes local, regional and national initiatives for safeguarding people.</li> </ul>

	<p>become the conduit by which the Boards communication national/regional items. Regional Safeguarding Boards have a Business Manager supporting both Adult and Children Safeguarding Boards. These managers meet regularly to share information and regional plans/experience.</p>	<p>developments</p>	<p>experiences.</p>		
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**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?
<p><b>3.3 Participation</b></p>	<p>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</p>	<p>At least once a year Safeguarding Boards must give children the opportunity to participate in one or more events of the boards work. Public awareness in general needs to improve to promote the work of the Board and the public responsibilities for Safeguarding Children.</p>	<ul style="list-style-type: none"> <li>▪ Children and Young People's participation should become a key feature in the Boards' communication strategy.</li> <li>▪ Improved Links to be made with the existing groups throughout the Western Bay Region to capture the views of children and young people.</li> <li>▪ Evaluation process to be developed to ensure that feedback received is meaningful</li> <li>▪ Safeguarding Week 2017 be the platform from which to launch the public awareness raising campaign.</li> </ul>	<p>WBSCB</p>	<ul style="list-style-type: none"> <li>▪ Participation included in the Board's Communication Strategy</li> <li>▪ Engagement activities to be evaluated</li> <li>▪ Number of children and young people participating in the work of the Board</li> <li>▪ Safeguarding Promotion is visible throughout the communities in the Western Bay region in accordance with the public awareness campaign.</li> </ul>

## Appendix 1 – Membership of Western Bay Safeguarding Children Board

<b>Organisation</b>	<b>Post</b>	<b>Name</b>	<b>Area of Responsibility</b>
NPTCBC	Director of Social Services Health & Housing	Nick Jarman	Chairman
South Wales Police	Superintendent	Liane Bartlett	South Wales Police representative/Vice Chair
National Probation Service	Assistant Chief Executive	Eirian Evans	Probation Service representative
Safeguarding Services Public Health Wales	Designated Nurse Child Protection and Looked After Children	Daphne Rose	Public Health Wales and Child Practice Review management Group representative
Safeguarding Services Public Health Wales	Designated Doctor Child Protection and Looked After Children	Dr Lorna Price	Public Health Wales representative
NSPCC	Services Manager	Karen Minton	Voluntary sector representative
Barnardo's	Strategic Manager	Sarah Bowen	Voluntary sector representative
CVS	CCoS CVS	Clare Hopkins	Local Voluntary Sector representative across WB
Youth Offending Service	Youth Offending Services Manager	Caroline Dyer	Western Bay Youth Offending services and Quality & Performance Management Group representative
Prison Service	To Be Confirmed	Jason Evans	Person and youth offending services Swansea, NPT and Bridgend
Bridgend Local Authority	Director of Social Services & Lead Director for CYP	Susan Cooper	Local Authority representative Bridgend CBC
Bridgend County Borough Council	Head of Children's Services	Laura Kinsey	Children's Services Representative Bridgend CBC



Bridgend County Borough Council	TBC	TBC	Local Authority representative BCBC
NPT County Borough Council	Lead Director Children & Young People	Aled Evans	Local Authority representative NPTCBC
NPT County Borough Council	Head of Children and young people's services	Andrew Jarrett / Alison Davies	Children's Services Representative NPTCBC
City & County of Swansea	Chief Officer Social Services	Dave Howes	Local Authority representative CCOS
City & County of Swansea	Chief Officer Education	Nick Williams / Kathryn Thomas	Local Authority representative CCOS
City & County of Swansea	Head of Child and Family Services	Julie Thomas	Children's Services representative CCOS
ABMUHB	Assistant Nurse Director	Cathy Dowling	ABMU Health Board representative
ABMUHB	Assistant Medical Director Primary Care	Dr Matt Stevens	Health Board Representative – Primary Care
Public Health Wales National Rep.	Named Professional Safeguarding Children	Ian Smith	PHW representative
Swansea Domestic Abuse Forum	Domestic Abuse Coordinator	Ali Morris	Domestic Abuse Forum: Swansea, NPT and Bridgend
ABMUHB	Lead Nurse Safeguarding Children	Virginia Hewitt	Joint Strategic Training Group
PCC		Siriol Burford	

Appendix 2 – Joint Budget 2017/18

2017/18 projected budget and expenditure

	Income and Expenditure	Original Budget 2017/18
	<p><b>INCOME</b></p> <p><b>Funding</b></p> <p>Local Authority Contribution 60 % = £89,406</p> <p>Breakdown as per population:</p> <p>Swansea 46%</p> <p>NPT 27%</p> <p>Bridgend 27%</p> <p>ABMUHB</p> <p>South Wales Police</p> <p>National Probation Services</p> <p>Community Rehabilitation Services</p> <p><b>Total Funding</b></p> <p>Contribution from Reserve</p> <p>further contribution from reserve</p>	<p></p> <p></p> <p></p> <p>41,127</p> <p>24,140</p> <p>24,140</p> <p>37,253</p> <p>14,901</p> <p>3,725</p> <p>3,725</p> <p><b>149,010</b></p> <p>18,288</p> <p>18,022</p>
	<b>TOTAL INCOME</b>	<b>185,326</b>
	<p><b>EXPENDITURE</b></p> <p><b>Staffing Costs:</b></p> <p>Strategic Business Manager</p> <p>Business Coordinator</p>	<p></p> <p></p> <p>49,779</p> <p>33,359</p>

Business Coordinator	32,940
WBSBs Administrator	21,945
<b>Total Staffing Cost</b>	<b>138,023</b>
<b>Serious Case Reviews/CPRs</b>	
Average 7 CPRs per year @ £1500	10,500
Average 7 APRs per year @ £1500	10,500
Chronolator Licence	1,200
<b>Total SCR Costs</b>	<b>22,200</b>
<b>Development:</b>	
Annual conference (SAB/SCB combined)	12,000
Multi agency practice learning workshops	3,000
Communication/Training	5,000
<b>Total Development Costs</b>	<b>20,000</b>
<b>Admin</b>	
Travel/Subsistence/Mobiles	3,000
office equipment/stationery/support & licences	2,100
<b>Total Admin Costs:</b>	<b>5,100</b>
<b>TOTAL EXPENDITURE</b>	<b>185,323</b>

Note: This single budget sets out contributions and expenditure across both the Western Bay Safeguarding Adults Board and the Western Bay Safeguarding Children Board. The budget and projected expenditure is based on agreed contributions from agencies using the funding formula set out in Working Together to Safeguard People Volume 1 For the last 3 years the Boards have experienced an underspend which is highlighted as reserve contribution. It is agreed that any underspend is carried over to the next financial year allowing no increase in contributions from partners.